Newcomer Needs Assessment Report

2026

Understanding the Needs, Experiences, and Priorities of Newcomers and Stakeholders in Wood Buffalo



Prepared by: YMCA of Northern Alberta - Local Immigration Partnership (LIP)

Funded by: Immigration, Refugees and Citizenship Canada
Financé par : Immigration, Réfugiés et Citoyenneté Canada
NEWCOMER Interagency Network Wood Buffalo LIP
Shine On Northern Alberta

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Wood Buffalo Local Immigration Partnership Community Engagement & Research Report

Findings from the 2025 Newcomer and Community Stakeholder Surveys

Prepared For:

Wood Buffalo Local Immigration Partnership (LIP)

Newcomer Interagency Network (NIN)

Immigrant Advisory Table (IAT)

Community Partners and Stakeholders

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Date:

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About the LIP

The Wood Buffalo Local Immigration Partnership (LIP) is a community-based collaboration funded by Immigration, Refugees and Citizenship Canada (IRCC).

The LIP brings together organizations across sectors to support newcomer settlement, inclusion and participation in the Wood Buffalo region through shared planning, collaboration and capacity building.

Acknowledgements

This report reflects the collective contributions of newcomers, service providers, employers, community leaders and partners who generously shared their time, insight and lived experience. We are deeply grateful to all who supported the research process and contributed to strengthening settlement, inclusion and belonging in the Wood Buffalo region.

We would like to recognize the leadership and collaboration of the Newcomer Interagency Network (NIN) members, the Immigrant Advisory Table (IAT) and the Steering Committee, whose guidance and commitment supported the development and implementation of this initiative.

We also extend our deepest appreciation to the dedicated volunteers and community partners, whose efforts were critical to the success of this research. Through outreach, relationship-building and multilingual support, they significantly expanded participation, improved accessibility and ensured that a diverse range of newcomer voices were represented in the findings.



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- Primary Care Alberta
- Regional Municipality of Wood Buffalo (RMWB)
- YMCA of Northern Alberta – Newcomer Services

Project Overview

From November to December 2025, the Wood Buffalo Local Immigration Partnership (LIP) undertook a community research initiative to better understand newcomer experiences and the broader system supporting settlement, integration and inclusion

This research aims to:

- Identify strengths and assets across the newcomer support ecosystem
- Identify barriers to employment, service access and belonging
- Assess stakeholder capacity and collaboration
- Inform Wood Buffalo LIP priorities for the next two years
- Build community knowledge to support service providers, organizations and policymakers

Two surveys were conducted to provide a comprehensive picture of both lived experiences and institutional perspectives.

1. **Newcomer Survey:** capturing lived experiences related to settlement, employment, housing, language, belonging and service access.
2. **Community Stakeholder Survey:** capturing perspectives on service capacity, gaps and system-level challenges from service providers, employers, educators, health organizations, municipal partners and other stakeholders engaged in newcomer support.

This report presents findings from both surveys and outlines evidence-informed directions to support coordinated action across the region.



01 METHODOLOGY

Survey Design

Both surveys were developed through the Wood Buffalo Local Immigration Partnership (LIP) network and were designed to collect a mix of quantitative and qualitative data. Each survey included structured questions to identify trends, alongside open-ended questions to provide deeper contextual understanding. While aligned in purpose, each survey was tailored to its distinct audience.

Key Differences:

Newcomer Survey	Community Stakeholder Survey
Designed collaboratively with community partners and newcomer representatives	Distinguished between service providers and other stakeholders using screening questions
Covered domains such as employment, housing, language, health care, transportation and belonging	Focused on organizational capacity, partnerships and system gaps
Included scaled, multiple-choice and open-ended questions to capture lived experiences	Included priority-ranking and awareness-based questions
Distributed in multiple languages to enhance accessibility (Amharic - Arabic - French - Hindi - Spanish - Somali - Swahili - Tigrinya - Ukrainian)	Designed for a shorter completion time (approximately 10 minutes)

Analysis Approach

A consistent analytical approach was applied across both surveys, combining quantitative and qualitative techniques to generate a well-rounded understanding of findings. This included statistical analysis of closed-ended responses and thematic coding of open-ended feedback.

Note on Percentages: Percentages throughout this report were calculated based on the number of respondents who answered each question, rather than the total number of survey respondents. As some participants chose not to answer certain questions, response totals may vary. Percentages have been rounded to the nearest whole number, so totals may not always equal 100%.

Key Differences:

Newcomer Survey	Community Stakeholder Survey
Emphasizes lived experience and individual-level outcomes	Focuses on system-level patterns and service capacity
Uses frequency and distribution analysis to identify trends in settlement experiences	Uses descriptive statistics to identify service gaps and priority areas
Thematic coding highlights personal barriers, strengths and recommendations	Compares findings with newcomer responses to assess alignment between experience and service delivery

Participation

Prior to analysis, responses were reviewed to ensure completeness and quality, and invalid or duplicate entries were removed prior to analysis. While most participants completed all questions, some responses vary by item where questions were skipped.

Key Differences:

Newcomer Survey	Community Stakeholder Survey
263 valid respondents	36 respondents
Broad promotion through agencies, schools, employers, community hubs, cultural networks and community events	Distributed through LIP networks, institutions, partner organizations and directly to employers
Immigrants living in Wood Buffalo, 16 years or older, including permanent residents, naturalized citizens, temporary foreign workers, international students, refugees and individuals on temporary immigration pathways.	Respondents represented a range of sectors and roles connected to newcomer inclusion, including: - Settlement and language services - Employment and workforce development - Education and training institutions - Health and mental health services - Housing and social services - Cultural and faith-based organizations - Municipal and regional institutions - Employers and industry representatives



02 NEWCOMER SURVEY FINDINGS

The following section presents the findings from the 2025 Wood Buffalo Newcomer Survey. Results are organized by thematic areas reflecting key domains of settlement and integration, including employment, housing, language, health care, transportation, financial stability, belonging and access to information.

Who We Heard From

A total of 263 newcomers living in the Wood Buffalo region participated in this survey. Their responses reflect a diverse, skilled and growing population navigating settlement, employment and community life.

Snapshot

63%
identify as **women**

76%
are between age **18-50**

83%
of respondents **have lived in Canada for 5 years** or less including 24% who arrived within the last year

62%
have **permanent or citizenship** status **36%** are on temporary or transitional pathways

38%
completed the survey in a **language other than English**

6 in 10
respondents have post-secondary education

Profile of Survey Respondents

Age

31–40 yrs	18–30 yrs	41–50 yrs	16–17 yrs	51–60 yrs	Over 70 yrs	61–70 yrs
35%	25%	24%	17%	10%	2%	<1%

Primarily Working-Age Adults

Most respondents are in prime working and family-building years.
This increases demand for employment opportunities, childcare and affordable housing.

Gender

Woman	Man	Non-binary	Prefer not to say	Other / unclear
63%	36%	1%	<1%	<1%

Higher participation from women **may reflect differences in engagement with community services or survey outreach**, rather than the overall gender distribution of the newcomer population.

Immigration Status

Permanent resident	Canadian citizen (Naturalized)	CUAET Visa holder	Temporary foreign worker	Post-Graduate Work Permit
42%	20%	10%	6%	6%

Accepted refugee (Protected person)	Refugee claimant	Prefer not to say	International student
5%	4%	4%	2%

Differences in immigration status create different levels of stability including, access to services, employment opportunities, financial security and long-term settlement planning.

Length of time in Canada

1–5 years	Less than 1 year	Over 10 years	6–9 years
59%	24%	11%	6%

More than 80% of respondents have lived in Canada for five years or less, indicating that most are **still navigating early stages of settlement**.

Country and Region of Origin

East Africa	West & Central Africa	Eastern Europe	South Asia	Latin America & Caribbean
35%	16%	11%	10%	10%

Southeast Asia	North Africa & Middle East	North America	Western Europe
8%	5%	3%	1%

Most common Countries of Origin:

1. Somalia 2. Ukraine 3. Nigeria 4. Philippines 5. Ethiopia

This diversity has important implications for

- Language services
- Cultural programming
- Faith and community supports
- Employment bridging pathways
- Immigration and legal navigation services
- Community integration and anti-racism initiatives

The strong presence of specific

communities suggests the need for both targeted supports and cross-cultural approaches to service delivery.

Place of Residence

Fort McMurray	Fort Chipewyan	Fort McKay	Draper
98%	1%	<1%	<1%

Survey findings reflect the experiences of newcomers **primarily living in Fort McMurray**, the region's main population centre.

Language

To enhance accessibility, the newcomer survey was available in 10 languages. Multilingual options allowed participants to fully understand the questions and share their experiences, including those who may not have engaged with an English-only survey. Outreach was also conducted using multilingual materials and support from service providers and volunteers.

Engagement insight

Multilingual approaches were critical to reaching a broader range of participants. Based on outreach experience, having multilingual survey ambassadors and providers as well as offering surveys and materials in multiple languages, helped reduce barriers, build trust and engage individuals who **may not have otherwise participated.**

Language Survey was completed in

English	62%
Non-English	38%

More than one-third of respondents completed the survey in a language other than English

Language barriers were also reported among some respondents who completed the survey in English, indicating that overall language support needs may be broader than reflected in survey language choice alone.

Breakdown of Non-English Surveys Completed

Somali	9%
Ukrainian	8%
French	7%
Arabic	5%
Tigrinya	4%
Spanish	3%
Amharic	3%
Swahili	<1%
Hindi	0%

What is the main language you speak at home?

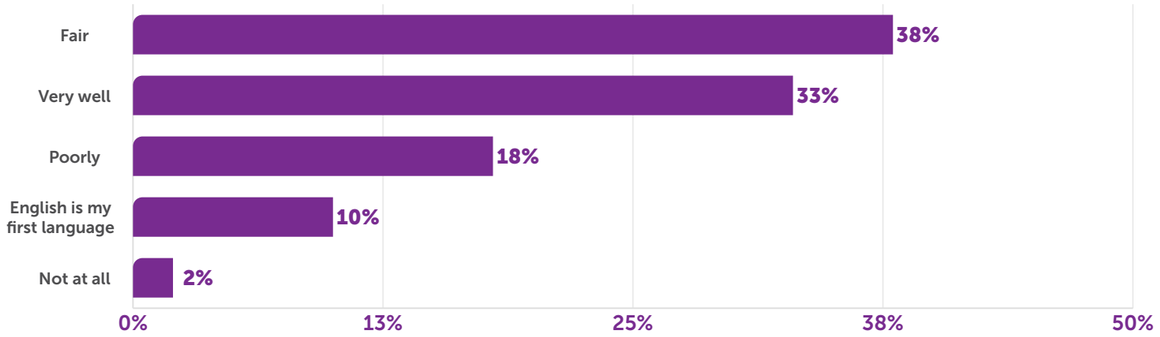
Responses highlight the remarkable linguistic diversity of newcomers in Wood Buffalo. While English is widely used— either as a primary language or alongside another language —many households continue to speak their heritage language at home, reflecting both integration and cultural preservation.

English was the most frequently reported language, often **appearing in bilingual or multilingual households** (e.g., English with Tagalog, Punjabi, Somali and Ukrainian).

Several language groups are clearly represented in the data:

- **Somali** was one of the most frequently reported non-English languages.
- **Ukrainian** appears prominently, with a smaller number also reporting Russian.
- **Arabic** was widely reported, both on its own and alongside other languages such as French or Tigrinya.
- **Horn of Africa languages,** including Amharic, Oromo and Tigrinya, were strongly represented.
- **French and Haitian Creole** were reported both independently and together, as well as in combination with English or Arabic.
- **Filipino languages,** including Tagalog, Ilocano, Kapampangan and Taglish, were frequently identified, often alongside English.
- **Spanish** was also consistently reported.
- **South Asian languages,** including Bangla, Punjabi, Gujarati, Hindi, Urdu, Tamil and Nepali, were identified.
- **Additional African languages,** such as Yoruba, Nuer, Luganda, Lingala, Kinyarwanda, Kiswahili, Wolof, Dazaga and Herero, further illustrate the breadth of cultures represented.

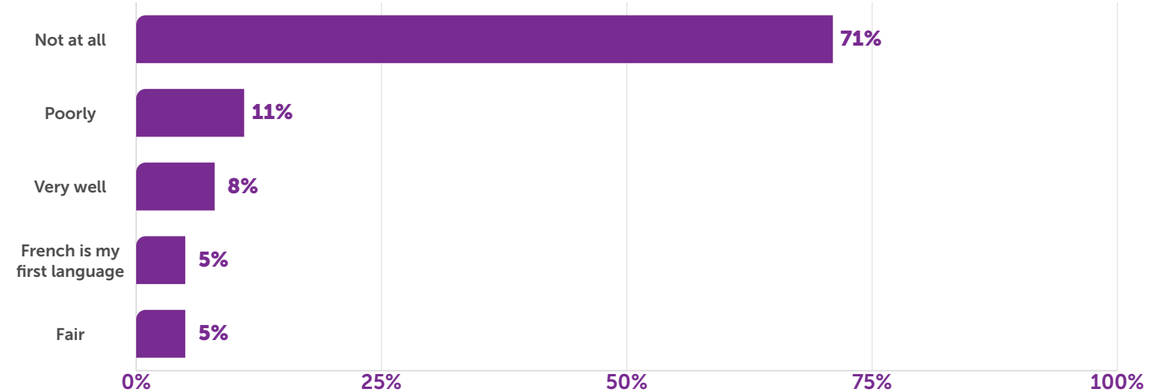
How well can you speak English?



Most respondents report strong or functional English ability, however,
1 in 5 indicate significant language barriers.

English proficiency among respondents spans a range of abilities. **10% identified English as their first language, while 33% report speaking English very well,** indicating strong proficiency amongst many. The largest group (38%) reported fair ability, suggesting many can communicate in everyday situations but **may face challenges in more complex or formal contexts**. A smaller group reported limited proficiency, which has important implications for service accessibility, employment readiness and community integration.

