

Impact Report

2024-2025



MOSAIC
Engaging Newcomers, Enriching Communities

SHARED PATH FORWARD

Charitable Registration # 13017-8130-RR0001

604-254-9626 | 5575 Boundary Road, Vancouver, B.C. V5R 2P9

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Land Acknowledgement

We believe acknowledgment must be paired with meaningful action. We are committed to walking alongside and showing our commitment to the Indigenous communities on whose land we live and work on.

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

Land acknowledgments recognize the Indigenous past, present, and future of a place and help us to reflect on our role within that relationship. At MOSAIC, we believe acknowledgment must be paired with meaningful action. We are committed to walking alongside and showing our commitment to the Indigenous communities on whose land we live and work on. This means building alliances with Indigenous communities, engaging in ongoing collaboration, and taking concrete action steps toward Truth & Reconciliation. MOSAIC seeks to transform the way we live with one another and with this land.

As part of MOSAIC's strategic plan, we have pledged to go beyond land acknowledgments by embedding practices and actions towards Truth & Reconciliation across our programs and organization. This commitment involves building meaningful alliances with Indigenous communities, ensuring our programs reflect respect for Indigenous perspectives, and fostering equity and inclusion in our work.

MOSAIC operates on traditional and unceded Coast Salish Territories, the ancestral lands of the sk̓wxwú7mesh, sel̓íl'wítulh, x̣ẉməθḳẉəỵəm, q̣iq̣éyt, sc̣əẉaθ̣ən məsteỵəx, ḳẉiḳẉəλ̣əm, q̣ic̣əy, q̣'ẉa:ṇ λ̣'ən, SEMYOME, S'ólh Téméxw (Stó:lō), Stz'uminus, WSÁNEĆ and Matsqui nations.

Message from CEO and Board Chair

This past year has been a remarkable chapter for MOSAIC, filled with milestones and moments of resilience. The theme *Shared Path Forward* reflects our collective drive to adapt, collaborate, and lead amidst rapid changes. It highlights the dedication of our staff, volunteers, funders, donors, partners, and communities in uplifting newcomers and fostering inclusivity across Canada.

One of the year's defining achievements was the opening of the MOSAIC Community Clinic, an initiative of the Burnaby Primary Care Network (PCN) that we proudly operate, and which provides ongoing primary care to Burnaby's diverse priority populations. We also made significant progress in advocating for credential recognition and helping newcomers secure their first Canadian work experience, such as partnerships with Metro Vancouver and Translink, among other employers, to provide work placements for internationally trained engineers, securing on-the-job learning opportunities and reflect a strong commitment to equity, diversity, and inclusion. These partnerships demonstrate how employers can remove barriers and open doors, creating meaningful opportunities for skilled newcomers to thrive in the workforce. Additionally, MOSAIC's leadership in humanitarian efforts was firmly reinforced with the completion of our Afghan Response Initiative, paving the path for meaningful integration and employment outcomes for refugees.

At the core of these successes are the partnerships that amplify our impact. Our collaborations span multiple areas, from working with housing providers like My Roof to support newcomer housing needs, to partnering with the Hospital Employees' Union on language upskilling programs that open new employment pathways. These targeted initiatives help MOSAIC address the growing and complex needs of our clients more effectively. Together

with local partners we've also expanded newcomer resources while fostering connections with Indigenous communities.

Challenges such as shifts in immigration policy, funding cuts, and rising anti-immigrant sentiment have tested our resilience. Despite these obstacles, our team has stayed steadfast, working harder than ever to guide our clients through uncertainty and create new opportunities.

With the refresh of MOSAIC's strategic plan and a clear vision for shaping our 2025-2030 future, we are poised to adapt, innovate, and excel. Focused on equity, inclusion, and addressing community needs, this plan will carry us into our 50th anniversary next year and beyond. From expanded language services to tailored employment programs, we are aligning our work to ensure lasting impact.

Thank you to our devoted staff, volunteers, Board of Directors, funders, donors and partners. Together, we will continue this shared path forward, building a future where all voices are heard and opportunities abound.



Olga Stachova
CEO, MOSAIC

Petra Kuret
Board Chair, MOSAIC

Meet the Board of Directors



Petra Kuret
Chairperson



Serena Mawani
Vice-Chairperson



Synthia Kloot
Treasurer



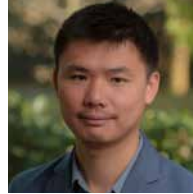
Sylvia Ceacero
Secretary



Marie Bassey
Board Member



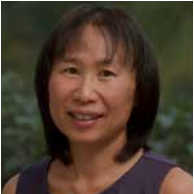
Matthew Carter
Board Member



Alex Chong
Board Member



Mehran Kiai
Board Member



Tina S.K. Leung
Board Member



Fariba Pacheleh
Board Member



Emilie Roy
Board Member



Gary Wong
Board Member

Meet the Executive Leadership Team



Olga Stachova
CEO



Sharon Butler
Director of Strategic
Engagement & Partnerships



Payvand Gonzalez
Director of People
& Culture



Caitlin Johnston
Director of MOSAIC
Community Clinic



Kumar Lal
Director of Business
Technology & Operations



David Lee
Director of Employment,
Language & Social Enterprise



Sue Trevor
Director of Finance
& Administration



Hugo Velázquez Vázquez
Director of Family
& Settlement Programs



Who We Are

MOSAIC is one of Canada's largest settlement and employment services organizations, dedicated to equity and belonging. Guided by a vision of an inclusive and thriving society, we provide vital programs in settlement, language, employment, and community engagement to help immigrants, refugees, and diverse communities succeed. Our mission and values focus on respect, inclusivity, and collaboration to foster stronger, more connected communities.



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

Our values guide us in providing the best newcomer services and support. They motivate and inspire us to go above and beyond to change the lives of others.

Excellence

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

Innovation

We value relevant, responsive, and systematic services, 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.



Services

Children, Youth and Family Support
Employer Support and Engagement
Employment Services
MOSAIC Community Clinic
Health and Counselling
English Classes and Testing
Legal Information and Workplace Rights
Interpretation and Translation
Refugee Sponsorship
Diversity and Inclusion Training
Settlement Services
Violence Prevention and Support



Awards



CEO Olga Stachova awarded the prestigious King Charles III Coronation Medal - This honour recognizes Olga's exceptional contributions to Canada and British Columbia and reflects her unwavering dedication to supporting newcomers and fostering an inclusive society.



