



CENTRE FOR IMMIGRANT AND COMMUNITY SERVICES

Three-Year Strategic Plan 2015-2018



TABLE OF CONTENTS

PART 1: INTRODUCTION

Message from the Board Chair and Executive Director1

About the Centre for Immigrant & Community Services.....2

What our Clients are saying6

PART 2: ORGANIZATIONAL DEVELOPMENT STRATEGY

Strategic Planning Framework7

Vision, Mission & Brand Image9

Key Terms10

Values and Guiding Principles11

Five Overarching Goals13

Goals & Objectives14

APPENDICES

A - Our Locations18

B - Funders, Sponsors & Partners 20

C - The Donor Bill of Rights21



Message from the Board Chair and Executive Director

The landscape of Canada's immigration has been changing in recent years, with the new Express Entry system anticipated to reach capacity over the next few years in selecting immigrants who will arrive in Canada armed with employment. At the same time, higher language proficiency can be expected among principal applicants and likely their spouses. Lastly, the numbers of international students and temporary foreign workers have been rising significantly in the last few years.

Just as important as who is arriving is where they are landing. An increasing number of newcomers to the GTA has chosen to settle in York Region, which has seen its new immigrant landings increased by 37% between 2011 and 2013; from 9,500 in 2011 to nearly 13,000 in 2013.

As the demographics of newcomers change, CICS has been adapting its programs and services in order to meet their needs. And to determine how our organization best respond to the continually changing environment, CICS initiated a strategic

planning exercise in the Fall of 2014. From that exercise, we developed a vision of our desired future, and set in motion a comprehensive plan of action to position our organization accordingly.

With a low birth rate and an aging population, 100% of Canada's net labour growth will come from new immigrants by 2016. As such, not only is the successful integration of immigrants critical for Canada's economic health, it is in the best interest of institutions, corporations, the civil society and immigrant settlement service sector to innovate, collaborate and co-ordinate relevant practices and services to ensure that newcomers can settle and integrate into Canadian workplaces and communities at an accelerated pace.

CICS is committed to work with community partners, members of the civil society and private sector to contribute to the maintenance of a healthy labour force and strong social fabric.



Anna Wong
Board Chair



Moy Wong-Tam
Executive Director





About Centre for Immigrant & Community Services

CICS is a not-for-profit organization and a registered charity that has been providing core settlement and integration services in Toronto for 47 years. Our mission is to empower newcomers in settling and integrating as contributing members of Canadian society through diverse, professional and innovative services. CICS Vision is to have fully integrated newcomers who participate in and contribute to all spheres of Canadian Society.

CICS has a long standing history and a strong reputation in the Greater Toronto community. The roots of the organization date back to 1968, when a number of enthusiastic Chinese students volunteered to provide information, interpretation and translation services to Chinese residents under the auspices of the University Settlement House in downtown Toronto. Since then, there has been a solid history of exceptional service delivery and expansion.

In 1988, the Agency purchased its first permanent office in Scarborough, and it now has seven locations within Toronto, Markham and Scarborough. In 2001, CICS was awarded the Citation for Citizenship. In the same year, CICS Foundation was incorporated and launched with a mandate to raise funds to support the charitable activities of CICS

As a major step forward, in partnership with the Sing Tao Canada Foundation and CICS Foundation, CICS launched a joint fundraising campaign in 2005 with the goal of establishing an Immigrant Resource Centre with a youth hub as its centrepiece. Subsequently, with the support of the Ministry of Citizenship & Immigration, the SingTao Foundation, corporate and individual donors, CICS purchased a 44,000 square-foot property at 2330 Midland Avenue in 2007. The new Immigrant Resource Centre and CICS head office opened its doors to clients in 2008 as CICS celebrated its 40th anniversary of serving the ever-expanding and changing newcomer community.

