

STRATEGIC PLAN 2026-2031



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1 Territory Acknowledgement

As a provincial umbrella association, AMSSA (Affiliation of Multicultural Societies and Service Agencies of British Columbia) acknowledges that British Columbia is situated on the unceded and ancestral homelands of more than 200 First Nations who have stewarded these lands since time immemorial, and that British Columbia is now home to many diverse First Nations, Métis, and Inuit peoples.

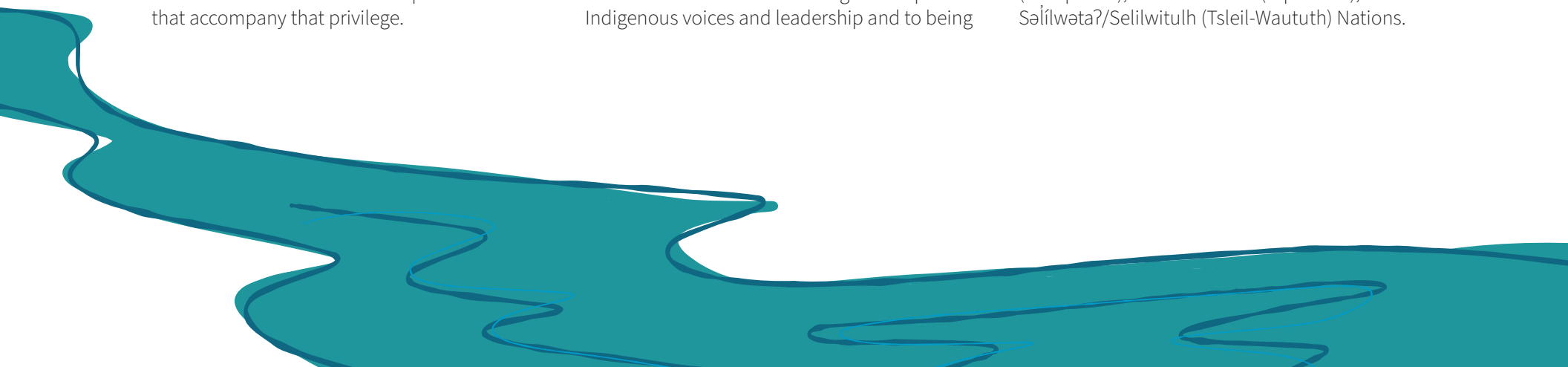
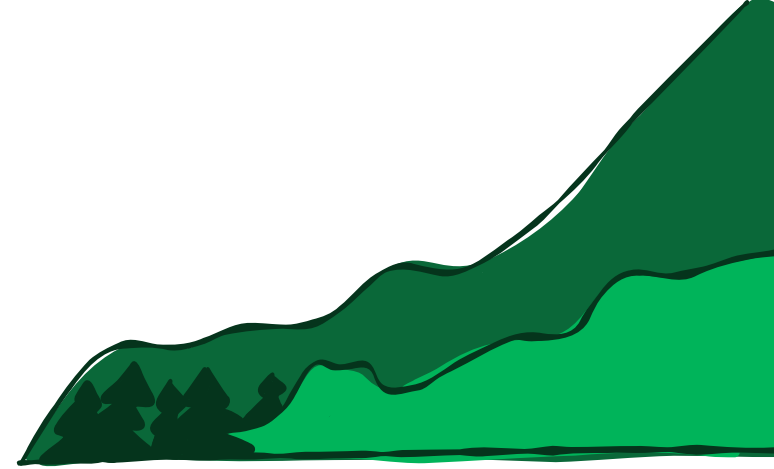
We acknowledge that we work and live on Indigenous lands that have never been ceded or surrendered. As settlers, newcomers, immigrants, and children of immigrants, we have a responsibility to foster and honour our relationship to the land and Indigenous peoples. We recognize the privilege we have as settlers on this land and the responsibilities that accompany that privilege.

As settlers, it is important to recognize that although we call this place home, First Nations never ceded or surrendered their lands. Instead, many of us arrived here – across these territories and across Turtle Island – through systems that were imposed upon us and as settlers, have participated in and benefited from ongoing colonial structures. We have a responsibility to understand these realities and actively contribute to transforming them through learning, reflection, and action.

We recognize the enduring impacts of colonization on Indigenous peoples, communities, cultures, languages, and ways of knowing. As an organization, we understand that acknowledgment alone is insufficient. AMSSA is committed to creating a safe space for Indigenous voices and leadership and to being

guided by Indigenous knowledge, perspectives and priorities. As part of our commitment to reconciliation in action, AMSSA will continue to embed decolonizing practices across our organization, be accountable to the guidance of our Indigenous Advisory Council, and seek meaningful opportunities to align our programs, policies, and partnerships with Indigenous priorities and aspirations for self-determination, sovereignty, and justice.

In keeping with Indigenous protocols and to build respectful relationships between Indigenous and non-Indigenous peoples, we acknowledge and express gratitude that AMSSA's operations are located on the unceded traditional territories of the x^wməθk^wəyəm (Musqueam), Skwxwú7mesh (Squamish), and Səlílwətaʔ/Selilwílh (Tsleil-Waututh) Nations.



2 Reflecting on Our Past, Present, and Future: A Shared, Collaborative Message

Looking Back to Look Forward

AMSSA has continued to build the collective capacity of its membership through investment in the people, organizations, and infrastructure that support immigrants, refugees, newcomers, and the communities that welcome them. For nearly five decades, we have grown alongside our communities, guided by a shared commitment to belonging, inclusion, and the belief that everyone deserves the opportunity to thrive.

We understand that newcomer experiences are shaped by interconnected systems, including housing, healthcare, education, employment, justice, and community services. These are not siloed experiences, nor can any single organization or sector create lasting change alone. The work ahead requires deeper cross-sector relationships both inside and outside the settlement sector. AMSSA leads in this space. We have continued to build collective capacity with an investment in the people, organizations, and infrastructure that support newcomer belonging, participation, access, and opportunity.

The Reality We Must Navigate

Today, we are navigating a period of significant change: immigration policy changes, evolving public attitudes toward immigration, rapid technological advancement and AI, funding realities, and broader social and economic conditions.

What is needed is stronger collaboration across organizations, sectors, and communities; a commitment to shared problem-solving and collective learning; and ethical, inclusive, and accessible approaches to innovation.

We cannot navigate complexity alone.
Our role is to connect, convene, and strengthen the sector.

Within this environment, AMSSA's role and support to our membership will also continue to evolve and respond. We connect perspectives across regions, identify emerging patterns, translate insight into shared understanding, and create space for members, partners, and communities to shape common priorities and collective action.

The Future We Choose to Build, Together

Relationships are at the heart of how we lead.
We are strongest when members, partners, communities, and people with lived experience help shape our collective direction. We continue to bring diverse perspectives together, strengthening our shared understanding and better decision-making, so that our collective action creates lasting change. Foundational to this, our practice is rooted in the belief that newcomer belonging and reconciliation are interconnected responsibilities that call us to learn from Indigenous leaders and to advance decolonizing practices. Creating more equitable and responsive systems requires addressing systemic barriers and working together to strengthen belonging for all.

