

**NEWCOMER
CENTRE**

STRATEGIC PLAN

**2025
2028**

**Thriving Together
Building Tomorrow**

A MESSAGE FROM THE INTERIM EXECUTIVE DIRECTOR

Dear Newcomer Centre Team,

I am excited to introduce our new strategic plan, a pivotal roadmap for the future of our organization. This plan is designed with an intentional and meaningful focus on being newcomer-centered, ensuring that the needs and aspirations of those we serve are at the heart of everything we do. As we embark on this journey, our goal is clear: to build on the incredible work we've accomplished and to continue moving forward, creating an even greater impact in our community. By aligning our actions with this strategic vision, we will strengthen our capacity to provide support, empower individuals, and make a lasting difference.

This plan represents not only a commitment to the people we serve but also to the valued members of the Newcomer Centre team. It is through the dedication, expertise, and passion of our staff and volunteers that we can bring this vision to life. Each member of our team plays a vital role in fostering a welcoming environment, delivering impactful programs, and building meaningful connections within the community. Together, we will turn this vision into action, shaping the future of our organization and empowering newcomers to realize their potential, contribute fully, and truly Thrive Here.

Thank you for your continued dedication and for being a part of this exciting chapter.

Warm regards,

Laurie Hauer

Laurie Hauer
Interim Executive Director

LAND ACKNOWLEDGEMENT

For as long as the sun shines, the rivers flow, and the grass grows...

We honour that the lands we reside and work upon in ᐱᓄᑦᕐᗴᑦᐸᓂᑦᔨᓃᑦ (Amiskwaci - waskahikan), Treaty 6 Territory, are the ancestral homelands and traditional gathering places for many nations including the Nehiyawak (Cree), Niitsitapi (Blackfoot), Iyarhe Nakodabi (Stoney Nakota Sioux), Haudenosaunee (Iroquois), Dene, Ojibway / Saukteaux / Anishinaabe, Inuit, Metis, and other distinct Peoples whose histories, cultures, and languages infuse the spirit of this land.

We are settlers here on Turtle Island. As we welcome newcomers to this beautiful place now called Edmonton and Alberta, we remain committed to ongoing learning and engagement with Indigenous Peoples as we reconcile with the past and journey together toward an inclusive future.

OUR CORE PURPOSE

We exist to give every newcomer the best opportunity to thrive.

The Newcomer Centre believes the success of newcomers and the community are deeply interconnected. When newcomers have opportunities to build fulfilling lives, community is strengthened, enriched by their diversity, skills, and perspectives. Together, we build a stronger, more vibrant Edmonton where everyone can thrive.

OUR VISION AND AMBITION FOR THE FUTURE

We envision a community where every newcomer to Edmonton has the opportunity to thrive. This means creating pathways for success that are accessible, inclusive, and responsive to the unique needs of newcomers at all stages of their settlement journey. As a cornerstone of Edmonton's welcoming ecosystem, we provide newcomers with the tools, connections, and resources they need to build fulfilling lives, contribute meaningfully to their new community, and fully engage in all that Edmonton has to offer. **Our commitment is to go beyond meeting immediate needs by fostering long-term inclusion, resilience, and prosperity for all newcomers and their families.**

We strive to be more than a service provider—we aim to be a catalyst for systemic change. By working collaboratively with funders, community partners, policymakers, governments, and businesses, we seek to address the barriers newcomers face and build bridges to opportunity. From advocating for policies that support equitable access to services, to creating programs that adapt to changing demographics and evolving newcomer needs, we are committed to innovation and leadership in the sector. Our approach centers on understanding the lived experiences of newcomers, ensuring that every initiative we undertake reflects their voices, needs and aspirations. To achieve this, we are embracing a newcomer-centered approach, cultivating an empathic, newcomer-focused culture that fosters curiosity, continuous improvement, and an abundance mindset—ensuring our work is not just impactful but truly transformative.

As we look to the future, our focus is on building an organization that is adaptable, impactful, and deeply rooted in the community. We aim to strengthen the fabric of communities by fostering connections that empower newcomers to flourish. By leading advocacy alongside our partners and supporters, we are creating a future where every newcomer feels welcomed, valued, and empowered to thrive—a future that benefits us all.



Thriving Together, Building Tomorrow

The following table illustrates the Newcomer Centre's transformative journey, outlining how this strategy is designed to propel the organization toward its newly envisioned future:

From	→	Towards
The Newcomer Centre supports newcomers	→	The community embraces newcomers
Newcomer Centre as a player in a larger system	→	Newcomer Centre as a sector leader, expert, and advocate for newcomers
Siloed approach to serve newcomer needs	→	Wholistic approach to serve complex and evolving newcomer needs
Newcomers are valued for their economic contributions	→	Newcomers are valued for their cultural, community, and economic contributions
Output focused	→	Outcome focused
The Newcomer Centre as an agency	→	The Newcomer Centre as an agency, philanthropic organization, social enterprise, and community
We respond with a humanistic response	→	We lead with a humanistic and strategic response
Anecdotal evidence of community impact	→	Data-informed evidence of community
Operate with a scarcity mindset	→	Lead with an abundance mindset (we can create our own future)
We say yes to everything	→	We have aligned our work to newcomer priorities

STRATEGY CASCADE: THE ESSENCE OF OUR STRATEGY

The “cascade of strategic choices” captured below reflects the Newcomer Centre’s intent for how the centre will realize our winning aspiration and impact we seek to make in the social-profit sector.

