



THE IMMIGRANT
EDUCATION SOCIETY

Environmental Scan and Systems Mapping: Services for Newcomers in Calgary

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Table of Contents

Acknowledgement	1
Executive Summary	2
1. Study Background	3
2. Conceptual Framework	5
2.1 Initial Conditions.....	6
2.2 Process.....	6
2.3 Structure and Governance.....	7
2.4 Contingencies and Constraints.....	8
2.5 Outcomes and Accountability.....	8
3. Context	10
3.1 Initial Conditions.....	10
3.1.1. <i>Immigration</i>	10
3.1.2. <i>Government</i>	10
3.1.3. <i>Private sector funders</i>	11
3.2 Structure and Governance.....	12
3.2.1. <i>Members</i>	13
3.2.2. <i>Collaboration</i>	14
4. Methodology	16
4.1 Environmental Webscan.....	16
4.1.1. <i>Initial database of 'known' organizations serving immigrants</i>	16
4.1.2. <i>Expanded search for non-SPOs serving immigrants</i>	16
4.1.2.a. <i>HelpSeeker</i>	16
4.1.2.b. <i>Existing online lists of specific organization types</i>	17
4.1.2.c. <i>Structured Google Scan</i>	17
4.1.3. <i>Sampling</i>	19
4.1.4. <i>Scanning</i>	22
4.1.4.a. <i>Typology of organizations</i>	23
4.1.4.b. <i>Service domains</i>	23
4.1.4.c. <i>Language capacity</i>	23
4.1.4.d. <i>Target population</i>	24
4.1.4.e. <i>Online modality</i>	24
4.1.5. <i>Informal networks: Facebook and Instagram Structured Google Scan</i>	24
4.1.6. <i>Limitations and issues</i>	25
4.2 Survey and Interviews.....	25
4.2.1. <i>Survey</i>	25
4.2.2. <i>Interviews</i>	25
5. Findings	27
5.1 Descriptive Data.....	27

5.2 A. Organizations.....	28
A1. SPOs' service domains	28
A2. The big 8.....	29
A3. Non-SPOs' service domains	29
A4. Only 9% of non-SPOs targeted immigrants for services	30
A5. Informal networks.....	31
A6. Data collection for evaluation	32
A7. Geography of clients.....	33
A8. Funders.....	34
5.3 B. Findings about "services"	35
B1. Service domains	35
B1a. SPOs' service domains	35
B1b. Comparing service domains of SPOs vis-a-vis non-SPOs	36
B1c. Comparing service domains of French- vis-a-vis English-speaking SPOs/non-SPOs	37
B2. Service domains by organization type	38
B3. Language	38
B4. Population.....	40
B5. Online modality.....	41
B6. Corpus.....	42
5.4 C. Findings about "relationalities"	43
C1. Partnership as most common type of relationship	43
C2. and C3. Competition, simultaneous with partnership	44
C4. More interactions with non-SPOs, compared with SPOs.....	46
C5. Relations with funders	47
C6. Relations with informal networks.....	48
C7. Relations with immigrants.....	48
C8. What is working well in the immigrant-serving sector?	49
C9. What are the challenges, barriers and weak points of the immigrant-serving sector?	50
6. Discussion: Core-Peripheries.....	51
Organizations.....	51
6.1 Core organizations.....	51
6.1.1. The big 8 SPOs.....	51
6.1.2. SPO Data collection.....	52
6.1.3. Core Funders.....	53
6.2 Peripheral Organizations	53
6.2.1. Non-SPOs' unfulfilled role.....	53
6.2.2. Ethnic-based organizations as untapped resources	54
6.2.3. Informal networks as invisible supports.....	55
Services.....	55
6.3 Core services.....	55
6.4. Peripheral services	56
6.5. Gaps in services	57
Relations	58
6.6 Core and Peripheral Relations: Complexity and tensions	58

8. References.....	60
Appendix A: Methods.....	i
A.1 List of websites used in the webscan.....	i
A.2 Existing online lists used in the Structured Google Scan.....	i
A.3 Websites mentioned in Appendix C. Interviews with Clients.....	i
Appendix B: Interviews with Organizational Leaders.....	ii
Appendix B.1 Employment, settlement, and language services.....	ii
Appendix B.2 Duplications and gaps of newcomer services.....	iii
Appendix B.3 Sports and recreation.....	iv
Appendix B.4 Data collection.....	v
Appendix B.5 Grassroots informal networks.....	vii
<i>Appendix B.5.1. Organizations interacting with informal networks.....</i>	<i>viii</i>
Appendix B.6 Ethnic organizations.....	ix
Appendix B.7 The differences between formal and informal support.....	x
Appendix B.8 Funders.....	xi
<i>Appendix B.8.1. Challenges to the funding process.....</i>	<i>xii</i>
<i>Appendix B.8.2. How does the funding process affect competition with other SPOs or organizations?</i>	<i>xiii</i>
Appendix B.9 Relationships with other organizations.....	xiv
<i>Appendix B.9.1. How do organizations maintain interactions with other organizations?.....</i>	<i>xv</i>
<i>Appendix B.9.2. How can your organization improve relations with other organizations, SPOs,</i> <i>and/or funders?.....</i>	<i>xvi</i>
<i>Appendix B.9.3. Power relations with your partners and funders.....</i>	<i>xvi</i>
Appendix C. Interviews with Clients.....	xviii
Appendix C.1 Arrival experience.....	xviii
Appendix C.2 Knowledge of newcomer services.....	xix
Appendix C.3 How clients learnt about services in Calgary after their arrival.....	xx
Appendix C.4 Support from informal networks.....	xxi
Appendix C.5 Support from ethnic organizations.....	xxii
Appendix C.6 Support received from immigrant-serving organizations.....	xxii
Appendix C.7 What services were offered by multiple organizations, and you had too many to choose from?.....	xxiv
Appendix C.8 Difference between formal and informal support.....	xxiv
Appendix C.9 What else did you have to do in order to effectively settle in Canada.....	xxv
Appendix D. Informal Networks.....	xxvii
Appendix D.1 English-speaking Facebook groups.....	xxvii
Appendix D.2 French-speaking Facebook groups.....	xxvii

Appendix D.3 English-speaking Instagram pages.....	xxviii
Appendix D.4 French-speaking Instagram pages.....	xxix

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Executive Summary

This research study aims to provide a current understanding of the dimensions and dynamics of the changing immigrant-serving sector in Calgary. This study illustrates how organizations and services for immigrants can be understood with a core-periphery model. Three methodological approaches were used: an environmental webscan, a survey, and interviews with organizational leaders and immigrants. The environmental webscan allowed for a systematic online scan of organizations' websites and yielded data and empirical findings on: (1) the set of SPOs, non-SPOs and informal networks providing services for immigrants, (2) the range of services provided by SPOs and non-SPOs, and (3) organizational relations and interactions among SPOs, non-SPOs and funders, as well as on organizations' evaluation and data collection approaches. Complimentary to the webscan, a survey was used to investigate organizations' services, funding processes and interactions with other organizations. To delve deeper into findings from the webscan and survey, qualitative interviews were conducted with a small sample of settlement agency staff and immigrants who received services from SPOs and/or non-SPOs as well as those who did not receive any services and used only informal networks.

Summary of recommendations for future research

1. Service priorities and gaps, and attendant processes and outcomes
2. Funding patterns and processes
3. Analyses of administrative data
4. Processes and challenges around evaluation and data collection

Study limitations and issues

This study presents methodological limitations, due to the scale and scope of the study and time. First is the small number of survey and interview respondents. Second, while yielding crucial data, the Environmental Webscan utilized a small sample size (7.5% of all non-SPOs in Calgary) which limits the ability to accurately draw conclusions from the organizations of interest. Also, it is important to note the discrepancy between online information and real-world representations, as what is presented on SPOs and non-SPOs' websites may not completely reflect the true nature of their services, missions, and priorities. The digital presence of organizations is important as the internet is a common source of immigrants' access to organizations and services. The ease or difficulty of navigating and accessing websites will impact whether and how immigrants utilize services. Despite these limitations, Environmental Webscans are informative and present the information that is currently available to immigrants.

1. Study Background

This study, conducted by The Immigrant Education Society (TIES), a Calgary-based direct service provider with research capacity, is a component of a broader project initiated by the Calgary Local Immigration Partnership (CLIP) and funded by Immigration, Refugees and Citizenship Canada (IRCC). This study aims to provide a current understanding of the dimensions and dynamics of the changing immigrant-serving sector in Calgary. Results from this study will be incorporated into a larger, IRCC-funded project intended to ameliorate immigrant services delivery and supports within the city and beyond if appropriate and applicable.

We first provide highlights of the literature review and the study background, followed by conceptual framing for the study, and then present contextual background on Calgary's immigrant-serving sector. We then detail our methods and findings, and then close with discussion of findings, followed by conclusion. In finality, we illustrate how organizations and services for immigrants can be best understood using a core-periphery framing, whereby Calgary's immigrant-serving institutions yield promise and strength but not without the inherent dynamics of inequality and power that warrant attention.

Immigrants take complex and dynamic trajectories as they transition, integrate and flourish in places of settlement, such as Calgary. Crucial, particularly in the earliest phases upon arrival, are the myriad organizations that prefigure and contextualize immigrants' paths. Thus, application and direct relevance to practices in specific contexts of reception, such as Calgary, is warranted. Drawing from academic literature on contexts of reception and cross-sector collaborations, this research study examines the institutional configuration of services and supports in Calgary for immigrants. Calgary as a local context of reception is positioned as welcoming, with economic opportunities, increasing diversity and a forward-oriented social cityscape. Yet, there is much to be empirically and theoretically understood in terms of the institutions or organizations and the range and scope of services for Calgary's immigrants.

While the structures and sociolegal realities around the arrival of immigrants are a federal or national matter, the immigrant experience is very much local. Cities and localities are ground zero in implementing federal policy and innovating responsive programming, while contending with dynamic socio-political issues of welcome and unwelcome (Ellis, 2006; Gonzalez Benson et al., 2022; Gulati et al., 2016). Indeed, the local institutional configuration of the immigrant-serving sector has been examined in research (Francis & Yan, 2016; Suva et al., 2022).

Studies illustrate how local contexts—provinces, cities, neighborhoods, communities and networks—can help determine the trajectory and mobility of immigrants, and thus integration outcomes (Barkdull et al., 2012; Ellis, 2006; Gulati et al., 2016; Marrow, 2012). For instance, in

the US, civil society initiatives, grassroots mobilization and local policies in Sanctuary Cities have been illustrated as crucial for immigrants in safeguarding safety and constituting a welcoming that is sustainable and robust (Gonzalez Benson, 2021; Gonzalez Benson et al., 2022; Gulati et al., 2016; Varsanyi, 2008; Walker & Leitner, 2011). In the Canadian context, the Local Immigration Partnerships (LIPs) in major Canadian cities have functioned as connections between local government and non-government organizations directly providing community services. Neither a funder nor a direct service provider, LIPs have played a coordinative role in fostering discourse and collaboration between organizations, while also providing information and knowledge resources about the local immigrant sector.

Meanwhile, delving more closely into the institutions and mechanisms that constitute local contexts of reception, studies have examined cross-sector and multidisciplinary collaborations. As we detail in the subsequent sections, theoretical and empirical knowledge illustrates the structures and governance, contingencies and constraints, outcomes and accountabilities that characterize institutions as they work together to serve communities (Bryson et al., 2006). Such collaborations are complex, sometimes celebrated for successes and innovations and yet at other times problematized for the contradictions and compromises that ensue. The organizational field manifests with challenges, such as resource scarcity, competing priorities (between funders and communities, for example), shifting social-political contexts and competitive funding structures (Gonzalez Benson & Pimentel Walker, 2021). Regarding immigrant communities specifically, these institutional collaborations must also contend with dynamic migration patterns and issues of diversity, equity and inclusion (Ellis, 2006; Gleeson & Bloemraad, 2013; Marrow, 2012).

2. Conceptual Framework

This section of the report lays out an evaluative framework that can be utilized to measure to what degree the settlement sector is conducive to collaboration which also lays the foundation for recommendations and next steps. The 2006 research conducted by Bryson et al. offers five aspects or dimensions of Calgary's immigrant-serving sector and how institutional players collaborate and relate to one another and as a collective. This section provides a brief overview of the framework's five parts, detailed in Figure 1, drawn from Bryson et al. (2006).

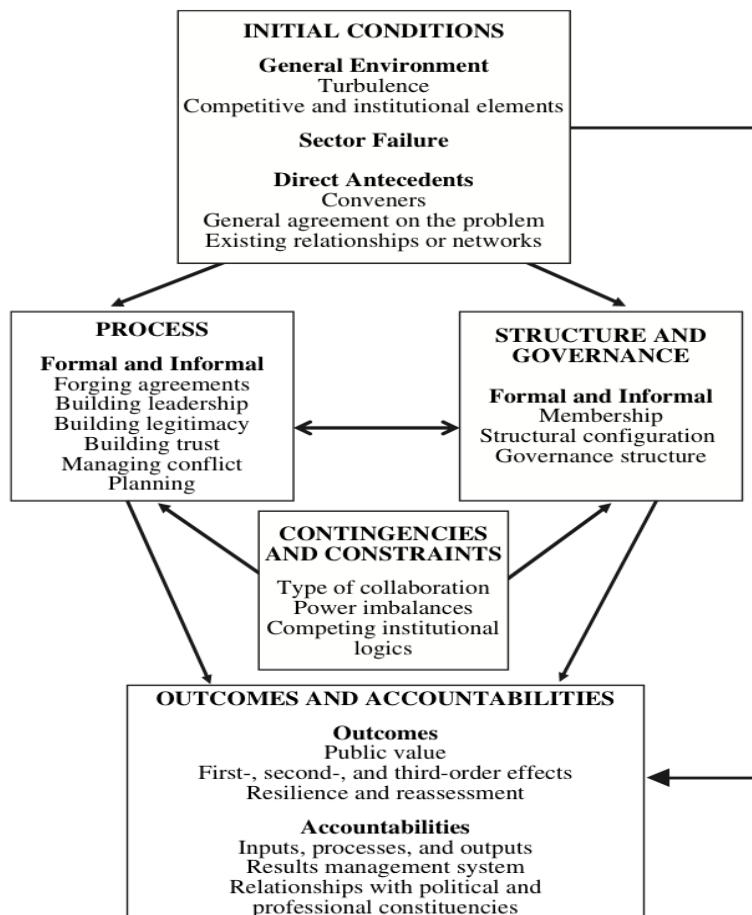


Figure 1 A Framework for Understanding Cross-Sector Collaborations

The framework provided by Bryson et al. (see figure 1 above) serves as an organizing structure that categorizes what the literature finds as the various components that are present in collaboration. The framework emphasizes simplicity and therefore captures the more salient interactions as opposed to outlining every form of interaction that could occur.

2.1 Initial Conditions

Initial conditions refer to the environmental factors and other specific and immediate preconditions that shape or affect a collaboration's inception, structure and outcome (Bryson et al., 2006; Scott & Meyer, 1991). The institutional environment has normative, legal, and regulatory elements, and includes fluctuations in public funding, changes in welfare policies, resource dependencies, turbulence etc. Collaboration is impacted by the driving and constraining forces in competitive and institutional environments (Bryson et al., 2006).

Further, collaboration is influenced by the degree to which single efforts to solve a public problem have failed (Bryson et al., 2006). Termed as "Sector Failure", this phenomenon captures the idea that as a society, we rely on the various strengths of different organizations to overcome or fill in the gaps of other institutions when they fall short (Bryson et al., 2006). Moreover, another key part of initial conditions is "linking mechanisms" (Waddock, 1986). These linking mechanisms could include the existence of powerful sponsors who could draw public attention and bolster legitimacy within a stakeholder group, conveyors, who are leaders with credibility in multiple areas that pull together a set of stakeholders, and finally, the existing networks and prior relationships, that foster new partnerships due to the established foundation of trust (Gulati 1995; Ring & Van de Ven, 1994).

2.2 Process

While there are numerous facets to the collaborative process, there will be six that our research will focus on: forging initial agreements, building leadership, building legitimacy, building trust, managing conflict, and planning (Bryson et al., 2006).

Initial Agreements

A critical difference between informal agreements and formal agreements is the addition of accountability (Bryson et al., 2006). The key advantage that formal agreements have with its elements of a general purpose, mandate, commitment of resources, designation of formal leadership to name but a few is that it could help forge the path to implement next steps, which they may not be able to do without shared purpose (Bryson et al., 2006).

Building Leadership

Collaborations allow numerous opportunities for leadership whether this manifests formally or informally. Two key types of leadership are especially relevant when examining collaboration: *sponsors* and *champions* (Bryson et al., 2006; Crosby & Bryson 2005). Sponsors as suggested by the name are individuals who have resources, Prestige and authority that can be tapped into on behalf of the organization (Bryson et al., 2006). Champions are those whose primary focus is keeping the collaboration going and using process skills to help achieve goals.

Building Legitimacy

The ability to acquire resources and increase the likelihood of successful partnership largely rests on the legitimacy not only of the organization but also the collaborative network. Three core dimensions of legitimacy are necessary for networks to thrive: the legitimacy of the network (1) *as a form* that can engage both internal and external support, (2) *as an entity* that is recognizable to both insiders and outsiders, and (3) *as an interaction* which contains members that trust each other to exchange within the network (Bryson et al., 2006; Human & Provan, 2000).

Building Trust

Trust is both the lubricant and glue to facilitate and sustain collaboration (Bryson et al., 2006). Indicators that trust is embedded within partnerships are the sharing of information and demonstrating follow-through (Arino & de la Torre, 1998; Merrill-Sands & Sheridan, 1996).

Managing Conflict

Although regarded as unideal, conflict is natural to the collaboration process (Bryson et al., 2006). Research indicates this arises primarily due to different aims and expectations from the parties involved (Bryson et al., 2006). It may be exacerbated when there is a difference in status or power, as less powerful partners may need the affirmation that their interests are being taken into account. The literature recommends collaborators utilize resources to put all participants on equal footing (Keast et al., 2004).

Planning

Collaborations succeed when combining two approaches to planning, the formalized and the emergent (Bryson et al., 2006). The formalized approach to planning highlights the more systematic, deliberate means, where there is a clear articulation of objectives and goals (Bryson et al., 2006). This contrasts with the "emergent" approach, as it favors the unfolding of goals and missions that emerge naturally over time through conversations involving individuals, groups, and organizations (Bryson et al., 2006).

2.3 Structure and Governance

Structure refers to the horizontal and vertical relations amongst organizations and other players within a given field or sector. External forces, such as government policy changes, could stabilize or destabilize structures (Sharfman et al., 1991; Stone, 2004). Additionally, the strategic purpose of the network or partnership, which is related to the composition and sizes of networks, can also impact structure (Agranoff & McGuire, 1998). These structures are likely to be dynamic due to the innate ambiguity and complexity rooted in collaborations (Huxham & Vangen, 2005). Some of these ambiguities in the literature arise due to several features of membership, such as what members represent, perceptions of who belongs to the collaborations, and turnover among these members (Bryson et al., 2006).

Governance can be regarded as coordinating and monitoring activities that need to occur for collaborations to survive, though a firm definition of governance is elusive (Bryson et al., 2006). These governance structures can include self-governing arrangements in which decisions can occur through regular meetings, a lead organization taking charge, or even a network administrative organization that is separately created to oversee affairs (Bryson et al., 2006).

2.4 Contingencies and Constraints

Three vital factors – contingencies and constraints – impact the process, structure and governance of collaborations: (a) the type of collaboration, (b) power imbalances and (c) competing institutional logics within the collaboration (Bryson et al., 2006).

In terms of the collaboration type, it is important to distinguish between partnerships formed for system-level planning, administrative activities or service delivery (Bryson et al., 2006). The type of collaboration has an impact on the ease of which it is to sustain the partnership and the frequency of a partnership formation. For example, service delivery partnerships occur more frequently than system-level planning because the latter requires more negotiations and creative solutions than the former.

The power imbalance is a key source of mistrust and thus a threat to effective collaboration (Huxham & Vangen, 2005). It can become a critical deterrent to collaboration when partners have difficulty agreeing on a shared purpose (Bryson et al., 2006). Moreover, over time, exogenous and endogenous shocks can also impact interactions among partners such as funding stream dwindling, or demographic of the collaboration's clientele shifting (Bryson et al., 2006).

Institutional logics are macro-level historical patterns that establish the rules of the game (Friedland & Alford, 1991; Thornton & Ocasio, 1991). A pertinent example would be democracy, in that the logic of democracy factors citizen participation and voluntary association. Competing institutional logics within the collaborative process may influence the extent to which organizations can agree on the essential elements of process, structure, governance and desired outcomes.

2.5 Outcomes and Accountability

The outcomes of collaboration can be understood in three ways: (a) public value, (b) temporal effects as first-, second-, and third-order; and (c) resilience and reassessment (Bryson et al., 2006). First, the concept of public value captures the idea that collaboration is created and sustained for the ultimate realization of contributing something of value to the public that cannot be achieved by one organization alone (Bryson et al., 2006). Creating a “regime of mutual gain” could produce lasting public benefits which play to the strength of different partners and collaborators (Bryson et al., 2006). Second, the temporality of effects comes as ordered by

timing. First order is immediate and direct results; second order effects occur when the collaboration is underway; and third order effects are not discernible until significant time lapse (i.e., new collaborations, less conflict, more resources). Collaborations are more likely to succeed when they produce all three effects (Bryson et al., 2006). Third, resilience and reassessment are about the need for partners to have space for regrouping and reframing after a failure (Crosby & Bryson, 2005).

Accountability

Several key elements would foster accountability in a collaborative initiative. One is a system for “managing results” that links data measured to specific actors and interventions. This system also documents results and tracks how it changes over time and will be used to inform partners on what needs to be done to improve operations (Bryson et al., 2006). Implementing such a system requires partners that have strong relationships with each other as well as the capacity to measure these results and use them strategically to improve performance (Bryson et al., 2006). It is important to note that the issue of accountability is complex and it may not always be clear-cut, especially when different organizations may have their own metric or framework for accountability that conflicts with others (Bryson et al., 2006).

3. Context

In this section, we provide contextual background on the immigrant-serving sector of Calgary, utilizing some of the concepts discussed in the previous section. We present this contextual background as a premise or as the motivating, starting point for the study. That is, known information about institutions or organizations and their services and relations.

3.1 Initial Conditions

3.1.1. *Immigration*

Immigration serves an important role in Canada, as it offers an efficient solution to the country's aging population and resulting labor shortages (Guo & Guo, 2016). Due to Canada's reliance on immigrants as the main source of population growth, immigrants and permanent residents now account for almost one quarter of Canada's entire population - the highest proportion among the Group of Seven (G7) countries (Statistics Canada, 2022). From 2016 to 2021, four-fifths of the labor force growth has been attributed to immigrants, demonstrating the great contributions they offer to Canada's economy (Statistics Canada, 2022).

Calgary in particular is the fourth most common destination for immigrants entering Canada, with immigrants forming 31.5% of the city's population in 2021 (Statistics Canada, 2022; The City of Calgary, n.d.). Furthermore, the proportion of immigrants in Calgary is well above the national average of 23% (Statistics Canada, 2022). As these increasing immigration trends are projected to continue well into the future, it is imperative for policymakers, service providers, and other professionals in Calgary to be well-equipped in supporting immigrant settlement and integration into Canadian society.

3.1.2. *Government*

The settlement system in Canada depends on the contributions of all levels of government: municipal, provincial, and federal (Suva & Palova, forthcoming). Rather than providing direct services to immigrants (although there are few exceptions), the government serves as the primary source of funding, direction and oversight for settlement service provider organizations (SPOs) with the intention to successfully integrate immigrants into Canadian society - especially during the settlement period, known as the first few years after one's arrival to Canada (Au et al., 2021; Sigurdson, forthcoming; Suva & Palova, forthcoming). According to IRCC (n.d.-a), SPOs are mainly established to assist immigrants with integration through providing settlement, employment, and language services – areas of which are crucial for an immigrant's successful integration into society. Non-settlement service provider organizations (non-SPOs), on the other

hand, do not primarily serve immigrants or touch on all of these three areas. However, they may still serve some immigrants by offering services that align with only one or two of the priority areas. Furthermore, it is also possible for non-SPOs to provide no services relevant to settlement, employment, or language for immigrant integration.

IRCC, a department of the federal government, is the largest state funder, driving a large proportion of work done by Calgary's immigrant agencies (Suva & Palova, forthcoming). The bulk of all IRCC funding is for language programs: LINC (Language Instruction for Newcomers to Canada) and CLIC (Cours de langue pour les immigrants au Canada) (IRCC, n.d.-b).

The Government of Alberta also provides considerable funding and structural guidance for SPOs in Calgary. Although these contributions could be seen as secondary to those from IRCC, the provincial government has increased its involvement in immigration policy through provincial nominations and temporary foreign worker programs (Guo & Guo, 2016). The provincial government invests heavily in language programming like the federal government but also aims to cover areas of need that are not prioritized by federal funding or priorities.

The City of Calgary has the greatest limits on jurisdictional authority toward funding for immigration-support services out of all three levels of government (Guo & Guo, 2016). Alternatively, the municipal government tends to focus more on adopting policies that will facilitate a welcoming environment for the settlement sector and integration of immigrants, as well as address specific issues faced by immigrants in the community (Guo & Guo, 2016). For example, the city-level Calgary Local Immigration Partnership (CLIP) is one of 80 IRCC-funded Local Immigration Partnerships in Canada that play a key role in facilitating collaboration across the diverse sectors, service providers, and networks specific to immigrants in a community (CLIP, n.d.).

3.1.3. Private sector funders

Adding onto the funding provided by the 3 levels of government, SPOs and non-SPOs source contributions from private foundations, corporations or donors. Those organizations that are mainly dependent on government funding do not have the same access to private funds (Jang & Feiock, 2007). Contrary to that, organizations that are dependent on private donations, sponsorship and service fees may demonstrate profit-seeking behaviour (ibid.).

