



STRATEGIC PLAN

2025-2030



MOSAIC
Engaging Newcomers, Enriching Communities

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Territorial Acknowledgement



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 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 , sel'íl'witulh , x̣ẉməθḳẉəỵəm, qiqéyt, ṣc̣əwaθən məsteyəx, ḳẉiḳẉəł̣əm, ǫ̣ ịc̣əỵ, q̣'ẉa:ḥ̣ λ̣'əḥ̣, SEMYOME, S'ólh Téméxw (Stó:lō), Stz'uminus, WSÁNEĆ and Matsqui nations.

Executive Summary

In 2024, MOSAIC undertook an update of its 2020–2025 strategic plan. This refresh was grounded in MOSAIC’s enduring mission to enrich communities and support newcomers, its vision of an inclusive and thriving Canada, and its unwavering commitment to excellence, innovation, inclusion, commitment, and integrity. These values—longstanding cornerstones of MOSAIC’s work and applicable as ever—are the foundation for the updated plan.

MOSAIC’s Board and senior leadership recognized that the 2020–2025 strategic plan was a solid basis for the future. The guiding principles it articulated continued to reflect MOSAIC’s commitment to empowering newcomers and fostering inclusive communities. Similarly, they determined that the strategies and goals of the 2020–2025 plan should continue to serve as a robust framework for action.

Thus, the update was conceived as building on MOSAIC’s existing strengths while adapting to an evolving landscape—in particular, rising cost of living, increasing polarization in public discourse regarding migration, rapid technological advancements, and evolving community needs. Unlike planning processes that begin from a blank slate, the refresh process aimed to reaffirm those strategic pillars that remain aligned with the current operating environment, while reconceptualizing other strategic pillars to address emerging contextual factors. Rather than starting from scratch, the refresh was

intended to reinforce MOSAIC’s direction by looking both inward and outward—inward at the insights and impressions of staff and board members, and outward at the rapid changes MOSAIC is experiencing and can expect to continue.

The refresh was a collaborative process spanning most of 2024. It included workshops, surveys, and focus groups to confirm a shared vision of MOSAIC’s future and ensure alignment with its values, goals, and the realities of its environment. The STEEP model^[1] of assessing environmental factors was core to this work. The input collected was analyzed and fed into conversations at all organizational levels. It was filtered through various lenses including leadership, structure, work processes, people, and culture—and always, the overarching lens of equity, diversity, and inclusion. Through these conversations, a picture took shape of MOSAIC’s current position in a competitive environment, its direction and priorities, and the adjustments it plans to make to ensure a smooth future course.

^[1] The STEEP model analyzes external factors—Social, Technological, Economic, Environmental, and Political—that influence an organization’s environment, helping identify trends, challenges, and opportunities for strategic decision-making.

A key aspect of the refresh involved confirming the language that is used to express our intentions and actions.



VISION

The future state we aspire to achieve



MISSION

What we exist to do



VALUES

The beliefs that guide our work



GUIDING PRINCIPLES

The overarching commitments that inform how we operate



STRATEGIC PILLARS

Areas of focus during the term of the strategic plan



GOAL

What we intend to accomplish in each focus area

All of this drives us toward **outcomes**—the tangible results we expect to achieve by pursuing our goals. This is more than just a suite of strategic planning terminology. It is how we will transform our efforts into measurable progress for our clients, team members, interest holders, and communities.

As one of the largest and most respected settlement and employment organizations in Canada, we take pride in delivering innovative, relevant, and responsive client-centred services. This five-year plan reinforces our foundational values while charting a course to amplify our community impact and leadership and our commitment to our values.

At the heart of our work are passionate staff and volunteers who are dedicated to building a just, inclusive society where all voices are heard. We extend our deepest gratitude to everyone who contributed to shaping this strategic plan, and to the MOSAIC Board of Directors who provided valuable leadership and insights into the process. Together with our staff, volunteers, partners, and clients, we look forward to delivering on these goals and strengthening our impact over the next five years.