CICS now offers a comprehensive and vibrant array of programs in the community:

- **Early Years Services:** These programs are designed to foster healthy parent-child relationships, strengthen children’s communication, social and learning skills, as well as enhance children’s adaptation and involvement in social activities.
- **Children and Youth Services:** This extensive programming provides enrichment after school, on Saturdays, during the summer holidays and March breaks. The program also offers pre-employment training, life skills and leadership training, youth volunteering opportunities, youth council and a wide variety of youth drop-in programs.
- **Family and Senior Services:** There are over 200 programs to help families and seniors stay active and to have a balanced lifestyle. Programs include tai chi, yoga, badminton, and Latin dancing workout classes. This program also includes drop-in fitness training, musical instrument classes, language classes, seminars and workshops on topics of health and wellness, Internet safety, housing, home safety, Canadian law, social benefits, and healthy eating.





- **Employment Services:** These programs assist landed immigrants, conventional refugees and Canadian citizens to achieve equal access to the Canadian job market through different employment programs and services. Job seekers obtain the essential job finding information and skills including networking, effective resume writing, mock job interviews, job trends, salary ranges, and labour law. Participants take advantage of CICS Employment Resource Centre (ERC) or participate in specialized employment programs such as the Mentoring Program for job seekers.
- **Language and Training Services:** With funding from Citizenship and Immigration Canada, LINC is a language training program offered at no cost to eligible newcomer adult learners. The objective of the LINC Program is to provide English language instruction to adult immigrants to facilitate their social, cultural, economic and political integration into Canada. Additional support such as TTC tokens and child-minding services are also available to eligible learners.
- **Settlement Services:** This multilingual service is offered to newcomers, immigrants and refugees in addition to specialized and customized services to women, youth and seniors, including needs assessment, orientation to local environment, completing forms, interpretation and translation, information and referral, group sessions for social and networking support, and linkages with the community and resources. Support is provided in accessing housing, health, education, employment, labour, welfare & benefits, legal, taxation, citizenship, business, transportation, and recreation services.



- **Volunteer Services:** CICS values the contribution of volunteers for their time, skills, knowledge and talents. Their contribution has been considerable and has definitely helped CICS attain its goal of serving the various communities with diverse needs across the regions. CICS receives generous support from volunteers every day. On an annual basis, volunteers contribute an average of over 40,000 hours. These volunteers in action speak volumes.
- **From Garden to Kitchen:** This innovative program includes a commercial-grade community kitchen and community garden, which was launched to allow for food, nutrition and health-related programming. Participants share garden harvests, engage in cooking and food preparation sessions and participate in communal meals. Specific programs include: Community Planting Day, Good Food Festival, Friends of the Community Garden Harvest Program, Adult Community Gardening, Intergenerational Women’s Gardening Group, Youth Volunteer Gardening Group, Youth Ambassador Group, Garden Therapy, Peer Nutrition Program, and the Summer Community Garden Program.



“ I feel proud working at CICS for its compassion, care and family like environment. ”

A SETTLEMENT WORKER



What our Clients are saying

Before I visited...I did not have a clear understanding of how to apply for a job, write an effective resume or create a lasting impression during a job interviews. However, after attending an informative workshop series at CICS (LIFT), I became much more educated on this topic and feel significantly more confident about applying for a job...CICS helped me in various ways and the benefits will last a lifetime.

A. SIDDIQI, A NEWCOMER YOUTH

I am an English speaking senior from East Africa. I have joined CICS' Seniors Fitness Activities and enjoy exercising with a group of Chinese seniors. Language is not a barrier to making friends, because we all aim to live a healthier lifestyle. Exercise together is both encouraging and fun.