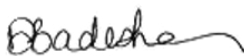
Our future includes creating stronger conditions for belonging, participation, and opportunities, for healthier communities across BC and beyond. *A more connected and collaborative sector.*

Our strategic plan is shaped by present realities but not defined by them. New opportunities continue to emerge alongside these challenges, and these opportunities provide greater collective capacity to create meaningful systems change. We have a collective responsibility to learn, adapt, and deepen our collaboration as we work on our shared purpose over the next five years. *Systemic change requires courage, reflection, and collective action.*

We remain committed to ensuring that our leadership, advocacy, and systems change efforts translate into meaningful value for members and tangible benefits for the organizations they serve. Ongoing engagement with members helps guide our priorities, strengthen the sector, and ensure our collective work remains grounded in community realities.

We are driven by our vision: a just and equitable society in which everyone benefits from social and economic inclusion. In pursuit of this vision, we embrace a *Big Hairy Audacious Goal* — a future where every newcomer in British Columbia can fully belong, contribute, and flourish, supported by strong communities, equitable systems, and a sector working collectively toward lasting change.

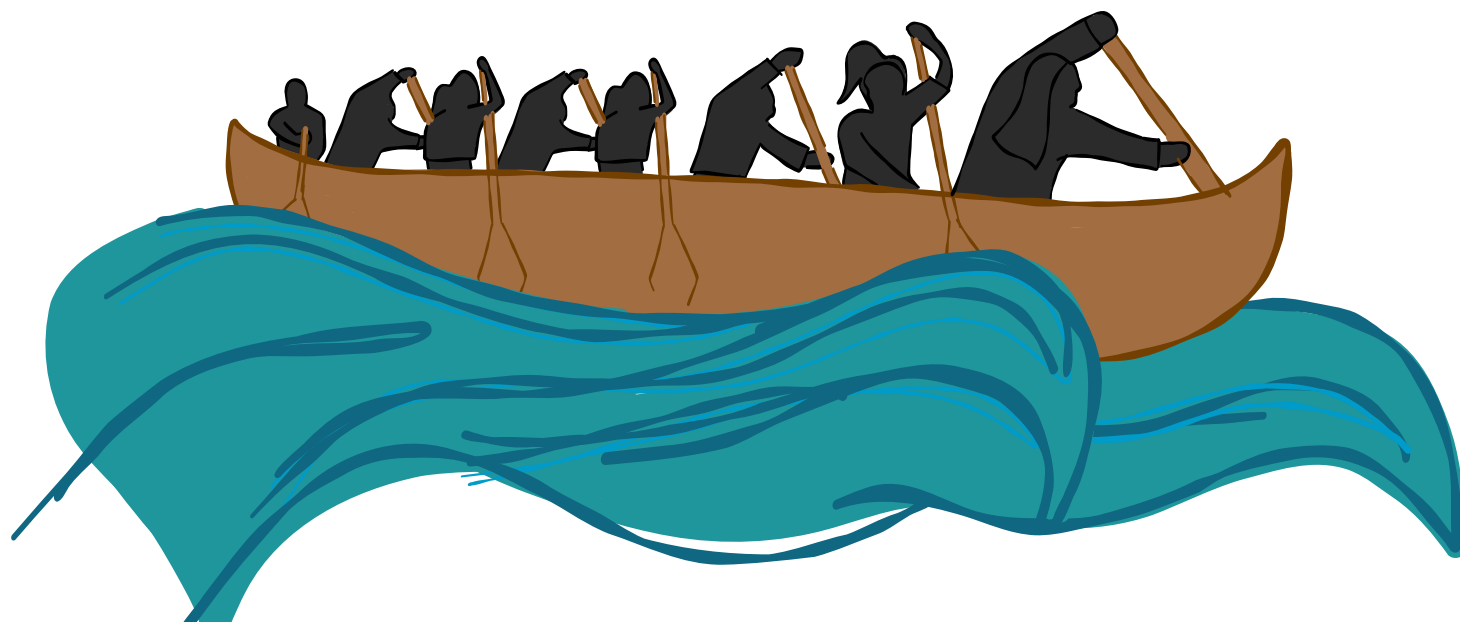
We invite you to join our journey and build the vision together.



Daljit Gill-Badesha,
Chief Executive Officer



Ryan Drew,
President, Board of Directors



3 Len Pierre Consulting Position Statement – Decolonizing Strategic Planning

When AMSSA invited Len Pierre Consulting (LPC) to support the development of this strategic plan, we understood that this work was about more than defining priorities for the years ahead. LPC partnered with AMSSA with a shared understanding that the process itself needed to reflect the change the organization seeks to create. From the outset, this work was not approached as a conventional strategic planning exercise, but as an opportunity to reimagine how planning can be grounded in relationship, responsibility, and accountability to the communities AMSSA serves. It was a chance to reflect on identity, relationships, purpose, and the future AMSSA hopes to help shape alongside its members, partners, and communities.

From the beginning, we approached this work through a decolonizing lens grounded in relationship, reciprocity, accountability, and community voice. Rather than treating strategic planning as a technical exercise, we created a process that honoured multiple ways of knowing and made space for reflection, dialogue, and collective decision-making. Throughout the process, lived experience, cultural knowledge, staff wisdom, community perspectives, research, and evidence were all recognized as equally important sources of insight.

This partnership was rooted in a recognition of the unique and complex position AMSSA holds as a provincial umbrella organization within the settlement and integration sector. As AMSSA supports organizations welcoming newcomers across British Columbia and Canada, it also operates within the reality that this work takes place on the unceded,

stolen, or otherwise dispossessed lands of Indigenous Peoples. At the same time, the sector itself is shaped by systems and funding structures that are deeply colonial in nature. This understanding informed both the process and the plan itself.

AMSSA supports organizations that welcome newcomers and help people build lives, relationships, and belonging in communities across British Columbia and beyond. Rather than avoiding this tension, AMSSA chose to engage with it openly, recognizing that meaningful leadership requires honesty, humility, and a willingness to sit with complexity. Many newcomers arrive with their own lived experiences of displacement, colonization, and cultural loss, creating important points of connection while also reinforcing the distinct rights and sovereignty of Indigenous Peoples.