Private foundations, such as Calgary Foundation, offer a variety of funding opportunities through grants with different focuses and scales. Private foundations are a link between the donors and community organizations, serving as a mediator for those with limited access to private donors.

Seeking private sponsorship is heavily dependent on each individual organization and its capacity for fundraising, networking with donors and seeking sponsorship opportunities. As demonstrated by the results of this study, there is a greater dependence on governmental and grant-based funding within the immigrant-serving sector in Calgary and lesser dependence on private entities and sponsorships.

3.2 Structure and Governance

The governments' (municipal, provincial, federal) and private sector funders' provision of structure and guidance for organizations in Calgary's immigrant-serving sector can be understood as operating through three mechanisms: funding, policies and institutional/organizational culture.

First, through competitive calls for proposals (CFP) and some mandated programming that is implemented through annual contracts, government agencies and private sector funders specify their priorities and aims, which then incentivizes and prompts organizations' actions and practices into alignment (Braun & Clément, 2018; Hall, 2008; McGrath & McGrath, 2013). The government, particularly IRCC and primary funders, can be conceptualized as the "linking mechanisms" that are necessary for drawing public attention, generating legitimacy, bringing multiple stakeholders together and building trust (Bryson et al., 2006). As primary funders of the immigrant sector, IRCC together with the provincial and municipal governments mainly determine what areas service providers should prioritize through their funding requirements. Throughout the year, IRCC and other funders release requests for proposals with guidelines and requirements that service providers in need of funding must follow (Suva & Palova, forthcoming). Organizations submit proposals in response to government calls for innovative projects and initiatives that aim to address immigrant needs (Suva & Palova, forthcoming). Mandated programs, meanwhile, like the LINC program (mentioned above), are resourced and supported each year through budget allocations and contracts for existing SPOs, rather than competitive funding.

Second, policies provide high-level direction, while also facilitating and delimiting operations on the ground through budget and technical determinations, such as requirements for eligibility, documentation and outcome measures (McGrath & McGrath, 2013). For instance, an Immigration Plan to Grow the Economy provides a high-level overview of how many permanent residents will be admitted to the country each year and what the expected impact is on the labour force. It also provides a breakdown of expected investment into immigrant supports, including investment in support of official languages and 'Francophone' initiatives (Government of Canada, 2022). The LINC program was introduced in 1992 as a central component of the Immigration Plan for 1991 - 1995 that described the federal integration strategy. The LINC program was the first time the shift from a sole focus on language to integration through language was observed. This policy also included above mentioned technical determinations and

specific eligibility criteria, such as that the immigrants and refugees are entitled to access this program, preferably within the first year of their arrival. Canadian citizens are not eligible to attend LINC classes (Guo, 2015).

Third, as a more abstract level of governance, institutional/organizational culture refers to the dynamic and symbolic set of discourse, language, practices, representations, and promotions that are set forth by governments and funders (Schmidt, 2008). Institutional culture is constituted and forged, both intentionally (top-down) and organically (bottom-up), via traditional media (print, TV), social media, leadership practices, membership practices, and everyday ways of doing work (Gochhayat et al., 2017). For the immigrant-serving sector specifically, institutional culture can be viewed as politicized, as perhaps most clearly evidenced by the rise of recent anti-immigrant discourses in some nations. Funding, policies and institutional culture set the structure and governance for an immense set of players on the ground, including SPOs and non-SPOs discussed next, as member organizations of the immigrant-serving sector.

3.2.1. Members

Calgary's immigrant sector includes a wide variety of organizations. SPOs are the main actors in the settlement, as they are contracted annually for a set of mandated projects and often win competitive grants. SPOs' three main areas or priorities are settlement, employment, and language, which directly deal with the barriers immigrants face when settling in Canada and enable them to better adapt to Canadian culture. Calgary's largest or most well-known SPOs (most mentioned in the survey and interview data and covering most of the services targeted to immigrants in Calgary) are the Calgary Catholic Immigration Society (CCIS), Calgary Immigrant Women's Association (CIWA), Centre for Newcomers (CFN), Immigrant Services Calgary (ISC), and The Immigrant Education Society (TIES).

Aside from the above-mentioned SPOs, there are other notable SPOs, including French-speaking SPOs that address the three key areas for immigrant settlement and integration, including but not limited to Diversecities, Centre d'accueil pour nouveaux arrivants francophones (CANAF), and Portail de l'Immigrant Association (PIA). Although Calgary is overwhelmingly English-speaking, French-speaking organizations such as CANAF and PIA play an important role for French-speaking immigrants who choose to settle in Calgary.

Non-settlement service organizations (non-SPOs) are organizations that serve the public at large and that do not provide settlement, employment, and language as the three priorities of SPOs, but nonetheless still provide some services for immigrants. Non-SPOs are regarded as crucial to the functioning of the immigrant-serving sector, as they provide a more focused approach to one or two immigrant needs and collaborate with SPOs. Guo & Guo (2016) defined six categories of settlement and integration service providers, five of which could be categorized into non-SPOs.

Organizations that offer health and social services to the general public including immigrants are what Guo & Guo (2016) define as universal organizations, which include YMCA and YWCA.

Multicultural organizations, like Action Dignity, provide services to immigrants of different cultural and ethnic backgrounds, specifically focusing on “cultural awareness, advocacy, and community development” (Guo & Guo, 2016). They focus more on social services that may not be provided by government agencies and mainstream organizations (Gonzalez Benson, 2021; Guo & Guo, 2016).

Faith-based organizations such as The Salvation Army also provided services for the settlement sector and integration of immigrants, long before SPOs emerged in Calgary (Guo & Guo, 2016). These organizations offer settlement and sometimes language services to immigrants, and would still be regarded as a non-SPO, since their main mission differs from solely supporting immigrants.

Lastly, Guo & Guo (2016) proposed special interest groups as another category of immigrant service providers. These groups either address the specific needs of a certain population (such as seniors, immigrant women, or youth) or address the specific challenge(s) certain populations may be facing. Like multicultural organizations and ethnocultural agencies, special interest groups may fall into SPOs or non-SPOs.

Informal networks such as social media groups, community bulletin boards, and one’s personal connections provide a crucial role in immigrant settlement and integration. These networks often refer immigrants to SPOs and other formal organizations through word of mouth. Importantly, informal networks offer more intimate forms of support to immigrants. These networks have been acknowledged in the immigrant sector, but not fully measured and investigated. Therefore, the exact importance of informal networks and the most commonly used types are unknown.

3.2.2. Collaboration

Due to the variety of services provided in the immigrant sector, organizations often pool their resources and knowledge together to reach a common goal in serving immigrants. Rather than having a centralized structure in place for these collaborations, the immigrant-serving sector in Calgary has clusters of collaborations that vary according to the need. A great example of this would be the Calgary Newcomers Collaborative (CNC) (previously known as Calgary East Zone Newcomers Collaborative [CENC]), where various settlement organizations and civil society organizations banded together during the COVID-19 pandemic to address the needs of immigrant communities while “mobilizing public agency resources and capabilities” (Suva et al., 2022, p. 196). While this example of collaboration was well-documented during a time of crisis, other interactions among organizations in the sector are not. Considering the central role of IRCC in providing funding to service providers, collaborators could simultaneously be

competing for funding in other areas. Therefore, another aspect of the sector worth investigating would be the nature of relations between the organizations and what impact that has on the efficiency of the sector as a whole.

4. Methodology

The methods section is structured based on three methodological approaches: (a) environmental webscan, (b) surveys, and (c) interviews.

4.1 Environmental Webscan

An environmental webscan is a method that involves an online search of grey literature which usually consists of non-academic sources such as blogs, case studies, government reports and websites (Adams et al., 2017). Environmental webscans have been used in studies in various fields, including Al-Tabbaa et al. (2021), Barranger et al. (2020) and Gruno and Gibbons (2022). For our methods, we draw from Turin et al.'s (2021) study, wherein researchers used an internet scan to ascertain the current resources available for supporting immigrant health professionals.

4.1.1. *Initial database of 'known' organizations serving immigrants*

The initial step was to construct a preliminary database of organizations from three existing lists: (1) IRCC Newcomer Services Near You list, (2) City of Calgary: Organizations to Help You Settle list, and (3) Calgary Local Immigration Partnership Newcomer Guide (see appendix A). This initial database, with 75 organizations comprised of 24 SPOs and 41 non-SPOs, is thus considered as the set of 'known' immigrant-serving organizations in Calgary.

4.1.2. *Expanded search for non-SPOs serving immigrants*

To widen our 'universe of known organizations', the next step entailed an extended search using three data collection tools: (a) the HelpSeeker website, (b) existing online lists of specific organization types, and (c) a structured Google scan (Turin et al., 2021). As this expanded search focused specifically on non-SPOs, we categorized non-SPOs into 11 types (see section 5.2 A - Organizations below for details), in order to target and identify additional non-SPOs into our sample.

4.1.2.a. HelpSeeker

HelpSeeker Technologies is a Canadian social enterprise that was established in 2018. The organization created HelpSeeker Navigi, a search tool where individuals can search for a range of resources in their district such as mental health, parenting, domestic violence, and housing services. HelpSeeker Navigi network includes over 3,583 services, resources and helplines across Calgary. According to HelpSeeker, 3,973 users search for services in Calgary each month, with "food" being the most common search phrase in 2021. When conducting our search on

HelpSeeker Navigi, filters were used to narrow our search by location (Calgary), service (e.g., community) and then by population focus (immigrant/immigrant & refugee). This search produced 20 organizations that were not in the initial three lists.

4.1.2.b. Existing online lists of specific organization types

The expanded search, focusing on non-SPOs, also entailed collecting data from existing online lists specific to each non-SPO type. See Table A below for existing online lists utilized for the various types of non-SPOs. There were five non-SPO types for which there were no online lists found: Community, Employment, Legal, Women, and Youth; we thus used a Structured Google Scan as a method for this expanded search, detailed in the section below. One non-SPO type, religious non-SPO, is an exception whereby we used both an existing online list and a Structured Google Scan, because data from the existing online list, Canada Helps, did not include Sikh and Hindu non-SPOs. The list Francophonie Calgary was used in the categories of employment, community, legal, youth and other to obtain more French-speaking organizations. This list yielded 31 French-speaking non-SPOs which were categorized into all types. Data from existing online lists for all non-SPO types yielded 741 non-SPOs in total, including the 31 French-speaking non-SPOs.

4.1.2.c. Structured Google Scan

The Structured Google Scan followed Turin et al. (2021) method which used keywords to identify relevant webpages. The search strategy consisted of using the Google search engine and search terms relevant to immigrant-serving organizations; see Table A for details on search terms. Aiming to prevent bias, searches were conducted in private browsing, with the location on to keep the results specific to Calgary. The landing Google search page and the next 10 pages were screened. Organizations' websites remained the main source of data and inclusion criteria consisted of organizations being relevant to the non-SPO type, located in Calgary and with service(s) aimed at immigrants. For exclusion criteria, see Table C. When completing the search for French-speaking organizations, Google language preferences were changed to Français. Data from the google scan yielded 1,237 non-SPOs in total.

Table A: non-SPO Search Terms

non-SPO Type	English Search Terms	French Search Terms
Community	<p>“community Calgary”</p> <p>“community resource Calgary”</p> <p>“community association Calgary”</p>	<p>“communauté de Calgary”</p> <p>“ressource communautaire Calgary”</p> <p>“association communautaire de Calgary”</p>
Employment	<p>“employment services Calgary”</p> <p>“employment skills Calgary”</p> <p>“job training programs Calgary”</p> <p>“training and employment services Calgary”</p> <p>“unemployed coaching Calgary”</p>	<p>“services d'emploi Calgary”</p> <p>“compétences en matière d'emploi Calgary”</p> <p>ALT “compétences professionnelles Calgary”</p> <p>“programmes de formation professionnelle à Calgary”</p> <p>“programmes de formation à l'emploi à Calgary”</p> <p>“service de formation et d'emploi Calgary”</p> <p>“coaching au chômage Calgary” ALT</p> <p>“coaching de chômeurs à Calgary”</p>
Legal	<p>“legal service Calgary”</p> <p>“pro bono Calgary”</p> <p>“legal clinic Calgary”</p>	<p>“service juridique de Calgary”</p> <p>“pro-bono Calgary”</p> <p>“clinique juridique Calgary”</p>
Religious organizations	<p>“gurdwara calgary”</p> <p>“hindu temple calgary”</p>	
Women's Services	<p>“women services Calgary”</p> <p>“vulnerable women Calgary”</p>	<p>“services aux femmes Calgary”</p> <p>“femmes vulnérables Calgary”</p> <p>“refuges pour femmes à Calgary” ALT</p> <p>“Abris pour femmes à Calgary”</p>

non-SPO Type	English Search Terms	French Search Terms
	“domestic violence women’s services Calgary” “parenting and pregnancy services Calgary”	“violence domestique services aux femmes Calgary” “services pour les parents et les femmes enceintes à Calgary”
Youth	“youth services calgary” “youth mentorship calgary” “youth organizations calgary”	“services pour la jeunesse de calgary” ALT “services pour les jeunes de Calgary” “mentorat pour les jeunes à Calgary” “organisations de jeunes à Calgary”
Other	“Calgary public library locations” “private libraries Calgary” “university libraries Calgary” “preschools Calgary”	“emplacements des bibliothèques publiques de Calgary” “bibliothèques privées Calgary” “bibliothèques universitaires Calgary” “écoles maternelles Calgary”

4.1.3. Sampling

The expanded search, using the three tools discussed above, generated a total of 1,237 non-SPOs that were not in the initial list of ‘known’ organizations (see table B below). Random sampling was conducted to narrow our set of organizations for scanning. For the non-SPO types that generated a list of more than and fewer than 100 organizations, 5% and 10%, respectively, were randomly selected for scanning; see Table B for details. As an exception, Education (K-12) was sampled per quadrant in Calgary. Quadrants with over 100 schools (NW, SW) 5% were randomly sampled, and quadrants with under 100 schools (NE, SE) 10% were randomly sampled. 94 non-SPOs were included for scanning, out of the total of 1,237 non-SPOs identified through the expanded search. Within the sample, the organization's webpages were scanned to see whether they had services for immigrants. The organizations that have services aimed at immigrants and newcomers were categorized into the 10 service domains and added to the non-

SPO types lists. Out of 94 non-SPOs examined via extended search, only 10 had immigrant services.

Table B: non-SPO Types Lists

Types of non-SPOs	Existing Online Lists	# of non-SPOs identified	# of non-SPOs scanned (with % randomly selected for scanning)
Education K-12	Calgary Board of Education List, Calgary Catholic School District, Real Estate Calgary, Counsel Scolaire	439 Total	32 Total
		NW sample- 117	NW sample - 6 (5%)
		NE sample - 88	NE sample - 9 (10%)
		SW sample - 138	SW sample - 7 (5%)
		SE sample - 96	SE sample - 10 (10%)
Ethnic based	informAlberta.ca Francophonie Calgary	42	4 (5%)
Health services	Alberta Health Services Facilities List Francophonie Calgary	67	6 (10%)
Higher education	Government of Canada Designated Learning Institute List Francophonie Calgary	83	8 (10%)
Religious organizations	Canada.Helps.org Francophonie Calgary	121	6 (5%)

Community		133	
Employment		61	
Legal		12	
Women		56	
Youth	No online lists found; Google search	79	
Other	used	144	

*See Appendix A: Methods for list of websites

Table C: Exclusion Criteria for Webscan

Community	SPO organizations
	Organizations with no website or web presence
	News articles, blogs, resources
	Corporate companies
	Organization not relevant to the type
Education (K-12)	Schools with no website or web presence
	Schools that were closed
	Schools that do not fall within one of the quadrants or are outside of Calgary
Employment	Results that had more lists or reports embedded into them
	Articles or web pages about job postings
	Organizations outside of Calgary
	Research Organizations
	SPO organizations

	Funding websites
	Websites that were not working
	Organizations not relevant to the type
Ethnic based	Organizations with no website or web presence
Health services	Organizations classified as an SPO
	Facilities outside of Calgary
Higher Education	Institutions outside of Calgary
	Duplicates that were listed due to differing locations
Legal	Legal organizations outside of Calgary
	Law firms
Religious organizations	Religious organizations outside of Calgary
	Missionaries that serve communities in different countries
	Religious organizations with no website or web presence
Women's services	Women's services outside of Calgary
Youth	Youth organizations outside of Calgary
Other	Organizations that were not libraries or pre-schools

4.1.4. Scanning

The website's mission statements, values, description of service(s) and other online content were used to collect and organize data about organizational typology, range of services, language

capacity, target populations, and online modalities, all of which are detailed below and later comprise our findings. Scanning also initially entailed examining funders, partners and evaluation or data collection processes, but this data was not readily available for most organizations and so we discontinued this, and instead included these items in the survey and interview questionnaires.

4.1.4.a. Typology of organizations

Our initial database yielded 75 organizations. By scanning and examining each website, organizations were classified as: (a) *SPOs* as organizations that primarily serve immigrants, or (b) *non-SPOs* as organizations whose services are available to the public in general but *may* have services targeting immigrants. SPOs were further classified as either *SPO-A* (organizations that have language, settlement and employment services), *SPO-B* (organizations that have one or two of these services) or non-SPO. French-speaking SPOs and non-SPOs –organizations that target French-speaking immigrants– were categorized and analyzed separately.

Non-SPOs were divided into types to see how representative the non-SPOs (found in the initial four lists) were in those types. Types included: (1) community, (2) education K-12, (3) employment, (4) ethnic-based, (5) health services, (6) higher education, (7) legal, (8) youth, (9) religious organizations, (10) women's services, and (11) other.

4.1.4.b. Service domains

SPO services were then coded into nine service domains: Language, Education, Employment, Housing, Mental Health, Health, Culture and Community, Settlement, and Translation and Interpretation. These service domains were generated inductively or based on the data as a bottom-up approach to coding, rather than theory-based. Non-SPO services that were specifically for immigrants were also coded into these nine domains.

4.1.4.c. Language capacity

Language capacity was coded as: (1) *services articulated*, was assigned to organizations that explicitly stated services provided in a list of languages other than French or English, (2) *capacity*, was assigned to organizations that mentioned the availability of services in other languages but did not explicitly state which languages, and (3) *unknown*, assigned to organizations that did not have any indication of language capacity present in their website.

4.1.4.d. Target population

Target populations, for specific services or for the organization as a whole, were recorded and categorized, drawing from online content. The target population was categorized via an inductive or data-driven approach, whereby we identified target populations as they appeared from the data, rather than using existing categories from the outset as a deductive approach. As detailed in our findings section, target population categories that emerged from the data were based on several aspects, such as country of origin, ethnicity, profession or social identity (i.e., age, gender).

4.1.4.e. Online modality

Delivery formats for SPOs were recorded and were categorized into either: (1) *e-learning* which meant classes and services were delivered online, (2) *hybrid*, classes and services were being delivered both online and in-person, and (3) *temporary* which referred to classes and services that had been preliminarily moved online due to COVID-19. Based on 24 SPOs, 62 services from these organizations specified their delivery format. 28 services were provided through e-learning, 16 services through a hybrid format and 18 services temporarily moved online.

4.1.5. Informal networks: Facebook and Instagram Structured Google Scan

Informal networks are generally not identified in existing online lists and are not included in the list of known organizations. Following Turin et al.'s (2021) method of finding relevant web pages by using keywords, a second Structured Google Scan was conducted to identify English and French-speaking online informal networks, such as Facebook groups for immigrants and newcomers. The Google scan was conducted in private browsing with the location “on” to keep within Calgary boundaries and 6 English and French key phrases were used following “site:facebook.com” to search Facebook from Google and “site:Instagram.com” to search Instagram from Google. The landing Google search page and the next 10 pages were screened. Google language preferences were changed to Français when searching for French-speaking informal networks. Exclusion criteria consisted of informal networks that were outside of Calgary and Facebook pages. Inclusion criteria included informal networks that were aimed at immigrants and newcomers.

Table D: Facebook and Instagram Webscan Search Terms

English Terms	French Terms
“newcomer Calgary”	“nouvel arrivant calgary”
“groups Calgary”	“groupes calgary”
“refugee groups Calgary”	“groupes de refugies de calgary”

“newcomers groups Calgary”	“groupes de nouveaux arrivants a calgary”
“Immigrant meetup Calgary”	“rencontre d’immigrants a calgary”
“groups for immigrants Calgary”	“groupes pour les immigrants de calgary”

4.1.6. Limitations and issues

Environmental Webscans present some methodological limitations, thereby calling for nuancing and caution when interpreting findings. First, due to the immense number of third-sector organizations in Calgary, our sample is limited, scanning only about 7.5% of all non-SPOs. Second, and importantly, data and information presented on websites are not “true” or accurate or complete representations of the real world. That is, the digital or online presence of SPOs and non-SPOs may not fully capture or represent the scope, range and extent of their services and organizational mission and priorities. Nevertheless, the digital face or outward facing of organizations is crucial for immigrants, whose first and most common access to organizations and services is often through the internet. The online descriptions of services and the ease or difficulty of navigation and access will thus impact whether and how immigrants utilize services. As such, Environmental Webscans, although limited in capturing organizations in full, are informative insofar as it illustrates information that is in fact available to immigrants.

4.2 Survey and Interviews

To complement our Environmental Scan and triangulate data to address methodological limitations discussed above, as well as to gain more data on key concepts and issues, we conducted a survey, as well as interviews (discussed next), with organizational leaders. As a supplement, we also conducted interviews with clients about informal networks specifically.

4.2.1. Survey

The survey, with 36 questions via Qualtrics, was distributed to the 75 organizations in our final sample. Additional recruitment was done via snowball sampling, based on the personal networks of researchers. The survey inquired about organizations' identity, services, funding processes and interactions with other organizations. The results of the survey provided a framework for preparing interview questions and helped with recruiting organizations for an interview.

4.2.2. Interviews

To delve deeper into some data points and concepts in the Environmental Webscan and Survey, we conducted a small-scale exploratory set of interviews with: (a) senior leaders and/or

managers of SPOs and non-SPOs; and (b) immigrants. The interviews with leaders consisted of 31 questions with four sections (1) learning more about services, including data collection, measurements and evaluation, (2) inquiring further about grassroots and ethnic organizations, (3) the funding process, and (4) relations with other SPO(s), non-SPO(s) and funders. The interview with clients consisted of 12 questions about informal networks and service use. Interviews were approximately one hour long, conducted via Zoom, audio-recorded and transcribed verbatim.

5. Findings

Findings are structured in three parts: (A) organizations, (B) services, (C) relationalities. These three parts parallel concepts in the Conceptual Framework detailed above, as discussed above in Section 2 and Figure 2. For each part, we draw from data of the environmental webscan, survey and interviews. In the subsequent Discussion Section, we present key takeaways and offer practice recommendations and the next steps for research.

Findings	1. Organizations	2. Services	3. Relationalities
Framing Concepts (Bryson et al., 2006)	Initial Conditions, Structure, Governance	Outcomes, Accountabilities	Processes, Contingencies, Constraints

5.1 Descriptive Data

Webscan

A total of 75 organizations were scanned, 24 SPOs and 51 non-SPOs, as well as 62 informal groups. A total of 10 online listings of organizations were used for the search, including those from IRCC, the City of Calgary, the Calgary Local Immigration Partnership and HelpSeeker, which were used as initiating lists.

Survey

For the online survey, there were 51 respondents, with 25 in senior leadership, 19 management and 7 front line work. Respondents represented 26 organizations (13 SPOs, 13 non-SPOs), and staff size were the following: 9 (22.5%), 4 (10.0%), and 27 (67.5%) with 0-25, 26-75 and 76 or more employees, respectively. Self-identified organizational types of respondents' organizations were the following: 7 community-based, 3 women, 2 higher education, 2 K-12 education, and 2 other, with the responses "family violence agency" and "senior serving agencies".

Interview

For the interview, there were 18 respondents from 15 organizations, with 11 in senior leadership positions and 7 in management. Within the 15 organizations, 9 of the interviewees were from SPOs, which included 5 organizations from the 'big 8' (see below section A2), 5 non-SPOs and one informal organization. Also, there were 15 interviews with clients.

5.2 A. Organizations

We present findings to provide a nuanced and empirical foundation about the landscape of organizational actors— SPOs, non-SPOs, governmental agencies, funders and informal networks —that determine services for immigrants in Calgary and thus shape their integration outcomes and trajectories. These organizations form the structure and governance of the immigrant-serving sector (Bryson et al., 2006).

As detailed above in the Contextual Background Section of this report, there is a range of organizations, whose various roles, responsibilities, and priorities have come to be considered as a given or assumed. In this section, we use empirical data to confirm or affirm some assumptions, but also reveal novel data about the organizations.

