



CALGARY LOCAL
IMMIGRATION PARTNERSHIP



Calgary Local Immigration Partnership Community Report May 2021

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Welcome to the CLIP Community Report

The Calgary Local Immigration Partnership (CLIP) works across sectors, organizations, institutions and service systems to improve local capacity to welcome and support newcomers. CLIP’s vision is “working together with newcomers to connect, collaborate and contribute for shared prosperity”. In 2017, CLIP launched the Local Settlement Strategy for Calgary 2018-2020. The overarching goal in that plan is that “Immigrants in Calgary have a high quality of life”. This means that, immigrants in Calgary are economically well; are proficient in English/French; and are fully engaged in all aspects of community life. The strategy was developed by a broad coalition of community partners who brought their expertise and experience of working with newcomers to the conversation. The settlement sector in Calgary has changed since 2017, there is more collaboration and more cooperation across agencies and ethnocultural communities. The non-settlement sector has also changed. Because of the work of the CLIP collaborative and its community partners, non-settlement agencies, organizations and institutions have a better understanding of the needs of newcomers.

Together, we want to do the following:

- Engage a wide range of cross-sector actors in fostering welcoming communities through collaboration, innovation and systems change.
- Raise awareness around newcomers’ needs and experience of integration.
- Support community-level research and strategic planning.
- Improve accessibility and coordination of services that facilitate immigrant settlement and integration.
- Ensure a client-centred, outcomes-driven approach to the work.

StatsCan data tells us that between 2011 and 2016, Calgary was THE fastest growing census metropolitan area (CMA) in Canada. Two thirds of that population growth came from immigration, 29 per cent of Calgary’s population are immigrants. The city’s population is changing to one that is also more ethnically and racially diverse, 34 per cent of the population identify as a visible minority (i.e. racialized). This makes Calgary the third most racially diverse city in Canada. The Black Lives Matter protests over the spring and summer of 2020 illustrate that we all have work to do to ensure an anti-racist approach to CLIP’s work.

The 2017 CLIP Newcomer Survey found that 43 per cent of respondents did not try to access settlement services. Some people did not know about services (40 per cent), others did not think they qualified for them (32 per cent), and still others were confused about where to go for what (29 per cent). The survey shows us that to meet the needs of the full range of newcomers in Calgary, better advertising of existing programs and services is essential. In addition, different kinds of services and supports are needed for professional and lower-skilled migrants. Each of these streams are both necessary and important to enable the successful social and economic integration of newcomers.

CLIP has just completed the Newcomer Survey 2021 and the data from that survey will inform the work of the collaborative moving forward. CLIP is a member of the Gateway Partner Advisory Council. The new Gateway project, a collaboration of multiple agencies and organizations from different sectors, has come together to address the settlement and integration journeys of newcomers and is an exciting development in this area.

This CLIP Community Report will provide an update to all CLIP stakeholders and community partners on the work over the last year. Specifically we will share an update on the Covid-19 response, CLIP research activities, CLIP community engagement and outreach, a 'report card' for the CLIP Action Plan 2018-2020, and next steps.

Covid-19 crisis response

The global pandemic has coloured the last year for all of us. The City of Calgary sent staff home on March 12, 2020 and shortly after declared a local state of emergency. The CLIP Coordinator serves as the crisis response liaison between immigrant-serving agencies and organizations and the City's crisis response team. CLIP also formed an Alberta LIP group that met monthly to coordinate information sharing and responses to the pandemic across the province.

Three themes quickly emerged as we responded to the pandemic. People needed information in their first language and so in those early days, it was all hands on deck as the settlement organizations provided free translations and CLIP gathered information from other jurisdictions and got everything posted in one place on the CLIP website. Access to technology was critical and through an amazing series of partnerships, CLIP worked with The City of Calgary and the Calgary Public Library to loan Chromebooks to newcomer families through settlement organizations. Food was also a theme heard throughout our discussions with agencies and organizations and we continue to be impressed with colleagues in Calgary Neighbourhoods who have built up a robust, dynamic network of food providers in the city.

As the pandemic continued and numbers again increased, a northeast collaborative came together to support those affected in Covid hotspots in Calgary.

Those disproportionately affected by the pandemic are newcomers and members of ethnocultural communities and so this work has been led and organized by the settlement sector and ethnocultural grassroots organizations working in the northeast of Calgary. The Calgary East Zone Newcomers Collaborative (CENC) has been instrumental in supporting the needs of essential workers and their families.

The Calgary Catholic Immigration Society (CCIS) and the Mosaic Refugee Health Clinic have played a crucial role in supporting the needs of refugee families newly arrived in Calgary. While numbers of new arrivals slowed in 2020, the refugee resettlement staff have continued to support refugees in isolation, quarantine and throughout their journey in making Calgary home.

Throughout the crisis CLIP has been supporting the work of agencies and organizations to support newcomers to Calgary and as we move towards relaunch and recovery we'll continue that work. CLIP continues to work within our priority areas, in providing access to multilingual resources to apply for economic support programs, we are ensuring that newcomer needs around employment and economic wellbeing are being met. Supporting access to technology to allow newcomers to continue learning supports our priorities around language acquisition. As we explore ways to engage in new ways with newcomers we will build on what it means to promote social inclusion and social capital in our newcomer communities during a global pandemic.

Research

Work on the LIP National Data Dashboard (lipdata.ca) is continuing. We are exploring some additional enhancements to the presentation of data with the developers. We are working with a number of new LIPs nationally to have their custom geographies and

Immigration, Refugees and Citizenship Canada is pleased to support the Calgary East Zone Newcomers Collaborative through our contributions to direct settlement services and the Calgary Local Immigration Partnership. The Calgary Centre for Newcomers has demonstrated leadership in bringing all the key players together within IRCC's new zone framework for ensuring positive outcomes for newcomers. We know that the pandemic has had a disproportionate impact on our most vulnerable populations, but I am hopeful this initiative will connect newcomers to the right services when they need them most. Together, we will get through this pandemic and come out stronger.