Aspiration
(Our purpose and winning aspiration)

We exist to give every newcomer the best opportunity to thrive.

Who We Serve
(Choices that define our strategic playing field)

1. **Focus on all newcomers:** We deliver comprehensive services to permanent residents, refugees, and Canadian-born children of newcomers across the capital region. This includes support from pre-arrival to post-settlement, while maintaining alumni connections for long-term engagement.
2. **Serve through diverse approaches:** Services are accessible and flexible, provided through a variety of options tailored to meet the diverse needs of newcomers.
3. **Expand into advocacy:** Our role extends beyond service provision to influence public policy, raise awareness, and drive system change to improve settlement experiences and outcomes.
4. **Compete as a philanthropic organization and an agency:** We compete in the philanthropic and program delivery space

How We Work
(Choices that define what is required to win in our defined playing field including what differentiates the centre from competitors)

1. **Newcomer-centric, data-driven service design:** Programs and services are rooted in newcomer feedback and evidence-based practices.
2. **Integrated Service Delivery:** Seamless and connected at every step of the newcomer journey.
3. **Hub-and-Spoke service broker model:** Strategic partnerships with charities, government, and businesses that deliver expanded services.
4. **Brand leadership in newcomer success:** The Newcomer centre brand is synonymous with newcomer success.

Core Capabilities
(Core areas of capacity and capability that will enable the Newcomer Centre to succeed in accomplishing its strategic choices)

1. **Newcomer insights** applied to product, service, and newcomer journey design.
2. **Strategic partnerships** that amplify impact and broaden service reach across the settlement sector.
3. **Celebrate newcomer stories and skills** in our philanthropic and social enterprise pursuits.
4. An **optimistic, possibility-focused culture** inspires teams, partners, and stakeholders, reinforcing a shared commitment to newcomer success.
5. **Advocacy that inspires action** and fosters broad support for newcomer success.

Management Systems
(The systems and measures that enable the capabilities and supports the choices)

1. **Data-driven evaluation:** Advanced systems for data collection, evaluation, and newcomer engagement for informed decision-making.
2. **Rigorous resource allocation:** Resources are allocated with discipline and purpose, ensuring maximum impact.
3. **Compassion for the newcomer experience:** A systematic approach to ensure that a culture of compassion is at the core of everything we do.



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LONG TERM STRATEGIC OUTCOMES

This strategic plan is designed to position the Newcomer Centre as a leader in advancing newcomer success, addressing systemic barriers, and fostering long-term integration and prosperity.

A comprehensive analysis of the factors shaping this strategic plan is available in [Appendix A](#).

Over the next three years, the Centre will focus on achieving the following outcomes:

IMPACT

- Answers the questions, “did newcomers thrive as a result of their participation in our (integrated) programs?”
- Measured by Net Promoter Score (NPS) or alternative metrics such as Social Return On Investment (SROI)
- Target: Spring 2028

RELEVANCE

- Answers the question “are we attractive to capital, investments, philanthropic contributions, value adding partnerships and high performing employees?”
- Measured by growth in philanthropic revenue, employee engagements score
- Target: Spring 2028

SUSTAINABILITY

- Answers the question, “have we adequately addressed the need to restructure the business model and organization to address variability of government funding?”
- Measured by growth in non-government revenue
- Target: \$2M annual philanthropic dollars by 2028

OUR VALUES AND PHILOSOPHY

Our values reflect who we are, what we stand for, and how we work together to achieve our mission. They are the foundation of the Newcomer Centre culture and guide our interactions with newcomers, colleagues, community members, and partners.

These values shape not only what we do but how we do it, ensuring that we stay true to our philosophy of fostering inclusion, empowerment, compassion, and accountability in all aspects of our work.

EMPOWERMENT

INTERCONNECTEDNESS

COMPASSION

ACCOUNTABILITY



The chart below outlines what we value, what these values mean, and how they come to life in our daily practices.

● **INTERCONNECTEDNESS**

What it means

We recognize that our actions, well-being, and success rely on inclusion and our connection to others.

What it looks like in practice

We understand that our actions influence and shape those around us.

We understand how our work connects to and impacts others, fostering collaboration and ensuring that our efforts contribute to shared goals and a stronger community.

We invest time and create opportunities to gather and build authentic relationships between colleagues, program participants, and partners and collaborators. We work together towards a common goal by leveraging our collective strengths and knowledge.

We partner and collaborate between programs/departments to generate better outcomes for program participants (clients) by providing holistic support and strengthening working relationships.

● **EMPOWERMENT**

What it means

We are committed to everyone having the tools and opportunities to shape their lives.

What it looks like in practice

We offer and develop programming that provides participants opportunities to build skills that help them reach their personal goals.

We highlight resilience and build on strength in our practice.

We encourage and amplify diverse opinions and perspectives.

We prioritize one-on-one service delivery by working alongside individuals rather than doing things for them.

We establish processes that support shared decision-making, ensuring everyone has the information needed to make informed choices whenever possible.

