



**Immigration
Partnership
Winnipeg**

2016-20 Strategic Plan Report

January 2016

CONTENTS

Introduction3

Process3

Participants5

 IPW Steering Committee5

 IPW Working Group5

 IPW Past Co-Chair5

 IPW Staff5

Vision, Mission & Guiding Values.....6

 Vision6

 Mission.....6

 Guiding Values6

Strategic Priorities6

Strategic Plan7

INTRODUCTION

Having evolved out of Local Immigration Partnership Winnipeg, Immigration Partnership Winnipeg (IPW) was created to establish, facilitate and implement a community-wide strategy for improving the settlement and integration of newcomers¹ in Winnipeg. Within its first two years of existence (2014 to 2016), IPW was tasked with developing a set of strategic priorities, and a corresponding action plan, to guide and shape its work over the next three years of operation (2016-2020).

The *2016-01 IPW Strategic Plan* was developed by the IPW Steering Committee from September to December 2015. Once adopted by the Steering Committee, implementation of the plan will start in April 2016, overseen by IPW's new governing body, the Immigration Partnership Council.

This Strategic Plan Report documents the *2016-20 IPW Strategic Plan* and the process that led to its development. IPW is grateful to all who participated in the creation of the plan, including the stakeholders interviewed for input into the plan.

PROCESS

While the IPW Steering Committee was tasked with creating the organization's strategic plan, the Steering Committee was committed to ensuring the plan reflected the community. From September to December 2015, a variety of means were used to ensure a broad base of perspectives, ideas, concerns and opportunities informed the strategy developed.

A Strategic Planning Ad Hoc Committee was established to design and oversee the process. The process was divided into three stages.

Stage 1 - Review of the Mission, Vision and Guiding Principles. This was done collectively by the IPW Steering Committee, Working Committee and IPW Staff. The vision, mission and guiding principles were redrafted to the revised statements found in this report.

Stage 2 – Develop strategic priorities to guide the work of 2016-2020. The development of the priorities was done by the IPW Steering Committee, Working Committee and staff and informed by two sets of research. Firstly, summaries of IPW research conducted throughout 2014 and 2015 was circulated to all participants for review. This research included: a community stakeholder review; a report on aboriginal and newcomer relations; an environmental scan of settlement services in Winnipeg; a labour market assessment; a literature review of settlement, immigration and integration; and a review of immigration and settlement policy. Additionally, interviews were

Strategic Planning Ad Hoc Committee Members

Kate Kehler
Bequie Lake
Salwa Meddri
Liz Robinson
Roy Vallance
Clive Wightman
Abdikheir Ahmed (staff)

¹ The Immigration Partnership Winnipeg defines newcomers as any individual born in another country:

- Who has moved to Canada and currently resides in Canada
- Who currently lives in another country and intends to move to Canada in the near future

conducted with key stakeholders regarding their input into IPW's strategic priorities. Those interviewed included:

Damon Johnson	Aboriginal Council
Dennis Lewycky	Social Planning Council
Don Leitch	Business Council of Manitoba
Leslie Spillet	Ka Ni Kanichick
Lori Wilkinson	Department of Sociology, University of Manitoba
Natasha Mohammed	Citizenship Immigration Canada
Robert Vineberg	Researcher, Consultant
Shahina Siddiqui	Islamic Social Services Association
Tom Denton	Hospitality House Refugee Ministries

A Stakeholder Feedback Report was created and circulated to participants. Both sets of research, along with participant input, were analyzed during a facilitated session and used to identify IPW's strategic priorities.

Stage 3 – Creation of an action plan to support the priorities. The Strategic Planning Ad Hoc Committee met multiple times over November and December 2015 where they use the material collected during the identification of the priorities to develop an action plan to assist in the successful adoption of priorities. The Committee worked collectively to create sub goals, three year outcomes and annual objectives for the 2016-17 year.

The Strategic Plan developed in this report will be presented to the IPW Steering Committee for adoption. It will then be ready for the IPW staff, and the upcoming Immigration Partnership Council, to implement beginning April 2016.