Strategic Plan

2025-2030

MOSAIC's 2025–2030 Strategic Plan strengthens its commitment to supporting newcomers and enriching communities. Created through collaboration, it tackles challenges such as rising cost of living, technological changes, polarized discourse, and shifting newcomer needs.



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

These overarching principles inform all our work and are embedded in our mission, vision, and values:



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

MOSAIC's Strategic Plan for 2025–2030 is built out on four strategic pillars that set out the key areas on which the organization will focus during the term of the plan. Each pillar is accompanied by a set of goals, the pursuit of which will advance MOSAIC's mission, help realize its vision, and achieve specific outcomes.

ONE


Advance Inclusivity, Access, and Opportunities

TWO


Enhance and Optimize Services

THREE


Improve Employee Experience

FOUR


Foster Organizational Resilience and Strength



PILLAR **ONE**

Advance Inclusivity, Access, and Opportunities

MOSAIC has long been a recognized leader in advancing inclusivity and supporting immigrant and refugee communities. This pillar expresses MOSAIC's commitment to addressing systemic barriers and advancing equitable opportunities for newcomers. This work focuses on promoting meaningful access to key areas that are foundational for newcomers' success, stability, and sense of belonging. By advising decision-makers, engaging in public discourse, and building alliances, MOSAIC aims to address systemic challenges, enhance access to critical services, and support the rights of all newcomers.

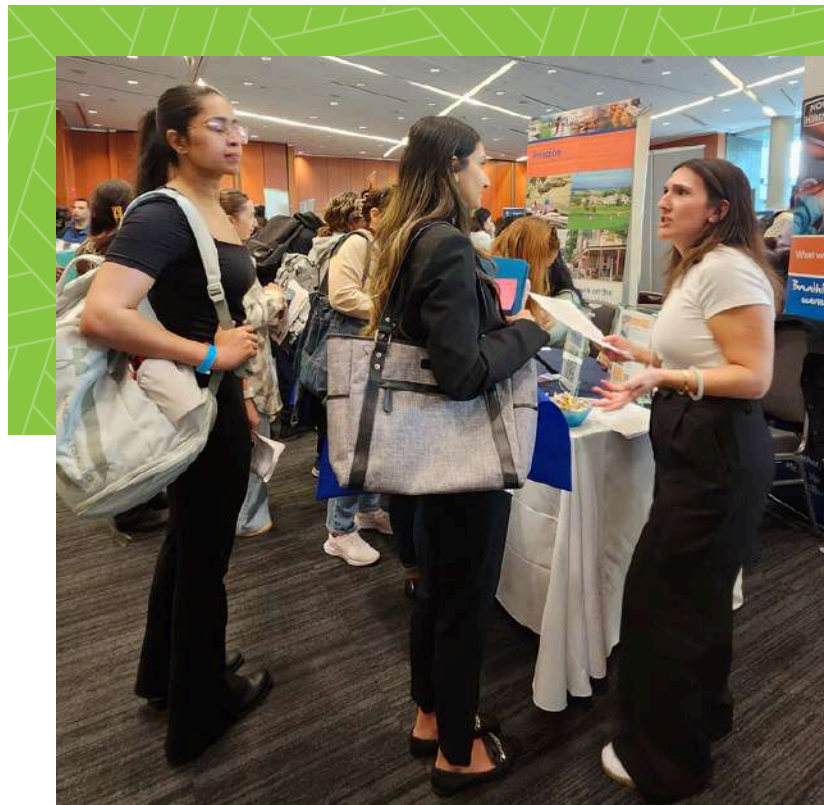
In an environment shaped by rising cost of living, polarized public discourse, and shifts in global migration patterns, expanding MOSAIC's impact is more critical than ever. Social and economic barriers, compounded by misinformation and systemic inequities, require focused, strategic action. Through community engagement, alliance-building, and partnerships with policymakers and organizations, MOSAIC aims to amplify the voices of newcomers, reduce disparities, and strengthen social cohesion.

1.1 ADVANCE SKILLS-COMMENSURATE EMPLOYMENT FOR NEWCOMERS

Newcomers bring a wealth of skills, education, and experience to Canada, but systemic barriers often prevent them from accessing employment that aligns with their qualifications, skills, and experience.

