



**MANSO**  
MANITOBA ASSOCIATION  
OF NEWCOMER SERVING  
ORGANIZATIONS

# Manitoba Association of Newcomer Serving Organizations

## STRATEGIC PLAN 2025 – 2030

### Introduction

The Manitoba Association of Newcomer Serving Organizations (MANSO) serves as a unifying voice and leadership body for organizations supporting newcomers across Manitoba. As the province continues to welcome diverse populations, MANSO plays a critical role in ensuring that newcomers are not only welcomed but supported and empowered to thrive in inclusive communities.

This Strategic Plan (2025–2030) outlines our vision, mission, and impact priorities, reflecting both the challenges and opportunities facing Manitoba’s newcomer-serving sector. It was developed through a collaborative and inclusive process that engaged members, partners, stakeholders, board members and staff across the province. The process included consultations, surveys, and feedback sessions that allowed diverse voices—including frontline workers, community leaders, and newcomers—to inform the plan.

Guided by four Impact Pillars—Anti-Racism, Equity and Reconciliation; Member Engagement and Capacity Building; Growing Cross-Sector and Community Relationships; and Government and Stakeholder Relations—MANSO commits to strengthening the sector, amplifying the voices of its members and the clients they serve



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while driving systemic change. By embedding the insights gained through this development process, the plan ensures that MANSO is well-positioned to build organizational capacity, foster collaboration, and respond effectively to the evolving needs of Manitoba's newcomers.

## Vision and Mission

**Vision:** A Manitoba where newcomers are welcomed, supported, and empowered to thrive in an inclusive community.

**Mission:** To facilitate successful newcomer inclusion by providing leadership, support, and a unified voice for settlement organizations.

## Impact Pillars

### IMPACT PILLAR 1: ANTI-RACISM, EQUITY AND RECONCILIATION

Drive systemic change by embedding anti-racism, equity and reconciliation across the sector.

#### STRATEGIC OBJECTIVES:

- **Advocate** for policies, practices and initiatives that advance anti-racism, reconciliation, and the elimination of discrimination.
- **Promote** anti-racism, equity and reconciliation as foundational principles across all member organizations and activities.
- **Equip** members with resources, training, and tools to actively dismantle racism, decolonize their work and strengthen inclusive practices.

### IMPACT PILLAR 2: MEMBER ENGAGEMENT AND CAPACITY BUILDING

Build a stronger, more connected sector through collaboration and shared learning



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## STRATEGIC OBJECTIVES:

- **Strengthen** member capacity through training, professional development, and organizational support.
- **Foster** collaboration, partnership, resource sharing and knowledge exchange among members, including strengthening connections with Francophone organizations.
- **Serve** as a central hub by providing timely information, resources, and sector-wide communication, supported by a communications strategy that shares best practices and highlights member impact.
- **Coordinate** sector-wide preparedness and response to humanitarian crises and emerging challenges.

## IMPACT PILLAR 3: GROWING CROSS-SECTOR AND COMMUNITY RELATIONSHIPS

Expand partnerships and networks to enhance sustainability and collective impact.

### STRATEGIC OBJECTIVES:

- **Build** partnerships with communities, non-profits, Indigenous leaders, and other sectors to create a coordinated, responsive newcomer-serving network across Manitoba.
- **Expand** funding and resource-sharing opportunities to promote long-term sector sustainability.
- **Engage** community voices to inform and improve MANSO's programs, services, and advocacy.



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- **Leverage** cross-sector partnerships to mobilize rapid responses to humanitarian and settlement needs.

## IMPACT PILLAR 4: GOVERNMENT AND STAKEHOLDER RELATIONS

Amplify the sector's voice to influence policy, shape narratives, and advance newcomer rights.

### STRATEGIC OBJECTIVES

- **Mobilize** a collective sector voice and facilitate dialogue with governments and stakeholders to drive systemic change, amplify newcomer perspectives, and advance the interests of members and the communities they serve
- **Influence** policies, practices, and public conversations to ensure newcomer needs, rights, and well-being are represented at all levels of government and society.
- **Represent** sector priorities to key stakeholders through member-driven policy resolutions and collective positions
- **Strengthen** MANSO's role as a trusted collective voice in local, provincial and national conversations.
- **Promote** the value of humanitarian immigration programs and highlight newcomer contributions.



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## Conclusion

This Strategic Plan provides a clear roadmap for MANSO's work over the next five years. Success will be achieved through collaboration, innovation, and sustained advocacy, ensuring that member needs and newcomers' needs, rights, and contributions remain at the center of our efforts.

By advancing equity and reconciliation, building sector capacity, fostering partnerships, and influencing policies and public discourse, MANSO will continue to empower its members and the communities they serve. Together, we will create a Manitoba where newcomers are welcomed, supported, and equipped to fully participate and thrive in a more inclusive society.