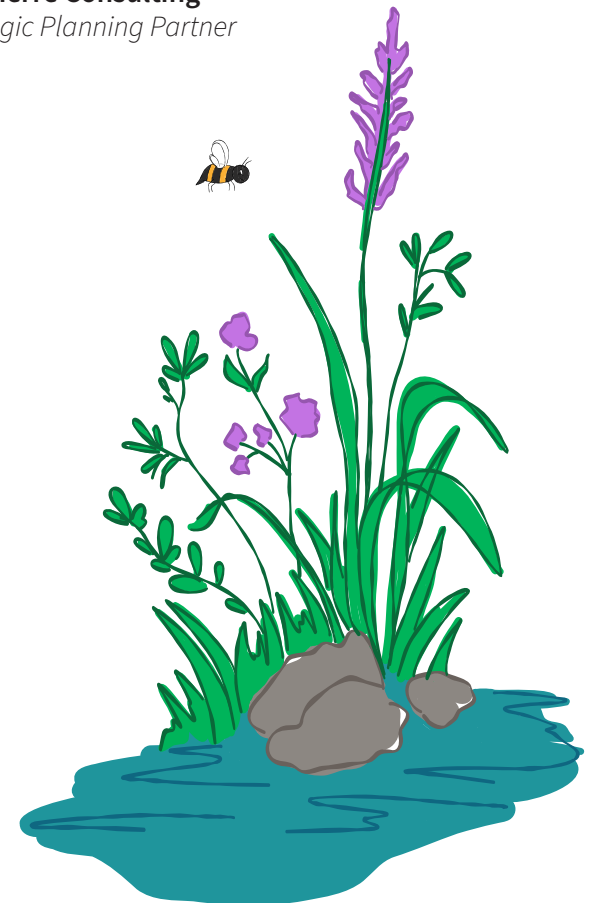
In response, LPC and AMSSA committed to a decolonizing approach to strategic planning. This did not mean discarding established strategic planning practices. Rather, it meant broadening them by incorporating Indigenous ways of knowing, storytelling, reflection, and relational decision-making alongside more conventional planning approaches. AMSSA staff, Board members, members, partners, funders, and the Indigenous Advisory Council were engaged as co-creators, contributing their wisdom, experiences, and aspirations, ensuring that the plan reflects lived experience, collective knowledge, and the realities of the sector. Their voices helped shape a plan that is not intended to be a static document, but a living reflection of AMSSA's evolving role within the settlement and integration sector. Our approach is grounded in the belief that planning is ultimately an act of storytelling, one that asks: Who are we? Where are we now? Where are we going? And how will we move forward together? These questions anchored conversations rooted in purpose, relationships, accountability, and the future generations who will inherit the outcomes of the decisions made today.

Importantly, this work embraced flexibility as a core practice. Changes in leadership, evolving sector conditions, funding uncertainty, and updated Board direction were not viewed as disruptions, but as part of a responsive and relational process. By integrating multiple planning methods and maintaining openness to adaptation, the process reflected the principle that meaningful, decolonizing work must remain grounded while responsive to changing realities.

The result is a strategic plan that moves beyond traditional approaches. It reflects a shift from convening alone to leadership, from supporting to shaping systems, and from reacting to proactively influencing the conditions that impact newcomers and communities. It also reflects AMSSA's commitment to embedding decolonization, relational accountability, and community voice across its work, not as standalone concepts, but as foundational ways of being and operating.

LPC is honoured and grateful to have paddled alongside AMSSA throughout this journey. We believe this plan reflects not only where AMSSA is today, but who it is becoming: a sector leader committed to equity, belonging, decolonization, collaboration, and transformative systems change. More importantly, it reflects a willingness to continue learning, adapting, and moving forward in good relationship with one another, with communities, and with the lands on which this work takes place.

Len Pierre Consulting
Strategic Planning Partner
2026



4 Purpose, Mission, and Vision

Rooted in a history that promotes multiculturalism and action against racism, AMSSA is a provincially and nationally recognized sector leader advancing equitable settlement, integration, and belonging through systems leadership, cross-sector collaboration, policy influence, and sector capacity building.

At the heart of AMSSA is a dedication to advancing anti-racism, decolonization, equity, inclusion, and belonging. We work to shape the systems, policies, and public discourse that affect newcomers and communities across British Columbia and Canada, while elevating immigration as a cornerstone of social and economic well-being.

As a provincial resource hub, we provide critical backbone supports that foster strong networks, inform policy decisions, and amplify key messages and lived experiences, creating meaningful and lasting impact for newcomer communities and the organizations that serve them. Through our work, we enrich professional growth, strengthen organizational capacity, and advance strategic partnerships across the sector.

Central to our work is an acknowledgment that the lands we stand on carry histories, teachings, and truths that call us to honour Indigenous presence, past, present, and future. We are committed to leading by reimagining traditional ways of working and embedding decolonizing principles into how we convene, partner, make decisions, and shape the future of our sector.

Our core **purpose, mission, vision,** and **values** drive our work and guide our approach.

Purpose

Our purpose is to drive transformative systems change by amplifying collective voices, mobilizing members and partners, and leading with innovation, adaptability, and evidence, so that immigrants and newcomers can build better lives across BC and beyond.

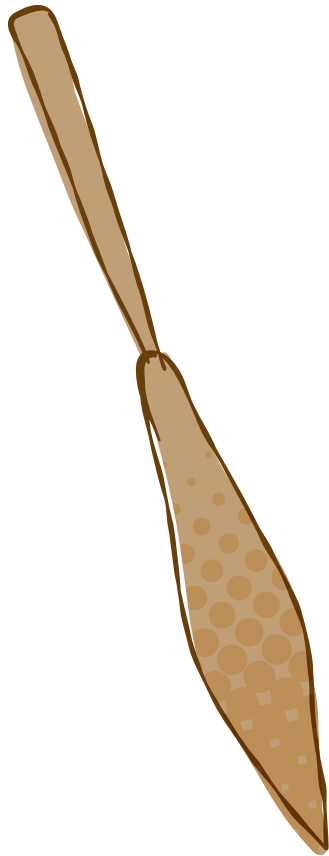
Mission

AMSSA facilitates collaborative leadership, knowledge exchange and partner engagement to support agencies that serve immigrants and build culturally inclusive communities.

Vision

AMSSA's vision is a just and equitable society in which everyone benefits from social and economic inclusion.

5 Our Values



Our values are our guiding principles. They reflect who we are at our core and serve as the foundation for all our actions. They shape how we engage with one another, how we make decisions, and they ensure consistency and integrity in everything we do. These values strengthen alignment, accountability, and collaboration across our membership, partnerships, and broader sector relationships.



We Advance Equity

We advance equity by fostering inclusive, responsive, and equitable systems that strengthen belonging, opportunity, and hope for newcomers and communities.



We Champion Inclusion

We create space for diverse voices, particularly those historically marginalized or excluded, to shape decisions, influence direction, and contribute meaningfully to our work and the communities we serve.



We Lead with Integrity

We act with accountability, courage, honesty, and transparency, grounding our work in truth, evidence, and informed dialogue while upholding the highest standards of ethical and principled leadership.



We Honour Diversity

We recognize the richness of diverse identities, experiences, and perspectives, and intentionally engage members, partners, and staff in ways that promote inclusion with humility and care.



We Practice Mutual Respect

We value the lived experiences, knowledge, and contributions of others, and approach our relationships with openness, empathy, and a commitment to learning from one another.





We Lead Through Collaboration

We build equitable partnerships and foster collective action, recognizing that meaningful change is strengthened through shared leadership, collaboration, strong governance, and strategically exploring innovative ideas to advance the work of AMSSA and our members.



