MOSAIC Strategic Plan

2020 - 2025

Together we advance an inclusive and thriving Canada.
ACKNOWLEDGEMENTS

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 continue to have a responsibility to foster and honour that relationship to the land and to Indigenous peoples.

We recognize that working for migrant justice is part and parcel of challenging traditional institutions, and that while some of us might be pushed to the margins of society, we continue to have an obligation in building alliances with Indigenous communities in working toward change. MOSAIC seeks to transform the way we live with one another and with this land.

MOSAIC operates on traditional and unceded Coast Salish Territories, the ancestral lands of the sḵwxwú7mesh (Squamish), sélíwitulh (Tsleil-Waututh), x̱wmaθkwəy̓əm (Musqueam), qiqéyt (Qayqayt), šćwaʔən məsteyəx (Tsawwassen), kw̩ik̓wəɬəm (Kwitwetlam), ̕q̕ičəy (Katzie), q̕wə:n̓ƛ̕ən̓ (Kwantlen), SEMYOME (Semiahmoo), S̓ólh Témexw (Stó:lō), Stz’uminus, WSÁNEC and Matsqui nations.
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In the summer of 2019, the MOSAIC board and management team commenced the process of developing a new strategic plan to guide our focus and direction for the next five years.

We started the process by engaging with representatives of our key stakeholder groups to help identify relevant external trends, opportunities and threats in the social services and settlement sectors that could affect our position and success in the coming years. We also sought our stakeholders’ feedback to help refine our Mission and Vision statements to ensure they serve to guide our direction for the next five years and beyond. We engaged with staff and clients to examine our internal core competencies and areas for improvement in context with the evolving needs of our clients, and we reviewed our progress on our past five-year goals.

Drawing on the key themes from our engagement process, we developed a situation analysis as a framework for our strategic planning workshop in October 2019, where we outlined four goals to govern our direction over the 2020-2025 period. We also identified corresponding strategies to achieve those goals, along with metrics to enable us to track our progress.

This plan will be considered a living and guiding document over the next five years and will be updated as needed to reflect the changing world we live in. We will monitor our progress and adjust course as conditions warrant to ensure the sustainable delivery of services for our clients.

MOSAIC is one of the largest settlement organizations in Canada. We pride ourselves on delivering innovative, relevant and responsive client-centered quality services. We are accountable, transparent and ethical in all our decision-making and advocate for diverse voices throughout our community. And we do it all with staff and volunteers who are passionate and committed to creating a just society. Our five-year strategic plan will ensure that we build on these values and move forward as the leader in enriching communities through services and advocacy for newcomers and individuals from diverse backgrounds.

We thank everyone who contributed to shaping our future through this strategic plan, and look forward to working with our valued staff, stakeholders, partners and clients in the successful delivery of the plan over the next five years.
Changes in the environment and global politics are having a significant impact on the movement of refugees and immigrants throughout the world. The settlement sector has been continuously evolving to be responsive to these changes. With this in mind, the planning committee has identified the following macro trends that affect the operating context for MOSAIC:

The refugee crisis represents one of the greatest moral and humanitarian issues of our time with over 70 million people forcibly displaced throughout the world, among them, close to 26 million refugees. Since 1979, Canada has been a world leader in re-settlement and integration of refugees, and today is first among countries that continue to provide this vital service. MOSAIC takes great pride in being an approved Sponsorship Agreement Holder.

Numerous polls indicate that the Canadian public has misconceptions when it comes to the various immigration streams. While there is a lot of public support for economic immigrants, there is less for newcomers coming under the family reunification and refugee streams, even though these candidates are also highly educated and skilled.

Immigration will remain a key solution to looming labor shortages in Canada, accounting for all of Canada’s net labor force growth between 2018-2040. Yet, immigrants in general are more likely to be in jobs that under-utilize their education, skills and experience. A 2016 Conference Board of Canada report on the State of Canada’s Learning Recognition estimated that immigrants would earn up to 12.7 billion dollars more per year if their skills and education were recognized. Employment programs and interventions focused on overcoming barriers to full utilization of immigrants’ skills and experience will be central to Canada’s continued economic growth.
Given the pace at which technological advancements are changing the nature of jobs and the skillsets required for emerging jobs, re-skilling and training programs will need to recognize the role employers will increasingly play in on-the-job training. Service providers will need to build strong relationships with employers to understand the changing needs. Successful employment programs will be those designed and delivered jointly with employers.

Multiculturalism, considered a core Canadian value, has been under increased attack in recent years, in particular leading into the 2019 federal election. Hate crimes in Canada were climbing steadily for five years until 2018, which saw the first drop. Moreover, advocates warn that the numbers fail to tell the whole story as many crimes may not be reported to police. There is increased public discourse on the fact that systemic and individual racism is very much present in Canada.

BC is the province with the second highest proportion of immigrants in Canada, after Ontario. Not only does BC have a high newcomer population, it is home to a large population of second-generation immigrants (22.9% of BC residents). Approximately one in three BC residents has a mother tongue other than English or French.

