



NEW
CANADIANS
CENTRE
PETERBOROUGH

Strategic Plan 2022-2027

Approved by the Board of Directors January 2022

Updated September 2023

Message from the Executive Director and Board Chair

Since 1979, the New Canadians Centre Peterborough (NCC) has supported newcomers in the Peterborough and Northumberland regions. Starting as an ad hoc committee to welcome and provide support to refugees fleeing Vietnam, the NCC first incorporated in 1987 and has since grown into a pillar of both the Peterborough and Northumberland communities – bringing volunteers, organizations, and businesses together to help newcomers and our community thrive.

The number of new immigrants to our region has steadily increased since the NCC opened its doors, as has the suite of programs and services offered by our organization. Today, the NCC is a well-established charitable organization with funding from municipal, provincial, federal, and private contributions, with more than 30 permanent staff and 350 volunteers serving over 1000 clients each year.

Over the years, the NCC has responded to both local and international events, most recently the influxes of Syrian and Afghan refugees in 2015 and 2021. With high immigration targets set by the federal government, as well as the increased movement of people due to climate change, we anticipate a continued growth of newcomers to our region.

Undergoing this strategic planning process has provided us with the opportunity to reflect on what we do and how we do it. We recognize that the organization has undergone significant growth since 2015, and that we've seen an increase in the complexity of clients and their needs, impacting staff and volunteer capacity. Ongoing challenges for newcomers include finding and retaining employment and affordable housing, as well as continued experiences of racism and discrimination.

This process has provided us with the time and space to think about how we do our work, so that we can continue to meet the needs of newcomers. We've considered the impacts of the COVID-19 pandemic and the acceleration of digitization and technological change. We've also thought about our role in reconciliation, our relationship with Indigenous peoples, and what this means for an organization that supports the arrival of new settlers.

We appreciate the input of the 422 individuals who took the time to participate and share their knowledge, experience, and ideas throughout this process. We are energized by our new strategic priorities that will guide our work of *empowering people who are new to Canada so they can be recognized as equal and valued members of Canadian society, and providing leadership to cultivate their meaningful economic, social, and cultural inclusion in our community.*

Sincerely,

Angela Connors, Chair, Board of Directors

Andy Cragg, Executive Director

Introduction

Following a meaningful engagement and planning process, the New Canadians Peterborough (NCC) has developed a strategic plan that outlines our priorities for the next five years (2022-2027). Driven by our vision, mission, and values, we have established three strategic priorities to align our resources and systems and guide our decision-making. The plan reflects the many voices that informed the planning process, including our staff, clients, volunteers, community partner organizations, supporters, sector leaders, and the Board of Directors. For a summary of our engagement process, please see [Appendix: Overview of the Planning Process](#).

Our strategic plan is an aspirational document that provides a roadmap to how we will realize our purpose as an organization. Our vision – *A vibrant and inclusive community where people who are new to Canada thrive and are valued* – is critically important as we think about the community we want to build. Our mission is clear, and our success will require sustainable and controlled organizational growth and community-wide support. We are excited to embark on this next chapter of our journey.

Our Strategic Priorities:



To ensure the successful implementation of our strategic priorities, the Board of Directors commits to the following actions:

1. Support management in the creation of annual operational plans that identify annual goals, objectives, key measures, and roles and responsibilities.
2. Monitor and measure effectiveness of the operational plan annually.
3. Continue to communicate progress to stakeholders on an annual basis.
4. Complete an annual review of the strategic plan to amend objectives and strategies if needed, and to ensure these are reflected in the annual operational plans and budgets.

Our Vision

A vibrant and inclusive community where people who are new to Canada thrive and are valued.

Our Mission

We empower people who are new to Canada, so they can be recognized as equal and valued members of Canadian society, and we provide leadership to cultivate their meaningful economic, social, and cultural inclusion in our community.

Our Values

Respect	We acknowledge and honor the fundamental value and dignity of all people. We treat ourselves and each other with kindness and compassion, and we work to create an environment that appreciates diverse traditions, heritages, and experiences.
Equity & Inclusion	We believe that our differences make us stronger. We actively pursue access and opportunity for people from diverse backgrounds.
Collaboration	We meet newcomers where they are in their journey, and work with them to see them reach their goals. We work together with our community to achieve greater impact, and we look for opportunities to improve the ways we work together towards our shared goals.
Dedication	We work hard to help our clients set and meet their goals, support our staff and volunteers in their work, and deliver on our mission. We are committed to these values and to strive, every day, towards our vision.
Celebration	We believe in the power of joy in our everyday lives, to bring us closer together and remind us of what is really important—people, events, and achievements—no matter how small or large. We recognize our staff, partners, and volunteers for their contributions, and we celebrate the milestones that bring our clients closer to their goals.

Our Strategic Priorities

Through our strategic planning process, we have identified three strategic priorities that will guide our work over the next five years.

