



PROVINCIAL ENGAGEMENT INITIATIVE - BRIEF

MARCH 2026

PURPOSE – INTRODUCTION

The Alberta Association of Immigrant Serving Agencies (AAISA) aims to serve as a central connector, ensuring that insights gathered across committees are synthesized and shared, allowing members to benefit from regional intelligence and avoid working in isolation.

Through the Provincial Engagement Initiative (PEI), the AAISA seeks to strengthen structured, regionally informed mechanisms for collaboration across the settlement sector. The PEI initiative had offered meaningful opportunities for agencies to come together regionally to create a provincial vision for newcomer settlement and integration. Through this work, member agencies benefit from improved sector cohesion, certified professional development opportunities, increased access to regional insights, and strengthened opportunities across Alberta’s settlement ecosystem.

This brief provides a synthesis of the key insights and experiences generated during the 2025–2026 PEI participation term, which engaged regional committees in Calgary, Edmonton, and Small Centres. The term formally commenced in April 2025 and concluded in March 2026, offering a comprehensive period of sector reflection, evidence-informed dialogue, and collective planning. This brief is intended to sharpen strategic discussions, mobilize actionable knowledge, and guide recommendations that reinforce member-driven priorities across the sector.

STANDING ISSUES: KEY TRENDS AND THEMES

SETTLEMENT AND INTEGRATION SERVICE DELIVERY

During the 2025–2026 discussions on settlement and integration service delivery, members focused on the needs of vulnerable clients and the barriers limiting their access to services. Agencies highlighted challenges affecting groups such as women, seniors, low-literacy clients, older youth, individuals with disabilities, survivors of torture, LGBTQ+ clients, IRCC-ineligible clients, racialized newcomers, and those with complex medical needs. These



conversations took place amid growing sector pressures driven by shifting policies, economic constraints, and evolving social dynamics across Alberta.

FEBRUARY 2025

During this quarter, agencies across the Settlement and Integration sector reported significant shifts in service delivery driven by increasing demand, labour market pressures, and system-level capacity constraints. Discussions highlighted progress, collaborative efforts, and ongoing challenges across language programming, employment services, housing supports, health partnerships, and human rights advocacy.

Agencies reported continued expansion of informal and workplace-based language supports to address gaps in formal training availability. Conversation groups, drop-in classes, volunteer-led sessions, and employer-supported on-the-job coaching played a key role in meeting the needs of clients with irregular schedules. Mobile learning tools also emerged as a flexible option for learners. Despite these advancements, organizations noted persistent challenges such as limited funding, digital literacy barriers, and inconsistent participation.

In response to ongoing labour shortages across healthcare, construction, trades, and technology, agencies strengthened their sector-specific employment programs. Investments focused on training for in-demand roles, expanded supports for credential recognition, and enhanced job-readiness services, including interview skills and workplace culture orientation. Employers were increasingly engaged to align training with real hiring needs, while additional efforts targeted youth and international students. Key challenges included volatile labour market conditions, lengthy licensing processes, and constrained resources for specialized training.

Housing pressures remained a dominant concern, prompting agencies to intensify landlord engagement and deepen navigation supports to help newcomers understand rental systems, rights, and obligations. Some organizations piloted temporary and shared housing solutions to bridge gaps when permanent options were unavailable. Advocacy with municipal and provincial stakeholders continued to highlight affordability issues and system-level barriers. However, shortages of affordable units, discrimination in rental processes, and staff burnout were identified as significant obstacles.

Cross-sector collaboration with the healthcare system strengthened using health navigators, mobile clinics, health fairs, and joint workshops addressing vaccination, women's health, and mental wellness. Partnerships with mental health organizations improved access to culturally responsive counseling and education. Yet, agencies noted persistent challenges



including long waitlists, language barriers within mainstream health services, and the need for sustainable funding. At the same time, agencies continued raising concerns about systemic human rights barriers, especially for Temporary Foreign Workers, who often avoid reporting violations due to fear of retaliation, job loss, or deportation.