MOSAIC will continue to call for policies and practices that enable newcomers to contribute fully to the local economy by securing meaningful, skills-commensurate employment. These efforts focus on reducing systemic barriers such as credential recognition challenges, licensing requirements, reskilling needs, and lack of Canadian work experience. Addressing these obstacles will result in greater opportunities for newcomers to secure jobs that match their qualifications and professional backgrounds, leading to improved economic stability for individuals and families and addressing key labour market gaps.

Additionally, MOSAIC will continue to enhance employer engagement, awareness, and openness to hiring newcomers. Through partnerships with employers, industry associations, credentialing bodies, and policymakers, MOSAIC strengthens employer connections and promotes hiring practices that recognize the value of skilled newcomers. These initiatives aim to create a more inclusive labour market that supports meaningful employment for immigrants and refugees while benefiting the broader economy.



Over the last 11 years, the MOSAIC Job Fair has seen participation from more than 21,000 job seekers and 600 employers, with many attendees securing employment directly at the event.



1.1 OUTCOME

Increased capacity to address systemic underutilization of newcomer skills

MOSAIC has the reputation, influence, and partnerships to inform more inclusive policies and hiring practices to enable newcomers to secure jobs that match their qualifications, skills, and professional backgrounds.

1.2 INCREASE ACCESS TO HEALTH SERVICES AMONG NEWCOMERS

Health disparities among newcomers remain a significant concern. These disparities are often driven by lack of awareness about available services, as well as cultural, language, and systemic barriers.

MOSAIC works to address these issues by increasing awareness and health literacy, equipping newcomers with the knowledge and confidence to navigate health services effectively. These efforts aim to reduce healthcare disparities and ensure that newcomers can access equitable, trauma-informed, culturally safe care, resulting in improved physical and mental health outcomes and overall well-being.

MOSAIC will continue to collaborate with healthcare providers and community interest holders to develop and promote services tailored to the unique needs of newcomers.

By calling for systemic improvements, including universal health insurance and dedicated funding for inclusive health services for newcomers, MOSAIC will continue to contribute to a healthcare landscape where newcomers can thrive, free from barriers to care.



1.2 OUTCOME

Increased capacity to influence policies on universal access to health services

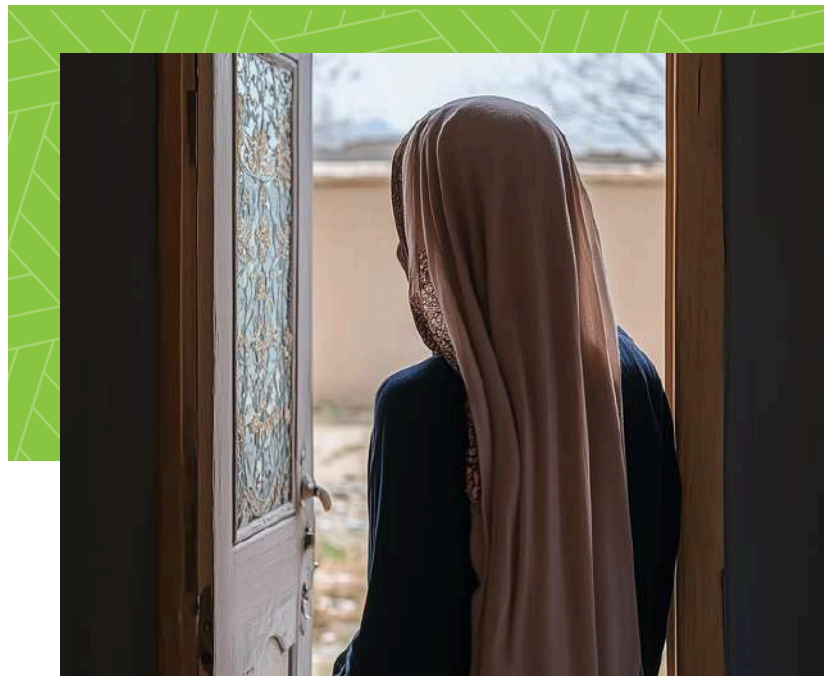
MOSAIC has the reputation, influence, and partnerships to have a stronger voice in influencing policy on universal access to health services, leveraging the experience of the MOSAIC Community Clinic as a model of accessible and culturally safe care.