How well can you speak French?



French proficiency among respondents is generally low, with **71% reporting no ability. However, 18% report at least fair proficiency**, including a smaller group with strong fluency or French as a first language.

Language barriers and Service Implications

Wood Buffalo's linguistic diversity has important implications for community planning and service delivery. It underscores the need for:

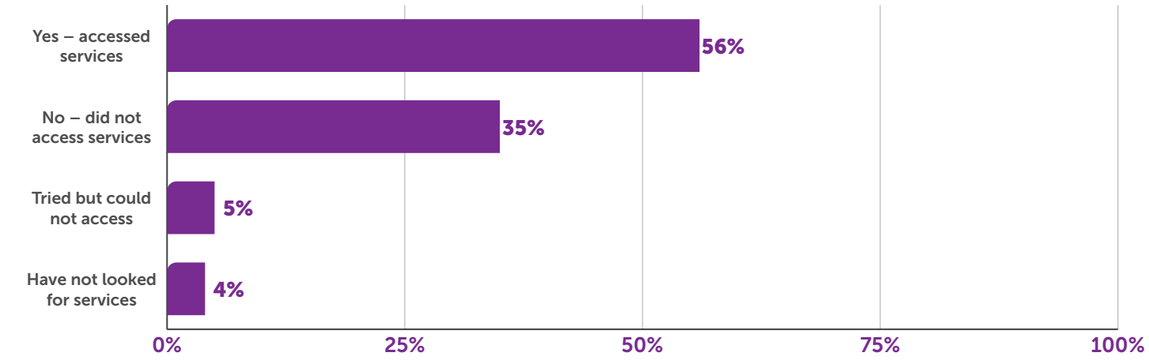
- Multilingual and plain language communication strategies
- Accessible translation and interpretation services
- Continued investment in English language training
- Workplace language supports
- Support for Francophone services
- Culturally responsive and language-specific outreach



03
SETTLEMENT EXPERIENCE AND SERVICE ACCESS

Access to information and services plays a critical role in newcomer settlement and integration. Understanding where newcomers seek support, and where gaps exist, helps identify opportunities to strengthen coordination, outreach and service delivery.

Have you ever used any programs or services for newcomers in Wood Buffalo?



Just over half of respondents **(56%) reported accessing newcomer programs or services in Wood Buffalo.** A substantial portion **(35%) indicated they have not accessed services**, suggesting that many newcomers may be meeting their needs informally or facing barriers to engagement.

Importantly, **5% reported attempting to access services** but being unable to do so, pointing to potential barriers such as eligibility requirements, waitlists, information gaps, language barriers, or limited service capacity. An additional 4% reported not having looked for services, which may reflect lack of awareness of services, perceived stigma, or uncertainty about where to go for support.

This underscores the **importance of continued outreach**, improved **information-sharing**, and **coordinated referral pathways** to ensure newcomers are aware of and able to access available supports.

Which types of programs or services have you used in the past year?

Respondents were asked which types of programs or services they had used in the past year, with the option to select all that applied.

The data indicates that newcomer service use in Wood Buffalo is multi-dimensional. **Most respondents reported accessing more than one type of service, suggesting that integration needs are interconnected rather than isolated.**

A notable group of respondents indicated they had not used any services in the past year. This likely reflects a mix of established newcomers who no longer require supports, recent arrivals who have not yet connected with services, and individuals who may be unaware of available programs.

Core Service Ecosystem

Most Commonly Referenced supports

- English Language Learning
- Settlement Services
- Health and Wellness
- Transportation
- Employment & Economic Integration
- Social and Community integration

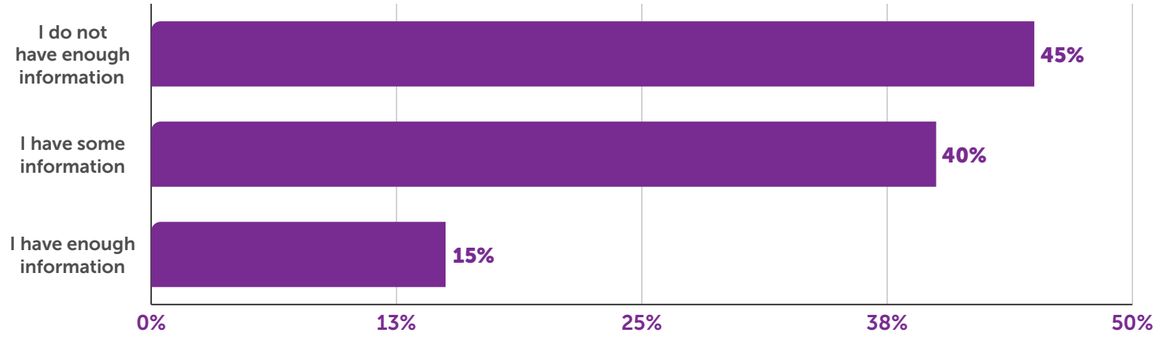
Key themes include:

- Strong and sustained demand for English language learning
- Central role of settlement services as coordination hubs
- High utilization of healthcare supports often requiring additional access supports
- Transportation as a foundational enabler of access
- Ongoing employment and credential recognition challenges
- Persistent housing and financial vulnerability for a subset of respondents
- Engagement in youth, education and community programming

While many newcomers appear well connected to foundational services, the presence of crisis-oriented supports (emergency shelter, legal help, addiction services) indicates that some individuals face significant structural barriers.

Overall, the findings suggest an active and utilized service ecosystem in Wood Buffalo, with **language, settlement, health and transportation forming the backbone** of integration supports. **Continued coordination across these domains will be important** to address layered needs and support long-term newcomer inclusion and retention.

Do you have enough information about services for newcomers in Wood Buffalo?



Access to information about newcomer services remains limited for many respondents. Nearly half (**45%**) **reported not having enough information**, indicating that a significant portion of newcomers are unsure where to go for support or are not fully aware of available programs. An additional **40% reported having some information** on available services.

Only **15% reported having enough information,** indicating that a smaller proportion of newcomers feel confident navigating available supports independently.

85% of respondents reported having **insufficient information or only partial knowledge of available services.**

Strengthening communication strategies, centralized information hubs, multilingual outreach and coordinated promotion may significantly improve newcomer service access and successful integration outcomes.

***Where* do you get information about the community or programs for newcomers?**

Responses indicate that newcomers rely heavily on informal networks, digital platforms and community-based organizations, with notable variation in how information is accessed. A meaningful share also **reported not knowing where to access information**, pointing to **ongoing gaps** in awareness, coordination and outreach.

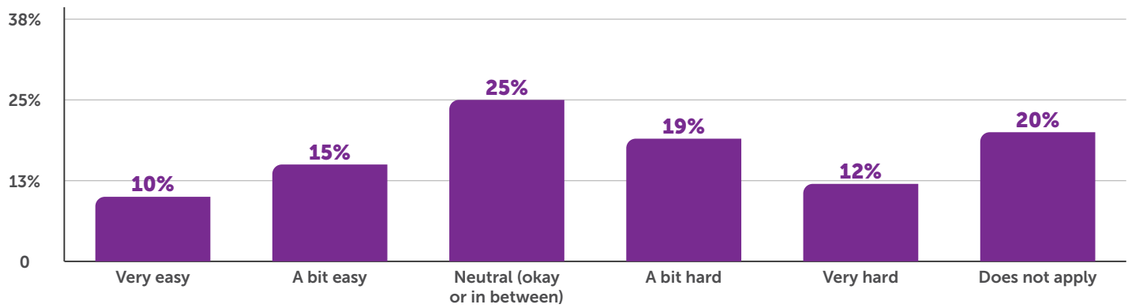
Most Highly Accessed Information Sources (Top responses)

1. Family or Friends
2. Community Events
3. Social Media (Facebook, LinkedIn, etc)
4. Settlement Services or other
5. Websites or Internet
6. School
7. I do not know where to access information
8. Email Newsletters
9. Cultural Community Members or Leaders
10. Religious Community Members or Leaders
11. MAC Calendar
12. Work or Employer
13. Printed Material

This highlights the importance of strengthening integration of communication channels, improving visibility of centralized information hubs, and **continued partnership with cultural, religious and community leaders** to ensure that information reaches newcomers more consistently and equitably.

How easy was it to meet your needs in the following area in the last year?

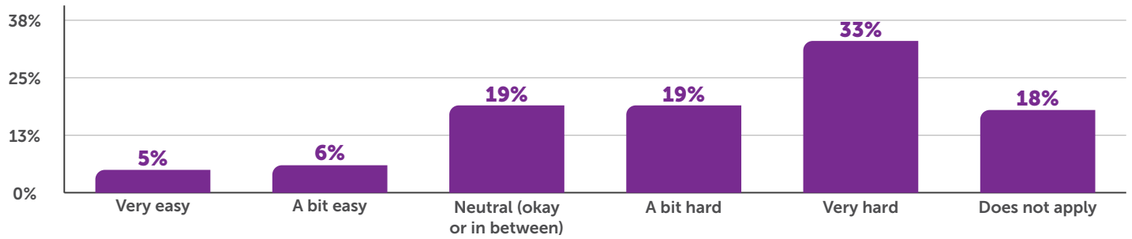
Finding affordable housing:



Responses show a mix of experiences when trying to find affordable housing over the past year but leaned toward difficulty. The largest share of respondents reported a neutral experience (25%) suggesting that **many newcomers experienced a balance of challenges and supports**, or variability in housing experiences depending on timing, location, or household circumstances. While a combined **31% indicated some level of difficulty** and a combined **25% reported relative ease**. A further 20% noted that the question did not apply, reflecting differences in housing situations and engagement with the rental market over the past year.

Affordable and accessible housing remains a challenge for many newcomers in Wood Buffalo, reinforcing the importance of housing-related supports, clear information about rental options, and coordination with housing providers for those in earlier stages of settlement or with limited income.

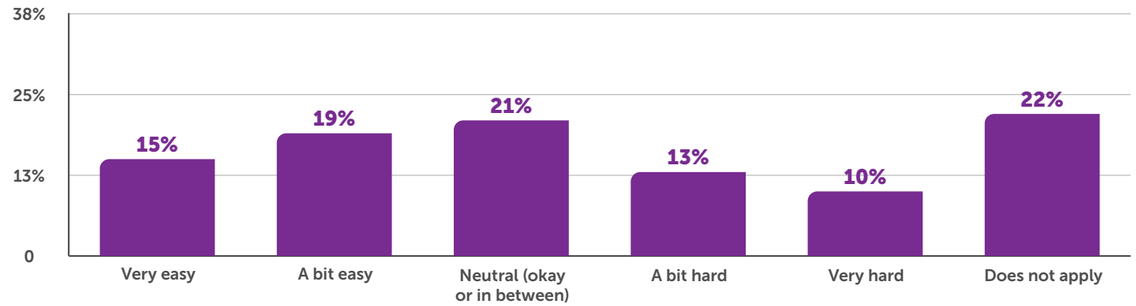
Finding a job that matches your skills:



Experiences with finding employment that matches skills show a strong trend toward difficulty. Over half of respondents (**52%**) **reported challenges,** including 33% who found it very hard and 19% who found it a bit hard to secure work aligned with their qualifications or experience. In comparison, **only 11% combined reported ease**, while **19% described neutral experiences,** indicating partial or inconsistent alignment between skills and available opportunities. A further 18% indicated the question did not apply, reflecting varied employment situations.

A **skills–employment mismatch emerges as a major barrier for newcomers**, reinforcing the **importance of employment supports** such as credential recognition, language-for-work programming, employer engagement, and targeted job-matching services.

Improving English or French:

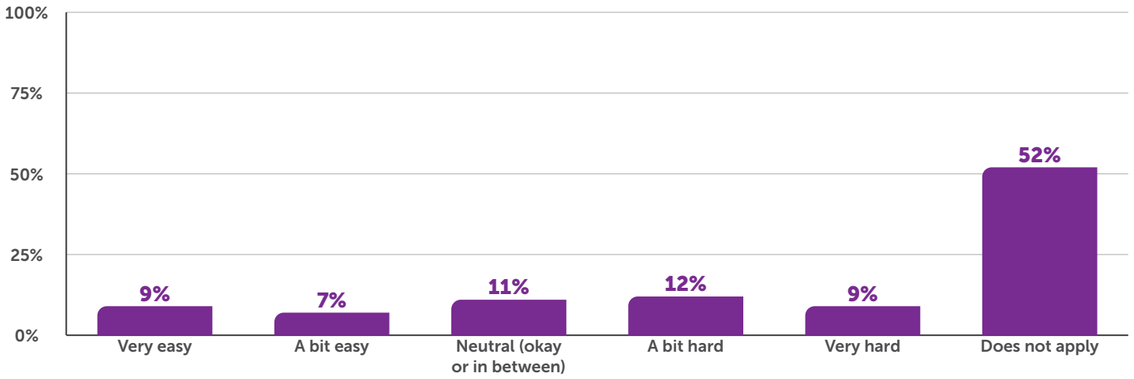


Experiences with improving English or French were mixed but leaned slightly toward ease. A combined **34% reported positive experiences** (19% a bit easy; 15% very easy) suggesting that many newcomers were able to access language supports or informal learning opportunities.

A combined **23% who experienced difficulty** pointing to ongoing **challenges related to access, time constraints, learning pace, or competing settlement priorities**. The most common single response was neutral (21%), reflecting varied or situational experiences. 22% indicated the issue not apply to them, which may include individuals who were already fluent in English or French, were not engaged in formal language learning during the past year or did not identify language improvement as a current need.

Many newcomers are successfully improving their English or French, but language **learning remains uneven**, underscoring the need for flexible, accessible and appropriately levelled language supports.