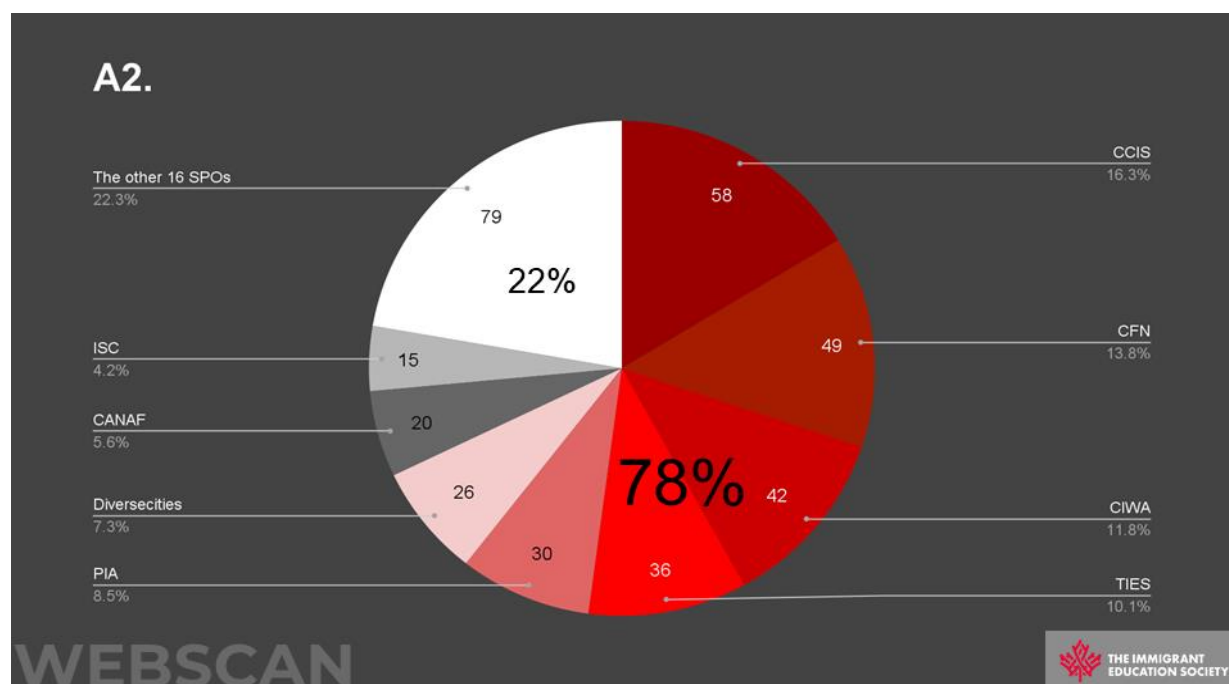
A1. SPOs' service domains

Webscan findings suggest nine domains or categories in which SPO services fall; see Figure A1. (**Each service of each of the SPOs in our sample were categorized into one of the nine service domains.*) SPOs are indeed 'settlement' organizations by definition, defined as mentioned above in the Context Section. However, SPOs' range and scope of services go beyond settlement, a truism in the field or in practice. Findings here about service domains provide empirical evidence that the range of issues and needs addressed by SPO services, beyond settlement. Later, in the findings section on B. Services, we provide more detail about these service domains.



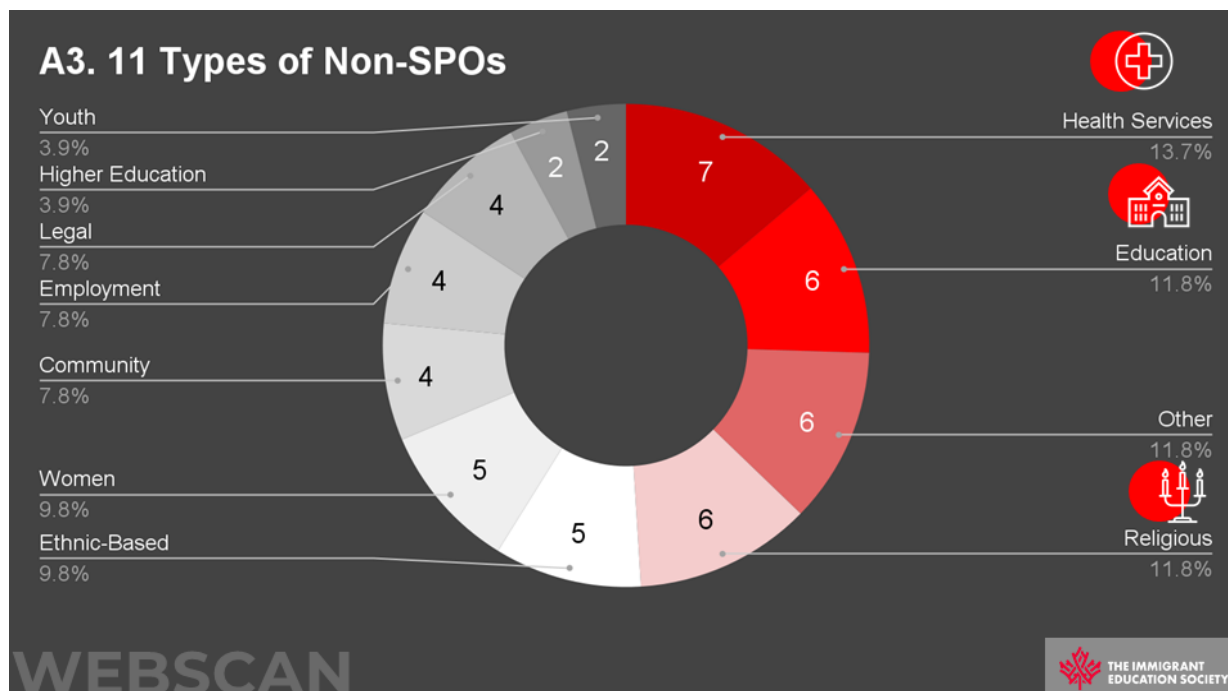
A2. The big 8

Webscan findings suggest that eight SPOs conduct 78% of all services for immigrants, out of the 355 services identified and scanned; see Figure A2. These eight SPOs are the: Calgary Catholic Immigration Society (16.3%), Centre for Newcomers (13.8%), Calgary Immigrant Women’s Association (11.8%), The Immigrant Education Society (10.1%), Portail de l’Immigrant Association (8.5%), Diversecities (7.3%), Centre d’Accueil pour Nouveaux Arrivants (5.6%) and Immigrant Services Calgary (4.2%). The remaining 22% of services were provided by the other 16 SPOs; see Figure 2B.



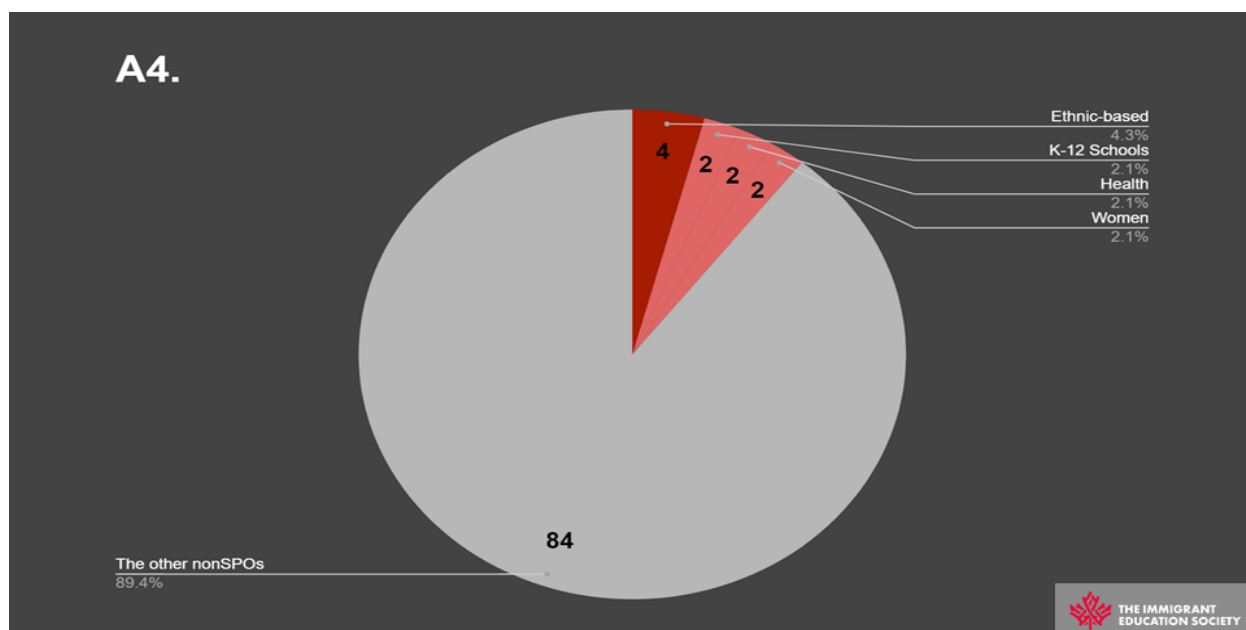
A3. Non-SPOs’ service domains

Drawing from and applying the categorical findings above on SPOs’ service domains, webscan findings suggest variation in the typologies of non-SPOs in our sample; see Figure A2. Health service non-SPOs (13.7%) were the most common non-SPO type, followed by three types of non-SPOs (each type accounting for 11.8% of the total sample): K-12 education non-SPOs (or schools), religious or faith-based non-SPOs and ethnic-based non-SPOs, as well as non-SPOs that don’t fit neatly into just one of the nine service domains.



A4. Only 9% of non-SPOs targeted immigrants for services

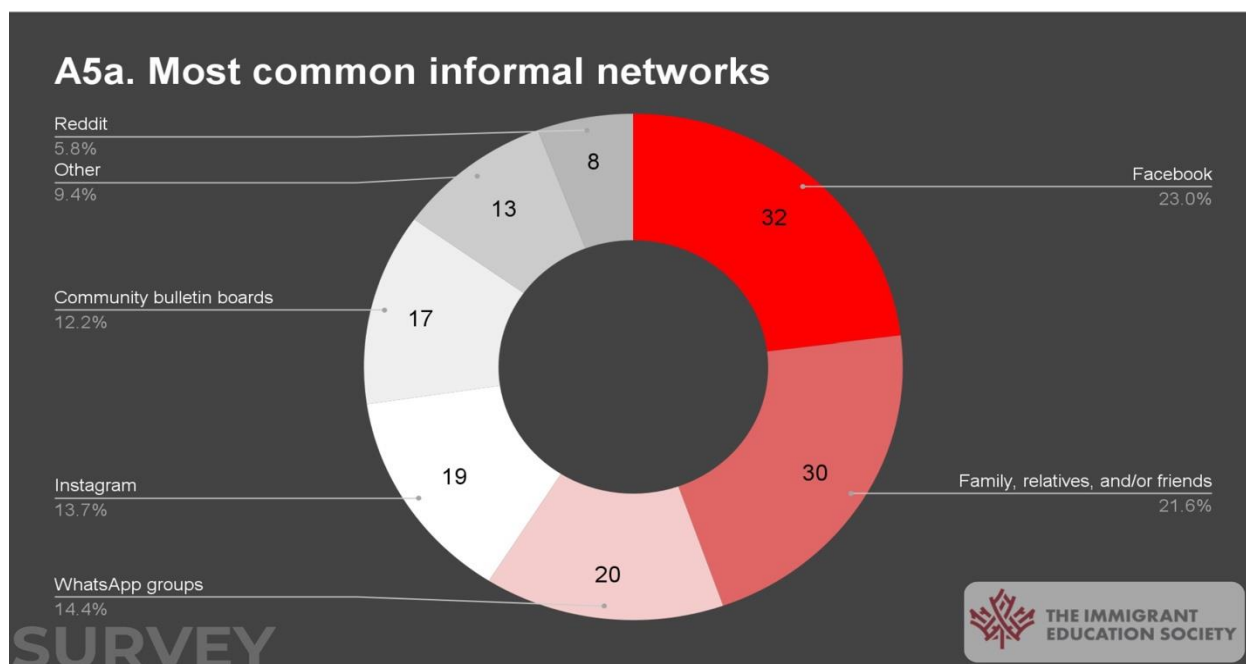
Out of the 94 non-SPOs identified through the expanded search and the samples from scanning, only 10 non-SPOs offered services targeting immigrants; see Figure A4. non-SPOs are organizations that could provide targeted services for immigrants, but findings suggested that only a small fraction are doing so. The 10 non-SPOs were composed of Ethnic-based (n=4), K-12 Schools (n=2), Health (n=2), and Women (n=2).



A5. Informal networks

Survey and interview findings illustrate a wide range of informal networks used by organizations' clients; see Figure A5a and b and Appendix C4. Facebook (23%) and personal relations including family members and friends (21.6%) together make up nearly half of all survey responses, and WhatsApp, Reddit, Instagram, Bulletin were other social media outlets reported by participants; see Figure A5a. Interviews with clients, meanwhile, added nuance about informal supports, that clients received material resources (i.e., blankets, utensils), practical “daily living” support (i.e., using banks, using public transportation) and social and emotional support; see Appendix C4. Client interviews also revealed the importance of ethnic communities and organizations, particularly for social, cultural and religious aspects, see Appendix C5.

In addition to the survey and interviews, we deployed a Structured Google Scan to collect data about the informal networks of immigrants via Facebook and Instagram. Findings suggest that Facebook dominates the informal networks immigrants are using, with there being numerous Facebook groups dedicated to culture-specific groups e.g., Bangladesh Canada Association of Calgary. There were also a number of Facebook groups aimed at immigrants and newcomers arriving and living in Calgary e.g., Calgary Immigrants Women's Group. These results from the survey and google scan were paralleled by open-ended responses about informal networks, see Figure A5b. Interview data, similarly, lends support to the importance of informal networks for immigrants. Such informal networks are particularly salient for members of specific groups, such as LGBTQIA+ and faith-based communities, according to interview data; see Appendix B.5 for details.

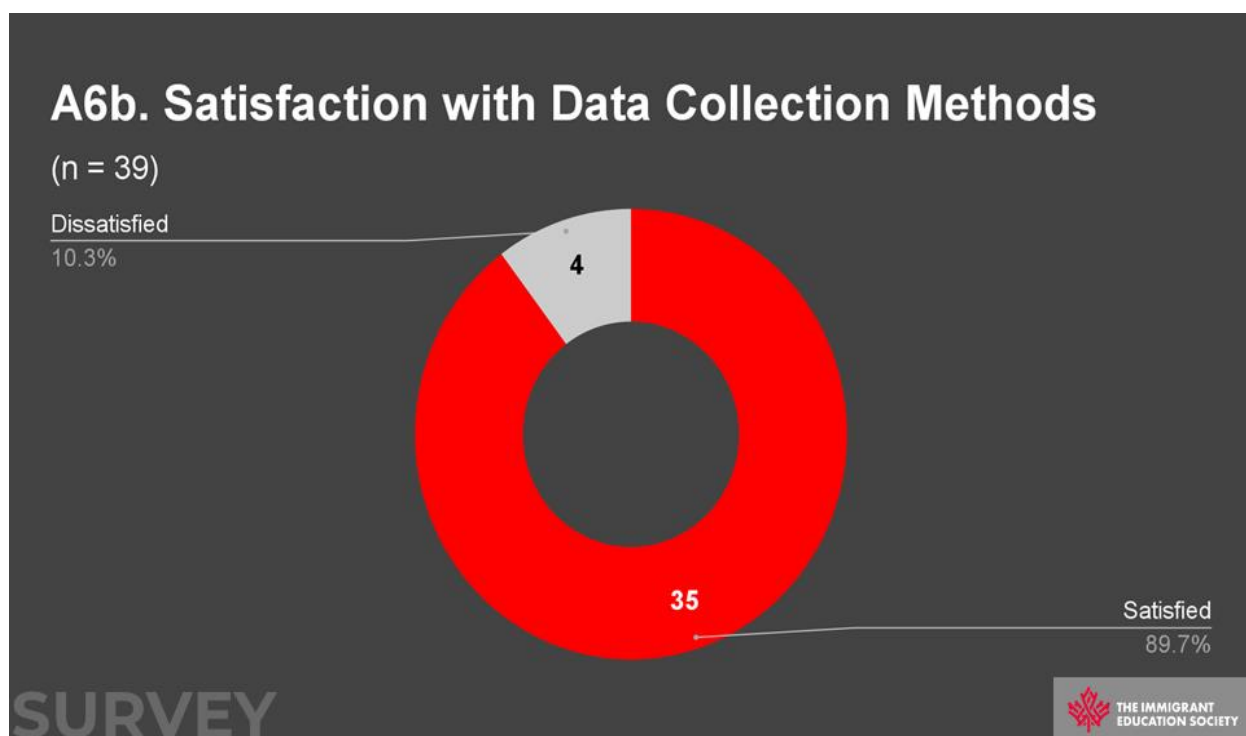
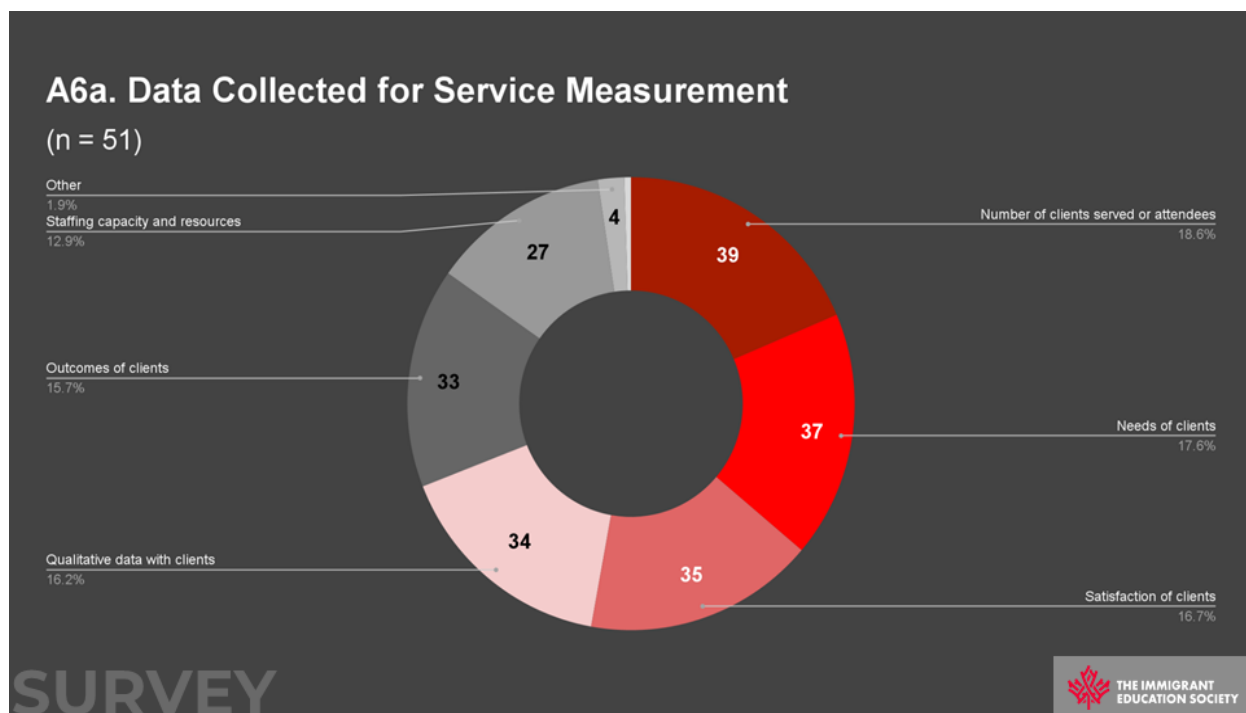




A6. Data collection for evaluation

Findings suggest that a variety of data were being collected in order to evaluate programs and outcomes, according to survey findings (see Figure A6a) and interview findings (see Appendix B.4). The 'number of clients served, or attendees' was the most common data point, for 39 of the 51 survey respondents. This was followed relatively closely by three data points gained from clients: client needs (n=37), client satisfaction (n=35) and client narratives via qualitative methods (n=34). Further, an overwhelming majority of respondents (n=39) expressed satisfaction with data collection processes; see Figure A6b. Each respondent selected five data points on average, suggesting that organizations use multiple data collection methods simultaneously.

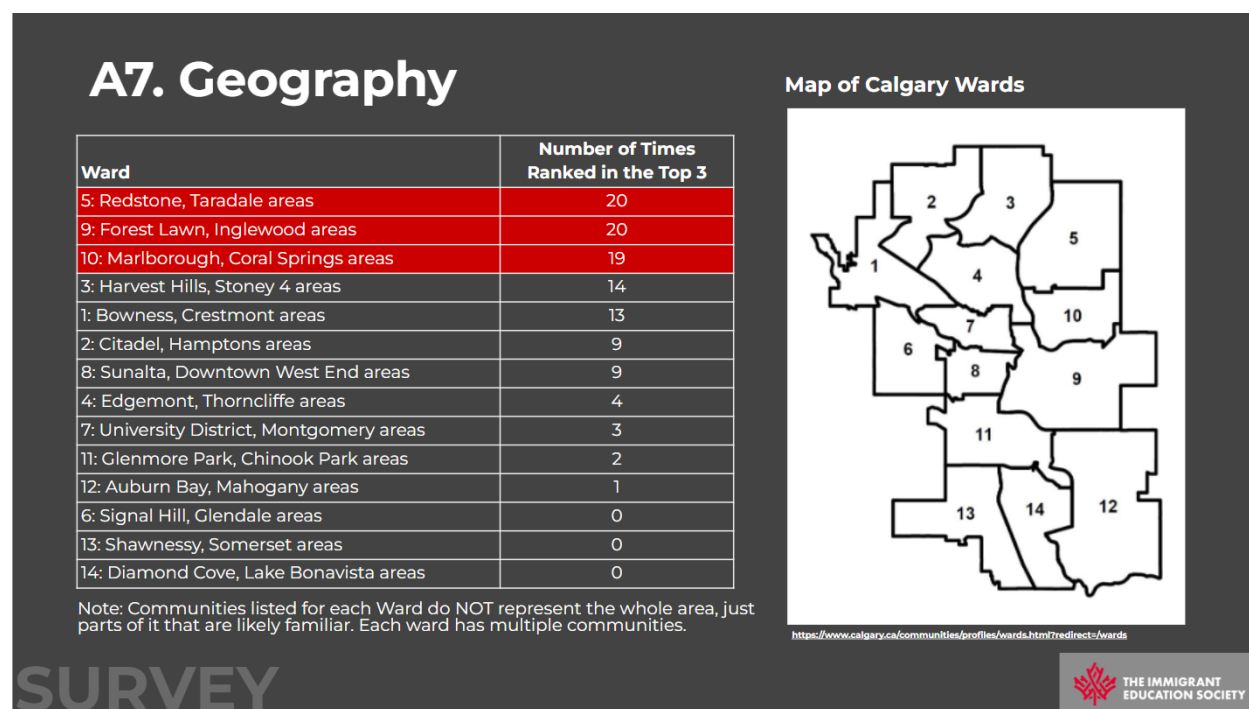
Importantly, interview findings point to a difference in data collection approaches between large organizations and smaller ones; see Appendix B.4. Small organizations cited a lack of funding and staff for the deprioritizing of data collection, according to some interviewees. Large organizations, meanwhile, expressed that funders' requirements incentivized and motivated the collecting of data, from quantitative benchmarks to stories of student success.



A7. Geography of clients

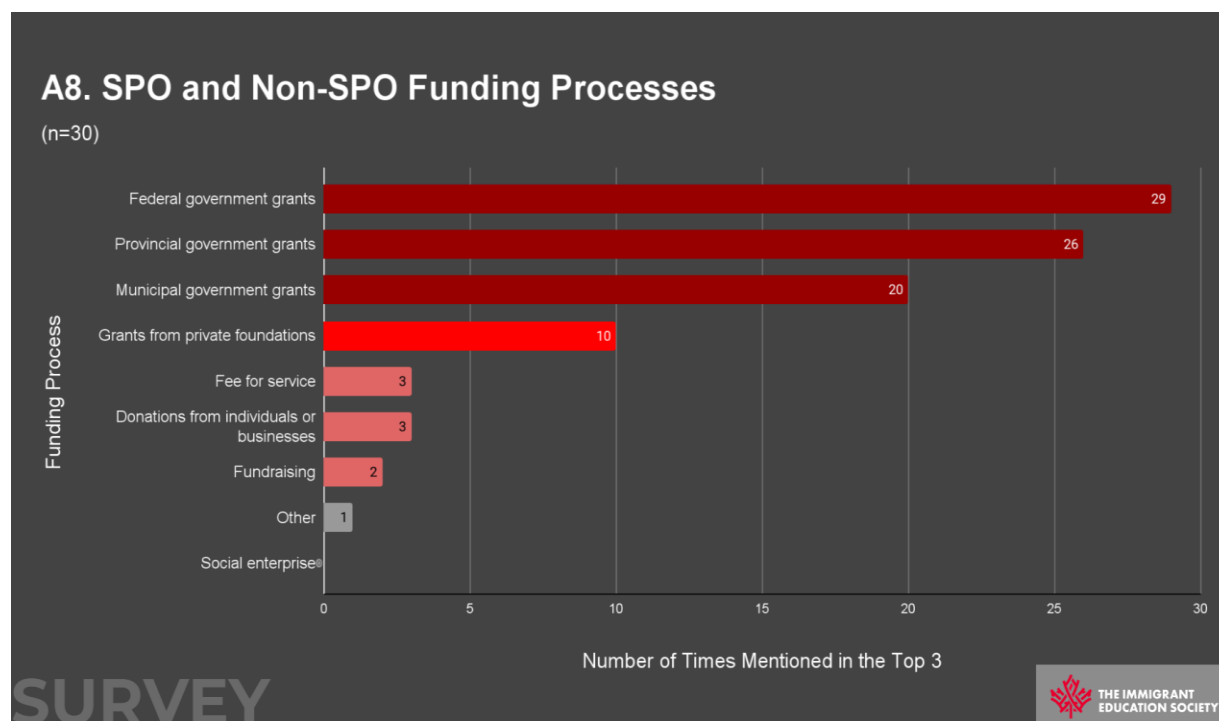
Survey findings illustrate geographic priorities, specifically in terms of place of residence where clients reside; see Figure A7. The top wards in terms of number of service recipients were

Redstone, Taradale (n=20), Forest Lawn, Inglewood (n=20), and Marlborough, Coral Springs (n=19), followed by Harvest Hills, Stoney (n=9) and Bowness, Cresmont (n=9), for the sample of organizations who responded to our survey. These survey data are based on the number of times that the wards were ranked in the top three among places where clients reside. Findings suggest that immigrants in these wards have increased access to services.



