

# Strategic Action Plan

WELCOMING AND INCLUSIVE NEW WEST (WINS)

LOCAL IMMIGRATION PARTNERSHIP COUNCIL

2020 - 2025



Funded by:



Immigration, Refugees  
and Citizenship Canada

Financé par :

Immigration, Réfugiés  
et Citoyenneté Canada

# Territorial Acknowledgement

We acknowledge that The Lower Mainland Purpose Society, the host agency of the New Westminster Local Immigration Partnership, is located on the ancestral, unceded, and traditional territories of the Qayqayt First Nation.

Purpose Society publicly acknowledges the history of the land we are situated on in order to wholly see Indigenous peoples, whose existence and struggles have been largely absent from the Canadian consciousness for hundreds of years, and also to collectively reflect on our role in repairing our nation's relationship with the original inhabitants of Turtle Island.



# Acknowledgements

The Welcoming and Inclusive New West (WINS) Local Immigration Partnership Strategic Planning Working Group is pleased to present the 2020-2025 Strategic Plan which will guide the direction of WINS over the next five years.

This Strategic Plan reflects the input of individuals from the community, and from numerous agencies and organizations who give generously of their time, knowledge and perspectives towards improved settlement outcomes of newcomers.

We especially thank the WINS LIP Council members for their ideas, passion, commitment and support. Many contributed to the development of this Strategic Plan. All work diligently towards creating a truly welcoming community.

Locally produced documents and resources created over the past few years contributed valuable insight.

Thank you to the City of New Westminster for their ongoing support of this initiative.

We would like to acknowledge Immigration, Refugees and Citizenship Canada (IRCC) for their financial support. With federal funding through to 2025, this Strategic Plan will guide the work of the partnership for the next five years.

The Strategic Planning Working Group

For information contact:

Janet Goosney  
Coordinator | Local Immigration Partnership  
Lower Mainland Purpose Society

P:778-727-0786 Ext. 206  
janet.goosney@purposesociety.org

# Table of Contents

---

Territorial Acknowledgement	1
Acknowledgements	2
Table of Contents	3
WINS	4
New Westminster Community Settlement Plan	5
Priorities - Vision - Mission - Values	6
Our Story	7
Barriers for Newcomers	8
SECTION TWO: ACTION PLAN	
Priorities and Goals	10
Settlement	11
Education	12
Employment	13
Belonging, Community Inclusion and Receptivity	14
Support	15
Monitoring and Evaluation	16
References	17
APPENDIX 1 Membership	18
APPENDIX 2 Timeline	19
APPENDIX 3 Organizational Structure	20
Community Profile (2016 Census)	21
Profile – All immigrants (2016 Census)	22

# WINS

**Who we are:** Welcoming Inclusive New West (WINS) Local Immigration Partnership Council is a collaboration of community members and service providers from key community and immigrant service organizations.

**What we do:** Since 2007, WINS has dedicated its efforts to create a welcoming community that will have a positive impact on the outcomes of newcomers settling in New Westminster. Partners work collaboratively to make New Westminster a great place for newcomers to call home.



Welcoming Inclusive New West (WINS) Local Immigration Partnership has been funded by Immigration, Refugees and Citizenship Canada (IRCC) since 2014. Local Immigration Partnerships (LIPs) are funded by IRCC to support community-based partnerships and newcomer integration and belonging.

# New Westminster Community Settlement Plan

*The New Westminster Community Settlement Plan* consists of this **Strategic Action Plan**, a **Collaborative Agreement** and an **Action Plan of Activities**.

**The Strategic Action Plan**, reflecting evidence and local needs, lays out where and how the WINS Local Immigration Partnership Council should concentrate efforts to address issues and challenges faced by newcomers.

**The Collaborative Agreement** identifies common ground to help community agencies and organizations work together more effectively to improve opportunities and outcomes for immigrants and refugees.

**The Action Plan of Activities**, based on priorities and goals identified in the Strategic Action Plan, articulates the framework of activities to be undertaken over the next five years.

## Our Priorities

Settlement | Education | Employment | Community Inclusion and Receptivity | Support

Goal: Newcomers in New Westminster are supported with streamlined and integrated opportunities that promote healthy outcomes and successful settlement.

Goal: Newcomers can access the appropriate educational resources, supports, and opportunities needed for their success.

Goal: Newcomers in New Westminster can access appropriate employment and supportive work environments.

