



2020-2025 Strategic Plan

Territorial Acknowledgement

As a provincial umbrella association, AMSSA would like to acknowledge that BC is home to 198 First Nations. We would also like to express and recognize the privilege that we have as settlers on this land. We wish to acknowledge that AMSSA's operations is on the unceded traditional territories of the xwməθkwəyəm (Musqueam), Skwxwú7mesh (Squamish), and Səlílwətaʔ/Selilwitulh (Tsleil-Waututh) Nations.

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Long before COVID-19 made its way into our communities, we began the process of engaging with Janna Jorgenson of ION Consulting to develop a 5-year Strategic Plan. As a purpose-driven organization, AMSSA requires an impact-driven strategy to achieve our vision and Janna was the ideal person to lead us into the development of this framework. We started with the knowledge that our purpose will drive us to achieve our vision and we have taken on the challenge at this unprecedented time to create a strategic framework that allows us to be flexible and nimble.

We recognize that the barriers are significant at this time, and we were committed to developing a strong framework that will guide our collective action. This strategic plan is the culmination of months of consultations with members, funders, partners, the board and AMSSA staff. This was a collective effort that was created to reflect our members' voices, keeping our members at the centre of everything that we do. We developed a purpose statement to clearly state to our membership what is at the heart of this plan, and then expanded our values into statements to define how we will approach our work.

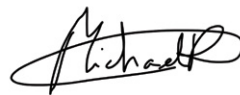
As an impact-driven strategy, we present our intended impacts as the barometer of our efforts, demonstrating to our members the intention of our decisions and operations. Through the pillars and strategies, we show our membership how we will focus our activities to achieve the greatest impact. Over the next 5 years, we will root all of our activities, events, and engagement in these strategies so that our membership can continue to rely on AMSSA to support their own operational capacity, and to advocate on their behalf.

We are grateful for the privilege we have of working with such an incredible group of organizations and we look forward to ever listening and ever learning as we take on the next 5 years.

Sincerely,



Katie Crocker
Chief Executive Officer



Michael Radano
Board President

PURPOSE STATEMENT

Co-Create
the conditions
for success with
our members
**to build better lives
for immigrants and
newcomers to B.C.**



AMSSA's Values

WE VALUE

Equity

and strive to be the catalyst for change which disrupts systems promoting racial and social injustice.



WE VALUE

Inclusiveness

and work with our members and stakeholders to place voices that have been marginalized in positions of influence, creating space for all perspectives.

WE VALUE

Integrity

striving to always work to the highest standards, encouraging innovation, risk taking and leadership; we are always open to new thoughts and maintain accountability in our work.





WE VALUE

Mutual Respect

by respecting what everyone has to offer within their own context of life experiences, opening our hearts and minds to always listening and learning.

WE VALUE

Diversity

recognizing our own individual biases and engaging members and stakeholders in meaningful ways that promotes inclusion of all voices and perspectives.

WE VALUE

Collaboration

engaging in equitable partnerships, mindfully exploring old and new ideas to advance the work of AMSSA and our members.

WE VALUE

Sustainable Transformation

engaging in continuous individual and organizational reflection and collaboration to build capacity and integrate what we learn into our culture and infrastructure.





AMSSA's Impact

Impact goals
are selected
and written
**according to the
value they create
for beneficiaries.**

1

MEMBERS OF AMSSA ARE SUPPORTED IN ACHIEVING IMPACT

- Members are empowered with knowledge and resources that help them stay current and ahead of the curve
- Each member achieves equity, access, and equal opportunity for impact
- Members are less overwhelmed by service delivery mode changes made necessary due to the pandemic
- Members are supported in implementing changes that improve their chances of funding success

2

THE SECTOR'S CAPACITY FOR IMPACT IS EXPANDED

- Members are supported in making meaningful peer connections that foster inspiration, trust, innovation and collaboration
- Members who engage in inter-agency collaboration receive ongoing support and have the opportunity to model innovation for others
- The sector understands and receives due recognition for its collective impacts, contributions and innovations
- Funders are aware of and take action to address the funding gaps and needs of the sector
- Funders set parameters around the funding process that facilitate easier administration and evaluation