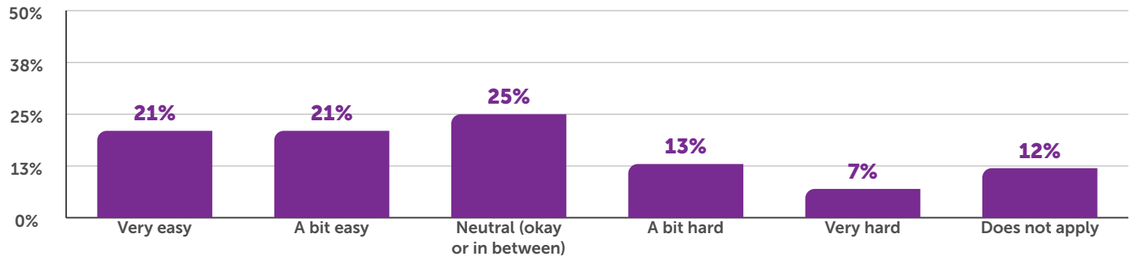
Accessing childcare



A majority of respondents **(52%) indicated accessing childcare does not apply to them,** which likely reflects households without young children or those not requiring formal childcare during the past year. Among those for whom it was relevant, **experiences were mixed** and leaned slightly **toward difficulty**. **21% reported difficulty** (12% a bit hard; 9% very hard) compared to **16% reporting ease** (7% a bit easy; 9% very easy). A smaller portion (11%) reported neutral experiences, suggesting that access and suitability of childcare can vary depending on individual circumstances.

Childcare was not a relevant need for many survey respondents. However, for newcomer families who do require childcare services, accessible, affordable, and flexible options remain important to support newcomer family stability and workforce participation.

Accessing health or medical care

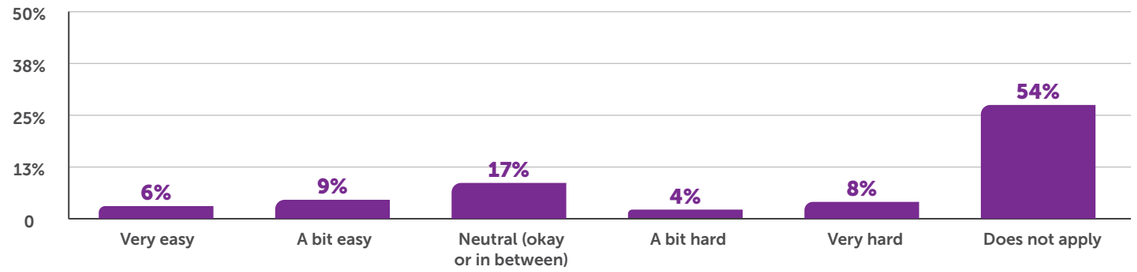


Experiences **accessing health or medical care were generally positive,** with a combined **43% of respondents reporting ease** (22% a bit easy; 21% very easy). However, the most common single response was **neutral (25%)**, indicating that while care may be accessible, experiences vary depending on factors such as wait times, availability of family physicians, language barriers, or familiarity with how the system works.

A combined **21% reported difficulty,** highlighting ongoing barriers related to system navigation, appointment availability, interpretation services, or understanding coverage and referrals. A smaller share (**12%**) indicated the question did not apply.

Health care access appears moderately strong however, the substantial neutral and "hard" responses suggest that **system navigation, language supports and continuity of care remain important areas for newcomer-focused improvement.**

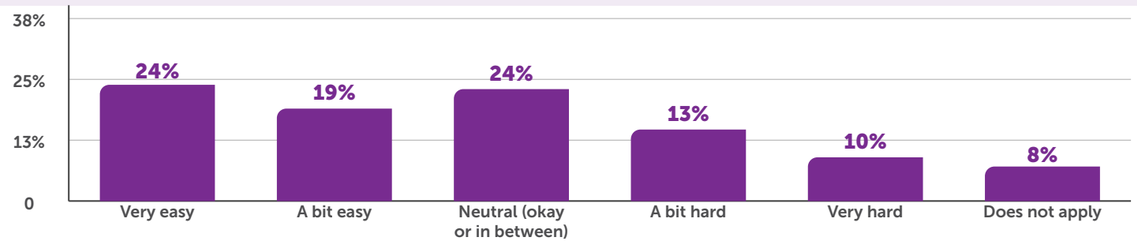
Accessing mental health supports



A majority of respondents (**54%**) indicated that accessing mental health supports did not apply to them, **suggesting that many did not seek or require these services** in the past year. Among those for whom it was relevant, experiences were mixed. **A combined 15% reported ease** (9% a bit easy; 6% very easy), while a combined **12% experienced difficulty** (4% a bit hard; 8% very hard). The largest share among applicable responses was **neutral (17%)**, suggesting variability in experiences.

Mental health services were not universally relevant to respondents, however, a meaningful share experienced difficulty accessing support. This indicates **barriers related to navigation, cultural fit, stigma, availability, or language support** and highlights the **importance of ensuring accessible, culturally responsive and timely mental health services** for newcomers in the region.

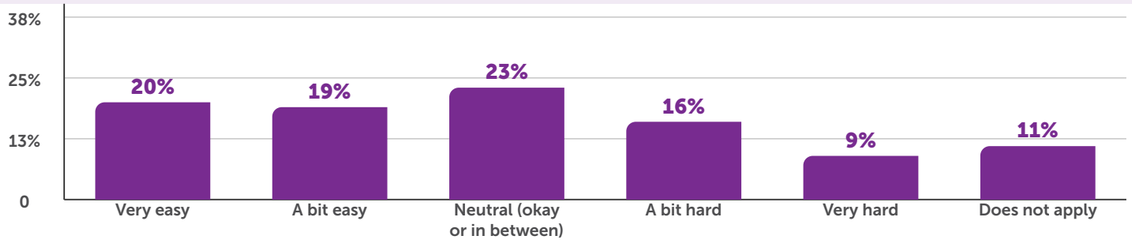
Making social connections and feeling welcome



Overall, respondents reported **mixed but generally positive experiences in making social connections and feeling welcome.** A combined **44% of respondents reported ease** (24% very easy; 19% a bit easy), while **24% described neutral experiences,** indicating variability in how connected or welcomed individuals felt. At the same time, a combined **24% experienced difficulty** (14% a bit hard; 10% very hard). While not the majority experience, this still represents a meaningful portion of respondents who may be experiencing social isolation or barriers to integration. Only 8% indicated the question did not apply, reinforcing that social belonging is widely relevant.

Compared to housing and employment, social connection appears stronger overall. However, with with nearly one-quarter of respondents reporting challenges, this highlights the importance of community-building initiatives, culturally inclusive programming, social and recreation activities and targeted supports to reduce isolation.

Accessing transportation



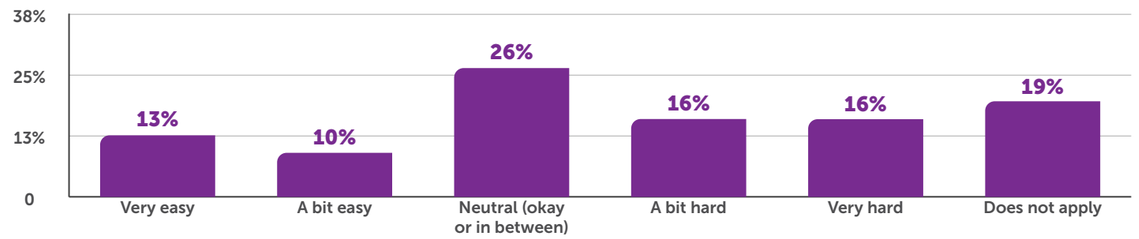
Experiences with transportation were mixed, with a slight lean toward ease or neutrality. A combined **39% of respondents reported ease** (20% very easy; 19% a bit easy), indicating that many newcomers were able to navigate bus services, driving lessons, or licensing processes successfully.

The most common response was **neutral (23%)**, indicating that experiences vary depending on factors such as access to a vehicle, transit routes, work schedules, winter conditions, or familiarity with Alberta's licensing system.

At the same time, **26% of respondents reported challenges** (16% a bit hard; 9% very hard), pointing to ongoing barriers related to affordability, scheduling, route coverage, winter travel, or the complexity of obtaining a driver's license. 11% indicated that accessing transportation did not apply to them.

Transportation plays a key role in employment, education, health care access and social integration. While access appears moderately strong overall, the 26% of individuals experiencing difficulty highlights the continued **importance of public transit accessibility, driver training supports and licensing assistance for newcomer inclusion** in Wood Buffalo.

Getting educational credentials accepted in Canada

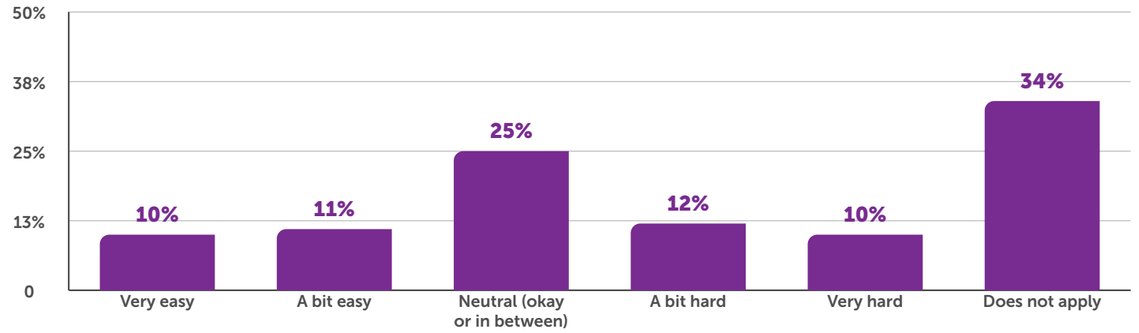


Experiences with **getting education accepted in Canada were mixed but leaned toward challenge**. A combined **32% of respondents reported difficulty** (16% a bit hard; 16% very hard) which points to ongoing structural barriers related to credential assessment processes, professional licensing requirements, cost, timelines and complexity of navigating regulatory systems.

A combined **23% who reported ease** (13% very easy; 10% a bit easy). The most common response was **neutral (26%)**, suggesting variability depending on profession, regulatory body requirements, documentation availability, or access to guidance and support. 19% indicated the question did not apply to them.

Credential recognition appears to be a significant barrier for many newcomers in the region, limiting employment alignment, income potential and long-term retention. Continued investment in clear pathways, navigation support and employer/regulatory collaboration remains **critical to improving newcomer labour market integration.**

Getting legal help or understanding the Canadian justice system

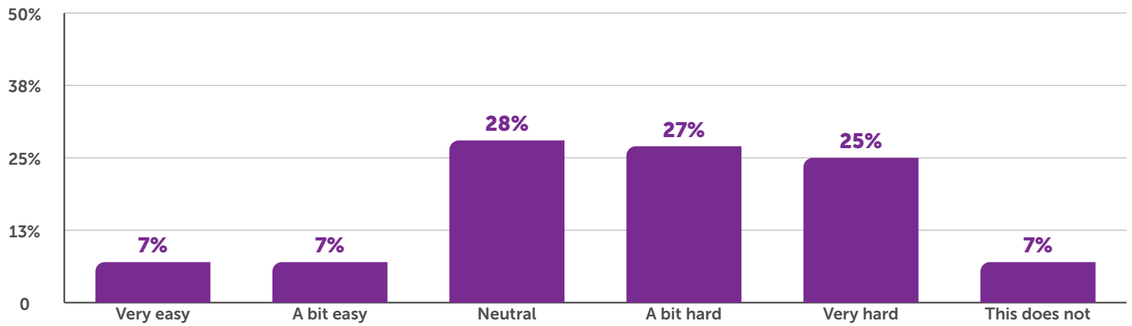


A substantial share of respondents (**34%**) **indicated that accessing legal help did not apply** to them, suggesting many had not needed to interact with the justice system in the past year. Among those for whom it was relevant, experiences were mixed. The **most common response was neutral (25%)**, indicating variability depending on the nature of the circumstance, knowledge of available supports and system complexity.

Overall, **experiences were fairly balanced**, with a combined **21% reporting ease** and **22% reporting difficulty,** pointing to both successful access and ongoing barriers. Reported challenges point to barriers such as understanding legal processes, navigating unfamiliar systems, language accessibility, cost of legal services, or limited awareness of available supports

While many did not require legal assistance, the proportion reporting difficulty underscores the **importance of accessible legal information, culturally responsive services, interpretation supports and clear pathways to affordable legal help** for newcomer inclusion and protection.

Having enough money to meet needs



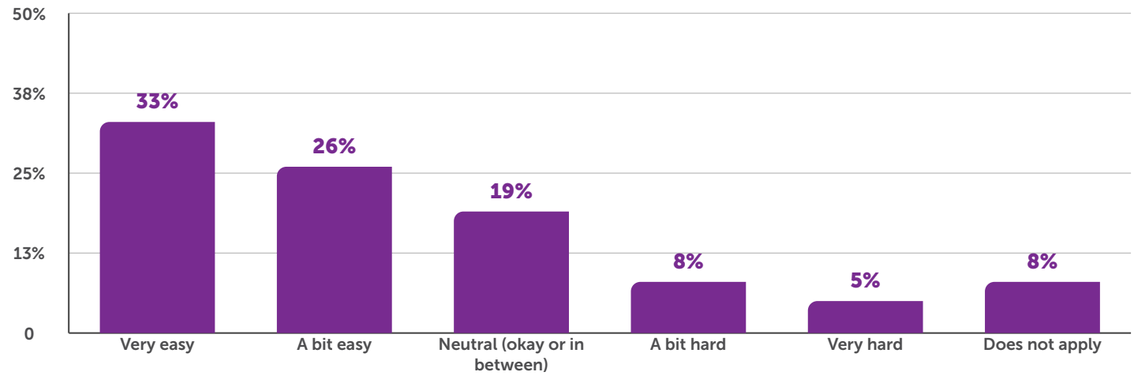
Experiences with having enough money to meet basic needs leaned strongly toward challenge. A combined **52% of respondents reported difficulty** (27% a bit hard; 25% very hard), representing a substantial portion of the sample and suggesting ongoing financial strain for many households.