Goal: Newcomers in New Westminster are supported by a community which is invested in immigration, sees strength in diversity, fosters equity and inclusion, and where all feel a sense of belonging.

Goal: Newcomers to New Westminster are supported by a strong, collaborative Council.

# Priorities ~ Vision ~ Mission ~ Values

## Our Priorities

SETTLEMENT | EDUCATION | EMPLOYMENT | BELONGING,  
COMMUNITY INCLUSION AND RECEPTIVITY | SUPPORT

## We see

A DIVERSE, INCLUSIVE AND CARING COMMUNITY WHERE  
ALL FEEL A SENSE OF BELONGING.

## We will

WORK COLLABORATIVELY AND CREATIVELY TO BREAK  
DOWN BARRIERS, EASE ACCESS TO SETTLEMENT-RELATED  
SERVICES, PROMOTE SOCIAL AND ECONOMIC EQUALITY,  
AND DEVELOP OPPORTUNITIES FOR AND WITH  
NEWCOMERS.

## We value

ACCEPTANCE, COLLABORATION, COMPASSION, EQUITY,  
INCLUSION, INTEGRITY, RESPECT, TRUST

# Our story

## Welcoming and Inclusive Communities and Workplaces (WICWP)

In 2007, a Welcoming and Inclusive New West (WINS) Working Group was established through a provincial initiative aimed at helping communities become more welcoming and inclusive through collaboration. WINS created a Community Partnership Development (CPD) Charter, which incorporated a shared vision, indicators of success, and an action plan.

Members included the Centre of Integration for African Immigrants; City of New Westminister Parks and Recreation, Public Library and Police Service Victim Assistance Unit; Family Services; Fraserside; MOSAIC; New Westminister ECD Committee; School District 40; Spirit of the Children; Sudanese Immigrant Support Society; Purpose Society; Western Society for Children.

Based on the charter, the group gained funding focused on new immigrants. Projects under the themes of Greet, Inform and Connect included a Community Gateway Initiative (Welcome Ambassador); a Newcomers' Guide to New Westminister; an Immigrant Mentorship Program; a NuYu Popular Theatre Project and a Changing City, Changing Minds through Knowledge Development and Exchange project. (Stark, 2014)

## Welcoming Communities Program

In August 2012, the Province of British Columbia requested proposals to “increase

the capacity of the community to support the integration of new immigrants.”

WCP focus was the community, with activities designed to raise awareness, enhance intercultural relations and reduce systemic barriers to inclusion.

The working group, now the WIN Community Partnership Council, developed a Community Action Plan which included activities and events under Inclusive Workplaces, Welcoming Spaces, and Receptive Communities. (Stark, 2014)

## Local Immigration Partnership (LIP) Initiative

LIP funding was awarded in 2014 from Citizen and Immigration Canada (CIC) to oversee the development of a local settlement strategy and a targeted action plan to produce a more welcoming and inclusive community. WINS became the Welcoming and Inclusive New West (WINS) Local Immigration Partnership Council.

Funding has been received from Immigration, Refugees and Citizenship Canada (IRCC) through to 2025. Project funding has been leveraged from the Province of British Columbia and other sources.

The Council is building on the solid foundation already established to support a welcoming and inclusive community which values diversity, strives for equity, and aims to meet newcomer's needs through agency collaboration and service integration.

# Barriers for newcomers

- |   |  |
|---|--|
| Adapting to a new culture                           | Loss of social support networks                    |
| Finding a doctor or dentist                         | Facing racism, bias and prejudice                  |
| Finding child care                                  | Securing adequate housing                          |
| Finding suitable employment                         | Food security                                      |
| Credential recognition                              | Understanding the Canadian educational system      |
| Learning a new language                             | Securing student aids and loans                    |
| Wait list for English language classes              | Understanding and accessing the health care system |
| Lack of awareness of services                       | COVID-19's influence on the economy and community  |
| Instability of programs due to funding              |  |
| Lack of social interaction with the local community |  |



# SECTION TWO

Welcoming and Inclusive New West (WINS)  
Local Immigration Partnership

## ACTION PLAN



## PRIORITIES



## GOALS

Goal: Newcomers in New Westminster are supported with streamlined and integrated opportunities that promote healthy outcomes and successful settlement.

Goal: Newcomers can access the appropriate educational resources, supports, and opportunities needed for their success.