1.3 ADVANCE HOUSING OPTIONS FOR NEWCOMERS

Affordable housing is one of the most pressing challenges in BC, where the broader housing crisis has led to skyrocketing costs and severe shortages of affordable rental housing. These pressures have exacerbated housing insecurity. For many immigrants and refugees, who already contend with systemic barriers such as credit history requirements, lack of co-signers, and discrimination in the rental market, the barriers are especially pronounced. The scarcity of affordable housing has also fueled public backlash against immigration, with some voices blaming newcomers for the increased demand.

MOSAIC seeks to identify and be a part of housing solutions that address both the immediate and systemic needs of newcomer communities—particularly refugees and refugee claimants. These efforts aim to prevent homelessness and precarious housing situations and emphasize income-g geared affordability. Through partnerships and engagement with refugee and refugee claimant settlement organizations, housing organizations, landlords, developers and policymakers, MOSAIC aims to expand the availability of affordable housing, while ensuring that programs and supports are culturally responsive and reflect the diverse family structures and cultural dynamics of newcomer communities.



MOSAIC is a key organization in British Columbia that supports refugee housing. It connects refugee claimants to safe, affordable housing, collaborates with partners, and advocates for systemic change.



1.3 OUTCOME

Increased capacity to inform safe and affordable housing options for newcomers

MOSAIC's collaboration with housing organizations and policymakers expands the availability of safe and affordable housing options for newcomers.

1.4 CHAMPION ACCESS TO RIGHTS FOR REFUGEE CLAIMANTS AND TEMPORARY RESIDENTS

Temporary residents, including migrant workers and refugee claimants, are among the most vulnerable populations MOSAIC serves. They face significant challenges, including limited legal protections, stigma associated with accusations of taking jobs from Canadians, precarious living conditions, and difficulty navigating complex systems. These barriers are compounded by negative public sentiment and misinformation about immigration, which threatens to ratchet up even further as political tensions and debates over immigration policy intensify. Polarized narratives undermine the contributions of temporary residents while perpetuating their marginalization.

MOSAIC is committed to addressing these issues by working to strengthen protections for temporary residents and creating pathways to greater stability. Efforts include countering misinformation and promoting public understanding of the rights and contributions of these communities. MOSAIC will also continue to engage with employers, policymakers, and interest holders to secure commitments to fairer working conditions and better access to emergency response for migrant workers. It will continue to call for equitable access to essential resources and equitable living conditions for refugee claimants.

A key part of this work is empowering temporary residents with the knowledge and tools they need to advocate for themselves and navigate systems independently. By addressing systemic barriers, proposing changes to policies, and building the capacity to self-advocate, MOSAIC aims to foster a more inclusive and supportive society for temporary residents.



1.4 OUTCOME

Increased capacity to support temporary residents in exercising their rights

MOSAIC has the reputation, influence, and partnerships to champion a strong and accessible system of services that support refugee claimants and temporary residents and remove barriers for temporary residents to exercise their rights.



PILLAR **TWO**

Enhance and Optimize Services

MOSAIC is committed to delivering impactful and innovative services. As the needs of newcomers evolve, so too must the organization's programs and delivery models. As it considers rising cost of living, rapid technological advancements, and shifting migration patterns, MOSAIC is dedicated to enhancing and streamlining the quality and scope of its services to support individuals and build stronger communities.

MOSAIC's work in this priority area focuses on creating a cohesive, adaptive support network that addresses the interconnected challenges facing newcomers; expanding partnerships to provide the most tailored, supportive mix of programs and services; and ensuring that both staff and clients have the tools they need to create sustained benefit. Whether by enhancing access to critical services, introducing innovative program models, or leveraging technology to streamline operations, the aim is to support individuals and strengthen communities at local, provincial, and national levels.