The most common single response was **neutral (28%)**, indicating that many newcomers may be managing but are likely doing so while balancing ongoing financial pressures.

A smaller share of **13% reported ease** and 7% indicated that this question did not apply to them.

Financial security appears to be one of **the most significant pressure points** identified in the survey. **Over half of respondents indicated challenges in having enough money to meet their needs.** Strengthening employment pathways, income supports and cost-of-living interventions may be critical to improving newcomer stability and long-term retention in the region.

Using a computer, cell phone, or Wi-Fi



Experiences with **using a computer, cell phone, or Wi-Fi were largely positive**. A combined **59% of respondents reported ease** (33% very easy; 26% a bit easy), indicating that most newcomers are able to access and use digital tools successfully.

19% of respondents selected neutral, suggesting that while digital access was generally manageable, experiences varied depending on affordability, device quality, digital literacy, or internet reliability.

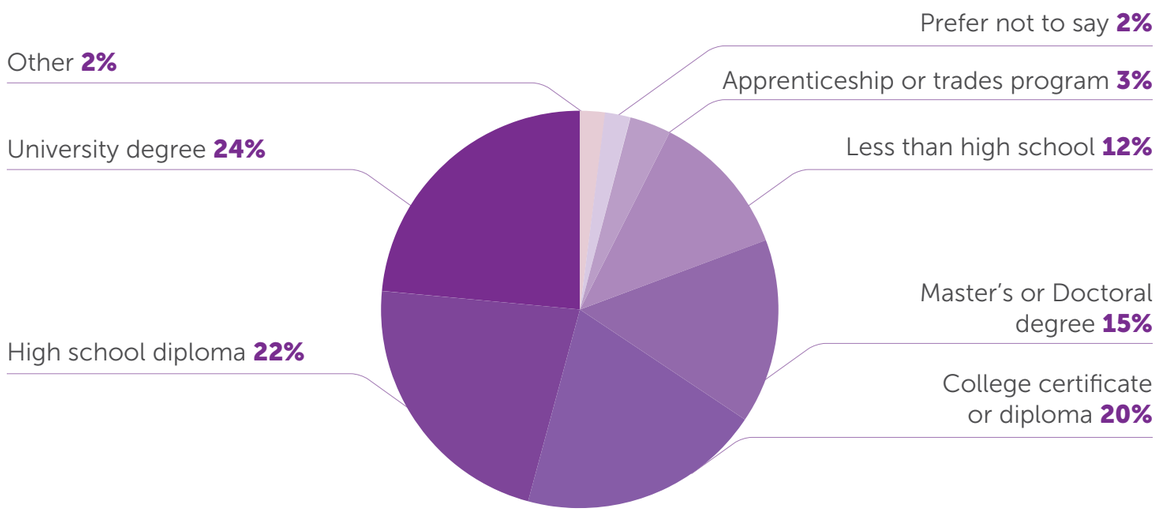
A smaller share (**13%**) reported challenges, may reflect barriers related to cost of devices or internet plans, limited digital skills, language barriers in online systems, or connectivity issues in certain areas. An additional 8% indicated the question did not apply.

Digital access is a relative strength, with most newcomers able to navigate technology. However, **given the central role of digital connectivity** in employment, education, government services, health care access and social integration **this would have a significant impact on the meaningful minority experiencing barriers.** Attention to affordability, digital literacy training and equitable internet access remains important for newcomer inclusion.



04
EMPLOYMENT AND ECONOMIC INTEGRATION

What is the highest level of education you have completed?



A Highly Educated Newcomer Population

Respondents are highly educated overall, with 61% holding a post-secondary credential. Despite this, employment findings show significant challenges in finding work that matches skills.

University degrees (24%) were the most common education level, followed closely by high school diplomas (22%) and college certificates or diplomas (20%). A further 15% reported holding a Master's or Doctoral degree, indicating a significant proportion of highly educated newcomers.

At the same time, 12% reported having less than high school education, highlighting a meaningful segment that may require foundational education or skills upgrading supports. Smaller groups included apprenticeship or trades training (3%).

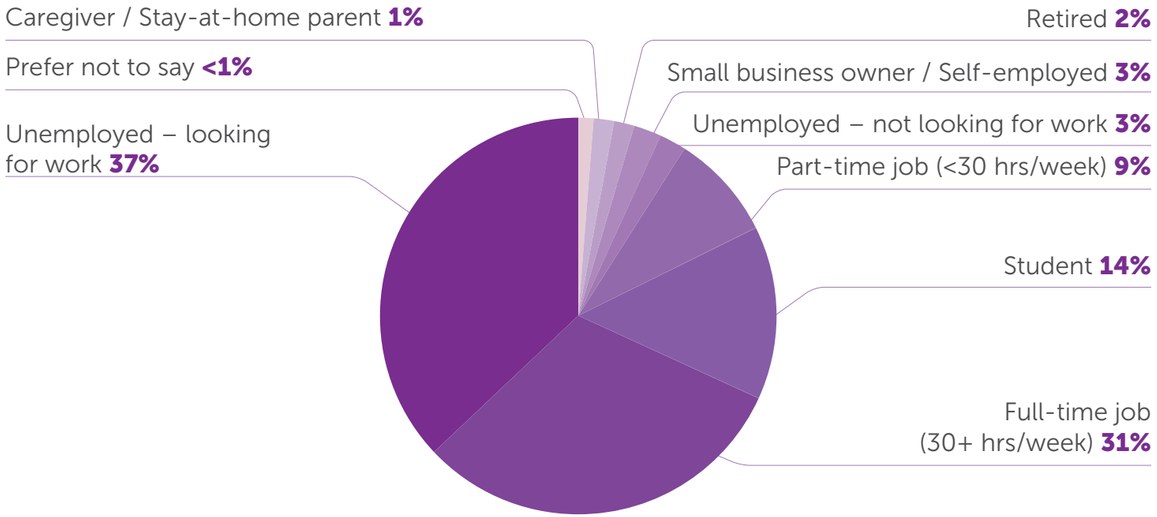
The findings reflect a diverse educational profile among newcomers in Wood Buffalo, with both a highly educated cohort and a notable segment with lower formal education.

This dual pattern highlights two parallel priorities:

- **Supporting credential recognition and professional integration** for highly educated newcomers
- **Expanding skills upgrading, foundational education and trades pathways** for those with lower levels of formal education

Education findings should be interpreted with some caution as the survey included high school aged respondents who are still in the process of completing their education. As a result, the proportion reporting high school diploma or less than high school education is likely somewhat overstated and does not necessarily reflect educational barriers among the adult newcomer population.

What is your employment status?



Employment status **responses reflect a community experiencing significant workforce transition and instability.** The largest share of respondents **(37%)** reported being **unemployed and actively looking for work**, closely followed by those **employed full-time (31%),** highlighting both labour market participation and active job search.

Students represent a notable portion (14%), while 9% are working part-time, suggesting which may reflect transitional employment, underemployment, or balancing work with education or caregiving responsibilities. Smaller shares reported self-employment (3%) or being unemployed but not seeking work (3%).

The employment landscape reflected in this data show **a dual reality:**

- **A substantial group successfully employed full-time**
- **An equally substantial group actively seeking employment**

This reinforces earlier findings related to job matching, credential recognition and financial stability. Workforce integration remains a central issue for newcomers in the region, with **high demand for employment supports, credential recognition pathways, job matching initiatives and employer engagement strategies.**

Key Barriers to Finding Employment

Respondents were asked to identify what problems they have experienced when trying to find a job (select all that apply; n = 257). Results show that employment barriers are often layered, with many respondents selecting multiple challenges.

Most common challenges

- **33.5%** – Applied for jobs but were not called for interviews
- **31.1%** – English language proficiency identified as a barrier
- **24.9%** – Need for more work experience
- **20.6%** – Lack of required training or certifications (e.g., First Aid)

Structural and credential-related barriers

- **16.3%** – Jobs require higher education levels
- **12.5%** – Difficulty finding job postings
- **10.1%** – Foreign education not recognized in Canada
- **9.3%** – Experiences of employer bias or discrimination
- **8.6%** – Difficulty completing job applications or resumes

Practical and logistical barriers

- **18.7%** – Do not have a driver's license
- **14.4%** – Broader transportation challenges
- **5.4%** – Need for credential translation or verification
- **5.1%** – Lack of childcare

Variation in experiences

- **12.5%** – Reported no problems finding a job

Nearly one in five respondents reported not having a driver's license

Overall, the findings suggest that **employment barriers in Wood Buffalo are multifaceted** and cumulative. Language proficiency, lack of Canadian work experience and credential recognition **challenges appear to intersect** with practical barriers such as transportation and childcare. The high proportion of respondents who report applying but not being called for interviews indicates that **many newcomers may be screened out early in the hiring process**, potentially due to **language, credential gaps, or employer bias.** These findings point to the importance of integrated employment supports that combine language training, credential recognition assistance, skills upgrading, transportation solutions and employer engagement strategies aimed at reducing bias and improving inclusive hiring practices.



05
WELCOMING & RETENTION

Key Challenges Experienced in the Past Year

Respondents were asked to identify the **top three biggest problems they experienced** in the last year in Wood Buffalo. The results reveal a clear concentration of challenges in **four primary areas: employment and income, language and education, housing affordability, and health and well-being**. Other themes related to discrimination, social connection, childcare, transportation, immigration processes, and adapting to climate.

1. Employment and Financial Stability

The most frequently cited challenge across responses was finding a job. This issue appeared consistently and often alongside other related concerns, including:

- Having enough money to afford basic needs (food, clothing, housing, bills)
- Finding affordable housing
- Upgrading education
- Learning English

These patterns suggest that **employment is central to overall settlement stability**. Difficulty securing work appears closely tied to broader financial pressures and housing affordability concerns. For many respondents, **employment is not only an economic issue but also a gateway to integration and long-term security.**

2. Language and Skills Development

Learning English was another highly prevalent concern. It frequently appeared alongside:

- Finding a job
- Upgrading education
- Learning about life in Canada (culture, history, systems)

This indicates that **language acquisition is both a practical and social integration issue.** Respondents appear to understand that English proficiency is directly linked to employment access, credential advancement, and broader participation in community life.

Upgrading education was also commonly selected, reflecting ongoing barriers related to credential recognition, career progression, and skills alignment.

3. Housing and Cost of Living

Housing-related challenges were significant and frequently paired with employment and income concerns. Common responses included:

- Finding affordable housing
- Having enough money to afford basic needs

These findings **reinforce the connection between employment, cost of living, and housing security.** Financial strain appears to compound other settlement challenges.

4. Health and Well-Being

Health access challenges were also prominent, particularly:

- Getting dental or eyecare
- Getting health care
- Getting mental health supports

Dental and vision care were repeatedly identified, suggesting potential coverage or affordability gaps. Mental health supports were mentioned less frequently than general health services but remain a notable concern, **particularly when paired with discrimination or social isolation**.

5. Discrimination and Social Belonging

Facing discrimination or racism appeared consistently through responses. It was often paired with:

- Finding a job
- Having enough money
- Upgrading education
- Making friends or meeting new people

This indicates that discrimination may intersect with both economic and social integration challenges.

Social connection issues also emerged, including:

- Making friends or meeting new people
- Connecting with cultural or religious groups

These responses highlight that **settlement challenges are not solely economic**—they also involve belonging, identity, and community connection.

6. Childcare and Family-Related Challenges

Childcare and finding activities for children were recurring concerns. These issues were often connected to employment barriers and financial strain, suggesting that **family responsibilities may limit workforce participation and settlement stability**.

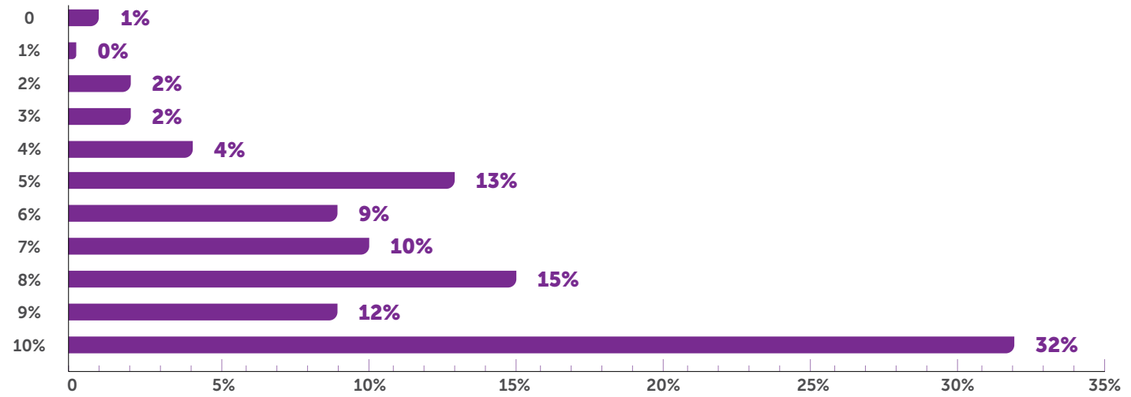
7. Transportation and Climate

Transportation (bus access, driver's licence) was another recurring challenge, particularly in connection with employment and housing. Adapting to the **weather and preparing for emergencies (fire, flood) were also mentioned regularly,** reflecting the unique environmental context of Wood Buffalo.

Integration is Multi-Dimensional

Employment is the foundational settlement anchor, but newcomers experience **overlapping challenges**, including language barriers, education upgrading, discrimination, social connection, access to health services, childcare, and transportation, that **reinforce one another rather than occurring in isolation**.