The majority (80%) of immigrants to BC make Metro Vancouver their home. Vancouver has been the top destination for 26.2% of immigrants, while Surrey has been the destination for 25.5% of immigrants. It is expected that Surrey will surpass Vancouver in population to become the largest city in BC by 2030. The cost of living in Metro Vancouver will drive an increase in the Fraser Valley’s population which is expected to increase by 37% as of 2041.
There is a steady stream of refugee claimants arriving in BC, accessing settlement and housing services. The Government of BC has responded by providing funding for a network of BC Settlement and Integration Services as well as an allocation of funding towards coordination of affordable housing for refugee claimants.

Governments are increasingly interested in a holistic approach to service delivery that emphasizes prevention services in areas such as healthcare, employment, and access to legal services for all, with an increased focus on marginalized groups.

BC continues to position itself as a destination of choice for international students and continues to rely on temporary foreign talent and workers. The last year saw an increased focus from both the federal and provincial governments on protecting the rights and improving the working conditions of individuals with temporary status in BC. The federal government, through Employment & Social Development Canada (ESDC), implemented a Migrant Workers Support Network in 2019, coordinated through MOSAIC as a pilot that has the potential to inform the formation of similar networks across Canada.

Traditional non-governmental funders of social services are changing their focus forcing service organizations to adjust, often on short notice. Corporations are increasingly looking to combine their social investments with meaningful participation and experience for their staff. Service organizations need to be able to respond to the changing landscape of social investment to maintain their ability to test new innovative ideas and develop proofs of concept that attract government funding.
An analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) was conducted in the spring/summer of 2019 with input from the management team, board, staff, volunteers, clients, partners, other settlement organizations, and funders, using a combination of an online survey, interviews and focus groups. This analysis helped us define where we are now and scan the horizon for the gaps and opportunities we want to address over the next five years.

A number of strengths were identified for MOSAIC: our passionate and skilled staff and leadership; our proven and credible reputation; the broad range of programs offered; and our ability to build trusted partnerships with communities, groups and all political levels to demonstrate a collaborative approach in the sector. The weaknesses identified centered around challenges in staff retention; the need to embrace more technology for services as well as communications and data management; and the need to create more awareness of the wide range of services offered.

External changes were considered as both threats and opportunities: social perceptions are becoming more negative towards immigrants, and there is the potential for an increase in demand for services and a shift in the types of immigrants to Canada which may change the types of services and programs needed. Canada remains a safe and stable country typically supportive of immigration. Given its aging population, Canada benefits economically from immigration; however, the cost of living is making it more difficult for immigrants to settle in certain areas of BC. The unpredictable government changes at all levels are seen as a threat to funding and a risk for deleterious policy changes. The wide range and depth of services offered present opportunities for revenue diversification and the creation of social enterprises. It was also noted that there is an opportunity to address these threats further as MOSAIC is seen as a leader in advocacy and an influencer in creating positive change for immigrants and refugees.
VISION
Together we advance an inclusive and thriving Canada.

VALUES

Excellence
We value the delivery of the best, person-centred services informed by the people served.

Innovation
We value relevant, responsive, and systemic solutions, embracing creativity and adaptability.

Inclusion
We value and advocate for inclusiveness in shaping our communities and workplaces.

Commitment
We value the passion and contributions of our staff, contractors, volunteers, partners, and people served in fulfilling our mission.

Integrity
We value accountability, transparency, justice, and ethical and thoughtful decision-making.

MISSION
MOSAIC enriches communities through services and advocacy, furthering the success and sense of belonging of newcomers and individuals from diverse backgrounds.
As a recognized leader, MOSAIC will advocate for and engage communities in the creation of a just and inclusive society

**1. Advocate for Inclusivity**

MOSAIC will enhance the scope and depth of our services to respond to clients’ evolving needs locally, provincially, and nationally

**2. Enhance our Services**

MOSAIC will be the employer of choice within the social services sector

**3. Enhance our Work Environment**

MOSAIC will increase and diversify the funding available to meet the evolving needs of our clients

**4. Diversify our Funding**
As a recognized leader, MOSAIC will advocate for and engage communities in the creation of a just and inclusive society

**ADVOCATE FOR INCLUSIVITY**

1. **Advise policy makers on issues related to successful integration of immigrants and refugees, ensuring people with lived experience are an integral part of our advocacy efforts**

   Actively seek opportunities to participate in government, sectoral and community roundtables, working groups, and advisory committees provincially and nationally, to ensure newcomer perspective is represented in decision making.

   Support Canada’s humanitarian initiatives and advocate for an increased allocation of privately sponsored refugees, as well as explore alternate immigration paths for skilled refugees.

   Continue advocating for the need for employment programming, designed in close collaboration with employers, assisting newcomers in obtaining employment commensurate to their skills and education.