2.1 INCREASE THE RESPONSIVENESS OF MOSAIC PROGRAMS AND SERVICES, LEVERAGING PROGRAM PARTNERSHIPS WHEREVER POSSIBLE

As the challenges facing newcomers increase, MOSAIC is committed to leveraging and enhancing its suite of programs and services to meet evolving needs. The rising cost of living, systemic barriers in health services, threats to economic sectors, and seemingly intractable housing shortages all heighten the demand for accessible, integrated services. MOSAIC's approach is to build on its proven strengths while scaling its offerings to ensure newcomers can navigate Canadian systems effectively and achieve long-term stability and a sense of belonging.

This effort focuses on expanding access to health services, employment opportunities, language training, interpretation and translation services, and certification pathways for internationally trained professionals. Enhanced reskilling programs enable better alignments with labour market needs and equip newcomers with the competencies employers are seeking. Expanded health services initiatives, including health literacy, help newcomers better understand and navigate the Canadian healthcare system. MOSAIC is also enhancing its settlement programs, including those addressing housing challenges, through innovative approaches and partnerships that reflect the realities of integration, and the housing crisis and economic pressures.

To increase its capacity to respond effectively, MOSAIC will strengthen

partnerships with local, provincial, and national service organizations, as well as with employers, training institutions, and credentialing bodies. These collaborations will ensure employment and reskilling programs align with labour market demands, improve access to culturally safe health services, and enhance housing and settlement supports. Partnerships also allow MOSAIC to better anticipate and respond to environmental factors, such as the impact of climate-related displacement on newcomer populations.

By deepening its relationships with mission-aligned organizations and continually refining its programs, MOSAIC will continue to respond to current needs, anticipate future challenges, and also reinforce its reputation as a trusted leader and partner in service delivery. By leveraging and scaling offerings in collaboration with partners, MOSAIC will ensure that newcomers receive the comprehensive, personalized support needed to achieve success in an ever-changing landscape.



2.1 OUTCOME

Increased adaptability and capacity

Programs anticipate and respond to clients' evolving and complex needs and leverage services and supports in partnership with other mission-aligned organizations.

2.2 INCREASE INTEGRATION OF SERVICES

MOSAIC is reimagining its service delivery by emphasizing collaboration and integration within its programs and services, allowing programs to leverage each other's expertise to deliver comprehensive support. Clients can thereby be guided and supported more seamlessly across programs and benefit from a cohesive network of services that adapt to their individual circumstances to meet their specific needs.

This approach ensures that clients are supported holistically throughout the settlement journey—whether they need assistance with settlement services, employment, language training, or health navigation. Leveraging technology and process improvements, this model will also reduce redundancies, delays, and service gaps—all while maintaining a client-centred focus.

Not only does this collaborative model enhance the client experience, it strengthens MOSAIC's position as a leader in holistic and adaptive program design.



Our services encompass areas such as settlement assistance, employment services, language training, health and counseling, legal information, and more. With a dedicated team of over 500 staff members, we operate across 47 service locations to ensure accessible and inclusive support for our clients.



2.2 OUTCOME

A more seamless experience for clients with multiple needs

Programs operate more cohesively, providing clients with a smoother and more connected experience while addressing multiple aspects of their settlement journey, leading to sustained outcomes.



PILLAR **THREE** Improve Employee Experience

MOSAIC recognizes that its people are its most valuable resource. It remains committed to creating an organizational environment where staff are supported, engaged, and provided with the necessary tools to deliver impactful services. This pillar reflects MOSAIC's commitment to fostering a culture of collaboration, support, and transparency, as well as clear roles and objectives, so teams can thrive personally and professionally. This enhances their ability to meet client needs effectively.

Just as clients are impacted by social and economic pressures, so too are employees. By investing in its workforce, MOSAIC aims to address expectations around workplace equity and mental health, ensuring employees feel valued, empowered, and equipped to thrive.

3.1 REFINE INTERNAL PROCESSES AND KNOWLEDGE OF DEPARTMENTS/ROLES TO SUPPORT EFFICIENCY, UNDERSTANDING, AND COLLABORATION

MOSAIC is committed to creating a workplace where employees feel supported, engaged, and empowered to deliver meaningful services. Effective employee onboarding, performance planning, role clarity, department clarity, as well as fostering engagement across different areas of the organization ensures that employees feel welcomed, informed, and equipped to succeed in their roles.