During this cycle of meetings, members across Calgary, Edmonton, and Small Centers reported sustained pressure on the Settlement and Integration system, driven by rising newcomer demand, labour shortages, and limited capacity. Agencies highlighted early-year shifts in service delivery, including expanded informal language supports, strengthened sector-specific employment pathways, and intensified housing navigation and landlord engagement in response to persistent affordability challenges. Collaboration with health partners (e.g., navigators, mobile clinics, and mental health supports) continued to grow, though long waitlists and language barriers remain significant. Across regions, ongoing concerns about systemic human rights barriers, particularly affecting Temporary Foreign Workers, underscored the need for continued advocacy and coordinated action as the meeting cycle progresses.

AUGUST 2025

During the second quarter meeting, Small Centres agencies identified significant cross-sector challenges affecting rural and smaller-community agencies. Members reported ongoing barriers to culturally responsive healthcare, including language gaps, misalignment with Alberta Health processes, long wait times, and insufficient resources in rural areas. Housing concerns were prominent, with agencies citing poor housing conditions, limited legal support, and landlord practices that do not reflect newcomer needs, despite emerging partnerships such as collaborations with community legal clinics.

Language barriers also persisted across small centres, compounded by reduced funding, limited Francophone service availability, and low digital access among clients. Anti-racism work faced growing resistance, with agencies observing tokenistic engagement and increased scrutiny of international students. These concerns collectively underscored the urgency of coordinated, member-driven strategies to improve equitable service delivery and strengthen resilience across rural and small communities.

In Calgary, participants focused on developing community-driven strategies across health care, language services, employment, settlement, and anti-racism initiatives. Agencies highlighted persistent challenges in newcomer mental health supports (e.g., family violence, relationship strain, and couples counseling) emphasizing the need for culturally and religiously grounded services for diverse communities, including Muslim newcomers.



Language services were seen as central to newcomer success, and agencies used targeted outreach, needs assessments, and culturally aware staff to deliver linguistically accurate and culturally relevant supports, especially for racialized Francophone clients.

Employment discussions emphasized the need for more hands-on programs in French, building on successful initiatives such as the Agility Program¹, while referrals to francophone service providers remained key supports. Calgary's housing landscape continues to face significant strain, with agencies noting the value of newcomer-landlord engagement events and the importance of sustained landlord relationships for securing housing. Anti-racism efforts were strengthened through community-led initiatives in Edmonton and St. Albert, and members across Calgary emphasized the urgency of inclusive frameworks that elevate newcomer voices and address rising anti-immigrant sentiment.

The Edmonton Committee participants highlighted strong collaboration among agencies in delivering language services across the province. Assessments are available in multiple cities, including French-language options, with multilingual staff and interpretation supports improving accessibility. Members underscored the importance of client choice, trauma-informed practice, and cultural sensitivity, recommending that referral pathways between anglophone and Francophone agencies be formalized. The 64-hour Business English program² was highlighted as an effective model for employment readiness.

Employment discussions reinforced the limited availability of French-only job opportunities in Alberta, prompting many Francophone newcomers to pursue English learning. Agencies identified opportunities to strengthen connections with bilingual employers and develop integrated employment pathways. Settlement and housing discussions focused on the overwhelming pressure on shelter system, illustrating province-wide concerns about emergency housing, unvetted private listings, and the need for safer referral mechanisms. Mental health dialogue emphasized the effectiveness of culturally specific, community-led programs (e.g., patient navigators and refugee-focused supports) and the need for decolonized, culturally aligned approaches across the sector. The committee also advanced anti-racism efforts through focus groups, workshops, and biannual diversity breakfasts, with a growing shift from the DEI model toward an ABC framework (Access, Belonging, Connection)³ to deepen community resonance and sector-wide collaboration.