Chair of MOSAIC's Board of Directors, Petra Kuret, awarded the prestigious King Charles III Coronation Medal - in recognition of Petra's exemplary service as Board Chair and her enduring contributions to MOSAIC's work in the community.



Milad Rajabi, settlement worker from BC Settlement and Integration (BCSIS) team, received the Taiga Galli Memorial Refugee Award from TEAL charitable foundation

Services & Client Demographic



33,000

clients served



7,600K⁺

clients connected via
MOSAIC events

Client Reviews



92%

clients stated that MOSAIC
helped them integrate into
Canadian society



97%

clients
recommend
MOSAIC

Public Engagement

1 MILLION⁺
website views

176,000⁺
engagements on social media

63
media inquiries for
MOSAIC expertise



People Powered



541
staff



468
volunteers



300⁺
interpreters
and translators

Top 5 Clients' Countries of Origin



-  India
-  China
-  Iran
-  Afghanistan
-  Philippines

Finance



47 MILLION⁺

Operating Budget

Service Locations



18

MOSAIC sites



24

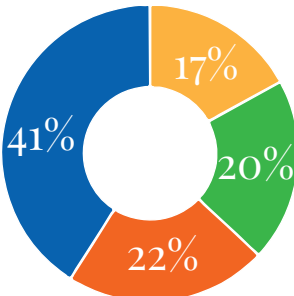
community sites



9

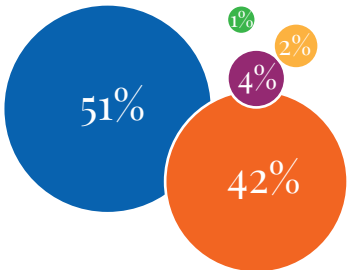
shared partner sites

Immigration Class^{*}



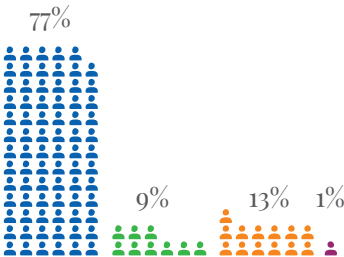
- Refugee class
- Temporary
- Economic class
- Family class

Client Demographic by Age



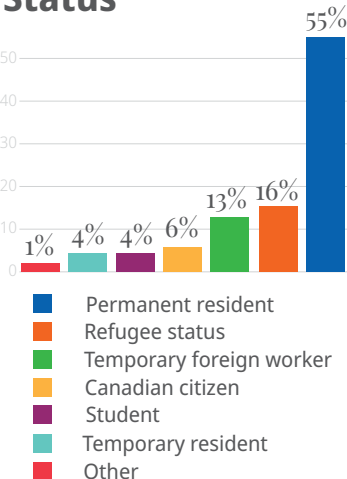
- Adult (30-59)
- Young Adult (16-29)
- Seniors (60+)
- Young Child (0-4)
- Child & Youth (5-15)

Client Employment Status at Time of Intake



- Unemployed
- Precariously employed
- Employed
- Self employed

Client Immigration Status^{**}



- Permanent resident
- Refugee status
- Temporary foreign worker
- Canadian citizen
- Student
- Temporary resident
- Other

^{*}Immigration Class is the immigration category a person first entered Canada with, as defined by the federal government.

^{**}Immigration Status is the current status of someone who was not Canadian at birth.

Recognition of Donors and Supporters



Thank you Vancouver Foundation for your incredible generosity and support of MOSAIC programming!

Government Funders

- Canada Revenue Agency
- Canadian Heritage
- City of Burnaby
- City of Vancouver
- Employment and Social Development Canada
- Government of BC through the Stronger Community Services Fund
- Immigration, Refugees and Citizenship Canada
- Ministry of Social Development and Poverty Reduction
- Ministry of Post-Secondary Education and Future Skills
- Ministry of Health
- Ministry of Housing and Municipal Affairs
- Ministry of Children and Family Development
- Ministry of Public Safety and Solicitor General
- Ministry of Tourism, Arts, Culture and Sports
- Ministry of Education and Child Care
- Ministry of Attorney General
- Public Health Agency of Canada

Visionaries

\$100,000+

- Al Roadburg Foundation
- Law Foundation of BC
- Refugee Council of Australia
- United Way of BC
- Vancity Community Foundation
- Vancouver Foundation

Leaders

\$50,000-\$99,999

- Disability Alliance of BC
- RBC Royal Bank of Canada

Innovators

\$25,000-\$49,999

- Amazon Fulfillment Services ULC
- Birger Bergersen
- Cogir Foundation
- Community Housing Transformation Centre
- Jewish Community Foundation of Montreal
- RBC Foundation
- TD Bank Group

Champions

\$10,000-\$24,999

- BC Parks Foundation
- BC Public Service
- Craig T Wilson
- Envision Financial Community
- Endowment and First West Foundation
- Janet Dymont
- JTI-Macdonald Corp.
- KPMG Foundation
- Nicole Schouela
- Lorys Schouela
- MFG 2024 Campaign
- The Cedrus Foundation
- Unbounded Canada Foundation
- WES Mariam Assefa Fund
- Weyerhaeuser Company
- Yurong Yang

Builders

\$5,000-\$9,999

- Accenture
- Amenida Macleod Limited Partnership
- Andrea Bolen

CanadaHelps
Charitable Impact Foundation
DoorDash, Inc.
Invest Vancouver
Premiere Bobine
Safeway Community Action Fund
Sandra Wyant Personal Real Estate Corporation
Sprott Shaw College Corp.
Trans Care BC
Vancouver Community College

Ambassadors \$1,000-\$4,999

Benevity Giving Platform
Brown and Caldwell
Danfoss Industries Ltd
Dean William McDonald
Deux Mille Foundation
Doha Benbahloul
Ghulam Mobin Moqsoodi
Iain Harris Family Foundation
Idea Family Foundation
Kathy Butler
Law Society of BC
Michael Lee
Mustafa Ahmadi
Nematullah Haidari
Olga Stachova
Paulette Lavack
Rainbow Foundation of Hope
Robert Gillespie
Sara Heron
Serhiy Pokrovskyy
Sharon Ann Brophy
Sharon Butler
Sharon Salloum
Stantec
Susan Mary Adams