Acknowledging the evolving environment in which we operate, our strategic priorities are intentionally broad to maximize flexibility in how they are implemented. These priorities will help us focus our core operations, align our resources, and strengthen our foundation so that we can be dynamic in our response to emerging newcomer needs.

Priority 1: Newcomers Thrive

Goal: We will help people who are new to Canada thrive by investing in core programs and services that support and connect them to services, each other, and the community.

- Objectives:**
1. Provide a comprehensive suite of quality settlement services with a focus on equity.
 2. Continuously monitor newcomer needs and the external environment to ensure that programs and services best serve newcomers where they are.
 3. Provide opportunities for newcomers to support each other through programs, networking, volunteering, and mentorship.
 4. Engage with employers to support workplace integration.
 5. Continue to develop relationships with First Nation communities to build bridges between newcomers and Indigenous peoples.
 6. Continue to provide opportunities that connect community volunteers and newcomers.

Priority 2: Newcomers are Valued

Goal: We will create an environment where people who are new to Canada are valued by raising awareness of their positive contributions and by breaking down barriers to their equitable access and participation.

- Objectives:**
1. Provide community leadership and collaborate on initiatives to address issues that impact newcomers, including but not limited to racism and discrimination, physical and mental health, poverty, and affordable housing.
 2. Engage with community partners and businesses to collaborate on services and to build their capacity to support people who are new to Canada.
 3. Celebrate newcomer contributions and share their stories.

4. Invite, encourage, and support newcomer leadership to ensure there is increased newcomer representation and a diversity of voices at decision-making tables.

Priority 3: A Resilient and Sustainable Organization

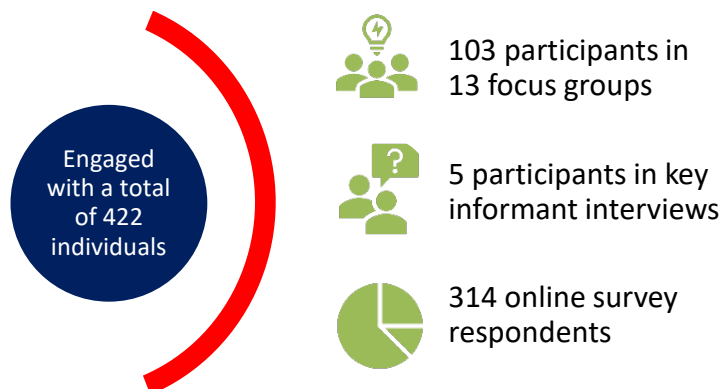
Goal: We will build a strong, resilient, and sustainable organization that can capitalize on opportunities, while responding quickly and proactively to emerging needs.

- Objectives:**
1. Support staff and volunteer wellbeing, and ensure they have capacity to deliver current programs while engaging in new opportunities as they arise.
 2. Develop and implement plans for growth so that NCC is prepared to respond to emerging needs and new opportunities.
 3. Continue to build awareness of the NCC in the communities we serve and promote our mission, goals, programs, and services.
 4. Continue to seek out diverse funding sources, including private contributions from individuals and organizations.

Appendix: Overview of the Planning Process

Setting out with the goal of creating an inspiring and achievable Strategic Plan, the New Canadians Centre committed to meaningful engagement with a variety of stakeholders as an integral part of the process. This process was completed in tandem with the Peterborough Immigration Partnership, who was also undergoing planning.

Engagement Overview



Thirteen focus group sessions were conducted with different stakeholder groups. The purpose of the focus groups was to collect broad information from individuals closely connected to the work of the NCC and the PIP and to provide them an opportunity to inform planning. The sessions were promoted by email invitation from the NCC and were conducted virtually through Zoom. Clients who participated were offered a gift card. Focus Groups included the following:

Newcomer Clients – Arabic	Community Partners – Education
Newcomer Clients – English (2 Focus Groups)	Community Partners – Settlement
Newcomer Clients - General	Community Partners – Economic Development/Business
Newcomer Youth	Other Community Partners
NCC/PIP Staff – Coordinators	Volunteers
NCC Staff – Non-Managers (2 Focus Groups)	Donors/Supporters

Five key informant interviews were held with additional community supporters and partners. The purpose of the interviews was to collect detailed information from leaders who—with their knowledge, experience, and understanding—were able to provide insights on trends, challenges, and opportunities.

An **online survey attracted 314 respondents**, with 207 completed surveys submitted (67% completion rate). The survey was offered in Arabic, English, and Spanish. It also included a set of branching questions specific to the PIP, which attracted 20 respondents, with 19 completed surveys submitted (95% completion rate). Participants were invited to enter their name into a draw for a gift card upon completion of the survey.

Virtual retreat sessions were held throughout the strategic planning process with the NCC Board of Directors and senior staff to develop priorities and strategies.