

Local Settlement Strategy 2018-2020

December 31, 2017

Funded by:



Immigration, Refugees
and Citizenship Canada

Financé par :

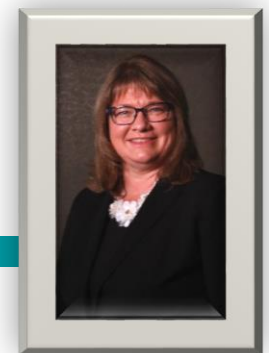
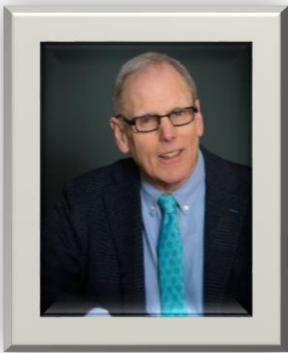
Immigration, Réfugiés
et Citoyenneté Canada

In partnership with





The Calgary Local Immigration Partnership would like to take this opportunity to acknowledge the traditional territories of the peoples of the Treaty 7 region in Southern Alberta, which includes the Blackfoot First Nation tribes of Siksika, the Piikuni, the Kainai, the Stoney Nakoda First Nations tribes of Chiniki, Bearspaw, and Wesley and the Tsuut'ina First Nation. The city of Calgary is also homeland to the historic Northwest Métis and to Métis Nation of Alberta, Region 3.



A MESSAGE FROM THE CLIP COUNCIL CO-CHAIRS

Canadians are fortunate to live in a context that is supported by community structures and cultural opportunities. We learn to navigate this complex network of culture through ongoing exposure at all stages of life, thanks to our publicly funded education system and well-developed social networks, until it becomes an inherent part of our identity as citizens. This distinctively Canadian identity is recognized around the world as diverse, inclusive, fair and welcoming; and, while each community across this country has its own unique character, it is the Canadian culture that builds the foundation on which these communities thrive. This welcoming Canadian culture draws immigrants and refugees to our nation in search of new opportunities, whether by choice or necessity.

Alberta is becoming an increasingly popular province for resettlement, and the city of Calgary is seeing the highest proportion of newcomers in the province. This is for good reason, as Calgary has been named the fifth most livable city in the world by The Economist in the 2017 Global Livability Rankings. Calgary has excelled in five broad categories to achieve such a high ranking: Stability, Healthcare, Culture and Environment, Education, and Infrastructure. While the city of Calgary has much to offer, newcomers that are unfamiliar with our culture or languages may not have the necessary skills to access the breadth of what is available.

This is why the Calgary Local Immigration Partnership (CLIP) is critical to the successful integration of immigrants to our city. Through coordinated and collaborative efforts, CLIP is working to create a cohesive strategy to support and encourage newcomers to become full participants in our city and communities and to ensure our communities have the knowledge, skills, resources and supports to warmly welcome and include them. CLIP is taking a collective impact, whole of community approach to addressing issues commonly faced by newcomers in the hopes that Calgary increasingly becomes a place of opportunity, inclusion, prosperity and fulsome quality of life for all – a place where newcomers' skills, gifts, experiences and rich cultural backgrounds are appreciated as a resource and benefit the entire community.

We are pleased to present to you Calgary's Local Settlement Strategy. This document will be a framework to guide our efforts as we work to welcome and fully integrate newcomers to our city. It is our intention that this strategy will help us fulfill our vision of working together with newcomers to connect, collaborate and contribute for shared prosperity.

Bill Ptacek, CLIP Co-Chair

Julie Kerr, CLIP Co-Chair

A Message from the Immigrant Advisory Table Co-Chairs

As co-chairs of Calgary's Immigrant Advisory Table (IAT), we are delighted to see the publication of the Calgary Local Immigration Partnership's Local Settlement Strategy. The strategy will give us a good road map to achieving the shared goal of making Calgary a more welcoming place for newcomers.

As immigrants, we all come from a different place but we experience many of the same challenges and experiences when we try to make a life in Canada. It is a unique privilege to be co-chairs of the IAT and help to bring our perspective, knowledge and wisdom to the great work that so many organizations and volunteers are doing in Calgary.

The publication of this plan is only the beginning though. We have a lot of work to do if it is to be successful and that will require all partners of CLIP and the IAT to work together to make its ambitious vision a reality.

As co-chairs of the IAT, we can't wait to do our part.



Tiffany Barbosa, CLIP IAT Co-Chair



Tim Ward, CLIP IAT Co-Chair

"LIPs are municipal coalitions that are designed to strengthen the local capacity to attract newcomers and improve integration outcomes"

– Pathways2Prosperity Canada

Table of Contents

Executive Summary	6
Information Inputs.....	8
Statistics and Trends in Canada	8
Statistics and Trends in Calgary	10
Immigrant Personal Experience.....	13
Settlement and Local Immigration Partnerships.....	14
Settlement as a Two-Way Street	14
Local Immigration Partnerships (LIPs)	14
LIP Desired Outcomes	15
LIP Objectives	16
LIP Local Settlement Strategy.....	16
LIP Governance Structure	17
The CLIP Council	18
Key Milestones, Guiding Principles, Vision Statement	20
The Immigrant Advisory Table (IAT)	21
Inputs to the Strategic Planning Process	22
Research and Community Engagement Inputs.....	22
Characteristics of a Welcoming Community	23
Inputs from CLIP's Previous Iteration 2015-2016.....	23
Previous CLIP Priority Areas 2015-2016	24
The CLIP Council Strategic Planning Process	24
Using a Results-based Accountability (RBA) Lens	25
Population and Performance Accountability.....	25
Definition of RBA Population Accountability and Questions to Consider	26
Definition of RBA Performance Accountability and Questions to Consider.....	27

The CLIP Council in Action	28
The Immigrant Advisory Table (IAT) Strategic Planning Process	29
The 2018-2020 CLIP Local Settlement Strategy	30
Workplan 2017-2018 Deliverables	30
CLIP 2018-2020 Results, Strategies and Stakeholders	31
Intersectionality-Stakeholder Selection	33
Action Plan	33
The CLIP Action Plan Inputs	34
The CLIP Communication Plan	35
Acknowledgements	35
IAT Member Submissions	36
Appendices	38



Executive Summary

Local Immigration Partnerships (LIPs) are funded by Immigration, Refugees and Citizenship Canada (IRCC) and have the objective of:

- Engaging a wide range of cross-sector actors in fostering welcoming communities through collaboration, innovation and systemic change;
- Raising awareness around newcomers' needs and experience of integration;
- Supporting community-level research and strategic planning; and
- Improving accessibility and coordination of services that facilitate immigrant settlement and integration.

LIPs are required to establish a local settlement strategy, identifying key priorities for the community, which includes:

- A work plan for the development of a local settlement strategy that identifies key tasks, milestones, roles and responsibilities;
- A local settlement strategy that presents the vision for the community and identifies key priorities to achieve it; and
- The strategy should indicate how it contributes to the short and/or long-term outcomes for the LIP initiative but is not limited by them.

Calgary's Local Immigration Partnership (CLIP) has looked at quantitative data to inform their practice and detailed national and local statistics are provided in the 2018-2020 Local Settlement Strategy in addition to qualitative data from immigrants themselves. The key highlights of those statistics set the stage for the growing demand municipalities are facing. The share of immigrants in Canada has reached its highest level in almost a century and increasing numbers of immigrants have been settling in the Prairies. In Calgary, most immigrants were admitted as economic immigrants and the top five places of their birth were the Philippines, India, China, United Kingdom and Pakistan.

The Canadian model rests on the concept of settlement and integration as a two-way street: promoting what newcomers bring to Canada, but also what Canada needs to offer newcomers. As a result of this approach, LIPs are steered by broad-based strategic councils comprised of key community members, often representing important local sectors. The partnership councils are tasked with overall stewardship of initiatives such as needs assessments and asset mapping of their community but their main goal is to oversee the development and implementation of a local settlement strategy and targeted action plan to produce a more welcoming and inclusive community.

There were a number of inputs into the strategic planning process in Calgary to develop the local settlement strategy including:

- Research and Community Engagement;
- Priorities from CLIP's previous iteration in 2015-2016;

- Strategic Plan content of all LIPs across Canada and of CLIP member organizations;
- Contributions from the CLIP Council; and
- Contributions from the Immigrant Advisory Table.

CLIP used a Results-based Accountability lens to develop Results, Sub-Results, and Strategies within their local settlement strategy. The core Result that is the driver of that plan: “Immigrants in Calgary have a high quality of life” has three Sub-Results that cascade from it:

- 1.1 Immigrants in Calgary are economically well;
- 1.2 Immigrants in Calgary are proficient in English/French; and
- 1.3 Immigrants in Calgary are fully engaged in all aspects of community life.

The Council then established six Strategies from which Working Groups will develop Actions in the last phase of the planning process:

- 1.1A. To undertake actions that make the labour market in Calgary more equitable for immigrants to enter and participate;
- 1.1B. To undertake actions that help to integrate immigrants into the Calgary labour market in a timely manner;
- 1.1C. To undertake actions that improve the economic well-being of immigrants who may not be part of the workforce;
- 1.2A. To undertake actions that foster English/French language proficiency;
- 1.3A. To undertake actions that support immigrants to build social capital; and
- 1.3B. To undertake actions that foster active and meaningful connections between newcomers/immigrants and host communities that result in social cohesion.

Following the completion of a local settlement strategy, LIPs are required to develop and implement an Action Plan that outlines **specific**, measurable and time-bound activities to implement the local strategies. Calgary’s Action Plan development will occur between January 2018 – 11 May 2018. A scan of actions used in other LIP jurisdictions, items from literature, best practices, local community engagement submissions and input solicited from each sector on the CLIP Council were compiled to provide a starting point for the working groups to begin discussions when they convene.

To integrate collaboration into the plan, the following criteria are to be applied as a lens when the Actions are developed:

- To undertake actions that broaden and improve cross-sector collaboration and performance among the various sectors/systems;
- To undertake actions that improve accessibility to services by removing barriers; and
- To undertake actions that improve awareness of programs and services.

The Actions will be a combination of direct-service, indirect service, and system-change items to meet the full spectrum of newcomer needs. Upon Actions being selected for implementation by the Working Groups and Council, corresponding performance measures will be crafted, rounding out the completion of the three-year plan.