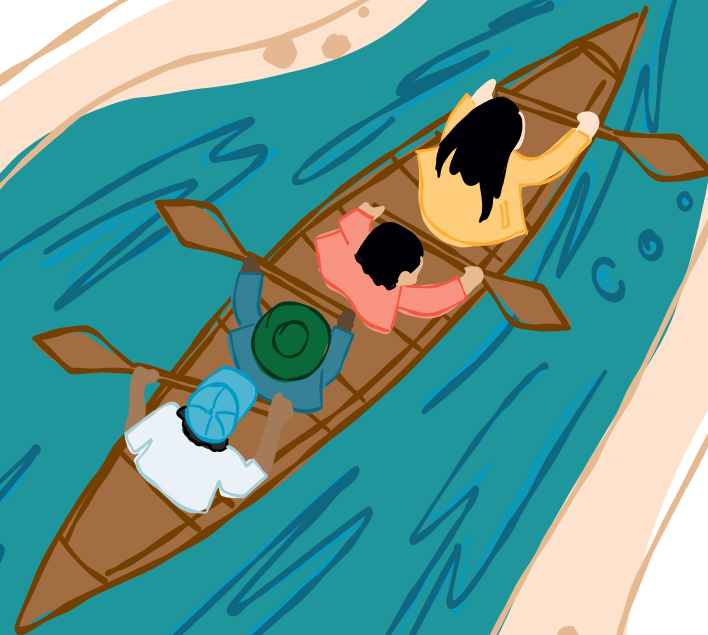
We Commit to Sustainable Transformation

We embrace continuous learning, embed reflection and ability into our culture and systems, and align our work with our purpose to support long-term impact, organizational sustainability, and adaptability.



We Practice Decolonization

We embed decolonizing principles into our leadership, relationships, and decision-making, challenging colonial norms and advancing more relational, community-led ways of working.





Decolonization

Equity

Inclusion

Sustainable Transformation

Collaboration

Integrity

Diversity

Mutual Respect

ADVANCING OUR LEADERSHIP

AMPLIFYING VOICES & SHARED NARRATIVES

DIVERSIFYING REVENUE AND FINANCIAL STABILITY

DISRUPTING & TRANSFORMING SYSTEMS

FOSTERING INNOVATION & FUTURE OPPORTUNITIES

CULTIVATING STRATEGIC PARTNERSHIPS & ECOSYSTEM LEADERSHIP

STRENGTHENING MEMBER ENGAGEMENT

6 Strategic Themes

Themes describe the enduring direction of AMSSA's work over the next five years. They reflect the areas where AMSSA will focus its leadership, relationships, and collective efforts, and the enduring commitments that shape how AMSSA leads, learns, and moves forward alongside our members, partners, and communities.

The following seven strategic themes are interconnected. Together, they position AMSSA to strengthen sector adaptability, increase the impact of member organizations, influence systems that affect newcomers, and advance the value of immigration in British Columbia and beyond.

The themes provide the foundation for the priorities and actions that guide our work, help us respond effectively to emerging opportunities and shifts, and shape the future we aspire to build together.

Strategic Theme 1: Advancing Our Leadership

Since 1977, AMSSA has advanced equity, belonging, and sector leadership. Through advocacy, convening, capacity building, and systems influence, AMSSA continues to co-create with members and partners a settlement and integration sector rooted in equity, belonging, and collective action.

AMSSA leads with intention and purpose. We will advance our leadership by strengthening clarity of purpose and sharpening where our contribution is most meaningful alongside members, partners, and allied sectors. We will deepen our expertise and invest in the knowledge, skills, and capacity of our people, cultivating leadership at all levels of the organization so that we can lead credibly and sustain our work over time. We will equip members with tools, knowledge, and promising practices that strengthen organizational effectiveness and professional growth, and convene members and partners to share expertise, strengthen relationships, and co-create responses to complex sector

and cross-sector challenges. We will continue to influence policy, systems, and public discourse by amplifying sector voices, advancing evidence-informed and community-rooted perspectives, and building coalitions that shape the systems affecting newcomers.

AMSSA's leadership is shared. It is informed by the expertise of members, grounded in lived and community experiences, and strengthened through relationships with partners across sectors and levels of government. AMSSA's role is to convene, connect, and translate these perspectives into collective action, while remaining accountable to the communities and organizations we serve.

Advancing our leadership is not only about strengthening AMSSA as an organization, but also about supporting the sector to lead sustainably and with clarity, so that together, we can respond, adapt, and shape a more equitable and inclusive future for newcomers and communities across the province and beyond.

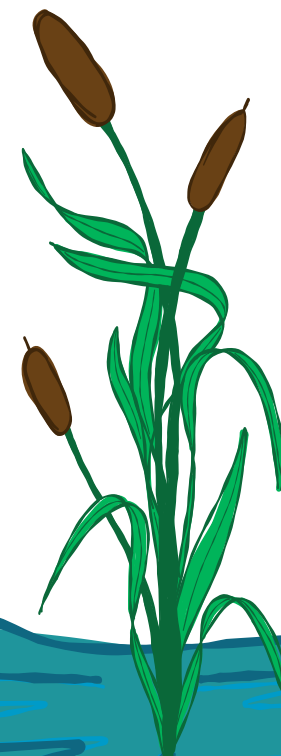
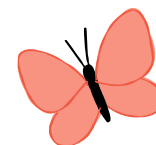
Strategic Theme 2: Strengthening Member Engagement

Members are at the heart of AMSSA's work. Their expertise, lived experience, leadership, and regional perspectives strengthen the sector's collective voice and inform AMSSA's priorities. Strong member relationships ensure that our work remains responsive, relevant, and grounded in community realities.

AMSSA will deepen member engagement by providing professional development, resources, learning opportunities, and spaces for collaboration. We will strengthen connections across membership and add new pathways where needed, support organizational capacity, and create meaningful opportunities for members to shape the future direction of the sector. We pay particular attention to smaller, emerging, grassroots, and underrepresented organizations whose insights are essential to a fuller understanding of community needs and opportunities across the province.

At its strongest, this relationship is reciprocal. Members help shape AMSSA's priorities through their insights, experiences and leadership, while AMSSA works to connect these perspectives, strengthen shared understanding, and foster a stronger sense of belonging across the network.

This work is about ensuring that members see themselves reflected in AMSSA's work, understand their role within a broader network, and feel connected to a shared purpose. Strong relationships with members are not only foundational to AMSSA's work; they are essential to the sector's ability to respond, adapt, and move forward together.