Synthia Kloot
Tina Wu
Vancouver Greater Pranic Healers' Association
Xeno Fashion Boutique Ltd

Friends \$500-\$999

Abraham Jones
Bohye Jun
Brook Greenberg
Christine Krysha Derbyshire
Clifford Dezell
Daphne Bramham
Deborah Ann Goodman
Diana Whellams
DIVERSEcity Community Resources Society
Doreen Riedijk
Eric Watt
Frances Caton
Gillian Chetty
Graham Phillips
Graphic Office Interiors Ltd
Homa Aqa Gul
Hugo Velazquez
Iris Challoner
Jane A.G. Purdie
John Sawyer
Maia Tsurumi
Milica Nauman
Mooly Wong
Petra Kuret
Priya Chetty
Rachel Magnusson
Samuel Newton
Shahrokh Malek
The Amir Malekyazdi Foundation
The UK Online Giving Foundation
TransLink

Ways to Give



Donate Today

Starting over is hard. Your donation helps break down barriers for refugees and immigrant families in building their new lives in Canada.



Give Monthly

A monthly donation is an easy way for you to help MOSAIC programs with dependable, continuing support. Small monthly gifts, spread out over the year, make a BIG impact!



Corporate Giving

Support programs aligned with your corporate values and make a targeted impact. Today, corporate responsibility is a must and people want to do business with organizations that give back.



Sponsor an Event

MOSAIC has many signature events for inclusion, diversity, skill development and celebration that help create a better Canada. Reach the demographics that are important to your company and give back to the community.

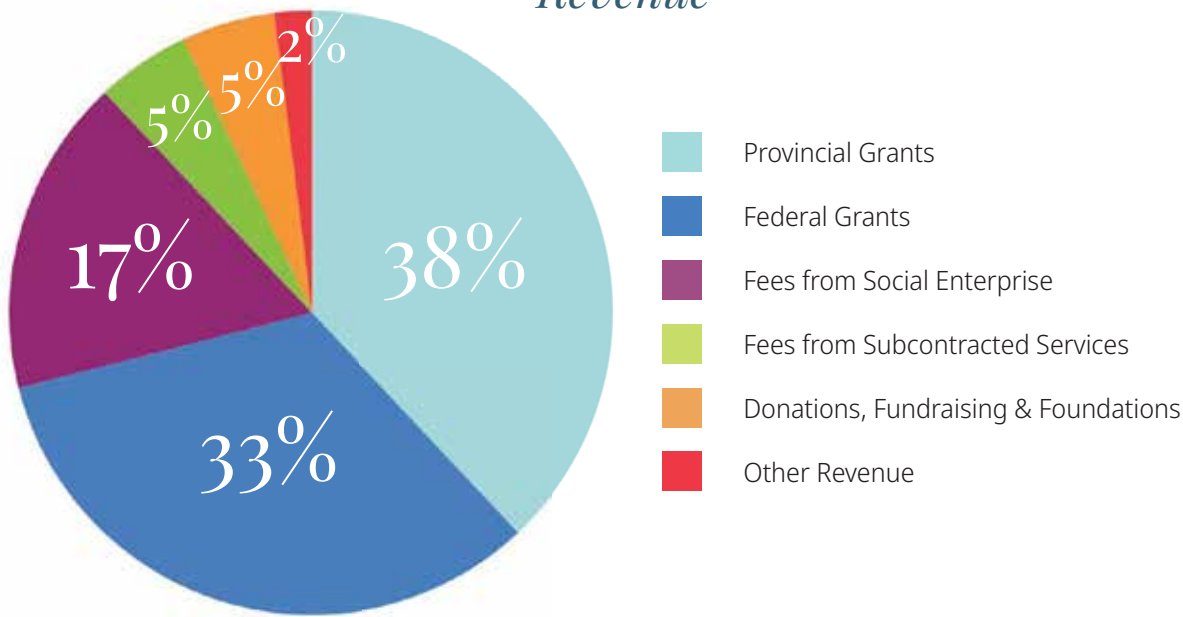
To discuss how you can support MOSAIC, please contact:

donations@mosaicbc.org
mosaicbc.org/ways-to-give/

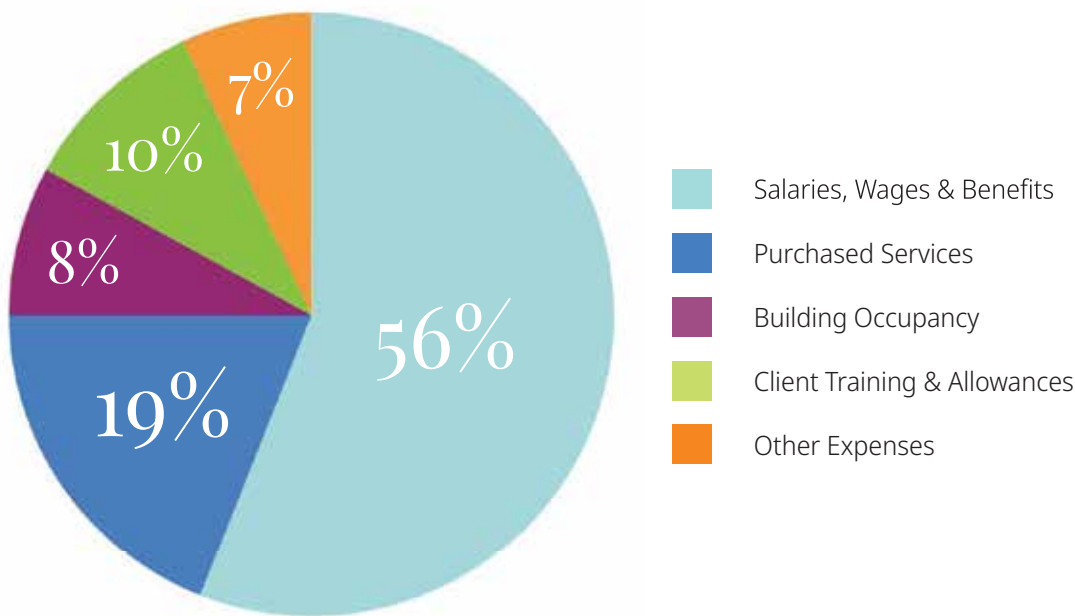


Finance Report

Revenue



Expenses



April 1, 2024 – March 31, 2025		2025 \$000's	2024 \$000's
REVENUE			
Provincial Grants		\$18,247	\$19,709
Federal Grants		16,188	15,985
Fees from Social Enterprise		8,508	6,433
Fees from Subcontracted Services		2,420	1,998
Donations, Fundraising & Foundations		2,424	2,245
Other Revenue		1,065	1,098
Total		48,852	47,468
EXPENSES			
Salaries, Wages & Benefits		27,707	24,585
Purchased Services		9,505	9,356
Building Occupancy		3,844	3,630
Client Training & Allowances		5,169	6,935
Other Expenses		3,695	3,324
Total		49,920	47,830
Deficiency of revenue over expenses before undernoted items		(1,068)	(362)
Increment in membership share in community services co-op		73	56
Increase in market value of investments		381	549
(DEFICIENCY) EXCESS OF REVENUE OVER EXPENSES		(614)	243
NET ASSETS, BEGINNING OF YEAR		10,548	10,305
NET ASSETS, END OF YEAR		\$9,934	\$10,548

Fiscal Snapshot: Growth in Social Enterprises

Fiscal 2025 saw a modest increase in operating revenues of 3% over 2024. Within the changes in revenues, MOSAIC's language testing social enterprise successfully met the increased need for its services, growing its revenues by 32%. MOSAIC continues to strategically invest, beyond operating revenues, in employee retention, digital transformation, and continued support for marginalized clients. Despite an increased market value of investments held for long-term growth, this planned deficiency of revenue over expenditures resulted in a deficiency of revenue over expenses in fiscal 2025.

Strategic investment as described above is supported through internally restricted funds, ensuring MOSAIC's capacity and sustainability in line with its Strategic Plan. Funds are restricted as follows:

- **Community funds:** For scholarships and discounted access to translation services for individuals.
- **Capacity funds:** To enhance MOSAIC's capacity to deliver innovative and ongoing programming to meet the needs of clients in their communities.
- **Sustainability funds:** To provide stability in the face of known or unforeseen circumstances.

Unrestricted net assets are maintained for contingency purposes.

MOSAIC is grateful for the ongoing support of its donors, partners, and funders, without whom we would be unable to address emerging and continuing needs of our clients and communities.



MOSAIC Awards: Honouring

MOSAIC's 2025 Awards and scholarships celebrated resilience, diversity, and a shared commitment to empowering newcomers and building inclusive communities. With \$41,500 in scholarships and awards granted, this year's recipients highlighted the pivotal role of education, advocacy, and community support in transforming lives.

The awards spotlighted inspiring individuals, such as our Human Rights Awards co-winners Manpreet Dhesi, who received the Human Rights Award for her work as a youth leader and cultural advocate, and Abdullah Sarwari, a refugee advocate whose efforts in founding the Refugee Learning Center in Indonesia have provided free education to hundreds of refugee children. Scholarship winners like Aida Ghapanchizadeh and Shahpoor Fazli demonstrated remarkable dedication to education and community service as they pursued careers in social impact and medicine, respectively. Meanwhile, Purdys Chocolatier, recognized with the Employer of the Year Award, showcased the importance of creating equitable opportunities for immigrant professionals through their decade-long partnership with MOSAIC.

This year's recipients hailed from diverse backgrounds, including former refugees, youth leaders, and professionals rebuilding their careers, all united by their drive to overcome barriers and contribute meaningfully to Canada's future. Their achievements remind us of the power of support in fostering hope and possibility.



Resilience and Diversity



MOSAIC remains committed to working hand in hand with communities and organizations to ensure newcomers thrive. These stories show that when we share the path together, we can open doors and create a future shaped by inclusion, equity, and opportunity for all.

Human Rights Award



Explore this year’s inspiring winners, recipients, and highlights



2025 Awards Winners:

Dr. Kes Chetty Education Award

- Bethel Estifanos Werede
- Noman Azhari
- Sumi Jo

The Eyob G. Naizghi Scholarship Award

- Aida Ghapanchizadeh

The Ann & Jo-Ann Sobkow Scholarship Award

- Shahpoor Fazli

MOSAIC Educational Enhancement Awards

- Abdullah Afif
- Shigofa Safdari
- Mohamad Tarek Najjar
- Sahar Mahazi
- Zohra Sadat Hashimi

MOSAIC Employer of the Year Award

- Purdys Chocolatier

Human Rights Award

- Manpreet Dhesi
- Abdullah Sarwari

Our Path to Impactful Change: Bridging Talent and Opportunity



Rochelle Grayson shared how AI can help newcomers navigate Canada's job market and unlock opportunities.

Employment Services

This year, MOSAIC's Employment Services team achieved remarkable milestones through innovation and client focus. The AI-themed Immigrant Professionals Conference (IPC) provided job seekers with insights into evolving industries, while the Reverse Job Fair flipped tradition, letting job seekers host booths and interview employers—earning high praise for this new approach. The Next Steps program supported newcomer women with skills and career exploration in two successful cohorts.

Strong partnerships with inclusive employers are also essential to MOSAIC's mission of creating equitable pathways for newcomers into the Canadian workforce. A prime example is the ongoing collaboration with TransLink, now in its second year. In this collaboration, Translink's engineering department provided six-month Project Coordinator placements for internationally trained professionals with

engineering backgrounds who lacked Canadian work experience.

This initiative reflects TransLink's commitment to equity, diversity, and inclusion in the workplace and highlights how employer-led efforts can directly address systemic barriers. The program offered meaningful, commensurate employment opportunities, allowing participants to gain hands-on experience. The implementation was marked by clear communication and smooth coordination.

This partnership serves as a model for how MOSAIC works alongside employers to co-create impactful solutions that benefit both newcomers and the broader workforce.