Information Inputs: Statistics and Trends from the 2016 Census of Population-Canada

- The share of immigrants in Canada has reached its highest level in almost a century, according to 2016 census figures.
- Statistics Canada estimates immigrants could represent up to 30 per cent of all Canadians by 2036.
- The country welcomed 1.2 million new immigrants between 2011 and 2016, with 60.3 per cent of them being admitted as "economic" immigrants — nearly half of those through the skilled workers program.

Immigrants headed West

- Immigrants are heading to the Prairies in larger numbers, with increases in the share of new immigrants settling in Alberta, Manitoba and Saskatchewan. While 39 per cent of new immigrants still head to Ontario, that is down from 55.9 per cent in 2001.

Canada's Foreign-Born Population

- In 2016, 7.5 million people — about 21.9 per cent of the total population — reported being foreign-born individuals who immigrated to Canada. In 1921, the census reported that proportion at 22.3 per cent, the highest since Confederation. Statistics Canada projects that proportion could reach between 25 and 30 per cent by 2036.
- The census counted 1,212,075 new immigrants who permanently settled in Canada between 2011 and 2016, 3.5 per cent of the total population last year.
- 60 per cent entered under the economic category, 26.8 per cent to join family already in Canada and 11.6 per cent as refugees. During the first four months of 2016, refugees accounted for one-quarter of all immigrants admitted to Canada, thanks to an influx of refugees from Syria.
- Asia, including the Middle East, remains the largest source of recent immigrants to Canada at 61.8 per cent, followed by Africa at 13.4 per cent. Europe — once dominant in this category at 61.6 per cent in 1971 — ranked third at 11.6 per cent.
- More immigrants have been settling in the Prairies. The percentage of new immigrants living in Alberta reached 17.1 per cent in 2016, compared with 6.9 per cent in 2001.

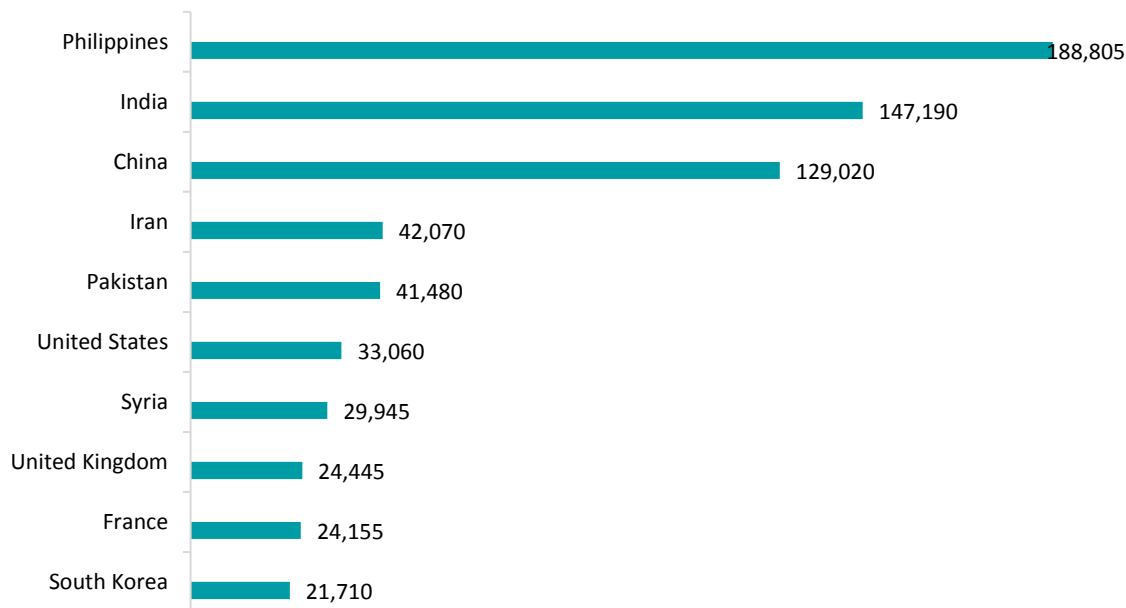


- In 2016 more than 70 per cent of the foreign-born population reported a different mother tongue, compared to less than 30 per cent for English or French.
- In 2016, nearly 2.2 million children under 15 — 37.5 per cent of all children in Canada — were either foreign-born themselves or had at least one foreign-born parent.

Visible Minorities and Heritage

- Some 1.9 million people reported being of South Asian heritage, fully one-quarter of the visible minority population. Chinese was the second-largest group at 1.6 million or 20.5 per cent of visible minorities, while blacks — surpassing the one-million mark for the first time — were third at 1.2 million, a share of about 15.6 per cent. Filipinos and Arabs rounded out the top five.
- Visible minorities numbered 7.7 million in 2016, 22.3 per cent of Canada's population. 30 per cent were born in Canada.

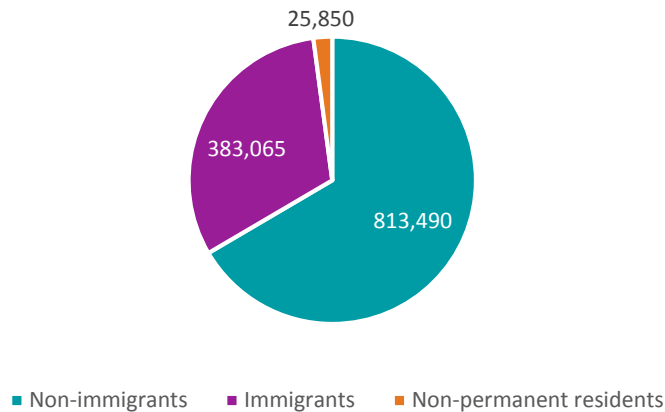
Top 10 Countries of Birth of Recent Immigrants to Canada



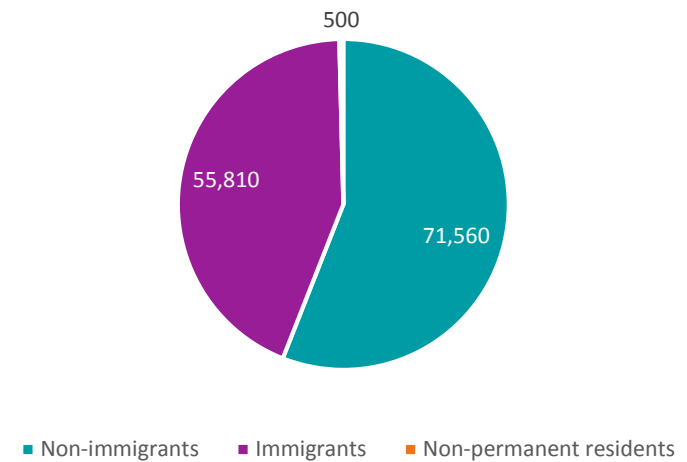
Source: Key highlights from the latest release of the 2016 Census data, retrieved from: <http://www.cbc.ca/news/politics/key-highlights-2016-census-data-indigenous-immigrant-housing-1.4370908> on Oct 25, 2017

Statistics and Trends from the 2016 Census of Population- Calgary

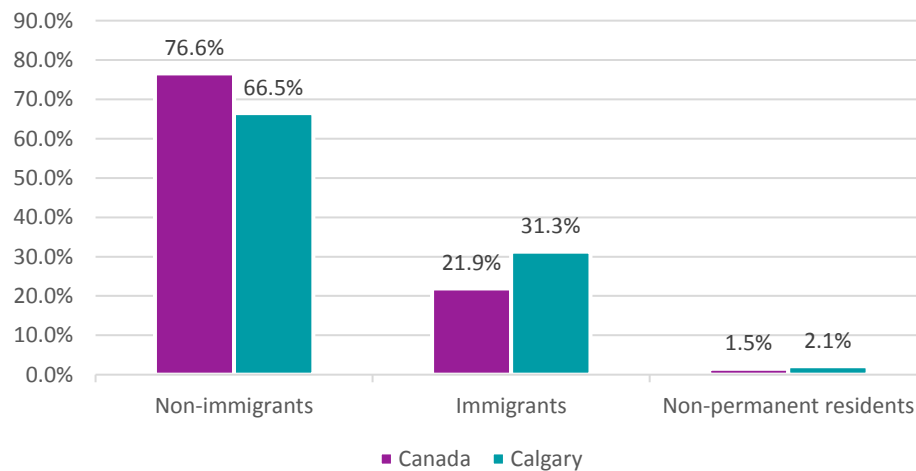
Immigrant Share of Population in Calgary



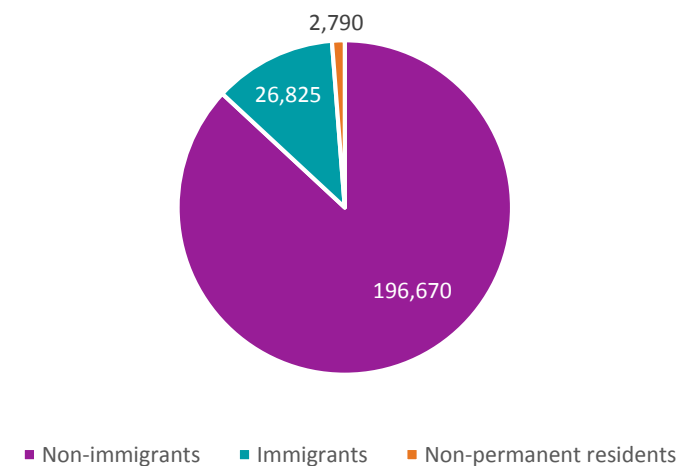
Calgarians aged 65+



Immigrant Percentage of Population



Calgarians aged 0-14 years old



Statistics Canada. 2017. Immigration and Ethnocultural Diversity Highlight Tables. 2016 Census.

- Between 2011 and 2016, the population of immigrants in Calgary grew faster than the general population. The population of immigrants increased by 28 per cent between 2011 and 2016. During that same period, the population of Calgary increased by 13 per cent. In 2016, there were 383,065 immigrants in Calgary, up from 298,820 in 2011 (98-316-X2016001 and 99-004-XWE).
- Of all immigrants living in Calgary in 2016, the majority (57 per cent) were admitted to Canada as economic immigrants.¹ In 2016, there were 184,250 economic immigrants, 92,145 immigrants sponsored by family, and 46,260 refugees living in Calgary (98-401-X2016054).