PARTICIPANTS

The following individuals participated in the strategic planning process:

IPW STEERING COMMITTEE

Kate Kehler	Social Planning Council
Salwa Meddri	Reseau en Immigration Francophone
Liz Robinson	Labour and Immigration
Tony Tavares	Education and Advanced Learning Manitoba
Clive Wightman	City of Winnipeg
Jeanette Edwards	Winnipeg Regional Health Authority
Bequie Lake	MIRSSA
Teresa Burke	MEALO
Roy Vallance	Employer Representative
Carol Paul	Manitoba Construction Sector Council
Sarah Tubman	Recent Refugee
Alka Kumar	Recent Immigrant
Damon Johnston	Aboriginal Council of Winnipeg
Daniel Peimbert	Immigrant Centre (Representing Winnipeg Chamber of Commerce)

IPW WORKING GROUP

Monika Feist	Success Skills
Vicki Sinclair	Immigrant Centre
Traicy Robertson	Society of Manitobans with Disabilities
Carlos Vialard	Immigrants and Refugee Community Organization of Manitoba

IPW PAST CO-CHAIRS

Dennis Lewycky
Michelle Strain

IPW STAFF

Abdikheir Ahmed

VISION, MISSION & GUIDING VALUES

VISION

Winnipeg is a vibrant, diverse city where everyone has equitable opportunity to flourish.

MISSION

IPW is committed to creating an inclusive and welcoming community in Winnipeg by supporting the successful integration of all newcomers through:

- Identification of needs and opportunities
- Elimination of barriers to settlement
- Development of connections, collaboration and partnership

GUIDING VALUES

Inclusiveness	We will ensure that opportunity is created for meaningful participation of all stakeholders.
Results Based	We will strive for effective and measurable outcomes in all our work.
Diversity	We will value diverse perspectives and experiences.
Community	We will be community driven and all decisions will respond to the needs of the community.
Universal Respect	We will be respectful of all while acknowledging the role and experience of Canada's indigenous peoples.

STRATEGIC PRIORITIES

The IPW 2016-2020 Strategic Plan includes five key priorities:

1. Enhance bridges between the Indigenous and newcomer communities through the creation of new opportunities and the further development of current practices that enable and facilitate cross cultural learning, understanding and support and thus promotes cultural safety.
2. Support the creation or expansion of progressive policies and practices that improve newcomer employment outcomes through stable and meaningful employment.
3. Enhance the public's understanding of and value for newcomers and immigration to Winnipeg.
4. Increase active and meaningful newcomer participation, and ensure their voice, in governmental and civic process.
5. Create more equitable and inclusive schools where newcomer children and youth can thrive and succeed

STRATEGIC PLAN

<p>Strategic Priority # 1</p> <p>Enhance bridges between the Indigenous and newcomer communities through the creation of new opportunities and the further development of current practices that allow for cross cultural learning, understanding and support.</p>	
<p>Sub Goal 1.1</p> <p>Increase in opportunities for learning and understanding between newcomer and indigenous communities.</p>	
<p>5 Year Outcomes</p> <ul style="list-style-type: none"> • <i>Participate in Peace Camp annually</i> • <i>Changes made to orientation newcomers receive in Winnipeg so that it better reflects indigenous culture and experience as well as Canada's colonial history and current realities</i> • <i>Host or participate in cross cultural activities</i> 	<p>Annual Objectives</p> <ul style="list-style-type: none"> • <i>Partner with MANSO to promote Indigenous awareness in settlement service pre and post arrival orientations</i> • <i>Develop Indigenous orientation manual</i> • <i>Actively participate in Peace Camp (program facilitation etc.)</i>
<p>Sub Goal 1.2</p> <p>Invite indigenous community to participate in welcoming newcomers.</p>	
<p>5 Year Outcomes</p> <ul style="list-style-type: none"> • <i>Strong connections and partnerships between Indigenous community and IPW</i> • <i>Community welcoming ceremonies organized in 3 neighbourhoods with indigenous participation</i> • <i>Increased Indigenous participation at orientation programs</i> • <i>Participate in Meet Me at the Bell Tower once per year, each year.</i> 	<p>Annual Objectives</p> <ul style="list-style-type: none"> • <i>Establish stronger relationships with Indigenous community</i> • <i>Meet with Indigenous Executive Council and the Mayor's Indigenous Advisory Council</i> • <i>Participate in planning and hosting one Meet Me at The Bell Tower gathering</i>