Looking ahead, MOSAIC’s Employment Services team plans to keep improving. Staying abreast of the latest local labor market trends, and using new AI tools to offer better services, they will be creating even more accessible support for newcomers facing language and cultural challenges. These plans reflect a strong commitment to breaking down barriers, opening doors, and helping job seekers and employers move forward together.



See how this year’s Employer Award winner creates opportunities for newcomers.



MOSAIC’s 2025 Job Fair linked 2,550 participants with 50+ employers, fostering opportunities for newcomers.



Language Skills for a Stronger Start

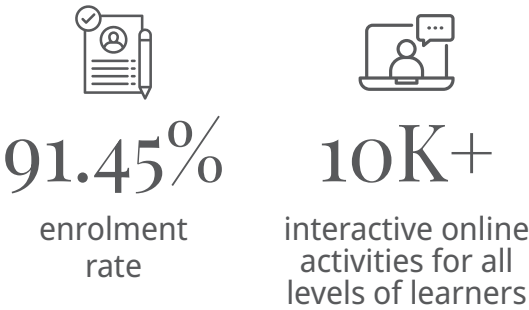
Language Services

MOSAIC’s LINC program created meaningful opportunities for individuals and families by expanding its services. With a 30% growth, the program added 21 new classes—13 in Surrey and 8 in Burnaby—supported by the addition of over 38 staff members, including 27 during the spring expansion and 11 more in the fall. The childminding facility in Surrey expanded its services by adding afternoon care to its existing morning care, providing families with greater flexibility and easier access to language and settlement programs. Through the "Headstart" initiative, over 160 people on waitlists received essential support, such as English training, settlement guidance, and job resources, in collaboration with Primacorp.

The program also hosted the LINC Gathering, uniting 193 participants from across the LINC community—including instructors, Early Childhood Educators, Program Administrative Assistants, program leadership, and more—to collaboratively enhance service delivery. Despite sector funding challenges, a secure three-year contract ensures the potential to support over 6,000 LINC clients from 2025 to 2028, with 2,900 to be served in the first year and 1,800 annually in the second and third years. Targeted initiatives are going to address unique needs of clients with no or low level of English knowledge, such as digital literacy, through partnerships with Collingwood and Little Mountain Neighbourhood Houses.



See how Self-Management LINC builds skills and strengthens English learning.



Leading the Pack in IELTS Testing

MOSAIC engage achieved incredible growth this year, setting new benchmarks in language testing. The launch of a CELPIP testing site on Commercial Drive, featuring a cutting-edge 14-computer lab, marked a significant milestone. IELTS services also surged by an impressive 91%, driven by evolving government requirements and community demand.

Despite starting with a financial deficit, the program turned challenges into opportunities, tripling its projected surplus and reinvesting a significant amount into infrastructure modernization. Strengthened partnerships with key organizations, including the British Council (IELTS) and Prometric (CELPIP), solidified MOSAIC's position as British Columbia's largest IELTS provider and one of the leading providers of language testing in the province.

Looking ahead, a planned expansion to North Vancouver and Kamloops reflects MOSAIC's unwavering commitment to building opportunities. These efforts are paving the way for stronger communities and brighter futures across the province.



MOSAIC engage English classes and assessment services



18,693
clients served



96%
increase in clients



1,226
engage ESL Classes



98%
increase in students

11,107 IELTS administered

1,899 CLBPT tests administered

4,625 CELPIP tests administered

A New Chapter in Community Care



MOSAIC Community Clinic

The MOSAIC Community Clinic (MCC), launched in February 2025, is an important initiative of the Burnaby Primary Care Network, proudly operated by MOSAIC. This clinic was created to address healthcare gaps and improve access to vital services for underserved populations in Burnaby.

The MCC delivers inclusive, culturally safe, and trauma-informed care with a focus on priority groups such as newcomers, First Nations, Métis, Inuit, new parents and their babies, and individuals experiencing housing challenges. Its team-based model brings together family physicians, registered nurses, lactation consultants, social workers, and administrative staff, working collaboratively to provide comprehensive and patient-centered care. Connecting patients to the clinic instead of individual providers offers stronger continuity of care, creating a more reliable and consistent experience. By using contract-based models rather than fee-for-service, the clinic makes it possible to offer longer appointments and adapt to the needs of those without insurance, ensuring care is accessible to everyone.

A key highlight of the clinic's work has been its focus on postpartum health and lactation support, offering targeted services to new parents and their families. Additionally, the MCC is meeting the complex care needs of individuals with overlapping medical and social challenges.

Strong community partnerships play a central role in the MCC's success. Collaborations with local organizations, such as the Burnaby Division of Family Practice, Burnaby Maternity Clinic, and Progressive Housing Society, have helped create tailored care pathways, improve outreach efforts, and strengthen referral systems. The clinic further supports accessibility through multilingual staff and interpretation services, ensuring that no one is left behind.

The MCC continues to build on its achievements, addressing healthcare inequities and empowering communities by offering compassionate, high-quality care that responds to the needs of those who face the greatest barriers.

MOSAIC Community Clinic

(Nov 1, 2024 – Mar 31, 2025)



323

total referrals received



128

primary care visit



73

lactation consultations

60

post-partum care visit



Languages spoken by staff

Amharic	Hausa	Punjabi
Cantonese	Hindi	Samia
Dari	Idoma	Spanish
English	Japanese	Swahili
Farsi	Mandarin	Tagalog
Gaeilg	Portuguese	Tigrinya



Scan to learn how MOSAIC Community Clinic makes primary care more inclusive and accessible.