2. **Actively contribute to the public discourse on the value of creating inclusive and healthy societies where everyone has the opportunity to contribute meaningfully according to their skills and abilities**

   Incorporate key advocacy messages into our online presence, social media, and speaking engagements by the CEO and the leadership team.

   Organize annual signature events promoting the value of inclusive societies and workplaces.

   Mobilize a broad range of stakeholders to advance social change towards a more inclusive and equitable society.
As a recognized leader, MOSAIC will advocate for and engage communities in the creation of a just and inclusive society.

**ADVOCATE FOR INCLUSIVITY**

1. **Build strategic alliances to address systemic issues facing newcomers to BC, including lack of recognition of international work experience, barriers to career advancement, access to healthcare, and affordable housing**

   - Create a Civic Engagement Action Network of organizations supporting diversity around decision making tables, in particular, when it comes to newcomers and individuals from racialized communities.

   - Engage employers as key allies in an effort to remove barriers to meaningful employment of newcomers.

   - Continue building partnerships that contribute to equitable access to health care, poverty reduction and legal services for newcomers.
MOSAIC will enhance the scope and depth of our services to respond to clients’ evolving needs locally, provincially, and nationally.

**ENHANCE OUR SERVICES**

1. **Identify and address priority needs, gaps and opportunities locally, provincially, and nationally**

   - Leverage expertise in holistic client-centric settlement services, in program design, settlement sector capacity building, and informing national standards for newcomer support.
   - Expand initiatives supporting meaningful employment of newcomers and creating leadership opportunities for newcomers to apply their skills and experience in shaping Canadian communities and workplaces.
   - Expand MOSAIC’s role as a Sponsorship Agreement Holder (SAH) and increase engagement in private sponsorship programming.
   - Expand programming that supports access to equitable healthcare and poverty reduction for newcomers.
   - Expand services supporting migrants, international students, and refugee claimants.
MOSAIC will enhance the scope and depth of our services to respond to clients’ evolving needs locally, provincially, and nationally.

2 ENHANCE OUR SERVICES

2 Develop new delivery partnerships and enhance existing partnerships to advance strategic priority areas

- Strengthen partnerships with colleges, universities, and research organizations to identify service gaps and contribute towards evidence-based practice and change to support public policy and programming
- Increase capacity of partner organizations, where appropriate
- Establish strong partnerships with service delivery organizations provincially and nationally

3 Increase internal capacity ensuring excellent service delivery

- Ensure continuous staff skills training in areas of enhanced service delivery and program evaluation
- Foster culture of innovation; create space and recognition for staff feedback and innovative ideas
- Harness technology to add digital methods of service delivery, expand reach, and improve client experience
- Build capacity to deliver services where and in the way needed by our clients
MOSAIC will be the employer of choice within the social services sector.

**ENHANCE OUR WORK ENVIRONMENT**

1. **Ensure effective ongoing organizational practices to recruit, engage, and retain highly qualified staff**
   - Develop a total rewards philosophy that will assist MOSAIC in attracting and retaining skilled employees
   - Implement a compensation strategy with resources to align with MOSAIC’s compensation philosophy
   - Support ongoing professional development, create leadership and mentoring opportunities, and outline career progression opportunities
   - Develop a process to recognize staff achievements and ensure staff participation and feedback in organizational decision-making

2. **Optimize our capacity to ensure teams are as efficient and effective as possible, using modern technology and streamlining internal processes**
   - Develop and implement a strategic technology plan, aligning technology to strategic goals
   - Institute an ongoing review of internal processes
   - Develop a culture of efficiency and effectiveness to increase net discretionary resources
ENHANCE OUR WORK ENVIRONMENT

3

Develop a long-term infrastructure plan to address future capacity

- Develop a long-term strategic facilities plan
- Establish and develop key external relationships to advance the plan
- Efficiently manage a distributed organization, balancing consistency across sites with flexibility to address emerging local issues
MOSAIC will increase and diversify the funding available to meet the evolving needs of our clients

DIVERSIFYING OUR FUNDING

1. **Build capacity for increasing non-traditional government funding**
   - Create awareness of MOSAIC within existing and new non-traditional government sources, and demonstrate our impact on society
   - Develop proposal-writing capacity and a library of proposal elements

2. **Build capacity for increasing corporate partnerships and social investment**
   - Increase MOSAIC’s brand recognition and stakeholder support
   - Create and nurture an internal culture of philanthropy
   - Expand multi-year corporate partnerships
   - Implement strategies for engaging foundations and individual donors

3. **Expand capacity for social enterprises**
   - Leverage MOSAIC’s expertise to generate new revenue streams, while ensuring compliance with charitable and other legislation
   - Build on the long-term success and growth strategy for MOSAIC’s award winning Interpretation & Translation Service
   - Support organizations to harness the potential of an increasingly diverse and multicultural workforce through delivery of a comprehensive employer-focused suite of workshops
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