<p>Strategic Priority #2</p> <p>Support the creation or expansion of progressive policies and practices that improve newcomer employment outcomes through stable and meaningful employment.</p>	
<p>Sub-Goal 2.1</p> <p>Assist employers in developing a greater understanding of the needs and benefits of employing newcomers.</p>	
<p>5 Year Outcomes</p> <ul style="list-style-type: none"> Develop and implement a plan with key partners (Success Skills, Manitoba Start, Immigrant Centre, Opportunities for Employment) that works with employers <p><i>In collaboration with the key partners set a benchmark for number of newcomers securing jobs in their field of specialization annually</i></p>	<p>Annual (Short-term) Objectives</p> <ul style="list-style-type: none"> Host initial meeting of partners Identify a role for IPW within the partnership to support employer engagement?
<p>Sub-Goal 2.2</p> <p>Support increased cultural proficiency within Winnipeg employers.</p>	
<p>5 Year Outcomes</p> <ul style="list-style-type: none"> Support and enhance the work of our partners in cultural proficiency for employers 	<p>Annual (Short-term) Objectives</p> <ul style="list-style-type: none"> Research cultural competency resources Identify and circulate one cultural proficiency resource With partners, explore role for IPW in this work
<p>Sub-Goal 2.3</p> <p>Decrease barriers to credential recognition.</p>	
<p>5 Year Outcomes</p> <ul style="list-style-type: none"> The Province has committed to/developed provincial complaint process (example: Ombudsman for credential recognition) 5 regulatory bodies have made it easier for newcomer credentials to be recognized Manitoba Human Rights Commission recognizes required Canadian work experience as a discriminatory practice 	<p>Annual (Short-term) Objectives</p> <ul style="list-style-type: none"> Make connection with one regulatory body and identify ways IPW could support newcomer credential recognition in consultation with the Office of Manitoba Fairness Commissioner In consultation with the OMFC conduct initial research on role of ombudsman for credentials recognition Conduct initial research around provincial human rights commissions and mandatory Canadian work experience Hold initial meetings with Manitoba Human Rights Commission

<p>Strategic Priority #3</p> <p>Enhance the public’s understanding of and value for newcomers and immigration to Winnipeg.</p>	
<p>5 Year Outcomes</p> <ul style="list-style-type: none"> • <i>Be an active joint partner in three community events that promote inclusivity and decrease racism, xenophobia, islamophobia, etc.</i> • <i>Through sponsorship and partnership, develop a public awareness campaign</i> • <i>Host 4 public acts that celebrate and thank the contribution of newcomers to Winnipeg and/or success of immigration to Winnipeg</i> 	<p>Annual (Short-term) Objectives</p> <ul style="list-style-type: none"> • <i>Seek out partnership on one community event that promotes inclusivity</i> • <i>Host an annual IPW learning event or gathering</i> • <i>Develop and implement an IPW social media campaign (newsletter etc.)</i>
<p>Strategic Priority #4</p> <p>Increase newcomer participation, and ensure their voice, in governmental and civic process.</p>	
<p>Sub-Goal 4.1</p> <p>Increase civic engagement of newcomers.</p>	
<p>5 Year Outcomes</p> <ul style="list-style-type: none"> • <i>Promote newcomer participation on Boards of Directors, including social services</i> • <i>Develop and promote resources on election literacy and civic engagement</i> • <i>Work with LIPs across the country to promote municipal voting rights for permanent residents</i> 	<p>Annual (Short-term) Objectives</p> <ul style="list-style-type: none"> • <i>Connect with LIPs across the country and develop a rationale around the right of permanent residents to vote in municipal elections</i> • <i>Promote and encourage participation in public consultations held by the City and Province</i> • <i>Develop self-audit tool for social services to gauge the participation and decision making of newcomers within their organization</i> • <i>Develop civic engagement resource for newcomers</i>
<p>Sub-Goal 4.2</p> <p>Ensure all three levels of government are informed of newcomers’ needs and barriers as well as opportunities to improve the quality of life for newcomers in Winnipeg.</p>	

