



VISION

To be the leading provider of innovative settlement services and programs, making Guelph and Wellington a world destination for new Canadians.

MISSION

To serve new Canadians and build community by providing responsive and diverse settlement services and programs.

VALUES

- ◆ Respect
- ◆ Equity
- ◆ Responsiveness
- ◆ Collaboration
- ◆ Accountability

GOALS (more details on back page)

1

SERVICES Diversified and responsive settlement services for immigrants, refugees and new citizens.

- ◆ Maintain excellence by continuing to identify and incorporate best practices in settlement services.
- ◆ Identify and develop programs to attract more new immigrants to the Guelph-Wellington area.
- ◆ Investigate the development of service portals at satellite locations.
- ◆ Develop innovative programs that address awareness/diversity training, interpretation/translation and small business development.

2

FINANCIAL SUSTAINABILITY Fiscal, managerial, and operational excellence.

- ◆ Develop a business plan to ensure the implementation of financial strategies.
- ◆ Ensure the continuity and diversification of revenue sources.
- ◆ Enhance policies and practices to guide financial management.
- ◆ Create a fundraising program that includes an annual fundraising event.

3

HUMAN RESOURCES Progressive human resource policies and practices.

- ◆ Develop a full range of equitable policies and procedures.
- ◆ Provide targeted training opportunities so that all personnel can achieve their developmental goals.
- ◆ Undertake succession planning.

4

VOLUNTEERS A leader in the engagement of new Canadians in volunteerism and community

- ◆ Enhance volunteer policies and procedures.
- ◆ Strengthen the volunteer Board through regular learning opportunities and strategic recruitment.
- ◆ Develop and implement mentoring opportunities.
- ◆ Create a recognition program and appreciation events.

5

MARKETING & COMMUNICATIONS An engaged and aware community.

- ◆ Design marketing and branding strategies.
- ◆ Provide local media with relevant stories and statistics.
- ◆ Promote IS-GW services at strategic locations and venues.
- ◆ Connect with existing and emerging cultural communities.

Goal 1 – Services: Diversified and responsive settlement services for immigrants, refugees and new citizens		
Objectives	Activities	Outcome
Maintain excellence by continuing to identify and incorporate best practices in settlement service	<ul style="list-style-type: none"> Continue working with the University Research Workshop. Identify the best practices in settlement work. Use best practices models to develop new programs. Have regular think-tanks with clients to encourage responsive programs. Evaluate programs regularly. 	A combination of responsive programs and projects based on best practices are developed and implemented to address the needs of new immigrants and refugees.
Identify and develop programs to attract more new immigrants to the Guelph-Wellington area	<ul style="list-style-type: none"> Research immigration, economic, and population growth trends. Identify the niche between trends and resources in Guelph. Make the website more vibrant and relevant. Identify strategic avenues for global outreach. 	Number, diversity, and skills of immigrants to Guelph and Wellington are increased to reflect the area's population and economic growth needs.
Investigate the development of service portals at satellite locations	<ul style="list-style-type: none"> Locations are identified and logistics investigated. Service delivery is implemented. 	Diverse services are offered at satellite locations.
Develop innovative programs that address awareness/diversity training, interpretation/translation, and small business development	<ul style="list-style-type: none"> Translation & Interpretation Program (TIP) list is completed. Necessary TIP policies and procedures are in place. Funding for TIP is secured that allows a part-time coordinator and formalized training. Start investigating small business job development models. 	<ul style="list-style-type: none"> The Translation & Interpretation Program (TIP) is organized and implemented. The Framework for Participation Training (FPT) is known and used throughout the area. A community economic development plan is put in place.

Goal 2 – Financial sustainability: Fiscal, managerial, and operational excellence		
Objectives	Activities	Outcome
Develop a business plan to ensure implementation of financial strategies	<ul style="list-style-type: none"> Identify components of the business plan. Include in the plan a diversification of funds, sustainability, and necessary policies.. Draft the plan, clearly outlining fundraising roles and responsibilities. 	A cohesive, sustainable, and feasible financial plan is in place that generates \$60,000 in reserve funds by the end of the strategic plan (December 2012).
Ensure the continuity and diversification of revenue sources	<ul style="list-style-type: none"> Identify potential funders and their criteria. Identify two viable self-generated ventures, e.g. Intercultural Training and Consultation (ITC), Translation and Interpretation (TIP). Develop a fundraising plan for donations and sponsorship. 	There are at least three avenues for generating revenue, ensuring the independence and sustainability of the organization.
Enhance policies and practices to guide financial management	<ul style="list-style-type: none"> Identify and address policy/procedural needs of the plan pertaining to the other activities. Identify financial management needs, roles/responsibilities, procedural components, staffing, etc. 	All needed policies and procedures are in place.
Create a fundraising program that will include an annual fundraising event	<ul style="list-style-type: none"> Identify the type, goals and gains of the event. Identify the various implementation needs of the event. Develop a detailed implementation plan for the event. 	The first event is held in the winter of 2010 with an event to take place every following year.