~ The Honourable Marco Mendicino, Minister of Immigration, Refugees and Citizenship

data included in the dashboard. We have also ordered additional data from StatsCan on immigrants who identify as a “visible minority”. We feel that data will be important to LIPs as they develop strategies and policies to combat racism in local communities.

CLIP conducted an evaluation of the structures and processes put in place to implement the last Action Plan 2018-2020. We are working through implementing recommendations from that evaluation and initial steps include a systems mapping exercise to be completed by mid-summer and the exploration of a new governance model for the collaborative facilitated by the GAIN team at the United Way.

The CLIP Newcomer Survey 2021 was developed in fall 2020 with an expert group of researchers. Based on the original 2017 survey, this year we focused on newcomers who have arrived in Canada over the last five years and their use and satisfaction of community services as well as their attachment to their community. The survey was translated into 14 languages and launched in early March. We had over 2000 responses to the survey with 29 per cent of respondents completing the survey in languages other than English. We will be releasing the full report in early summer.

Anecdotally, we are hearing from newcomers and immigrant-serving agencies that while jobs may be available, people are not able to get to the worksites due to lack of transportation and so the CLIP Employment Working Group has initiated a research project in collaboration with Calgary Transit. We have met with a research team at the University of Calgary and hope to have confirmation that the project will go ahead shortly. Through this collaborative research project we hope to gather data on where jobseekers are, where the jobs are, what shifts are people working and what commutes look like now with the aim of improving commutes for newcomer job seekers.

Top countries of birth for respondents to the CLIP Newcomer survey:

- China
- Eritrea
- Ethiopia
- India
- Iraq
- Nigeria
- Pakistan
- Philippines
- South Korea
- Syria

Community engagement

CLIP staff continue to engage in community outreach to raise the awareness of newcomer settlement needs, the services available in the community and to highlight the ways in which non-settlement actors can support newcomers to Calgary.

The CLIP Newcomer Services Guide (updated in fall 2019) is available as a PDF through the CLIP website. The Guide provides an opportunity for people who interact with newcomers to build their capacity and knowledge base of services that are available for that population. A link to the Guide is also available on the ‘newcomers to Calgary’ page on The City of Calgary website. This dataset has been shared with Immigrant Services Calgary to be included in the new Welcome to Alberta app.

#CalgaryForAll: CLIP launched a new campaign, #CalgaryForAll on Canada Day, July 1. We’re capturing images of Calgary residents to showcase the diversity of our community – and to celebrate the diversity within the diversity of our city.

CLIP Connect eNewsletter: The CLIP Connect newsletter is distributed to over 200 CLIP and community members. It focuses on new initiatives, services and programs of interest to newcomers and the agencies and organizations serving them. It’s distributed five to six times per year.

Social media and website: Our reach is increasing as we have invested additional resources into our social media and website updates. This is a learning opportunity for us as we experiment with different timing and approaches to our social media presence.

All CLIP meetings: In May, 2020, CLIP brought together the Immigrant Advisory Table, Working Group members, CLIP Council and other community partners to connect and share updates on the crisis response to Covid-19 and the current CLIP Action Plan. Fifty plus members attended the meeting. The focus of the meeting was providing an update on the work of the agencies serving newcomers, as well as CLIP, to ensure that community partners were able to support newcomers in their communities with access to information and services as they navigated the Covid crisis.

In February, 2021, a second All CLIP meeting was held. The focus of the meeting was to share information on CLIP's work and to look forward to 2021. All members of the CLIP Council, the Immigrant Advisory Table, the Working Groups and our other community partners were invited to attend. A guest speaker, Dr. Barbara Perry, Professor of Sociology at Ontario Tech University and an expert in Canadian hate crimes was invited to share some of her work and how it may affect the anti-racism work that CLIP wants to do in Calgary. Her presentation was very well received and supports CLIP's focus on combating racism. As well, Dr. Francis Boakye, shared his thoughts on the planned work of the newly formed City of Calgary Anti-racism Advisory Committee. The majority of participants felt that the meeting provided a

good overview of the work of the collaborative over the last two years, provided attendees with an opportunity to hear from leaders within the CLIP collaborative as well as opportunities to ask questions. We were pleased to hear that everyone learned something new and attendees were happy to receive an update on the anti-racism work at the city level.

CLIP staff are active participants in the community collaborative tables:

- AAISA PEI – Calgary Committee
- CAN Newcomers with Disabilities
- CCIS Diversity Breakfasts
- CENC Community Meetings
- CLARC Advisory Committee
- CRIEC Virtual Community Partners
- Gateway Project
- LIP Anti-Racism Series
- Thriving Yazidi Futures
- United Voices Committee

Great session! The talk on extremism at the end was very interesting. I wish we had even more time and we could've gone into greater detail. Perhaps we could see if there's someone who does work in this area specifically in Calgary? I'd like to hear more about how extremism specifically affects our communities and what we can do to combat it.





2018-2020 CLIP Action Plan: Reporting back

At the end of November, 2018, we launched the CLIP Action Plan 2018-2020. It was an extremely ambitious plan to launch pilots, establish networks, monitor and gather best practices and ultimately to meet the outcomes identified by the community in the Settlement Strategy 2018-2020.

We gave ourselves just over two years to work toward 84 actions. We were so lucky to have an engaged CLIP Council, dedicated and informed working group members and an IAT eager to contribute their experience and expertise. But we were also up against a battered economy, a dramatically smaller pool of new arrivals affecting funding envelopes, a fair bit of turnover in the CLIP leadership, and by the second year of implementation, a global pandemic. You will not be surprised to learn that – if this were a report card – we have not received straight As! We have, however, made progress.