We foster an environment where both staff and program participants feel encouraged to be brave, try new things, and share their thoughts and ideas with support and guidance.

The chart below outlines what we value, what these values mean, and how they come to life in our daily practices.

● **COMPASSION**

What it means

We are guided by empathy and understanding.

What it looks like in practice

When a newcomer or colleague engages with us, we offer our full attention. We recognize that background, environment, and culture shape behavior, extending grace when it differs from our own.

We practice kindness, offering support and understanding.

We apply policies with consideration for individual circumstances, allowing room for conversation and flexibility.

We listen without judgment and seek understanding.

We treat ourselves and others with kindness, offering understanding and grace when mistakes happen.

We show genuine care and compassion for one another, fostering a culture of empathy and support.

● **ACCOUNTABILITY**

What it means

We demonstrate accountability by taking responsibility for our actions, upholding integrity, and ensuring transparency in all that we do.

What it looks like in practice

We follow through on our commitments and uphold professionalism in everything we do.

We communicate openly and transparently about our work and needs.

We support one another and engage positively in all our interactions.

We show professional courtesy by responding to inquiries promptly and prioritizing workloads to help others succeed.

We take ownership of our actions, learn from our mistakes, and accept their consequences with accountability.

We meet deadlines and ensure proper communication when those cannot be met.



STRATEGIC PRIORITIES

The strategic priorities outlined for the Newcomer Centre are highly interconnected, requiring leaders to approach implementation with a comprehensive understanding. Rather than focusing solely on individual components, leaders at all levels must understand how each priority connects and contributes to the broader strategy.

calls for a structured and collaborative implementation approach that prioritizes alignment, optimizes resources, and ensures the organization can adapt to evolving needs.

Strategic Priority	Intent
<div>Align the Organization</div> <div>1</div>	Align the organization’s structure, processes, culture, and resources to deliver seamless, newcomer-centered services that meet the evolving needs of newcomers. This priority focuses on fostering collaboration, transparency, and accountability while building a flexible, integrated service delivery model that ensures operational efficiency, clarity, and sustained impact.
<div>Advance a Defined Business and Economic Model</div> <div>2</div>	Establish a financially resilient model by diversifying revenue streams, enhancing fund development, and exploring purpose-aligned social enterprises. This priority ensures strategic resource allocation to meet newcomer needs, achieve organizational goals, and build financial sustainability while reducing dependence on government funding and expanding capacity for innovation and growth.
<div>Integrate the Service Delivery Model</div> <div>3</div>	Create a seamless, newcomer-centric experience by integrating systems, processes, and teams into a cohesive program delivery model. This priority focuses on being strategic and efficient with resources, reducing inefficiencies, and enhancing accessibility. By reflecting the newcomer journey, it ensures holistic support throughout the settlement process.

Strategic Priority	Intent
Adopt a Newcomer-Centered Approach to Service Design 4	Embrace a structured, data-driven approach to designing and delivering services that are centered on the evolving needs of newcomers. This priority ensures services are scalable, impactful, and evidence-based, enabling the organization to adapt to changing demands while delivering meaningful outcomes. By demonstrating effectiveness and creating a compelling narrative, this approach also strengthens donor and stakeholder confidence, attracting funding and resources to support innovation and growth.
Champion and Advocate for Newcomer Success 5	Drive systemic change by leveraging newcomer insights, building partnerships, and influencing policy through targeted advocacy initiatives. This priority focuses on addressing barriers, securing resources, and fostering inclusion to strengthen newcomers' pathways to success while positioning the Centre as a trusted advocate and leader in the sector.



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Priority 1

ALIGN THE ORGANIZATION

Description:

This priority is about aligning the Newcomer Centre's structure, processes, culture, and resources to deliver seamless, newcomer-centered services that meet the evolving needs of newcomers. It emphasizes preparing the organization to design and implement an integrated service delivery model supported by collaborative teams and a culture rooted in accountability, transparency, and data-driven decision-making.

By redefining organizational structure and streamlining processes, the Centre will ensure clarity and consistency across all levels, enabling teams to respond effectively to newcomer needs. Resource allocation will focus on achieving maximum outcomes and impact, balancing thoughtful financial planning with operational flexibility.

A robust management system will further strengthen efficiency by clearly defining roles, fostering collaboration, and promoting alignment. This approach will enhance staff engagement and position the Centre as a trusted leader in delivering innovative, inclusive, and sustainable support for newcomers.

3 Year Outcomes:

Year 1:

By the end of Year 1, the Newcomer Centre will have a clear understanding of its financial resources, structure, and processes, enabling the development of a foundational organizational roadmap. Initial steps will focus on enhancing role clarity, creating draft workforce development plans, and refining onboarding processes to support alignment and collaboration among staff, leadership, and stakeholders. Early refinements to communication practices will begin to strengthen team cohesion and adaptability.

Year 2:

By the end of Year 2, the organizational roadmap will drive the formation of integrated teams aligned with the newcomer journey and organizational goals. Teams will operate effectively with streamlined processes, clear roles, and improved communication. Finalized workforce development and onboarding plans will support measurable improvements in service delivery and employee satisfaction, ensuring alignment with the organization's mission.