A SENIOR PROGRAM PARTICIPANT





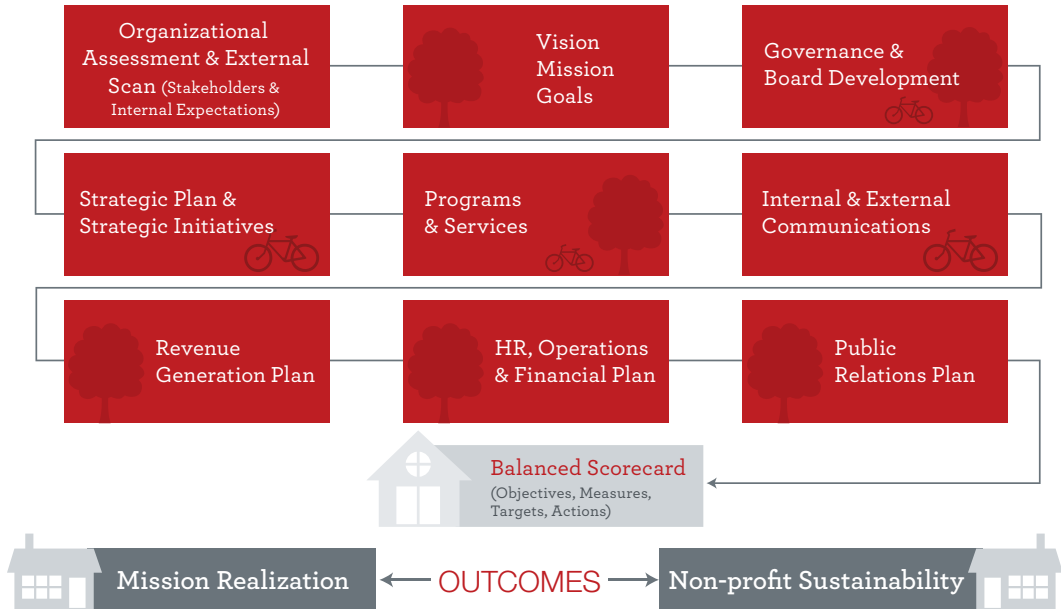
Strategic Planning Framework

For many decades, the private sector has regarded the strategic plan as an absolute necessity for achieving organizational success. More recently, the not-for-profit sector has begun to embrace the strategy development exercise as important in advancing organizational core mission and in ensuring financial sustainability. These progressive and successful not-for-profit agencies have moved well beyond the “do we really need to identify goals and strategies?” discussion, to an approach that includes three-year strategic plans, operational plans, revenue generation plans, formal performance management and balanced scorecards. Strategic planning takes time and energy, as well as a dedicated effort by the Board of Directors and their Senior Management Team. Ultimately, a well-crafted and insightful strategic plan will enable the organization to achieve organizational honesty and actualize its mission. It will launch the entire organization on a core set of desirable, clearly articulated goals, objectives and strategies, in order to produce mutually agreed upon and desirable results.



PART 2 ORGANIZATIONAL DEVELOPMENT STRATEGY

This plan is a result of a strategic planning process driven by the Centre for Immigrant and Community Services (CICS). CICS retained the Aurora Consulting Group (ACG) to implement an in-depth strategic planning process. In order to achieve its mission, CICS undertakes a new strategic planning process every 3 years and measures its progress on a systematic basis. Utilizing the SuccessMap™ process of Aurora Consulting Group, a review and analysis of nine core functional areas within CICS was undertaken:



Following an in-depth research and stakeholder process over several months, the strategic plan for 2015-2018 was produced.





Vision, Mission & Brand Image

VISION

Fully integrated newcomers who participate in and contribute to all spheres of Canadian society.

MISSION

To empower newcomers in settling and integrating as contributing members of Canadian society through diverse, professional and innovative services.

BRAND IMAGE





Key Terms

VISION

The Vision is an ideal and timeless view of CICS's future success.

MISSION

The Mission is a view of what CICS does today, why it exists and its reason for being.

BRAND

Brand is a cognitive image in a consumer's mind, developed through communication strategies including advertising.

BRAND IMAGE

For the purposes of this plan, the brand image is expressed as CICS's logo.

GOALS

Goals are desired high-level achievements that will enable the actualization of CICS's Vision and Mission.

OBJECTIVES

Objectives are measurable results that CICS wishes to achieve over the next 3 years.



Values & Guiding Principles

VALUES

GUIDING PRINCIPLES

INNOVATION

We seek to be unique and fresh, always serving our community in ways that inspire, engage and delight. We create a culture of innovation, respecting the knowledge, skills, ideas, and capabilities that each employee and volunteer brings to the team.

CARING AND COMPASSION

We are a highly responsive, caring and dedicated team of staff and volunteers. We practice empathy and understanding in our interactions, demonstrating steadfast commitment to creating a better future for every newcomer. Newcomers are not alone – there is always help available from CICS staff and volunteer community.