Highlights

The focus of the **Economic Well-Being Working Group** has been the Financial Wellness Fair. We piloted the Fair in November 2019 and had over 200 newcomers attend the event at the Calgary Public Library. We had a good response to the evaluation survey and conducted focus

groups to learn more about what had worked well and how we could improve access to this type of information for newcomers. After a fair bit of debate, we agreed to hold the fair virtually in 2020 and were very pleased with the turnout of over 150 participants.

Perhaps mirroring the Alberta economy, we've had a number of stops and starts to the work of the **Employment Working Group**. However, we have developed strong partnerships with Calgary Economic Development and colleagues working in industry, SPOs and at all levels of government. We're all on the same page in terms of the ultimate outcomes – getting newcomers into good jobs they were trained to do. How we get there in the current climate are areas we are exploring together. We have a new page dedicated to employment resources on the CLIP website and will build on that as we move forward.

The language sector in Calgary must be the very epitome of resilience! Within days, the sector went from primarily offering in-class lessons to fully online. In terms of the CLIP Action Plan, when it was written, there were waitlists for so many programs and a real gap in levels 5+ in the city. By the time we got to 2019, however, there were very few waitlists and so the actions identified were not








necessarily applicable. Instead, the **Language Working Group** continued to meet and a number of new initiatives were identified and explored. Since COVID-19, and for the last year, we have put this working group on hiatus as people's plates have been full.

Civic engagement has been the theme of the **Social Capital Working Group**. With fantastic support from the Mayor's Office and City Clerk's, we held the pilot for the Newcomer City Hall School in November, 2019. It was extremely well received. The group also held an online webinar for newcomers interested in volunteering for the City's Boards, Commissions and Committees this past summer. With the municipal election happening in October, the group is already in high gear planning opportunities to engage newcomers in the municipal process.

The focus of the **Social Inclusion Working Group** has been around anti-racism and public awareness campaigns. CLIP is an active participant in the Resilience Calgary initiative to diversify non-profit boards across the city. Black Lives Matter demonstrations in the spring and summer highlighted the need for explicit and purposeful work to combat racism in Calgary. We have had a number of discussions with the CLIP Council and Immigrant Advisory Group as well as within the Working Group








on what this means for CLIP and how we can support this work moving forward. The #CalgaryForAll social media campaign and our participation in the federal #ImmigrationMatters campaign have also been highlights for the Social Inclusion Working Group over the past two years.

ECONOMIC WELL-BEING		
EWB 1. Host/collaborate on a financial empowerment fair	Summary	Status
EWB 1.1 – Compile an inventory of the service agencies that have received Momentum’s train-the-trainer course. Identify gaps if certain sectors are under-represented.	Momentum has compiled and acted on this information.	
EWB 1.2 – Carry-out a targeted event during National financial literacy month in November for the under-represented sectors to promote financial empowerment activities and the opportunity to enroll in one of Momentum’s classes so that financial literacy can be incorporated into their service delivery model.	The Financial Wellness Fair was held at the Calgary Public Library on November 28, 2019. The event was replicated in a virtual format on November 26, 2020 without the resource fair component.	
EWB 1.3 – Explore a broader campaign to reach newcomers that don’t access settlement services. The Centre for Newcomers and others in the settlement sector are delivering financial literacy services to their clients, but efforts need to be in place to expand that reach to those who are not clients. Identify large events and gatherings with heavy foot traffic that take place in Calgary, to host booths promoting financial literacy options.	The target demographic for both 2019 and 2020 Financial Wellness Fair were newcomers who did not access settlement services.	
EWB 2. Expand financial coaching/literacy training for service providers and newcomers	Summary	Status
EWB 2.1 – Identify transition periods for newcomers, when receiving financial coaching is most effective, and target communications accordingly (i.e. pre-migration; post-migration; GSR refugee initial support period; etc.).	Project was not completed due to COVID-19 which affected timing. This action may be revisited as we work toward a new action plan.	
EWB 2.2 – Adapt financial literacy promotion and marketing to be more appealing for newcomers. Explore targeting newcomer women in particular.	Project was no longer a priority. This action may be revisited as we work toward a new action plan.	








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EWB 2. Expand financial coaching/literacy training for service providers and newcomers	Summary	Status
EWB 2.3 – Incorporate financial literacy opportunities into LINC classrooms, ESL programs and other structured programs offered to newcomers such as employment readiness at libraries and other community locations.	Settlement Sector (Calgary Caucus) to refine and build on this for settlement clients – need to explore options for non-settlement sector clients.	
EWB 2.4 – Create a map of financial literacy course offerings across Calgary to assess and address geographical gaps.	Project was no longer a priority for this calendar year. This action may be revisited as we work toward a new action plan.	
EWB 2.5 – Have financial coaching training for service providers, recognizing that settlement workers and other related roles are often dealing with their respective clients’ financial challenges on a regular basis. They are often working at finding community resources and/or quick solutions to mitigate the financial challenges. Financial coaching can provide a different perspective to support newcomers feel in control of their money situation versus just getting by.	Settlement Sector (Calgary Caucus) to refine and build on this. Link with results from EWB 1.1.	
EWB 2.6 – Incorporate free community-run tax clinics and benefits navigation for newcomers at various locations (i.e. at settlement agencies).	311 has a listing of all tax clinics in the city.	
EWB 2.7 – Incorporate non-biased RESP and associated government benefits promotion and navigation for newcomers.	Training is available.	





The Financial Wellness Fair was held at the Calgary Public Library on November 28, 2019. The event was comprised of a resource fair and workshops aimed at helping newcomers and Calgarians learn more about how to manage their money, plan for the future and understand their rights and responsibilities as a taxpayer in Canada. The event was replicated in a virtual format on November 26th, 2020 without the resource fair component. Both events were very successful, with the in-person event exceeding 200 attendees and the virtual event drawing in close to 152 attendees. The session and event surveys administered to all the attendees yielded overall positive results with the majority of the attendees rating the information they gained from the sessions as useful and relevant.