¹ [Programme AGILITY - CANAF Alberta](#)

² [Teaching Essential Skills for English in the Workplace: Professional Development Workshops - NorQuest College - Edmonton, Alberta](#)

³ See [Access, Community + Belonging](#)



NOVEMBER 2025

The November wide-committee meeting brought together members from all three PEI regional committees, creating a dedicated space for agencies to jointly examine shared priorities and emerging challenges across the province. Members engaged in discussions on strengthening relationships with Indigenous communities, developing strategies to foster positive and accurate public narratives about immigration, and exploring how accessibility, inclusion, and language literacy intersect within an increasingly anti-immigrant context. Through breakout-room conversations and collective dialogue, agencies contributed insights that reinforce the value of member-driven collaboration in shaping equitable, community-informed approaches to newcomer settlement and integration.

Participants emphasized that building meaningful relationships with Indigenous communities is most effective when grounded in sustained, culturally immersive partnerships supported by dedicated staff and ongoing learning. Agencies reported that long-term collaboration—such as regular cultural teachings, land-based activities, and jointly delivered programming—creates deeper understanding and reduces stereotypes, far surpassing one-off or symbolic efforts. However, challenges such as limited funding, staffing constraints, and language barriers continue to restrict the ability to scale these initiatives province-wide.

PEI participants also identified several effective approaches for strengthening public narratives about immigration, including coordinated community engagement through Local Immigration Partnerships, proactive myth-busting, storytelling that highlights newcomer contributions, and outreach to groups holding mixed or negative perceptions. These strategies help counter misinformation, reduce scapegoating during economic uncertainty, and build trust across diverse community groups—particularly when supported by consistent, evidence-informed messaging.

The breakout discussions highlighted the complex and interconnected nature of accessibility barriers facing newcomers, emphasizing that challenges stem from both individual circumstances and systemic constraints. Members noted persistent gaps in infrastructure, misaligned funding priorities, and limited resources that hinder the delivery of accessible and inclusive services. Clients continue to experience layered barriers (e.g., language, digital literacy, and employment challenges) which require integrated service models and flexible, community-based approaches. Edmonton’s library-based model was identified as an effective, scalable example of how partnerships can bridge resource gaps and bring multiple supports together in accessible community spaces.

Participants also underscored the importance of public education and narrative-shifting efforts, noting that meaningful advocacy must highlight newcomers’ economic, social, and cultural contributions to counter growing anti-immigrant sentiment. Agencies emphasized the need to address community biases through open dialogue, lived-experience storytelling, and programming that incorporates newcomer feedback. Volunteers remain essential in



sustaining community-building and narrative-shifting efforts despite funding constraints⁴. Members agreed that addressing these challenges requires a coordinated, multi-level approach that goes beyond reliance on IRCC funding, as broader systemic issues and provincial-national funding misalignments continue to limit frontline capacity and impede access to equitable services.

Together, these insights highlight the critical role of PEI meetings as a structured forum where members collectively surface emerging challenges, share regional expertise, and shape coordinated sector priorities, and also, reaffirm the need for coordinated, member-driven strategies that strengthen Indigenous partnerships, shift public narratives, and address systemic barriers to ensure equitable and accessible service delivery across Alberta, ensuring member perspectives directly shape sector priorities, inform coordinated strategies, and strengthen a unified provincial approach to improving newcomer settlement and integration across Alberta.

FEBRUARY 2026

Across Alberta, members emphasized that language barriers remain one of the most persistent obstacles to newcomer integration. Small centers continue to experience unequal access to LINC programs, while regions like Fort McMurray and Red Deer face long waitlists, low literacy levels, lack of childcare, and limited opportunities for community-based language practice. These challenges disproportionately affect Rohingya families, women with low literacy, and Francophone newcomers whose language skills do not align with Alberta's English-dominant labour market.

Members also reported worsening housing pressures, with affordability, availability, and discrimination limiting newcomer stability and access to employment and language learning. Rental shortages and staffing gaps in Lac La Biche, Bonnyville, St. Paul, and Camrose, as well as extreme affordability challenges in the Bow Valley, continue to restrict access to suitable housing—particularly for large families, low-income singles, and clients with disabilities. In addition, federal policy shifts and rising anti-immigrant sentiment are creating uncertainty for Temporary Foreign Workers, asylum seekers, and international students, contributing to emotional strain among frontline staff and increasing demand on already stretched services.