TOP FIVE PLACES OF BIRTH OF IMMIGRANTS IN CALGARY

- In Calgary, the top five places of birth for immigrants were the Philippines, India, China, United Kingdom and Pakistan. In 2016, almost half of all immigrants living in Calgary (44 per cent) were born in one of these countries (98-402-X2016007-24).
- There were 27,165 non-permanent residents² living in Calgary in 2016. The top five places of birth for non-permanent residents were the Philippines, China, India, the United States, and South Korea. Half (50 per cent) of all non-permanent residents living in Calgary were born in one of these five countries (98-400-X2016184).
- More than one in three Calgarians (36 per cent) was a visible minority.³ In 2016, there were 442,585 visible minority persons in Calgary. This represents a 36 per cent increase from 2011, when 325,390 Calgarians were visible minorities (98-316-X2016001 and 99-004-XWE).

¹ Economic immigrants include those who arrive through worker programs and business programs. Immigrants sponsored by the family include spouses, partners, parents, grandparents, children, and intercountry adopted children. Refugees are protected persons in Canada or and their dependants abroad, as well as resettled refugees, including those are government-assisted and privately sponsored.

² Includes persons from another country who have a work or study permit or who are refugee claimants, and their family members sharing the same permit and living in Canada with them.

³ The Employment Equity Act defines visible minorities as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour". The visible minority population consists mainly of the following groups: South Asian, Chinese, Black, Filipino, Latin American, Arab, Southeast Asian, West Asian, Korean and Japanese.

- Immigrants and visible minority persons in the Calgary census metropolitan area (Calgary CMA⁴) had lower median incomes⁵ than the general population in 2015. In the Calgary CMA in 2015, the median income was \$43,908. During that same year, the median income of immigrants was \$37,045, or 84 per cent of the median income of the general population. The median income of those who immigrated between 2011 and 2014 (recent immigrants) was \$31,125.⁶ In 2015, the median income of visible minority persons in the Calgary CMA was \$33,621 (98-400-X2016205 and 98-400-X2016210).



⁴ The Calgary CMA includes Calgary, Cochrane, Airdrie, Chestermere, Tsuu T'ina Nation, Crossfield, Beiseker, Irricana, and Rocky View County.

⁵ Median income is reported for persons 15 years and over living in private households. Medians are calculated using only persons or households with income (those without income are excluded).

⁶ Immigrants who landed between 2015 and 2016 are included in the category 'Immigrants.' The category '2015 to 2016' is not presented here as they may not have a complete year of applicable income.



Jessica, IAT Member

In addition to the statistics, CLIP is also informed from immigrant personal experience:

G'Day. Now, I know what you're thinking: "Why is this Australian in Calgary, and not in Banff?" I moved to Calgary to make my dreams come true but over seven years after arriving, no, my dreams haven't come true... yet.

As we have all experienced, it's not about what you know, but who you know. I came to Calgary by myself, I knew no one. I had no familial connections, no sense of familiarity or grounding, no understanding the social structure, nor how to network here. But, it didn't really matter what I said, I felt as though my accent stereotyped me as tourist: I'm not from here, and I'm not memorable because I'm *transient*. So, I decided to become as Canadian as I could be. I even started to hide my Australian accent.

I did it the hard way, seven years and counting of figuring this all out by myself is *exhausting*. I really believe that if I had been aware of and sought settlement services, within a few months of arriving, I would have gained the knowledge that I have spent all of this time acquiring through trial and error. I thought I knew everything about being an immigrant. I'm part of an immigrant family - my parents and siblings emigrated to Australia from Poland in the early 80s as political refugees. I had lived through reconciling being Polish and being Australian, so I thought I had this immigrant thing *in the bag*, Canada would be a *breeze*.

I deeply regret not seeking out or even being aware of immigrant and newcomer services. Had I seen something that spoke to my situation on a c-train sticker, at a museum, or when changing my address at the bank maybe something would have clicked for me. Hindsight is priceless.

Statistics indicate that it takes about 10 years for an immigrant to be economically stable. That's 10 years of uncertainty, continual sacrifices to make ends meet and wondering if you've made the right choice. And I know English, I had a safe childhood, I have a university education, and I am not a visible minority, and I have only myself to provide for - I come from a background of privilege and freedom. So, if it's been this difficult for someone who has had every card stacked in her favour, please take a moment to consider how difficult it is for someone who does not have these things.

Calgary is full of far more promise and growth potential to me than it was when I first arrived. As I always say: I may not yet be Canadian on paper, but I am Canadian in my heart. 🍁

Settlement and Local Immigration Partnerships

Settlement and integration as a two-way street

The Canadian model rests on the concept of settlement and integration as a two-way street: promoting what newcomers bring to Canada, but also what Canada needs to offer newcomers. The cohesion and vitality of Canadian communities depends upon the successful settlement and integration of newcomers.

- Communities are increasingly recognizing the value and benefits of having newcomers and the importance of making plans for their arrival and integration.
- Municipalities play a central role in delivering many services that impact the integration outcomes of newcomers.

Retrieved from Immigration, Refugees and Citizenship Canada's (IRCC) Presentation: "What is a LIP?" at LIPs Learning Event, Sept 20, 2016.



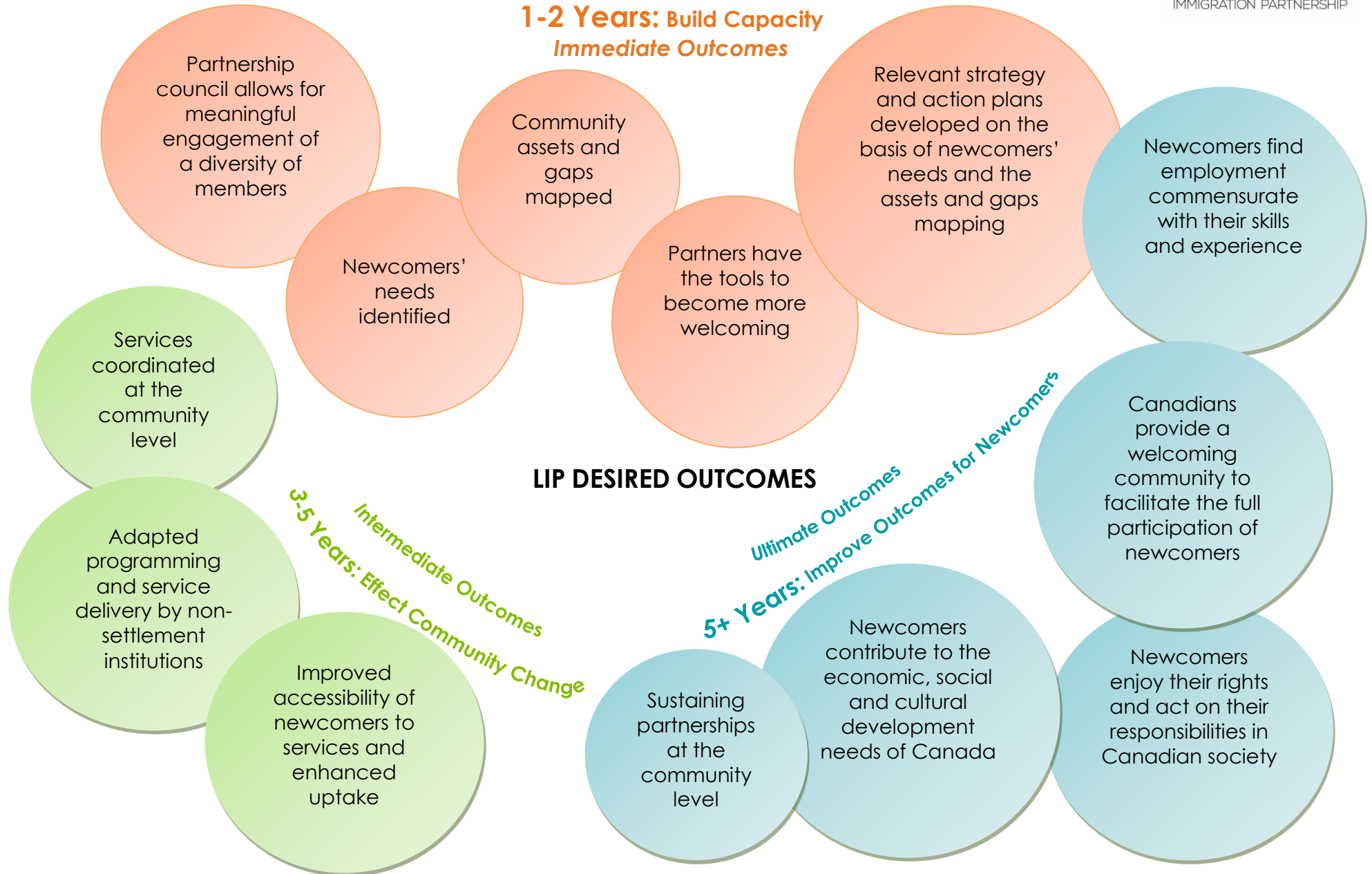
Local Immigration Partnerships (LIPs)

LIPs seek to engage various stakeholders from a diversity of sectors, including but also beyond the settlement sector, in a locally-driven strategic planning process.

Local Immigration Partnerships (LIPs) are community-based partnerships that:

- Systematize local engagement of service providers and other institutions in newcomers' integration process;
- Support community-level research and strategic planning; and,
- Improve coordination of effective services that facilitate immigrant settlement and integration.

LIPs do not deliver services directly to newcomers, but provide a collaborative framework to facilitate the development and implementation of sustainable solutions for the successful integration of newcomers that are local and regional in scope. The overall objective of the LIPs initiative is to enhance collaboration, coordination and strategic planning at the community level in order to foster more welcoming and inclusive communities and improve settlement and integration outcomes.