A8. Funders

Survey findings point to government funding as the primary source of funding for organizations: federal government (n=29), provincial government (n=26), and municipal government (n=20). Private foundations (n=10) followed but only as a distant runner-up, with half the number of mentions as municipal government. Other funding sources were largely not relevant for organizations, including fee for service, fundraising and donations from individuals and businesses, garnering only 2 or 3 mentions in the survey.



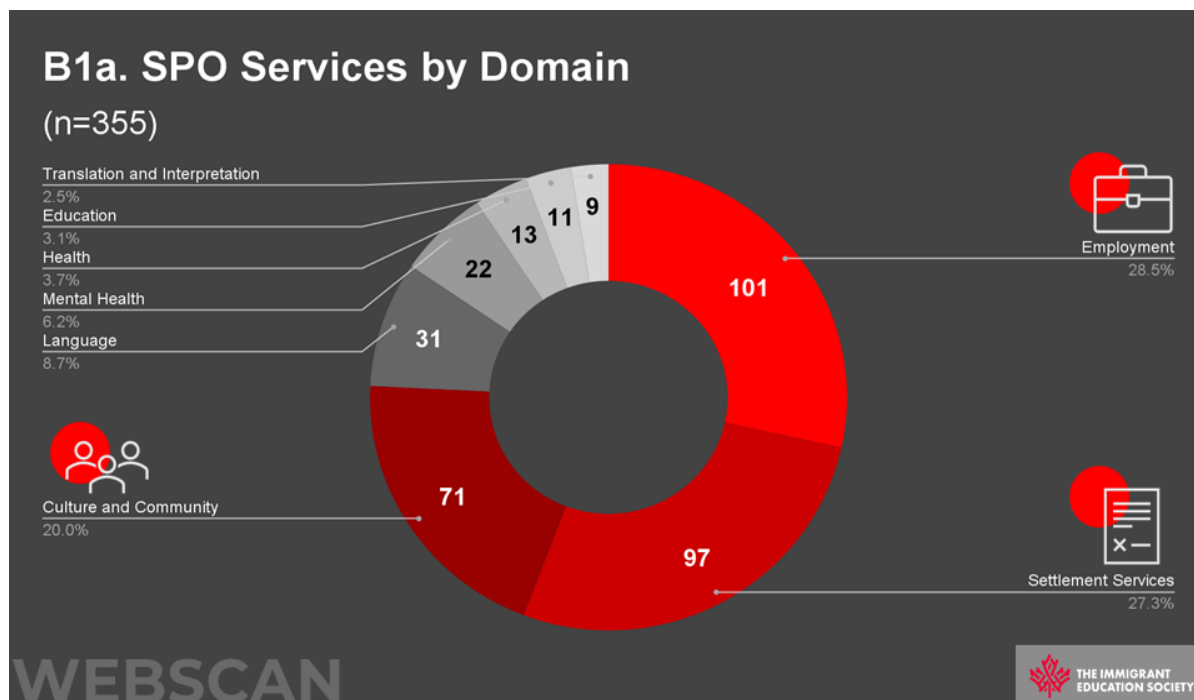
5.3 B. Findings about “services”

Findings also illustrate the range and scope of services for immigrants, and their outcomes and accountabilities. This is crucial in order to assess gaps in and duplication of services as well as to better understand organizational expertise.

B1. Service domains

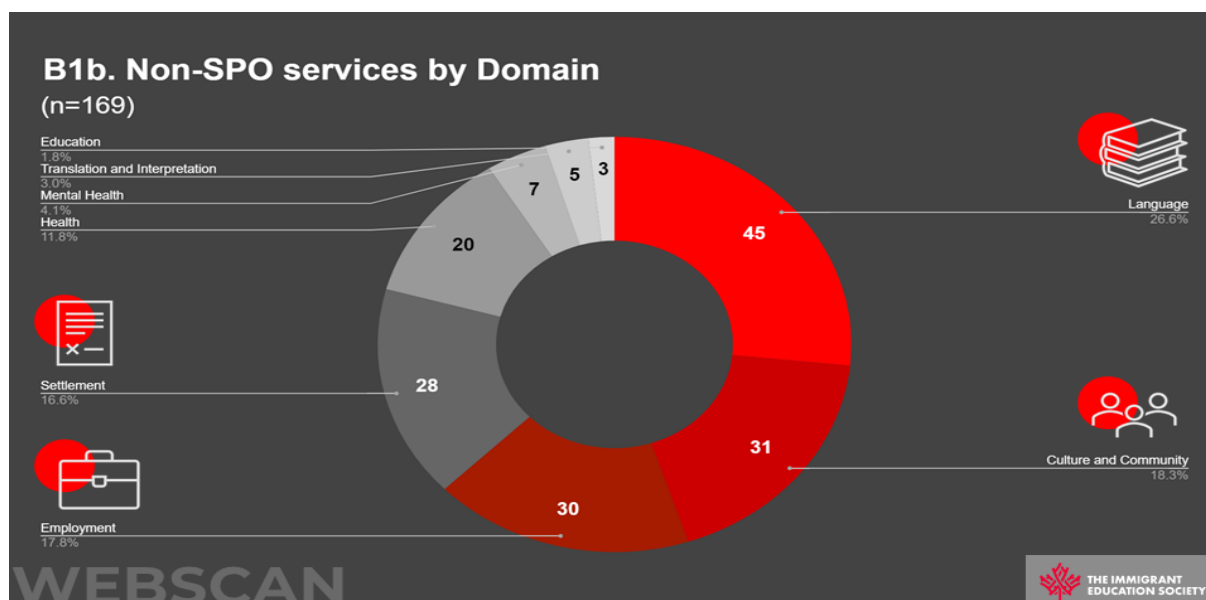
B1a. SPOs’ service domains

Webscan findings illustrate how SPO services fall across nine service domains, denoting issues or needs of immigrants; see Figure B1a. Employment (28.5%) as most the common or primary service domain; that is, 28.5% of SPOs services were categorized as addressing employment issues. Employment was followed closely by the Settlement domain (27.3%) and then the Culture-Community domain (20%).



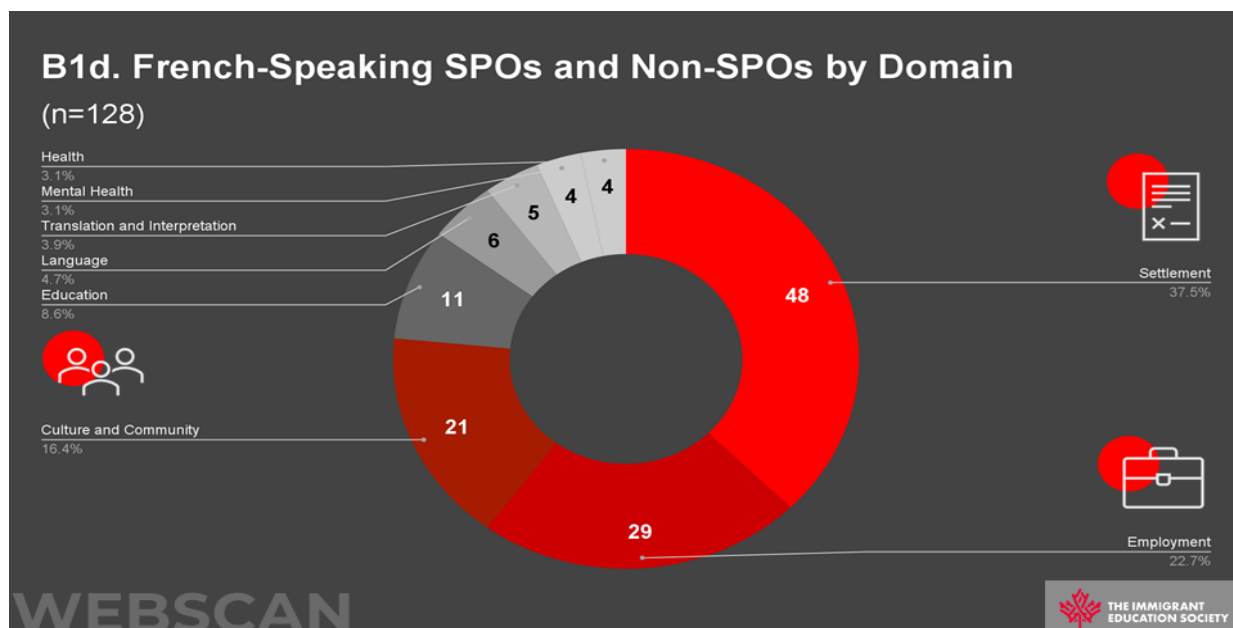
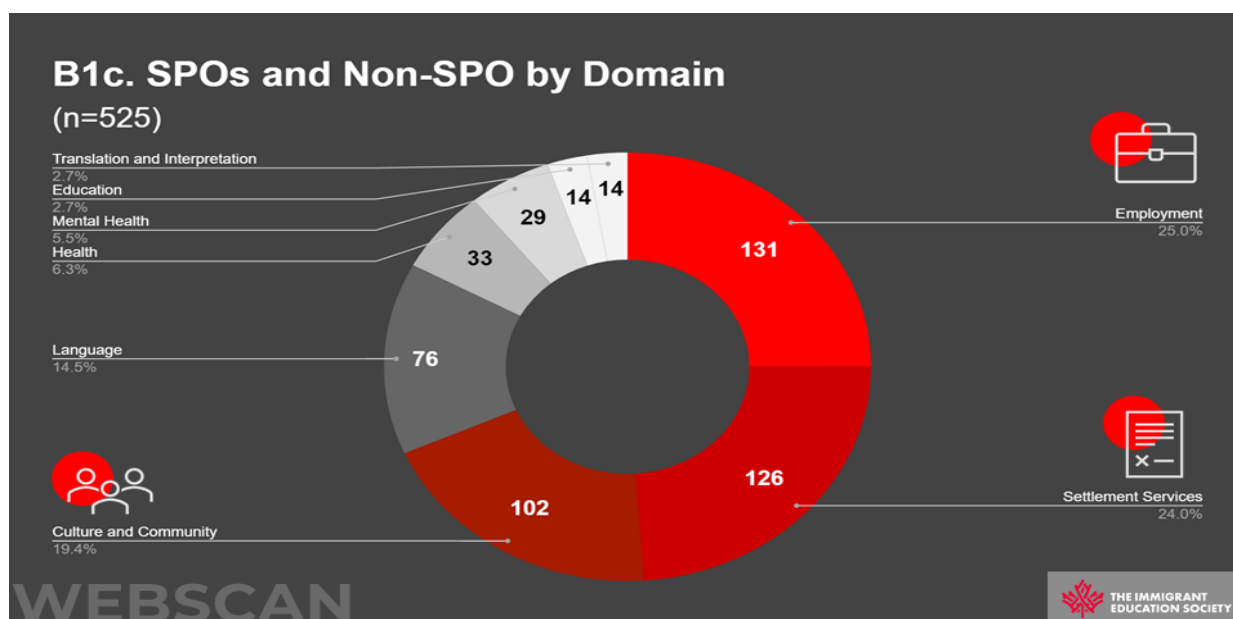
B1b. Comparing service domains of SPOs vis-a-vis non-SPOs

When comparing service domains addressed by SPOs with those of non-SPOs, the language domain (26.6%) arises as the most common service domain for non-SPOs, see Figure B1b; whereas language (8.7%) came in only as the fourth most common service domain addressed by SPOs. We explain this difference in that language services by SPOs in Calgary are streamlined or consolidated into one or a few main programs with multiple arms (e.g., the LINC program, for more details see Discussion Section 6.3 Core Services).



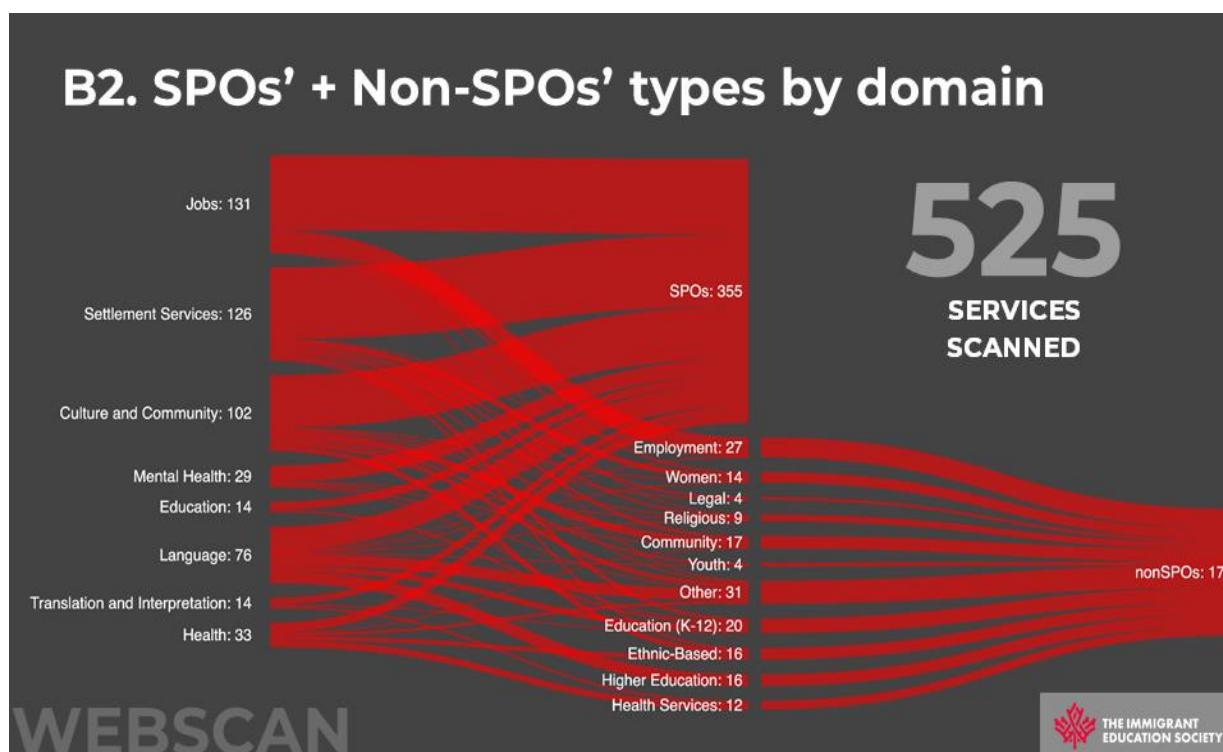
B1c. Comparing service domains of French- vis-a-vis English-speaking SPOs/non-SPOs

Comparing French-speaking SPOs and non-SPOs with their English counterparts, findings illustrate slight differences in the most common service domains addressed; see Figure B1c. Both English and French-speaking SPOs and non-SPOs prioritized the same three service domains (employment, settlement and community-culture) but in slightly different orders or rankings. The settlement domain (37.5% see B1d.) was primary for French-speaking SPOs and non-SPOs, but secondary for English-speaking SPOs and non-SPOs (24% see B1c.).



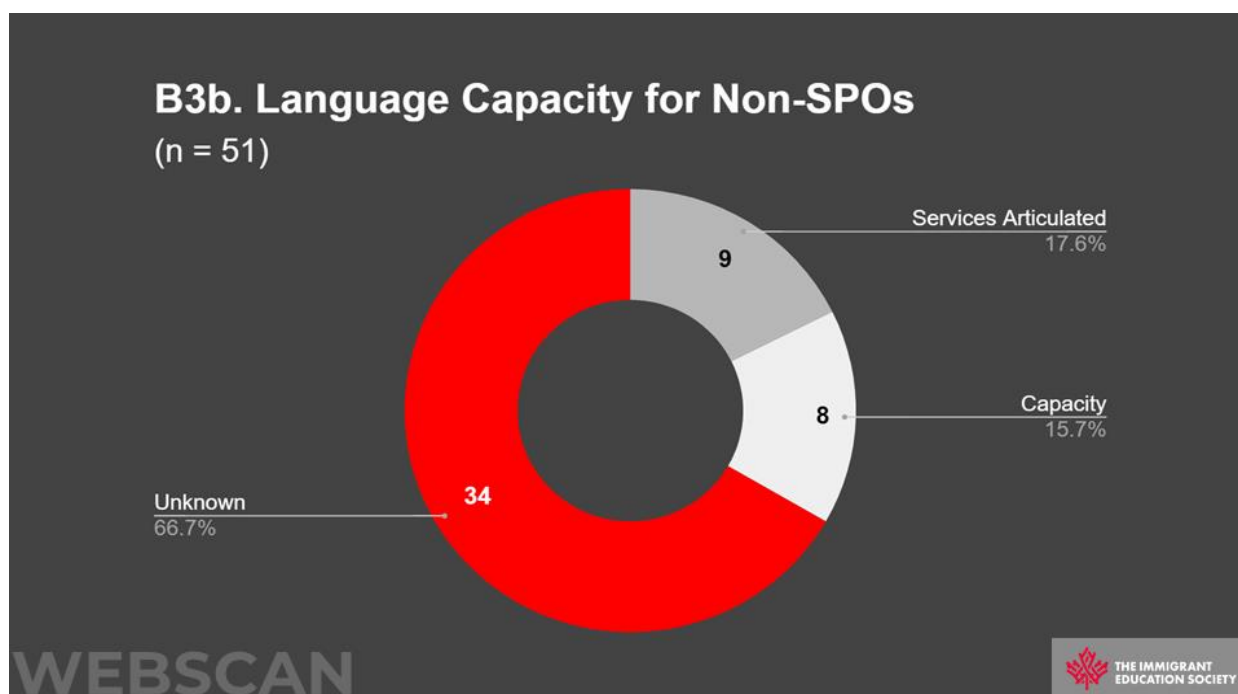
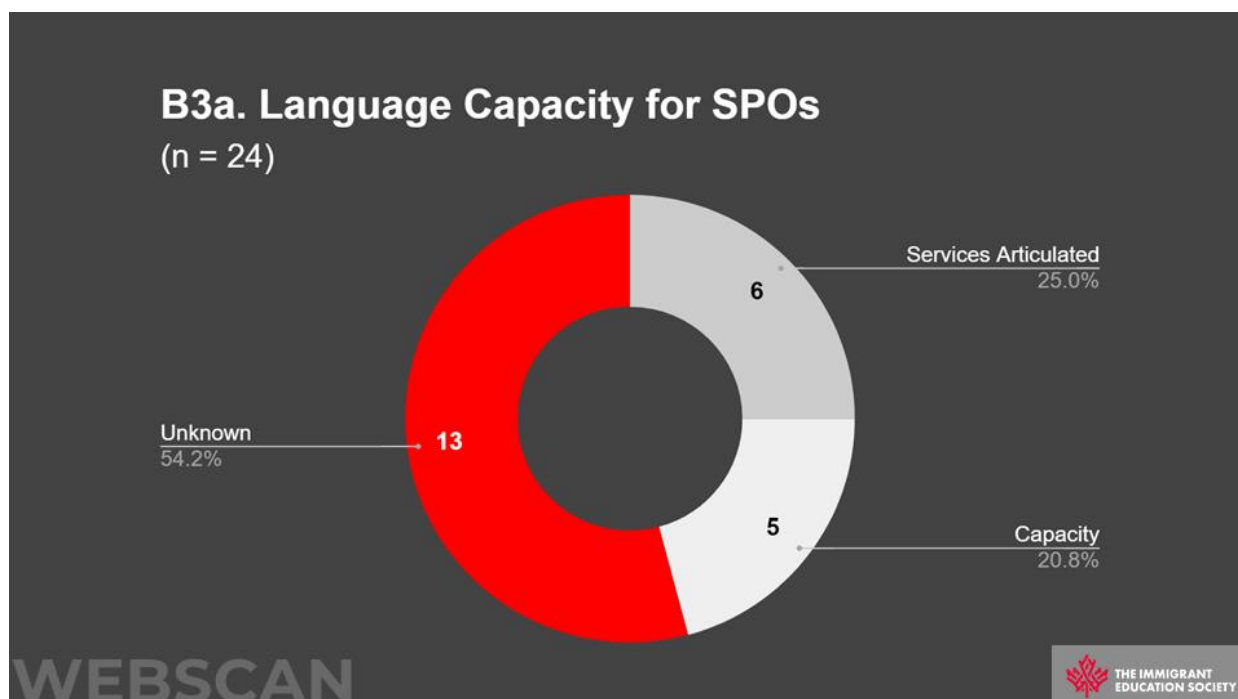
B2. Service domains by organization type

The webscan also analyzed service domains by type of organization, aiming for a more in-depth examination; see Figure B2. Findings suggest that the bulk of services on employment, settlement and culture-community were conducted by SPOs, and a number of non-SPOs provide services that are less focused on employment, settlement and culture-community, such as services for women and domestic violence (falls under the ‘Other’ domain in Figure B2. below).

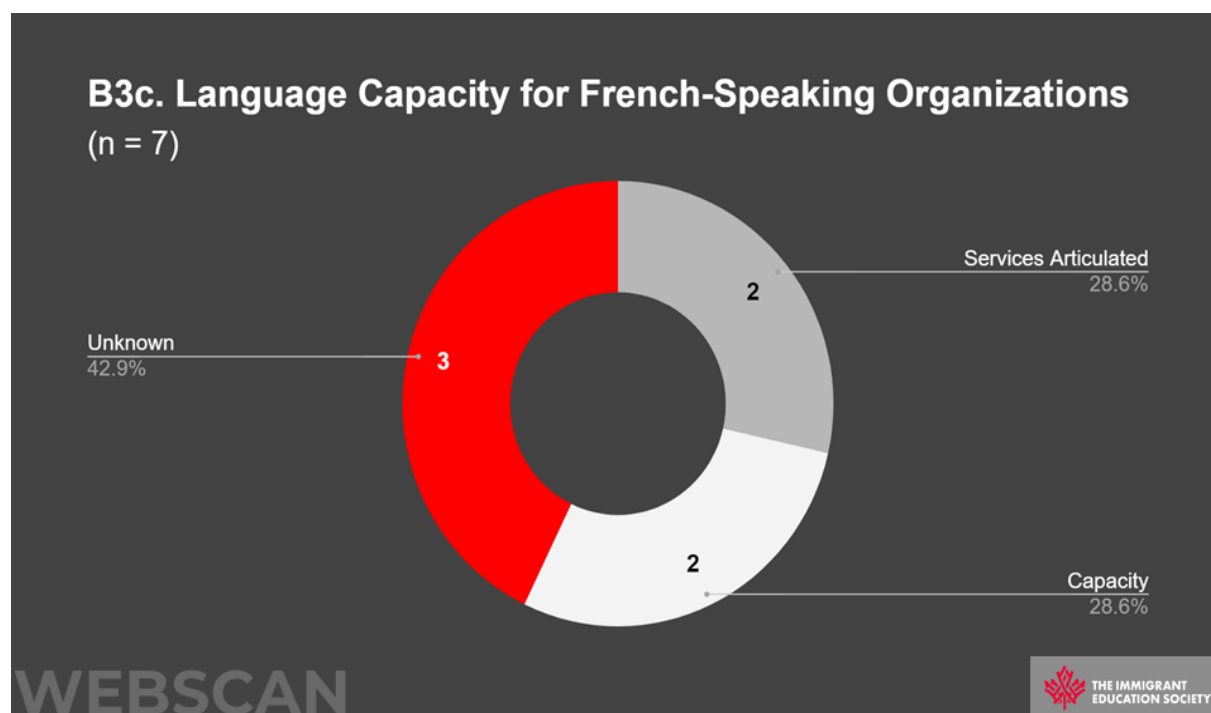


B3. Language

The language capacity of organizations were also examined by the webscan, referring specifically to the extent to which SPOs and non-SPOs specified services available in languages other than English and French. More than half of all English-speaking SPOs (54.2%, see Figure B3a.) and non-SPOs (66.7%, see Figure B3b.) in our dataset did not specify language capacity at all in their websites. Only about one in five organizations specified services available in specific languages other than English - 25% for SPOs (see Figure B3a.) and 17.6% for non-SPOs (see Figure B3b.). Following that, 20.8% of SPOs (see Figure B3a.) and 15.7% of non-SPOs (see Figure B3b.) mentioned capacity for language-specific services without detailing what languages they are able to offer.



Meanwhile for French-speaking SPOs and non-SPOs, three out of seven organizations did not mention language capacity at all, while two specified services available in languages other than French. Following that, two organizations specified capacity for language-specific services but did not specify for which language/s. See Figure B3c.