Goal: Newcomers in New Westminster can access appropriate employment and supportive work environments.

Goal: Newcomers in New Westminster are supported by a community which is invested in immigration, sees strength in diversity, fosters equity and inclusion, and where all feel a sense of belonging.

Goal: Newcomers to New Westminster are supported by a strong, collaborative Council.

## Settlement

*Collaboration is our strength.*

GOAL: NEWCOMERS IN NEW WESTMINSTER ARE SUPPORTED WITH STREAMLINED AND INTEGRATED OPPORTUNITIES THAT PROMOTE HEALTHY OUTCOMES AND SUCCESSFUL SETTLEMENT.

WINS is made up of more than fifty individuals from 25 local agencies, organizations, and members of the community. Many have worked together since 2007 to help eliminate barriers, address challenges, and enhance opportunities for newcomers.

Time and effort has helped create trust between partners, leading to greater collaboration between organizations and between service providers, benefitting organizations and those who use their services.

Of significance, a single access point to services and resources will be offered in a Welcome Centre in the new secondary school, and WINS will have an on-line presence.

Work continues towards the seamless support and movement of clients between services, to increase awareness of services, and to support those with cultural sensitivity about asking for or receiving help.

The objective is to provide newcomers who choose to call New Westminster their home with a choice of streamlined services which support individual needs.

### Objectives

1. Improve settlement outcomes through collaboration.
2. Build awareness of the WINS LIP Council.
3. Ensure newcomers have the necessary information to acquire the services they need.
4. Promote integrated service delivery.

### Activities could include

- Development of communication strategies and tools towards streamlined service delivery.
- Explore the impact of collaboration on services to newcomers.
- Actions to address gaps in services.
- Creation of information which is beneficial for settlement.
- Tools which provide a racial equity analysis of policies.

## Education

*“Education is the most powerful weapon which you can use to change the world.” - Nelson Mandela*

### Activities could include

- Training for teachers and service providers.
- Opportunities to support those facing barriers such as isolation and language.
- Development and/or delivery of information about navigating the Canadian education system and the foreign credential process.
- Parental engagement and awareness.

**GOAL: NEWCOMERS CAN ACCESS THE APPROPRIATE EDUCATIONAL RESOURCES, SUPPORTS, AND OPPORTUNITIES NEEDED FOR THEIR SUCCESS**

Isolation, language difficulties, lack of resources, problems navigating an unfamiliar school system, and challenges with equivalent credential recognition can be barriers to newcomers’ ability to access education.

As well, a lack of technical skills or access to technology can hinder finding information about the education. There may be a cultural gap or a mismatch in the conception of education, or difficulty adjusting to local curriculums.

Refugees may not have received information before they arrived in Canada, and can have difficulties acquiring the necessary documents from their county of origin required for post secondary education. Addressing these challenges is a priority.

In 2017, New Westminster schools were designated as Sanctuary Schools. This policy gives children access to education without fear of their personal information being shared. This can include, for example, temporary workers, undocumented entrants, and refugee

### Objectives

1. Improve awareness and access to information about the school system and other educational opportunities.
2. Address racism as it affects educational experience.

## Employment

*“41% of Canadian employers reported difficulty filling jobs, especially those requiring post-secondary skills.” - Manpower Group, 2018*

**GOAL: NEWCOMERS IN NEW WESTMINSTER  
CAN ACCESS APPROPRIATE EMPLOYMENT AND  
SUPPORTIVE WORK ENVIRONMENTS**

WINS is committed to supporting newcomers so they have better access to resources to help gain appropriate employment, consistently identified as a challenge

Having a job can create confidence and give a sense of purpose. It can improve social inclusion and a feeling of belonging.

Challenges for newcomers trying to secure work include:

- Need for Canadian work experience.
- Complexity of language of the workplace.
- Unfamiliarity with the Canadian labour market.
- Skills, credentials and qualifications gained outside Canada are not recognized.
- Foreign labour market experience is discounted.
- Systemic barriers of inequality and discrimination.

### Objectives

1. Increase newcomers' knowledge of the Canadian labour market and the culture of the Canadian work environment.
2. Increase awareness and access to employment, entrepreneurship and labour market resources.
3. Increase employers' awareness of the benefits of hiring newcomers.
4. Connect employers and newcomer job-seekers.
5. Address racism as it affects employment success for newcomers.