LIP Objectives

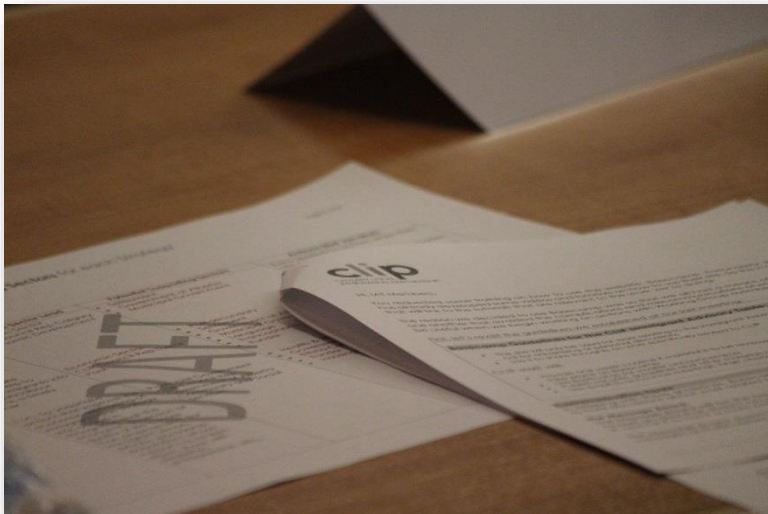
Local Immigration Partnerships are funded by Immigration, Refugees and Citizenship Canada (IRCC) and have the objective of:

- Engaging a wide range of cross-sector actors in fostering welcoming communities through collaboration, innovation and systemic change;
- Raising awareness around newcomers' needs and experience of integration;
- Supporting community-level research and strategic planning; and
- Improving accessibility and coordination of services that facilitate immigrant settlement and integration.

LIP Local Settlement Strategy

LIPs are required to establish a local settlement strategy, identifying key priorities for the community, which includes:

- A work plan for the development of a local settlement strategy that identifies key tasks, milestones, roles and responsibilities;
- A local settlement strategy that presents the vision for the community and identifies key priorities to achieve it and
- The strategy should indicate how it contributes to the short and/or long-term outcomes for the LIP initiative but is not limited by them.



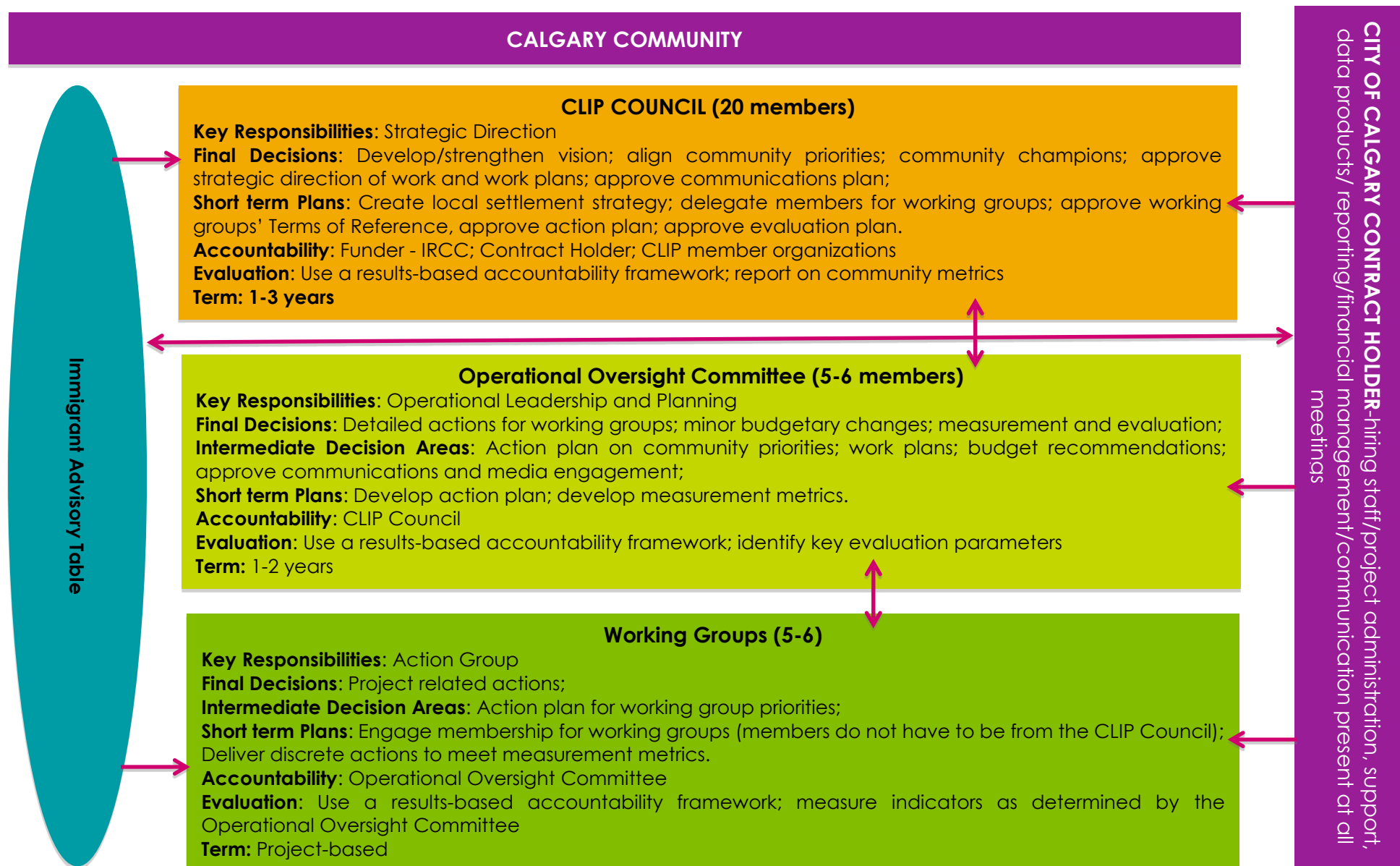
LIP Governance Structure

As LIPs are formed, they are required to develop a governance model and terms of reference to guide them. In Calgary, a draft governance structure was developed based on a review of other LIP models across the country and then it was tailored by the CLIP Council to reflect the landscape and stakeholders in Calgary.

Each body within the governance structure has a Terms of Reference that outlines their roles and responsibilities, scope of decision-making, objectives, and term length.

CLIP GOVERNANCE STRUCTURE

CALGARY COMMUNITY



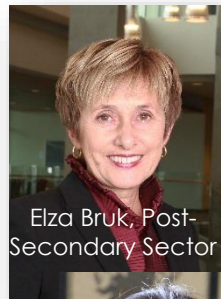
The CLIP Council

Local Immigration Partnerships are steered by broad-based strategic councils comprised of key community members, often representing important local sectors. The partnership councils are tasked with overall stewardship and management control over initiatives such as needs assessments and asset mapping of their community. The partnership council's main goal is to oversee the development and implementation of a local settlement strategy and targeted action plan to produce a more welcoming and inclusive community. A staffed support team facilitates this process for the council by coordinating and providing organizational support. Many partnership councils have formed sub-committees (in Calgary's case, an Operational Oversight Committee), as well as working groups or sector tables focused on particular themes, such as language and employment.

In Calgary, the CLIP Council is made up of representatives from the following sectors:

Arts and Culture	Civic Partner	Economic and Employment (2 seats)	Education – Grade School	Education-Post Secondary	Ethno-cultural Organizations
Faith Community	Francophone Organizations	Funding bodies	Government – Federal	Government-Provincial	Government – Municipal
Health and Wellness	Housing Organizations	Immigrant Settlement Agencies (2 seats)	Indigenous Community	Justice System/Police	Language

