
ALBERTA ASSOCIATION OF IMMIGRANT SERVING
AGENCIES

2024 - 2025

ANNUAL REPORT



Supporting Alberta's Settlement & Integration sector since 1980.

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ACKNOWLEDGEMENT OF TERRITORIES

This report was authored in “Calgary”, the place at the meeting of the Bow and Elbow Rivers, also known as Moh’kin’tsis in Siksikáí’powahsin/Blackfoot, Wíchispa Oyade in Stoney Nakoda, and Guts’its’i in Tsúùt’ínà Gūnáhà. English was the original language of authorship of this report. We take this opportunity to reflect on the fact that the dominance of English, in Canada and worldwide, stems from racist colonial practices and prejudices that continue to operate today.

AAISA serves diverse people across Treaty 4, 6, 7, 8 and 10 regions and all twenty-two districts of the Métis Nation of Alberta. We hope to continue to grow our understanding and relationship with the original and ongoing caretakers of these lands in our roles as signatories to broken treaties.

In support of this commitment, AAISA has established an internal Indigenous Awareness Group to guide our ongoing learning, reconciliation, and strengthen relationships with Indigenous communities. Through staff training, resource development, and sector-wide engagement, we are actively integrating Indigenous perspectives into our work. Looking ahead, AAISA is leading a multi-year initiative that includes an environmental scan, relationship building with Indigenous communities, and the co-creation of culturally appropriate resources to foster meaningful Indigenous-newcomer relationships. These efforts reflect our intention to move beyond acknowledgment toward sustained, respectful collaboration and shared action.

ACKNOWLEDGEMENTS

Alberta Association of Immigrant Serving Agencies would like to extend a sincere thank you to our funders, Board of Directors, members, staff, volunteers, and partners. Through your continued support, innovative leadership, and relentless commitment to Alberta's settlement and integration sector, we remain emboldened to tenaciously realize the vision and mission on which AAISA is founded, and for that, we are eternally grateful.

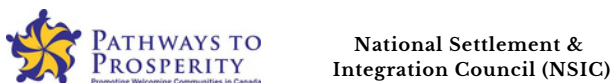
FUNDERS:



AAISA IS A MEMBER OF:



NATIONAL PARTNERS:



REGIONAL PARTNERS:



ABOUT AAISA

AAISA is a member-based non-profit organization active since 1980. AAISA is a regionally and nationally recognized leader in the settlement and integration sector. As an umbrella organization, AAISA represents over 50 immigrant serving agencies and organizations that work with newcomers across the province.

AAISA began as a platform to unite Alberta's settlement sector and bring a greater recognition to the importance of the professional supports needed to settle newcomers. AAISA's primary goals are to represent the voice of the Alberta settlement and integration sector to members of government, act as a knowledge hub (i.e. professional development and other activities), conduct pertinent research, and engage members and non-members through various methods to support newcomers' settlement and integration in Alberta.

OUR VISION

An inclusive, welcoming, and engaged society.

OUR MISSION

Facilitate collaboration and leadership within the settlement and integration-serving sector.



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Care for Newcomers
Society

COMMITTEES

- Strategic Stakeholder Engagement
- Governance and Risk Management
- Finance and Audit
- Human Resources Committee



AAISA STAFF

EXECUTIVE DIRECTOR

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Fatima Kaleem

Laura Fryer

Marokh Yousifshahi

Meghan Cunningham

Nada Brown

Nimra Lalani

Tino Mungoni

Umashanie Reddy

Yujin Lee

2024-2025 STUDENTS

Emilia Kuznetsova

Gursimran Kau

Radhika Rathi

Savi Sandhu

Yosi Akeju



WORD FROM THE BOARD

This past year, AAISA and the broader settlement sector navigated a period of significant change, marked by new challenges and important milestones. As the national conversation around immigration became more complex and policies and public opinion continued to shift, AAISA remained a steady voice of support and advocacy for our members, newcomers and the communities that welcome them. Our focus remained on ensuring our member organizations across the province were equipped to respond to evolving policies, funding shifts and changing community needs.

A major undertaking this year was navigating IRCC's 2024 Call for Proposals, a process that demanded significant coordination, knowledge sharing and sector-wide support. AAISA played a key role in supporting member agencies by offering resources, peer learning opportunities and direct assistance to maximize the sector's ability to secure multi-year federal funding. At the same time, AAISA itself secured renewed commitments that will allow us to continue providing vital leadership and capacity-building for the sector.