Year 3:

By the end of Year 3, fully integrated teams and streamlined processes will be embedded in the organization, contributing to a positive organizational culture and high-performing teams. Collaboration and service delivery will be continuously evaluated and refined based on measurable outcomes, ensuring sustained improvement and alignment with the organization's goals.



Strategies

Investments and Initiatives

Align Structure, Processes, and Resources

- **Equip Staff and Leaders for Change:** Implement targeted training programs to ensure staff and leaders are prepared for the new structure and priorities.
- **Redesign and Align Organizational Structure:** Design a flexible and efficient organizational structure that supports strategic goals and fosters collaboration. Align resources—finances, staffing, and technology—with objectives focused on the newcomer journey.
- **Evaluate and Refine Resource Allocation:** Continuously assess and adjust resource allocation to align with strategic goals and organizational needs. Use feedback and evaluation to refine the structure, ensuring efficiency and sustainability.
- **Plan for Long-Term Sustainability:** Develop sustainability plans for financial and operational resources, monitoring their impact on service delivery and growth.

Build and Align Workforce Development and Communication Systems

- **Develop Workforce and Communication Foundations:** Create workforce plans that align staff skills with organizational goals. Enhance communication practices for transparency and use staff feedback to inform improvements.
- **Implement Workforce Development Initiatives:** Roll out training and development programs tailored to identified needs and career growth opportunities. Introduce new communication tools and systems for seamless collaboration.
- **Foster Feedback-Driven Improvements:** Establish mechanisms for collecting employee feedback to refine workforce strategies and communication processes.
- **Optimize and Sustain Workforce Alignment:** Evaluate the effectiveness of workforce development initiatives and adjust as needed. Embed continuous improvement into daily operations by integrating employee development and enhanced communication practices.

Priority 2

ADVANCE A REDEFINED FINANCIAL AND SUSTAINABILITY MODEL

Description:

This priority is about defining and implementing a financial model that ensures long-term sustainability. It focuses on diversifying revenue streams, reducing reliance on restrictive government funding, and aligning resources with the Centre's purpose and vision.

Through a robust fund development strategy and the exploration of mission-aligned social enterprise opportunities, the Centre will build financial resilience while fostering innovation. By cultivating donor relationships and demonstrating measurable impact, the organization will strengthen its capacity to attract capital and expand its reach.

This redefined model will not only equip the Centre to scale its services but also position it as a trusted and innovative leader in supporting success. By aligning financial strategies with organizational goals, the Centre will enhance operational flexibility, attract top talent, and secure its long-term role as a sustainable, purpose-driven organization.

3 Year Outcomes:

Year 1:

By the end of Year 1, the Newcomer Centre will have a clear understanding of its financial resources, structure, and processes, enabling the development of a foundational organizational roadmap. Initial steps will focus on enhancing role clarity, creating draft workforce development plans, and refining onboarding processes to support alignment and collaboration among staff, leadership, and stakeholders. Early refinements to communication practices will begin to strengthen team cohesion and adaptability.

Year 2:

By the end of Year 2, the organizational roadmap will guide the formation of flexible, integrated teams aligned with the newcomer journey and organizational goals. Fully integrated teams will begin operating effectively, supported by streamlined processes, enhanced role clarity, and refined communication practices. Workforce development plans and onboarding processes will be finalized and fully implemented. Service delivery and employee satisfaction will show early measurable improvements, fostering alignment with the needs of newcomers and the organization's mission.

Year 3:

By the end of Year 3, fully integrated teams and streamlined processes will be embedded in the organization, contributing to a positive organizational culture and high-performing teams. Collaboration and service delivery will be continuously evaluated and refined based on measurable outcomes, ensuring sustained improvement and alignment with the organization's goals.



Strategies

Investments and Initiatives

Articulate our approach to social enterprise and advance our fund development strategy

- **Define and Align Social Enterprise Goals:** Develop a clear framework for the organization's social enterprise approach, aligned with its mission and values. Outline potential models, target audiences, and measurable outcomes to guide strategy and lay a foundation for initiatives.
- **Strengthen Fund Development Infrastructure:** Enhance the fund development strategy by expanding donor relations, cultivating new funding streams, and integrating social enterprise opportunities. Establish systems and processes that support alignment with broader strategic goals.
- **Expand and Optimize Fund Development Initiatives:** Launch targeted fund development initiatives aligned with revenue and community impact objectives. Monitor effectiveness, adjust strategies, and maximize sustainability to ensure long-term financial and social outcomes.
 - Target: \$3M annual philanthropic dollars by 2030

Explore Social Enterprise Opportunities

- **Conduct a Feasibility Study:** Explore the viability of potential social enterprise models by analyzing market trends, competitor strategies, and community needs. Collect preliminary data to assess alignment with the organization's mission and financial goals.
- **Evaluate Impact and Alignment:** Investigate how potential social enterprise models could complement existing programs and align with organizational values. Engage stakeholders to gather initial insights on potential social impact and sustainability.
- **Assess Financial and Operational Requirements:** Identify and evaluate the financial, human, and operational resources needed to pursue social enterprises. Provide an exploratory report outlining strategic implications and resource considerations.