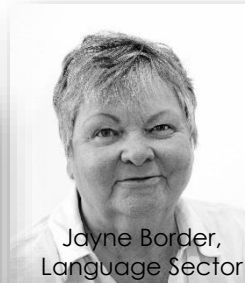
Introducing the CLIP Council Members



Elza Bruk, Post-Secondary Sector



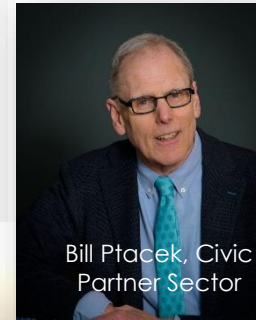
Julie Kerr, Health & Wellness Sector



Jayne Border, Language Sector



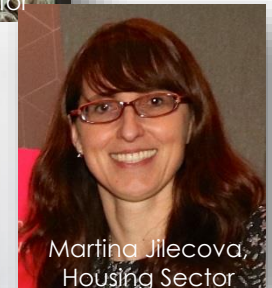
Kirby Redwood, Indigenous Sector



Bill Ptacek, Civic Partner Sector



Heather Webber, Faith Sector



Martina Jilecova, Housing Sector



Marichu Antonio, Ethno-Cultural Sector



Jeannie Everett, Education Sector



Mathieu Kalenga, Francophone Sector



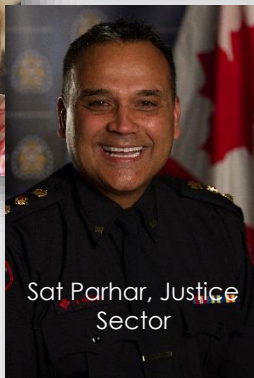
Karen Young, Funder Sector



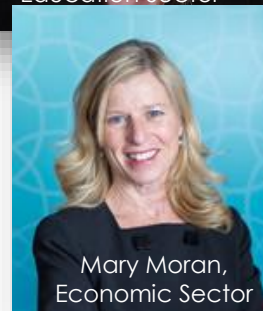
John Biles, IRCC



Theresa Howland, Arts & Culture Sector



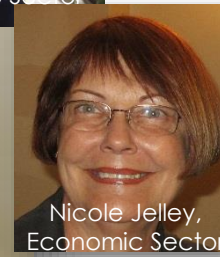
Sat Parhar, Justice Sector



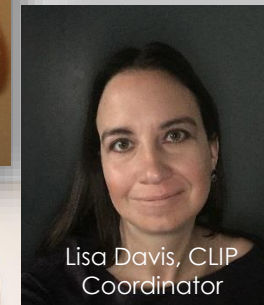
Mary Moran, Economic Sector



Pat Firminger, Government of Alberta



Nicole Jelley, Economic Sector



Lisa Davis, CLIP Coordinator



Beba Svigir, Settlement Sector*



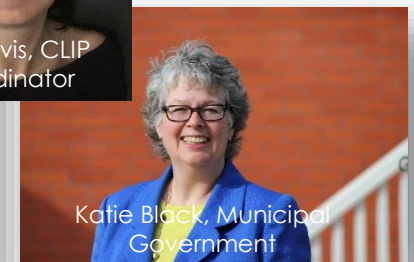
Fariborz Birjandian, Settlement Sector*



Krystyna Biel, Settlement Sector



Anila Lee Yuen, Settlement Sector



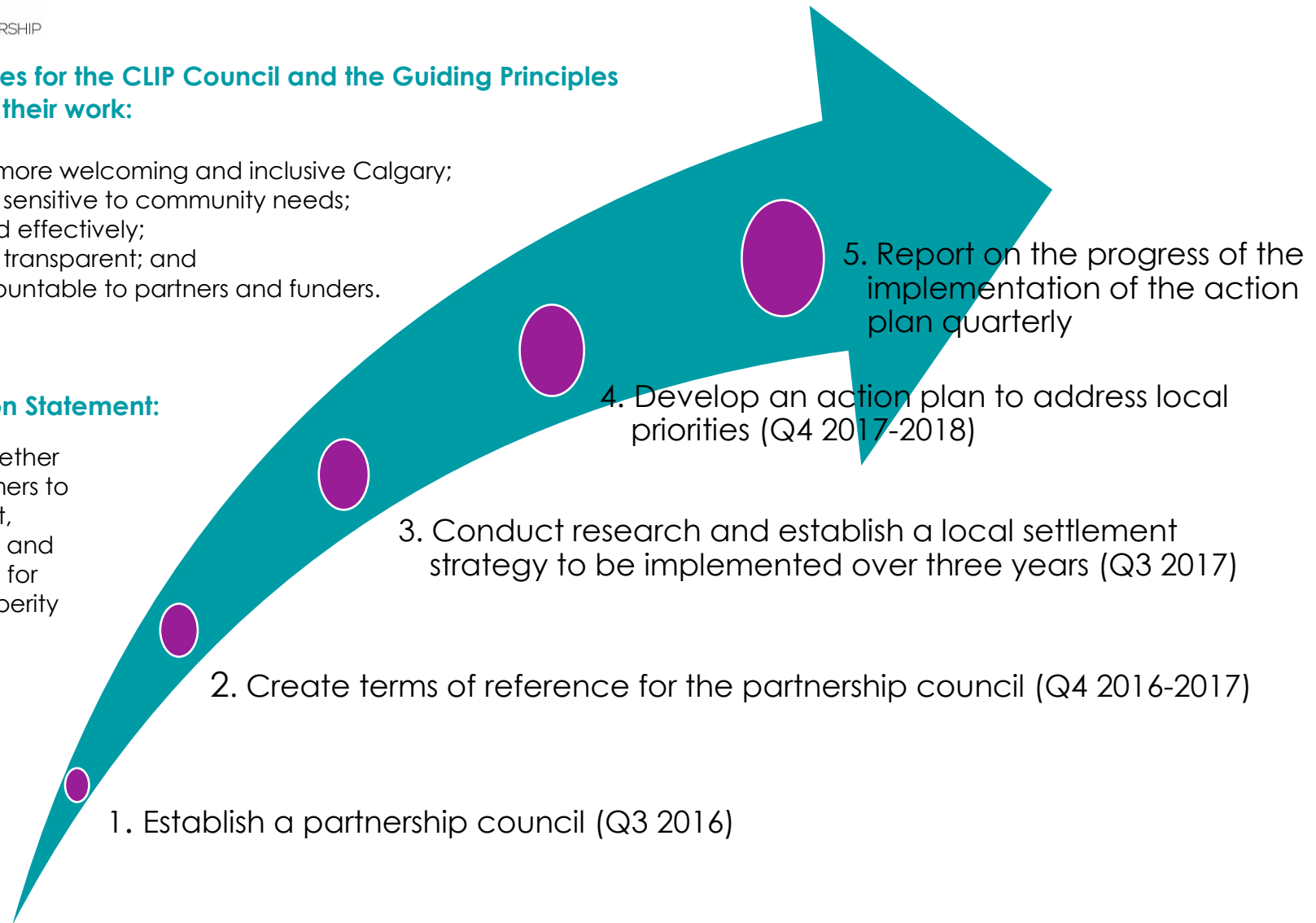
Katie Black, Municipal Government

Key milestones for the CLIP Council and the Guiding Principles driving their work:

- Build a more welcoming and inclusive Calgary;
- Remain sensitive to community needs;
- Respond effectively;
- Remain transparent; and
- Be accountable to partners and funders.

The CLIP Vision Statement:

Working together
with newcomers to
connect,
collaborate and
contribute for
shared prosperity





The Immigrant Advisory Table

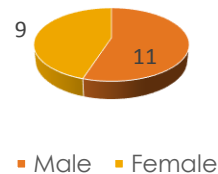
The IAT's purpose is to provide lived-experience and insight about living as an immigrant in Calgary. This expertise is used to inform and support strategic and action planning by the CLIP Council, Working Groups, and CLIP staff.

Principles and Guiding Values:

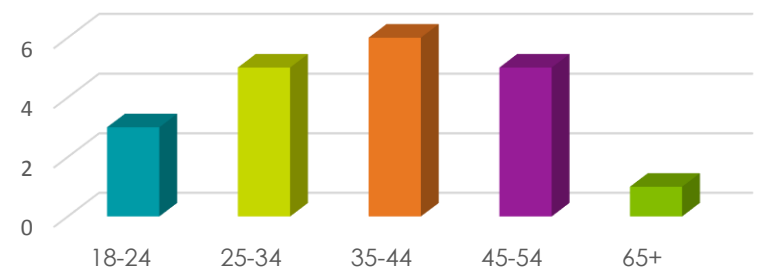
- Commit to a shared vision of an increasingly welcoming and inclusive city;
- Provide ideas and recommendations for implementing this vision;
- Operate with transparency, objectiveness, and confidentiality;
- Respect each other's diversity and autonomy and maintain an environment of trust, equality and reciprocity; and,
- Foster a collaborative process to achieve the best coordinated outcomes.



Immigrant Advisory Table
Member Gender
Breakdown



Immigrant Advisory Committee Age
Breakdown



Inputs to the Strategic Planning Process

There were a number of inputs to the strategic planning process in Calgary including:

- Research and Community Engagement;
- Priorities from CLIP's previous iteration in 2015-2016;
- Strategic Plan content of all LIPs across Canada and of CLIP member organizations;
- Contributions from the CLIP Council; and
- Contributions from the IAT.

Research and Community Engagement inputs:

Literature Review: Through 2017 City of Calgary researchers reviewed available immigration literature with special attention towards the Canadian experience and initiatives. Barriers and strategies for key result areas were recorded and then summarized into themes. Municipalities across Canada were contacted to identify any current initiatives not described in the literature base.

Primary Data Collection: Through multiple surveys conducted by CLIP in the community that identify needs, preferences, gaps, and opportunities.

Community Engagement: Stemming back to 2015 to incorporate the input that has been provided from community members representing different immigrant, ethnic, religious, linguistic and cultural communities in Calgary; academia; government; the private sector and non-profit organizations through 13 community engagement events.

Online Engagement: Through CLIP's social media presence, web platform, and email.

Advisory Tables: CLIP convened and participated on a number of advisory tables made up of local subject matter experts to glean insights on emergent local concerns as well as to foster collective problem-solving.

Federal Government Input and Dashboards: Around issues that were being faced across the country (i.e. Syrian Refugee influx).



Characteristics of a Welcoming Community

1. Employment opportunities
2. Fostering social capital
3. Affordable and suitable housing
4. Positive attitudes towards immigrants, cultural diversity and the presence of newcomers in the community
5. Presence of newcomer-serving agencies that can successfully meet the needs of newcomers
6. Links between main actors working towards welcoming communities
7. Municipal features and services sensitive to the presence and needs of newcomers
8. Educational opportunities
9. Accessible and suitable health care
10. Available and accessible public transportation
11. Presence of diverse religious organizations
12. Social engagement opportunities
13. Political participation opportunities
14. Positive relationships with the police and the justice system
15. Safety
16. Opportunities for use of public space and recreational facilities
17. Favorable media coverage and representation

Esses et al. (2010). Characteristics of a Welcoming Community.

Inputs from CLIP's previous iteration 2015-2016:

Attention was paid to ensure that whatever priorities were identified by the current CLIP Council that there would be opportunity for members of the community to join working groups to put forth actions that were inclusive of the former priority areas if they were still relevant in today's landscape. CLIP went through a transition phase in 2015-2016, and as a result, there were some challenges in advancing the work that was previously prioritized. Given that the current CLIP Council outlined a result of "Immigrants have a high quality of life", and they focused on over-arching strategies rather than specific target-group populations, there is opportunity to narrow to target-group population-specific actions in the Action Plan development to occur in the second stage (Jan-May 2018) if there were any action areas that did not fully achieve what they set out to do in prior years.

Previous CLIP Priority Areas 2015-2016

1. Support The Full and Equitable Development of Children and Youth of Immigrant Families.
2. Support Language Learning Opportunities and Educational Attainment.
3. Increase Opportunities for Meaningful Social and Civic Participation Among All Calgarians.
4. Create and Increase Opportunities for Economic Well-Being.
5. Improve Access to Affordable Housing and Promote Safe Neighborhoods.
6. Support Coordination of Immigrant Settlement System and Promote Best Practices.
7. Promote Mental and Physical Well-Being for All Calgarians.
8. Facilitate Collaboration and Information-Sharing Between Organizations and Sectors, and with All Levels of Government.

The CLIP Council Strategic Planning Process

The CLIP Council began their strategic planning process by first completing individual sector responses to the following questions:

- What are some issues pertaining to immigrants or newcomers that impact your sector today?
- What are some opportunities pertaining to immigrants or newcomers that you feel could positively impact your sector?
- What are your sector's priority goals that could relate to the work of CLIP in the next three years?
- What areas of research do you think would be beneficial for CLIP to undertake in order to inform CLIP's strategic plan and action plan?

The responses were then aggregated and themed according to the information that was submitted from each sector representative. A professional consultant was retained in-kind from The City's Corporate Project Management Office to facilitate two CLIP Council meetings where the following objectives were met:

- Verify expectations and valuation of the stakeholder group;
- Identify additional stakeholders by interest group;
- Validate issues and opportunities compiled from pre-work exercise;
- State any impacts and expectations for the project;
- Develop success measures for the execution of the plan;
- Identify strategic priorities from the key themes from each sector;
- Determine top 3-5 strategic priority areas;
- Discuss work being done in each of the strategic priority areas;

- Estimate the duration and required resources for the priority areas;
- Undertake a priority triangle assessment of Quality/Scope/Budget; and
- Discuss constraints, assumptions and dependencies.

