



Immigrant Services Society of BC

Strategic Plan 2022-2025

Board Approved July 2022

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Language

ISSofBC serves several categories and groups of people. Here are some terms used in this plan, and the meaning implied:

- Immigrants:** Refers to those who are, or who have ever been, a landed immigrant or permanent resident. Such individuals have been granted the right to live in Canada permanently by immigration authorities (immigrants who have obtained Canadian citizenship by naturalization are also in this group). This would include individuals who are selected or landed in Canada under economic, family, or humanitarian classes, as well as government assisted and privately sponsored refugees. An immigrant who has been in Canada for a short time, usually less than five years, is considered a “newcomer”.
- Temporary Residents:** Refers to a broad group that includes temporary foreign workers, international students, live-in caregivers, and refugee claimants. Some individuals in this category will eventually convert their legal status from temporary to permanent residents, but not likely until after several years in Canada.
- Citizen:** An individual with Canadian citizenship, whether obtained by birth or by naturalization. Some ISSofBC services are open to citizens, but this plan doesn't refer to this group separately.

Vision, Mission, & Values

Vision Statement

We All Thrive Together in Community

We envision a future where everyone grows and flourishes in life. We learn from each other and support one another as we build our futures together. We connect people and families to the communities where they arrive and settle, recognizing that each of us thrives in communities when everyone feels a sense of belonging, and communities are stronger when all of us thrive.

Mission Statement

Helping immigrants build a future in Canada

Values

Core Values

We work with **purpose**.

We **aspire** to improve.

We cultivate **belonging**.

We are **genuine**.

Baseline Values

Integrity

Honesty

Respect

Core Values & Guiding Principles

We work with purpose.

We are determined, intentional, and ambitious. We are committed to making a meaningful contribution so that everyone thrives.

- We recognize we are all connected to an effort that's greater than each of us.
- We are thoughtful and deliberate with our choices.
- We pursue change for the better.
- We build enduring relationships and foster collaboration.

We aspire to improve.

We strive for continuous learning and mutual growth. We seek new ideas to create opportunities and prepare for challenges.

- We persevere, despite obstacles and hardship.
- Whatever we do, we do it with passion.
- We do our best, and "when we know better, we do better."
- We test and implement innovative solutions.

We cultivate belonging.

We meet everyone with empathy, acceptance, and respect. We work with others to build more welcoming and inclusive communities.

- We embrace diversity. Come as you are!
- We work to break down the barriers that hold back equity, justice, and a sense of belonging.
- We celebrate and enhance people's unique strengths, supporting them to reach their full potential.
- We respect the identities and traditions of diverse groups and cultures.

We are genuine.

We demonstrate humility and openness. We are empathetic and seek to inspire confidence and earn trust. We are 'in it together.'

- We strive to ensure every interaction is a moment of authentic connection.
- We look for and celebrate the best in others.
- We 'show up' as our full selves.
- We accept that we don't have all the answers.

Baseline Values & Principles

Integrity

We uphold strong ethical principles.

- We strive to be consistent in what we say and do.
- We accept responsibility for our actions and their impacts.

Honesty

We are sincere, truthful, and transparent.

- We are open to having hard conversations, for the good of everyone.
- We share information openly and willingly.