Goal 5 – Marketing and Communications: An engaged and aware community		
Objectives	Activities	Outcome
Design marketing and branding strategies that increase community knowledge and engagement	<ul style="list-style-type: none"> Develop a strategic profile of audiences in the community. Develop a marketing/branding plan based on this profile. Test the plan and the brand with a focus group representing the profile. Finalize the branding and marketing plan. 	A relevant and effective marketing and branding plan is in place.
Leverage local media with relevant stories and statistics	<ul style="list-style-type: none"> Regularly gather success stories. Assign staffs to develop at least six articles for the media that include facts and statistics. Identify key media in Guelph and Wellington. Identify and form relationships with key individuals within the media. 	The community's awareness of IS-GW and its role and services is increased.
Promote IS-GW services at strategic locations and venues	<ul style="list-style-type: none"> Identify at least three strategic venues/locations per year to promote our services. Use the branding and marketing materials to promote IS-GW. 	<ul style="list-style-type: none"> All permanent residents in the area have visited IS-GW. The community is highly aware of our services.
Connect with existing and emerging cultural communities	<ul style="list-style-type: none"> Identify at least three existing cultural groups per year and establish ongoing relationships. Identify emerging cultural communities and support their on-going formation. Develop a database of these associations. 	<ul style="list-style-type: none"> Cultural associations and groups are further established or newly formed. The connection between IS-GW and these groups is strengthened as they support each other.

Goal 3 – Human Resources: Progressive human resource policies and practices		
Objectives	Activities	Outcome
Develop a full range of equitable policies and procedures	<ul style="list-style-type: none"> Identify all HR policy needs. Address all of those needs in a full range of policies and procedures. Ensure that policies and procedures are available for and accessible to staffs and volunteers. 	Policies and procedures are in place.
Provide targeted training opportunities so that all personnel can achieve their development goals	<ul style="list-style-type: none"> Identify the training needs of employees. Develop a list of available trainings which addresses the needs of employees while being budget-sensitive. Identify and secure other sources of funding for staff development. 	Employees are well-trained and equipped to address the needs of the clients while feeling personal fulfilment in their jobs.
Undertake succession planning	<ul style="list-style-type: none"> Create an inventory of the skills and qualifications on the Board. Identify gaps on the Board. Create a committee or sub-committee that will address succession planning on the Board and identify potential Board members. Determine staffing needs and the skills required to fill those needs. Develop mentoring opportunities. Have a list of volunteers who could potentially address some of those needs and can be hired on a temporary basis. Connect with other agencies to determine the potential for seconding or staff sharing. 	A succession plan is in place to ensure the continuity and consistency of governance and service delivery.

Goal 4 – Volunteers: A leader in the engagement of new Canadians in volunteerism and community involvement		
Objectives	Activities	Outcome
Enhance volunteer policies and procedures	<ul style="list-style-type: none"> Review and update all needed policies, forms, procedures, etc. Develop complaint policies and procedures. 	A comprehensive volunteer strategy is in place to address all organizational needs.
Strengthen the volunteer Board through regular learning opportunities and strategic recruitment	<ul style="list-style-type: none"> Identify Board development needs. Identify skills needed on the Board. Put in place a succession plan for Board members. Hold annual Board training retreats/meetings. 	A skilful, knowledgeable, committed, and aware board is in place to ensure that IS-GW is effectively and efficiently governed.
Develop and implement mentoring opportunities	<ul style="list-style-type: none"> Identify mentoring possibilities within the governance, implementation, and service delivery components of the organization. Identify the procedural and training needs of mentors. Recruit mentees. 	Meaningful and applicable mentoring programs are running effectively and efficiently.
Create a recognition program and appreciation events	<ul style="list-style-type: none"> Organize semi-annual appreciation events. 	Volunteers feel appreciated and rewarded through the two annual recognition and appreciation events.

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