The target demographic for both 2019 and 2020 Financial Wellness Fair were newcomers who did not access settlement services. The promotion of the event was done through social media and through community contacts such as our Immigrant Advisory Table members who shared the information amongst their ethnocultural communities. The workshops were designed to provide financial literacy in a wide range of useful topics. The resource fair in the 2019 event promoted financial literacy services that are available to newcomers in Calgary.

EWB 2. Expand financial coaching/literacy training for service providers and newcomers	Summary	Status
<p>EWB 2.8 – Provide savings opportunities for newcomers living on a low income. This can be in the form of encouraging emergency savings; learning about different savings strategies and savings vehicles in the banking world (i.e. TFSA, RESP’s, etc.) and also explore the idea of matched savings programs offered through Momentum and the Financial Empowerment Collaborative.</p>	<p>Programs exist.</p>	
<p>EWB 2.9 – Increase volume and frequency of financial literacy train-the-trainer courses for service providers to eliminate any waitlists. Explore feasibility of licensing another organization to deliver train-the-trainer courses based on Momentum’s curriculum.</p>	<p>Training is available.</p>	
EWB 3. Develop and post financial literacy training online	Summary	Status
<p>EWB 3.1 – Review Prosper Canada’s multi-lingual financial literacy materials to determine if they are written in very basic, plain language. If they are suitable as is, increase use of them locally. If revisions are required to make the materials in plain language, revise and make the multi-lingual financial literacy information available online and promote the offerings throughout the community.</p>	<p>Promoted Financial literacy materials from various organizations on the CLIP webpage. Created COVID specific financial resources page on the CLIP website and shared relevant resources in home languages.</p>	
<p>EWB 3.2 – Construct a menu of short videos in a series (under five minutes each) on various financial literacy topics and make them available online so that newcomers can select topics that are most relevant to their situation. These types of videos already exist for other subject matter (i.e. How to use Calgary Transit) and they are offered either in English with multi-lingual sub-titles or in other languages.</p>	<p>Collaborated with Immigrant Services Calgary and shared short videos on various financial literacy topics which were shared with newcomers on the Financial Wellness Fair webpage on the CLIP website.</p>	
<p>EWB 3.3 – Build webinars for newcomers and service providers to take training online to mimic a classroom setting. For newcomers, not having to leave their residence helps to address childcare and transportation barriers. IT support is required to develop and sustain this method of course delivery.</p>	<p>Project was no longer a priority. This action may be revisited as we work toward a new action plan.</p>	

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EWB 4. Develop a network of cultural brokers and neighbourhood immigrant settlement workers to build trust and expand knowledge of financial literacy opportunities in ethnic communities	Summary	Status
<p>EWB 4.1 – Incorporate financial literacy into a hub Neighbourhood Immigrant Settlement Worker pilot. The NISWs would participate in the train-the-trainer course offered by Momentum. The broker then works with their ethnic community, in their primary language, to deliver financial literacy information. In this scenario, the broker takes an active role in delivering services themselves rather than a passive role in making referrals.</p>	<p>Project was no longer a priority. This action may be revisited as we work toward a new action plan.</p>	
<p>EWB 4.2 – Evaluate the existing formal pool of cultural brokers in Calgary (i.e. at Action Dignity; Hubs) to determine whether they could take on a passive financial literacy function (i.e. referrals to financial literacy initiatives) in the roles they currently have.</p>	<p>United Way has recently convened a first meeting of cultural brokers, community liaisons and community social workers. There were not additional meetings after the first and CLIP has not pursued further.</p>	
EWB 5. Incorporate financial literacy messaging on provincial government social media and advertising in Income Support office waiting areas	Summary	Status
<p>EWB 5.1 – Incorporate financial literacy content on the Calgary Region Employment Services Facebook page https://www.facebook.com/CalgaryJobsFeed/</p>	<p>Complete</p>	
<p>EWB 5.2 – Add financial literacy content on electronic monitors at the Income Supports office.</p>	<p>Complete</p>	



EMPLOYMENT		
E 1. Support employers to hire newcomers to fulfill their talent needs	Summary	Status
E 1.1 – Cultivate a process for post-hiring support by settlement agencies to support employers and their new hires. This initial period is when the learning curve is steepest so there should be a support model in place to help foster a successful transition into the workforce for both parties.	Settlement sector agencies have identified programs they currently offer.	
E 1.2 – Construct a mechanism to better inform employers of the newcomer talent available in Calgary. Awareness of the untapped skillset belonging to newcomers who are already in Calgary would help to mitigate searching elsewhere to meet employment needs.	Recruited employers from various sectors to join the Employment WG and share their perspective on how to reduce barriers for newcomers entering the workforce.	
E 1.3 – Create an employment council made up of employers, agencies and newcomers with lived experience that meets quarterly to keep conversation going through the implementation of the action plan.	Agreed not the right mechanism in the current climate.	
E 1.4 – Proactively address potential employee issues and re-frame the outlook on hiring newcomers as an asset instead of a problem. Host an open dialogue with the employment council to ascertain what pitfalls they anticipate encountering, or have encountered already, by hiring newcomers. Jointly work with the settlement agencies to look for solutions to mitigate issues. Incorporate an underlying focus to the discussion on the assets that newcomers bring.	Re-framing to look at system/policy barriers identified by employers in consultations for the action plan.	
E 1.5 – Provide outreach to employers on what settlement agencies do, and the variety of cultures in Calgary, so that they are better equipped in understanding what supports are available or needed.	Both the employers and the agencies have discussed in the past, and have agreed this is not required.	
E 1.6 – Support the Language working group with their high-skilled language/employment pilot program by securing an employer to participate in the pilot.	The high-skilled language/employment pilot program was not initiated by the language working group, so this action was not achieved.	
E 1.7 – Foster the development of new mentorship programs. Corporations that invest in mentorship send a clear message that they value their employees as their greatest resource and want to demonstrate they are devoted to maximizing potential within their corporation.	Development of new mentorship programs was not needed. The focus shifted toward utilizing what is already in place by researching all of the mentorship programs available (in-house at companies, by industry, by profession, by post-secondary, etc.). This action was not met.	