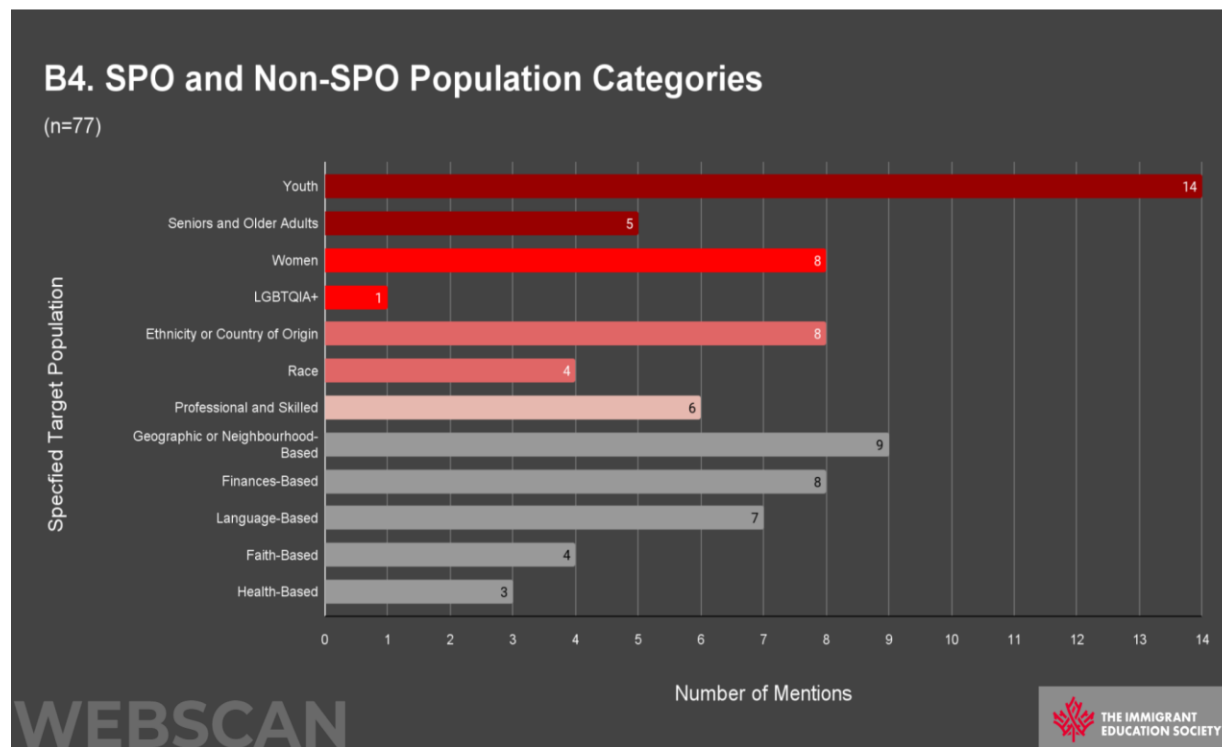
B4. Population

Target populations were also examined, such as the extent to which SPOs and non-SPOs specified services targeting specific groups of immigrants; see Figure B4. Webscan findings illustrate 77 services that specified target populations, with youth (18.2%) as the most common and a clear front-runner.

A comparative perspective yields further insights about intersectionality, or the ways through which immigration status intersects with other positionalities or social identities such as age, gender, class or profession, race and ethnicity. In terms of age, youth (18.2%) were much more prioritized and targeted with services compared with older adults (6.5%) and other age groups (unspecified in any services scanned). For gender, meanwhile, women (10.4%) were more targeted in specified services, compared with LGBTQIA+ (1.3%) and other genders (unspecified in any services scanned). In comparing targeted services for immigrant populations as based on race and ethnicity or country of origin, meanwhile, more services were targeted to specific groups based on ethnicity or country of origin (10.4%), rather than race (5.2%). In terms of class or profession, professional or skilled immigrants were more prioritized and targeted with specified services (7.8%), compared with those who were not (unspecified in any services scanned).

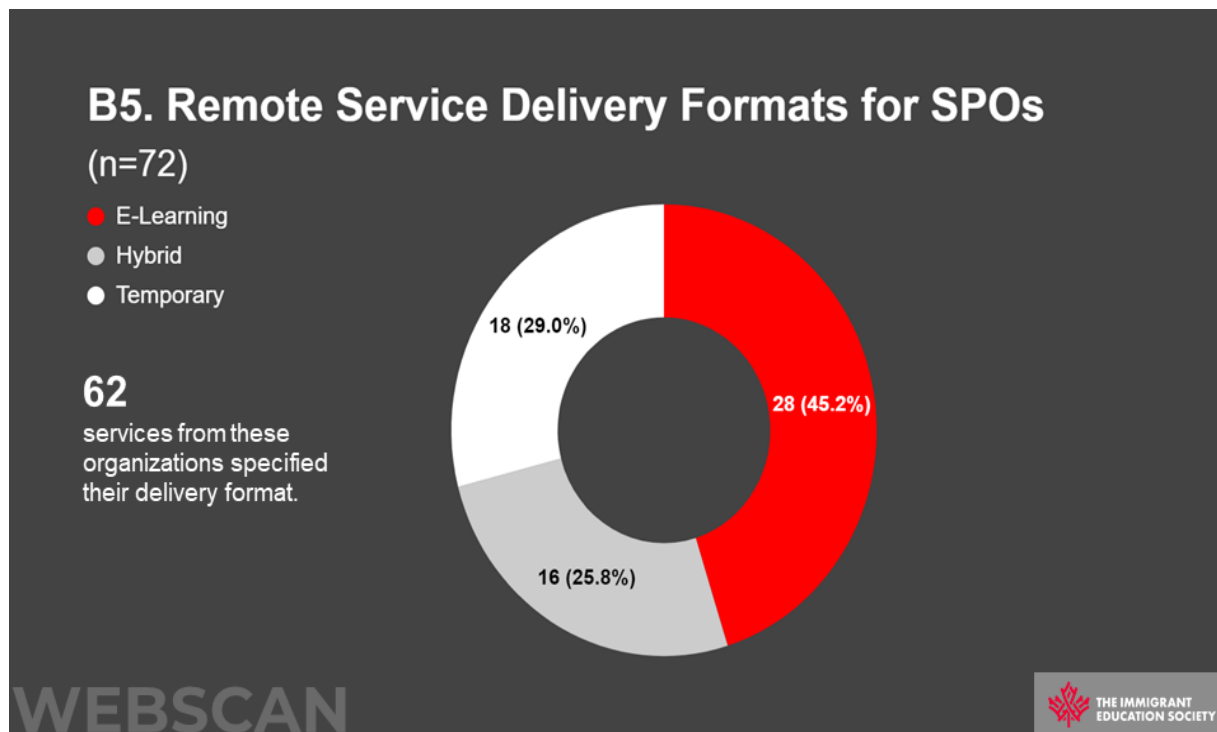
Immigrant populations were also targeted in specified services according to geography/neighborhood, finance, language, faith or religious orientation and health or ability, though these groupings were not examined in our webscan with more granularity.

These webscan findings about access to targeted services for certain immigrant groups and not others point to issues of inequality, raising questions for further research and warranting attention and new practice directions; we will further elaborate in the subsequent Discussion Section.



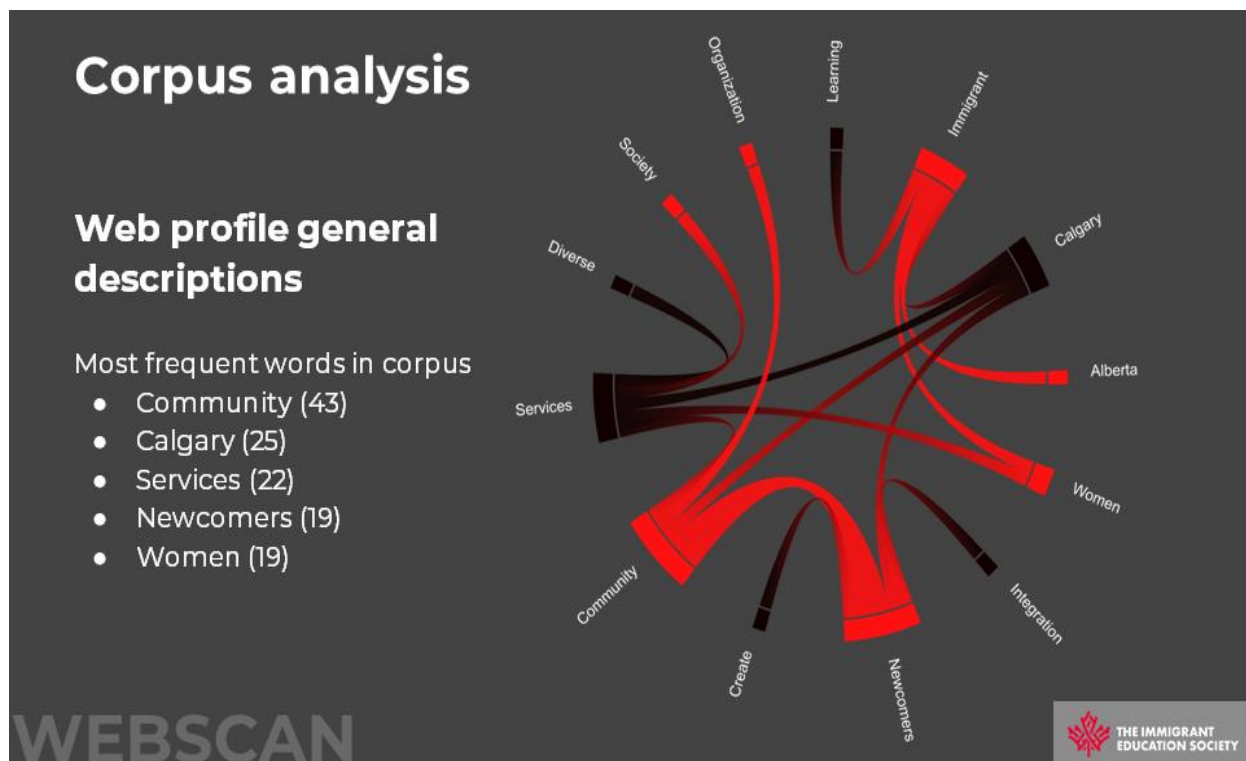
B5. Online modality

In a post-COVID-19 era, remote services have proliferated. As such, webscan analyses also looked at the extent to which SPOs specified remote service delivery formats; see Figure B5. Webscan findings illustrate 62 services that were specified with three delivery formats, which were distributed relatively equally: e-learning (45.2), hybrid (25.8%) and temporary (29%). E-learning is when services are delivered through an online platform. Hybrid is a mixture of in-person and online services. Temporary are services moved online due to COVID-19.



B6. Corpus

To gain a qualitative sense of the discourse used by SPOs, a corpus analysis examined language and terminology used in their online presence via websites; see Figure B6. The language and terminology used by SPOs can reveal or point to underlying values, priorities and ideas that define, characterize, and motivate the work. Corpus analysis findings suggest a set of terms that were most commonly used: community (43), Calgary (25), services (22), immigrants (19) and women (19), and some interesting interactions among terms. Community was connected with ‘organization’ and ‘services’ and ‘immigrants’ and ‘Calgary’, suggesting that community was imagined as not only immigrants but also Calgary as a host society. Another interesting finding is the emergence of ‘women’ as a frequent term, and its links with ‘services’, denoting the attention to immigrant women as specific positionality, relative to others such as age, race, ethnicity, ability status, etc. ‘Creating’, ‘learning’ and ‘integration’ were also terms that emerged with immigrants, pointing to the salience of these actions. These corpus analysis findings are preliminary and exploratory and should be considered as such, though they warrant a closer, more in-depth look into online discourse for future research.



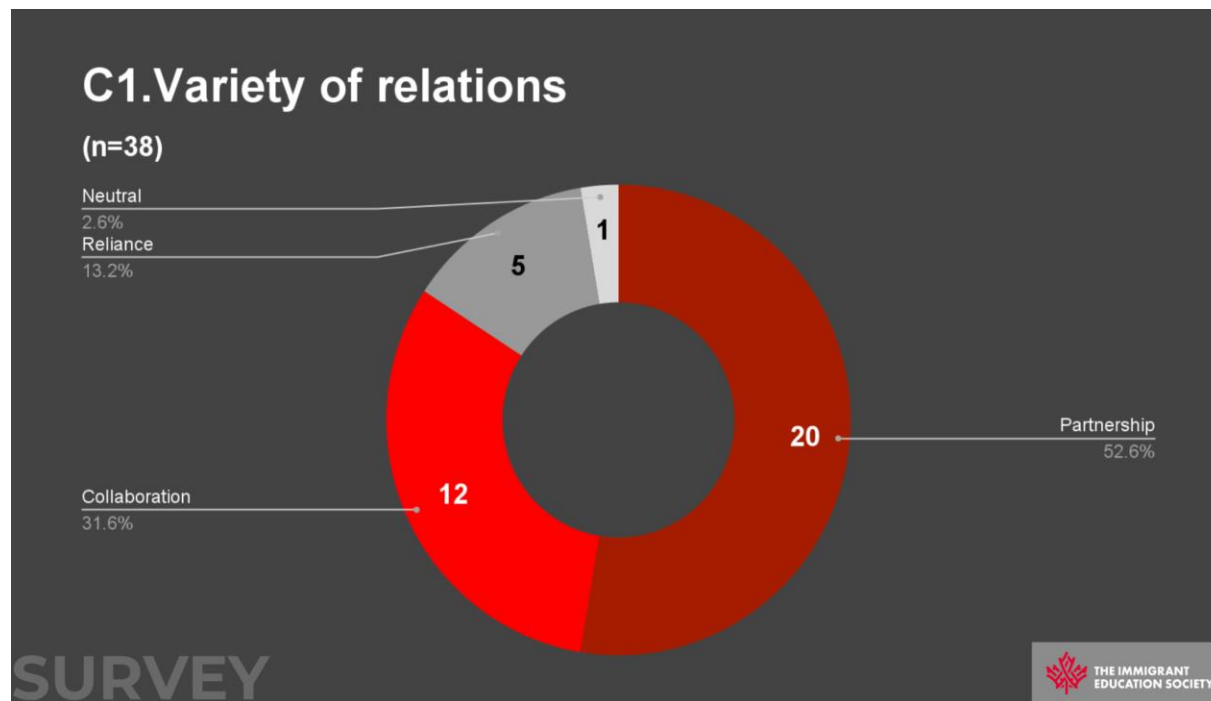
5.4 C. Findings about “relationalities”

Institutional relationships— amongst SPOs, non-SPOs, governmental agencies and funders— are embedded within processes, both formal and informal, both collaborative and competitive.

5.4 C.1. Partnership as most common type of relationship

Among five types of relations that organizations could have with their peer organizations, partnership (52.6%) was the most common type of relationship, compared with collaboration (31.6%), reliance (13.2%), neutral (2.6%), and competition (0%). Partnership, the most ideal type of relation, refers to relations whereby a given organization works with its peers in a long term and effective way. Collaboration is slightly less ideal than partnership but still denotes a positive relationship, though shared projects or work together may not be as long-term or sustainable over time and not as impactful in terms of outcomes and benefits for both parties. Reliance can be defined as more of a skewed, one-sided or unbalanced relationship, whereby one organization depends on another, whether for funding, resources, capacities or other types of support. Competition, meanwhile, is on the other end of the spectrum, denoting relations whereby a given organization considers their peers as vying for scarce resources, rather than as part of a network. A neutral relation, finally, is one wherein there is an absence of interaction. Interview data added further nuance about organizational relationships, including the following insights: (a) key formalized initiatives were viewed as successful partnerships, such as ‘Calgary Newcomers Collaborative’ and ‘Gateway’, (b) the use of both formal mechanisms (i.e., MOUs,

sharing resources) and more informal, interpersonal mechanisms (i.e., verbal agreements, meetings) for working together; (c) lack of follow-through with informal partnerships; and (d) issues of building and maintaining trust. (See interview details in Appendix B.9)



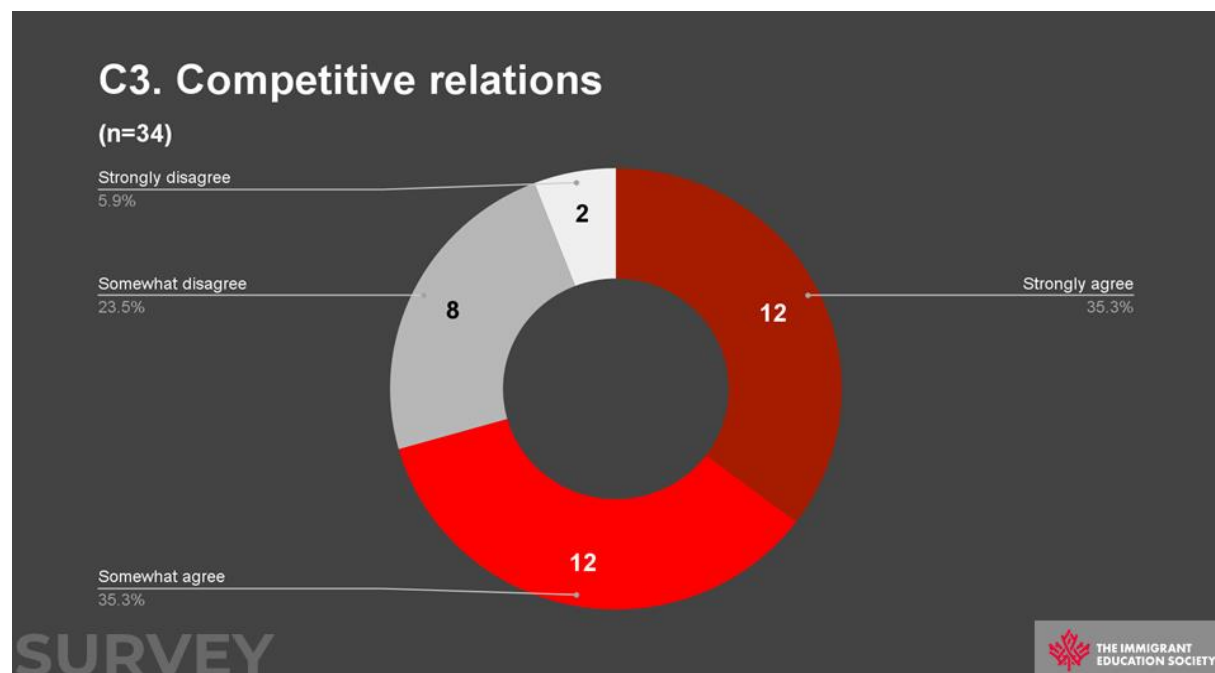
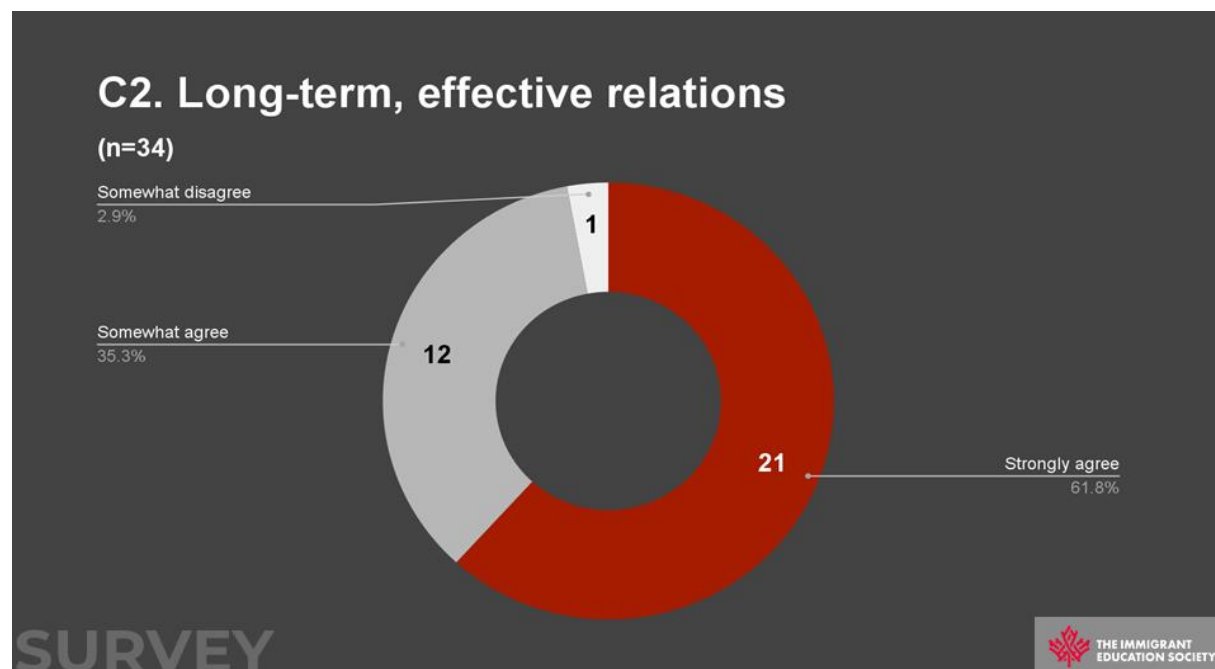
C2. and C3. Competition, simultaneous with partnership

Findings illustrate tensions in organizational relations, as partnership and competition co-occur simultaneously within the immigrant-serving sector. ‘Partnership’, followed by ‘collaborations’, emerged as the most common types of relations, pointing to a certain level of cohesiveness amongst the organizations in our sample, as discussed in B1 above. However, delving more specifically and deeply into each type of relation, what emerges from survey findings is a more complicated sense of organizational relations.


Nearly all survey respondents (97%) expressed long-term, effective work with other organizations; see Figure C2. At the same time, the majority of respondents (70%) also shared that they must compete with their peer organizations for resources; see Figure C3. These findings illustrate that partnership and competition can co-exist within the same relational dynamics. This is perhaps not surprising, as organizational relationships can be multidimensional and complex.

Interview data, similarly, seemed to converge around competition and the challenges of the funding process, thereby clouding the ideal notion of partnership. In other words, the competition was very much evident amongst SPOs, and with real consequences, according to most interviewees. The competitive organizational environment has the following impacts, according

to interviewees; see Appendix B.8: stress and worry; confusion when grants are not awarded as expected, insecurities in terms of staff employment; disruptions in long-term, strategic planning; unstable sustainability of programming; and the stifling of collaborations (i.e., hesitation in writing support letters). Interviewees also expressed the need for greater transparency and more humble, open communication amongst organizations; see Appendix B.9.2.



C3. Competitive relations



Impact of competition:

- stress and worry;
- insecurity in staff employment
- disruptions in long-term, strategic planning
- unstable sustainability of programming;
- stifling of collaborations (ie. hesitation in writing support letters)

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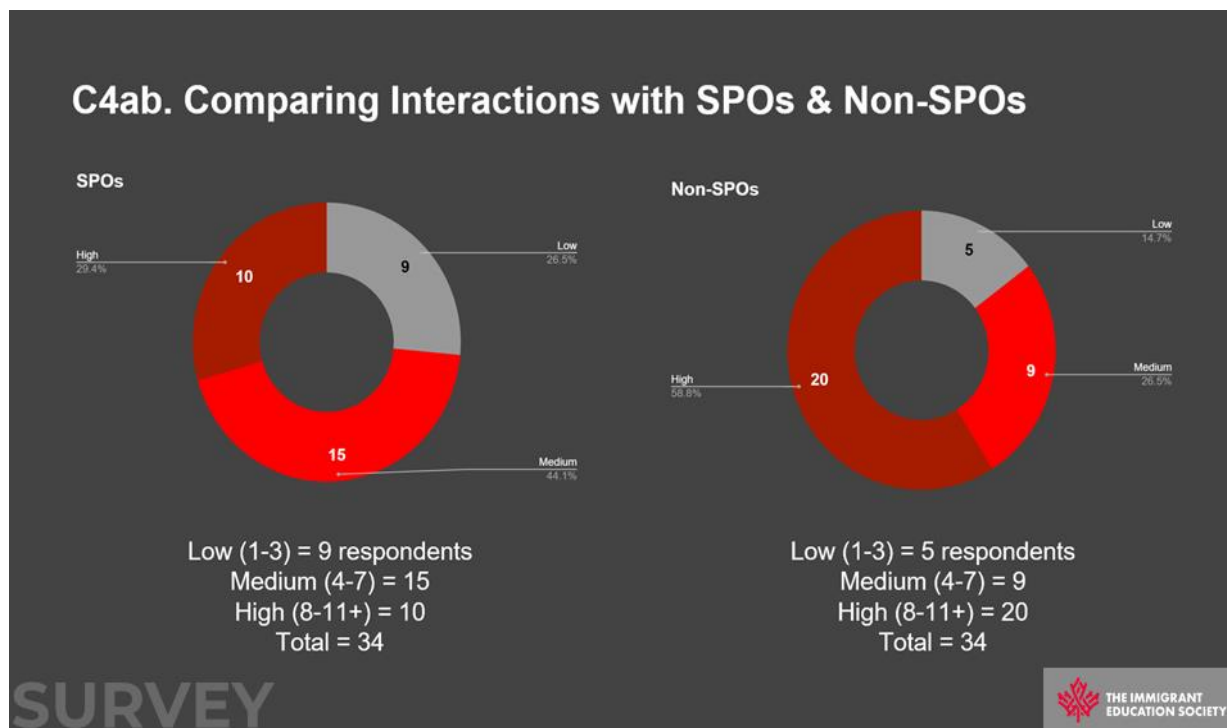
C4. More interactions with non-SPOs, compared with SPOs

Comparing interactions with SPOs versus non-SPOs, findings suggest that respondents had a much higher level of interaction with non-SPOs, compared with SPOs. These findings point to the importance of non-SPOs in the immigrant-serving sector. See Figure C4ab.

High level of interactions, with 8+ organizations: More respondents –nearly double– reported high levels of interactions with non-SPOs, than with SPOs. Twenty respondents stated that they interact with 8 or more non-SPOs, but only 10 respondents said the same for SPOs.

Low level of interactions, with 1-3 organizations: Accordingly, the opposite was evident for the low level of interactions. That is, nine respondents stated that they interact with only 1 to 3 SPOs, but only 5 respondents said the same for non-SPOs.