<p>5 Year Outcomes</p> <ul style="list-style-type: none"> • Meet with the Province of Manitoba and the Canadian Government annually to present newcomer needs, barriers and recommendations • Support the City of Winnipeg in developing a newcomer support strategy • The Province captures newcomer needs in mainstream provincial programming including health, education, housing and family services. 	<p>Annual (Short-term) Objectives</p> <ul style="list-style-type: none"> • Develop an annual process for collecting feedback from the community to bring to three levels of government
<p>Strategic Priority # 5</p> <p>Create more equitable and inclusive schools where newcomer children and youth can thrive and succeed</p>	
<p>Sub-Goal 5.1</p> <p>Develop and run holistic and appropriate programming for refugee youth over 14 years old who have interrupted schooling</p>	
<p>5 Year Outcomes</p> <p>Work with schools, teachers, communities and other stakeholders to:</p> <ul style="list-style-type: none"> • To prevent newcomer youth from dropping out or being pushed out • To develop a sustainable and bright future for newcomer youth 	<p>Annual (Short-term) Objectives</p> <ul style="list-style-type: none"> • Local to global Environmental Scan and Literature Review of potential models (including indigenous models) • Research & consultations – focus on youth age 14+, including those who already graduated and those who left school • Explore – what are the pathways to learning and livelihood. • What is work and not working for newcomer youth age 14+ with interrupted schooling • Learning Tour (if we can find funds) – site visits, maybe visit other models inside and outside city of Winnipeg • Communicate finding to Government, school divisions, post-secondary institutions, parents and other stakeholders • Advocate for the running of a Concurrent (alternative) type educational program for newcomer youth aged 14+ with interrupted schooling • Find a partner or two (ie: NGO, school to host) - Run project based on model selected • Evaluation of our program after 1-2 years • Replicate or expand program if it works in different contexts and for a larger number of students
<p>Sub-Goal 5.2</p>	

Work towards the professionalization English as an Additional Language in teacher training and in the K-12 education System.	
<p>5 Year Outcomes</p> <ul style="list-style-type: none"> • <i>Through the Newcomer Education Coalition, work with Education stakeholders including the department of Education, universities, Manitoba Teachers Society, school divisions and parents to make teaching of EAL a teachable in teacher training.</i> 	<p>Annual (Short-term) Objectives</p> <ul style="list-style-type: none"> • Work with the Newcomer Education Coalition to meet education stakeholders to get their support for EAL as a teachable. Stakeholders include: <ul style="list-style-type: none"> ○ Manitoba Teachers Society, ○ TEAL Manitoba, ○ Manitoba Federation of Independent Schools, ○ Manitoba Association of Parent Councils (MAPC) ○ Manitoba Association of School superintendents (MASS) ○ Universities. ○ Write to the Minister and request a meeting – • Prepare application to the Teacher Education and Certification Committee (TECC) • Get letters of support from partners • Prepare presentation to • Present to TECC, when possible • Begin to develop a position paper on EAL certification •
<ul style="list-style-type: none"> • <i>Through NEC, work with the department of Education to finalize the Curriculum Framework for English as an Additional Language (EAL) and Literacy, Academics, and Language (LAL) Programming</i> 	<ul style="list-style-type: none"> • Write to provincial Minister of Education about the need to finalize the curriculum • Meet with the Minister • Follow up with the department to ask for a timeline in finalizing the curriculum. • Work with the 7 metro school divisions to follow up on implementation of the curriculum