There are many functions and processes that make up the MOSAIC environment, part of this goal involves creating clear expectations of staff, so they can carry out their responsibilities with confidence.

By refining internal processes, ensuring a cohesive and clear onboarding process, accessible policies and fostering a positive organizational culture, MOSAIC ensures staff have the tools, clarity, and access to

support they need to thrive and grow with the organization. But more importantly they will understand the life cycle at MOSAIC, better equipping them to navigate their roles, departments and MOSAIC, empowering individuals and teams to organically work collaboratively and be less siloed.



3.1 OUTCOME

More efficient workload management

Comprehensive knowledge of departments and roles, working cohesively, refined and consistent processes that ensure employees have access to the tools, resources, and support needed to manage their workloads efficiently, reducing stress and improving productivity.



3.2 FOSTER, ENHANCE, AND NURTURE EMPLOYEE WELL-BEING

MOSAIC recognizes that employee well-being is foundational to its mission and long-term success. In a work environment that prioritizes mental, physical, and emotional health, staff feel valued, supported, and empowered to do their best work. MOSAIC is committed to nurturing this culture of care, where workloads are manageable, stress is reduced, and there is a spirit of celebration and fun.

To create this, MOSAIC is implementing initiatives that promote holistic well-being, from practical workload-management strategies to mental health support and social wellness committee, including trauma-informed training, social and wellness events that encourage engagement and enjoyment. A culture of care ensures that staff can field challenges and changes with confidence. It also strengthens their engagement and commitment, ensuring they feel connected to their roles and the organizational mission.

Specific development of training around mental wellbeing, vicarious trauma and support for direct service staff and programs ensures wellbeing at a fundamental level. With resources and support, staff can work at the top of their scope and develop their careers without unnecessary stress and while balancing the emotional toll required in their roles.

MOSAIC's efforts reflect a broader societal acknowledgement of the importance of mental health and the role of a supportive work culture in driving resilience and motivation.



3.2 OUTCOME

Improved employee well-being and higher staff engagement

Staff experience better mental, physical, and emotional health due to targeted initiatives that promote work-life balance and reduce stress, allowing for more engagement in organizational initiatives and events.

3.3 BUILD ORGANIZATIONAL CAPACITY THROUGH WORKFORCE DEVELOPMENT

One of MOSAIC's key priorities is to strengthen its workforce by fostering a dynamic, skilled, and engaged workforce that can meet current and emerging demands. To remain resilient, MOSAIC must not only attract future talent but also ensure value for its existing employees in terms of compensation, career potential, learning opportunities, and pathways for growth within the organization.

Workforce development at MOSAIC involves equipping employees with the skills, knowledge, and adaptability needed to thrive in an evolving landscape.

MOSAIC is committed to creating opportunities for employees to develop their skills and advance in their careers. This includes strengthening professional development initiatives, expanding learning opportunities, and supporting employees to identify and pursue career pathways. By identifying key role requirements and development needs, MOSAIC can provide staff with opportunities to build skills and prepare for future advancement. Strengthening workforce development efforts will also help preserve institutional knowledge by ensuring that expertise and experience are shared across teams, and by guiding teams and individuals on how to formalise and sustain organizational knowledge retention through accessible

and sustainable processes. MOSAIC will assure that employees feel supported, engaged, and inspired to excel and grow within the organization.



3.3 OUTCOME

Multiple pathways for development and organizational knowledge retention

Staff clearly understand development pathways for growth and understand how to share and formalize retention of organizational knowledge.



PILLAR **FOUR** Foster Organizational Resilience and Strength

As economic volatility, changes to local and global political environment, technological advancements, and shifts in migration patterns continue to shape its operating environment, MOSAIC is focused on strengthening its resilience and stability. MOSAIC's work in this priority area reflects the organization's commitment to securing the resources and capabilities needed to thrive in a dynamic and complex world.