Optimize Resources and Processes

- **Conduct a Comprehensive Review of Internal Operations and Processes:** Evaluate workflows, resources, and operations to identify inefficiencies and gaps. Use feedback from staff and stakeholders to uncover opportunities for optimization.
- **Streamline Processes:** Simplify processes to improve efficiency and align them with the evolving business and organizational model. Develop robust resource allocation plans and integrate systems for data collection, reporting, and performance tracking.
- **Integrate Continuous Improvement and Sustainability Practices:** Establish a framework for ongoing evaluation and improvement of processes and resource use. Implement mechanisms to monitor and optimize operations, ensuring scalability and sustainability. Use feedback loops and data-driven insights to refine practices.

Priority 3

DESIGN AND IMPLEMENT A NEWCOMER-CENTRIC INTEGRATED SERVICE DELIVERY MODEL

Description:

This priority is about creating a seamless and holistic experience for newcomers by integrating programs and services that address their unique needs from pre-arrival through post-settlement. The Newcomer Centre will design and implement an integrated service delivery model that fosters collaboration across teams, partners, and stakeholders, ensuring accessibility, responsiveness, and effectiveness.

Central to this approach is building formal partnerships with service organizations, government agencies, and businesses to expand access to essential services such as employment and language support. An effective referral system and the use of mobile-first delivery channels will enhance the reach and adaptability of the Centre's programs, ensuring they meet newcomers where they are.

This model will not only streamline service delivery but also improve newcomer satisfaction by reducing barriers and providing comprehensive support at every stage of their journey. By embedding collaboration and innovation into its operations, the Centre will position itself as a leader in delivering impactful and newcomer-focused services, ensuring sustainable and inclusive outcomes for the communities it serves.

3 Year Outcomes:

Year 1:

By the end of Year 1, the organization has a comprehensive understanding of newcomer needs and service gaps, informed by consultations with newcomers, staff, and community organizations. A foundational service delivery framework is established, aligned with current knowledge and priorities, and key areas for improvement are identified to inform the design of an integrated service delivery model.

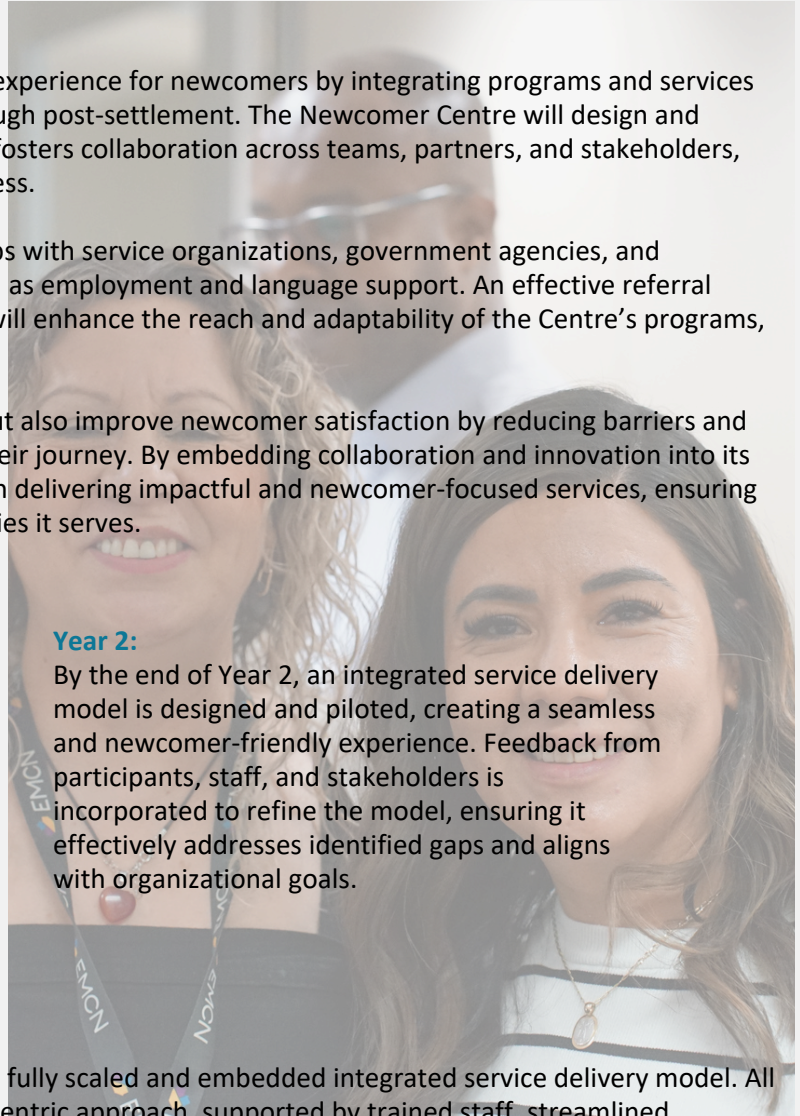
Year 2:

Year 2:

By the end of Year 2, an integrated service delivery model is designed and piloted, creating a seamless and newcomer-friendly experience. Feedback from participants, staff, and stakeholders is incorporated to refine the model, ensuring it effectively addresses identified gaps and aligns with organizational goals.

Year 3:

By the end of Year 3, the organization operates with a fully scaled and embedded integrated service delivery model. All programs and services are aligned with a newcomer-centric approach, supported by trained staff, streamlined processes, and a sustainable organizational culture, ensuring long-term success and impact.