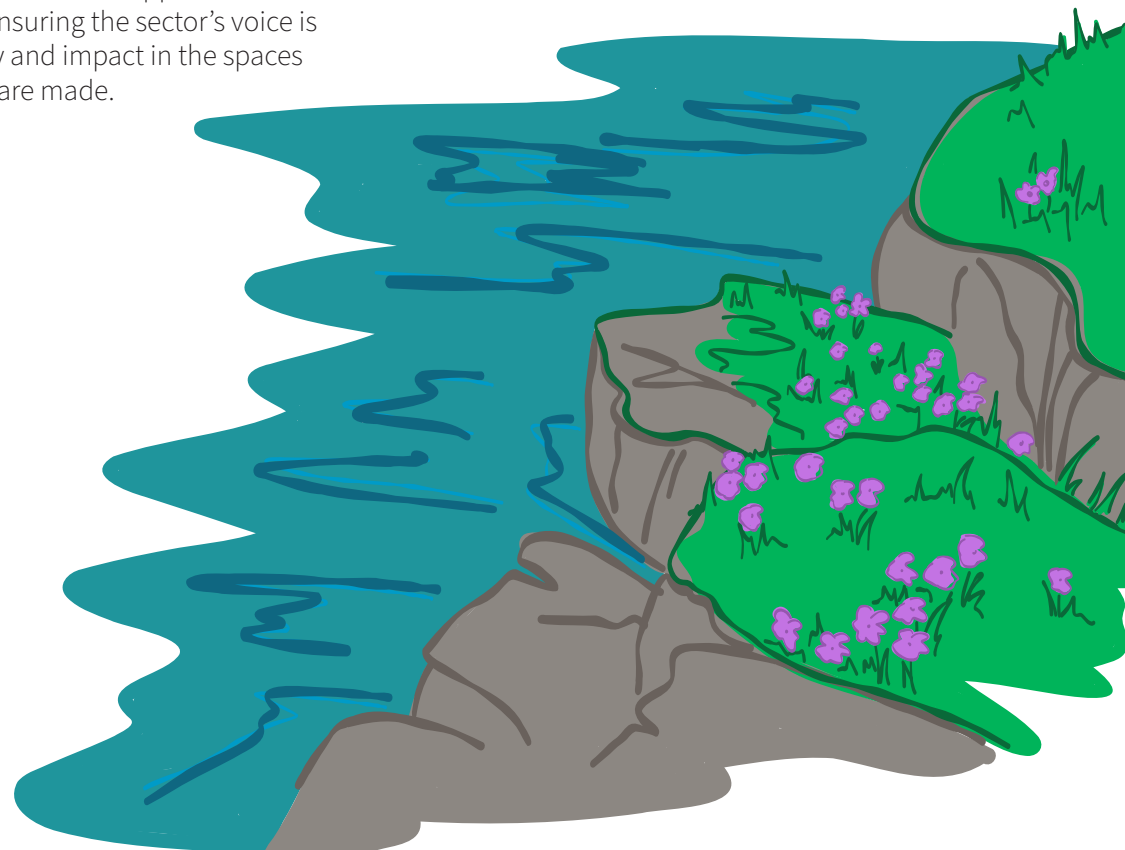
Strategic Theme 3: Amplifying Voices and Shared Narratives

AMSSA plays a distinct and provincial role as a translator, connector, and amplifier of sector knowledge. Across the settlement and integration landscape, organizations generate valuable insight through their work alongside newcomers and the communities they belong to, in all their diversity. AMSSA identifies common themes across regions and translates lived experience, member expertise, research, and evidence into clear, compelling narratives that inform public dialogue, policy development, and collective action.

By connecting diverse perspectives and elevating the experiences of members and the communities they serve, AMSSA strengthens shared understanding and ensures sector knowledge is reflected in broader conversations. This includes creating space for community members and those with lived experience to help shape policy dialogue in ways that reflect the realities of newcomer communities across the province. AMSSA also recognizes that whose voices are heard, and whose are missing, shapes the outcomes of our work. We take responsibility for noticing who is not present and intentionally engaging the voices and communities whose perspectives are needed to reflect the full picture of newcomer experiences.

Public discourse on immigration is complex and continually evolving. AMSSA plays an ongoing role in advancing accurate, humanizing, and evidence-informed narratives, equipping members to share their stories and expertise with confidence, and contributing to public understanding that reflects the value newcomers bring to communities across British Columbia and Canada.

Central to this work is the integration of storytelling and evidence. By combining research and data with community knowledge, AMSSA helps build a fuller understanding of the realities newcomers and the organizations that support them navigate, while ensuring the sector's voice is heard with clarity and impact in the spaces where decisions are made.



Strategic Theme 4: Cultivating Strategic Partnerships and Ecosystem Leadership

Settlement and integration are shaped by interconnected systems, including housing, healthcare, education, employment, justice, and community services. Strong partnerships across these systems are essential to creating more coordinated, responsive, and welcoming communities.

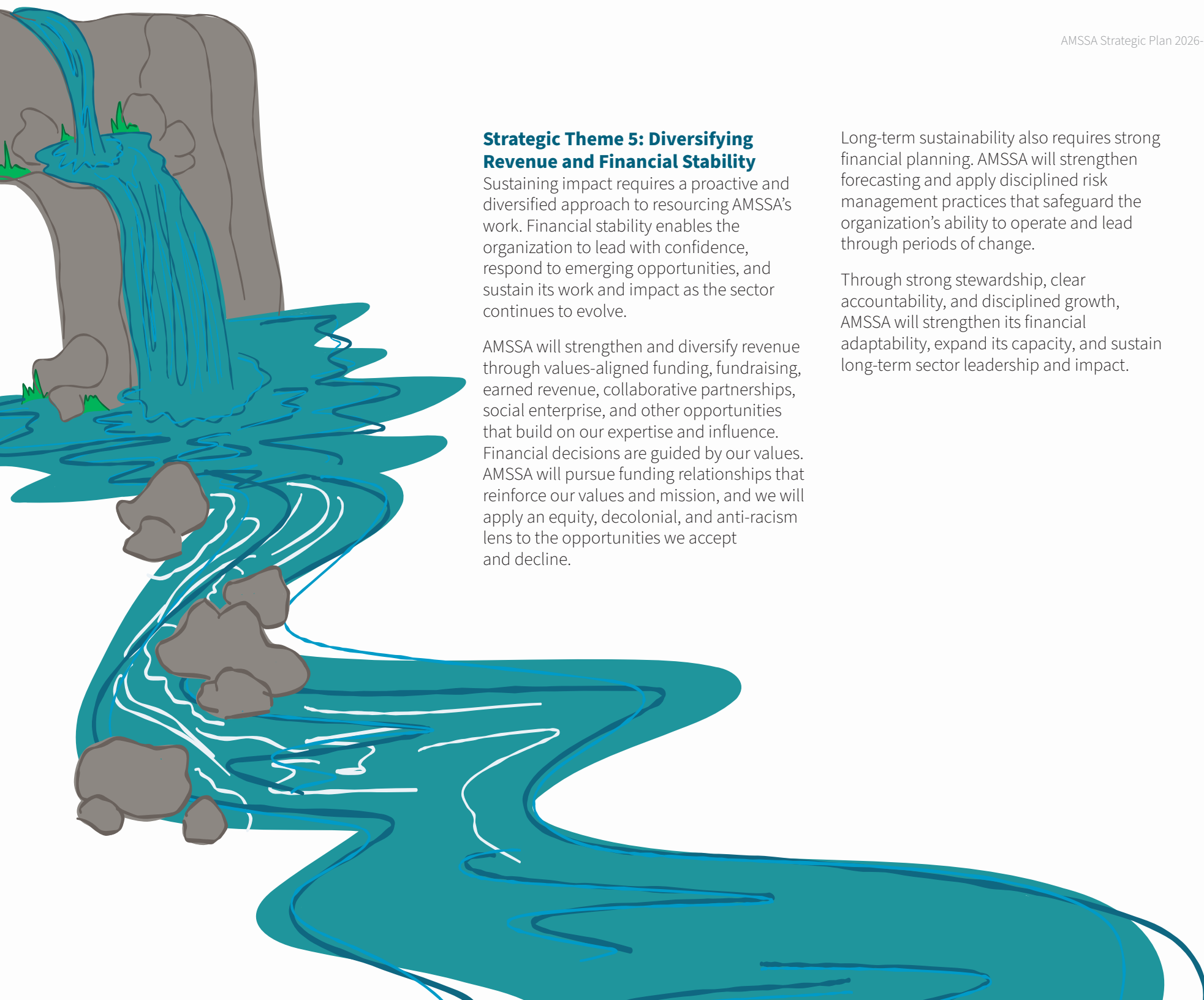
AMSSA's role is to cultivate and leverage relationships that connect members, partners, institutions, and complementary sectors. This includes strengthening coordination across the membership,

engaging partners in areas such as youth, education, employment, health, housing, and justice, and exploring non-traditional collaborations that bring diverse expertise and experience into shared work.