3

THE SYSTEMS THAT KEEP IMMIGRANTS & NEWCOMERS FROM ACHIEVING EQUITY ARE DISRUPTED

- Equity for immigrants and newcomers becomes a top emerging trend on the radar within all levels and divisions of government
- The immigrant and newcomer community achieves greater power and influence at decision-making tables
- Policymakers and decision-makers have a research-informed understanding of systemic barriers to equity for immigrants and newcomers
- Multiple sectors, institutions and governments come together to ensure immigrants and newcomers are not disproportionately disadvantaged and play a pivotal role in our post-COVID recovery

4

AMSSA IS A SUSTAINABLE, ALIGNED AND PURPOSE-DRIVEN ORGANIZATION OF CONSEQUENCE

- AMSSA is financially sustainable
- AMSSA is an attractive place to work and grow; employees and volunteers find purpose and meaning in their contributions to our mission
- AMSSA models the policy shifts it wants to see within the Sector
- AMSSA achieves its impact through as many allied organizations and groups as possible
- AMSSA is solidified as the partner of choice for anyone or any group interested in co-creating a better future for immigrants and newcomers



Pillars & Strategies

Support our Members

STRATEGIES

RESOURCE MEMBERS WITH ACCESSIBLE INFORMATION, KNOWLEDGE AND TRAINING

- Keep members informed of new developments, emerging trends and likely implications
- Share emerging standard technology-enabled resources and tools for the front-line of service
- Develop and share training opportunities that are accessible and relevant to identified needs

SUPPORT AND PROMOTE EQUITABLE ACCESS FOR SPECIALIZED, RURAL, SMALL AND REMOTE MEMBERS

- Understand their unique needs and gaps
- Connect these members to engage in solutions-oriented discussions
- Amplify the voices of rural, small and remote members in advocating for change
- Provide additional needed supports identified by rural, small and remote members

INCREASE ACCESS TO DIGITAL RESOURCES AND TOOLS

- Collaborate provincially and nationally to source best-practices in digital service delivery
- Facilitate access and curate resources or tools that would increase efficiency

SUPPORT MEMBERS IN RESPONDING TO NEW AND EMERGING IMPERATIVE

- Engage our members to learn more about their emerging needs
- Strengthen members capacity to collectively advocate for the needs of newcomers and immigrants
- Provide members with support for incorporating blended service models that integrate digital technology
- Provide members with support for centering Indigenous presence and practices within their organizations and on their Boards



PILLAR 2

Strengthen the Sector

STRATEGIES

EXPAND THE COLLABORATIVE CAPACITY OF THE SECTOR

- Create clarity of who is at the core of the immigrant and newcomer serving sector and identify the organizations and stakeholders who intersect with the sector
- Create a shared vision of success and impact
- Connect members to increase peer-to-peer learning, growth and innovation by building knowledge of organizations and services in their region
- Provide specialized supports for collaborative undertakings
- Monitor, track and address barriers and impediments to inter-agency collaboration
- Build collaborative partnerships with professional associations, researchers, employers and other organizations that intersect with the immigrant and newcomer serving sector

MEASURE THE IMPACT OF THE SECTOR

- Build knowledge of who is working in the sector, who they are serving, their needs, and establish a sector baseline
- Develop an impact measurement framework
- Measure changes in impact

INCREASE ACCESS TO FUNDING

- Activate the sector voice in advocating to funders for supports and solutions that address gaps and needs
- Provide funders with a channel for respectful and meaningful engagement with the sector
- Expand AMSSA's presence at provincial and federal consultations, bringing the immigrant and newcomer lens to all discussions
- Engage with government ministries and utilize funding streams that focus on an intersection of the sector
- Strengthen AMSSA's capacity to support member organizations in applying for funding

SUSTAIN ACCESS TO FUNDING IN THE PENDING PERIOD OF POTENTIAL RETRACTION DURING INCREASED NEED

- Activate sector to influence change in those funder formulas that might otherwise result in reduced levels of funding by 2022
- Support the sector response to ensure immigrants and newcomers are not further disadvantaged and oppressed during the post-COVID recovery period