Strategies

Investments and Initiatives

Map and Analyze the Newcomer Journey

- **Conduct Research and Gather Insights:** Engage with newcomers, community organizations, and staff to collect qualitative and quantitative data on the newcomer experience. Use surveys, interviews, and focus groups to understand challenges, needs, and expectations throughout their settlement journey.
- **Map the Newcomer Journey and Identify Key Pain Points:** Create a detailed journey map highlighting key touchpoints, challenges, and opportunities for improvement. Identify gaps in service delivery and barriers faced by newcomers.
- **Implement Solutions and Continuously Monitor the Journey:** Develop strategies to address pain points, gather feedback from newcomers and staff, and adjust as needed for continuous improvement and alignment with needs.

Adopt an Integrated Service Delivery Model

- **Assess Current Service Delivery and Identify Integration Opportunities:** Review service delivery models to identify integration opportunities, reduce silos, and enhance program coordination for a seamless newcomer experience.
- **Design and Pilot Integrated Service Delivery Model:** Develop a comprehensive service delivery model that integrates modalities (online, phone, in-person). Pilot the model across select programs to test its effectiveness. Collect feedback from newcomers and staff to refine the model.
- **Scale and Institutionalize the Integrated Model:** Expand the integrated service delivery model across all programs and services. Train staff, standardize processes, and establish systems to support the model. Foster a collaborative culture and implement continuous feedback loops to ensure long-term success.

Measure and Optimize Service Effectiveness

- **Establish Key Performance Indicators (KPIs) and Data Collection Systems:** Develop and implement KPIs to track service effectiveness and set up systems for consistent data collection, aligning with organizational goals. Measured by Net Promoter Score (NPS) or alternative metrics like Social Return On Investment (SROI).
- **Analyze Data and Identify Opportunities for Optimization:** Regularly analyze data to assess performance, identify trends, and find improvement areas, supplemented by qualitative insights from staff and newcomers.
- **Implement Optimization Strategies and Monitor Impact:** Develop and implement targeted strategies to optimize services based on data-driven insights. Continuously monitor the impact of these strategies, refining and adjusting them to maintain service effectiveness and responsiveness.

Priority 4

ADOPT A NEWCOMER-CENTERED APPROACH TO SERVICE DESIGN

Description:

This priority is about enhancing the effectiveness and responsiveness of the Newcomer Centre's programs by adopting a structured, data-driven approach to designing and delivering services tailored to the unique needs of newcomers. By building foundational knowledge, piloting initiatives in select programs, and developing tools and frameworks, the Centre will create scalable, impactful, and evidence-based services.

Over three years, the organization will standardize processes, provide targeted staff training, and embed these principles into its culture to ensure services remain adaptable and aligned with evolving newcomer needs. This approach fosters innovation, continuous learning, and measurable impact, reinforcing the Centre's role as a leader in delivering transformative, newcomer-centered services.

3 Year Outcomes:

Year 1:

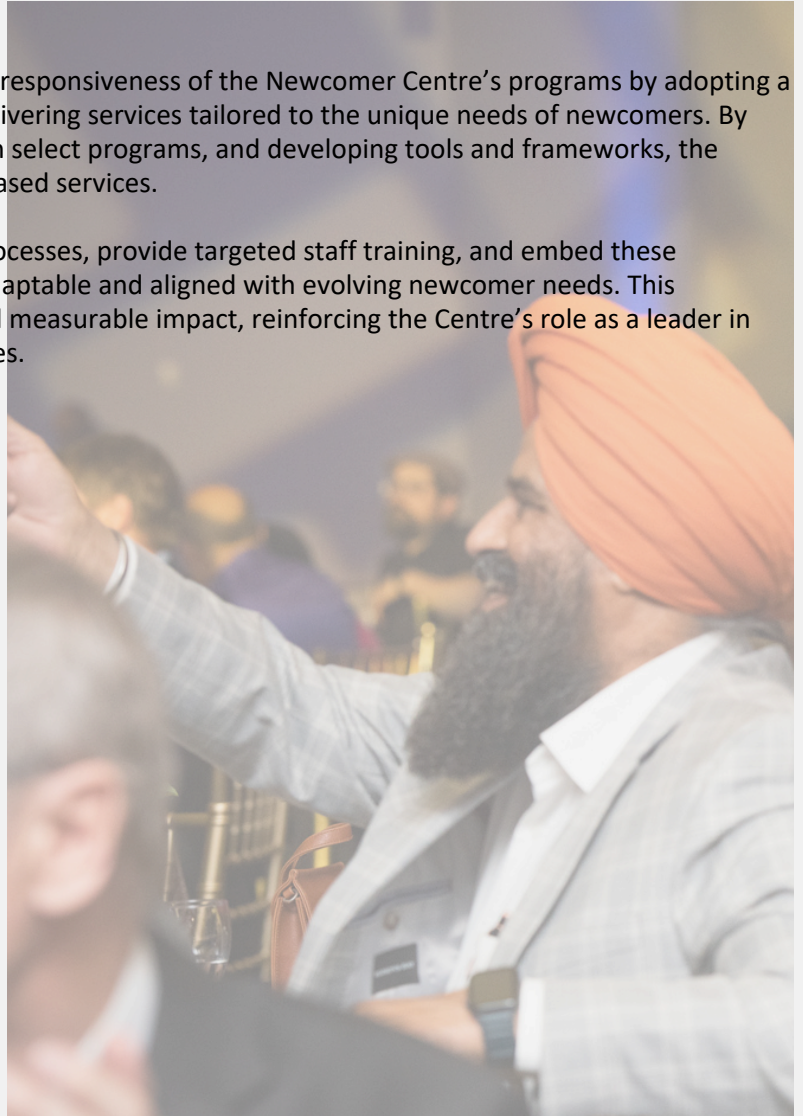
By the end of Year 1, the organization has established a clear baseline for program design, data management, and evaluation. Identified gaps and growth opportunities provide a strong foundation for future development and ensure alignment with organizational goals.