### Activities could include

- Development and/or delivery of employment resources for newcomers seeking employment.
- Opportunities which allow newcomers to build professional networks, engage with employers, and increase understanding about the Canadian workplace.
- Opportunities which create awareness of the benefit of hiring newcomers.

## Belonging, Community Inclusion and Receptivity

*“It is the obligation of every person born in a safer room to open the door when someone in danger knocks.” — Dina Nayeri*

Newcomers bring new perspectives and invaluable skills to the community. A strong connection to a community can provide social support and fill the human need to belong.

**GOAL: NEWCOMERS IN NEW WESTMINSTER ARE SUPPORTED BY A COMMUNITY WHICH IS INVESTED IN IMMIGRATION, SEES STRENGTH IN DIVERSITY, FOSTERS EQUITY AND INCLUSION, AND WHERE ALL FEEL A SENSE OF BELONGING.**

### Activities could include

- Campaigns which target racism and foster equity and inclusion.
- Building awareness of the history of the diverse Aboriginal peoples of Canada, including information about the Treaties and the history of residential schools. TRC Calls for Action #93.
- Opportunities to bring together newcomers and long-term residents.
- Cultural awareness initiatives for employers, service providers, and frontline workers.

WINS partners commit to promoting diversity, inclusion, and equity, to provide opportunities to amplify all voices, and to help newcomers feel part of the community.

During COVID-19, acts of racism, discrimination and hate have grown exponentially and prompted many conversations about how racism presents in this community and how to best confront racist acts.

As a community partnership, our unique position allows us to build awareness of the damage that prejudice and hate inflict on individuals, neighbourhoods and communities, and to foster a sense of inclusion and belonging for everyone.

Further, WINS partners will learn about and contribute to the process of reconciliation with Indigenous peoples.

### Objectives

1. Build, renew and strengthen respectful and meaningful relationships with Indigenous communities.
2. Address racism and prejudice in all its forms.
3. Develop community buy-in.
4. Promote equity within the community.
5. Challenge attitudes based on bias and prejudice.
6. Celebrate cultural diversity.

## Support

*Trust upholds collaboration, and collaboration upholds trust.*

### NEWCOMERS IN NEW WESTMINSTER ARE SUPPORTED BY A STRONG, COLLABORATIVE COUNCIL

Commitment to work together towards a shared set of goals builds capacity and breaks down barriers. Regard and consideration of the perspectives and expertise of each Council member is this table's strength.

Over the period of this strategic plan, agencies and organizations will have worked together for eighteen years to respond to the needs and concerns of newcomers, ease access to services, and to create a more welcoming and inclusive community for everyone.

WINS will ensure that diversity, equity, and inclusion are reflected within the partnership, and will continually work towards membership that reflects the makeup of the community.

### Objectives

1. Maintain a strong and diverse Local Immigration Partnership Council that is equitable and reflects the diversity of New Westminster.
2. Support a collaborative culture to build capacity at the organizational level.
3. Increase newcomer engagement.
4. Respond appropriately to emerging issues affecting successful settlement.
5. Develop partnerships.

Welcoming and Inclusive New West (WINS) Local Immigration Partnership Council boasts a legacy of collaboration and a history of mutual respect.

### Activities could include

- Methods to increase the visibility of the Council.
- Opportunities for collaboration.
- Ways to meaningfully build newcomers participation.
- Research to improve the evidence base.
- Leveraging funding to support Council activities.
- Cultivation of partnerships with other networks and partnerships.

## Monitoring and evaluation

This Strategic Action Plan will be reviewed annually by the Strategic Planning Working Group. Suggested revisions will be presented to the membership for approval.

Partners will have the opportunity to review and make changes to reflect the existing context.

The effectiveness of individual activities will be monitored to determine outcomes.

Inputs	Activity	Output	Outcomes
What is needed?	What is the activity?	Evidence, numbers, etc.	What will happen because of this activity?

Monitoring and evaluation will ensure that

- Activities meet Welcoming and Inclusive New West (WINS) Local Immigration Partnership's priorities.
- Activities fit the parameters of the identified goals.
- Activities reflect the vision, mission and values.
- Activities are achievable.
- Activities are relevant.
- Activities are flexible and can be adapted to reflect current needs of newcomers and service providers in New Westminster.

Evaluate the process and not just the outcomes.