Partnerships are inclusive and intentional. AMSSA creates space for smaller, emerging, grassroots and purpose-driven organizations, ensuring that a wider range of perspectives, needs, and opportunities are reflected in collective efforts and that all work is grounded in the realities of communities.

Through purposeful partnerships, AMSSA strengthens a more connected ecosystem where organizations can align efforts, share knowledge, respond to emerging challenges, and move forward together with greater collective impact.



An illustration of a waterfall cascading over a grey rock formation on the left side of the page. The water is depicted in shades of blue and teal, flowing down and then spreading out into a pool at the bottom. Several dark grey rocks are scattered in the pool. The background is white.

Strategic Theme 5: Diversifying Revenue and Financial Stability

Sustaining impact requires a proactive and diversified approach to resourcing AMSSA's work. Financial stability enables the organization to lead with confidence, respond to emerging opportunities, and sustain its work and impact as the sector continues to evolve.

AMSSA will strengthen and diversify revenue through values-aligned funding, fundraising, earned revenue, collaborative partnerships, social enterprise, and other opportunities that build on our expertise and influence. Financial decisions are guided by our values. AMSSA will pursue funding relationships that reinforce our values and mission, and we will apply an equity, decolonial, and anti-racism lens to the opportunities we accept and decline.

Long-term sustainability also requires strong financial planning. AMSSA will strengthen forecasting and apply disciplined risk management practices that safeguard the organization's ability to operate and lead through periods of change.

Through strong stewardship, clear accountability, and disciplined growth, AMSSA will strengthen its financial adaptability, expand its capacity, and sustain long-term sector leadership and impact.

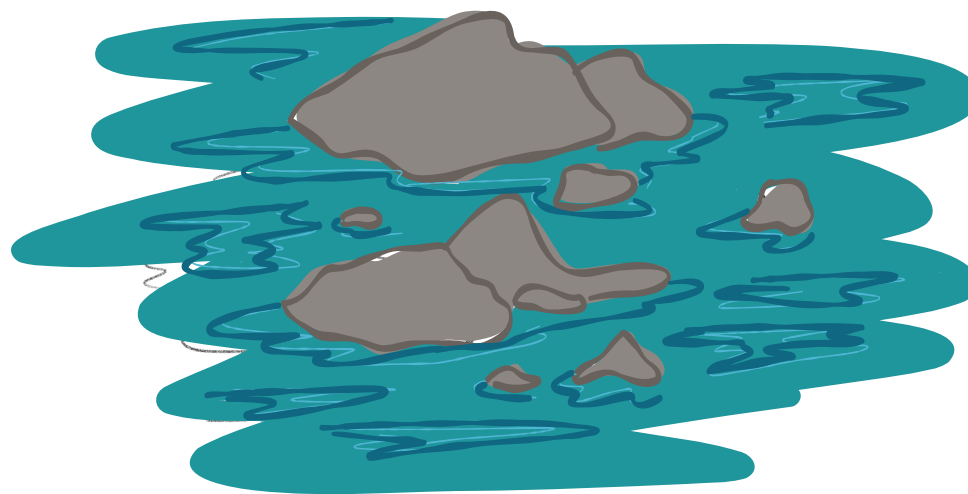
Strategic Theme 6: Disrupting and Transforming Systems

Many of the challenges shaping newcomer and immigrant experiences are rooted in systems that influence how decisions are made, how resources are distributed, and whose voices are centred. Disrupting systems, in this context, is not about opposition or confrontation. It is about re-examining how these systems function and identifying where change is needed to create more equitable, accountable, and responsive conditions.

For AMSSA, systems change is grounded in decolonization and anti-racism, an interconnection that strengthens our work toward more just and equitable systems. Anti-racism has been part of our identity since our founding as a multicultural organization, and it continues to guide how we challenge inequity. Decolonization turns our commitment to reconciliation into meaningful action, shaping how we disrupt and transform systems. This means continuing to examine how colonial assumptions shape policies, funding models, partnerships, and ways of working, while advancing equity for racialized communities and honouring Indigenous leadership, knowledge, sovereignty, and self-determination.

This work cannot happen in isolation. It requires reciprocal relationships, shared responsibility, and the courage to bring forward perspectives grounded in collective insight, community knowledge, lived realities, and Indigenous-informed approaches. It also calls for ongoing reflection within AMSSA, ensuring that the organization's decisions, partnerships, and practices remain aligned with its values and accountable to the communities and lands connected to this work.

Transformation happens through relationships, accountability, and the willingness to reimagine systems in ways that are more equitable, responsive, and grounded in responsibility to one another.



Strategic Theme 7: Fostering Innovation and Future Opportunities

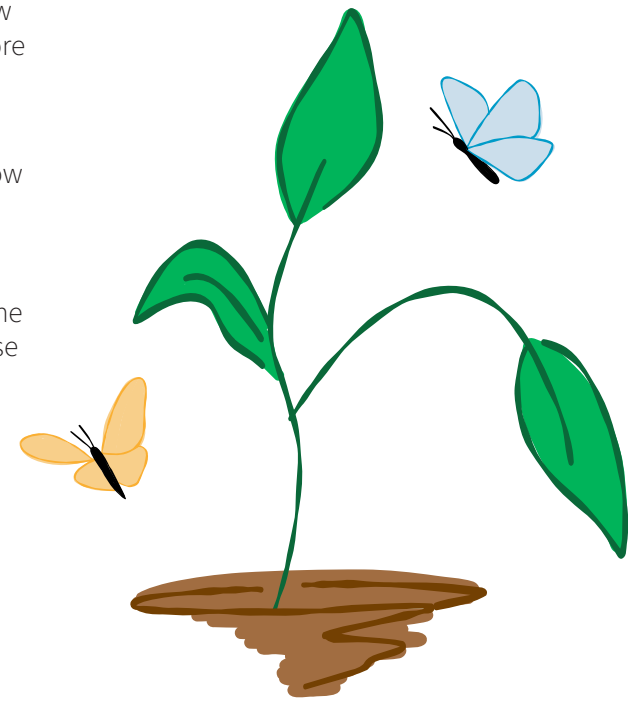
In ever-evolving environments, AMSSA's ability to remain adaptive and open to new ways of working will be essential. Innovation is not about change for its own sake; it is about learning, adapting, and exploring new possibilities that respond to the realities facing organizations and communities across British Columbia. Therefore, AMSSA takes on new practices internally in order to share these practices with the sector through our own learning and development. Innovation also means being ready to identify and act on future opportunities, whether through new service models, cross-sector collaborations, digital and data-informed practices, or emerging areas where AMSSA and its members can lead.

One area where this matters is technology. As artificial intelligence and digital tools continue to shape how information is accessed, how services are delivered, and how communities connect, AMSSA will engage with emerging tools responsibly and with strong governance, in ways that are informed, ethical, accessible, and people-centred. Recognizing that technology, legislation, and best practices continue to evolve rapidly, AMSSA will remain committed to ongoing learning, monitoring emerging trends, and adapting our approaches to ensure they continue to reflect our values and the needs of the sector.