Year 2:

By the end of Year 2, the organization demonstrates measurable progress in its capacity for program design, data management, and evaluation. Integrated workflows, processes, and systems enable consistent learning, data-driven decision-making, and enhanced program effectiveness.

Year 3:

By the end of Year 3, newcomer-centered design principles are fully embedded in the organization's culture. Staff at all levels actively contribute to continuous improvement, measurable impact, and the alignment of practices with performance metrics, sharing success stories and fostering a culture of excellence.



Strategies

Investments and Initiatives

Equip the Organization to Evaluate Programs and Data

- **Organizational Assessment:** Assess the current state of program design, data management, and evaluation to identify gaps in skills, tools, and processes. Establish a baseline for future development.
- **Staff Training and Capacity Building:** Provide targeted training and professional development to enhance staff skills in program design, data management, and evaluation. Introduce new tools and frameworks to support day-to-day operations effectively.
- **Standardized Evaluation Frameworks:** Develop and implement consistent evaluation frameworks and processes to ensure high-quality data collection, analysis, and reporting. Monitor progress and refine practices to align with a people-centered approach.

Develop Capacity and Standardize Practices

- **Assess and Identify Improvements:** Review current practices to pinpoint areas for standardization and capacity gaps. Use findings to establish a foundation for consistent, high-quality practices across the organization.
- **Standardized Processes and Tools:** Create and implement templates, processes, and tools that ensure consistency in data collection, reporting, and evaluation, promoting efficiency and clarity across programs.
- **Foster Continuous Learning:** Provide ongoing training to staff, enhancing their expertise in standardized processes and tools. Establish feedback loops to encourage continuous improvement and skill development.

Measure Impact and Drive Continuous Improvement

- **Baseline Metrics and KPIs:** Implement a system to track key performance indicators (KPIs) and establish baseline metrics aligned with program goals. Use tools to measure program impact effectively.
- **Data Analysis and Insights:** Regularly analyze data to evaluate program outcomes, identify areas for improvement, and inform strategic decisions using data-driven insights.

Priority 5

CHAMPION AND ADVOCATE FOR NEWCOMER SUCCESS

Description:

This priority is about positioning the Newcomer Centre as a leading voice for systemic change by advocating for policies and practices that remove barriers and create meaningful opportunities for newcomers to thrive. It focuses on amplifying the voices and needs of newcomers, building strong partnerships with stakeholders, and influencing public policies to drive impact.

Grounded in insights from the newcomer community and guided by principles aligned with the Centre's core purpose, advocacy efforts will address challenges, secure resources, and promote inclusion. Over time, the Centre will enhance its capacity for advocacy by assessing risks, identifying opportunities, and implementing targeted initiatives to influence systemic change.

This approach will not only achieve measurable outcomes, such as improved policies and increased access to essential services but also institutionalize advocacy as a core function of the Centre. By championing equity and inclusion, the Centre will strengthen its role as a trusted leader and advocate for the success and progress of all newcomers.

3 Year Outcomes:

Year 1:

By the end of Year 1, the organization has a clearly defined advocacy agenda rooted in newcomer needs and aligned with its mission. Advocacy efforts are resourced and well-understood by staff and stakeholders, creating a strong foundation for action.

Year 3:

By the end of Year 3, the organization achieves measurable systemic changes, including improved policies, enhanced funding, and expanded services for newcomers. It is recognized as a trusted leader and influential voice in advocacy, with advocacy fully embedded as a core function within its operations and long-term strategy.

Year 2:

By the end of Year 2, partnerships with key stakeholders, policymakers, and community organizations are strengthened, resulting in tangible advocacy impacts such as policy shifts, increased funding, and greater stakeholder engagement. Early successes demonstrate progress and inform refinements to the advocacy strategy..



Strategies

Investments and Initiatives

Define and Formalize the Advocacy Agenda

- **Conduct a Comprehensive Needs Assessment:** Identify key advocacy priorities through engagement with newcomers, stakeholders, and staff. Collect data and insights to guide the development of a focused advocacy agenda.
- **Co-Create the Advocacy Agenda:** Work with staff, leadership, and stakeholders to define advocacy priorities, guiding principles, and a shared understanding of advocacy aligned with the organization's mission.
- **Establish Advocacy Goals and Mitigation Strategies:** Develop measurable objectives for advocacy priorities, addressing potential risks (reputational, political, operational) with clear mitigation strategies to ensure responsible practices.
- **Allocate Resources and Establish a Framework:** Secure resources (staff, time, budget) and define roles, responsibilities, and processes within an operational framework for advocacy efforts. Integrate the agenda into the strategic plan with leadership commitment.