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E 2. Support newcomers to successfully enter the workforce	Summary	Status
<p>E 2.1 – Seek a formal commitment from targeted employers to expand co-ops/internships/work placements (paid and unpaid) across Calgary. This hands-on approach gives potential employees first-hand experience in the work setting that they’d like to be hired in. Employers in the working group shared how effective this approach has been, not only in recruiting excellent employees, but to also give the newcomer a realistic understanding of the job they are seeking. Certain employment sectors can be radically different from a newcomer’s home country experience (i.e. banking sector) and sometimes after the placement experience the newcomers tweak their original employment plan to be better suited to what they are actually looking for. This results in a better fit for both the employer and the employee. Having funding support to offer paid placements is the ideal situation.</p>	<p>Met with provincial and federal ministry reps to discuss a pilot program – plans on hold during current crisis but hope to re-engage in near future.</p>	
<p>E 2.2 – Create job shadowing (unpaid) opportunities. This course of action has the least barriers to implementation as it does not require additional funding. It is over a much shorter time period so it is easier to work into a newcomer’s schedule if they are already working in at another job or have childcare needs. It is a more focused approach whereby the newcomer gets exposure to an industry they are interested in, make a networking connection and can get their questions answered about how best to position themselves when applying for jobs.</p>	<p>Met with provincial and federal ministry reps to discuss a pilot program – plans on hold during current crisis but hope to re-engage in near future.</p>	












E3. Improve and better coordinate pre-arrival information	Summary	Status
<p>E 3.1 – Undertake an inventory of existing websites that are meant to provide information to newcomers before and after arriving in Calgary/Canada. Capture the categories of information that they provide (i.e. health, education, employment, etc.) and note if any level of government promotes the website directly to newcomers (i.e. web links sent directly to newcomers’ pre-migration from IRCC?). Ascertain if there are gaps in the existing websites that could be rectified.</p>	<p>New employment page was created on the CLIP website on November 2020.</p>	
<p>E 3.2 – Review web trends of CLIP Council sectors that have these welcome websites to determine whether the IP addresses are mostly being accessed from abroad during the pre-migration stage, or locally in Canada post-migration.</p>	<p>New employment page was created on the CLIP website on November 2020.</p>	
<p>E 3.3 – Explore and inventory major private sector platforms that are heavily used by newcomers to obtain information, oftentimes through others from their ethnic group in chatrooms, message boards and social media.</p>	<p>Project was no longer a priority. This action may be revisited as we work toward a new action plan.</p>	
<p>E 3.4 – Develop a communication strategy for posting links and messages on heavily-used newcomer online platforms on an ongoing basis to better inform people of the existing services and websites available.</p>	<p>Project was no longer a priority. This action may be revisited as we work toward a new action plan.</p>	






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LANGUAGE		
L 1. Modify the traditional model of language instruction and pilot a high-skilled language/employment program	Summary	Status
L 1.1 – Convene agencies that are delivering language/employment programs to ascertain what practices are working well in their current model and identify a lead to take on the pilot.	Complete	
L 1.2 – Work with a higher-skill employer looking for talent that the Employment Working Group secures a partnership with, to glean what their specific language/employment requirements are.	Project was no longer a priority. This action may be revisited as we work toward a new action plan.	
L 1.3 – Develop an ESL instructional model for higher-level language learners that incorporates content that is tailored toward workforce integration with the chosen professional employer.	The WG drafted a high skilled language and employment hybrid program that targeted IT professionals with language barriers. This was not implemented, but may be revisited as we work toward a new action plan.	
L 1.4 – Pilot and evaluate the customized language/employment course.	WG was not able to finalize the program and submission because of other calls for proposals happening at the same time that left them with limited resources.	
L 2. Target older adults to improve their language acquisitions	Summary	Status
L 2.1 – Expand the Pebbles in the Sand program to specifically target elderly newcomer women. Engage the faith and ethno-cultural sectors to help with recruitment of vulnerable older adults who may not be connected to service agencies	No longer a priority due to restructuring of the language sector.	
L 2.2 – Replicate Winnipeg’s Neighbourhood Immigrant Settlement Worker model and connect it to regional hubs. This model operates on a door-to-door premise which will alleviate barriers in finding older adults who are isolated.	Project was no longer a priority. This action may be revisited as we work toward a new action plan.	
L 2.3 – Work with the arts sector to develop programming that will draw in elderly newcomer clients in a neutral way that doesn’t seem intimidating to build their verbal language skills through a community connections model. Incorporate interpreters and cultural peers to ease the process of learning new language skills.	No longer a priority due to restructuring of the language sector. CLIP is a member of the CLARC Advisory Committee and will work with the sector to identify ways that CLIP can support their work moving forward.	