## References

Agopsowicz, A. & Billy-Ochieng, R. (2019). *Untapped Potential: Canada needs to close its immigrant wage gap*. RBC Economics. <https://thoughtleadership.rbc.com/untapped-potential-canada-needs-to-close-its-immigrant-wage-gap/>

Government of Canada. (2019). *Delivering on Truth and Reconciliation Commission Calls to Action*. <https://www.rcaanc-cirnac.gc.ca/eng/1524494530110/1557511412801>

Lambert, N. M., Stillman, T. F., Hicks, J. A., Kamble, S., Baumeister, R. F., & Fincham, F. D. (2013). To belong is to matter: Sense of belonging enhances meaning in life. *Personality and Social Psychology Bulletin*, 39, 1418-1427.

Pitter, J. (2020). *A Call to Courage: An Open Letter to Canadian Urbanists*. Canadian Urban Institute. <https://canurb.org/citytalk-news/a-call-to-courage-an-open-letter-to-canadian-urbanists/>

Recruiting Daily Advisor Editorial Staff. (2018). *Solving the Talent Shortage: Build, Buy, Borrow and Bridge*. Milwaukee, Wisconsin: Manpower Group. [https://go.manpowergroup.com/hubfs/TalentShortage%202018%20\(Global\)%20Assets/PDFs/MG\\_TalentShortage2018\\_lo%206\\_25\\_18\\_FINAL.pdf?t=1542229406960](https://go.manpowergroup.com/hubfs/TalentShortage%202018%20(Global)%20Assets/PDFs/MG_TalentShortage2018_lo%206_25_18_FINAL.pdf?t=1542229406960)

Multiculturalism Advisory Committee (MAC). (2014). *Immigrant and Refugee Survey Report and Action Plan*. City of New Westminster.

Stark, J. (2014). *Welcoming and Inclusive New West (WINS) Backgrounder*. City of New Westminster.

*United Nations Declaration on the Rights of Indigenous Peoples (A/RES/61/295)* In English, Español, Français, Русский, عربي, 汉语 <https://www.un.org/development/desa/indigenouspeoples/declaration-on-the-rights-of-indigenous-peoples.html>

Welcoming and Inclusive New West (WINS) Local Immigration Partnership. (2015). *Local Immigration Partnership Collaborative Agreement 2015*. New Westminster: Lower Mainland Purpose Society.

Yssaad, L. & Fields, A. (2018). *The Canadian Immigrant Labour Market: Recent Trends from 2006 to 2017*. Statistics Canada. <https://www150.statcan.gc.ca/n1/pub/71-606-x/71-606-x2018001-eng.htm>

To belong is to matter. (Lambert et al, 2013)