To strengthen our organizational foundation, our Governance and Risk Committee, working with the full Board, has refined AAISA's membership categories and introduced a new Friends of AAISA designation. This enhancement better reflects the diverse range of partners and stakeholders who contribute to our mission, creating clearer pathways for engagement while ensuring all voices in the immigration ecosystem have a place within our association. Simultaneously, our Strategic Stakeholder Engagement Committee has developed a more coordinated approach to communication with funders and members, streamlining our outreach efforts and enhancing the effectiveness of our advocacy and partnership work.



WORD FROM THE BOARD

Collaboration and innovation have been hallmarks of our programming, as seen in the Ukrainian Rural Alberta Attraction Program (U-RAAP). In partnership with the settlement sector, this initiative connected Ukrainian newcomers in Calgary and Edmonton with job opportunities and community supports in rural Alberta. The program's outcomes, including several successful relocations and new partnerships with more than 150 municipalities and employers, demonstrate the real impact of coordinated sector efforts. The lessons learned from U-RAAP are informing future rural settlement strategies and highlight the importance of tailored, holistic support for newcomers.

Looking ahead, the Board will be engaging in the process of developing a new Strategic Plan to set our direction over the next few years. This process will include comprehensive consultations with our member organizations and other stakeholders to ensure their voices and priorities are reflected, positioning AAISA to lead effectively through continued policy changes and sector transformation. The strategic plan will provide the roadmap for deepening our impact and expanding our capacity to support settlement agencies across Alberta.

As we move forward, AAISA remains committed to empowering our members, championing newcomer success and building a province where all can thrive. We extend our sincere appreciation to our dedicated staff, partners and sector colleagues for your commitment and vision throughout this period of change. We are excited to continue this important work together.

Board of Directors

AAISA

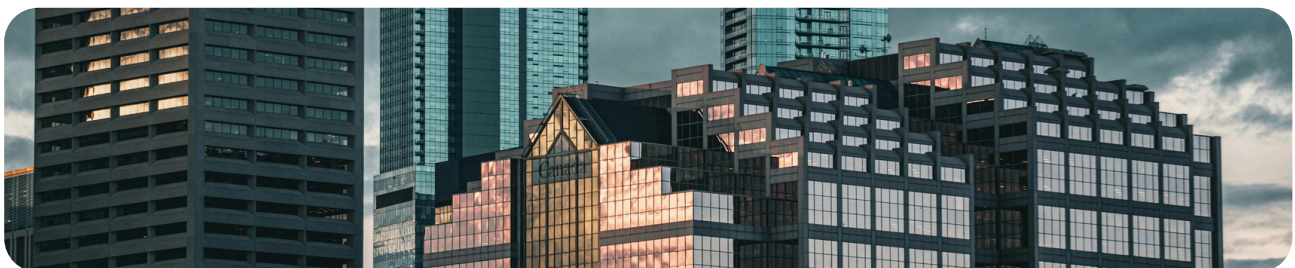
WORD FROM THE ED

AAISA continues to be grateful for the tremendous support and engagement we have received from our members, funders and partners over the past year. Together, we work towards AAISA's vision of an inclusive, welcoming, and engaged society. As we have seen a rise in anti-immigrant sentiment, our collective work towards this vision is essential to counter misinformation about Canada's immigration system and the scapegoating of newcomers in our communities. AAISA is committed to countering these narratives with clear, evidence-based responses, supported by our members.

The 2024–25 fiscal year brought with it many unexpected developments. We navigated new agreements with the sector's main funder, Immigration, Refugees and Citizenship Canada (IRCC), and had to adjust to the new realities of a drastically reduced levels plan. The need for AAISA to provide strong coordination and communication within the sector has been critical throughout this year.

As the umbrella organization for Alberta, AAISA is focused on empowering newcomer serving organizations through capacity building, coordination, and collaboration. While the sector has experienced significant challenges this year, AAISA has continued to experience significant engagement in its various programs as can be seen in the program reports below.