PLACE THE SECTOR WITHIN THE BROADER COMMUNITY

- Support the immigrant and newcomer sector to highlight the positive benefits of immigration and counter misinformation
- Amplify the collective advocacy for the settlement and integration sector
- Make it easier to navigate the sector through an inventory of region-specific immigrant and newcomer services and assets
- Center anti-racism, diversity & inclusion work as it relates to the immigrant and newcomer sector, addressing systemic racism within society and building inclusivity

ELEVATE THE STANDING OF THE SECTOR

- Utilize the knowledge we receive about the impact of the sector to increase profile of settlement, integration and diversity
- Communicate impact and contributions of sector on clients who are served and on broader community
- Aid the sector in making data-driven decisions by collecting and interpreting data that can be utilized by the sector
- Develop and recognize leaders within the sector
- Engage the sector in identifying and exploring the need for standardization and creating a repository for best practices

PILLAR 3

Disrupt Systems

STRATEGIES

LEAD THE CONVERSATION ON THE VALUE, CONTRIBUTIONS AND NEEDS OF IMMIGRANTS AND NEWCOMERS

- Catalyze and generate research and knowledge to make the case for achieving equity for immigrants and newcomers
- Be the place where engagement and conversations happen about the role of immigrants and newcomers, ongoing as well as in post-COVID recovery
- Take an increased national role in leading the conversation on the contributions, value and evolution of the sector

CREATE SPACE FOR, ACTIVATE AND AMPLIFY IMMIGRANT AND NEWCOMER VOICES

- Create diversity goals for Boards and decision-making tables that will encourage opportunities and inclusive spaces for immigrants and newcomers
- Support the sector in building awareness among newcomers about board, decision-making tables, and similar opportunities
- Profile and recognize the achievements of diverse organizations

INCREASE PUBLIC AWARENESS AND APPRECIATION OF THE VALUE OF IMMIGRANTS AND NEWCOMERS

- Develop and implement an external communications strategy
- Engage with the media to advocate for social and economic inclusion of immigrants and newcomers

PROMOTE AN IMMIGRANT AND NEWCOMER LENS TO DECISIONS AT ALL GOVERNMENTAL LEVELS AND TABLES

- Advocate for all levels of government and governmental decision-making tables to make an immigrant and newcomer lens integral to informing every decision

DISRUPT THE STATUS QUO THAT KEEPS BARRIERS FOR IMMIGRANTS AND NEWCOMERS IN PLACE

- Engage the sector and other key stakeholders in identifying systemic barriers that lead to oppression
- Create an advocacy strategy for achieving the removal of barriers and creation of supports within the system
- Join forces and strengthen partnerships with allied groups that are fighting for the elimination of racism and racial discrimination



Excel as an Organization

STRATEGIES

SUSTAIN THE ORGANIZATION

- Support strong governance
- Update AMSSA's brand blueprint
- Diversify funding and revenue streams
- Develop a member relations strategy
- Increase clarity of and adherence to the respective roles of AMSSA and its members
- Expand membership base to include organizations aligned with our vision and values
- Achieve operational excellence in aligning our competencies, structures and processes with our core values

MODEL THE CHANGE WE WANT TO SEE IN OTHERS

- Develop and implement an ongoing evaluation framework to measure AMSSA's impact
- Develop and implement diversity and inclusion goals for the Board
- Collaborate with members in specific initiatives that generate impact for the sector, immigrants and newcomers
- Develop a strategy for centering Indigenous presence, practices and perspectives in our governance and operations

DEVELOP THE PEOPLE WHO BRING THEIR BEST

- Attract, retain and develop talented people who share our values and strive to achieve our vision

SHOW UP WHERE THE PEOPLE ARE

- Increase AMSSA's public profile, especially on social media
- Be present, visible and active in as many forums as possible
- Develop consistent and clear messages and engagement guidelines for all AMSSA ambassadors





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