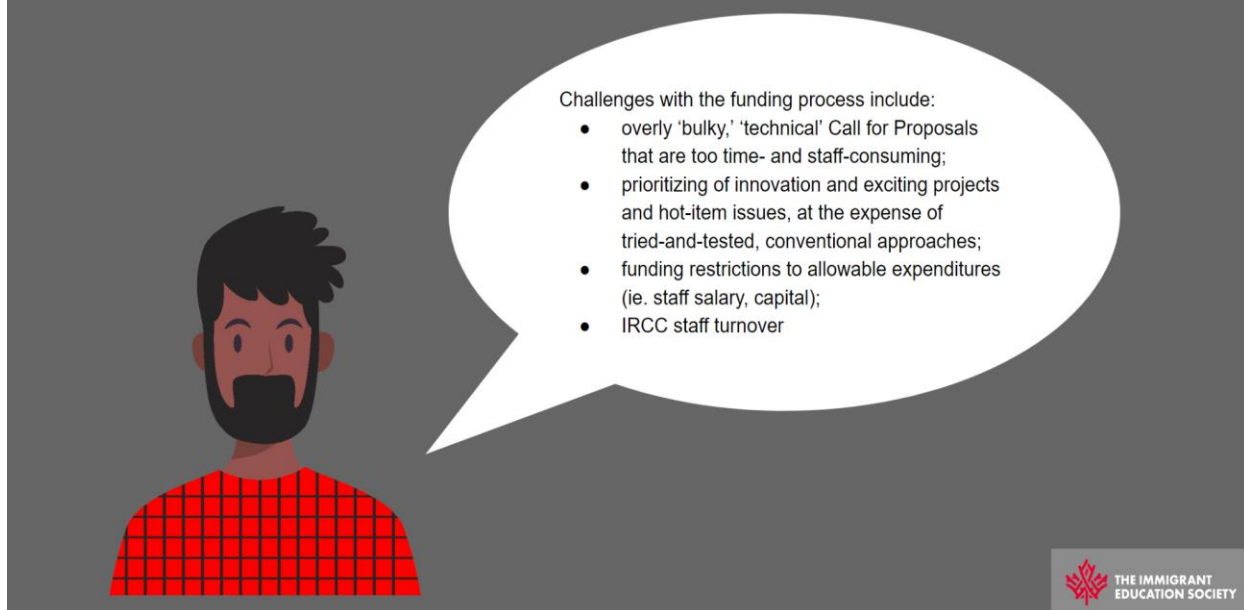
Medium level of interaction, with 4-7 organizations: The middle level of interactions saw a similar trend: 15 respondents stated that they interact with only 4 to 7 SPOs, but only 9 respondents said the same for non-SPOs.



C5. Relations with funders

Interview findings depict nuances and challenges about funding processes and relations with funders. Such challenges, as discussed by interviewees, include the following: (a) overly ‘bulky’, ‘technical’ Call for Proposals can be too time- and personnel-consuming; (b) the prioritizing of innovation and exciting projects and hot-item issues can be at the expense of tried-and-tested, conventional approaches (i.e., certain funding streams fund new and innovative programs only. After the program is successfully tested, the program is no longer eligible to be funded through that stream and the funding moves on to another ‘innovative’ project. Organizations must look for other resources to ensure program’s sustainability.); (c) funding restrictions, limits to allowable expenditures (i.e., staff salary, capital); (d) IRCC staff turnovers cause administrative hurdles. See Appendix B.8 and B.9.2. for more details and quotes from interview findings.

C6. challenges with the funding process



Challenges with the funding process include:

- overly 'bulky,' 'technical' Call for Proposals that are too time- and staff-consuming;
- prioritizing of innovation and exciting projects and hot-item issues, at the expense of tried-and-tested, conventional approaches;
- funding restrictions to allowable expenditures (ie. staff salary, capital);
- IRCC staff turnover

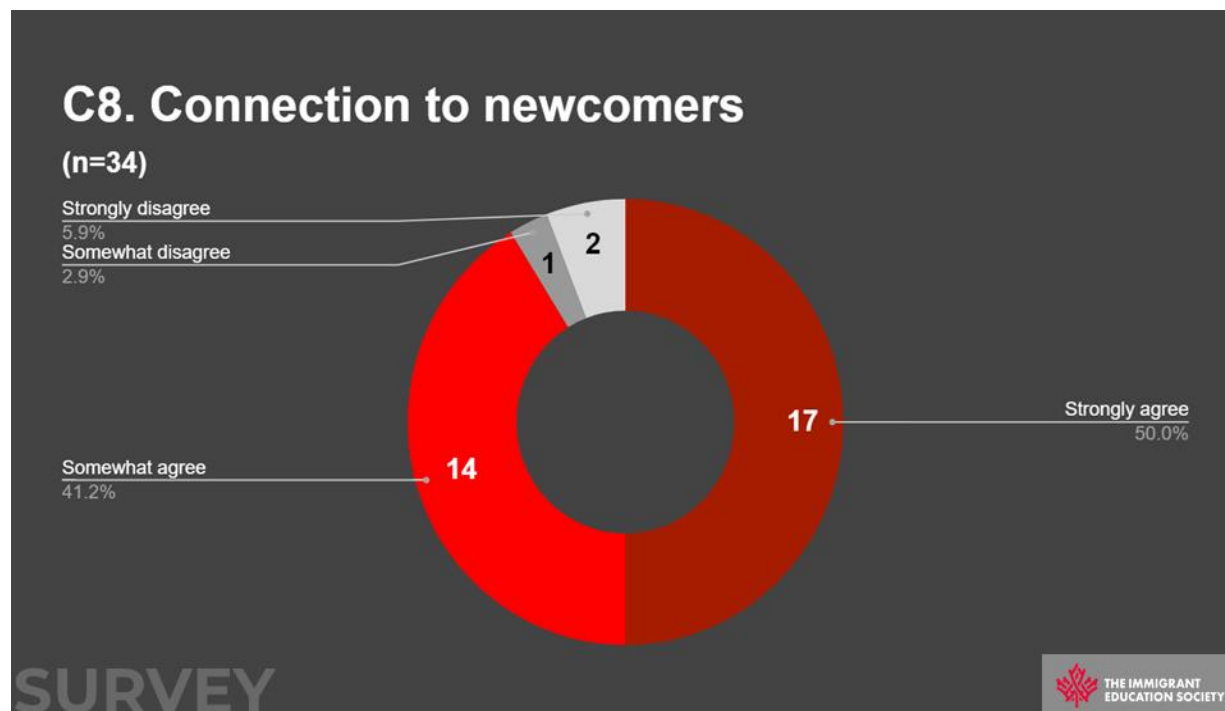
THE IMMIGRANT EDUCATION SOCIETY

C6. Relations with informal networks

Interview findings suggest that organizations use informal networks, particularly social media, for information sharing, outreach, advertising of services, and interacting directly with immigrant communities, as well as for reaching donors and the broader community of Calgary; see Appendix B5 and B7. At the same time, some respondents expressed that it can be challenging to establish and maintain a strong and productive online presence, due to staffing and resources needed for this work.

C7. Relations with immigrants

An overwhelming majority of survey respondents (91.2%) agreed that they have a deep connection with immigrant communities; see Figure C8. This finding is perhaps not surprising, as working with immigrants necessitates embeddedness, communication and a deep understanding of their needs and experiences. At the same time, however, some interviewees expressed that there was more to be done to strengthen cultural understanding between organizations and immigrant communities; see Appendix B5 and B6.



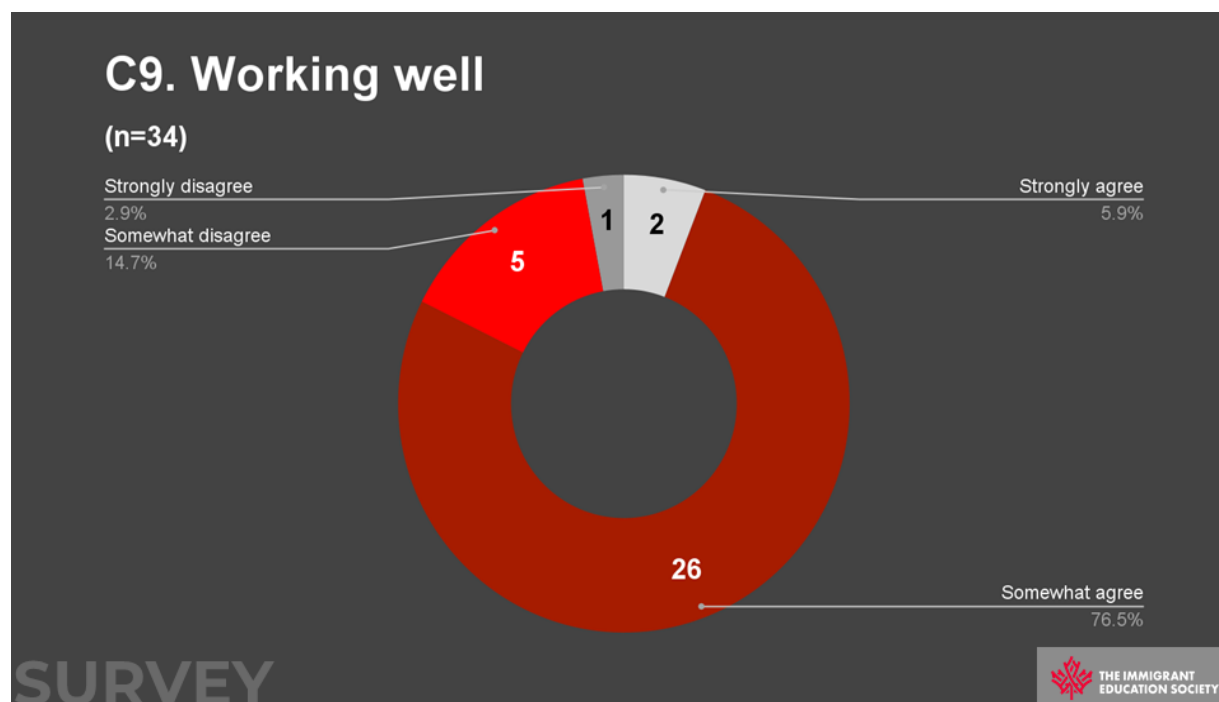
C8. What is working well in the immigrant-serving sector?

Qualitative findings from the survey show that for most respondents' collaboration was considered to be a key factor in what is considered to be working well in the immigrant-serving sector. Across responses, terms and phrases such as “collaboration”, “communication”, “working well together”, “ability to share information”, “increase in community-wide initiatives to reach immigrants” and “having strong relationships” were commonly used to describe the positives of the sector. Qualitative data also pointed to collaboration happening amongst some organizations, but not all:

“I believe there are certain organizations who work well together and have formed strong working relationships and support one another. In other cases, there’s exclusivity rather than inclusivity.”

- (Organization 8)

Organizations continuing to support one another was a recommendation for the future to create a “more inclusive sector” and “looking at the strengths and weaknesses of the sector” to identify gaps.



C9. What are the challenges, barriers and weak points of the immigrant-serving sector?

In terms of challenges the immigrant sector is experiencing, survey respondents stated: “competitiveness among agencies” and a “lack of collaboration” as prominent issues:

“I think there’s a gap between what’s promised and advertised, and what is delivered. Our clients are struggling to get their internal sector support on the phone to answer their questions. Yet every leader will say their organization is doing the best work.”

- (Core Organization 1)

Qualitative findings also suggest that funders place constraints on organizations. Respondents described their staff as being “stretched very thin by funders... it's very draining for people in the field”. Other limitations consisted of organizations not being able to allocate funding to cover certain costs: “funders put hard limitations on overhead costs or admin expenses to be covered through grants or funding opportunities, which makes organizations unable to hire enough staff or offer work conditions that will attract or retain skilled staff (Core Organization 6)”.

6. Discussion: Core-Peripheries

We broadly structure our discussion of key takeaways and findings in terms of a core-periphery model for organizations, services and relations (Tambiah, 2013). Some key, interesting and/or novel empirical findings point to issues of inequality and equity, dominance and securities, vulnerabilities and precarities as constitutive of Calgary's immigrant-serving sector. Relationality and working together are key aspects for the sector, evidenced by data in the survey, interviews and webscan. At the same time, data also illustrated contingencies and constraints (Bryson et al., 2006) that create power dynamics and inequalities amongst sector organizations.

A core-periphery model is a structure that is decentralized with no formal central authority but nevertheless maintains some central orientation around a core and thus generates peripheral positions. This model draws from the 'galactic' structure which has been applied to examinations of nations, collective action and economic development (Dell et al., 2018; Tambiah, 2013). As we detail below, a small set of key players and a subset of services comprise the core, whereby other organizations and services occupy the periphery. An important aspect to emphasize is that such institutional dynamics emerge in the absence of specific rules or structures or formal governance to define and guide its formation and evolution. That is, federal/local policies and IRCC as main funder are not the progenitor. Rather, the core-periphery model developed over time amidst myriad factors. These takeaways about organizational priorities and inattention (in terms of services, population, language and other aspects) raise questions for the field and call for further attention for research and practice. To manage the shifts in power effectively, tactics such as strategic planning and scenario development are recommended (Bryson et al., 2006).

Organizations

6.1 Core organizations

6.1.1. *The big 8 SPOs*

The big 8 SPOs conducted 78% of all services. First, webscan findings reveal that a significant proportion (78%) of all SPO services scanned were conducted by only eight SPOs (see Section A2), and interview findings lend further support about power and influence amongst large organizations (see Appendix B.7 and B.9). This illustrates the dominance of these eight institutional actors in the field. It is important to note that this data reflects online or website data and may not necessarily reflect the scope of services in actuality. Nevertheless, as discussed in the methods section above, the webscan reveals the representation that is accessible and available for immigrants to see.

The centrality and visibility of key players denote power dynamics within the sector, as funding and representation are concentrated amongst a small set of players. Further, it is not only services or actions that are centralized, but also decision-making and discourse-making. Decisions and discourses are particularly crucial in developing an institutional/organizational culture (as discussed in the Conceptual Framework Section; Schmidt, 2008) that is welcoming, inclusive, socially just and wholly supportive of immigrants. Such a welcoming institutional culture would thus extend beyond the service sector, unto the host society and the City of Calgary more broadly.

Partnership with competition. While the eight SPOs are central in service delivery for immigrants, findings also suggest strong interactions on a daily basis and collaborations or partnerships amongst the broader set of organizations (see Section C1-4). This strong relationality suggests that the work of the core players is interwoven with peripheral players. At the same time, competition within the sector also emerged as a dominant theme, according to survey and interview results (see Appendix B.8.1. and B.9.3.).

Recommendations and Implications

- Closer examination is needed about how decisions and service priorities are developed and implemented, considering that some organizations are core while others are more peripheral in terms of service delivery.
- More intentionality and strategy are needed through funding and policy structures, to catalyze and cultivate partnerships while stifling competitiveness.

6.1.2. SPO Data collection

Data collection and evaluation methods were diverse, from relying simply on counting attendance as a quantitative outcome measure to using clients' success stories as a qualitative outcome measure (see Section A6). However, interview findings suggest that data collection was more evident or common mainly for larger SPOs, compared with smaller ones that may have less capacity and fewer staff to conduct evaluations (see Appendix B.4).

Recommendations and Implications

- To enhance evaluation capacities, resources and education/training are needed particularly for smaller organizations.
- More research and administrative analyses are needed in order to delve deeper into methodologies, processes and challenges related to data collection, as the survey and interviews were relatively small in scale.

6.1.3. Core Funders

Occupying a clear and central role in the immigrant-serving sector, the government was the main source of funding for organizations, according to survey and interview findings (see sections appendix B.8, B.8.1., B.8.2.) and this was to the extent that there seemed to be no other sources of funding or no internal fund-raising programs or mechanisms to supplement government support. Over-reliance on government funding may overwhelm and subsume organizations' independence in terms of missions and broader priorities.

Recommendations and Implications

- Funding sources should be diversified, in order to increase independence and allow organizations to pursue services and missions apart from governmental goals and priorities. Technical assistance and resources are needed to help support organizations in developing their grant-getting and fundraising capacities.
- Alternatively or concurrently, governments as funders could diversify their funding priorities, in order to broaden services and supports; for example, to arts and culture, political membership, racial justice and innovative approaches to newcomer integration.
- Further research is needed to better understand funding patterns for the immigrant serving sector, and what's gained and what's lost.

6.2 Peripheral Organizations

6.2.1. Non-SPOs' unfulfilled role

Only 9% of all non-SPOs scanned offered services targeting immigrants, highlighting their unfulfilled role for intersectional services. Out of 94 non-SPOs scanned through the expanded search, only 9% of non-SPOs provided services that specifically targeted immigrants, according to webscan findings (see section A4). The 9% was composed of ten non-SPOs which were made up of four types: ethnic-based, health, women's organizations and K-12 schools. Non-SPOs comprise the broader nonprofit third sector, and a crucial part of the immigrant-serving sector. Indeed, our survey findings about organizational relations, particularly section C4, illustrates that organizations interact with many non-SPOs on a daily basis.

Intersectionality. These findings point to discussions on intersectionality, whereby specific positionalities or identities, such as that about being an immigrant, lead to specific needs and issues, and services should thus be tailored to specific groups in order to be more effective and appropriate. Some public services are tailored to identities such as gender or ability, and our findings call for tailoring also based on the immigrant experience.

Inequality. These findings also point to issues of inequality in access to services, as organizations only in some geographies or locations offer services for immigrants. For instance, children

enrolled in the K-12 schools with immigrant-specific services gain additional targeted support, but not children in other schools.

Recommendations and Implications

- Our finding calls for greater outreach to non-SPOs for immigrant-specific programming. That is, federal/provincial/local public institutions could provide education and awareness to non-SPOs, in order to encourage and incentivize them to develop and expand services that target the specific needs of immigrants, applying an intersectional lens.
- Also, findings warrant the strengthening of links between non-SPOs and SPOs, as well as funders and policymakers. This could be done through a variety of means, such as the formation of formal cross-sectoral networks, information or education campaigns, and developing funded opportunities for collaborations and partnerships between non-SPOs and SPOs.
- Furthermore, the 10 non-SPOs identified in the webscan may be viewed as models for other non-SPOs for newcomer-specific programming. Such non-SPOs could be tapped and brought in as consultants for strengthening programming.

6.2.2. Ethnic-based organizations as untapped resources

Ethnic-based organizations (EBOs) are untapped resources, with 3 out of 4 EBOs targeting immigrants. Perhaps not surprisingly or as expected, the majority of EBOs examined in our webscan provided services specifically targeting immigrants (see sections A3 and A4). Out of all non-SPOs, EBOs had the greatest proportion of services targeting immigrants, with three out of the four EBOs scanned. Meanwhile, interview data lends support for webscan findings, as some interviewees noted service area gaps in connecting with ethnocultural communities and developing deeper cultural understanding (see Appendix B.2 and B.6), which could then be an area for EBOs.

EBOs are positioned as community-based entities that have close connections with newcomer communities. Immigration status is not the same as ethnicity, but the two often overlap. Also, EBOs often share the same language and cultural background as immigrants. These organizational resources thus set them up for services and outreach that are not only effective but also linguistically and culturally relevant for immigrants. At the same time, this data about EBOs' newcomer services point to their invisibility within the sector. While they may be recognized and utilized by newcomer communities, EBOs are often and largely not considered as active players in the newcomer-serving sector.

Recommendations and Implications

- Our findings call for greater outreach to EBOs, as a specific type of non-SPO, similar to outreach with non-SPOs discussed above.

- Relations between EBOs and SPOs could be enhanced through regular contact and collaboration, also similar to approaches with non-SPOs discussed above.

6.2.3. Informal networks as invisible supports

Informal networks, such as social media groups, are invisible supports. Friends and family and social media, specifically Facebook, emerged as informal networks that were crucial sources of support for immigrants, according to findings (see section A5), perhaps unsurprisingly. Our webscan of Facebook and Instagram shows that Facebook was a dominant informal network, with there being numerous groups solely aimed at immigrants in Calgary, and specific cultural groups. Friends and family have long been known as social capital for many immigrants. Interview data with clients, meanwhile, corroborated this, as respondents pointed to family and friends as sources of support in the immigration process. Meanwhile, social media are a relatively new source of support, emerging in recent decades due to increased digital connectivity and only heightened during the COVID-19 pandemic. The internet has become a fundamental source of information, resource and network for immigrants.

Recommendations and Implications

- Our findings call for greater connections with social media groups, as education and outreach are more readily available and accessible in the online/digital format.
- Warranted also is the strengthening of the digital presence of SPOs and non-SPOs in social media. The digital space is expected to only become more salient for immigrants, as online modalities will become more common in an increasingly hyper-mediated future.

Services

6.3 Core services

The areas most prioritized by SPOs are employment, settlement and culture-community services. Employment, settlement and culture-community clearly emerged as the priority of SPOs, both English and French-speaking (see section B1a). The employment and settlement domain jointly account for about three-fifths of all services provided by SPOs (~56% for English-speaking SPOs and ~69% for French-speaking SPOs). These findings from the webscan and survey were confirmed by interviews as well.

A note or caveat is important to point out here, with regard to language services (see section B3 for details). As mentioned in section 4.1.6., the webscan accounted for the instance or counts of services, but it was beyond the scope of the webscan to account for the quality or scale of services. This methodological limitation is particularly important when it comes to SPOs' language services, which are generally consolidated into one program, such as LINC. Language

services may thus show up on SPOs' websites as one program, although they may actually account for a variety of different types of programs, for a large part of organizations' overall programming and/or serving many immigrants as students. In other words, the count of language programming may not reflect the size of this program in terms of staff and clients served. At the same time, it is commonly understood within the immigrant-serving sector that language is a priority for IRCC, in terms of funding.

Thus, taking this into account, findings point to SPOs' prioritizing employment, settlement and culture-community in service delivery, while considering language as a given as it is a funder-identified priority. This raises questions about the pre-eminence given to employment. Finding jobs is indeed a crucial aspect of immigrants' experience, but it is related to other aspects of life, such as health, mental health, education, housing, social connections and political participation. A holistic approach that considers jobs or economic integration is needed.

Further, this also raises questions about duplication of services particularly in these three domains, given the great number of services. At the same time, it should be noted here that according to the interview findings, organizational leaders and managers did not view duplication of services as a problem, given that there is a high demand for services among clients that are widely spread geographically.

Recommendations and Implications

- These findings point to the possibility of duplication of services in employment, settlement and culture-community, given the great number of services in those domains of need.
- Our findings warrant more extensive, in-depth research into service priorities, given that our webscan methods yield only preliminary insights. More research is needed to better understand these services and their processes and outcomes, in a more granular, in-depth way. For example, which types of workers and jobs are in existing services? Which workers and jobs are overlooked? Are services conducted in a universal, or individualized manner? Aside from placing people into jobs, are there services to assist upward mobility and career development of immigrants, particularly skilled or professional immigrants? Examination of qualitative data and administrative data would be especially insightful.

6.4. Peripheral services

The least prioritized areas by SPOs are health, mental health, and translation & interpretation services. As a converse to core services discussed above, the least common service domain of SPOs were 'translation and interpretation' (2.5% of all services) and 'health and mental health' (3.1% of all services) for English and French-speaking SPOs, respectively,

according to webscan findings (see section A3). Interview data corroborates mental health, specifically trauma, as a service area gap, detailed in Appendix B.2.

Recommendations and Implications

- Findings call for increased funding and attention to services in these less prioritized domains, particularly health and mental health. The latter is particularly important, given that health and mental health relate to immigrants' success in other domains of life, such as employment and settlement.
- Interpretation and translation services are also viewed as highly impacting when embedded within the health and mental health systems. Research shows that with an interpreter present, the chances of misdiagnosis are lower and treatment outcomes are better (Brisset et al., 2014). Increased focus on funded interpretation and translation services is recommended.
- In addition to that, access to mental health in one's first language is paramount for those not advanced in English or French as the dialogue between clients and service providers is a central piece to precise diagnosis and following treatment (Brisset et al., 2014).

6.5. Gaps in services

Findings point to gaps in services or missing services, as reported from survey and interview findings, as complement to the webscan methodology that does not reflect what is missing or not existing. Interviewees shared insights, detailed on Appendix B.2, as to gaps or service areas of need: cultural awareness and understanding; mental health and racial trauma; youth with complex needs; housing (specifically the housing shortage in Calgary); and connections with ethnocultural communities.

There is a lack of online information and/or services on language- and population-specific services. A significant proportion of services were detailed online without specifying the language of services and target population, based on webscan findings (see sections B3 and B4). This could mean that there are indeed no/limited services offered in languages other than English and French or that there are no/limited services targeting specific immigrant groups (based on country of origin or ethnicity). However, practice, experience and anecdotal data suggest that SPOs often have caseworkers and staff who are also immigrants with diverse cultural/national backgrounds and linguistic capabilities that are relevant for services. However, this diversity is not reflected online. It may be that because immigrants don't see the information on the organizations' websites, they may thus perceive that services and programming are not right for them. This may be especially salient for immigrants who identify very closely with their home country and who don't speak English or French, precisely those immigrants who may need more targeted support.

Recommendations and Implications

- Findings call for increased funding and attention to services in these gaps in services identified by respondents.
- Further research and administrative analyses are recommended to dig deeper into these findings related to gaps in services, as the qualitative analysis we conducted was small in scope with a limited number of respondents.
- One action item for organizations is to update online information (websites and social media) with accurate data that provides information needed by immigrants, specifically data about languages of services and target populations for services. The finding about the lack of information about language and target populations, thus, is one that is relatively easy to fix.

Relations

6.6 Core and Peripheral Relations: Complexity and tensions

Complexity, diversity and relational tensions emerge as overall key takeaways about organizational relations, according to findings. We have enumerated these takeaways here more precisely.

- First, partnership and collaboration co-occurred with competition (see section C1) and power imbalances between larger and smaller organizations were deeply felt (see section C2 and C3).
- Second, formality co-occurred with informality, in terms of organizations (SPOs and non-SPOs as formal vis-a-vis EBOs, social networks and social media as informal) (see section C1 and Appendix C8) and in terms of relations (MOUs and regulated initiatives as formal vis-a-vis verbal agreements and everyday interactions as informal) (see section C1).
- Third, the level of interactions among organizations ranged from high to low-level (see section C4), whereby some are more engaged than others.
- Fourth, findings about relations with immigrants and informal networks were somewhat contradictory: survey findings point to an overwhelming consensus that organizations were sufficiently connected with newcomer communities and informal networks, although interviewees expressed that more could be done in terms of cultural understanding and connecting with ethnic communities and informal networks (see sections C7 and C8).
- Fifth and importantly, relations with funders and the funding processes were fraught with contradictions and challenges that can stifle collaborations and impede rather than facilitate service provision, as indicated by findings (see section C10).