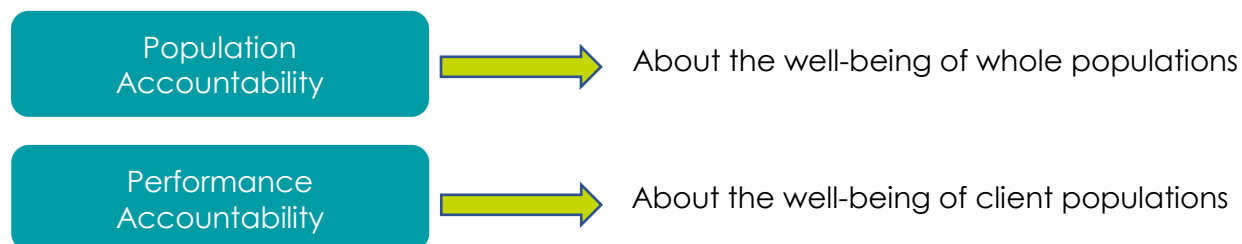
Using a Results-based Accountability Lens

Following the completion of the above items, a Results-based Accountability (RBA) facilitator was brought in for two CLIP Council meetings to learn more about the approach and to integrate the RBA lens into the development of Results, Sub-Results and Strategies. By using an RBA thinking-process, the opportunity is that...

- You are held accountable for the things you have some control or influence over;
- You can identify where you can make a difference and report on progress;
- You know what to do with data to make evidence-based decisions (and what to do if you don't have the data yet);
- You know what measures to use and how to measure the effectiveness of the work; and
- There is a greater focus on results to achieve.

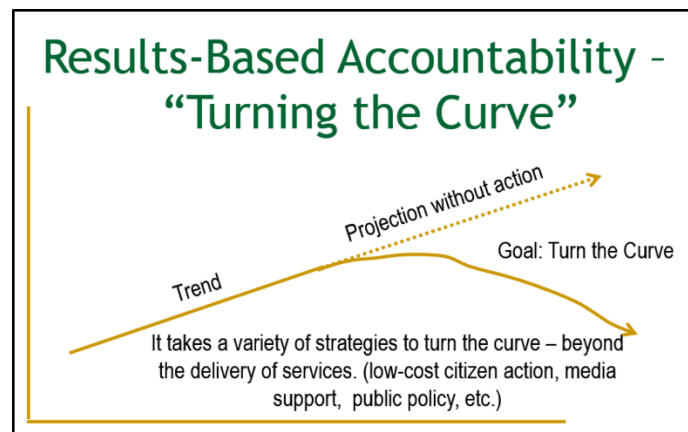
Population and Performance Accountability

RBA makes a distinction between Population and Performance Accountabilities, affording the CLIP Council the opportunity to identify the population they could have a collective impact towards as well as a performance accountabilities for the actions they develop with respect to the client populations that they serve.



Definition of RBA Population Accountability and Questions to consider

COMMON LANGUAGE FOR POPULATION ACCOUNTABILITY	7 POPULATION ACCOUNTABILITY QUESTIONS
<p>Population Result/Outcome is a condition of well-being for a whole population (e.g. for children, adults, families and communities)</p> <p>Population Indicator is a measure that helps to quantify the achievement of a population result</p>	<ol style="list-style-type: none"> 1. What are the quality of life conditions we want for the children, adults and families who live in our community? (Population & Results) 2. What would these conditions look like if we could see them? (Experience) 3. How can we measure these conditions? (Population Indicators) 4. How are we doing on the most important of these measures? (Baseline Data and Story) 5. Who are the partners that have a role to play in doing better? (Partners) 6. What works to do better including no-cost and low-cost ideas? (What works?) 7. What do we propose to do? (Action plan?)



Definition of RBA Performance Accountability and Questions to Consider



COMMON LANGUAGE FOR PERFORMANCE ACCOUNTABILITY

Performance Measures are measures that tell us how well a program, agency, service system, or team is working.

Population Measures Answer 3 Questions:

1. **How much did we do?**
Examples: # of people served, # of referrals
2. **How well do we do it?**
Examples: Response time, attendance rates, unit rates, completion rates
3. **Is anyone better off?**
Examples: # and % changes in skills, knowledge, attitude, behaviour or circumstance

7 PERFORMANCE ACCOUNTABILITY QUESTIONS

1. Who are our clients? (**Customers/ Client Group**)
2. How can we measure if our clients are better off? (**Customer/Client Results**)
3. How can we measure if we are delivering services well? (**Quality Measures**)
4. How are we doing on the most important of these measures? (**Baseline Data and Story**)
5. Who are the partners that have a role to play in doing better? (**Partners**)
6. What works to do better including no-cost and low-cost ideas? (**Common Sense Ideas & Research**)
7. What do we propose to do? (**Action Plan**)

The CLIP Council in Action



The Immigrant Advisory Table (IAT) Strategic Planning Process

The IAT acted in an advisory capacity by reviewing and contributing towards all material that was put forth for their input. Both CLIP Council Co-Chairs made time to attend IAT planning meetings to ensure they could hear the perspectives of the membership first-hand.



The 2018-2020 CLIP Local Settlement Strategy

Workplan- 2017-2018 Deliverables

- Governance Structure revised, finalized and approved;
- Terms of Reference revised, finalized and approved;
- Vision Statement finalized and approved;
- Input is gathered from various sources

Foundational Tasks

- CLIP Council participates in three strategic planning sessions;
- CLIP Council and Immigrant Advisory Table learn about and adopt an RBA lens; and,
- CLIP Council participates in two RBA sessions to develop the Results, Strategies, and Population Indicators.

Strategic Tasks

- The CLIP 2018-2020 Settlement Strategy is finalized and adopted by the CLIP Council and IAT; 31 Dec 2017
- The Operational Oversight Committee is convened- before 31 Jan 2017
- The Working groups are convened-before 31 Jan 2017;
- The CLIP 2018-2020 Strategic Action Plan is finalized and adopted by the CLIP Council and IAT-11 May 2018

Milestones



2018-2019 & 2019-2020

- Work plans to be developed between 1 Jan 2018- 11 May 2018.

CLIP 2018-2020 RESULTS, STRATEGIES, AND STAKEHOLDERS

Result	Sub-Results	Strategies	Lead CLIP Sector	Supporting CLIP Sectors	Community Support*
Immigrants in Calgary have a high quality of life.	1.1 Immigrants in Calgary are economically well.	1.1A. To undertake actions that make the labour market in Calgary more equitable for immigrants to enter and participate.	Economic Sector <i>CLIP Council Rep Calgary Economic Development</i>	<ul style="list-style-type: none"> • Settlement • Government of Alberta • Municipal Government • Post-secondary 	<ul style="list-style-type: none"> • Immigrants with lived experience • Unions • Professional associations • Private sector • Ethno-cultural professional groups • Disability sector
		1.1B. To undertake actions that help to integrate immigrants into the Calgary labour market in a timely manner.	Economic Sector <i>CLIP Council Rep Talent Pool</i>	<ul style="list-style-type: none"> • Post-secondary • Settlement • Government of Alberta • Municipal Government • Language • Francophone 	<ul style="list-style-type: none"> • Immigrants with lived experience • Unions • Professional associations • Private sector • Ethno-cultural professional groups • Disability sector
		1.1C. To undertake actions that improve the economic well-being of immigrants who may not be part of the workforce (i.e. seniors, persons with disabilities, etc.)	Provincial Government <i>CLIP Council Rep Government of Alberta Community and Social Services</i>	<ul style="list-style-type: none"> • Health & Wellness • Ethno-Cultural • Funder • Housing • Settlement 	<ul style="list-style-type: none"> • Immigrants with lived experience • Advocacy groups • Disability sector • Seniors sector • Low-income sector

CLIP 2018-2020 RESULTS, STRATEGIES, AND STAKEHOLDERS cont'd

Result	Sub-Results	Strategies	Lead CLIP Sector	Supporting CLIP Sectors	Community Support*
Immigrants in Calgary have a high quality of life.	1.2 Immigrants in Calgary are proficient in English/French	1.2A To undertake actions that foster English/French language proficiency	Language Sector <i>CLIP Council Rep Prospect</i>	<ul style="list-style-type: none"> • Francophone • Education (grade school) • Post-secondary • Settlement • Ethno-Cultural 	<ul style="list-style-type: none"> • Immigrants with lived experience • Disability sector • Seniors sector • Private sector • Employers • Immigration, Refugees and Citizenship Canada
	1.3 Immigrants in Calgary are fully engaged in all aspects of community life	1.3A To undertake actions that support immigrants to build social capital	Funder Sector <i>CLIP Council Rep United Way</i>	<ul style="list-style-type: none"> • Settlement • Arts & Culture • Faith • Indigenous • Health & Wellness • Civic Partner • Francophone 	<ul style="list-style-type: none"> • Immigrants with lived experience • Disability sector • Seniors sector • Low-income sector • Gender sector
		1.3B To undertake actions that foster active and meaningful connections between newcomers/immigrants and host communities that result in social cohesion	Settlement Sector <i>CLIP Council Rep Centre for Newcomers</i>	<ul style="list-style-type: none"> • Indigenous • Justice • Education (grade school) • Post-secondary • Arts & Culture • Faith 	<ul style="list-style-type: none"> • Immigrants with lived experience • Community Associations • Recreation service providers

*The stakeholders are not meant to be an exhaustive or exclusive list. They are listed as examples of groups that are either already involved, have expressed desire to be involved, or members of the community feel they should be involved. *CLIP Local Settlement Strategy 2018-2020*

Intersectionality-Stakeholder Selection

There are many trends happening in the immigration sector right now around the concept of intersectionality. The term intersectionality refers to a theory which states that various human aspects, such as age, race, ability, religion, class, sexual orientation, gender, and other aspects, do not exist isolated and separated from each other, but are all part of an interwoven relationship which, when put together, describe human condition. Without considering the various aspects of human condition, or thinking of each aspect in isolation, then misconceptions may occur which could result in discrimination, oppression, or ineffective solutions or strategies to better the circumstance of immigrants. When addressing barriers to immigrant well-being, CLIP was intentional in identifying stakeholders in the community (in the previous table) to be mindful of having representatives that could utilize a lens to consider various human aspects in order to fully understand one's identity and the subsequent impacts of it in the community.

