



Strategic Plan

2025-2030



VISION

Together we advance an inclusive and thriving Canada



MISSION

MOSAIC enriches communities through services and advocacy, furthering the success and sense of belonging of newcomers and individuals from diverse backgrounds.



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.



GUIDING PRINCIPLES



Equity, Diversity and Inclusion and an intersectionality lens are core to our programming and internal work.



We are committed to Truth & Reconciliation and meaningful relationships with Indigenous Peoples, on whose territories we provide our services.



We are mindful of the social and environmental impact of our work.

I STRATEGIC PILLARS AND GOALS



ONE Advance Inclusivity, Access, and Opportunities

1.1 Skills-Commensurate Employment: Reduce credential recognition challenges; enhance engagement with employers, industries, and policymakers to improve hiring and professional alignment for newcomers.

1.2 Health Services Access: Promote health literacy and reduce disparities in healthcare for newcomers through trauma-informed, culturally safe initiatives.

1.3 Affordable Housing: Advocate for safe, affordable, and culturally responsive housing tailored to newcomer needs.

1.4 Temporary Residents & Refugee Claimants: Strengthen protections, counter misinformation, improve rights access, and provide self-advocacy tools.



TWO Enhance and Optimize Services

2.1 Program Responsiveness: Anticipate and respond to clients' evolving and complex needs leveraging partnerships with other mission-aligned organizations.

2.2 Service Integration: Develop a seamless, connected support network across all programs to ensure holistic client experiences.



THREE Improve Employee Experience

3.1 Internal Efficiency: Refine onboarding, clarity of roles, and internal processes to enhance collaboration and reduce silos.

3.2 Staff Well-Being: Strengthen mental health resources and create a positive, balanced work environment.

3.3 Workforce Development: Offer growth pathways and tools to retain institutional knowledge and foster professional advancement.



FOUR Foster Organizational Resilience and Strength

4.1 Revenue Diversity: Strengthen funding sources through donor engagement, corporate partnerships, and mission-driven social enterprises.

4.2 Brand Recognition: Amplify MOSAIC's voice, celebrate newcomer contributions, and bolster positioning as an influential service leader.

4.3 Data & Risk Management: Leverage real-time insights for evidence based, effective, risk-managed, and timely decision-making