DIVERSITY, INCLUSION & ACCESSIBILITY

We celebrate diversity and a culture where we value the collective sum of individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent in our newcomers, employees and volunteers. We embrace differences in age, colour, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status and other characteristics that make each one of us unique. We are committed to developing services that are accessible to all.



**INTEGRITY &
ACCOUNTABILITY**

Our Board, staff and volunteers are highly responsible and accountable in all of their actions and activities. We build and maintain the trust and confidence of our stakeholders, abiding by the highest standards of integrity, professionalism and ethics. We exercise good governance, are fiscally responsible, accountable, and transparent.

**QUALITY AND
EXCELLENCE**

We are proactive in seeking out talented, dynamic and engaging staff, volunteers and Board of Directors, and seek innovative approaches as we continuously implement best practices in our programming.

PERSONAL TOUCH

We personalize and create a special quality of service for every newcomer, striving to create just the right program and opportunity to ease their settlement in Canada.

**COLLABORATION
& SOLIDARITY**

We are united as a group in our purpose and social cause, and support each other to achieve collective outcomes. We understand our responsibility to each other and to our clients, and achieve our goals through effective collaboration.

*“Day after day, ordinary people
become heroes through extraordinary and
selfless actions to help their neighbors.”*

SYLVIA MATHEWS BURWELL



Five Overarching Goals

1

Become known as a leading and highly respected newcomer service organization in Canada with high quality standards and customer service.

2

Empower newcomers to reach their highest potential through contributions to the community with relevant, high quality programming and services that meet evolving needs.

3

Create a culture where innovation thrives in every corner.

4

Build brand awareness and profile locally and internationally through effective strategic collaborative partnerships.

5

Generate revenues to ensure that CICS has adequate infrastructure and resources to meet all program and service goals.



Goals & Objectives



Become known as a leading and highly respected newcomer service organization in Canada with high quality standards and customer service.

OBJECTIVES

- CICS is a great place to work for employees and volunteers.
- Improve and ensure effective and timely communication with funders and with the wider community regarding the diverse range of services and programs offered by CICS.
- Demonstrate visible leadership from the board in enabling the Strategic Plan and the Key Performance Indicators within the plan.

“Our team is unique and full of positive energy. The staff members are helpful, supportive, energetic, knowledgeable, and committed to serve. They all contribute to the harmonious working environment in Markham South Welcome Centre.”

A SETTLEMENT WORKER





2

Empower newcomers to reach their highest potential and contribution to the community through relevant, high quality programming and services that meet evolving needs.

OBJECTIVES

- Expand current and new programs to new markets both within the Greater Toronto Area and beyond
- Implement an effective communications program including social media and traditional media especially ethnic outlets, etc.
- Increase program participation among a more diverse newcomer population by launching a formal advertising program
- Ensure high quality programs





Create a culture where innovation thrives in every corner.

OBJECTIVES

- Develop an Innovation Plan
- Intentionally build a culture where new ideas are generated, welcomed, vetted and shared
- CICS is considered a role model/ leading innovative settlement service provider by funders and like organizations
- Fully adopt the latest IT infrastructure



Build brand awareness and profile locally and internationally through effective strategic collaborative partnerships.

OBJECTIVES

- Work with consultant/volunteer to develop a strong brand and brand image and positioning statement





Generate revenues to ensure that CICS has adequate infrastructure and resources to meet all program and service goals.