How welcoming is Wood Buffalo toward immigrants?



Overall, perceptions of Wood Buffalo are strongly positive. The **average rating was 7.6 out of 10** (n=250), reflecting an overall positive perception of Wood Buffalo as a welcoming community.

The most common rating was **10 (32%)**, indicating that nearly **one-third of respondents view Wood Buffalo as extremely welcoming toward immigrants.** High ratings of 8 (15%) and 9 (12%) were also common, meaning that **a clear majority (approximately 59%) rated the community 8 or higher.**

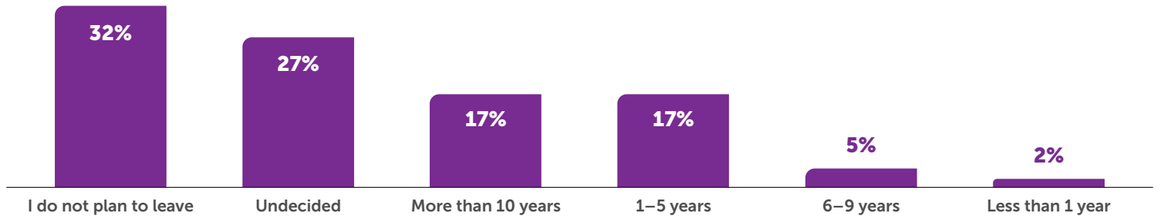
Scores of 7 (10%) and 6 (9%) suggest that while many respondents see the community as welcoming, some perceive room for improvement. The **rating of 5 (13%)** reflects a **meaningful group who view welcoming efforts as moderate** or mixed.

Lower-end ratings were relatively uncommon. Scores of **2 to 4 account for roughly 8% of responses,** while fewer than 1% rated the community at 0, and none selected 1

High Welcoming Ratings, with Inconsistent Experiences

While the dominant narrative is positive, there remains an important opportunity to strengthen belonging, inclusion, and visible welcoming practices to ensure more consistent experiences across diverse newcomer groups.

How long do you plan to live in Wood Buffalo?



Intentions to remain in Wood Buffalo are generally strong. **32% of respondents indicated they do not plan to leave,** suggesting a substantial portion of respondents see Wood Buffalo as a **long-term or permanent home.**

At the same time, **27% are undecided** about how long they plan to stay. This group **represents an important population for retention efforts,** as their long-term settlement may be influenced by employment opportunities, housing stability, community belonging, and servvice access.

Among those with defined timelines, **22% plan to stay 6 years or more,** indicating a meaningful level of longer-term retention. A further 17% plan to stay 1-5 years, while only 2% anticipate staying less than 1 year.

Strong Long-Term Retention Potential

A strong foundation for retention exists, but **over one-quarter of respondents remain undecided**—representing a **key opportunity for Wood Buffalo to influence long-term settlement outcomes** through targeted supports and improved experiences.

What change would make life better for newcomers in Wood Buffalo?

Responses were varied but strongly aligned around several key themes.

Employment was the **most frequently identified priority**. Respondents emphasized the need for:

- Increased job opportunities and direct employer connections
- Fair, merit-based hiring practices with less reliance on "Canadian experience"
- Recognition of international credentials
- Employment pathways supporting permanent residence

Many noted that **stable employment would help address other challenges**, including housing affordability, financial strain, and long-term settlement stability.

Interconnected Settlement Challenges

Employment and housing are the foundational issues shaping newcomer experiences. Language access, transportation and clear information systems function as enabling supports that strengthen employment and integration outcomes.

Affordable housing and cost of living were also major concerns. Respondents called for:

- Lower rent and more affordable housing options
- Rental subsidies or housing support upon arrival
- Reduced overall cost of living and financial assistance to meet basic needs

Housing insecurity was described as closely linked to employment barriers, with some indicating difficulty securing housing without first having a job.

Language and education emerged as another critical area. Key needs included:

- Increased availability of English classes
- Higher-level and more flexible language programming
- Improved quality of LINC and other language services
- Expanded French-language services and programming
- Better access to upgrading and vocational education

Respondents highlighted the **strong connection** between language skills, employment success, and community integration.

Access to information and services was a recurring gap. Many respondents suggested:

- A visible, centralized, visible newcomer support centre
- Improved promotion of available programs and services
- Welcome or orientation sessions for new arrivals
- Multilingual information and improved communication about community events and supports

Some respondents reported they were **unaware of available services until much later in their settlement journey.**

Transportation and infrastructure challenges were also noted, including:

- More reliable and accessible public transit
- Reduced fares or expanded eligibility for transit programs
- Better winter sidewalk maintenance
- Improved real-time bus tracking and on-demand services

Inclusion, Fairness and community belonging were important to many respondents, who recommended:

- Anti-discrimination and anti-racism initiatives
- Employer training on bias and international credentials
- Cultural Centres and multicultural events
- Greater visibility and respect for francophone and religious communities

A small number of respondents expressed satisfaction with existing supports, while others noted that integration is also the responsibility of newcomers themselves

Call for Coordinated, Multi-Sector Solutions

Respondents are not calling for isolated program changes, but for coordinated solutions that **address structural barriers—particularly in employment, credential recognition, housing affordability, and fair treatment.**

What people, places, or programs have helped you feel welcome or succeed in the community?

Responses reveal a strong and consistent theme: community-based organizations, faith communities, educational institutions, and informal social networks play a central role in helping newcomers feel welcomed and supported in Wood Buffalo.

The **most frequently mentioned organization by far was the YMCA**. Many described the YMCA newcomer programs as the **first place that welcomed them**, helped them improve their English, access employment supports, volunteer, or connect to other services, with some referencing individual staff members by name. For some, YMCA staff were described as "like family".

Other key community organizations were also widely acknowledged, including:

- Francophonie Canadienne Plurielle (FRAP)
- Multicultural Association (MCA) / Welcome Centre
- Keyano College (English programs, upgrading, Early Childhood Educator training)
- Wood Buffalo Regional Library
- Temporary Foreign Worker programs
- Bridging the Gap employment program
- Rural and Northern Immigration Pilot (RNIP)

These organizations were frequently associated with language learning, employment preparation, cultural integration, and social connection.

Belonging Is Built Through a Network of Supports

Newcomer experiences in Wood Buffalo are shaped by **both formal programs**—particularly the YMCA and FRAP, which act as key entry points—**and by relationships** through faith communities, cultural networks, schools, and community spaces. These supports are interconnected and collectively contribute to a sense of belonging.

Faith communities and religious institutions were another dominant theme. Respondents referenced:

- Churches (Catholic, Baptist, St. John the Baptist, St. Paul & St. John Catholic Churches)
- Arab-Muslim community networks
- Somali community organizations
- Ukrainian diaspora networks
- Haitian community
- Cultural and Francophone associations

For many, faith and cultural communities provided emotional support, mentorship, and belonging—often filling gaps in formal service systems.

Educational and recreational spaces were also important. Schools, teachers, LINC instructors, Mac Island, community sports clubs, swimming programs, volunteer programs, and community hubs (e.g., Timberlea HUB) were identified as places where newcomers formed friendships and integrated socially.

Several respondents specifically credited:

- English teachers and LINC programs
- Volunteer opportunities
- Recreation facilities
- Sports programs for children and financial assistance through KidsSport
- Library programs
- Cultural festivals and community events
- Health services including access to surgery, homecare nurses, and broader healthcare support

A small number of respondents reported that nothing had helped them feel welcome. **Some mentioned experiences of discrimination or racism** or indicated that they had filled out forms at service agencies but **received no meaningful follow-up.**

Early and Equitable Connection Strengthens Outcomes

The data suggests that early connection to trusted organizations and community networks plays a critical role in strengthening belonging and overall integration outcomes.
At the same time, uneven welcoming experiences highlight the importance prioritizing awareness and access to supports, as well as the continued investment in coordinated settlement supports, employer engagement, anti-discrimination efforts, and relationship-based programming.



06 COMMUNITY STAKEHOLDER SURVEY

The purpose of this survey was to better understand how service providers, businesses and community stakeholders perceive newcomer needs, service gaps, labour market challenges and opportunities for collaboration. It also explored organizational capacity, partnerships, recruitment practices and areas where additional support or coordination may be required.

A total of 36 stakeholders participated in the survey. The findings that follow present stakeholder responses question by question, with key themes and interpretive conclusions identified to inform planning, partnership development and strategic action.

Stakeholder Survey Findings

The findings presented below summarize stakeholder perspectives on:

- Current service capacity and engagement
- Areas of high and unmet newcomer need
- Barriers to service access
- Strengths within the existing settlement ecosystem
- Gaps and opportunities for improvement
- Collaboration and coordination priorities

Where relevant, interpretive commentary highlights how stakeholder perceptions align with — or differ from — newcomer-reported experiences

Taken together with the Newcomer Survey findings, this section provides a systems-level understanding of newcomer integration in Wood Buffalo and informs strategic priorities for the next phase of Local Immigration Partnership planning.

Profile of Respondents

Which of the following best describes your role?

Category	Percent
Service provider (direct supports/programs)	81%
Community stakeholder (advocacy/development)	11%
Business employer (private/ social enterprise)	8%

The stakeholder survey is largely informed by organizations directly engaged in delivering newcomer supports, strengthening reliability of insights related to service coordination, program gaps and integration challenges.

The relatively small proportion of business respondents suggests that employer perspectives are underrepresented. Given the central role of employment in newcomer integration, future engagement efforts may benefit from targeted outreach to the private sector to ensure labour market realities, hiring practices and employer needs are more fully reflected in strategic planning

What best describes your role within your business or organization?

Category	Staff/team member	Manager	Teacher	Volunteer	Executive Leader	Business owner
Percent	64%	22%	6%	3%	3%	3%

Frontline staff and managers make up the primary voice, providing valuable insight into **day-to-day service delivery** and operational realities.

More limited representation from executive leadership and business ownership roles suggests an opportunity to broaden future engagement efforts.

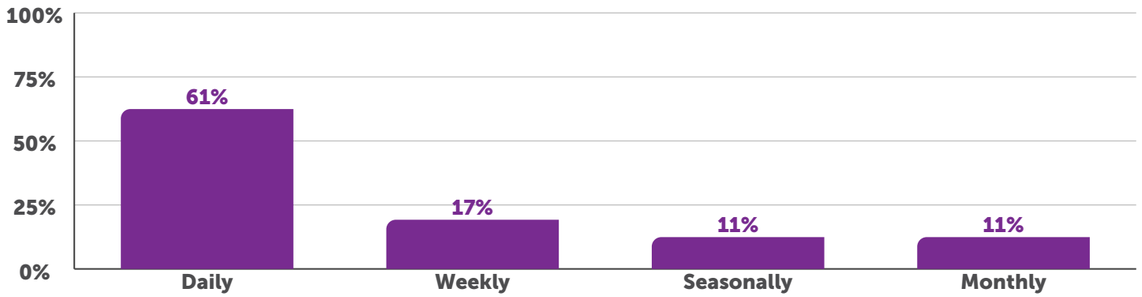
Which sector is your business or organization a part of?

Stakeholder survey respondents represented a range of sectors across the Wood Buffalo community. The **Education sector was the most strongly represented**, followed by **settlement and social service providers**. Additional perspectives were provided by organizations from health care, municipal government, employment services, cultural and recreation services, and other community-focused sectors.

Approximately how many newcomer clients or customers did your business or organization serve over the last year?

Category	100 – 1000	20 – 100	Unknown	1 – 20	1000+	Not Applicable
Percent	33%	22%	17%	14%	8%	6%

How often do you interact with newcomers in your work and daily life?



Nearly **two-thirds of respondents interact with newcomers daily**, indicating that newcomer engagement is a **regular part of their work** and community involvement.

Approximately how many staff are currently employed in your business or organization?

Category	1 to 25	26 to 100	Unsure	More than 1,000	101 to 1,000
Percent	44%	19%	17%	11%	8%

The stakeholder **sample is weighted toward small and mid-sized** organizationsThis indicates that feedback reflects perspectives from **organizations with varying operational capacities, resource levels, and potential reach within the newcomer-serving ecosystem.** Smaller organizations may face different staffing and capacity constraints compared to larger institutions, which has implications for service coordination, partnership development, and implementation of future strategies.

What is the name of your organization?

Respondents who chose to identify their organization represented a diverse cross-section of institutions across the Wood Buffalo region, **These included** RBC Royal Bank; Keyano College Fort McMurray – Global Access Department (LINC, CALP & CSW); Keyano College (including LINC programming); Service Canada; Divine Group of India; YMCA; École McTavish; Fort McMurray Public School Division (including Fort McMurray Composite High School and Westwood Community High School); Fort McMurray Catholic School Division; The Salvation Army (START Program and Thrift Store); Lifemark; Francophonie Albertaine Plurielle (FRAP); ACFA régionale de Wood Buffalo; Fédération des aînés franco-albertains (FAFA); Primary Care Alberta; Alberta Health Services (AHS) Public Health; Wood Buffalo Pride; and the Regional Municipality of Wood Buffalo, collectively reflecting the breadth of organizations involved in supporting newcomer integration and overall community well-being.

Newcomer Services and Support Ecosystem

Which newcomer supports or services does your business or organization currently offer?

Commonly offered supports

Most widely offered services by respondents:

1. Advocacy and referral services (39%, n=14)
2. Social, cultural, and recreational programming (36%, n=13)
3. Language support services (31%, n=11)
4. Interpretation or translation services (28%, n=10)
5. Education or learning supports (25%, n=9)
6. Language classes (22%, n=8)

Less commonly offered supports

Supports most frequently identified as **not offered** included:

1. Legal services (50%, n=18)
2. Housing services (50%, n=18)
3. Health services (39%, n=14)
4. Employment or entrepreneurship supports (39%, n=14)
5. Credential recognition assistance (36%, n=13)

Mixed and Uncertain Service Areas

1. Transportation supports were mixed with 31% (n=11) of respondents reporting supports being offered to the public, while 33% (n=12) indicated they are not offered.
2. Several Respondents selected "Unsure" for several supports, including advocacy and referral services (14%, n=5), transportation supports (14%, n=5), and credential recognition assistance (14%, n=5). This suggests potential internal ambiguity or inconsistent awareness regarding what supports are offered.