Respect

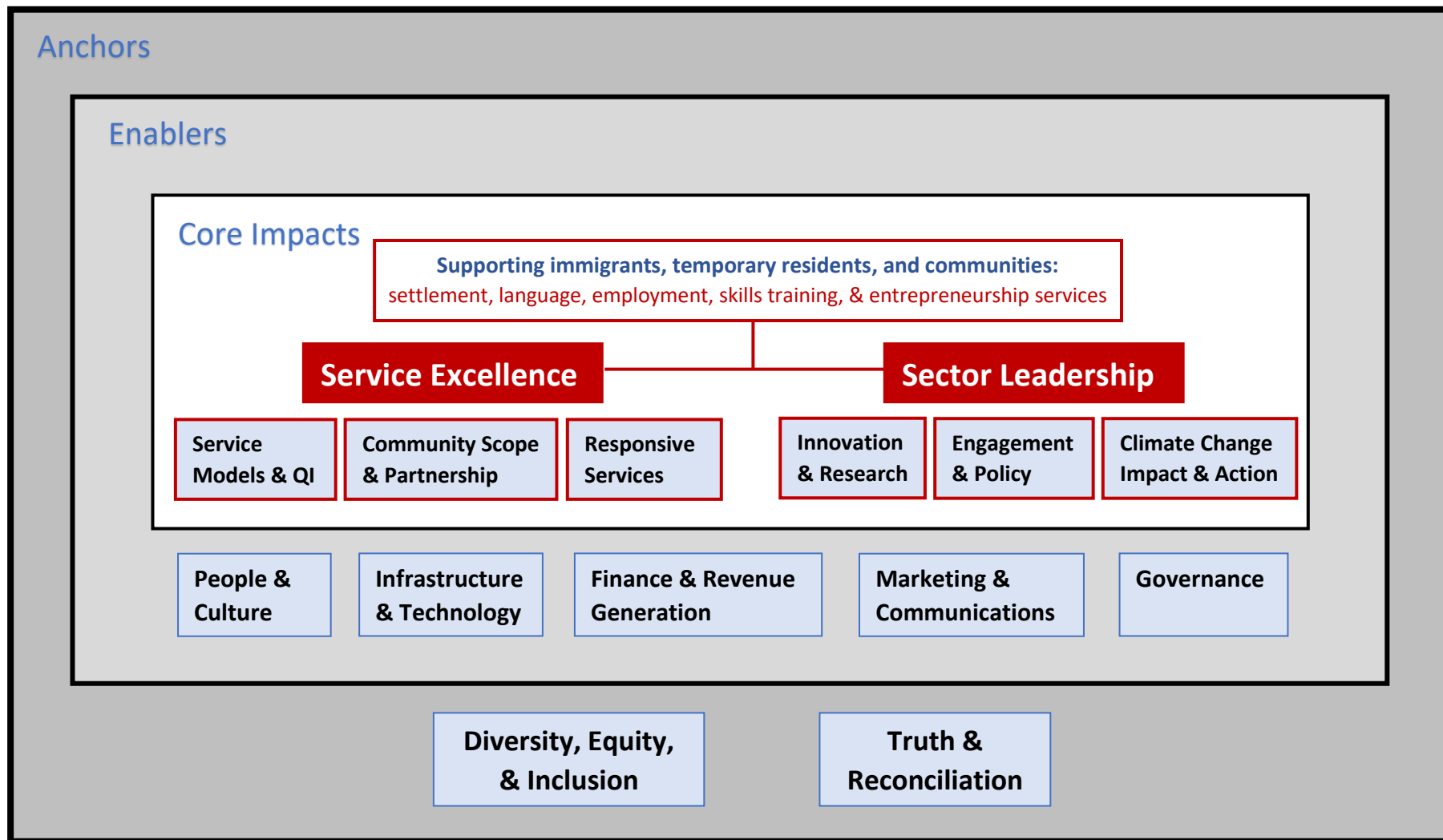
We show consideration for others' feelings, wishes, rights and traditions.

- We build on strengths, rather than be limited by deficits.
- We appreciate the insights of one another's lived experiences.

Planning Framework

- Diagram 1 overleaf sets out a conceptual framework for the strategic plan, aligned and congruent with our Mission, Vision, and Values. The framework incorporates 3 levels:
 1. **Core Impacts:** These are the targeted deliverables that the organization achieves in fulfillment of our mission. They reflect both our direct services to immigrants, temporary residents, and Canadian citizens in the areas of settlement, language, employment, skills training, and entrepreneurship services, as well as our positive impact on the sector through associated research, innovation, leadership, and engagement initiatives.
 2. **Enablers:** These are the organizational capacity functions that support the delivery of the core impacts. They are critical to our success, but they exist only in support of our mission – hence, they ‘enable’ rather than constitute mission success in of themselves.
 3. **Anchors:** These are the foundational social issues and priorities that we recognize need to be factored into all facets of the organization, both core *and* enabling activities. They surround the other activities in the framework to affirm that are integrated, not standalone, considerations.