Complexity and tensions can perhaps be expected, as Calgary's immigrant-serving sector is expansive and deals with immigration as a 'hot topic' that carries political weight in our current

national and global contexts. Nevertheless, ideal relationships among organizations are hindered, when processes are overly complex and when relations are tense. Calgary's immigrant-serving sector manifests with foundations of collaborative across formal and informal entities and with, but the potentialities for trust-building and coalition-building are not maximized when relationships are also wrought with competition, which in turn engenders insecurities and vulnerabilities for organizations, and, thus, services. In other words, the sector manifests with the key ingredients (diversity in organizations and desire for collaboration), but intentionality and procedural and material supports are needed in order to push the sector forward.

Recommendations and Implications

- Funding processes should be re-examined, putting first the needs and capacities of organizations, rather than bureaucratic processes.
- Mechanisms and channels for sustained, meaningful communication should be established across organizations, big and small, SPOs and non-SPOs, formal (agencies) and informal (EBOs, social networks, social media groups), funders and policymakers.
- Further research is needed, involving more organizations and including analyses of administrative data, to delve into questions raised from this study and to deepen understanding about relations, given the limitations of webscan as a method and given the relatively small scale of survey and interviews conducted.

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Appendix A: Methods

Appendix A.1 List of websites used in the webscan

Appendix A.2 Existing online lists used in the structured Google scan

Appendix A.3 Websites mentioned in Appendix C. Interviews with Clients

A.1 List of websites used in the webscan

City of Calgary. (n.d.). Retrieved July 20, 2022, from *Organizations to help you settle*.

<https://www.calgary.ca/communities/newcomers/non-city-resources.html>.

Calgary Local Immigration Partnership. (n.d.). *Calgary Newcomer Guide for Service Providers*.

Retrieved July 20, 2022, from

<https://static1.squarespace.com/static/59fa4b5cd0e628b24f1cfbba/t/628f8d0b10ba433a4ed23b17/1653574926820/CLIP+Newcomer+Guide+2022.pdf>.

HelpSeeker Navigi (n.d.). Retrieved July 20, 2022, from <https://helpseeker.org/alberta/>.

Immigration, Refugees and Citizenship Canada. (2022). *Find free newcomer services near you*. <https://ircc.canada.ca/english/newcomers/services/index.asp>.

A.2 Existing online lists used in the Structured Google Scan

Education K-12

Calgary Real Estate. (n.d.). *Calgary schools*. Retrieved on August 10, 2022, from

<https://www.calgary-real-estate.com/school.php>.

Ethnic-based

Inform Alberta. (n.d.). Retrieved on August 10, 2022, from

https://informalberta.ca/public/common/index_Search.do.

Health Services

Alberta Health Services. (n.d.). *Find healthcare - search*. Retrieved on August 10, 2022, from

https://www.albertahealthservices.ca/findhealth/search.aspx?type=facility#icon_banner.

Higher Education

Government of Canada. (n.d.). *List of designated educational institutions*. Retrieved on August

10, 2022, from <https://tools.canlearn.ca/cslgs-scpsc/cln-cln/reca-mdl/reca-mdl-1-eng.do?nom-name=AB>.

Religious Organizations

CanadaHelps. (n.d.). *Donate to religious charities*. Retrieved on August 10, 2022, from

<https://www.canadahelps.org/en/explore/charities/category/religion/>.

French-speaking non-SPOs

Francophonie Calgary. (n.d.). *Ressources pour les nouveaux arrivants francophones*. Retrieved

on August 10, 2022, from <https://www.francophonie-calgary.ca/destination-calgary/nouveaux-arrivants-francophones/>.

A.3 Websites mentioned in Appendix C. Interviews with Clients

Indeed. (n.d.). Retrieved November 10, 2022, from <https://ca.indeed.com/>.

Rentfaster. (n.d.). Retrieved November 10, 2022, from <https://www.rentfaster.ca/>.

Appendix B: Interviews with Organizational Leaders

- Appendix B.1 Employment, settlement, and language services
- Appendix B.2 Duplications and gaps of newcomer services
- Appendix B.3 Sports and recreation
- Appendix B.4 Data collection
- Appendix B.5 Grassroots informal networks
 - Appendix B.5.1. Organizations interacting with informal networks
- Appendix B.6 Ethnic organizations
- Appendix B.7 The differences between formal and informal support
- Appendix B.8 Funders
 - Appendix B.8.1. Challenges to the funding process
 - Appendix B.8.2. How does the funding process affect competition with other SPOs or organizations
 - Appendix B.8.3. Expectations of management, strategic planning and morale
- Appendix B.9 Relationships with organizations
 - Appendix B.9.1. How do organizations maintain interactions with other organizations?
 - Appendix B.9.2. How can your organization improve relations with other organizations, SPOs and/or funders?
 - Appendix B.9.3. Power relations with funders and partners

**For confidentiality reasons, all organizations and their personnel were anonymized and coded. Their names are not mentioned below.*

Appendix B.1 Employment, settlement, and language services

Qualitative findings suggest that employment, settlement, and language are considered to be the three fundamental areas individuals need to effectively settle in Canada, paralleling some findings from the webscan and survey. "...Our organization recognizes that to settle well, you need all three of those supports" (Core Organization 4). Interviewees shared that by focusing on and addressing these three primary concerns, individuals are able to successfully integrate into Canadian society and be set up for long-term success, organizations often referred to these three services as "pillars" and "building blocks":

"Well, I think that's the primary concern of our clients. I think that's just what their most urgent needs are in order to be successful in the long term."

- (Core Organization 1)

Interviewees discussed the three areas as interconnected. Language is necessary to be able to work and for daily living in Canada. Without language skills, immigrants are in a difficult position when it comes to employment and navigating their new environment. Employment encourages independence, as newcomers are able to provide for themselves and their families. Employment and language skills contributed to settlement, with newcomers being able to feel

more settled once they had acquired language skills and employment, “I know with our client population, they feel that integration is clearly tied to employment” (Organization 8).

“If you come here and you're able to communicate from the get go, it's easier for you to settle. It's easier for you to access employment, for you to, you know, fit into society. But if language is not in place, then everything else is affected. So I would say. Yeah. It has a huge bearing on how quickly one can settle here.”
- (Organization 9)

Meanwhile, newcomers' other needs, such as mental health, were considered to be ‘secondary,’ as suggested by findings. Prioritizing employment, settlement, and language remains conducive and vital as they are the most pressing needs when newcomers arrive in Canada. Multiple organizations have suggested a need to look at situations/individuals “holistically”. A move to understanding an immigrant’s needs as a whole, rather than only emphasizing settlement, employment, and language services.

Appendix B.2 Duplications and gaps of newcomer services

The findings suggest that duplication of services was not viewed as problematic, this was a prevalent theme across all interviews. Multiple organizations providing similar services were viewed as necessary due to high demand and permitted clients to “shop around” by finding an organization that works for them and access services in multiple locations.

“There are a lot of agencies, settlement agencies or nonprofit organizations that are offering services. There might be duplications in programs or services or kinds of programs and services. And I think the reason for that is because there is a need. We have lots of newcomers coming. I think the reason for duplication, but small changes and all because there's a need, it's a matter of supply and demand.”
- (Core Organization 3)

Along those same lines, the manager for Organization 2 pointed out that high demand is evident through waiting lists for services, a primary concern for multiple organizations. “We... see the waiting lists keep... building up in the past, the three months, actually six months” (Organization 2).

Cultural awareness and understanding were also considered by interviewees to be an area that requires improvement. Some organizations requested a need to educate and train staff on this matter, “I feel that they're not sort of fully equipped to deal with the different cultures that come. I would say the agencies need some sort of training” (Organization 9). The complexities of mental health and racial trauma also emerged as a gap for interviewees. For instance, the manager for Organization 12 explained how such trauma impacts the mental health of newcomers:

“I don't think if we have a full appreciation of how racial trauma has got to do with mental health, there is such a deep connection when one encounters discrimination and microaggressions on a daily basis, and when they come to, you know, a counselor or a psychologist, you know, they just don't see the world where the racialized community members struggling with mental health are coming from.”

- (Organization 12)

Youth with complex needs were also considered to be a gap in newcomers' services.

“Definitely for... youth who are much more acuity or high needs. And they may have gotten their settlement services. But, you know, trauma, life happens, family breakdowns, all of those things that they are in need of services and they're unable to access them or they are just unable to, like, make a relationship with the workers again. So we have seen that we've seen more youth come through our high acuity programs like with children's services status.”

- (Organization 14)

Numerous organizations referred to the current housing shortages in Calgary and stated this was a prominent gap for all organizations and sectors, not just SPOs.

“A big gap right now obviously is housing. I think it doesn't matter what sector you're in, whether it's a newcomer or children or just poverty in general, that's obviously a huge, huge gap that I think we're all trying to fill the best way we can.”

An interviewee expressed that SPOs need to strengthen links with ethnocultural communities to better help connect newcomers to these ethnocultural groups. This was a current gap, as this “disconnect” meant that SPOs are unable to connect newcomers with ethnocultural communities.

One organization did not view gaps as problematic but stated that they emerge naturally with the changing environment and current circumstances: “to me, gaps are not a negative thing. Gaps are really people figuring out, oh, my God, there's some real need here” (Organization 11).

Appendix B.3 Sports and recreation

Interviewees mostly described sports and recreation as important aspect of newcomer settlement. Findings show that sports and recreation were helpful with integrating into Canadian culture, creating networks and for health and well-being. Sports and recreation services were often described as a “unifying” factor, “even if they're like strangers to each other, if they have a passion for one sport, that sort of brings them together” (Organization 9).

Public swimming pools, the YMCA, the Genesis Centre and Vivo for Healthier Generations were common examples of sports and recreation services used by newcomers. “He is a refugee from Ukraine, and he was telling me that they've got... it's either really super low cost or almost

free season plans to go swimming” (Organization 11). Other examples clients were using: Calgary United Soccer Association, Soccer Without Borders, WinSport, Trellis Society and Sport for Life.

However, interviewees pointed out that sports and recreation activities were aimed at young families and youth. A need for sports and recreation at “all levels” was described by one organization:

“I have realized that the seniors have suffered the depletion or I would say lack of access to some of these sporting activities, either culturally or just not even being knowledgeable about it. And here I specifically want to educate for our seniors that, yes, they need to be introduced to aquacise for instance, it's not common in other countries, but aquacise... are so important here, especially for our aging group.”

However, some interviewees mentioned they had a lack of sports and recreation services in their organizations, making it difficult for newcomers to find such activities.

“Zero. We don't have anything. We don't have any. That's another missing area. I submitted a recent kind of proposal through a whole lot of amendments to IRCC asking for sports and recreational programs for our youth. We still didn't hear back. That's another missing one we do not have. Tell me one agency that offers this?”

- (Organization 10)

Some organizations argued that SPOs are not prioritizing sports and recreation as they are considered to be “invaluable”.

“Very few people are even thinking about this. So you know, part of the fair entry program is you get into city programs for a reduced rate. That's as far as it goes. But in terms of SPOs doing that, there's very, very few programs in terms of recreation. It's not seen as valuable, but it actually is very valuable.”

- (Core Organization 2)

Appendix B.4 Data collection

Data collection, measurement and evaluation is important and often practiced amongst most organizations. Common examples of data collection included conducting surveys, interviews/testimonials and focus groups with clients. Organizations also collect and compile client/student demographic information into a single database, which is easily accessible by different departments. Data collection methods described by organizations were typically rigorous for instance:

“We collect data through different approaches. So number one, we have our internal database. So we could see the data exactly like a waiting list of

students, attendance, hours, benchmark change. All those are through that internal database. Each client, their LINC history will stay there for like ten years for the records. And we also will do the middle session class visit, which will have LINC admins supervisors go to the classroom to talk with the student, to complete the survey, to get to know their feedback and also their suggestions for the class. We call that a student success story, teachers observation so the teachers will provide for the student's progress and we also will collect the success stories for us to understand how we can help our clients better, like which way their success like in a better way in the our teachers also, we'll do the collaboration meetings on a monthly basis to discuss the best, the teaching approaches and the resources to share.”

- (Core Organization 2)

Interviewees stressed that data collection was a requirement for funders, “IRCC is only interested in numbers (Core Organization 2)”. Being able to show funders data is important in order to maintain funding, “hitting their basic numbers is good enough...IRCC requires X number of clients we've done that great move on” (Core Organization 1).

Interviewees from smaller organizations tended to have fewer or no data collection methods and measurements due to the organization being volunteer based. These findings suggest the need for skilled and permanent staff to collect and evaluate data.

“We are suffering because we do not have employee staff for our organization and that requires commitment and quality paid skilled workers. Volunteers cannot run this. So, and therefore this grand data collection has become one of our priorities or a recommendation for organizations such as ours so that we can be accountable to our funders. We are accountable to our funders because we don't have large grants to worry about. We are working with small grants. So when we have to report the number of volunteers, whether they are formal or informal, the number of hours. That our organization gives into volunteering, that we do. But what are we doing with it? We don't know.”

Findings suggest that the core organizations consolidate and analyze their data to improve, develop and change their services. Through consolidation and analysis, organizations are able to identify trends, gaps in services, partners required, “if we see an influx of 6 to 8 year-olds, do we have a referral pathway to support those needs?” (Core Organization 4). In terms of organizations feeling equipped to measure and evaluate the data collected in their programs, responses were mixed. Some organizations felt they were prepared, and qualified, other organizations did not feel equipped to measure and evaluate their data. One reason for this was staffing, “we still need more resources. I am a one-person department...I will not be able to cover each and everything” (Organization 10). Hiring individuals with a relevant background was also imperative, “we have to hire people who obviously have a background in research and evaluation, so having the right resources is something that is definitely important” (Organization 8). Some organizations discussed difficulties with finding a suitable person for this role and training was also considered demanding due to numerous factors:

“Usually you will have to take someone to have some of those elements and train them because of the time, the tight timelines on most of the projects and even because of the resource limitations of some donors, it is really hard to find someone, train them and then start working with them.”

- (Core Organization 6)

Some interviewees noted that much of the data collected about clients is personal. Consequently, clients may not wish to disclose certain information to organizations such as their current salary. However, data remains an imperative tool for organizations to improve their services. One organization stated that they are working with a technology company to continue developing their database and will then be in a better position to identify gaps in their services. Another organization explained that their clients have “high expectations” and to ensure the organization is meeting those expectations, data collection such as client-feedback, interviews and/or focus groups are crucial to understanding what clients’ success looks like.

“I mean outcomes are certainly something that, you know, are, you know, an area that I'm interested in. So for us it's either...we're meeting the goals of our clients. You know, they're meeting with success. And if they're not meeting with success or, you know, then we need to examine why and what supports and services are being accessed.”

- (Organization 8)

Appendix B.5 Grassroots informal networks

All organizations emphasized the value of clients connecting with grassroots informal networks, “faith-based organizations are the glue...the foundations that social networks are created on” (Organization 13). For newcomers, this is an opportunity to connect with their own community, which means reducing isolation, being able to share experiences, language and information. Findings suggest that by connecting with multiple groups newcomers begin developing their “own personal ecosystem”, a group of relationships that they can call upon and “find a sense of belonging”.

Clients reach out to these informal networks often through word-of-mouth, Facebook groups and WhatsApp groups. According to interviewees, informal networks are often used to find employment, “our employment team talks a lot about networks and making sure you’re making connections that could lead to volunteerism and employment, as well as well-being, and reducing isolation” (Core Organization 4).

Findings point to the importance of religious leaders as the first point of support for newcomers' emotional needs and mental health which was described as having positive and negative implications:

“We're hearing that in some communities they feel like they need to ask their religious leader if mental health is an okay thing to access. Like, should I go to counseling, shouldn't I? And people sometimes are told no. So that can be a downside. Although on the other hand, sometimes when

people aren't open to mental health support. They'll go talk to a religious leader and have a little bit of support that way.”

- (Core Organization 1)

For LGBTQIA+ individuals it was noted that they may not wish to connect with their own communities:

“The LGBT community is a little bit different...we work with the LGBT newcomers. Some LGBT newcomers do not feel safe going to their own cultural communities and so they'll come to us and be quite secretive about their lives and they want no one in their cultural communities to know. Often for some cultural groups, that is being outed is an extremely unsafe scenario for themselves or for people in their original country where they may have family and friends. So we have incidences of outings where that's resulted in the imprisonment of people in their home country.”

- (Core Organization 2)

Appendix B.5.1. Organizations interacting with informal networks

Partnerships with informal networks were an important way of interacting and gaining client referrals. The Komkan African institute and Dean Strong were two examples of informal networks that an organization was actively connecting with through a partnership.

Tapping into client's other networks such as WhatsApp, social media, e.g., Facebook and Instagram and WeChat emerged as an important technique for interacting with clients and informal networks:

“And the process so far we only used one way of communication, which is social media and word of mouth. And that's how all the media find out about us. That's how people find out about us, and that's how the donors find out about us and everybody else.”

- (Organization 15)

Interview findings also show that clients' informal networks were important for organizations being able to advertise their services, with some organizations advertising specific services in different countries as well:

“We have done...newspaper ads in the Punjab newspaper for our Punjab and the Indian group for the community based seniors for LINC classes. And then we post in WeChat which is another Chinese social media for the Chinese group.”

- (Core Organization 2)

Organizations noted the importance of using WhatsApp to share information with their clients: “I would like to see us attract more with WhatsApp” (Core Organization 5). Many organizations

described that clients preferred receiving information through WhatsApp, as this was a quick and reliable format to receive information:

“Our clients love WhatsApp for different purposes and so we can't seem to get away from that. So there are certain social media platforms that our members are going to use. And I think it's important that you know that different things like different pieces of information in different ways.”

- (Organization 8)

In some instances, organizations were using social media and their online presence for donors rather than connecting with new communities and clients. Word-of-mouth and outreach were described as being favorable, “when it comes to clients... I prefer to go through all these informants” (Core Organization 6). An example where outreach and word-of-mouth were more effective than other communication channels is described below:

“Right now we are doing an ESL program for Ukrainian refugees and we found that the best way to connect with them was to go to the Ukrainian church because all the Ukrainians that were landing in Calgary were going to that church... So we found that for us to connect with them, social media advertising wasn't a thing or wasn't really effective.”

- (Core Organization 6)

Barriers to connecting with informal networks were “time” and the “personnel” required to form and maintain these interactions, as well as difficulties with reaching and connecting with more “isolated communities” in smaller towns or on the outskirts of the city. It was emphasized that having staff go out and physically interact with these networks was important, “I think you need ideally a specialist person sort of being within those networks and communicating” (Core Organization 5). However, it was expressed that if organizations interact and work with informal networks, it provides clients with “the best of both worlds”.

Appendix B.6 Ethnic organizations

Similar to connecting with informal networks, organizations described the benefits of newcomers engaging with ethnic organizations. Connecting with one's culture, forming a sense of identity, a safe-space and trust emerged as common attributes of connecting with ethnic organizations. “It really provides that cushion for somebody who is new in this country” (Organization 15). Examples of faith-based organizations that emerged were: Gurdwaras, Ukrainian Churches, Jama'at Khana, Masjids (Mosques) and the Genesis Centre.

Interviewees touched upon the “reliance” that some newcomers have on ethnic organizations which can be the first point of contact for many newcomers. “Especially when people come at the very beginning and they have a limited network and they rely on these, would be the kind of the key to succeeding in this new environment” (Organization 10).

One organization described their clients' interaction with ethnic organizations as a “double-edged sword”. The positives were described as clients being able to connect with others within their

own culture. However, this could also create isolation, and hinder one's integration into Canadian society, and other cultures:

“The Chinese community is one of those. But I am seeing in other communities where because you rely so much on the surrounding session or these particular groups that speak your language or are familiar with your culture, you do not put any kind of effort in integrating with the Canadian culture or with other cultures. These create problems not only in the cultural side, but also in employability, economic and mental health.”
- (Core Organization 6)

In terms of interacting with ethnic organizations, Memorandum of Understanding were also used to maintain relations and organizations collaborated with ethnic organizations at their cultural events:

“We have a Memorandum of Understanding with many ethnic organizations. Dashmesh Cultural Society was one of them. Hosting or conducting any big events, we are invited to have our table or booth so we can promote our services.”
- (Core Organization 3)

Outreach programs as described below have also been used to maintain interactions with ethnic organizations:

“We actually even used to house them in our cubicle area. We were actually partnering with quite a number to allow them space. The Rwandan community was one of them and that's one that I have actually interacted with quite a bit. We also have a program called the Regional Outreach Program that does community development work and they've actually even helped newer communities establish their community association. A Karen community.”
- (Core Organization 1)

Appendix B.7 The differences between formal and informal support

A number of differences emerged when organizations described the differences in the support provided by formal immigrant-serving organizations and informal networks and/or ethnic organizations. Informal networks were also described as having “intimate knowledge” and “understanding”. These networks were also consistently described as being accessible, flexible, and trustworthy.

“Cultural groups have a different type of trust. More people are going to gravitate towards them. It's easier to access them. There are less barriers, you don't have to sign an intake or a consent package. Meet with somebody. They might speak your language. They're accessible in those kinds of ways.”

- (Organization 14)

Informal networks were viewed as having plenty of resources. However, they were not described as having the “best” resources as they are not structured, formalized organizations. However, organizations emphasized there were certain elements they could not provide such as “family support”.

Immigrant serving organizations were described as having a lot of “red tape” and “paperwork” which can be overwhelming or confusing for newcomers. However, immigrant-serving organizations were also described as speeding up the settlement process for newcomers:

“It was taking about 35 to 40 years because we did not have any established immigrant services organizations. Today because of the establishments and because of the opportunities now of the various kinds of immigrant services organizations. The success rate for an immigrant has been reduced to ten or maybe now even lower due eight years. Which is incredible because if a settler or a new family experiences success within five years, that is commendable.”

- (Organization 13)

One organization explained that informal networks can lead to “dependency”, instead of encouraging autonomy, there can be an emphasis on doing things for one another:

“We've definitely seen where they've allowed people to become a little too dependent. It's like creating expectations that they'll drive them around or that they'll just give them this or that... the Syrian refugee support group comes to mind that cropped up in 2016.”

- (Core Organization 1)

Organizations mentioned the need to work and interact with informal networks and ethnic organizations as formal organizations have the “experience and resources” whereas informal and ethnic organizations have “trust” and “community”.

Appendix B.8 Funders

The qualitative data points to the fact that most organizations apply for funding in a similar manner. Typically, organizations (1) look out for calls for proposals and grants, (2) organizations see if the proposals and grants align with their values and missions, and/or (3) look for “gaps” in their current services:

“It's the alignment, the mission and value alignment to ensure that this is someone we want to be attached to. Because usually once you receive funding, once it's, it's it, it's again a relationship in itself that needs to be stewarded.”

- (Core Organization, 4)

Most interviewees stated that their organizations do not have an internal fundraising program, with the majority of funding coming from the government. A few interviewees described their internal fundraising program, which included a fundraising team:

“We have dedicated people and that's what we do is we have various campaigns that might be going on. We're working with corporate donors, we're working with charitable donors. We're working with, you know, other charities and churches, for example, religious organizations that might be able to fund on different scales.”

- (Core Organization 2)

Appendix B.8.1. Challenges to the funding process

Interviewees described a handful of challenges they experience with the funding process. A manager from Core Organization 1 pointed out that funders expect new and innovative programs, and have to present programs in a new way and not “duplicate” services:

“Sometimes I also think that funders just always want something new and exciting. But sometimes there's proven approaches that work really well, and sometimes you're less likely to get funding because you're not doing something exciting. So, I think it can be a challenge to constantly have to repackage what you're doing.”

- (Core Organization 1)

Interviews described some proposals as “technical” and “bulky” especially grants providing smaller amounts of capital, but require a lot of time and effort:

“There’s actually some grant applications we have forfeited, not because it wasn't a right fit, but for the amount of money they are going to give us, like \$20,000. It's going to take me a month to work on this. Yeah, this is... way too many questions for very little money.”

Another challenge that emerged was funders do not cover salary, which is important for organizations that need to pay the person running the program. The senior leader from Core Organization 6 stated:

“Funders refuse to pay for overhead and for staff salary. So, we are in a position where I have \$25,000 to run a program, but I can only use 10% of the money to pay salaries. So, I have \$21,000. They need expanding equipment or renting or whatever. But what I actually need is to pay a decent salary, to establish a capable staff to run that activity. So, there is an average application from donors to base salary like they've seen that that is not investing in the client.”

- (Core Organization 6)

A high turnover of IRCC officers was mentioned by multiple interviewees as a consistent challenge as it meant organizations have to constantly explain to IRCC what they do and how they do it:

“... there's a huge turnover of IRCC officers. So, since we started April 2020... I have worked with 18 officers. So, every time there's a turnover, we need to reeducate - most of the case it is a new officer, a brand new hire.”

- (Core Organization 2)

In terms of morale and strategic planning, interviewees stated that the funding process can create “uncertainty” and that organizations have no choice but to “live with that cycle” of not knowing when or if funding will continue. A consistent issue mentioned by interviewees was not being able to sustain the services their organizations were offering when funding is running out. Interviewees described multiple challenges associated with this concern such as losing quality trained people and “expertise”. These further impact future initiatives: “... then it's hard to move some of your initiatives forward. If people don't stay, you feel like you're constantly starting over” (Core Organization 4).

It was also noted that not being able to sustain funding may negatively impact an organization securing future funding:

“... if you lose that smaller kind of funding and the bigger funder looks at you and they see that you shrank and that you're unable to sustain some of these services, you will even be punished because you will not get more funding to do that. They will give it to someone who is bigger or they think that they have more capacity. So, it is a frustrating thing.”

- (Organization 10)

Appendix B.8.2. How does the funding process affect competition with other SPOs or organizations?