Additional Supports Provided by Organizations

Respondents also identified several supports not captured in the predefined list, highlighting the broader ecosystem required to support newcomer success. A comprehensive regional strategy should continue to recognize and strengthen these interconnected roles.

System and Partnership Roles

- Funding community programs
- Supporting partnerships and collaboration support
- Providing referrals and system navigation

Basic Needs and Health Supports

- Food security initiatives (e.g., breakfast programs, APPLE Schools, snacks)
- Low-cost or free clothing and household items
- Immunization services and postnatal follow-up

Targeted and Identity-Affirming Supports

- ID change support and gender-affirming resources for 2SLGBTQ+ newcomers
- Francophone focused services for newcomers and seniors, childcare, and after-school programming (0–12 years)
- Cultural, social and recreational programming to strengthen belonging and cultural continuity
- Volunteer engagement opportunities to build social connections

Importance of Cross-Sector Coordination

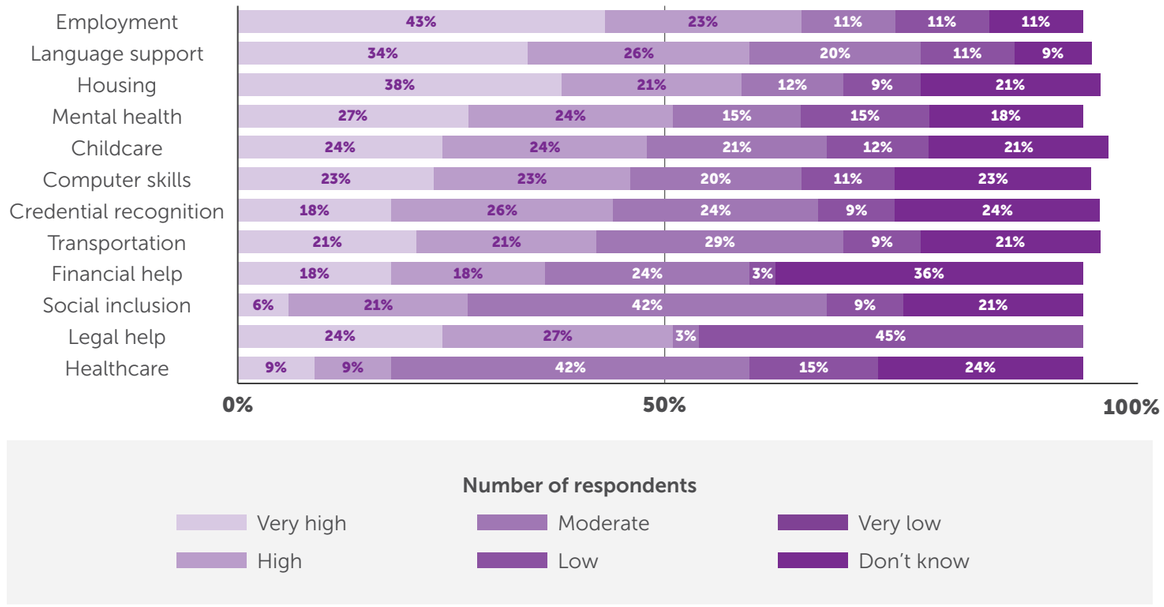
The findings point to a community ecosystem that is strong in connection, navigation, language accessibility and social integration, but less evenly equipped to provide specialized supports such as housing, legal assistance, credential recognition and employment services.

This pattern has important implications:

- The system appears referral-driven, meaning coordination and cross-sector communication are critical.
- Service mapping and role clarity may need strengthening to ensure staff understand full scope of available supports and referral pathways.
- Specialized service gaps may require targeted strategic planning, partnership development, and new investment

The data reinforces the importance of the Wood Buffalo LIP's coordination function.

Based on your knowledge of the community or your workforce, what level of unmet need do you observe for newcomers in each of the following areas?



Respondents were asked to indicate where they see unmet needs or gaps in newcomer supports across key service areas. Across the service categories, several patterns are evident:

- **Employment and entrepreneurship** supports show a **visible gap**, with multiple respondents identifying that **needs exceed current service availability**. This aligns with earlier findings highlighting employment access as a central integration challenge.
- **Housing services** also appear to have **unmet demand**, reflecting ongoing concerns about affordability and availability identified in both newcomer and stakeholder feedback.
- **Mental health services and legal services** demonstrate moderate service gaps, suggesting that while some supports exist, **access or capacity may be limited** relative to demand.
- **Language-related supports** (language classes, interpretation, translation) show a **mixed picture** — some organizations report availability, but respondents still identify areas where capacity or accessibility may not fully meet newcomer needs.
- **Childcare and transportation supports** appear more **uneven,** with several respondents indicating either limited provision or uncertainty regarding coverage.
- **Advocacy/referral and settlement/orientation services** show stronger coverage relative to other categories, suggesting that foundational settlement infrastructure is **comparatively more established.**

Strengthening System Responses

The alignment between stakeholder-identified service gaps and newcomer-reported challenges (especially employment and housing) reinforces the **need for coordinated, cross-sector strategies rather than isolated program expansion**. Strengthening partnerships between service providers, employers, housing stakeholders, and municipal systems may help address these systemic gaps **more effectively than individual program growth alone.**

What are the top 3 barriers that prevent newcomers from accessing services at your business or organization?

Respondents were asked to identify the top three barriers that **prevent newcomers from accessing services** at their business or organization (select up to three; n = 36). Results indicate that barriers are often overlapping and structural, with many organizations identifying multiple intersecting challenges.

1. **Language barriers were the most frequently identified obstacle**, selected by **53%** of respondents. This finding was consistent across education, health, settlement, and social service contexts. Respondents noted that limited English proficiency can affect understanding of eligibility requirements, navigation of intake processes, and participation in programming.
2. **Awareness and information gaps** were identified by **39%** of respondents. Organizations indicated that newcomers may not be aware that services exist, may not understand how to access them, or may struggle to navigate complex service systems.
3. **Digital literacy and access to technology** were identified as notable barriers, with **31%** of respondents identifying low digital literacy and **19%** identifying a lack of access to devices or internet. These findings suggest that reliance on online platforms, digital forms, and web-based communication may unintentionally exclude some newcomers who face technological or connectivity challenges.
4. **Access and Capacity Barriers** were identified by respondents, with 25% reporting transportation challenges, 11% identifying childcare barriers, and 19% citing waitlists and service capacity constraints.
5. **System and Structural Barriers** were raised including, eligibility criteria (19%), cultural safety and trust concerns (6%), and financial barriers (3%).

A small number of respondents indicated that they do not provide direct services (8%), while others selected “unsure” (6%) or “prefer not to say” (3%).

Addressing Intersecting Barriers

Language remains the most significant and cross-cutting barrier, intersecting with digital literacy, awareness and eligibility challenges. Transportation and capacity constraints further compound access difficulties.

These results point to the **need for integrated solutions** that include multilingual outreach, simplified and coordinated service navigation, digital access supports, transportation strategies and strengthened service capacity.

What are the top 3 barriers that prevent newcomers from obtaining employment in Wood Buffalo?

Respondents were asked to identify the top three barriers that prevent newcomers **from obtaining employment** in Wood Buffalo (select up to three; n = 36). Results indicate that employment challenges are layered and interconnected, with language, credential recognition and experience gaps emerging as dominant themes.

1. **Language barriers** were the most frequently identified obstacle selected by **64%** of respondents. This suggests that English proficiency continues to be a foundational determinant of employment access, affecting communication, application processes, interviews, and workplace integration.
2. **Lack of Canadian-recognized education** or credentials was identified by **33%** of respondents. Respondents highlighted that foreign education is often not recognized in Canada and, in some cases, certificates are not translated. This indicates that credential recognition remains a structural barrier limiting newcomers' ability to work in their trained fields.
3. **Not enough work experience** was identified by **33%** of respondents, reinforcing the persistent "Canadian Work Experience" challenge. Additionally, 17% of respondents identified not being called for interviews as a barrier. One respondent explicitly referenced Canadian experience requirements as a discriminatory screening practice.

Other employment barriers included:

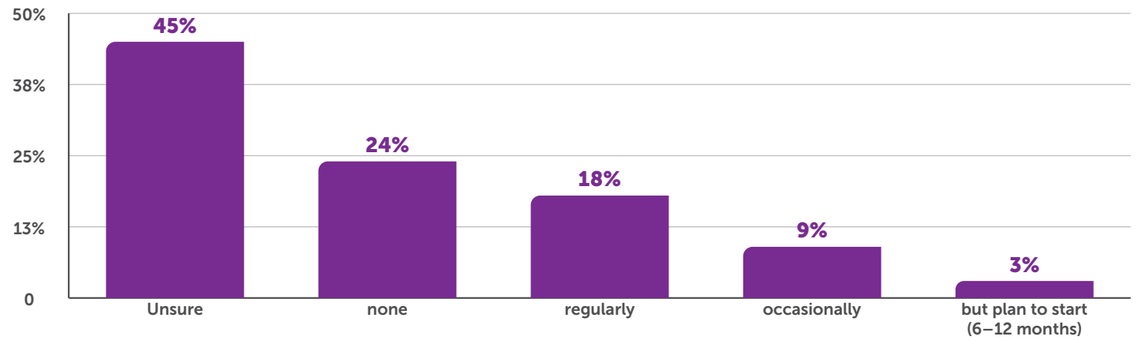
- Low digital literacy (28%), including navigating online applications and platforms
- Transportation challenges (17%)
- Childcare barriers (14%)
- Lack of required training or certifications, such as First Aid (11%)
- Difficulty filling out resumes or applications (6%)
- Inability to find job postings (6%)
- Lack of a driver's licence (6%)
- Racism or bias (3%)

A small number of respondents selected unsure (17%), and one respondent indicated that newcomers do not face employment barriers in the region.

Strengthening Newcomer Workforce Integration

The data highlights the need for integrated employment strategies that combine enhanced language training, credential recognition support, employer engagement, digital job application assistance, transportation solutions, and childcare supports. **Addressing both supply-side** (skills and readiness) **and demand-side** (employer practices and bias) factors will be essential to strengthening newcomer labour market integration in Wood Buffalo.

Does your business or organization actively recruit and employ newcomers and immigrants to fill labour needs?



Nearly half of respondents were unsure whether their organization actively recruits and employs newcomers, suggesting that newcomer-focused recruitment practices may not be clearly defined, communicated, or formally tracked.

Strengthening Employer Engagement

These results point to an opportunity for clearer employer engagement strategies, awareness-building within organizations, and potential coordination through the LIP and partner networks to strengthen intentional recruitment, inclusive hiring practices, and workforce planning that integrates newcomer talent more systematically across sectors.

How does your business or organization support and sustain recruitment and employment efforts of newcomers?

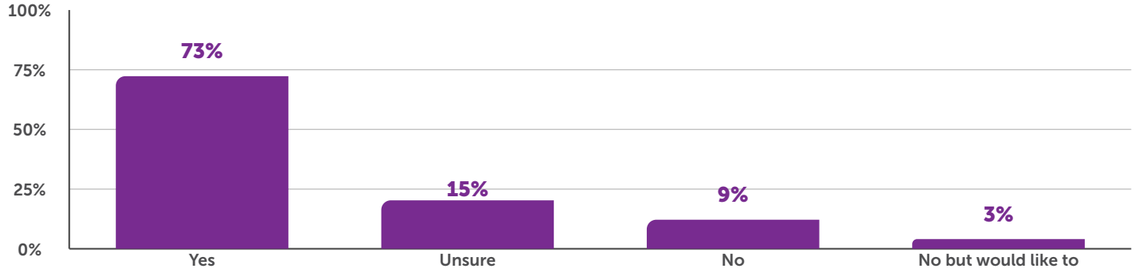
Several respondents described inclusive hiring practices, noting that newcomers are actively recruited and employed across a range of roles. One respondent highlighted that many Education Assistant (EA) and Therapeutic Assistant Support (TAS) positions are filled by newcomers.

Some organizations reported more structured approaches to workforce integration, including employment-focused language training, recruitment support, mentorship, workplace inclusion initiatives, and guidance to help newcomers navigate settlement and workplace processes.

A few responses pointed to gaps in awareness and coordination, including limited knowledge of internal recruitment efforts and uncertainty around immigration processes that impact employee retention and advancement.

Employer capacity can be strengthened through improved knowledge of immigration pathways, workforce integration practices, and coordinated support and shared tools.

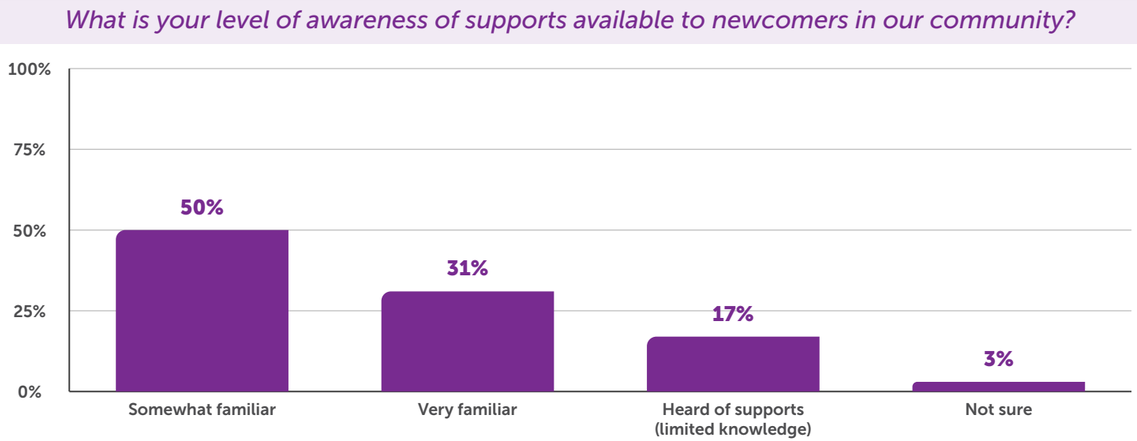
Does your business or organization provide education and training for employees on cultural competency and diversity awareness?