Diagram 1: Planning Framework



Plan Summary

2022-2025 will be a period of capacity building and deepening of core organizational competencies for ISSofBC, combined with delivering on a focused set of key innovation and sector leadership goals, and anchored by integrated action on the key social justice issues of our time.

- We will work with purpose, ensuring our responsiveness to the immediate and evolving needs of service users and key external stakeholders, building longer-term organizational sustainability and capacity, ensuring readiness to successfully respond to future iterations of the type of seismic and unpredictable changes that have marked the last 2 years.
- We will strategically invest in key elements of organizational capacity, infrastructure and performance, leveraging the greatest impact from carefully accumulated financial capacity, building a platform for future growth and innovation. As an employer of a committed, engaged, and talented team of professionals, we will ensure they have the tools (technological and other), leadership, and development opportunities to succeed and grow. Our organizational culture will cultivate belonging and will demonstrate humility, openness, and empathy. As an entrepreneurial social impact organization, we will continue to strengthen and expand our enterprise activities, giving us increased ability to respond to new opportunities and challenges. We will also work to create the organization's first climate change and impact action plan.
- We'll aspire to continually improve, ensuring our services and business practices meet the highest standards of performance and accountability, are aligned in scope and community reach, and forge effective local partnerships. We'll be client-led and data-driven in identifying and testing new approaches, and as we enter our 2nd half-century of impact, we'll endeavour to leverage our learning from within by laying out clear and intentional priorities for supporting research, sector learning, public policy, and community engagement in the cause of helping all immigrants and temporary residents succeed.
- All this work will be anchored in thoughtful and accountable responses to the critical social issues of our day. Our key priorities will be the advancement of our understanding and action to promote diversity, equity, and inclusion and Truth and Reconciliation. We will ensure not only that we adopt the very best practices we can in responding to these most urgent of challenges, but that we also enable immigrants and temporary residents to respond positively themselves, building a Canada where we all thrive together in connected communities.

By 2025 ISSofBC will have developed a stronger foundation for the next phase of our development and growth, prepared to meet both the opportunities and challenges ahead with a clear vision and the necessary strategies in place to serve our growing communities.

A. Core Impacts – Goal Statements

Service Excellence:

1. Clearly defined and consistently applied principles, practices, outcome models, and QI frameworks will enhance program performance, with independent standards accreditation achieved by end of the strategic cycle.
2. Aligned approaches to developing service reach, scope, and partnership goals will lead to better strategic positioning.
3. A research and data driven strategy that identifies service gaps, will result in more collaborative and rapid development and testing of new approaches.

Sector Leadership:

4. Areas for innovation and testing will be clearly identified and developed to meet community needs, with successful approaches targeted for scaling and sharing.
5. A coordinated and strategic set of public policy and community engagement goals will be identified and achieved in collaboration with partners, leading to increased and sustainable impact.
6. Climate change will be integrated into planning, with clear goals and actions plans to reduce organizational climate impact. Increased collaboration will support increased sectoral action.

B. Enablers - Goal Statements:

7. A clear framework for people and culture development will be in place, with aligned strategies implemented, and progress demonstrated through clear goals and metrics.
8. Clear principles and goals will be in place to guide real estate decision-making and investment, with pathways to achievement defined and implemented.
9. An integrated technology plan will be in place and updated annually to support service delivery and streamlined business practices, including staff capacity/training.
10. A strategic multi-year financial strategy will deliver increased long-term sustainability and will support the necessary immediate investment in organizational capacity and capital development.
11. Fundraising activity will be supported by a clear strategy and capacity plan to support activities, leading to increased revenues and leverage in support of innovation and change.
12. Program and service goals will be better supported by effective marketing practices that also increase the organization's broader community profile, brand and engagement.
13. Governance practices will continue to evolve to fully support the range of factors and opportunities presented in this strategic plan.

C. Anchors – Goal Statements

14. DEI values and goals will be clearly identified, supported by a clear strategy, and integrated into all organizational activities and processes. Areas for action and improved performance will be identified and addressed, strengthening our organizational culture and sustainability.
15. Transparent values and goals related to Truth & Reconciliation will be supported by a clear strategy that delivers progress towards meaningful reconciliation.

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