⁴ Nearly one-third of nonprofits are operating with less funding and staff, while demand for services has increased. Nonprofit leaders report that this gap makes volunteers essential to mission delivery and community impact. Research from the Do Good Institute shows that as funding and staffing shrink, volunteer engagement becomes even more essential to sustaining community-based work. See: [The State of Volunteer Engagement: Insights from Nonprofit Leaders and Funders | Do Good Institute](#)



In Edmonton, members identified significant language-training gaps, including the loss of LINC Levels 5–6 and long waitlists for all levels. These issues are delaying newcomers’ progress toward employment, education, and long-term integration. Families speaking Arabic, Tigrinya, and African French dialects often face low first-language literacy, making even translated communication difficult—especially regarding child safety and rights. Many privately sponsored newcomers arrive with CLB 3 or below and struggle to balance LINC, employment preparation, and family responsibilities, while severe shortages of CLB 5–8 seats further limit advancement.

Housing challenges in Edmonton continue to grow, with rising affordability pressures, overcrowding, and increasing inter-group tensions in subsidized housing complexes. Larger families, newcomers with disabilities, and small households needing accessibility features face especially limited options due to shortages of large units and occupancy rules that block access to accessible housing. Members also raised concerns about impending federal funding cuts, rising anti-immigrant sentiment, and increasing safety issues, including hate-motivated incidents and workplace exploitation. Despite these pressures, service providers stressed the importance of expanded collaboration, memorandums of understanding, and coordinated communication to maintain stability within the settlement sector.

Calgary members reported intensifying language-training barriers, driven by long LINC waitlists, the upcoming loss of CLB 5–6 classes, and a surge of more than 3,600 Stage 1 learners across English and French programs. Service providers noted rising client complexity and increased reliance on interpretation, which heightens staff workload without corresponding resource increases. Newcomers are frequently caught between needing to improve English and needing to work, often ending up in survival jobs that limit long-term integration. Limited access to higher-level language programs is also weakening completion rates and employment outcomes, particularly in technical training streams.

Housing challenges in Calgary remain severe, with affordability barriers, overcrowding, and escalating inter-group tensions in shared buildings. A shortage of accessible and large units leaves families, people with disabilities, and small households requiring mobility accommodations with few appropriate options. Members also expressed growing concern about federal funding reductions, policy uncertainty, and rising anti-immigrant sentiment, which are increasing vulnerability for newcomer communities and putting emotional strain on frontline staff. Even so, Calgary members identified opportunities for strengthened partnerships, coordinated planning, shared service models, and unified advocacy to support newcomers as the sector navigates tightening resources and shifting policy landscapes.



Across all three PEI committees, members described a settlement system under mounting strain, driven by persistent language-training gaps, worsening housing pressures, and growing uncertainty from federal policy shifts and rising anti-immigrant sentiment. Long LINC waitlists, the loss of CLB 5–6, and increasingly complex client needs are limiting newcomers' ability to progress in employment, education, and community integration. At the same time, housing shortages, affordability barriers, and accessibility issues continue to destabilize families and amplify community tensions. These challenges, combined with anticipated funding reductions and escalating discrimination, are placing significant emotional and operational pressure on frontline staff. Despite this, members across all regions emphasized the importance of strengthened partnerships, coordinated planning, shared service models, and unified advocacy to sustain sector capacity and support newcomer wellbeing in the months ahead.

ANTI-DISCRIMINATION AND HUMAN RIGHTS

Across all PEI committee discussions from 2025 to early 2026, members consistently emphasized that systemic discrimination, inequitable treatment, and human-rights barriers remain major obstacles to newcomer well-being, safety, and integration across Alberta. Agencies reported significant challenges, including discrimination in rental processes, workplace exploitation, hate-motivated incidents, and rising anti-immigrant sentiment. These barriers disproportionately affect groups such as racialized newcomers, Temporary Foreign Workers, international students, LGBTQ+ clients, survivors of violence, and newcomers with disabilities.