While cultural competency training appears well **established across many organizations (73%)**, there is an opportunity to strengthen consistency and awareness through shared resources and regional learning opportunities to further enhance inclusive workplace practices.

Collaboration and Organizational Capacity

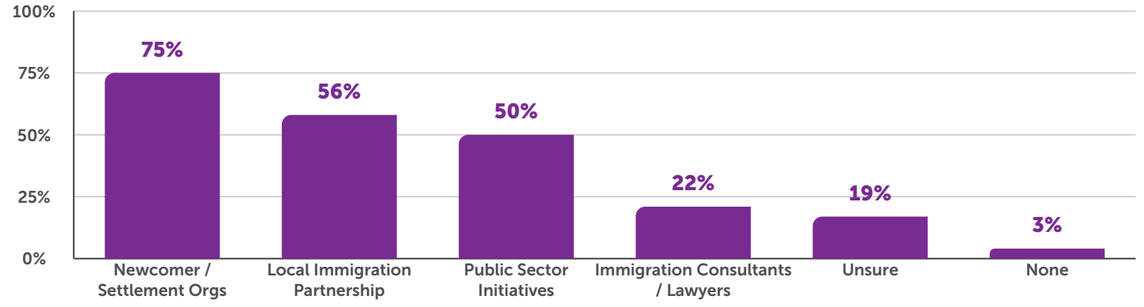
What is your level of awareness of supports available to newcomers in our community?



While nearly 31% reported strong familiarity with newcomer supports, the findings suggest that **detailed, system-wide awareness is not universal.** Half of respondents (50%) indicated they were somewhat familiar with available supports, and 17% had heard of some supports but did not know much about them, indicating only partial knowledge.

This presents an **opportunity for the Wood Buffalo LIP** and other partners **to strengthen cross-sector awareness** through shared resource directories, referral tools, regular updates, and network engagement sessions.

Which community programs or services does your business or organization partner or collaborate with to better support newcomer settlement, inclusion, and integration?



Respondents (n = 36) could select more than one response; therefore, percentages do not total 100%.

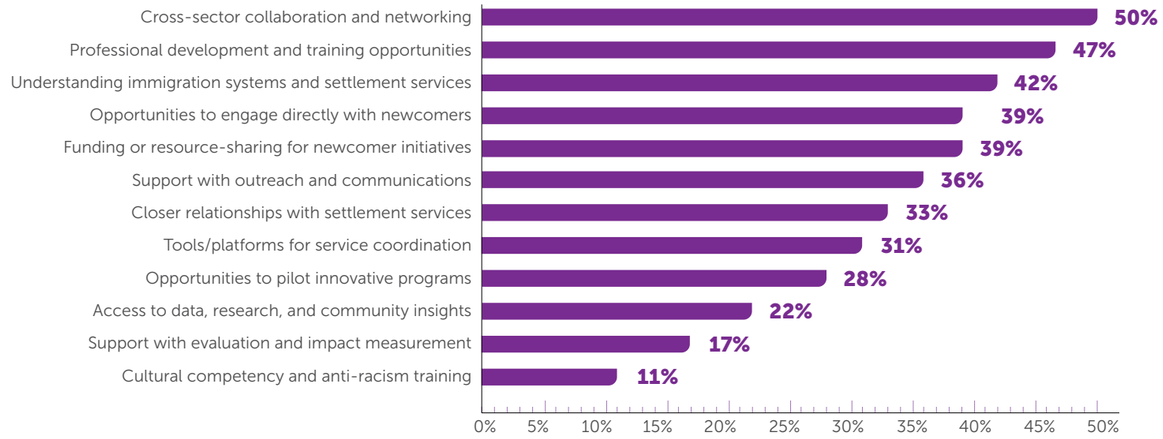
High levels of collaboration with **newcomer and settlement organizations (75%)**, the **LIP/NIN (56%)**, and public sector organizations, including health organizations, the RMWB, municipalities, and schools **(50%),** indicate a strong cross-sector network.

A small number of respondents (3% each) also identified partnerships with the Rural Renewal Stream (WISP program), the Food Bank, and Keyano College CALP.

However, 19% of respondents indicated they were unsure of existing partnerships, highlighting an opportunity to strengthen awareness across the network.

Overall, the **results reflect a strong collaborative foundation** that could be enhanced through increased employer engagement and deeper integration across public, settlement, and economic development systems.

What would help your business or organization strengthen its capacity to work with newcomers?



Note: Respondents (n = 33) could select more than one response; therefore, percentages do not total 100%.

Organizations are seeking stronger collaboration, knowledge, and coordination to enhance their ability to support newcomers.

The most frequently identified needs were **cross-sector collaboration** and networking **(50%)**, professional development and **training opportunities** (47%) and a **better understanding of immigration systems** and settlement or newcomer services **(42%).**

Relationship-building within the settlement ecosystem remains a priority. Closer relationships and **collaboration with settlement services** (33%) and tools or **platforms to improve service** coordination, welcoming, and responding to newcomer needs (31%) suggest a desire for more integrated and streamlined systems.

Innovation and evidence-based practice were also noted. Opportunities to pilot innovative newcomer programs (28%), access to data, research, and community insights (22%) and support with evaluation and impact measurement pertaining to newcomers (17%) indicate interest in strengthening program effectiveness and accountability.

Building Stronger Supports for Newcomers

The findings suggest that capacity gaps are not solely financial—they are also relational and informational. Strengthening cross-sector partnerships, improving shared tools and communication channels, and investing in targeted training could significantly enhance the collective ability of organizations in Wood Buffalo to support newcomer settlement, inclusion, and long-term integration.

What is one collaborative action the Local Immigration Partnership should prioritize over the next two years to support newcomers in Wood Buffalo?

Responses highlight several recurring themes, particularly related to language, employment, collaboration, and awareness.

1. Language Training and English Language Programs

The most frequently cited priority was expanding English language learning opportunities. Multiple respondents emphasized the need for:

- More English language programs
- Flexible schedules to accommodate working adults
- Stronger language supports within schools and for families
- Improved communication bridges between schools and newcomer families
- Expanded employment-focused language training

Respondents noted that language barriers limit employment access, reduce parental engagement in schools, and restrict overall integration.

2. Employment Pathways and Labour Market Integration

A second dominant theme focused on employment preparation and removing labour market barriers. Suggestions included:

- Expanding employment pathways
- Improving job readiness training
- Offering mentorship and onboarding networks
- Increasing employer collaboration
- Addressing misconceptions and bias toward newcomers in the labour market
- Integrating employment preparation supports within high schools and adult programs

Several respondents emphasized the need to actively counter negative narratives about newcomers and promote the economic contributions of immigrants.

3. Awareness, Communication, and Information Sharing

Many stakeholders identified gaps in awareness of available programs and services. Recommended actions included:

- Public awareness campaigns about newcomer contributions
- Education campaigns to address immigration myths
- Stronger promotion of existing services
- Clear referral directories with eligibility requirements
- Improved communication of newcomer trends to service providers and municipal leadership

Respondents suggested that better information sharing would improve service coordination and reduce duplication.

4. Interorganizational Collaboration and Coordination

Strengthening collaboration was another key theme. Respondents called for:

- Enhanced interorganizational collaboration
- Cross-sector networking
- Closer partnerships between employers, settlement agencies, and Francophone services
- Coordinated approaches to addressing housing and labour challenges

Stakeholders emphasized the importance of moving beyond isolated efforts toward coordinated, system-level solutions.

5. Mentorship and Community Connection

Several responses highlighted the need for mentorship and liaison roles to support integration, including:

- Pairing newcomers with established immigrants
- Creating liaison roles to bridge cultural and language gaps
- Increasing opportunities for direct engagement between service providers and newcomers

These approaches were seen as essential for building trust and fostering reciprocal relationships.

Strengthening What Already Exists

The findings indicate that stakeholders are not calling for entirely new systems, but rather **stronger alignment, communication, and expansion of existing initiatives**. Respondents consistently emphasized the need for coordinated action across three interconnected areas: language access, employment integration, and service coordination.A strategy that integrates language supports, employment pathways, employer engagement, and collaborative service planning would likely yield the most meaningful impact over the next two years.

What is something being done well for newcomers in the community?

Settlement and Orientation Services were frequently identified as a community strength,particularly those offered through organizations such as the YMCA and the Multicultural Association (MCA). Multiple respondents highlighted **YMCA Settlement Services as "extremely valuable,"** describing schools and community hubs as welcoming, accessible spaces that provide warmth, guidance, and practical support. The **MCA Welcome Centre and orientation programming** were also specifically identified as positive contributors.

Language support was frequently cited as a key area of success. Respondents noted the availability of English classes, tutoring, translated lessons, and one-on-one teacher support. Some indicated that there appear to be more providers offering language programming than in the past. **Supporting newcomers to learn English and better understand Canadian customs** — including parenting norms and community expectations — was viewed as foundational to successful integration.

Community collaboration emerged as another strength. Several respondents referenced strong inter-organizational partnerships and **community-wide cooperation** to assist newcomers. **Faith-based groups, cultural organizations, and social-profit agencies** were noted as important partners in helping newcomers feel connected and supported. There was recognition that **cultural organizations play a critical role** in helping newcomers feel welcomed by people who understand their language and cultural background.

Transportation supports were also identified as a positive development. Respondents specifically mentioned the **LIFT program** and recent **bus route changes** as improvements that enhance access to services, employment, and community participation.

Strong Foundations, Opportunities to Expand Reach

While respondents identified many strengths within the newcomer support ecosystem, including key anchors such as the YMCA and MCA, several noted that newcomers are often unaware of available programs and services. Strengthening communication, enhancing collaboration with cultural organizations, and **ensuring information reaches newcomers through trusted community channels** may further **amplify the impact of existing supports.**

In your view, what are the biggest contributions newcomers make to our community?

The feedback here was overwhelmingly positive and centred on workforce participation, economic contribution, cultural enrichment, entrepreneurship, and long-term community sustainability.

1. Economic Contributions

Workforce & Labour Market

Newcomers help address labour shortages and workforce gaps across the region.

Respondents highlighted that newcomers:

- Fill essential positions across industries including construction, childcare, hospitality, retail, healthcare, and other hard-to-recruit sectors.
- Help address labour shortages and workforce gaps.
- Strengthen workforce development and help sustain local industries, as some industries would struggle to remain operational without newcomer participation

Economic Growth & Entrepreneurship

Newcomers are recognized as important contributors to economic growth.

Respondents highlighted that newcomers:

- Support the local economy as consumers
- Contribute to the tax base, supporting public services and infrastructure
- Stimulate innovation and entrepreneurial activity
- Start new business and intern:
  - Create employment opportunities
  - Provide goods and services to the community
  - Create economic opportunities for others

2. Community Contributions

Cultural Enrichment & Inclusion

Cultural diversity was viewed as a major strength for the community.

Respondents described newcomers as bringing:

- Cultural diversity and linguistic richness which strengthens community resilience and fosters inclusion
- Different skills, problem-solving approaches, and perspectives.
- Vibrancy to schools, neighbourhoods, and community life.
- Family values and a strong emphasis on education.

Community Resilience and Civic Engagement

Newcomers contribute to the long-term strength and resilience of the community.

Respondents identified the following contributions to community resilience and civic life:

- Volunteerism and civic participation
- Community engagement
- Building stronger and more connected communities.
- Greater resilience and adaptability within the community.
- Motivation, work ethic, and a desire to build better futures for their families and communities.

Newcomers as Community Builders

Respondents view newcomers not as peripheral participants, but as **foundational to workforce stability, economic growth, and community vibrancy.**

These findings reinforce the **importance of continued investment** in newcomer attraction, settlement supports, labour market integration, and inclusive community-building initiatives to sustain Wood Buffalo's social and economic health.

What is one initiative or change you or your business/organization are willing to take action on to make our region more inclusive for newcomers?

The responses demonstrate a clear willingness among stakeholders to contribute actively to inclusive community-building.

Language Access and Employment Readiness

A prominent theme across responses was the expansion of English language training and employment readiness supports. Several respondents emphasized that employment readiness training, job placement support, and free or accessible English language programs are urgently needed to enable newcomers to enter and succeed in the labour market.

Collaboration and Resource Sharing

Many respondents also expressed readiness to share resources, offer expertise, and strengthen partnerships. This includes:

- Improving communication and visibility of existing supports for newcomers.
- Offering expertise in arts, culture, and community engagement
- Participating in or hosting multicultural events
- Volunteering time to mentor and guide newcomer families
- Enhancing collaboration with settlement and community service providers
- Joining newcomer-focused networks where not already involved

Inclusive and Culturally Responsive Services

Some respondents indicated a willingness to:

- Implement cultural competency and awareness training
- Work with translators and interpreters to improve communication
- Deliver workshops in ways that are accessible to individuals with limited English proficiency
- Strengthen relationships with organizations serving 2SLGBTQ+ newcomers
- Ensure services remain welcoming, accessible, and responsive to diverse needs

A Community Ready to Act

These responses indicate that there is both capacity and willingness within the community to take practical action toward greater newcomer inclusion; however, coordination, shared strategy, and clear partnership pathways will be critical to translating this willingness into sustained, collective impact.