Through this approach, innovation becomes a way to strengthen learning, collaboration, and future readiness across AMSSA and our network, while remaining grounded in purpose, relationships, and the strengths that already exist.

These themes name the work AMSSA is called to do and the way it must be carried forward: with clarity, relationship, accountability, and courage. They challenge us to hold both continuity and change, strengthening what is already valued while making space for new approaches, deeper partnerships, and more intentional leadership.

The next step is to turn this direction into meaningful action. The priorities that follow identify where AMSSA will focus first, translating the themes into practical commitments that can be resourced, implemented, measured, and refined as the organization moves through the next phase of its work.



7 AMSSA Strategic Priorities

While themes describe the enduring direction of AMSSA's work over the next five years, priorities describe where AMSSA will focus our efforts first. This phased approach honours a decolonized, relational way of planning. It holds a long-term vision while remaining responsive to changing conditions, ongoing learning, and the voices and realities that will emerge along the way.

AMSSA will focus our efforts on four strategic priorities in the first three years of the plan. These priorities operationalize the strategic themes and position AMSSA to advance systems change, strengthen the sector, and ensure long-term organizational sustainability. Midway through this plan, a second phase of priorities will be identified, informed by what has been learned, achieved, and emerged through the first phase of the plan.

Priority 1: Sector Authority and Thought Leader

AMSSA will be a recognized provincial sector authority and thought leader advancing systems change and policy design toward decolonized, anti-racist, equitable, and evidence-informed outcomes.

STRATEGIES

- Develop and implement a clear organizational positioning framework that articulates AMSSA's purpose, scope, and value proposition and our role as a sector backbone, convener, evidence authority, and cross-sector partner.
- Embed Indigenous-informed practices and lived experience pathways into policy and systems engagement, grounded in an understanding that the settlement sector is within — and can perpetuate — colonial systems and inequities in the broader immigration framework, and has a responsibility to actively challenge and transform these conditions.
- Lead a coordinated communications and engagement strategy that shapes systems design, funding frameworks, and public narrative toward more inclusive and welcoming communities and guide the future direction of the settlement sector in BC and across Canada in partnership with fellow settlement sector umbrella organizations.
- Strengthen AMSSA's role as a provincial and national connector and narrative builder by translating research, data-driven impacts, and lived experience related to immigration and settlement into clear, accessible narratives that support member learning, enhance public understanding, contribute to the development of a progressive settlement and integration policy agenda, and strengthen sector capacity.



- Create conditions for policy dialogue and contribute to the evolution of a progressive public policy agenda on settlement and integration.
- Build strong, trust-based relationships to convene and lead diverse interest holders, organizations and sectors to advance settlement priorities through a whole of government and whole of society coordinated approach.

Priority 2: Member Relationships and Collaborative Partnerships

AMSSA will strengthen member capacity, cohesion, and sustainability through high-value engagement and mission-aligned partnerships that expand collective impact.

STRATEGIES

- Redesign and implement a province-wide membership value proposition and membership lifecycle model (onboarding → engagement and communications → leadership → retention) that expands and strengthens membership for wider settlement engagement and integration, reflects the diversity of member contexts (size, geography, and capacity), and strengthens their ability to respond to and shape evolving system needs.
- Create structured pathways for member input, peer learning, and collaborative problem-solving that build shared understanding and accountability,

strengthen network cohesion, and enable more coordinated responses across organizations, communities, and other sectors.

- Develop and execute a cross-sector strategic partnership and engagement framework that identifies new members, deepens relationships, advances collective member interests, expands access to cross-sector networks, labour market opportunities, and shared resources.
- Strengthen member-focused convening and shared learning that: elevate lived experience and member expertise; generate actionable solutions; activate cross-sector collaboration with clear and tangible member benefits; and supports sector cohesion during funding or policy shifts.

Priority 3: Organizational Adaptability & Financial Independence

AMSSA will be financially diversified, operationally mature, and strategically adaptive, with the organizational capacity to sustain proactive sector leadership in evolving immigration, funding, and political environments.

STRATEGIES

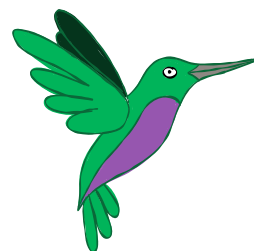
- Structure organizational capacity, operational infrastructure, leadership depth, and adaptive planning to be responsive to changes in policy direction, funding, and public narrative.
- Establish and maintain a risk framework that identifies and manages financial, political, operational, and reputational risks, including mission drift, market positioning and organizational capacity, with defined mitigation strategies and regular review.
- Explore revenue partnerships that go beyond the sector into markets in alignment with AMSSA's purpose and values, bringing added value to the membership.
- Develop and execute a revenue development strategy (with diversified revenue streams), including grants, investments, fee-for-service, shared services, advisory partnerships, and social enterprise based on criteria for strategic fit, impact, and organizational capacity.
- Update financial management systems to ensure streamlined reporting, forecasting and budgeting with board-level financial transparency.

Priority 4: Innovation, Foresight, & Future Readiness

AMSSA will advance a culture of innovation, adaptive learning, and responsive use of emerging technologies, including generative AI, grounded in evidence, values, and relational accountability that strengthens future readiness across the organization and its membership.

STRATEGIES

- Establish an operational definition of innovation, incorporating Indigenous-informed, anti-racist, and conventional frameworks with clear criteria to guide initiative selection, partnerships, and resource allocation.
- Develop and execute an innovation strategy that advances AMSSA's strategic priorities, strengthens systems leadership and operates within defined financial risk parameters.
- Develop and provide structured supports to increase member readiness for emerging policy, technology, workforce, and sector shifts through pilots, innovation cohorts, and evaluation frameworks.
- Convene and leverage AMSSA's provincial and national networks to identify, share, amplify and scale effective practices, public policies and innovations, supporting members in adapting and implementing approaches that demonstrate impact across diverse contexts.



8 Appendix: Definitions to Contextualize AMSSA's Work

1. **Settlement Sector/Sector**
2. **Newcomers**
3. **Immigrants**
4. **Partnerships, collaboration continuum, relationships**
5. **Advocacy**
6. **Ecosystem**
7. **Relational Accountability**
8. **Equity**
9. **Anti-Racism**
10. **Decolonization**
11. **Power**

Language shapes how we understand our roles, relationships, and responsibilities. Throughout this strategic plan, several terms are used that may carry different meanings across organizations, sectors, and communities.

The definitions below are not intended to be exhaustive or prescriptive. Rather, they clarify how AMSSA understands and applies these concepts within the scope of this plan. Together, they establish a shared foundation for the work ahead, reflecting the values, relationships, and approaches that guide our role as a provincial umbrella organization.

Settlement Sector / Sector

The settlement sector is the network of organizations, practitioners, community groups, and institutions that support newcomers in establishing and building their lives in Canada. While settlement services remain a core component of this work, the sector also encompasses broader efforts that foster belonging, participation, inclusion, and community well-being.

AMSSA understands the settlement sector as an interconnected network of actors working collectively to strengthen communities and support successful newcomer experiences across British Columbia and Canada.

Newcomers

Newcomers are individuals who are new to Canada and navigating the process of establishing their lives, connections, and sense of belonging within their communities. This includes people with diverse immigration pathways, experiences, identities, and lengths of arrival.