FEBRUARY 2025

In February 2025, PEI participants identified persistent concerns related to workplace exploitation, particularly among temporary foreign workers (TFWs), many of whom were reluctant to report violations due to fear of retaliation or immigration related consequences. Members also noted increased rental discrimination and affordability pressures, further limiting access to stable housing. Gaps in access to health and mental health services continued to disproportionately affect racialized families, survivors of violence, and women with low literacy. Participants emphasized the importance of advancing rights based housing navigation, improving safe reporting mechanisms, and expanding culturally responsive mental health supports.



AUGUST 2025

By August 2025, agencies in rural and small centre contexts reported ongoing limitations in access to culturally safe healthcare, legal supports, and language services, contributing to inequitable service experiences. Members observed growing resistance to anti-racism efforts and increased scrutiny toward international students, suggesting a shift in public discourse. Francophone and racialized clients faced intersecting barriers, including limited employer openness, constrained service availability, and systemic language bias. At the same time, Edmonton and Calgary reported progress in community based anti-racism initiatives and strengthened referral pathways informed by culturally responsive service design.⁵

NOVEMBER 2025

In November 2025, participants highlighted the need for coordinated approaches to address rising anti-immigrant narratives, including myth-busting, storytelling, and engagement with communities expressing mixed or negative perspectives on immigration. Agencies emphasized that effective Indigenous partnership requires long-term, relationship-based collaboration rather than symbolic or one-time initiatives. Accessibility challenges remained widespread, driven by misaligned funding structures, infrastructure gaps, and language or digital literacy barriers. The Edmonton library-based model was identified as a promising, scalable approach to delivering multi-access, low-barrier services.⁶

FEBRUARY 2026

By February 2026, participants across regions reported an escalation in hate-motivated incidents, workplace exploitation, and anti-immigrant sentiment, increasing risks for TFWs, asylum seekers, and international students. Significant language training gaps, including the elimination of LINC Levels 5–6, were noted as delaying newcomer progress toward employment and broader integration outcomes. Housing challenges persisted, with discrimination, overcrowding, and limited accessibility disproportionately affecting large families, individuals with disabilities, and low-income households.

Across 2025–2026, PEI meetings show a sector confronted with escalating discrimination, but also one deeply committed to rights protection, inclusion, and coordinated cross-community action. Agencies continue to push forward through advocacy, partnership

⁵ See [Calgary's Anti-Racism Action Committee Community Engagement Opportunities — Ward 9 Great Neighbourhoods Calgary – Gian-Carlo Carra](#) ; [Anti-Racism Action Committee](#) ; [Anti-racism in Our City | City of Edmonton](#)

⁶ See [Strategic Plan & Reports | Edmonton Public Library](#)



building, public education, and collaborative service models, even as pressures intensify. The consistent message: addressing discrimination requires long-term, coordinated, province-wide strategies grounded in equity, cultural safety, and newcomer-led perspectives. Despite mounting pressures, committees emphasized the importance of coordinated planning, shared service models, and unified advocacy to safeguard newcomer rights.

PEI discussions during the 2025-2026 cycle suggested that while systemic gaps persist, promising practices are emerging at the intersection of accessibility, collaboration, and community-based design. These trends point to scalable opportunities for the next PEI cycle—particularly if supported through stable funding, intentional coordination, and collective advocacy.

LESSONS LEARNED

The 2025-2026 PEI cycle has highlighted key insights into newcomer settlement and integration sector in Alberta. This cycle of meetings brought together agencies across Alberta to examine emerging pressures, service gaps, and systemic challenges affecting newcomer integration. Through regionally grounded discussions, members identified persistent barriers and strategic opportunities that will shape future planning, advocacy, and coordinated action across the settlement and integration system. The following lessons learned capture the collective insights of PEI participants and outline the key issues requiring sector-wide attention.