07
CROSS-SURVEY CONCLUSIONS AND RECOMMENDATIONS

Integrated Conclusions: What the Results Say

Across both surveys, the findings point to a clear overarching message: **Wood Buffalo has strong settlement and community assets, but newcomer outcomes are still constrained by structural barriers and uneven access to information, services and employment pathways.** Newcomers consistently described challenges that are practical and immediate (jobs, housing, transportation, language), while stakeholders reinforced many of the same issues and highlighted capacity limitations, referral barriers and the need for stronger coordination tools.

1. Employment Is The Central "Make-Or-Break" Settlement Factor

Across the newcomer results, employment-related challenges repeatedly surfaced as a **defining driver of overall stability and belonging**. Newcomers described difficulty securing work, navigating job postings and hiring processes and overcoming barriers related to English proficiency, Canadian experience expectations and recognition of international education and credentials. These barriers are not experienced in isolation; they **interact with other issues such as transportation, childcare and housing affordability.**

Stakeholders largely validated this picture. Many identified language barriers, lack of Canadian work experience and credential recognition as key employment obstacles, and some noted that **screening practices (e.g., "Canadian experience")** can operate as a barrier that feels **discriminatory** in effect. At the same time, stakeholder results suggest variability in employer engagement: some organizations recruit and hire newcomers regularly, while others do not and a notable portion expressed uncertainty.

Conclusion: Employment barriers in Wood Buffalo are layered and systemic. Job access cannot be meaningfully improved through "job search supports" alone — it **requires coordinated work** with employers, training providers, settlement supports and policy/system partners.

2. Language Access is Foundational, and Current Models Do Not Consistently Fit Work Realities

Newcomer responses frequently pointed to English learning as both a need and a barrier — affecting employment, service access, confidence and social integration. Stakeholders echoed this strongly, with many recommending more language programming and more flexible options.

The results also suggest that **current language supports do not always align with the realities** of Wood Buffalo's labour market (e.g., long shifts, seasonal work patterns, commuting constraints and limited time for formal classes). Where language services exist, **access can be constrained by waitlists, limited levels, or schedules** that do not work for employed or shift-working newcomers. Some respondents pointed to the importance of school-based supports, while also noting **limitations in EAL capacity and supports for newcomer youth.**

Conclusion: Language training is a settlement and workforce strategy, not just an education service. To be effective, language supports must be accessible, flexible and connected to employment pathways.

3. Information Gaps and Navigation Barriers are Persistent and Cross-Cutting

In the newcomer survey, many respondents described **uncertainty about where to find supports,** or finding out about programs only incidentally (e.g., through social media or word of mouth). Stakeholders also identified awareness and information barriers as major challenges preventing service access. This is **reinforced by the stakeholder interest in shared tools** such as referral directories, eligibility clarity and platforms that improve coordination.

This indicates that **the challenge is not only "lack of services," but also lack of clear pathways through services** — including poor visibility, inconsistent messaging, limited multilingual access and uneven referral practices.

Conclusion: Wood Buffalo needs a clearer "front door" to the newcomer support system and stronger **shared navigation infrastructure** across organizations.

4. Housing, Transportation and Affordability Shape Newcomer Stability and Service Access

Newcomers **frequently linked overall wellbeing** to affordable housing, cost of living pressures and transportation access. Stakeholders also cited transportation and accessibility barriers as factors that prevent newcomers from accessing services, alongside practical constraints such as hours and location of service.

Transportation emerged in both datasets not simply as a convenience issue, but as a structural access barrier that influences employment, service participation and social inclusion — particularly for households without vehicles, newcomers in outlying areas, shift workers and families with childcare needs.

Conclusion: Settlement success in Wood Buffalo is heavily shaped by community infrastructure and affordability conditions. Coordinated **newcomer strategy needs a strong "systems lens" that engages municipal, provincial and service partners.**

5. Cultural Safety, Discrimination and Belonging Remain Active Issues

Newcomers identified **discrimination and racism as a challenge** in their lived experience, and stakeholder results also reference cultural competency, anti-racism, trust and the need for more culturally informed supports. Several respondents emphasized the **importance of being welcomed by culturally familiar networks** (faith communities, ethno-cultural groups, Francophone supports), and the **value of targeted programming for specific communities.**

Conclusion: Belonging outcomes require more than services. **Addressing discrimination,** improving cultural safety and supporting meaningful participation are **essential to retention and long-term integration.**

6. The Community Has Strong Assets — and Stakeholders Show Willingness to Collaborate

The findings also highlight significant strengths: newcomers and stakeholders consistently identified **programs and organizations that help people feel welcome and succeed** (e.g., settlement supports, community and recreation programs, libraries, cultural and faith communities). Stakeholders reported frequent interaction with newcomers, and many expressed **willingness to take action** (e.g., share resources, improve outreach, offer programming in more accessible formats).

At the same time, **stakeholders identified what would strengthen their capacity:** professional development, cross-sector networking, clearer understanding of immigration systems, tools for coordination, evaluation support, outreach support and funding/resource sharing.

Conclusion: The foundation for coordinated action is already present. The LIP's value-add is to align, connect and equip partners to reduce fragmentation and increase collective impact.



08
CONTEXTUAL COMPARISON: 2022 AND 2025 RESEARCH FINDINGS

In 2022, the Wood Buffalo Local Immigration Partnership commissioned a research report (submitted December 14, 2022 by Tania Kajner Consultants and Zenev and Associates) that examined the settlement needs of immigrants in the region through a survey, focus groups and census data analysis. While the 2022 and 2025 studies differ in methodology, scale and survey design—making direct one-to-one comparisons inappropriate—reviewing the two studies alongside one another reveals important patterns of continuity and change in the newcomer experience in Wood Buffalo.

The following comparison is intended to provide **contextual insight rather than statistical benchmarking.** Differences in sample size (92 immigrant participants in 2022 versus 263 newcomer respondents in 2025), data collection methods (survey plus focus groups in 2022 versus two complementary surveys in 2025) and question framing mean that **numerical comparisons should be interpreted with caution.**

Persistent Settlement Challenges

Several core settlement challenges identified in 2022 remain prominent in 2025. **Employment continues to emerge as the single most significant barrier for newcomers**. The 2022 report found that 54% of participants experienced difficulty finding suitable employment, with credential recognition, the "Canadian experience" requirement and underemployment identified as primary obstacles. In 2025, these same themes persist strongly: finding a job that matches skills was rated "very hard" by 82 respondents and applying but not being called for interviews was the most frequently cited job search barrier (33.5%). The continued dominance of employment-related challenges across both studies suggests that **structural workforce integration barriers have not been substantially resolved** over this period.

Housing affordability was a key challenge in 2022, with participants reporting limited supply, high rents and long wait times for subsidized housing. In 2025, **housing remains a significant pressure point,** with more respondents reporting difficulty than ease in finding affordable housing. The consistency of this finding across both studies underscores that housing remains a structural barrier to newcomer stability in Wood Buffalo.

Language access and English proficiency remain central themes across both studies. In 2022, participants highlighted insufficient availability of language training, wait lists for higher-level LINC classes and the lack of full-time programming. In 2025, language barriers continue to feature as a cross-cutting challenge affecting employment access, service navigation and social integration. Both studies reinforce that language acquisition is foundational to settlement success and that **flexible, accessible programming remains a priority.**

Transportation challenges, childcare access and financial strain were identified as barriers in both 2022 and 2025. In particular, transportation continues to function as a cross-cutting enabler (or barrier) to accessing employment, services and community life. Childcare affordability and availability remain persistent concerns, particularly for newcomer parents seeking to attend language classes or enter the workforce.

Access to Information

Information access was a critical gap in 2022, with only 3% of survey respondents reporting that they had enough information about services and 62% indicating they did not have enough information. In 2025, **information gaps persist** as a prominent theme: a large proportion of respondents still reported insufficient awareness of available supports. Both studies highlight that **friends and family remain the primary source of information** for newcomers, while **digital platforms (social media, websites) play an increasingly important role.** The continued presence of respondents who report not knowing where to access information suggests that **despite some progress**, a coordinated, **centralized information strategy remains an unmet need.**

Demographic Shifts

The demographic **composition of participants shifted notably** between the two studies. In the 2022 research, participants primarily came from India (22%), the Philippines (14%) and Ukraine (14%), with strong South Asian representation. In 2025, the respondent profile shifted toward stronger representation from East and West Africa (particularly Somalia, Ethiopia, Nigeria and Cameroon), while Ukrainian respondents continued to be represented. This shift **reflects broader immigration trends** and has **implications for language services, cultural programming and community-specific supports.**

Areas of Potential Progress

While direct comparisons are limited, several areas suggest potential progress since 2022. **Service utilization appears broader in 2025**, with a wider range of services accessed by newcomers, potentially reflecting improved outreach, service visibility, or expanded programming. The **2022 study found that only 22% of survey respondents had accessed services** in the past year; the **2025 survey indicates that over half of respondents (56%) have accessed newcomer programs or services**. Additionally, the 2025 survey reached a **substantially larger sample** (263 newcomer respondents compared to 92 immigrant participants in 2022), which **may reflect stronger community engagement and trust-building within LIP networks.**



The 2022 report was conducted during the lingering effects of the COVID-19 pandemic, which had a notable impact on service delivery, social connections and employment. The 2025 findings, while still reflecting many of the same structural challenges, no longer foreground pandemic-specific impacts, suggesting some **normalization of service delivery** and community engagement.

Racism and Discrimination

Both studies document experiences of racism and discrimination as barriers to integration. The 2022 report highlighted particular concerns around Islamophobia and the impact on Muslim women, as well as racism encountered in employment contexts. In 2025, **discrimination continues to appear as a recurring theme alongside employment, financial and social integration challenges**. The persistence of this finding across both studies reinforces the importance of anti-discrimination and anti-racism initiatives within the community.

Summary

Taken together, the 2022 and 2025 findings tell a consistent story: the **core structural challenges** facing newcomers in Wood Buffalo—employment, housing, language, transportation, childcare, information access and discrimination—**are deeply rooted** and **require sustained, coordinated attention.** At the same time, there are **encouraging signs of stronger community engagement**, **broader service utilization**, and an expanding evidence base to inform strategic action. The continuity across these two research efforts strengthens the case for long-term, systems-level investment in newcomer integration and provides a valuable foundation for measuring progress in future planning cycles.

Strategic Recommendations

The recommendations below are written so they can translate directly into the LIP's 2-year action planning, working groups and partnership priorities.

Recommendation 1:Develop a coordinated employment pathway strategy from readiness to retention

Recommended Action Steps:

- Design and implement a Newcomer Employment Pathway model aligning language training, job readiness, bridging/upskilling, employer partnerships and retention supports.
- Establish sector-specific bridging pathways aligned with local labour market needs, including short credentials, workplace language training and supervised work placements.
- Support employers in adopting inclusive hiring practices through recruitment templates, interview supports, onboarding tools and training on bias-aware hiring.
- Strengthen first job transition supports, including mentorship, job matching, placements and volunteer-to-employment pathways.
- Integrate retention-focused supports, including workplace integration and culturally responsive supervision practices.

Recommendation 2: Expand flexible and accessible language programming

Recommended Action Steps:

- Expand flexible language delivery options, including evening, weekend, hybrid and modular programming.
- Develop workplace-based language supports tailored to job tasks and industry needs.
- Increase capacity for advanced language learning, conversation practice and sector-specific streams.
- Strengthen school-based newcomer supports through aligned EAL resources and interpretation services.

Recommendation 3: Establish a centralized newcomer navigation and referral system

Recommended Action Steps:

- Create a centralized newcomer service directory (digital and print) with eligibility and access information.
- Develop a shared referral protocol to enable consistent warm referrals across organizations.
- Launch coordinated multilingual outreach through community channels and digital platforms.
- Introduce standardized newcomer orientation sessions and welcome materials.

Recommendation 4: Improve access supports to reduce participation barriers

Recommended Action Steps:

- Enhance transportation supports, including transit navigation and scheduling alignment.
- Integrate childcare-responsive programming and family-friendly service design.
- Adjust service delivery hours to include evening and flexible options.
- Advocate for integration of newcomer needs into municipal planning processes.

Recommendation 5: Advance cultural safety, anti-racism and belonging initiatives

Recommended Action Steps:

- Expand cultural competency and anti-racism training across sectors.
- Support culturally specific programming through partnerships with diverse communities.
- Implement community-based belonging initiatives, mentorship and engagement opportunities.

Recommendation 6: Strengthen partner and service provider capacity

Recommended Action Steps:

- Develop a LIP-led capacity-building strategy with professional development and learning opportunities.
- Create and share common tools such as referral templates and multilingual resources.
- Support evaluation and impact measurement through shared indicators and reporting tools.
- Facilitate resource sharing, including joint funding and training initiatives.

Recommendation 7: Implement a structured two-year action plan with accountability measures

Recommended Action Steps:

- Develop a two-year action plan organized around employment, language, navigation, belonging and advocacy.
- Define roles, timelines and measurable indicators for each action area.
- Establish monitoring processes including quarterly updates and annual reporting.



09 CLOSING SUMMARY

Overall, the survey findings reflect a community with strong settlement assets and committed partners, but also persistent structural barriers that shape newcomer outcomes — particularly employment access, language, navigation, housing affordability and transportation. The stakeholder survey reinforces that many organizations are willing to collaborate and take action, but require stronger coordination tools, training, communication supports and shared infrastructure to respond effectively. These findings suggest that the Local Immigration Partnership's most valuable role over the next two years is to strengthen system navigation, align partner efforts, expand employment and language pathways and lead coordinated strategies that reduce fragmentation and improve newcomer access, inclusion and long-term retention in Wood Buffalo.

Wood Buffalo Local Immigration Partnership Community

Engagement & Research Report