Strengthen Partnerships and Advocate for Policy Change

- **Foster and Strengthen Partnerships:** Build and maintain strong relationships with community organizations, policymakers, and stakeholders to amplify advocacy efforts and align interests.
- **Track and Report on Advocacy Outcomes:** Regularly measure the progress of policy changes and evaluate the impact of advocacy initiatives. Share successes, lessons learned, and updates with stakeholders to refine and strengthen advocacy strategies.

Embed Advocacy and Measure Impact

- **Integrate Advocacy into Culture and Operations:** Make advocacy a core function by embedding it into the strategic plan, mission, and daily operations. Strengthen collaboration across teams, assess stakeholder relationships, and deepen partnerships.
- **Develop an Advocacy Measurement Strategy:** Create a system to track and measure advocacy efforts with key performance indicators (KPIs). Collect, analyze, and report on data related to outcomes such as policy changes, awareness, and engagement.
- **Establish Feedback and Reporting Mechanisms:** Implement a stakeholder feedback loop to assess advocacy impact, ensuring strategies remain relevant and effective. Use feedback to make ongoing adjustments and improvements.

RATIONALE AND INFLUENCING FACTORS FOR THE STRATEGIC PLAN

Appendix A:

A comprehensive review of the strategic and competitive landscape has informed this plan. We recognize the following strengths, risks, and opportunities within our organization and in the broader environment:



We have a strong foundation to build upon: The Newcomer Centre has a legacy of impactful programs and a deep commitment to serving newcomers in Edmonton. Over the years, we've developed trusted relationships with stakeholders, positioning us for the next stage of enhancement and innovation



Edmonton's settlement landscape is evolving: The increasing complexity of settlement journeys demands more integrated and tailored approaches to address newcomers' diverse needs. This presents an opportunity to rethink how we deliver services to ensure they remain relevant and impactful.



Changes in funding levels require adaptability: The projected adjustments in permanent resident admissions—from 485,000 in 2024 to 395,000 in 2025, 380,000 in 2026, and 365,000 in 2027—are expected to influence federal funding for newcomer services. These shifts present an opportunity to reassess resource allocation and ensure services remain impactful despite potential financial fluctuations. Additionally, evolving secondary migration patterns may necessitate further strategic planning to optimize service delivery.



The social-profit landscape is evolving: As the sector grows and funding becomes more competitive, organizations have new opportunities to clarify their value propositions and showcase their impact. With funder expectations increasingly emphasizing transparency and measurable outcomes, there is significant potential to differentiate through innovation and a strong focus on results, ensuring alignment with stakeholder priorities.



Inclusivity remains a pressing opportunity: Shifting public perceptions have eroded the once broad consensus that immigration benefits Canada, creating disparities in how different newcomer groups are perceived and treated. This highlights the need to foster a more welcoming and inclusive Edmonton, where all newcomers feel valued and supported. The Newcomer Centre is uniquely positioned to lead these efforts, addressing the vulnerabilities newcomers face, and fulfilling an advocate role to ensure their voices are heard and their contributions recognized.

RATIONALE AND INFLUENCING FACTORS FOR THE STRATEGIC PLAN

Appendix A:

A comprehensive review of the strategic and competitive landscape has informed this plan. We recognize the following strengths, risks, and opportunities within our organization and in the broader environment:



Service delivery to newcomers can be more cohesive: Current service delivery models present an opportunity to enhance collaboration and streamline interventions, creating a smoother and more comprehensive newcomer journey. While funding agreements currently shape how services are delivered, there is great potential to explore integrated approaches that address the diverse and complex needs of newcomers. By adopting a holistic service delivery model, we can provide seamless support and further strengthen our leadership within the social-profit sector.



Organizational maturity is critical for impact: To address the increasingly complex needs of newcomers, the Newcomer Centre must strengthen its systems and processes, enabling more sophisticated service delivery and problem-solving. By enhancing our capabilities and adopting innovative approaches, we can elevate its impact and deliver long-term success for newcomers in a more effective and sustainable way.



The city's success is tied to newcomer success: The economic and social growth of Edmonton depends on the successful integration of newcomers. By strengthening the connection between newcomer success and Edmonton's development, we can foster a thriving, inclusive community.

WHAT DOES THIS MEAN FOR THE NEWCOMER CENTRE?

This means rethinking how we deliver services, strengthening our organizational capacity, and leveraging relationships with key partners and stakeholders to ensure that every newcomer has the opportunity to thrive. It also requires us to lead in fostering collaboration across sectors, advocating for systemic change, and positioning the Centre as a trusted voice and resource in Edmonton's newcomer ecosystem.

The stakes are high, but so are the opportunities. Newcomers can build fulfilling lives, the community can benefit from their skills and contributions, and the Newcomer Centre can lead meaningful change.

Our realities make it clear that the Newcomer Centre must evolve to meet the increasingly complex needs of newcomers while navigating a shifting social, economic, and funding environment.

To stay relevant and impactful, we need to embrace a more integrated, strategic approach that aligns our purpose with the realities of newcomers today and their challenges of tomorrow



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STRATEGIC PLAN 2025 2028



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