The term recognizes that settlement and integration are ongoing journeys and that the experience of being new to a community is not defined solely by immigration status.

Immigrants

Immigrants are individuals who have chosen Canada as their permanent home through various immigration pathways. While immigrants represent a significant portion of the communities supported by the sector, newcomer experiences may also include permanent residents, refugees, refugee claimants, temporary residents, international students, and others navigating their own pathways to belonging and participation.

Where appropriate, this plan distinguishes between immigrants and the broader newcomer population.

Partnerships, Collaboration Continuum, and Relationships

Relationships are the foundation upon which meaningful collaboration is built. They are developed through trust, reciprocity, shared learning, and ongoing engagement.

Partnerships represent intentional commitments between organizations, communities, or institutions working toward shared goals.

Collaboration exists along a continuum, recognizing that organizations engage with one another in different ways depending on the purpose, context, and level of commitment required. This continuum may include information sharing, networking, coordination, cooperation, joint planning, collective action, and long-term strategic

partnerships. Each stage serves a different purpose and strengthens connections across the ecosystem.

Different opportunities and challenges require different forms of collaboration, but strong relationships remain essential at every point along the continuum.

Advocacy

Advocacy is the process of bringing forward the experiences, insights, and perspectives of members and communities in ways that contribute to informed dialogue, awareness, and decision-making.

As a provincial umbrella organization, AMSSA's role is not to speak on behalf of others, but to create space for collective perspectives, elevate emerging issues,

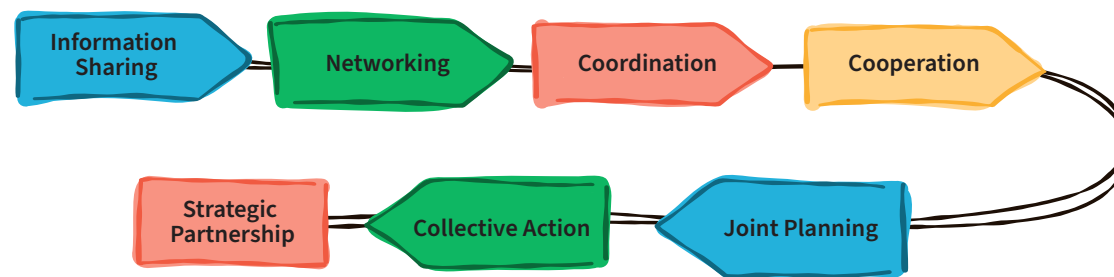
strengthen shared understanding, and contribute to conversations that influence systems, policies, and practices affecting newcomers and the organizations that support them.

Ecosystem

In nature, an ecosystem is made up of diverse and interconnected elements that depend on one another to thrive. Each part plays a unique role, and the health of the whole is shaped not only by the strength of its individual components, but by the quality of the relationships between them. When these relationships are balanced and connected, the ecosystem is more resilient, adaptable, and capable of sustaining life over time.

AMSSA understands the newcomer-serving ecosystem in much the same way.

Collaboration Continuum Illustration



Settlement and integration outcomes are influenced by a network of interconnected sectors, systems, organizations, communities, and institutions. This includes, but is not limited to, settlement services, housing, healthcare, education, employment, justice, philanthropy, business, Indigenous communities, and civic institutions. Each contributes to shaping access, belonging, participation, and opportunity for newcomers.

Viewing this work through an ecosystem lens recognizes that no single organization or sector can create lasting change alone. Strong communities emerge when diverse actors understand their role within the larger whole, work collaboratively, and contribute toward shared outcomes. Like a healthy ecosystem, the strength of the newcomer-serving landscape is found not only in its individual parts, but in the connections, relationships, and shared responsibility that exist between them.

Relational Accountability

Relational accountability is the understanding that individuals, organizations, and communities are responsible not only for their actions, but also for how they engage with and contribute to one another.

Within AMSSA's work, it recognizes that meaningful progress is strengthened through mutual respect, reciprocity, and shared responsibility. It shapes how we work alongside members, communities, Indigenous partners, funding partners, and collaborators across the broader ecosystem.

Relational accountability asks us to consider not only what we achieve, but how we achieve it, recognizing that trust, collaboration, and lasting change are built through ongoing connection, care, and commitment to one another. It also requires awareness of power, privilege, and influence, and a commitment to using them responsibly in service of equitable and reciprocal relationships.

Equity

For AMSSA, equity is the ongoing practice of creating fair and inclusive conditions so that individuals, organizations, and communities have meaningful opportunities to participate, contribute, and thrive. It recognizes that people and communities experience different barriers, histories, and circumstances, and that achieving equitable outcomes may require different approaches, resources, and supports.

Within the newcomer-serving ecosystem, equity means working to identify and address systemic barriers while ensuring that diverse voices, lived experiences, and ways of knowing are reflected in decision-making, policies, programs, and partnerships. Equity is not about treating everyone the same; it is about creating the conditions that enable everyone to belong, participate, and reach their full potential.



Anti-Racism

AMSSA understands anti-racism as the active process of identifying, challenging, and transforming the policies, systems, attitudes, and practices that create and maintain racial inequities. Anti-racism moves beyond awareness by advancing actions that address systemic barriers and create more equitable outcomes for racialized communities. For AMSSA, anti-racism is not a separate stream of work. It is an ongoing commitment to examining how racism shapes individual experiences, organizational practices, and broader systems, and to taking action where inequities exist.

This commitment asks us to consider whose perspectives are represented, whose voices influence decisions, and how opportunities, resources, and outcomes are experienced by different communities.

Rather than a one-time initiative, anti-racism is a continuous practice that supports greater equity, accountability, belonging, and inclusion across the communities and systems we work with.

Decolonization

Decolonization and anti-racism are interconnected but distinct practices that together support more equitable and inclusive systems.

Decolonization begins with recognizing that many of the systems, structures, and ways of working that shape our society today have been influenced by colonial histories and continue to impact how privilege, resources, relationships, and decision-making are experienced.

For AMSSA, decolonization is not simply about improving relationships with Indigenous communities, nor is it a separate stream of work. It is an ongoing commitment to examining the assumptions, practices, and systems that influence how we work and who benefits from those approaches. It asks us to consider whose voices are heard, whose knowledge is valued, and how decisions are made.

This lens encourages a shift from transactional, extractive approaches toward ways of working that are grounded in reciprocity, relationship, shared responsibility, and respect for diverse ways of knowing and being.

Rather than a destination, decolonization is a continuous learning journey that helps create the conditions for stronger relationships, more responsive systems, and communities where all people can participate, contribute, and belong.

Power

Power refers to the ability to influence decisions, shape priorities, allocate resources, and affect outcomes. Within the newcomer-serving ecosystem, power exists at many levels, including within institutions, funding relationships, policies, organizations, communities, and individual relationships.

AMSSA recognizes that power is not inherently positive or negative; its impact depends on how it is exercised and shared. Building a more equitable and collaborative ecosystem requires ongoing reflection on how power is distributed, whose voices are heard, whose knowledge is valued, and how decisions are made. Through partnership, relational accountability, and community-informed approaches, AMSSA seeks to create opportunities for broader participation, shared leadership, and more inclusive decision-making that strengthens the entire ecosystem.