We have improved our capacity to amplify the voice of Alberta's sector priorities with our revised website, new research/insights articles, enhanced professional development opportunities and increased engagement opportunities. We hope that our member organizations have experienced the amplification of their voices through the work of AAISA and we look forward to continuing to grow and further our work.



WORD FROM THE ED

As we enter a new year, we will grow our programs and continue to support the newcomer-serving sector. This includes adding a national program supporting Resettlement Assistance Program providers across the country and a regional project to support Grassroots Organizations with building their capacity to secure more stable sources of funding. Provincially, we are developing a knowledge hub to ensure information about newcomer services and trends are more accessible. We are also working with some new partners and funders including the Alberta Law Foundation and the Government of Alberta's, Prevention of Family Violence and Abuse department.

We look forward to the year ahead as we continue our support for the newcomer-serving sector with a renewed commitment to work towards AAISA's vision of building welcoming and inclusive communities.

Kathryn Friesen
Executive Director



MEMBERSHIP LIST

EDMONTON MEMBERS



CALGARY MEMBERS



SMALL CENTRE MEMBERS



OUR WORK

MEMBERSHIP OVERVIEW & UPDATES

A NEW MODEL TO SUPPORT & GROW OUR COMMUNITY

In fiscal year 2024-2025, AAISA undertook a review of its membership model to better reflect the evolving landscape of today's settlement services. The past membership model was historically effective, yet increasingly unclear in application. Access and benefits across Regular and Associate membership categories led to confusion and risked disengagement, especially among smaller or specialized stakeholders.

To address these concerns, AAISA carried out a comprehensive review of membership models within and outside the sector, guided by the strategic priorities outlined in AAISA's current Strategic Plan. Based on findings, the new proposed structure modernizes AAISA's membership model with renewed membership criteria and categories.

The new proposed structure simplifies membership into three clear categories ensuring the inclusivity, equity and growth for AAISA's membership and Alberta's settlement sector while staying in alignment with organizational contributions and needs.



OUR WORK

MEMBERSHIP OVERVIEW & UPDATES

AAISA MEMBERSHIP TIERS AT A GLANCE



Regular Membership

Full service organizations with clear newcomer-focused mandates

- ✓ Unrestricted access to all AAISA services
- ✓ Voting rights and leadership opportunities
- ✓ Priority access to professional development
- ✓ Full participation in research & policy initiatives



Associate Membership

Organizations providing specialized or limited newcomer services

- ✓ Access to most AAISA resources (with some restrictions)
- ✓ Limited voting rights
- ✓ Additional fees for premium services, such as advanced workshops or exclusive research access



Friends of AAISA

Organizations or individuals who share AAISA's mission but do not meet other membership criteria

- ✓ Primary access to newsletters and key updates
- ✓ Participation in select engagement, policy & research activities
- ✓ Option to purchase additional services as needed

OUR WORK

ENGAGEMENT

FOSTERING COLLABORATION & ALIGNMENT

During the 2024–2025 fiscal year, AAISA's Engagement Department continued to strengthen Alberta's newcomer-serving sector through dynamic knowledge mobilization, strategic partnerships, and resource development. By fostering collaboration and disseminating actionable insights, the department empowered service providers to better support newcomer communities across the province.

HIGHLIGHTS

Expanded



The Settlement & Integration Toolkit with new resources addressing mental health, emergency preparedness, legal support, and equity, diversity, and inclusion (EDI), including:



Domestic Violence Toolkit for Newcomer, Immigrant, and Refugee Service Providers



Stronger Together: Mental Health for Families, Friends, and Professionals



Building Safer Futures
Together: Emergency Preparedness in the Newcomer Sector



50+ Meetings



Convened to provide supports to emerging issues, including regional trends and anti-racism resources.

Engaged over 59 service providers through the Provincial Engagement Initiative (PEI), a cornerstone of AAISA's efforts to unify and strengthen Alberta's newcomer-serving sector, including Francophone agencies.

Hosted targeted webinars to share timely, practical resources that strengthen service provider capacity across Alberta, including supports Foundations of Refugee Sponsorship & Post-Arrival Supports, Anti-Racism & Community Resilience Resources and others.