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L 3. Reduce LINC waitlists to allow IRCC to open more 5+ benchmark LINC seats	Summary	Status
<p>L 3.1 – Convene service providers who deliver LINC classes to develop a formal partnership with the intent of creating a centralized tracking process to inventory and better predict seat requirements in advance.</p>	<p>No longer a priority due to restructuring of the language sector. CLIP is a member of the CLARC Advisory Committee and will work with the sector to identify ways that CLIP can support their work moving forward.</p>	
<p>L 3.2 – Examine current processes used by each language provider to track their LINC clients. Detail the type of database/software used, the data fields used, the frequency information is documented and reporting methods. Develop the centralized tool.</p>	<p>No longer a priority due to restructuring of the language sector. CLIP is a member of the CLARC Advisory Committee and will work with the sector to identify ways that CLIP can support their work moving forward.</p>	
<p>L 3.3 –Develop and implement a communication plan for service providers. This plan would have two components: the first is for the service providers to share centralized tool results with each other and with IRCC to better assess upcoming language benchmark needs. The second component is to coordinate messaging to newcomers to help them move through the settlement cycle by accessing what is available to them now instead of delaying service access. Bridging service access is a valuable life-skill for the newcomer to have.</p>	<p>No longer a priority due to restructuring of the language sector. CLIP is a member of the CLARC Advisory Committee and will work with the sector to identify ways that CLIP can support their work moving forward.</p>	
<p>L 3.4 – Utilize the ESL model to its full capacity given there is more flexibility with it than the LINC model. Develop an “ESL +” program that addresses gaps that arise through LINC (i.e. clients who score high in reading and writing, but low on speaking and listening could have a standalone opportunity to focus solely on the language element that needs the most work without having to spend unnecessary time going over concepts they already excel in. This will help reduce disengagement among newcomers who drop out of LINC altogether because they feel it is not an efficient use of their time).</p>	<p>No longer a priority due to restructuring of the language sector. CLIP is a member of the CLARC Advisory Committee and will work with the sector to identify ways that CLIP can support their work moving forward.</p>	
L 4. Develop a mechanism to better inform newcomers about language improvement options available to them	Summary	Status
<p>L 4.1 – Support the Social Capital Working Group’s development and implementation of a Newcomer Information, Orientation and Service Referral Initiative. Ensure that language service providers are well-represented and put forth a sound plan to meet newcomers’ language needs.</p>	<p>No longer a priority due to restructuring of the language sector. CLIP is a member of the CLARC Advisory Committee and will work with the sector to identify ways that CLIP can support their work moving forward.</p>	

L 5. Establish promising practices that have been successful elsewhere that could be adapted for Calgary	Summary	Status
<p>L 5.1 – Conduct an environmental scan of promising practices around language programs in municipalities and share the information on the CLIP website. Programs that reduce barriers (i.e. childcare, transportation, etc.) in addition to delivering language services will be distinguished.</p>	<p>This project is ongoing, the Settlement Sector (Calgary Caucus) to refine and build on this.</p>	
<p>L 5.2 – Include local promising practices (i.e. delivering language courses online through a home study program at Calgary Immigrant Educational Society) in the scope of the environmental scan. Local examples that are working well (especially those with waitlists) should be prioritized for expansion and implementation. Operational requirements (i.e. IT technical support) should be scoped for replication.</p>	<p>This project is ongoing, the Settlement Sector (Calgary Caucus) to refine and build on this. TIES has initiated a number of innovations including hybrid classes.</p>	
<p>L 5.3 – Publicly recognize agencies that choose to adopt promising practices to strengthen their service-delivery.</p>	<p>No longer a priority due to restructuring of the language sector. CLIP is a member of the CLARC Advisory Committee and will work with the sector to identify ways that CLIP can support their work moving forward.</p>	








SOCIAL CAPITAL






SC 1. Generate social capital through a geographic approach	Summary	Status
SC 1.1 – Identify key starting points for community mobilization around newcomer needs. Consult with Hub leads who have expertise in the strategic geographic locations where Hubs exist.	Project was no longer a priority for this calendar year due to existing restrictions on in-person service delivery. This item will be revisited as we work toward a new action plan.	
SC 1.2 – Expand the use of hubs to include additional cultural brokers and Neighbourhood Immigrant Settlement Workers to build trust in assessing newcomer needs and assets. Work with CLIP Council sectors to support local work-space needs if required. The hubs would like to be able to offer services in their patron’s native tongue whenever possible.	Project was no longer a priority for this calendar year due to existing restrictions on in-person service delivery. This item will be revisited as we work toward a new action plan.	
SC 1.3 – Map capacities, services and needs across Calgary. CLIP to carry-out spatial analysis and share with community and service providers.	This project is ongoing, need to liaise with IRCC and Gateway project on mapping done to date.	
SC 2. Generate social capital within immigrant communities themselves	Summary	Status
SC 2.1 – Identify natural helpers and connectors within immigrant communities to maximize effectiveness of community initiatives. Provide mentorship opportunities between agencies and community to build autonomy and capacity.	Project was no longer a priority for this calendar year due to existing restrictions on in-person service delivery. This item will be revisited as we work toward a new action plan.	
SC 2.2 – Provide continuity to an episodic initiative and measure the effectiveness of it. Many newcomer initiatives are temporary without the ability to be sustained.	Project was no longer a priority for this calendar year due to existing restrictions on in-person service delivery. This item will be revisited as we work toward a new action plan.	
SC 2.3 – Devise mentorship-supportive systems within communities, including fostering the community’s capacity for advocacy to participate in more long-term system change.	The mentorship committee was dissolved, this action was moved to Social Inclusion Working Group.	
SC2.4 –Develop an engagement strategy for women in immigrant communities. Research shows higher measures of success in initiatives with women.	This project is ongoing, the project team will need to connect with the Women’s Series at the Village Square Hub.	

Legend



SC 2. Generate social capital within immigrant communities themselves	Summary	Status
<p>SC 2.5 – Support leadership development initiatives to increase capacity of community organizations and individual leaders to engage and organize their communities and to be more active and able partners in supporting newcomers settle, integrate and participate.</p>	<p>The mentorship committee was dissolved, this action was moved to Social Inclusion Working Group.</p>	
<p>SC 2.6 – Increase community participation in agency service design and implementation.</p>	<p>This project is ongoing, the Settlement Sector (Calgary Caucus) to refine and build on this.</p>	
SC 3. Develop tools to embed social capital in service/ program design, delivery and funding	Summary	Status
<p>SC 3.1 – Examine usage of grants by newcomer communities to assess the gap between the small grants they obtain and the size of grant they require to move them ahead on their initiatives. Identify the barriers of immigrant communities to obtain and manage larger grants. Study the trajectory of an immigrant community after a grant has been accessed to learn about the outcomes that are achieved and the deficits that remain. Share learnings with funders, immigrant communities and service providers who can assist the community in strengthening their capacity for future grants.</p>	<p>Project was no longer a priority. This action may be revisited as we work toward a new action plan.</p>	
<p>SC 3.2 – Fund an initiative that brings together community-based groups. Support efforts around employability and language capacity, key priorities among newcomer populations.</p>	<p>Project was no longer a priority. This action may be revisited as we work toward a new action plan.</p>	
<p>SC 3.3 – Expand successful peer-support models (i.e. older adults supporting older adults).</p>	<p>Project was no longer a priority. This action may be revisited as we work toward a new action plan.</p>	