Burnaby
Primary Care Network

Pathways to Hope, Connection and Opportunity

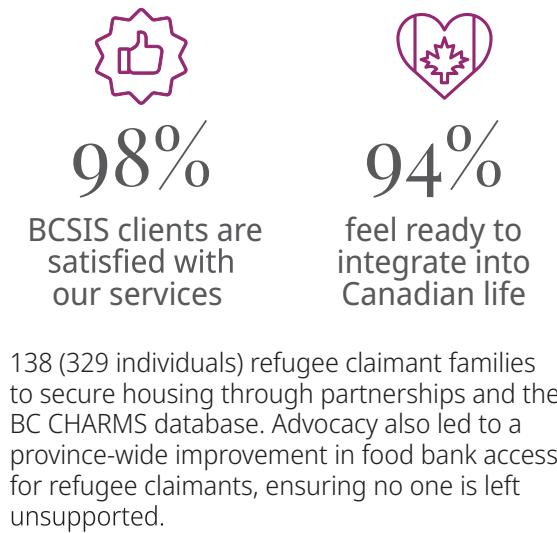
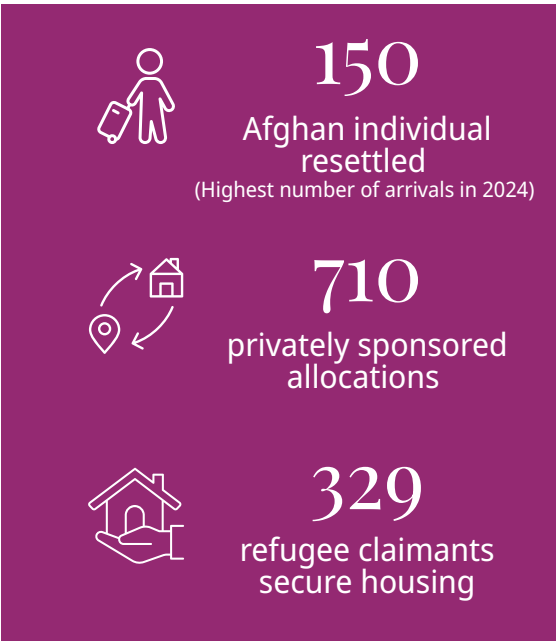
Refugee Integration

This year, MOSAIC, through its Private Sponsorship of Refugees (PSR) programs—including the Afghan Response Initiative (ARI) and Operation Not Forgotten (ONF)—and BC Settlement & Integration Services (BCSIS), demonstrated the power of collaboration and shared purpose in building stronger, more supported communities.

The Afghan Response Initiative resettled 150 Afghan individuals, offering safety and stability in Canada. While it has closed to new applications, ARI continues supporting earlier submissions, ensuring lasting support for those seeking refuge. With 710 privately sponsored allocations, ARI showcased the power of collaboration with co-sponsors and donors, serving as a model for future initiatives. Its success now inspires efforts to assist Sudanese refugees, extending its impact.

Operation Not Forgotten (ONF) has resettled countless individuals over the years, but 2024 marked key milestones, including the first family resettled from Cox’s Bazar, the world’s largest refugee camp known for overcrowding and severe challenges faced by Rohingya refugees fleeing Myanmar. ONF also achieved its first family reunifications from Sri Lanka and Afghanistan. The Afghan family’s journey was particularly harrowing, with one daughter accidentally left behind during a silent night-time border crossing into Pakistan. Thanks to MOSAIC’s coordination with the Islamabad Migration Office, she later rejoined her family to complete immigration requirements. These achievements highlight ONF’s commitment to overcoming challenges and reuniting families.

Meanwhile, BCSIS expanded its reach and impact, serving almost 4,000 clients and exceeding targets by 160% in some regions. This growth was achieved through specialized teams focused on settlement, employment, housing, and support for newcomer moms and babies and partnerships across the settlement sector. Their efforts enabled



Working together, these programs created pathways to hope, connection, and opportunity. The Private Sponsorship of Refugees program’s evolution to address emerging challenges, alongside BCSIS’s steadfast support for vulnerable groups, demonstrates MOSAIC’s ability to adapt to changing needs.

Strengthening Communities with EDI



Participants at the 2025 Leadership Conference gathered to explore equity, inclusion, and systemic change. The event brought together emerging and established leaders from diverse backgrounds to engage in dialogue and shape a more inclusive future.

Centre for Diversity

The Centre for Diversity (C4D) advanced equity, diversity, and inclusion (EDI) this year through impactful programs and meaningful collaborations. A key focus was on auditing, updating, and refining internal processes and procedures to better align with EDI principles. Committed to building a more inclusive future, C4D concentrated on strengthening both MOSAIC's internal practices and its engagement with the wider community.

This year, C4D led initiatives like the SCOPE program, which prepared racialized individuals for leadership roles by providing training in EDI and board governance. C4D also hosted the Leadership Conference—an opportunity for immigrant professionals to come together to explore best practices in leadership, equity, diversity, and inclusion. The conference not only showcased innovative approaches but also created space for critical conversations on dismantling systemic barriers faced by racialized, newcomer, and Indigenous communities.

Externally, the Centre for Diversity's partnerships with the Ministry of Attorney General's Resilience BC program and Surrey School District helped deliver anti-racism training for elementary school students and external EDI workshops for over 250 participants. Internally, staff engaged in Truth & Reconciliation workshops and Black History Month events. Additionally, C4D shared ongoing educational resources across the

organization, sparking active discussions and learning on days of significance, fostering greater awareness and understanding.

Despite challenges, such as shifting global interest in EDI work, C4D stayed committed to offering accessible programming and developing sustainable initiatives. Looking ahead, it will prioritize the launch of staff EDI training, finalize MOSAIC's Anti-Racism Action Plan, EDI Policy, Truth and Reconciliation Strategy and promote a resource guide to help newcomers build positive relationships with Indigenous communities.

Through these efforts, the Centre for Diversity continues to champion inclusion as a central part of MOSAIC's mission.



Scan to read highlights from MOSAIC's Leadership Conference — where equity, innovation, and community leadership took centre stage

Supporting Families and Beyond



The Family & Settlement team at MOSAIC has had a year marked by significant accomplishments, collaborative initiatives, and forward-thinking strategies aimed at supporting the diverse needs of newcomers in British Columbia. With a commitment to innovation and client-centered service delivery, the team has continued to positively impact individuals and families across the province.

One of the year's most notable achievements was the Settlement Workers in Schools (SWIS) program exceeding its client service targets, offering critical support to students and families navigating the settlement process. Alongside this, the December launch of a new youth program marked an exciting development. Within just three months, the program forged strong community partnerships and secured additional funding, demonstrating MOSAIC's agility in developing timely, community-responsive solutions. Building Blocks, a program for first-time parents, also demonstrated its dedication to fostering connections by organizing a Christmas event that brought together over 200 clients and families, an uplifting demonstration of community spirit and resilience.