Convened 150+ Leaders



PNT Small Centre Virtual Symposium, *Thriving Together: Fostering Collaboration Among Service Providers in Smaller Communities.*

OUR WORK

POLICY & EVALUATION

ADVANCING KNOWLEDGE & BEST PRACTICES

AAISA continues to advance the knowledge of the settlement and integration sector, inform public decision makers, and support the development of projects with evidence-based research designed to inform policy development and program design. During the 2024-2025 fiscal year, the Policy & Evaluation unit published five reports and nine insights articles. The team also presented at six conferences across Canada. AAISA advanced several high-impact initiatives this year, strengthening the sector's capacity through evidence-based insights, collaborative projects, and innovative tools.

This year, AAISA undertook various projects, including:

- Legal Navigator Project: Enhancing Access to Justice for Newcomers in Alberta
- Annual Settlement & Integration Sector Survey
- Enhancing National Sector Gender-Based Analysis (GBA) Plus Capacity Project
- Ukrainian Employment Compass Project (ECP)
- Ukrainian Rural Alberta Attraction Program (U-RAAP)

Expanded: Insights for the Sector

In 2024, AAISA launched the [Insights & News](#) webpage to provide timely, research-informed analysis on emerging issues in the settlement and integration sector. This addition to AAISA's website empowers the sector with factual commentary and sector-specific insights on policy shifts, such as the 2025–2027 Immigration Levels Plan, and broader social dynamics. By offering accessible, evidence-based content, the page fosters informed dialogue and strengthens the sector's capacity to respond to evolving newcomer needs.

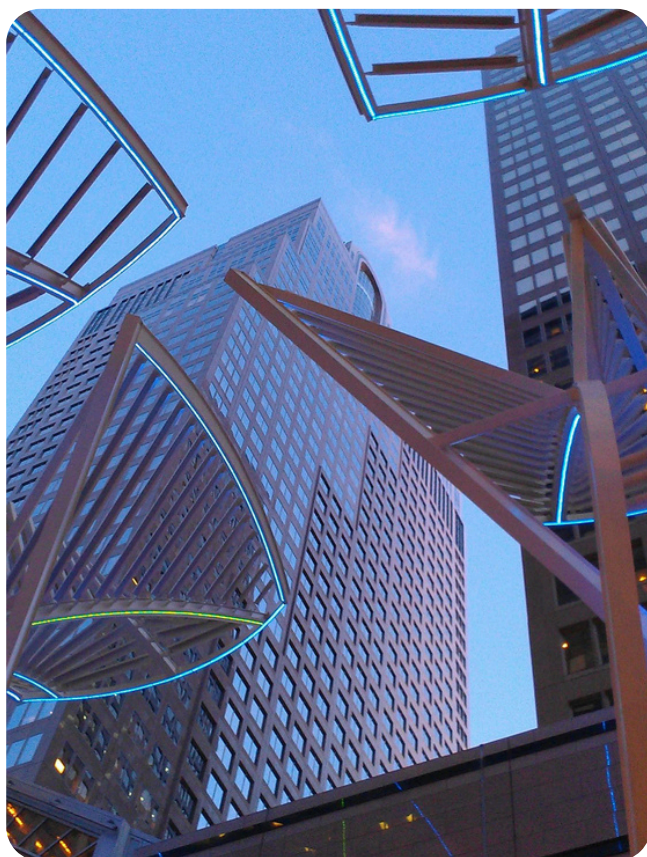


OUR WORK

POLICY & EVALUATION PUBLICATIONS

REPORTS

- Annual Settlement and Integration Sector Survey 2023
- Annual Settlement and Integration Sector Survey 2024
- Enhancing National Sector GBA Plus Capacity
- Beyond Borders: Understanding Newcomer Mobility in Canada
- Ukrainian Rural Alberta Attraction Program (U-RAAP): Findings And Outcomes



INSIGHT ARTICLES

Immigration Levels Plan Series

- Changes in Canadian Immigration Levels Plan: Key Updates for Settlement Organizations
- Key Issues on the Levels Plan: Permanent Residence Admissions Levels
- Key Issues in the Levels Plan: Temporary Residence Admissions Levels
- Key Issues in the Levels Plan: Refugees, Refugee Claimants, and Other Humanitarian Admissions
- Key Issues in the Levels Plan: Racism and Anti-Immigrant Sentiment

Canada's Response to Ukraine Series

- Canada and Alberta's Efforts to Support Displaced Ukrainians
- Responding to Crisis: Canada's and Alberta's response to the Ukrainian Diaspora
- A Shift from Emergency to Integration
- Gaps and Wins: Assessing the Response