By diversifying revenue streams, engaging new funders and donors, leaning into social enterprises, and leveraging artificial intelligence to enhance service delivery, MOSAIC will remain proactive in addressing challenges and seizing opportunities. Continuing to prioritize resilience and stability, the organization aims to amplify its impact and fulfill its mission for years to come.

4.1 DIVERSIFY MOSAIC'S REVENUE STREAMS

As funding priorities shift and community needs evolve, MOSAIC recognizes the necessity of an adaptive business model. Economic uncertainties, changes in government funding, and technological advancements require proactive strategies to ensure sustainability. To stay resilient and effective, MOSAIC is focused on diversifying its revenue streams. It is strengthening relationships with funders, foundations, and corporations while leveraging MOSAIC's programmatic expertise through social enterprises.

Diversifying funding sources reduces reliance on any single source of revenue. In an unpredictable operating environment, this serves as a hedge against funding uncertainties. By proactively aligning its business model with evolving community needs and funder priorities, MOSAIC ensures that its programs remain impactful and responsive to evolving client needs.

Expanding and refining its social enterprises in alignment with its mission will also play an important role. MOSAIC's social enterprises not only generate revenue but also reinforce its commitment to mission-driven services. Moreover, they heighten MOSAIC's visibility in community and reinforce its brand.

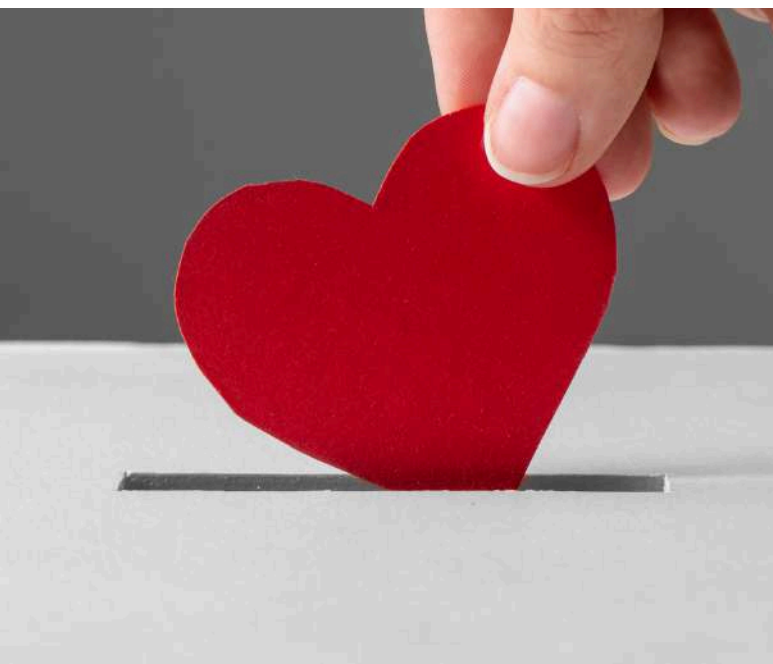
By continuing to integrate diverse strategies and maintaining a forward-looking approach, MOSAIC is positioned to continue delivering sustainable, high-quality services while adapting to change as it comes.



4.1 OUTCOME

Improved diversification of revenue streams

MOSAIC maintains a healthy mix of funding from government sources, corporate partners, individual donors, and social enterprises, reducing reliance on any single funding source.