Action Plan

LIPs are required to develop and implement an Action Plan that outlines **specific**, measurable and time-bound activities to implement the community's strategic priorities which will include:

- i) The specific tasks and activities to undertake, and the timelines for implementation;
- ii) Key partners as well as their roles and responsibilities in implementation;
- iii) A plan to leverage funding from a diversity of sources to support the implementation of the proposed activities; and
- iv) A plan to report on the implementation of activities.

In Calgary's context, at the beginning of the strategic planning process, the CLIP Council decided that they wanted working groups to convene and put forward actions for consideration rather than having the Council develop them in isolation. As such, CLIP put forward a public call for members of the community to join a working group where they have expertise either through lived-experience, professional experience or educational experience to contribute to a strategic area. In addition to the call being in both official languages, CLIP utilized translators to make the poster available in Chinese, Punjabi, and Tagalog to provide an avenue for participation from recent immigrants whose English skills may not be advanced.

- The CLIP Action Plan will be developed following the completion of the Local Settlement Strategy. CLIP has engaged Innoweave, whose services include strategic clarity, experimenting with new approaches, and collaborative learning and adaptation – building capacity to change as we learn more about systems and its users to assist with developing the Action Plan. Innoweave's parent company, the J.W. McConnell Family Foundation, has partnered with IRCC to support collective impact initiatives that are newcomer focused.

Action Plan Inputs:

There was significant effort expended in gathering input from a variety of sources on potential actions so that the working groups are not having to start from scratch. A scan of actions used in other LIP jurisdictions, items from literature, best practices, local community engagement submissions and items solicited from each sector on the CLIP Council were compiled to provide a starting point for the working groups to begin discussions on when they meet in January.

The CLIP Council had much discussion about how to best integrate collaboration into their efforts and they originally had a second Result in their plan called “Systems’ meet newcomer needs”, intended to reflect better collaboration amongst and between the sectors.

Through further probing, the Council decided those elements should be present in all of the actions rather than a standalone Result. As such, the following criteria are to be applied as a lens when the Actions are developed:

- To undertake actions that broaden and improve cross-sector collaboration and performance among the various sectors/systems;
- To undertake actions that improve accessibility to services by removing barriers; and
- To undertake actions that improve awareness of programs and services.

As a whole, Actions should be a combination of direct-service, indirect service, and system-change items to meet the full spectrum of newcomer needs. Upon Actions being selected for implementation by the Working Groups and Council, corresponding performance measures will be crafted.

See Appendix A for a summary of potential Actions that have been identified by the community for the Working Group’s consideration.



The CLIP Communication Plan

To follow along with the progress CLIP makes on this local settlement strategy and to look for opportunities to participate in the initiative, visit us at www.calgary.ca/CLIP. Progress reports will be provided on a quarterly basis.

Join our stakeholder list by contacting us at clip@calgary.ca to receive regular updates regarding community engagement events, research opportunities, and to participate in advisory committees that are formed around relevant emerging needs.

Acknowledgements

CLIP would sincerely like to acknowledge everyone that has contributed toward the development of this local settlement strategy. There have been many volunteer hours dedicated towards the plan itself, contributing and refining content, and support from the community in terms of input and feedback. A special thank-you to the facilitators who have faithfully led our committees, taken our input and turned it into a stepping stone for the work ahead. We recognize our primary funder, Immigration, Refugees and Citizenship Canada, without whom this work would not be possible and thank our supporting partner, The City of Calgary, for being the backbone organization to support each of the CLIP committees and ongoing contractual requirements.

And finally, a big thank-you to the immigrants and refugees whom this work is for. Your perseverance is inspiring to all of us and we hope with this plan that we've laid a foundation to improve outcomes for you and all that follow you.



And to close with excerpts from the Immigrant Advisory Table members' submissions...

"Why I would make an excellent Immigrant Advisory Table member..."

I want to share my experience with other people, try to know the people problem, who can we help them, in addition I want to be a part of Canadian society.

As an active community member I believe I can truly represent immigrants in my capacity. I have excellent communication skills with broad knowledge of the general issues we face as a people.

As I'm an immigrant myself, I would like to work with others immigrants like me in the part of the City. Also as a community activist who is working with grassroots communities who have just immigrated to Canada, all those experiences would benefit immigrant Advisory table & make both side get grow together to cope with Canadians cultural diversities.

I have the passion of helping and dealing with persons from various cultural backgrounds.

My experience transitioning to Canada would be of valuable experience to both the adolescent age group and adult age group. I arrived to Canada as an adolescent who was able to quickly adapt to my surroundings in school and with my peer group. I have a solid understanding of the struggle this age group goes through when faced with pressures of adapting with peers and being raised by immigrant parents who may take longer to adapt to foreign values and surroundings.

I can share my own experience with other similar immigrants. It is easy for a newcomer to feel at loss and I think I can share my experience to make the Canadian experience much better for them.

I moved to Calgary fifteen years ago. I went through some of the common settlement and integration challenges that newcomers and immigrants encounter. I have now found my place in the society but it has not always been easy. I have heard and still hear other newcomers and immigrants' stories reflecting the lack of inclusion in the society that prevents them from being fully integrated

I would make an excellent member of the Immigrant Advisory Table to represent the youth because of my experience as an immigrant coming to Calgary when I was 13 years old, empathy with other students, and my involvement throughout the city. I was born and raised in the Philippines for 13 years by the urban slums of Makati City. I grew up being exposed to poverty and being friends with street children. After coming to Calgary, the people at my school were very welcoming and supportive which makes me want to give back the same warmth to people coming to Calgary.

Things were very different when I came as a ten year old refugee. Things have changed so much to help immigrants which is so good. I want to keep a balance between what immigrants receive now and a knowledge and understanding of the wonderful country that they have been given the opportunity to call home.

I have been an international student since 2012, when I first arrived in Calgary. Since then, I have noticed that while some individuals adapt really fast, some international students have a difficult time adapting to the local culture and tend to feel marginalized purely because of cultural shock. This could be mitigated to make it better for students and for the city itself. I would be very interested in sharing my knowledge on the particular experience international students have in Calgary and discuss how it can become a more positive and inclusive one.

I was born in India and brought up in Tanzania. I am certain that my background will be of utmost benefit to this team and my success story will assist in improving the services further.

Leaving my country was imperative to protect my life and the lives of my children. When I arrived in Canada I did not speak English, I had no relatives, friends or money, I had the privilege of my family being sponsored by a church. After my English classes (12 months) I attended College and got the certificate as "community worker " My intension and my desire from that moment was to work in my profession and work with the community and especially with immigrants and refugees to learn how to navigate the system and that its process of adaptation and integration was easier.

When I moved to Canada, I thought it would be a breeze. I was young, male, white and well educated. The last 3 years have shown me how wrong I was! I have found them to be some of the most challenging, but ultimately rewarding years of my life. I have experienced the homesickness, culture shock and isolation that comes with being a newcomer to Canada. I have had to adjust to a completely new way of working, a new community and a new culture. I have had people not understand my accent, my education and my approach to work and life. I have even had people ask me if I'm allowed to be in the country!

My experience has shown me how difficult it must be without privilege. I am lucky to have a supportive, Canadian wife and education and experience which has allowed me to build a career in Calgary. But every time I think about how lucky I am, I think about the experience for people who have fled a war-torn or economically distressed country, who don't speak English and who are completely confounded by living in the West. It is that perspective that I would bring to the Immigrant Advisory Table.

I think there is more we can do to better understand immigrants and change the way we speak to and serve them. For example, not everyone is coming to Canada for a better life, and even if they are, we rarely acknowledge the family and the culture that they have left behind.

I would make an excellent member of the Advisory Table by sharing my personal experiences as an immigrant youth. I would highlight issues such as lack of access to affordable after-school programs, social isolation, child poverty, all of which I have either experienced or witnessed in my time spent in Calgary.

I love quote "Strong Together". Canada is mosaic society and Calgary is expanded so fast. If I've got the opportunity, I will share my experiences and consider how live together with local Canadian and new immigrants.

At the University of Calgary, I have been working on projects related to refugee youth integration into the Canadian educational system since 2014, and with the influx of 25,000+ Syrian refugees last year, and given that Arabic is my native language, I was able to gather data both on academic basis (through research projects Alberta wide) and on community basis (through sponsoring community members and immigrant serving agencies). In addition, I have been volunteering with a couple of families to help them settle better in Calgary.

My family emigrated to Australia as political refugees from Poland, I grew up experiencing the hardships of culture shock, language barriers and prejudice that come from being part of an immigrant family. I've also experienced successes through building lasting relationships and cultural acclimatisation. Strangely, my biggest hurdle has been realizing that I was an immigrant even before receiving my permanent residency therefore I did not seek out immigrant services. I wish I had.

I receive a lot of support from people and organizations that are there to help immigrants to restart their life in Canada. I helped many new immigrants from different countries to settle and restart their careers in Canada. I believe that give back to the community is the best way to demonstrate my gratitude to Canada for welcoming me and my family as a new member of this amazing society.

Calgary Local Immigration Partnership (CLIP) All-Partners Event: Community Input

Background

On Thursday, September 14, 2017, all volunteers and members of organizations that had worked with CLIP throughout 2016 and 2017 were invited to attend an All-Partners Event hosted by the Calgary Stampede. John Biles, a representative of Immigration Refugees and Citizenship Canada (IRCC), CLIP's funder, opened the event by explaining what LIPs do, how they operate, and what IRCC expects from the LIPs across Canada. He noted that creating system change via collective impact was vital for all immigrants, whereas settlement populations roll through services only once - upon arrival. He outlined the role and function of Councils and said, "recommendations in action plans are just words" unless organizations are able to "take action on concrete things."

This was followed by a recap of the activities of CLIP during the 2016-2017 year, as well the personal stories of two Immigrant Advisory Table members. Finally, CLIP introduced the IRCC-contracted deliverables for the year ahead. This set the stage for attendees to provide their input on how they wanted CLIP to focus their efforts through the development of a strategic plan.