SC 4. Undertake an asset-based initiative to activate potential partners	Summary	Status
<p>SC 4.1 – Lead the development of a one-stop intake/needs/asset assessment process to ensure newcomers are best connected to the services available to them. Work with other working groups and community stakeholders to incorporate elements from each of their priority areas.</p>	<p>Working with settlement sector on the Gateway project.</p>	
<p>SC 4.2 – Utilize data and evidence to track progress on the initiative through the CLIP dashboard and evaluate the project 18 months after implementation to share learnings with stakeholders.</p>	<p>Working with settlement sector on the Gateway project.</p>	
<p>SC 4.3 – Develop a communications campaign for mainstream service providers to capture newcomers that may not be connected to settlement agencies (i.e. grocery stores, recreational facilities, transit sites, etc.).</p>	<p>Working with settlement sector on the Gateway project.</p>	
<p>SC 4.4 – Use volunteers, cultural brokers, and hubs to better connect people with the Newcomer Information, Orientation and Service Referral initiative.</p>	<p>Working with settlement sector on the Gateway project.</p>	
<p>SC 4.5 – Incentivize usage of the system by remunerating newcomers who complete the process.</p>	<p>Worked with settlement sector on the Gateway project.</p>	

Legend

-  Action complete
-  Action ongoing
-  Action paused
-  Action partially completed
-  Action not completed














SC 5. Increase newcomer civic participation	Summary	Status
<p>SC 5.1 – Pilot an adapted “City Hall School” model (typically for children) for adults on periodic evenings to expand their knowledge and understanding of civic processes in a comfortable, friendly, accessible manner.</p>	<ol style="list-style-type: none"> 1. Newcomer City Hall School event was held at City Hall on November 18, 2019. 2. CLIP hosted a webinar on August 27, 2020 to promote newcomer community engagement though involvement in The City of Calgary Boards, Commissions and Committees (BCC). 	

Legend



-  Action complete
-  Action ongoing
-  Action paused
-  Action partially completed
-  Action not completed



SOCIAL INCLUSION		
SI 1. Develop a mentorship/buddy system/peer support model to address knowledge gaps among newcomers	Summary	Status
SI 1.2 – Establish a mentorship system for older adults. Older adults can often be excluded from mentorship opportunities since mentorship is often associated with employment. Inter-generational opportunities should also be considered.	Action did not fit with current priorities and existing restrictions on in-person service delivery. This action may be revisited as we work toward a new action plan.	
SI 1.1 – Develop and expand on existing mentorship/buddy systems/or peer support models as a low-cost opportunity to build social inclusion. Tailor existing models to have a newcomer lens. Ensure there are two streams created: cultural mentorship and professional mentorship to balance personal needs and economic needs. Focus on four sectors: education, settlement, programming and faith.	An analysis of two prominent mentorship programs for newcomers in CRIEC and Centre For Newcomers was conducted using the mentorship model survey created by the CLIP mentorship committee to identify the best practices of the two programs. The next steps include joining the best practices of both programs to develop an effective mentorship model.	
SI 2. Alleviate financial barriers to community inclusion	Summary	Status
SI 2.1 – Promote subsidized service access (i.e. Fair Entry Program) for lower-income newcomers so that they can fully participate in recreational activities and have transit access to get there.	Completed through multiple channels (e.g. Financial Wellness Fair, financial resources page on CLIP website, funding opportunities page on CLIP website).	
SI 2.2 – Broaden the use of K-12 schools after the school day ends through the shared spaces initiative. Identify community association buildings on a regional model that could be utilized for social activities and seek funding to offset costs that may be prohibitive. Community associations are registered not-for-profits and they need to remain financially viable. Funders that can play a role in offsetting costs will open-up occasions for gatherings without threatening the viability of the venue.	Project was no longer a priority for this calendar year due to existing restrictions on in-person service delivery.	
SI 2.3 – Utilize the Aboriginal Friendship Centre as a model for fostering belonging, bringing people together and being inclusive to all who would like to participate.	Project was no longer a priority for this calendar year due to existing restrictions on in-person service delivery. This action may be revisited as we work toward a new action plan.	
SI2.4 – Work toward providing a continuum of program opportunities for children and youth through the creation of targeted newcomer programs which lend themselves to supporting readiness for successful participant transition into mainstream programming.	CBFY has this in place.	

SI 3. Increase collaboration and partnership between service agencies	Summary	Status
SI 3.1 – Create a formalized partnership toolkit with joint deliverables, milestones, acknowledgement and recognition methods, and evaluation to be able to collectively move service providers through a continuum of system-changes to better serve newcomers.	Working with settlement sector on the Gateway project.	
SI 4. Enhance K-12 opportunities for cross-cultural relationship-building	Summary	Status
SI 4.2 – Support the CBE in their Indigenous Education Strategy 2017-2020 to incorporate Indigenous knowledge systems (ways of knowing) among their newcomer student population.	This is already part of the CBE curriculum. May be an opportunity to further expand and support awareness of this program.	
SI 4.3 – Review the CBE and CCSD school council handbooks to identify opportunities to include language that promotes inclusion and diversity actions among each school. Work with each school board to craft additional language for their handbooks.	This work has begun but needs to be revisited and re-explored with community partners.	
SI 4.4 – Support CBE and CCSD in providing a rolled-up diversity metric to their school councils to evaluate whether their council is reflective of the student body.	We were unable to address this action.	
SI 4.1 – Initiate a youth podcast initiative so that students have a positive digital forum for sharing ideas in a way that resonates with them as opposed to a traditional training or classroom approach.	CBFY youth have a diversity of programs and initiatives – may want to tie in to what they’re doing and share across sectors.	