Persistent and worsening language barriers to integration

Across urban and rural regions, newcomers continue to face major barriers to accessing formal English language training, with LINC programs frequently unavailable or oversubscribed. As a result, many employment-ready newcomers are unable to meet required CLB benchmarks needed for work and education. Waitlists of 12–18 months, especially for CLB 1–4 and literacy classes, significantly delay progress in employment and daily life skills. Low first-language and digital literacy further restrict access to online learning and supports. These barriers disproportionately affect women, Rohingya families and other racialized communities, Francophone newcomers, and low-literacy learners, slowing integration and deepening inequities.



Insufficient access to culturally responsive and coordinated health services

Agencies have reported positive outcomes from health navigators, mobile clinics, and mental health partnerships, yet long wait times and persistent language barriers continue to limit access to essential care. Gaps within mainstream health systems, limited specialized rural services, and upcoming policy changes disproportionately affect vulnerable newcomers. These challenges place increasing pressure on settlement agencies to bridge service gaps.

Women face additional barriers due to lack of childcare and culturally safe spaces, leading to isolation and slower language development. Agencies emphasized the need for clearer referral pathways, better coordination, and addressing instructor shortages to improve system navigation.

Newcomers remain stuck in a work-learning catch

Many newcomers must enter survival jobs immediately, despite lacking English proficiency, yet irregular shifts prevent participation in classes—leaving them unable to progress in either employment or language. Growing Francophone immigration collides with Alberta’s English-dominant labour market, forcing skilled Francophones to start over in English without clear pathways recognizing existing credentials.

Housing affordability, availability, and accessibility

Across Alberta, housing shortages, high rents, overcrowding, and lack of accessible or large-family units create instability that disrupts language learning, employment readiness, and family well-being. Occupancy rules often block smaller households with mobility needs from “accessible” units, leaving those who need accommodations unable to qualify despite available inventory.

Funding reductions and rising anti-immigrant sentiment

The IRCC expenditure review and anticipated 2026 funding reductions create uncertainty, risk shrinking essential services, and increase operational pressure on frontline staff and agencies. Hate-motivated incidents, workplace discrimination, and increasing public hostility toward immigrants—especially racialized groups—amplify vulnerability and compound service needs.



Strong Adaptive Capacity and Innovation at the Front Line

Local expertise and flexible delivery models are powerful assets, should be protected, and scaled. PEI participants consistently demonstrated the ability to adapt to systemic gaps by developing practical, client-centered solutions. The use of health navigators, mobile clinics, informal learning spaces, and cross-agency collaborations shows a strong culture of innovation, even under resource constraints. This reflects a shared commitment to meeting newcomer needs despite policy, funding, and capacity pressures.

Deep Understanding of Equity and Differential Impacts

Grounding planning in lived experience and disaggregated impacts strengthens relevance and effectiveness. Participants showed a strong, nuanced understanding of how barriers affect newcomers differently—particularly women, Francophone newcomers, racialized communities, low-literacy learners, and rural residents. This equity-informed lens has enabled PEI discussions to move beyond “one-size-fits-all” solutions toward targeted and culturally responsive approaches.

Commitment to Collaboration Despite System Fragmentation

Relationship-based collaboration is a critical strength that sustains the settlement system during periods of instability and change. Even in a fragmented system, agencies actively pursued multi-sector coordination, informal referral pathways, and shared problem-solving across settlement, health, education, employment, and housing sectors. This collaboration has reduced isolation, improved service navigation, and mitigated gaps where formal systems fall short.

Resilience in the Face of Uncertainty and External Pressures

Collective resolve and values-based leadership are essential assets during high-risk policy and funding cycles. Despite funding reductions, workforce strain, and rising anti-immigrant sentiment, PEI participants continued to deliver services, advocate for clients, and support one another. This resilience highlights strong organizational commitment and shared purpose across the sector.



Honest Diagnosis of Systemic Gaps

Clear, candid problem identification is a strength that enables realistic and strategic planning. Participants did not shy away from naming difficult realities—such as the work-learning catch, housing mismatches, and language system bottlenecks. This honesty strengthens PEI as a planning forum and positions participants to advocate more effectively with evidence.