The Family Centre closed its original location after 15 years of dedicated service but has

relocated to Highgate in Burnaby. The team has worked with great care to ensure families were seamlessly transitioned to ongoing support through MOSAIC's Settlement team. This moment also offered a chance to honour the enduring legacy of the Family Centre and the profound impact it had on the lives of newcomer families in our community.

The seniors program continued to grow, with participants evolving from learners to leaders through self-led initiatives. This included the formation of 16 groups focused on interests ranging from musical theatre to AI learning sessions—highlighting the creativity, autonomy, and enthusiasm of senior participants. A particularly inspiring example was the transformation of the multicultural senior choir into a musical theatre group, challenging stereotypes about aging and celebrating participants' talents.

This year marked the 10th anniversary of the I Belong program, a milestone that brought together clients, staff, and community members in a celebration of connection and inclusion. The event was both joyful and meaningful, highlighting the impact the program has had over the past decade.

Collaboration remained central to the team's success. Externally, collaborations helped expand services—particularly in youth programming—while partnerships with organizations like Inform'Elles addressed service gaps for Francophone women. A partnership with Simon Fraser University led to an arts initiative for newcomer youth, including a community mural project that fostered creativity and belonging. Internally, regular meetings across teams broke down silos, improved communication, and enhanced the overall cohesion of service delivery efforts.

Despite organizational transitions, the team demonstrated resilience and adaptability. Leaders took on additional responsibilities to stabilize operations, and staff displayed unwavering dedication to ensuring the continuity and quality of essential services. Through resourceful problem-solving, MOSAIC maintained its focus on delivering impactful programs like SWIS and Family Settlement Services. The continued commitment of frontline staff exemplified the organization's values of care and expertise.

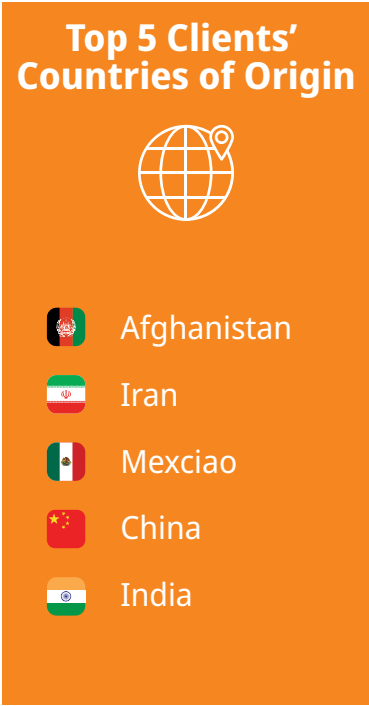
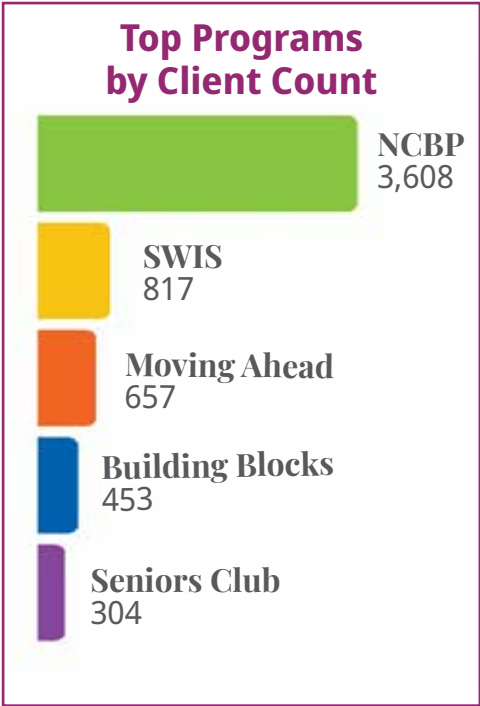
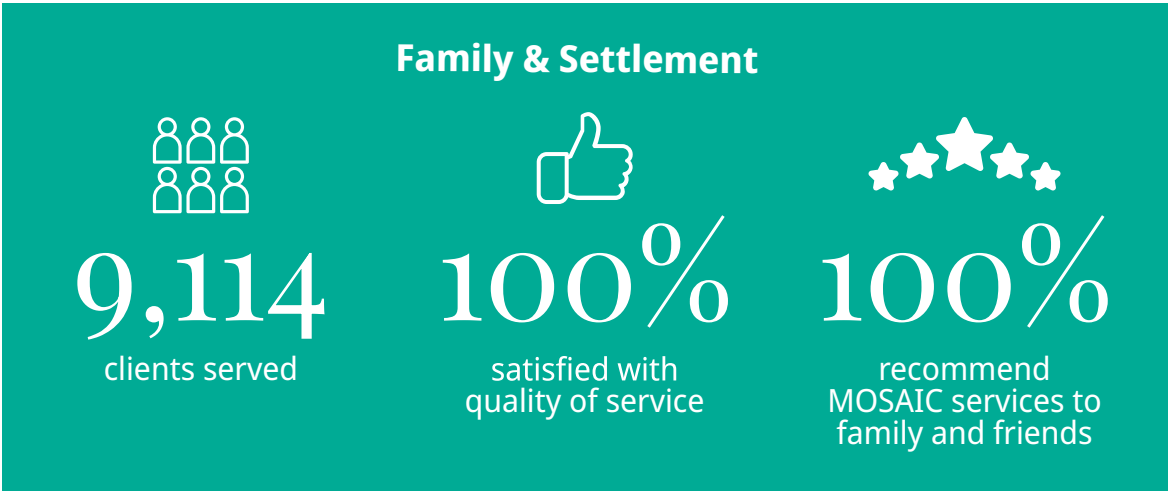
Looking ahead, the Family & Settlement cluster plans to build on this year's achievements by expanding the youth program to foster connections between newcomer and Indigenous youth, broadening the reach of the seniors program to engage more culturally diverse communities, and transitioning staff into specialized roles to meet evolving client needs. Through these