SI 5. Address racism through leadership	Summary	Status
<p>SI 5.1 – Address acts of racism and unconscious bias through community association leadership to help change the culture of a community if racism persists. Support local leaders by equipping them with strategies and innovative practices to act on negative acts that arise.</p>	<p>Project was no longer a priority for this calendar year due to existing restrictions on in-person service delivery. This action may be revisited as we work toward a new action plan.</p>	
<p>SI 5.2 – Collaborate with Resilience and Infrastructure at The City of Calgary on their goal to “Diversify Calgary’s Leadership” by examining policies and processes that Calgary’s civic institutions, businesses and other influential organizations develop and implement to diversify their boards and senior leadership to better reflect Calgary’s demographics. In particular, support the journey-mapping method they are undertaking in the community by convening newcomers to participate in the process.</p>	<p>This work is being done as part of the Resilience Calgary initiative – CLIP is a member of the collaborative. No additional work is necessary by the working group.</p>	

Legend

-  Action complete
-  Action ongoing
-  Action paused
-  Action partially completed
-  Action not completed



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STREET PHOTOGRAPHER
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SI 6. Engage media to encourage positive media coverage about newcomers	Summary	Status
<p>SI 6.1 – Develop local core messaging about newcomers that agencies can use when they are giving media interviews to help enforce key messages in a consistent way. Form an advisory committee to develop the messages and house the messaging on CLIP’s website for all to access.</p>	<p>We were unable to address this action.</p>	
<p>SI 6.2 – Convene media leadership to discuss the business advantages of showcasing good news stories and formalize a method to increase positive coverage about newcomers and the contribution they make to society. Settlement agencies identified media outlets willing to add questions that are suggested to them so there is opportunity to be conscientious by adding in positive angles.</p>	<p>Launched the first phase of the #CalgaryForAll campaign on Canada Day (July 1, 2020) to showcase the diversity that exists in Calgary.</p>	
<p>SI 6.3 – Publicly recognize media outlets that make a concerted effort to promote good news stories about newcomers.</p>	<p>We were unable to address this action.</p>	
<p>SI 6.4 – Complete IRCC’s “Immigration Matters” toolkit and provide them with stories that showcase positive immigration in a community to share with Canadians as immigration levels continue to rise.</p>	<p>Communications sub- committee worked on this action with CCIS and CFN both actively engaged in the campaign.</p>	
SI 7. Educate newcomers on the impact of colonialization on Indigenous peoples in Canada	Summary	Status
<p>SI 7.1 – Engage newcomers on the impacts of colonialism through the Indigenous Education for Newcomers Initiative, a multi-partner initiative that addresses the historic injustice and trauma that has contributed to deep social, cultural, economic and spiritual challenges for Canada’s Indigenous people.</p>	<p>CLIP has been engaged with the CFN initiative at the staff level. Due to COVID-19, there have been few opportunities for direct newcomer engagement. This action remains a priority and will be revisited as we work toward a new action plan.</p>	
<p>SI 7.2 – Through the Truth & Reconciliation Calls to Action (CTA), the Calgary Aboriginal Urban Affairs Committee developed the “White Goose Flying Report” in which Calgary Neighbourhoods at The City of Calgary slated to take action on CTA #93 in a local form, by creating newcomer information kits in the form of a TRC handout that could be distributed through settlement agencies. This action aligns with The City of Calgary’s Welcoming Community Policy. Assist The City in obtaining newcomer input for this CTA.</p>	<p>CLIP has been engaged with the work of the Indigenous Relations Office at the staff level. Due to COVID-19, there have been few opportunities for direct newcomer engagement. This action remains a priority and will be revisited as we work toward a new action plan.</p>	

Legend



Action complete



Action ongoing



Action paused



Action partially completed



Action not completed

Moving forward

Over the last few months, the CLIP Coordinator has met with the IAT, Working Group chairs and members of the Employment Working Group and Social Inclusion Working groups to ask them what they're hearing from their newcomer networks about the issues top of mind for newcomers in Calgary. Some of the highlights we will want to keep in mind as we move forward are:

- Mental health is a major concern – gaining access to it – having language supports in place – knowing how to navigate the system.
- Anti-racism continues to be a major issue and the need to understand and address the differential impacts on youth, women and visible faith groups.
- Reports of domestic violence are increasing in newcomer communities.
- High levels of unemployment are pushing wages down.
- Employers are hiring in retail and logistics but often part-time, minimum wage jobs that newcomers and youth don't want to take – they can earn more on CERB – there can also be issues around getting to the job sites as there is limited transit to newer developments.

We know that this is going to be a tough year for newcomers to Calgary, Covid is still with us with the additional uncertainty of the variants. We know the economy is battered and even before Covid we were

looking at a major transformation. But we also know that by definition, immigrants are resilient, they are self-starters, they are creative and they are dreamers. This is what you've also been telling us:

- The IT sector is booming, they're hiring new staff and taking on internships – a definite area of growth.
- Employers are reaching out to not-for-profits for anti-racism training.
- Newcomers are seeking out opportunities to open new businesses, often as a 'side hustle' supplementary to existing job as added insurance.
- Newcomers – especially those newly arrived – know the challenges and are ready to retrain and explore pivoting their skill-set to new occupations.
- Innovative ways to combat mental health issues and isolation with seniors and with youth are working and leading to new opportunities to create community.
- Settlement sector is becoming more inclusive and is finding ways to work together better.

We will be working with all our community partners to build an action plan that fits a year of recovery for newcomers as well as working on the implementation of the recommendations from the Action Plan Evaluation. We are excited about the many opportunities to work together with you over the next year.





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