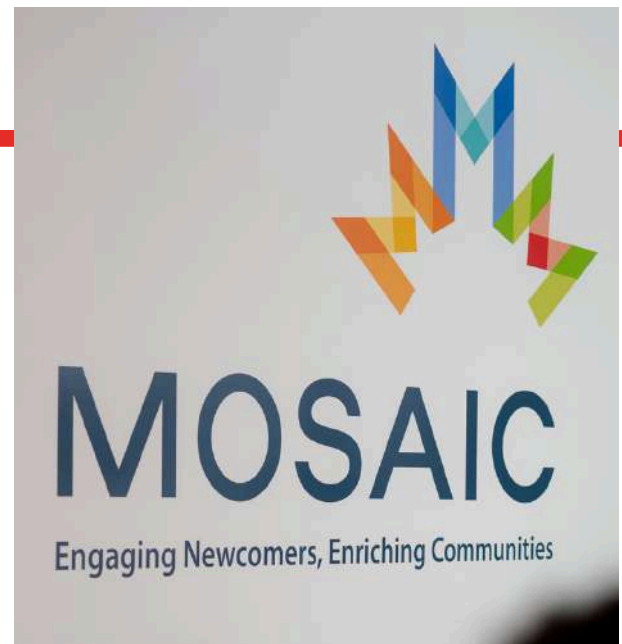
4.2 CAPITALIZE ON MOSAIC'S BRAND RECOGNITION; SOLIDIFY AND STRENGTHEN OUR REACH

MOSAIC is building its brand to attract new funding opportunities, expand partnerships, and grow loyalty among diverse interest holders, including newcomer communities, service organizations, and policymakers. A strong, well-recognized brand not only supports fundraising efforts but also reinforces MOSAIC's reputation as a high-quality, high-impact service provider. Ensuring that newcomers recognize MOSAIC as a trusted resource is as essential as maintaining credibility with partners and funders.

Through strategic storytelling, client success stories, and thought leadership on issues that matter to newcomers and the public, MOSAIC communicates the unique value of its services. Digital platforms, innovative communications, and outreach campaigns ensure MOSAIC's voice remains prominent in conversations about migration and inclusivity. Beyond showcasing its own work, MOSAIC uses its platform to amplify the contributions of newcomers and ensure that their voices shape public discourse on migration, inclusivity, belonging, and community building.

Heightened visibility not only inspires confidence in the communities MOSAIC serves—it also fortifies its foundation for long-term success and enhances its ability to tackle challenges and capitalize on opportunities in an ever-changing environment.

By reinforcing its leadership, visibility, and credibility, MOSAIC strengthens its position as a trusted partner, a leading service provider, and an influential voice in shaping the future of migration in Canada.



4.2 OUTCOME

Improved brand recognition and reach

MOSAIC is recognized as a leader in service provision and innovation nationally, boosting engagement and driving client loyalty, solidifying trust among existing interest holders, and amplifying contributions of newcomers to Canada.

4.3 BOLSTER MOSAIC'S ABILITY TO MAKE CLIENT-CENTRED, DATA-INFORMED, AND RISK-MANAGED DECISIONS

Rapid changes in economic, social, and political environment, funding availability, and client needs require MOSAIC to remain flexible, agile, and forward-thinking. By embedding evidence-based decision-making across all levels of the organization, MOSAIC ensures that strategies, actions, and decision-making processes are informed by data and insights.

Investments in systems for real-time data collection and analysis, as well as decision-making methodologies that support quick pivots, enhance organizational responsiveness. Greater cross-departmental sharing fosters alignment and collaboration, ensuring programming decisions are timely, accurate, and client-centred. Greater nimbleness with data sharing builds capacity for evaluation, enabling quicker and more accurate decisions about programming.

At the same time, strengthening risk management is essential to safeguarding MOSAIC's mission and ensuring service continuity. In the current political landscape, threats to funding could create disruptions to programs and services, while technological risks—such as data breaches and ransomware attacks—continue to grow, particularly as funders increasingly download responsibility for cybersecurity onto service providers. To address these challenges, MOSAIC is embedding a more robust risk assessment framework into its

daily operations and long-term planning, increasing internal capacity to proactively identify and mitigate potential disruptions.

By making risk assessment a core function of decision-making, MOSAIC is better positioned to anticipate, evaluate, and navigate uncertainties. While no risk management framework can eliminate all potential threats, these efforts will reduce the likelihood of service disruptions and mitigate their intensity and impact. Data-informed decision-making, combined with comprehensive risk management, enhance MOSAIC's ability to anticipate challenges and seize opportunities.

With these measures in place, MOSAIC will enhance its financial stability, solidify its operational continuity, and maintain the confidence of funders, partners, and clients. Not only does this align with industry best practices; it sets the bar for other organizations.



4.3 OUTCOME

Improved data-driven strategies and stronger risk awareness across the organization

Enhanced systems and processes for real-time data collection and analysis provide actionable insights, guiding more effective, risk-managed, and timely decision-making.



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