OUR WORK

POLICY & EVALUATION PUBLICATIONS

CONFERENCE PRESENTATIONS

- *Regional and Evidence-based Responses to Anti-immigration Sentiment* at Metropolis Institute (Meghan Cunningham)
- *Settlement Panel on Rural Landscape* at Brooks & County Immigration Services, The Seeds of Change: Rural Immigration Conference (Meghan Cunningham)
- *Ukrainian Newcomers in Alberta's Hospitality Industry* at AHLA ASPIRE (Abu Yandiev)
- *Train-the-Trainer: Supporting Ukrainian Evacuees Across Rural Alberta* at Rural Development Network (Abu Yandiev)
- *Addressing Housing Needs of Ukrainian Newcomers in Alberta Through Hosting* at Rural Development Network (Abu Yandiev)
- *Sharing Research & Resources from the Enhancing National Sector GBA Plus Capacity Project* at Pathways to Prosperity (Crystal Guzman)



OUR WORK

PROFESSIONAL DEVELOPMENT

SUPPORTING PROFESSIONALISM & SKILL DEVELOPMENT

In 2024–2025, AAISA’s Professional Development team achieved record-breaking participation and course delivery. Guided by a holistic, cross-sectoral approach and in consultation with the Professional Development Committee, the team responded to sector needs through targeted webinars and the creation of a new course on addiction and refugee mental health. Interest in Settlement Practitioner Certification grew, supported by the launch of a new Level 1 onboarding stream and outreach presentations resulting in 13 certifications this year. The department also advanced AAISA’s social enterprise efforts by taking on 18 projects, and supported members through discounted in-person training opportunities. In alignment with our mandate to serve Francophone providers, 5 courses were translated into French.

HIGHLIGHTS



14
Webinars



45
Courses



1,529
Participants



13
Settlement Practitioner
Certificates



18
Social Enterprise
Projects

"All of us in the settlement sector are “leaders for our clients”, and the course syllabus builds awareness of a leader's domains, competencies, and skills—skills and knowledge that can easily be applied in the day-to-day routine of all settlement functions. It allowed us to think strategically for the future and look at our programs differently. The course permitted us to get to know a little bit more about our colleagues, which was an added bonus.”"

- Attendee comment in Leadership & Conflict Transformation Course

OUR WORK

BUSINESS DEVELOPMENT & OUTREACH

GROWING THE SECTOR

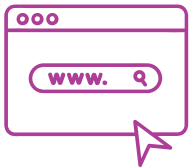
In 2024–2025, the Business Development, and Outreach department played a key role in strengthening AAISA’s internal capacity and external engagement. Major accomplishments included evaluating and successfully implementing a new membership model, and enhancing how AAISA supports and connects with member organizations. The department also led the creation and launch of AAISA’s new website, improving access to research and resources across the sector. Additionally, the team supported strong governance practices by coordinating effective Board administration and successfully convening the Board of Directors throughout the year. These efforts have reinforced AAISA’s ability to serve Alberta’s newcomer-serving sector and deepen community engagement.

HIGHLIGHTS

New Website



**New
Membership
Model**



17,000+
Website Views

1,700+
Newsletter Subscribers



7,000+
Website Visitors

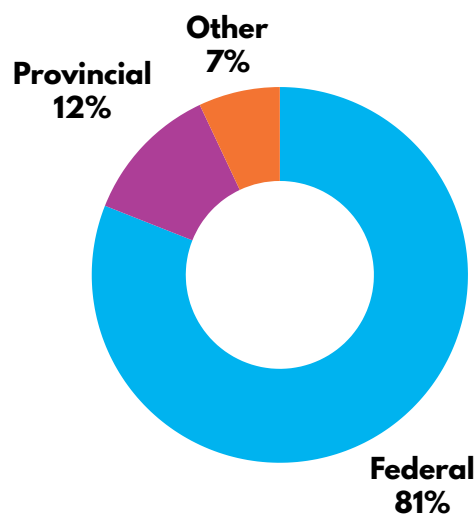
LOOKING AHEAD

As we look ahead, AAISA remains committed to strengthening the capacity of Alberta's settlement and integration sector. We will continue to build meaningful connections, address emerging needs, and support newcomer-serving organizations across the province.

