



**ISS
ofBC**
WELCOMING
NEWCOMERS

STRATEGIC PLAN

2026-28 SUMMARY



TABLE OF CONTENTS

BOARD CHAIR AND CEO'S INTRODUCTION	3
LAND ACKNOWLEDGEMENT	4
MISSION, VISION, AND VALUES	6
GOALS AND STRATEGIES	7
MEASURING SUCCESS	8
BRINGING THE PLAN TO LIFE	9

Board Chair and CEO's Introduction

Dear Friends,

We are pleased to share ISSofBC's Strategic Plan for 2026–28—a roadmap shaped by deep reflection, community insight, and our unwavering belief in the potential of every newcomer who arrives in British Columbia.

This plan emerges at a time of profound change. Immigration is under the spotlight in a way not seen for a generation, both in Canada and abroad. Newcomers to Canada are navigating increasingly complex settlement journeys, communities are adapting to rapid demographic and economic shifts, and organizations like ours are being called to lead with clarity, courage, and collaboration.

In this environment, we have chosen to focus on what matters most: delivering exceptional services, strengthening community belonging, advocating for positive solutions, and ensuring ISSofBC remains resilient and sustainable for the long term.

Our vision—*We all thrive together in community*—guides every goal and strategy in this plan. It reflects our commitment to fostering inclusion, amplifying newcomer voices, and building partnerships that create lasting impact. It also underpins our commitment to living the values of Truth and Reconciliation (T&R), recognizing that most communities other than our Indigenous neighbours are newcomer founded.

We recognize the challenges ahead: evolving policy landscapes, funding pressures, and the need for continued innovation in digital capacity, data, and organizational systems. This plan does not shy away from those realities. Instead, it positions us to meet them with purpose and confidence, working to transform them into opportunities for growth and innovation.

We are grateful to our staff, partners, funders, and community members whose insights shaped this direction. Together, we will continue to build a stronger, more welcoming Canada—one where newcomers and communities thrive side by side.

We look forward to walking this path with you.

Yours truly,

Catarina Moreno
CHAIR, BOARD OF DIRECTORS

Jonathan Oldman
CHIEF EXECUTIVE OFFICER

Land Acknowledgement

ISSofBC's offices are situated on the unceded and ancestral territories of the xʷməθkʷəy̍əm (Musqueam), Skwxw̓ ʷmesh (Squamish), Səl̓ilwətaʔ/Selilwitulh (Tsleil-Waututh), Qw'ó:ntl'an (Kwantlen), ḏíçəy̍ (Katzie), kʷíkʷəλ̓əm (Kwikwetlem), Qiq̓ĕyt (Qayqayt), ʔenasčəwaʔ təməxʷ (Tsawwassen), Lheidli T'enneh, Qat'muk (Ktunaxa) and sngaytskstx tum-ula7xw (Sinixt) Nations.



OUR VISION

*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, settle, and live recognizing that each of us thrives in communities when everyone feels a sense of belonging, and communities are stronger when all of us thrive.

OUR MISSION

Together with newcomers and diverse communities, we foster belonging, inclusion, and success—building a stronger Canada for all.

OUR VALUES

We work with purpose.

We aspire to improve.

We cultivate belonging.

We are genuine.

Integrity, honesty, and respect.



Goals and Strategies

Enhance client outcomes by delivering trusted, culturally responsive, and accessible services tailored to individual needs and rooted in equity and inclusion.

Strengthen our organizational capacity – including people, systems, infrastructure and governance – to deliver on our mandate to improve outcomes for those we serve.



Enhance public trust in immigration and foster a sense of belonging among newcomers through sector leadership, advocating for positive solutions and change, and engaging with communities.

Strengthen, extend, and leverage sustainable revenue streams, increasing our capacity to deliver on our mission and key goals.