There are consistent priority areas that have been identified over the course of the previous two years of CLIP engagement and those are: Language, Employment, Social Capital, Social Cohesion, Service Awareness and Service Access. Attendees at the event spent time writing down their suggestions as to what actions CLIP should implement in these priority areas. Themes, as well as individual responses, are included in this document.

Response Themes for each Strategy

Overall:

- Attendees expressed interest in awareness and marketing campaigns across all categories.

Language

Attendees were interested in seeing more language course offerings and to include them in social settings and activities. There were also a number of specific requests to include more languages on a number of communication materials such as signage and websites.

Service Awareness and Access

A number of stakeholders suggested improvements to the Calgary Newcomer Services Guide, and would like it distributed directly to newcomers if they had strong enough language ability. There was a desire to consider access points such as the airport to improve reach and to build a sense of community early with new Calgarians. There was a desire to collaborate with other groups to build capacity and a sense of community.

Employment

There was a particular desire to involve various stakeholder groups, in particular youth, seniors and employers into the training/networking/programming components. Also a particular desire for mainstream employers to be educated on the benefits of working with immigrants.

Social Capital and Cohesion

Respondents reiterated the desire to include stakeholder groups (youth, seniors, mental health groups, etc.) along with businesses and partnerships to best create a sense of community. Increases in programming for cultural associations, improving community understanding of the strengths immigrants bring, as well as volunteer work to increase connectedness were suggested.

Community Inclusion and cross-sector collaboration

Stakeholders listed a desire to have users (schools, community halls, faith groups) involved in the process and to help create the plans and develop specific actions that can be measured and tracked. There was a repeated desire to collaborate, have different groups with different experiences involved but in their existing spaces and meeting areas rather than have people invited out. A number of venues were suggested, as were additional groups that were not represented at the meeting.

Verbatim suggestions:

1. Language

- Set up “conversation clubs” – places where English speaking volunteers spend unstructured conversational time chatting with those who are developing their English language skills
 - Benefits: learn conversational English and develop a network
- More Blackfoot language in street signs, places, etc. – this will lead to newcomer awareness of Indigenous languages as well as Canadian awareness

- To work with language schools, i.e. SAHLA
- To work with CBE to increase awareness of bilingual programs
- A knowledgeable liaison/advisor/coordinator might be an option to clear all the confusions – IRCC might be able to get valuable information by a review of all programs to make effective decisions that would work in the best interest of the decisions
- Signage in different languages in key locations migrants would visit such as, banks, shopping malls, and municipal buildings. Even playgrounds/parks
- Increase the availability of assessments and classes
- Creating more “informal” language building classes/skills by having coffee groups/social groups
- Create an interpreter buddy system where volunteers can be used help newcomers access and attend appointments from banking to health
- More programs and services for people who may not be literate in their own language
- Flexible or innovative options for parents or those with mobility issues
- Support neighbour-based language learning opportunities when newcomers practice what they learn in classroom; peer based practice language learning sessions
- A website that offers ESL in the city, i.e., ESL Cooperative example of faith groups that run ESL
- Ensuring all immigrants have opportunity to acquire language through various part- and full-time
- Programs meet standards
- Best practices are supported
- Initial acquisition of language should be formal and effective programming
- Informal opportunities to acquire language and culture should be available and easily identified
- Provide ESL to all levels, provide one to one in schools, and help students who need it and also their families.
- AHS face to face interpretation was cut and the language bank of ISC funding disappeared too
- Should work on how to provide face to face interpretation to immigrants who cannot speak English, especially seniors who cannot hear well if they use telephone interpretation in AHS
- CNSG to come in various immigrant-friendly languages
- More ESL classes throughout all areas of the city
- Funding language providers to provide language training program at different levels since clients live in different parts of Calgary. Centralizing higher level language classes with limited providers does not benefit clients
- Recreate the CNSG for newcomers and provide in several common languages other than English
- Provide copies of the guide to newcomers at the airport

- Language learning should include employment awareness and info on available services. Integrate needs into the language learning through “Popular Education” approaches a la Paulo Freire type models of empowerment.

2. Service awareness and access

- Create community awareness programs, e.g. posters/decals on the train
- free or cheap marketing opportunities
- always need help in marketing to newcomers
- more collaboration among service providers – coordinated activities and efforts
- have something like QR code signage at bus stops and train stations that immigrants could use to find out what services are available and how to access them
- communication and marketing strategies
- events that support awareness/access/collaboration
 - a format that forces agencies to meet and develop actions together
- Greetings and welcome packages – a little hand holding is not a bad thing
- Continue with hard copy newcomer guide
 - Content looks comprehensive
 - Complement with online version
- Services for newcomers should be more visible for newcomers and displayed in key areas that are visited (banks, schools, libraries, faith organizations). The newcomer guide is not a comprehensive list of services that agencies provide. The guide also excludes a lot of service that offer agencies
- CNSG is missing some additional key information that could be updated
- Provide the newcomer guide at the airport to all immigrants
- Provide it to all settlement agencies, libraries and community centres
- Limited resources for immigrant seniors listed in CNSG
- Make guide available at all ports of entry and services
- Guide needs to include ethnic specific agencies that are capable of support
- Find joint ventures to cross promote and support

3. Employment

- Expand networking opportunities that focus on connecting with a relevant network – may be employment, education or volunteer oriented
 - Benefits: connections increase opportunities geometrically
- Employer training and awareness. On the job training programs. Maybe funding in the employer and not funding the service provider would work in the best interest of the client!?
- Have resume writing workshops and “how to apply” workshops in immigration centers (if they don’t exist already) – have employment mentors
- Identify and help those that are harder to employ – low literacy and seniors
- Ensure understanding of various ways to access employment
 - Volunteer
 - Network
 - Government and agency resources
- Continue to ensure that government funds resources to connect to employment and appropriate skill development
 - Cultural awareness
 - Soft skills technical skills
- More workshops and awareness on credentials, accreditation, resume writing and job search strategies
- Career fairs to include actual hiring employers rather than settlement agencies

- Create basic job for immigrant seniors who are abandoned by their sponsors or sponsors fail to provide their basic needs such as housing, food and medication
- More training on workplace cultures and ethics
- Education on employment standards and employee rights
- Employers should be educated
- Coordinated services is important across every city sector
- Access for programs for youth throughout the city that offer explicit opportunities to develop and practice English
- Encourage partnership between service providers and employers
- Bring the private sector in to change the mindset that work experience outside of Canada is useless. Many other countries find experience outside of the country of work find this experience valuable.

4. Social capital and cohesion

- Youth recreation activities that are affordable and accessible (continue some of the great initiatives you have)
- Fund navigator positions
- Buddy programs like big brother and sister
- Have one intake process for all immigrant serving agencies (ISAs) → have telephone intake process when transportation is an issue
- Address mental health issues and social isolation
- Community centres to run more social events for families. Encourage neighbours to meet new neighbours.
- Build volunteering passion through schools, news, local news, and pre-requisite to employment
- Ways to provide opportunity for full participation for immigrant seniors. Engage ethno-cultural organizations, not only the big immigrant serving agencies. Be more inclusive of other stakeholders
- Increase capacity of ethno-cultural associations which provide cultural retention, contribute to sense of belonging, grassroots support, and networking. If these associations better understand their role and have the opportunity to build organizational capacity, they can better support their communities
- Funding for more free settlement programs that is ongoing for a longer period of time (not a one-time event), time of the program should be after hours/weekends
- More outreach – go to the newcomers rather than having them come to services
- Multicultural C.A.s should be provided more funding and opportunities to provide input. These associations can provide invaluable communities and social capital to isolated newcomers. Other community associations can also provide community connections for newcomers to individuals and families they share other connections with (e.g. disability community associations)
- We keep thinking of newcomers as recipients of charitable actions. This is disempowering. We need to create opportunities for them to give and contribute together with longer term Canadians. This is both empowering and inclusive.

5. Community Inclusion and cross-sector collaboration

- Use community halls to host potluck dinners and cultural activities to strengthen community awareness and networks, while enhancing cultural appreciation
- City should release recent stats on languages of Newcomers, what areas of the city they're settling and numbers of permanent residents – I could reach people better if I knew they are right now, not in 2011!
- Get buy-in from P.S.E.s and other organizations who have sports and health facilities and libraries to share their areas for immigrant social events

- ISAs share information and referrals to support collaboration
- Encourage cross-sector collaboration by having multiple services co-locate or support from numerous agencies.
- Bring services out to the community as much as possible
- Incentivize/fund programs that support cross-sector collaboration
- The Calgary Stampede would like more opportunity to support education programs (bring members to our education programs, OH Ranch, Stampede School, Journey 2050)
- Be careful about what is and is not being measured as an outcome because what you measure matters and what you don't can sometimes be a gap
- Support and encourage the role of community-based, community-driven organizations (beyond the immigrant serving agencies) in highlighting their contributions in the settlement of newcomers
- Including faith groups more. A number of faith groups run ESL classes, do private immigration. Your booklet should list all major religions names, org and not just orgs that get funding – do not be afraid to use the word “Church” in our country, rather than “culturally diverse organizations for worship”. We have lots of churches in our city in communities that are engaging with immigrants
- General Comments:
 - Develop concrete achievable actions
 - Look to effective practices not just duplicate current activity – measure impact and results – have good data
- More frontline staff should be included in discussions. It shouldn't be reserved for senior management only
- Engaging some middle-management settlement staff would be helpful; also engage ethnic community leaders/faith-orgs not included in ECCC
- Great idea to have two community engagement sessions
- How do we track if the cross-sector collaboration is happening with different mindsets/dynamics?
- Plan and run more social events, festivals, run more networking events
- The Calgary Chinese Elderly Citizen Association would like to be involved
- Provide more locations in the city for year-round family friendly mingling, e.g. open air markets with music and food vendors
- Public education and awareness for local Calgarians for a more inclusive society
- Establish communication how organizations can actively participate and support

In Memoriam

Marie-Nicole (Nicole) Jelley

April 11, 1946 – December 17, 2017

*A passionate CLIP Council member
who truly believed in making Calgary a better place
for all.*





Twitter: @Calgarylip



Email: CLIP@Calgary.ca



Website: www.CalgaryLIP.ca

Funded by:



Immigration, Refugees
and Citizenship Canada

Financé par :

Immigration, Réfugiés
et Citoyenneté Canada

In partnership with