We would like to thank our member organizations, staff, Board of Directors, partners, funders, and communities across Alberta for their continued support and dedication. Your commitment drives our shared vision forward.



FINANCIAL REPORT

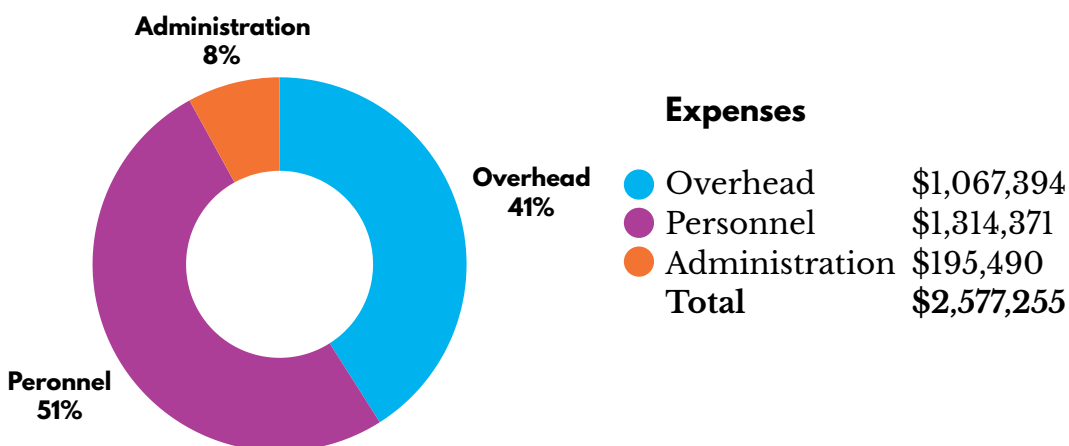


Revenues

Federal	\$2,098,952
Provincial	\$302,688
Other	\$184,990
Total	\$2,586,630

Revenue	2025		2024	
Government of Alberta	\$	302,688	\$	669,380
Amortization of capital allocations	\$	9,379	\$	10,169
Federal Government	\$	2,098,952	\$	2,893,450
Fees for Service and Sundry	\$	93,594	\$	95,644
Memberships	\$	54,491	\$	54,000
Other grants	\$	27,526	\$	124,027
Conference	-		\$	56,070
Total	\$	2,586,630	\$	3,902,740

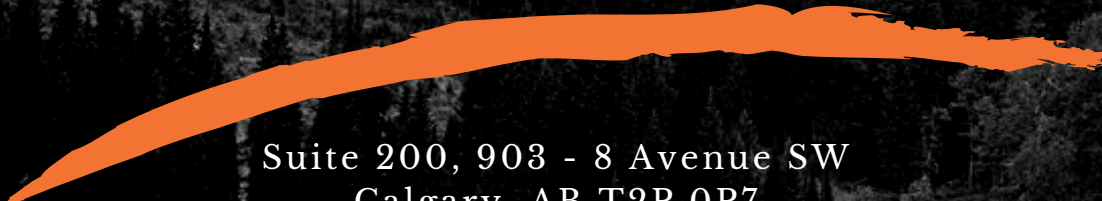
FINANCIAL REPORT



Expenditures	2025	2024
ADMINISTRATION		
Accounting and audit	\$ 78,990	\$ 104,058
Administration	\$ 100,715	\$ 122,927
Amortization	\$ 10,312	\$ 10,713
Conferences and meeting	\$ 5,473	\$ 138,790
OVERHEAD		
Consultants and subcontracts	\$ 1,003,143	\$ 1,818,315
Interest and bank charges	\$ 1,074	\$ 1,270
Insurance	\$ 7,424	\$ 7,095
Office and sundry	\$ 52,796	\$ 83,564
Professional development	\$ 2,957	\$ 12,948
PERSONNEL		
Program delivery	\$ 10,756	\$ 16,035
Salaries, benefits and allowances	\$ 1,273,259	\$ 1,418,257
Telephone and communications	\$ 5,018	\$ 8,586
Travel	\$ 25,338	\$ 62,319
	\$ 2,577,255	\$ 3,804,877
Excess of revenue over expenses	\$ 9,375	\$ 97,863



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