## APPENDIX 1

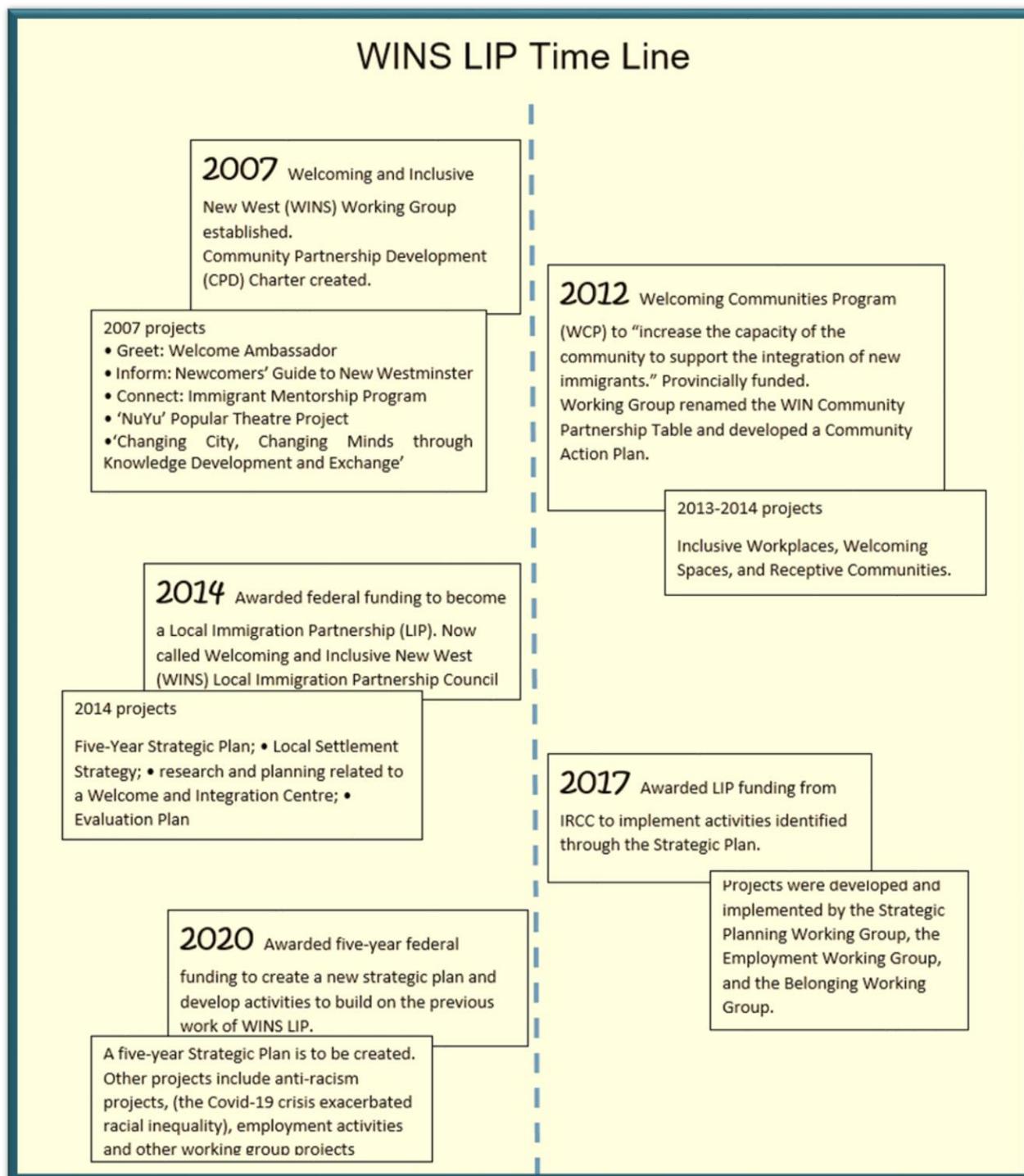
# Welcoming and Inclusive New West (WINS) Local Immigration Partnership

## local immigration partnership council

Membership is open to local agencies, organizations and community members via an expression of interest. To date, this has included representatives from

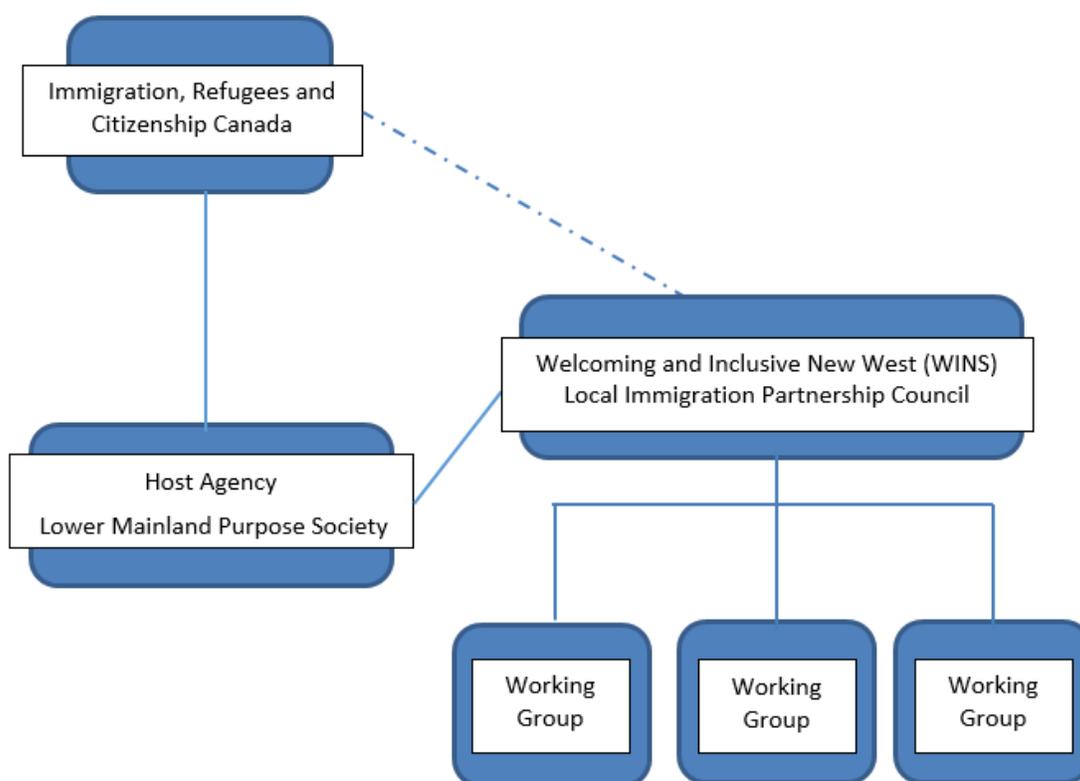
- Century House
- City of New Westminster (Council)
- City of New Westminster (Economic Development)
- City of New Westminster (Parks, Culture and Recreation)
- City of New Westminster (Development Services)
- Community members
- Community Tree
- CONNECTIONS
- Douglas College
- Downtown New Westminster Business Improvement Association
- Elizabeth Fry Society
- Family Services of Greater Vancouver
- Fraser Health Authority
- Fraser Works Co-op | WorkBC New Westminster
- Fraserside Community Services Society
- Greater Vancouver Food Bank
- Immigrant Services Society of British Columbia (ISSofBC)
- Lower Mainland Purpose Society (Host Agency of LIP Initiative)
- Ministry of Children and Family Development
- MLA's Office
- MOSAIC
- New Westminster Chamber of Commerce
- New Westminster English Language Centre
- New Westminster Family Place
- New Westminster Public Library
- Pacific Immigrant Resources Society
- School District #40 (New Westminster)
- Spirit of the Children
- S.U.C.C.E.S.S.
- Umbrella Multicultural Health Co-op
- Western Society for Children