Taken together, these lessons highlight a settlement system under sustained strain, where persistent structural barriers—particularly in language access, housing, health care, and employment—continue to delay integration and deepen inequities for many newcomers. Worsening language training gaps, the work-learning catch, and housing instability intersect in ways that disproportionately affect women, Francophone newcomers, racialized communities, low-literacy learners, and rural residents, while funding uncertainty and rising anti-immigrant sentiment further amplify risk and vulnerability. At the same time, the 2025–2026 PEI cycle underscores significant sector strengths: strong frontline innovation, a deep equity-informed understanding of differential impacts, and sustained relationship-based collaboration across fragmented systems. Participants demonstrated resilience, values-based leadership, and a willingness to name systemic gaps honestly—positioning PEI as a credible forum for evidence-based planning and collective advocacy. These lessons point to a clear imperative for the next PEI cycle: to protect and scale effective practices, strengthen coordination across systems, and address structural barriers with intentional, equity-driven, and sustainable solutions.

NEXT STEPS AND CONCLUSION

Building on the lessons learned from the 2025–2026 PEI cycle, the next phase of work will rely even more on the collective expertise and participation of members across the Calgary, Edmonton, and Small Centres PEI committees.

Member insights have made it clear that addressing persistent province-wide barriers (e.g., language gaps, housing pressures, health-system inequities, and rising anti-immigrant sentiment) requires coordinated, multi-sector collaboration grounded in frontline experience. With AAISA continuing to convene, synthesize, and amplify regional knowledge, PEI will move forward by strengthening member-driven collaboration, closing service gaps identified through committee discussions, and advancing system-level improvements guided by the priorities members have raised.

Some key priorities for PEI 2026-2027 cycle, include:



- Support partnership development: Encourage collaboration among service providers, employers, and local governments by creating space through PEI discussions for relationship-building, information sharing, and alignment on shared priorities. This includes supporting dialogue across the Calgary, Edmonton, and Small Centres committees to help identify opportunities for more coordinated, system-level approaches.
- Support sector capacity and cross-regional alignment: Use PEI forums to promote shared learning, workforce development discussions, and coordination across agencies and regions. This may include exploring options for shared training, cross-agency service approaches, and aligned regional planning, as well as supporting consistent messaging and advocacy where appropriate.
- Facilitate cross-regional coordination and knowledge exchange: Leverage PEI meetings to strengthen communication and collaboration among regional committees, with a focus on sharing promising practices and common challenges related to language access, housing, and culturally responsive health pathways, while supporting more informed and coherent regional strategies.
- Encourage collaborative dialogue on discrimination and public perception: Provide opportunities within PEI structures for participants to share experiences, emerging concerns, and promising practices related to discrimination, anti-immigrant sentiment, Indigenous–newcomer relationships, and cross-community engagement, recognizing the diversity of regional contexts.
- Promote informed and inclusive participation: Encourage active member engagement during PEI meetings and related surveys to ensure discussions reflect diverse regional perspectives. Ongoing feedback collection will help inform PEI planning, strengthen cross-regional understanding, and support AAISA’s role in sector coordination and advocacy.

The 2025–2026 PEI cycle highlights the importance of maintaining a shared focus on accessibility, collaboration, and advocacy to support a welcoming and inclusive settlement ecosystem in Alberta. The collective lessons from this cycle reinforce the need for a responsive and sustainable approach to integration—one that recognizes the complexity of newcomer experiences and ensures access to the supports and resources needed for long-term success. The insight, commitment, and leadership demonstrated by PEI members across the province continue to be central to strengthening Alberta’s settlement framework and advancing coordinated, equity-focused solutions.

As PEI moves into its next cycle, continued member engagement will be essential to building on this solid foundation. By bringing forward regional knowledge, emerging issues, and innovative practices, member agencies play a vital role in shaping evidence-informed strategies and a unified provincial approach to newcomer settlement and integration. Through sustained collaboration and shared leadership, the sector is well positioned to



foster more cohesive, resilient, and inclusive communities where newcomers across Alberta can thrive.