STRATEGIES

#1 SERVICE & CLIENT OUTCOMES	#2 COMMUNITY ENGAGEMENT & SYSTEM IMPACT	#3 FINANCIAL SUSTAINABILITY & REVENUE DIVERSIFICATION	#4 ORGANIZATIONAL RESILIENCE & CAPACITY
<ol style="list-style-type: none"> 1. Regularly refine service delivery and quality frameworks to ensure service responsiveness and excellence. Achieve standards accreditation. 2. Enhance support to priority unique populations of newcomers, implementing new strategies where key gaps exist. 3. Enhance economic integration strategies for newcomers we serve who face challenges meeting their goals. 4. Expand cross-sector partnerships that amplify impact, and maximize client success. 5. Expand digital service delivery models to ensure accessibility for all clients. 6. Enhance capacity to more impactfully collect, analyze, and act on client and performance data. 	<ol style="list-style-type: none"> 7. Tell the stories of newcomer and community experiences to increase public understanding, trust, and support of immigration. 8. Foster and participate in broad alliances to positively influence public immigration policy and strengthen newcomer outcomes. 9. Work with settlement sector partners to nurture a collaborative and solutions-focused partnership with IRCC and other government bodies. 10. Increase our own and broader sector capacity for research and knowledge transfer to better understand newcomer needs and experiences. 11. Build stronger partnerships with employers and industry groups to better understand and meet their goals for employing and supporting newcomers. 	<ol style="list-style-type: none"> 12. Strengthen our position as a provider of choice in advancing Canada and BC's goals for newcomer success, ensuring sustainability of core government partnerships and revenue streams. 13. Extend our financial sustainability and flexibility by increasing diverse and alternative sources of funding, including: <ol style="list-style-type: none"> a. A new fundraising / philanthropy strategy; b. An assessment of potential new social impact investment strategies; c. Strengthening and expanding our social enterprise portfolio. 14. Increase the scale and scope of collaboration with like-minded partners to increase the return on capacity investment, leverage unique capabilities, and enhance sustainability. 	<ol style="list-style-type: none"> 15. Invest in our people and teams to enhance client outcomes, strengthen organizational capacity, and achieve our strategic goals. 16. Develop the next generation of systems and infrastructure to enable organizational efficiency, effectiveness, responsiveness, and scalability. 17. Develop and implement a new digital capacity and AI strategy to respond to new and rapidly evolving opportunities and risks. 18. Continue the work to ensure Diversity, Equity, and Inclusion (DEI) and T&R plans are embedded across all goal areas and organizational practices. 19. Further enhance the organization's governance practices to provide clear direction, strengthen accountability, and support fulfillment of our mission. Achieve standards accreditation (business standards).

Measuring Success

As we launch our new Strategic Plan, we are introducing a clear set of core measures that will guide how we track progress, strengthen accountability, and ensure we are delivering meaningful impact for newcomers and communities. These measures reflect our belief that strong organizations do not just set goals—they demonstrate results, learn continuously, and stay transparent with the people they serve and the partners they work alongside.

Our measurement framework will demonstrate what is working, where we need to adapt, and how we can deepen our contribution to a welcoming, inclusive British Columbia and Canada. We will use these indicators to inform decision-making, improve services, communicate progress, and ensure our resources are aligned with the outcomes that matter most.

As part of our commitment to accountability, we'll report on our performance through our Annual Impact Report, which is published each September.

What We Will Measure

Service & Client Outcomes

We will track how consistently our programs meet their targets and how strongly clients—especially those facing the greatest barriers—report meaningful benefits and satisfaction.

Community Engagement & System Impact

We will monitor how effectively our work contributes to policy discussions, sector collaboration, and broader public support for immigration and newcomer inclusion.

We will also monitor broader trends in attitudes to immigration and the experience of newcomers in our local communities.

Financial Sustainability & Revenue Diversification

We will assess our financial health, our share of core settlement funding, and our success in growing diverse, flexible revenue sources that strengthen long-term stability.

Organizational Resilience & Capacity

We will measure the strength of our people and culture, including our success in meeting DEI and T&R goals, our ability to manage risk, and the effectiveness of our systems and internal functions.

Bringing the plan to life

This Strategic Plan is more than a roadmap — it is a shared commitment to action, learning, and impact. Each year, ISSofBC will bring this strategy to life through a focused annual plan that turns our long-term goals into clear priorities, measurable outcomes, and meaningful progress for the communities we serve.

Guided by data, lived experience, and the voices of newcomers, partners, and staff, we will regularly track our results and reflect on what is working, where we can improve, and where we must adapt. This ongoing learning ensures we remain responsive in a rapidly changing environment while staying grounded in our purpose and values.

By reviewing and renewing this plan annually, we strengthen our ability to lead, innovate, and respond with intention. Through this cycle of action, reflection, and renewal, ISSofBC will continue to foster belonging, advance inclusion, and build a stronger Canada — together with the communities we serve, today and for generations to come.