## APPENDIX 2



## APPENDIX 3

### Organizational structure



## Strength in Numbers



10/2020

### Community Profile:

# New Westminster

Population: 70,996 | Households: 32,710



**Couple Families:**

16,155



**Lone Parent Families:**

2,910



**People Living Alone:**

18,270



**Median After-tax Income:**

32,642



**Unemployment:**

6.0

unemployed



**Poverty:**

10,885

live in poverty\*



**Education:**

18,155

post-secondary degrees



**Housing Cost:**

10,220

spend more than 30% of income on housing



**Housing:**

14,370

renter households



**Aboriginal Peoples:**

2,295

First Nations, Métis or Inuit people



**Seniors:**

10,815

aged 65+



**Immigrants:**

3,495

immigrated between 2011 – 2016



**Community Data Program**

CCSD's flagship initiative

Source: Statistics Canada, 2016 Census of Population. \* After-tax Low Income Measure (LIM). The Community Profile series is produced by the Canadian Council on Social Development (ccsd.ca) using data available from its Community Data Program (communitydata.ca)

Level  
CSD

Geography name  
New Westminster CY 00000 ( 5.0%)

# Profile: All Immigrants in

New Westminster CY



## Population



69,905

Total Population



24,375

All Immigrants



41

Median Age,  
Total Population



48

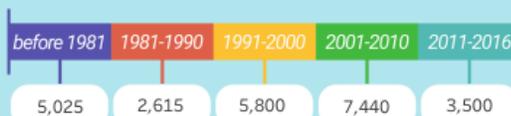
Median Age,  
All Immigrants



Top Birth Country  
Philippines



## Immigrants by Period of Immigration\*



## Economic Status



69%

Labour Force  
Participation, Age 15+



\$29,981

Median Individual  
Income, Age 15+



6%

Unemployment  
Rate, Age 15+



18%

Poverty Rate  
(LIM-AT\*\*)

## Highest Level of Education (Age 15+)



2,560

Less than High School



5,420

High School



15,625

Post-Secondary



**Community Data Program**

Enabling communities across Canada to measure and track local well-being

Source: Statistics Canada, 2016 Census of Population. The Community Profile series is produced using data available from the Community Data Program. The Community Data Program is an initiative of the Canadian Community Economic Development Network.

\*The most recent period of immigration covers five years only; the others each cover 10 or more years.  
\*\*Based on the after-tax Low-Income Measure.

Differences in numbers: Final coverage studies for the 2016 Census in 2018 were used to update the population estimates in the previous page Community Profile.