Most interviewees agreed that there is competition amongst organizations as they are all “chasing the same pool of money”, and there are only so much “dollars” available. Interviewees also described that there are organizations that have the “expertise” and have been able to “hone the best practices” to secure such funding.

Interviewees expressed frustration and confusion as funding for a service that an organization is known for is given to another organization newly conducting a similar service:

“You’re the main provider of services, let's say, for student or school age student newcomers and then suddenly you see other agencies are being provided with funding to do the same thing. So that's really frustrating. And you're kind of wondering what are they doing differently that the funder who actually funds you and recognized you as that main service

provider is also willing to give that money to other agencies to do this. So it is definitely creating a lot of confusion and sometimes frustration.”

- (Core Organization 10)

The qualitative data shows that “competitiveness” was a recurring theme throughout, and interviewees mentioned that they had to be “strategic” when writing letters of support to work with other organizations:

“... when we ask for letters of support, like you have to be very strategic about requests for a letter of support. So you have to kind of know how that person is going to be applying for the same funding process? How are they going to feel that you were encroaching on their specialized area of service delivery? Are they likely to sign a letter and actually follow through with what they say they're supporting you with? Yeah, there's a lot to think about, but quite often we don't have the time to really make all those distinctions and you just have to ask the same people you ask all the time.”

- (Core Organization 5)

Competition for funding also seemed to impact organizations collaborating with one another, with one interviewee explaining that they have completed co-applications for grants, “but not the core funding because that’s people’s livelihoods and that’s your agency” (Organization 14).

Appendix B.9 Relationships with other organizations

Qualitative findings show that most interviewees described their relationships with other organizations as “collaborative” and “partnerships” with multiple organizations. However, interviewees described that this was not always the case:

“In the beginning when we started, it wasn’t, as it was kind of like a rivalry kind of thing. Why are you doing this? We are the oldest...soon everybody realized that we all need each other and then collaborations with other organizations become more fruitful and more positive.”

- (Organization 15)

Most interviewees explained the nature of their partnerships which consisted of working with a large number of organizations: “we have over 250 partnerships” (Organization 2), with the primary goal of helping clients. Successful partnerships were such as “Calgary Newcomers Collaborative” and “Gateway”. These two partnerships were described as being “really successful and it changed the service map of the city” (Organization 2).

The senior leader from organization 1 discussed how the sector wants to be collaborative and that people are willing to participate in joint ventures. However, there are sometimes issues with follow-through and maintaining these relationships:

“And I think that people are very collaborative and like they, they want to show up and they, they want to be part of this. But sometimes I feel like the work in between meetings is lacking or there's a lot of like again, empty promises or. You know, that kind of thing or people that are part of it but then don't really like delivering on actually showing up to the conference and having people there. I definitely sense competitiveness even though I try not to believe that.”

- (Core Organization 1)

The senior leader from organization 7 pointed out that their relationships with other organizations were mostly “non-existent” with there being an only collaboration with one or two small programs. A senior leader from core organization 6 discussed their strong relationships with the community but not within the immigrant-serving sector:

“We have very strong connections with the community, with different community organizations, but in the non-immigrant sector. I sadly cannot say the same with the immigrant agencies. With immigrant agencies we are looked at as a (nationality/ethnicity-based) organization and if we want to operate with (that ethnic) community or group ..., fine, we can do it. They will refer us clients. But if we step out of the line, there will be a backlash immediately.”

- (Core Organization 6)

Appendix B.9.1. How do organizations maintain interactions with other organizations?

Interview findings describe the maintenance of interactions between organizations as being maintained through the use of “memorandum of understanding”, “signed agreements”, “formal agreements”, “written contracts”, “verbal agreements”, “sharing of resources”, and “frequent meetings”.

The senior leader from organization 12 described the different types of agreements used for “different levels of relationships”:

“We have MoUs and will use them with a formal connection... we also have our contract with our ethnocultural communities, depending whether they volunteer or whether they are handcrafted or whether they are charitable. So, your contract varies depending on the level of relationship we have and the level of their accountability as well with the IRCC.”

- (Organization 12)

Challenges in maintaining relationships between organizations consisted of “high turnover of staff and leadership” which meant organizations become comfortable and accustomed to working with a particular individual, “then they leave, the new person may not have the same intention to partner and it gets tricky that way...” (Core Organization 1). Interviewees pointed

out that to sustain interactions these relations need to be “nourished” to ensure connections are not lost.

Appendix B.9.2. How can your organization improve relations with other organizations, SPOs, and/or funders?

Interviewees described realistic trust building as an important factor to improve relationships with other organizations, SPOs and/or funders. The senior leader from core organization 1 reiterated the significance of being “realistic” when working with others: “trust building is really important... I've just heard too many stories of different organizations saying they'll be part of something, but then not delivering what they said they would actually do”.

Interviewees also stated for “transparency” due to previous collaborations being unsuccessful, resulting in individuals being weary of future collaborations and partnerships: “I’m very collaborative, but I’ve also been burned by collaborations... I have had people take my ideas... after a while... you’re a little bit weary of collaboration” (Organization 8). To instigate transparency the senior leader from organization 8 suggested the use of a “project charter” instead of a Memorandum of Understanding:

“These memorandums of understanding, they mean nothing. It's nothing. It's never a document that you pull out. It's very limited. It doesn't really talk about how you're going to work together. But a project charter, for example, makes you sit down the design thinking about how you will work together and you know what you're able to bring to the table and what you're not able to bring to the table. I think that we need to be very honest about our organizations and our capacity and the resources that we have and the resources that we don't have. So, I think that that requires conversation.”

- (Organization 8)

Interviewees expressed necessary personal attributes such as “kindness”, “having an open-mind”, and “humility” to improve relationships with other organizations. Interviewees also called for the need for “open-communication”, “meeting-spaces”, and “having a better website to showcase what services are offered” (Organization 17).

Appendix B.9.3. Power relations with your partners and funders

Some interviewees described power relations with partners and funders as sometimes “tense” and “difficult to navigate”. Other interviewees described power relations as there being “lots of ups and downs” but overall fairly equal: “it is great. You know, balance... there's really quite equal sitting on the table together... and that's helping us actually do a lot” (Organization 9). Interviewees expressed understanding and a desire to continue collaboration as they acknowledged that this work cannot be done in isolation. “Difficult conversions” with collaboration were expected as, “there would always be really good partners... or not that good partners” (Core Organization 2).

However, multiple interviewees stated that larger organizations naturally have the upper hand:

“The larger an organization is, the more powerful they are. You know, that's just natural in some senses. So, I would say that the power tends to fall in that way on the, you know, whether it's power or whether it's influence.”

- (Organization 8)

A manager from Core Organization 4 stated that money can complicate things with less focus being placed on clients: “When money comes on the table, ... sometimes the client-centricity doesn't always play out the way you might have hoped”. This notion that the focus was moving away from clients was also expressed by another interviewee. The senior leader from Organization 7 explained that the clients “belong” to IRCC, implying that through this relationship with a funder like IRCC, it is less about the students and more about the numbers:

“... constantly a competition. Who has the most? Who wants the most? Who is getting more like, you know what? It's not about that. It is about the student. It's about the students and their ability to function in society. They're not your students. They are IRCC students.”

- (Organization 7)

According to interviewees, a discrepancy between the funder and the funded exists. Larger SPOs receiving the majority of funding: “some are considered bigger at the table... they have a bigger piece of the pie” (Organization 14). A similar discrepancy was also described at an organizational level, with different organizations sending staff of different capability sets for different projects and services: “where we would send our frontline staff may not be like, you know, another agency may send a director, for example and so there is a power imbalance there” (Organization 14).

Appendix C. Interviews with Clients

Appendix C.1 Arrival experience

Appendix C.2 Knowledge of newcomer services

Appendix C.3 How clients learnt about services in Calgary after their arrival

Appendix C.4 Support from informal networks

Appendix C.5 Support from ethnic organizations

Appendix C.6 Support received from immigrant-serving organizations

Appendix C.7 What services were offered by multiple organizations, and you had too many to choose from?

Appendix C.8 Difference between formal and informal support

Appendix C.9 What else did you have to do in order to effectively settle in Canada

**For confidentiality reasons, all study participants' names were anonymized and coded. Their real names are not mentioned below.*

Appendix C.1 Arrival experience

Interviewees' arrival experience varied, with most interviewees reporting their arrival to Calgary as being challenging and difficult. Consistent terms clients used to describe their arrival were: "shocking", "lonely", "life-changing", "survival" and "frightening". These interviewees who described the difficulties of their arrival to Calgary did not know anyone upon arrival. Skylar describes her experience: "It was hard because when I came to Canada, most of the things were different from the way I lived before. So, finding good jobs and accessing some of the services was especially difficult."

Some interviewees had a different arrival experience that was more positive. For instance, Jaspreet arrived in Canada on a spousal sponsorship as her husband was already a long-term permanent resident living in Calgary. "I think it was relatively easier for me compared to maybe other newcomers, you know, because I mean, my husband...he's actually a PR [permanent resident] here...he has lived here for...15 years."

However, amongst the interviewees that did know someone in Calgary or Canada, it was mostly just immediate family, a single family-member or a relative. Maja knew some family friends upon arriving in Calgary and they provided temporary accommodation: "So I arrived in Calgary. It was in the afternoon, late afternoon. And then we had a family friend who picked us up and gave us accommodation."

All interviewees apart from one had not secured employment prior to moving to Calgary. One interviewee had secured an interview but not an employment. Charlie described how not securing a job before arriving in Calgary was due to the fact that he was in construction:

“I did a couple of my interviews after I got to Calgary because I work in the construction industry. So, you know, for me it wasn't really an option to have any, you know, job interviews before I got to Canada.”

- (Charlie)

Appendix C.2 Knowledge of newcomer services

The interviewees' knowledge of newcomer services upon arrival was also mixed. Eight interviewees had no knowledge of any newcomer services upon arrival in Calgary, interviewees described their knowledge as “unknown”, “I didn't know about them”, and “I had no clue”. Some interviewees expressed having some “insight” but not really knowing any “specific” organizations. Jaspreet described being given some information via a “pamphlet” at the airport but did not use that as a source to find newcomer services.

According to interviewees, newcomer services were only for those who have permanent resident status in Canada: “newcomer services wouldn't be available to me as I didn't have a permanent resident card” (Marisol). Interviewees also expressed not being eligible for some newcomer services:

“... because we came through Alberta provincial nomination, we were not through any kind of refugee service. We could not qualify for certain benefits. But it'd be like, you know, like free housing or free food or I mean... like free furniture.”

- (Maja)

Interviewees described having knowledge of newcomer services upon arrival and learnt about such services and organizations through the use of their own personal connections such as a spouse, friends, family, colleagues and faith groups: “my husband told me to reach out to Calgary Catholic Immigration Society [CCIS]” (Jatinder), “...actually our church friend told us about it...she works there...for newcomer services” (Alexsei). Amani described her experience when she was picked up by friends from the airport upon arrival and then taken downtown in the early weeks of arrival, “from there we came to know about CCIS [Calgary Catholic Immigration Society]”.

Kimisha described coming across newcomer services when completing ESL classes at her school upon arrival to Calgary: “there was like ESL... I had to participate in tests, especially for when I got into Junior High School”.

A handful of interviewees described joining “WhatsApp” and “Facebook Groups” prior to their arrival. Dustin described being a member of a Facebook Group based in Calgary to help find accommodation and posted in that group to find a place. However, Dustin described a lot of the group responses as a “hoax” and had better luck using rentfaster.ca (see Appendix A: Methods subsection A3 for website link).

Most interviewees stated that had they initially known about newcomer services their arrival experience would have been less difficult. Rashmeet describes how having assistance with

documents such as applying for a social insurance number would have been beneficial: “I would like to seek some help. Like you find how to figure out my social insurance number. All those documents that... it took me forever to get all those things done”. Lee stated the desire to have assistance with finding “community” and “social connections”. Marisol stated that it took her a long time to understand the Canadian education system which delayed her studies: “I would like to know my possibilities. Like, it took me eight years to get my master's degree because I didn't know how things worked”. Jatinder shared this frustration and would have also liked to have received support and information regarding which classes she should take to advance her career.

Appendix C.3 How clients learnt about services in Calgary after their arrival

Jaspreet and Nadia explained that they began researching online for an initial understanding of the services available to them. Jaspreet was researching “employment” and came across The Immigrant Education Society (TIES) on ca.Indeed.com.(see Appendix A: Methods subsection A3 for website link). Nadia combined her online searching with asking friends “what services are available in the city? What am I eligible for?”. Through both these channels Nadia came across four immigrant-serving organizations, “Centre for Newcomers [CFN], Canadian Immigrant Women’s association [CIWA], TIES and Immigrant Services Calgary [ISC]”. Nadia mentioned she also learnt “I’m eligible for apparently a pass, which would give me concession... for the transit system and for a recreation center in the city”.

Referrals from “family” were commonly mentioned by a number of interviewees when looking for employment:

“... just the family members, they helped me... the family member... They took me to one of their CCIS organizations and then I went there and then those organizations that provide for the newcomers, like employment skill training and employment skill training. We trained how to write a resume and write a cover letter then how to connect with employers.”
- (Skylar)

Nahla learnt about newcomer services from her parents:

“... from my parents... because they told me, when they came a year earlier, they went to CFN. They told me that there are people to help you, like find a job or whatever or plan out your life. I know, but that's how I found out...”
- (Nahla)

The interviewees that arrived in Calgary as students described receiving a lot of information from the University of Calgary: “I actually used Zumper and the other websites that our university provided” (Dustin). Due to COVID-19 classes were being held online, but by meeting classmates in person, Lee was able to talk to her classmates and learnt that practicum placements were being completed at newcomer serving organizations: “I'm in school right now and we have

a practicum going on, so some of my classmates did practicum placements with services that are supporting immigrants and newcomers”.

However, not all interviewees, shortly after their arrival learnt about newcomer services. Jatinder described learning about services after two years of being in Calgary, and this was not until she began working for a non-profit organization herself. Some interviewees described being in Calgary for more than five years and were still “not 100% sure what resources are available to new immigrants” (Charlie).

Appendix C.4 Support from informal networks

Using personal relationships such as friends, family, colleagues, faith groups and classmates was a common theme that recurred throughout the interviews. “Social support” was a predominant theme that emerged from informal networks and interviewees described how such networks were helpful: “they knew what we needed and gave us blankets, utensils and so on (Amani)”, and were able to provide support for “daily living”. Maja described how the people he was living with helped him open up a bank account, and exchange their driving licenses and they had an address for their permanent resident cards to be sent to. Marisol described how her friend helped her with the transportation system in Calgary:

“I had this friend from Brazil and she was the only person I knew here for years and then she helped me with the transportation... how to take the train. I got lost in a cold... it was awful... Because I didn’t speak any English... the logistics of transportation is completely different from Brazil.”

- (Marisol)

Kimisha described the importance of friends to help “navigate through a little bit of everything... socially, culturally... like everyday tasks.

Maria mentioned researching “forums” and “blogs” aimed at newcomers as a main source of “social support”, “... I read a blog... there was a Polish girl who moved to Calgary... Now she’s our friend”. Maria also reached out to the Polish theater by emailing the director and she ended up becoming a part of Maria’s social network:

“... she’s like an octopus... she has her hands on every... Polish family here she knows everyone. She can get you anything you want. So she was a big help and support, especially emotional and psychological, like when we went to her house and her husband is amazing. They're around 70 and like, I just feel like I'm at home right when I go there and it's a huge support.”

- (Maria)

Appendix C.5 Support from ethnic organizations

Amani described that her faith group referred her to individuals who were renting their basements and was able to find accommodation through this referral: “that was the only thing they helped us with, they just referred us to people who had basements for rent... we saw the basements... we said yes”.

Not all interviewees wanted to connect with their ethnic communities, as Marisol explained that she chose to “stay away” from her ethnic community as she wanted to learn English.

Some challenges with accessing support were described by Nadia, as she was unable to find any active community events taking place:

“I am Muslim, so I tried to reach out to different Muslim communities and the mosque organization which had their websites and their email ID is mentioned on the Google platform. So I tried to email them and tried to find out something at some events or any, if any, help they can offer me. But I could not find anything of that sort of thing up to now.”
- (Nadia)

Kimisha described participating in church groups called “Kids for Christ” with her brother upon her arrival in Calgary. This helped to make connections with other Filipinos and learn more about her religion, thus keeping her connection to the Philippines.

Appendix C.6 Support received from immigrant-serving organizations

The immigrant-serving organizations that interviewees mostly mentioned were: Immigrant Services Calgary, Calgary Catholic Immigration Society, Calgary Women’s Immigrant Association, Women in Need Society, The Immigrant Education Society and Centre for Newcomers.

Nadia received training from Calgary Women’s Immigrant Association in Accounting which was her profession. The course took two months to complete and Nadia was provided with a certification at the end. Nadia also participated in The Immigrant Education Society’s EYE (Empowering Youth through Employment), she described this experience positively as it allied her to interact with people from different countries, help her prepare for interviews and “that course was paying me a minimum wage, while I was in that program. It helped me at least have my basic expenses covered”.

Some interviewees described their interactions with immigrant-serving organizations as being “brief”. Skylar completed two weeks of employment skills training at Calgary Catholic Immigration Society and did not complete anything else with the organization. Maja described that he only used services for a month, as organizations to get a “survival job” and was then able to independently start seeking out employment suited to his skills:

“... it just led from one person to another... all the stuff we did, I think, was for a month and a half, that's all. We both... we got jobs in, like, whether it be a gas station or subway or, you know, Tim Hortons or something like that. And then we were doing those jobs and, you know, and then I was aggressively looking for my own professional jobs in Calgary. And then I had a few interviews lined up. Early September and I kind of knew it. Things will click. And so. So. Yeah.”

Amani described receiving resume support from Immigrant Services Calgary and described that receiving employment support they often recommended “Craigslist”. However, Amani soon discovered that “Craigslist” was not popular in Canada. Amani mentioned being provided tickets to use over the weekend to go to the “Zoo” and “Calgary Tower” by Calgary Catholic Immigration Society as Amani had a child.

Multiple interviewees mentioned that organizations often immediately ask for their Unique Identifier number and if newcomers did not have that number that meant they were not able to access any services:

“They were very keen on taking our PR card numbers. That was like the first step that if you want that document because you don't come to the office without that and till I came to this organization, I didn't know what was the purpose of asking me for that number because that number was so important. Like no number, no service.”

- (Amani)

Some interviewees expressed a lack of information when visiting immigrant-serving organizations and were not provided with physical copies of information: “they never told me anything... they were trying to help me about getting a job, but there was not even something like a sheet printed out of what they do and things like that or like any recommendations” (Jatinder).

Nadia described a challenge with being eligible for furniture, as she had to travel via transit for over an hour to Women in Need Society and was unable to transport the furniture back home as she did not have a license or know anyone that could help deliver the furniture for her:

“... from the Centre for Newcomers, I got this fair entry letter from them and they told me that I'm eligible for a certain amount of furniture... I got a voucher for furniture and household things... the challenging part was the transportation, because that organization... would take about two, one and half hours for me to reach that and a lot of walking from my home to and... it was wintertime too. So even though I liked some of the furniture, it was not possible for me to get it, I mean, up to the point of my home. So that was a little challenging part because at that time I did not know many people in the city who could help me get those things to my home.”

- (Nadia)

Appendix C.7 What services were offered by multiple organizations, and you had too many to choose from?

Interviewees did not view duplications as a problem, especially those that had no knowledge of newcomer services upon their arrival to Calgary. Interviewees described there being a “need” for such organizations and having multiple services being delivered by many organizations was viewed as advantageous:

“It's a big help... but maybe someone. You know, Calgary it's kind of crowded right now. So I heard that sometimes it's hard to find a job that you want, you really want. So I think that's a really big help for those people.”

- (Rashmeet)

Two interviewees described the choices of services available as “overwhelming” and called for the need to “simplify” the information available: “When I became a resident, I had a chance to take English... but I remember like searching... I was really overwhelmed. Overwhelming amount of information... like too much information and it's not really practical” (Marisol).

Appendix C.8 Difference between formal and informal support

Formal support provided by immigrant-serving organizations was described as being concerned with, “jobs”, “language”, “skills”, “providing unbiased information”, and “providing a platform to connect with others”.

Marisol described how formal organizations provide unbiased information in comparison to receiving information from friends:

“You get unbiased information when you get information from a formal organization, whereas like from my friend, I got all the biased information, so I had to leave through her own eyes and experience of the things instead of finding my own voice in those services. So I guess, like, if I would have had access to services back there, I would probably access a lot more things and not limit myself to me, you know, like, I would expand more because she had come first, then she accessed those things, and she's like they don't work.”

- (Marisol)

Informal support was described as being aimed at providing “psychological support”, “how-to live-in Canada”, “being more spiritual and emotional”, “comfortable”, “having cultural awareness”, and “experiencing similarities”.

Rashmeet described the benefits of having informal support from relatives and was the most comfortable with her own family:

“You are very comfortable with your relatives... So, you know, the self-confidence and... what if you go somewhere else, you know, you lack confidence. If you go somewhere else sometimes you're shy to meet someone else. But if you're a relative... you can ask anything from them.”

Alexsei pointed out that there are no differences in the support provided by formal organizations and informal networks as they share the same goal: “I think there's no difference in that only there's one goal. Right? To help.”

Most interviewees described that it would be beneficial if formal organizations and informal networks were connected. Lee described that the two connected there would be a “spectrum” instead of a “polarized portion of services”, thus making it easier to transition and find services. Interviewees suggested a need for people to find out about formal newcomer organizations. Setting up mutual events would be beneficial for referrals and interviewees described this relationship as being “reciprocal,” and having “mutual benefit”.

Appendix C.9 What else did you have to do in order to effectively settle in Canada

According to interviewees, the factors that helped them feel settled in Calgary were, “employment”, “receiving permanent resident status”, “school”, “having a house”, and having “personal connections” such as friends and family.

Nahla explained that going to school contributed more to settlement than employment: “I think it was more the school because my first job was a cleaner”. Nahla discussed the difficulties with settling as immigrants who are degree-educated cannot find professional employment in their field so end up taking survival jobs. However, some interviewees described employment positions that were temporary and not their profession, but were able to learn a lot, “I went to see the optometrist, we had a chat, and they were like do you want to work here, and I said ok... that few months of working there... helped me settle” (Jaspreet).

Lee discussed that she did not feel settled yet and believed this was due to a lack of community, “I think community is an important aspect of finding belonging... I feel there's still a disconnection with that”.

Interviewees acknowledged that settling was a “process” which can take a long time:

“... the path that wasn't ideal, it took us a lot of time and effort to reapply for our... PR or a work permit, because it was really a process... We started with that one year visa that was meant for work with anybody. Then I transferred that to a Work Visa only with one employer... at that time with my current employer and I didn't like the job, right? So it wasn't an ideal situation because I was basically stuck in that one place. And then, we went through a couple of hoops, a couple of rejections with the Immigration Department and finally, after three years, we got our

permanent residence right, which was a relief because I could start looking for a different job, you know, expanding my career.”
- (Charlie)

Appendix D. Informal Networks

Appendix D.1 English-speaking Facebook groups

Appendix D.2 French-speaking Facebook groups

Appendix D.3 English-speaking Instagram pages

Appendix D.4 French-speaking Instagram pages

Appendix D.1 English-speaking Facebook groups

- Bangladesh Canada Association of Calgary
- Brits in Calgary/Irish in Calgary - Friendship Group
- Calgary | Girl Gone International
- Calgary African Community Collective (CACC)
- Calgary Chinese Language and Culture Group
- Calgary Filipino Community
- Calgary Gujarati and Indian Cultural Association
- Calgary Immigrant Support Society
- Calgary Immigrants Womens Group
- Calgary Immigration by CHASE GLOBAL IMMIGRATION
- Calgary Indians Group
- Calgary Jewish Meet Up
- CFN Community Based Childcare for Newcomers
- CFN EthniCity Catering
- CFN LGBTQ+ Newcomer & Refugee Support Group
- CNC Members' Buy and Sell Group
- Immigrant Outreach Calgary
- Indian Association of Calgary
- International Friends of Calgary
- Iraqi Community of Calgary
- Napalese in Calgary
- New Filipinos in Calgary
- Pakistani Community: Calgary, Canada
- PCA- Pakistan Canada Association Calgary
- South Africans in Calgary (meetup and advice)
- Telugu People in Calgary
- Telugu people in Calgary,CANADA
- Ukrainians of Calgary
- YYC Helps Ukrainian Newcomers

Appendix D.2 French-speaking Facebook groups

- Association Ivoiros-Canadienne de Calgary
- Centre Culturel Francophone de l'Alberta
- Français à Calgary

- Francophone a Calgary
- Les Belles de l'Ouest
- Quebecois in Calgary

Appendix D.3 English-speaking Instagram pages

- @_rajansawhney_
- @acuarts
- @caicalgary
- @calgary_immigrants_diary
- @calgary_jewish_federation
- @calgaryitaliandancers
- @canadaimmigration_practitioner
- @canadian.zalmi
- @canadiannewcomersnetwork_
- @ccis.ab
- @cgyportruguesfolclorico
- @citizensforpublicjustice
- @ciwa_yyc
- @diversitypluss
- @dreamersabroad
- @gatewayconnects
- @helloimmigrants.ca
- @ican1620
- @immigrationca
- @inclusion.ca
- @indian_society_of_calgary
- @iscyyc
- @kishaimmigration
- @letsbefriendsnetwork
- @newcanadianscentre
- @ok_yyc
- @ruthshousecanada
- @scs_calgary
- @shawmulticultural
- @thenewcomercollective
- @thenewcomermag
- @tiesyyc
- @yeg.newcomers
- @yycbridge
- @yycnewcomers

Appendix D.4 French-speaking Instagram pages

- @calgaryolympicfc
- @fdvoyageur
- @icialberta