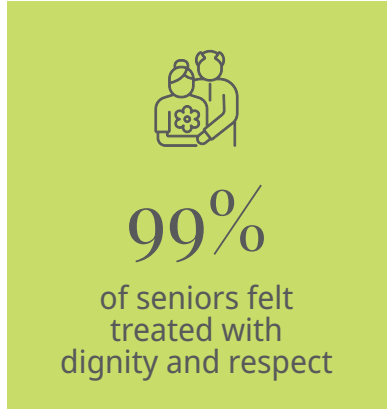
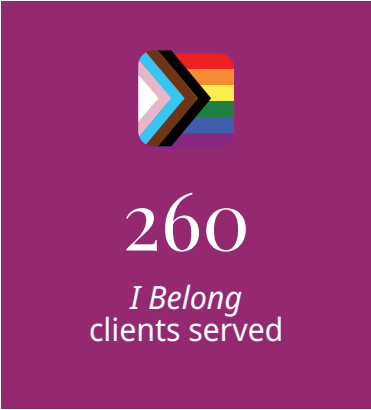
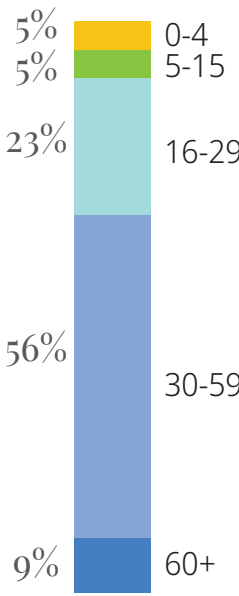
The well-received musical theatre production "Seniors Take on Things We Never Talk About" explores aging stereotypes, elder abuse, and the power of connection, celebrating the strength, resilience, and wisdom of seniors.



initiatives, MOSAIC will continue to prioritize resilience, meaningful collaboration, and innovation, ensuring the successful integration of newcomers and fostering an inclusive, thriving community.



Clients by Age



Interpretation and Translation Services



9,562

interpretation
services



4,235

translation
services

This year, MOSAIC Interpretation and Translation Services achieved remarkable milestones, generating over \$3M in revenue without expanding staffing or infrastructure. This accomplishment reflects the team's dedication to delivering high-quality services while navigating complex and diverse projects. A defining moment was the department's growing recognition as a leader in simultaneous and conference interpreting, facilitating events for non-profits, corporations, and public sector organizations.

Strengthening partnerships remained a cornerstone of success, with collaborations enhancing capacity building, recruitment, and learning opportunities. Despite the challenge of operating as a self-sustained department without external funding, the team's resilience and commitment to excellence have driven consistent growth and client trust.

Looking ahead, the department aims to continue providing interpretation and translation services that promote equitable access and communicative autonomy. With a focus on innovation and quality, MOSAIC remains steadfast in its mission to bridge language barriers and empower communities.



70+

languages
offered



250+

language
specialists

Centring People on the Path Forward



Staff across programs and regions gathered at the 2025 All Staff Meeting to reconnect, celebrate shared achievements, and look ahead to MOSAIC's 50th Anniversary. From inspiring breakout sessions to long-awaited reunions, the day was filled with collaboration, recognition, and renewed purpose.

The People & Culture at MOSAIC

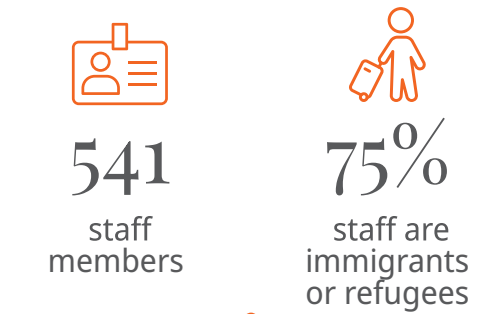
MOSAIC embraced equity, diversity, and inclusion as a central focus this year, further integrating fairness and accessibility into policies, programs, and workplace culture.

A major milestone was the centralization of the recruitment process under Human Resources. This change established consistent, equitable hiring practices, including providing candidates with interview questions in advance and offering flexible, accessible formats. Updated job postings encouraged applications from individuals of all backgrounds, empowering underrepresented groups to apply confidently.

MOSAIC also revamped its formal support process, by developing a continuum of performance support, improving employee-supervisor communication and creating more opportunities for feedback and growth. This focus on staff well-being aligns with MOSAIC's goal of building a workplace where every employee feels heard and valued.

While external shifts in EDI demand posed challenges, MOSAIC remained steadfast in its efforts to prioritize inclusion. Moving forward, we aim to expand wellness initiatives, improve growth opportunities within the organization, and solidify MOSAIC's standing as an employer of choice.

By weaving EDI principles into its work, MOSAIC continues to foster a collaborative and inclusive environment that supports its long-term goals.



Inspired by Volunteer Action



Volunteer Team

This year, MOSAIC achieved incredible milestones through the dedication of our volunteers and strong partnerships. The Tax Clinic flourished thanks to multilingual volunteers and meaningful collaborations with internal MOSAIC programs, creating better support for clients. Volunteers contributed 161 hours to the success of the Job Fair and Immigrant Professionals Conference, while the Language Centre coordinated 3,650 volunteer hours to enhance learning and community connections.

Through partnerships with internal programs, we improved resources and strengthened support, with volunteers contributing over 7,000 hours. We remain committed to building connections, expanding opportunities, and celebrating community contributions together.

A large, detailed image of a butterfly with dark wings featuring a vibrant geometric pattern in shades of blue, green, yellow, and red. The butterfly is positioned on the right side of the page.

BUTTERFLY
[buht-er-flahy]
symbolism

- Transformation, resilience, and interconnectedness
- Hope, belonging, and renewal

Looking Ahead: Celebrating MOSAIC's 50th Anniversary

As we look to the year ahead, MOSAIC is preparing to mark a milestone—our 50th anniversary. This celebration is more than a reflection on the past; it is a moment to strengthen connections, engage our community, and inspire the future.



A year-long series of events will honour the people and stories that have shaped our journey, from our kickoff reception and art showcases, to the MOSAIC Awards, a community walkathon, and our gala luncheon. Each event will celebrate diversity, foster inclusion, and raise vital funds to sustain our programs.

Through collaborative projects, storytelling initiatives, and cultural performances, we will spotlight the resilience and contributions of newcomers over five decades.

Together with our partners, staff, and supporters, we will continue to build welcoming communities where everyone can thrive. The year ahead is an opportunity not only to celebrate, but to reaffirm our shared commitment to inclusion and empowerment.

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MOSAIC on the map