OBJECTIVES

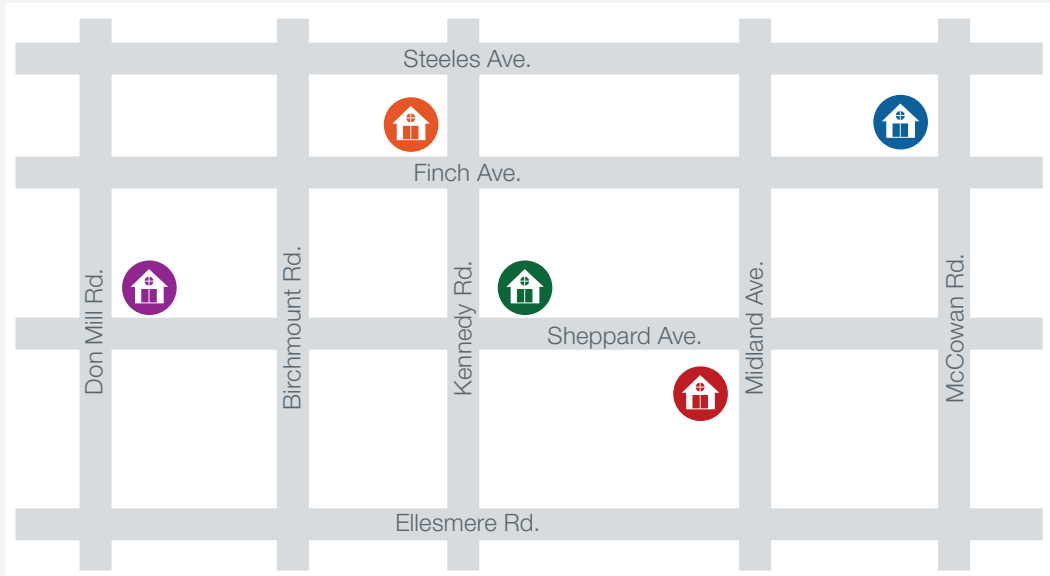
- Re-create a high energy, dedicated and successful CICS Foundation
- Ensure the Foundation raises an additional \$1.8 million to fund the necessary programming, finance, marketing, administrative and revenue development expenses by 2018
- Develop a strategic collaborative partnership with a Canadian retail partner

“I don’t know how to express my gratitude to CICS for providing such a good training opportunity. We immigrated to Canada because of our children but as parents we faced so many challenges in raising them. The training has taught me that being a role model for my child is more important than anything else.”

A PARENT



Our Locations



**Head Office:
Immigrant Resource Centre**

2330 Midland Avenue
Toronto, Ontario M1S 5G5
Tel: 416-292-7510 • Fax: 416-292-9120



Woodside Square LINC Centre

1571 Sandhurst Circle, Unit 202
Toronto, Ontario M1V 1V2
Tel: 416-292-6558 • Fax: 416-335-7293



Toronto Integrated Service Centre

3850 Finch Ave. East, Suite 403
Toronto, Ontario M1T 3T6
Tel: 416-293-4565 • Fax: 416-293-5692



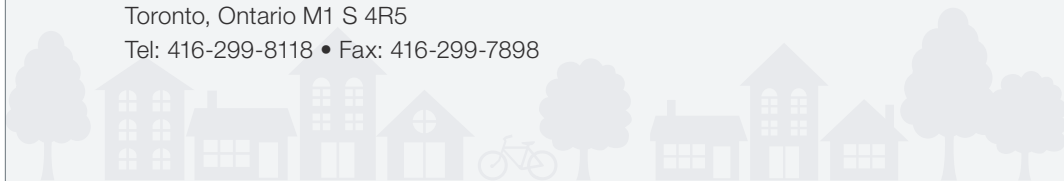
North York Centre

1761 Sheppard Ave East, Ground Floor
Toronto, Ontario M2J 0A5
Tel: 416-493-7510



LINC Centre

4002 Sheppard Ave. East, Suite 501
Toronto, Ontario M1 S 4R5
Tel: 416-299-8118 • Fax: 416-299-7898



APPENDIX A



Markham South Welcome Centre

7220 Kennedy Road, Unit 8
Markham, Ontario L3R 7P2
Tel: 905-479-7926 • Fax: 905-479-2603



Immigrant Youth Centre

5284 Highway 7 East, Unit 2
Markham, Ontario L3P 1B9
Tel: 905-294-8868 • Fax: 905-294-8802



Funders, Sponsors & Partners

MAJOR FUNDERS

- Citizenship and Immigration Canada
- City of Toronto
- Human Resources and Skills Development Canada
- Ministry of Children and Youth Services
- Ministry of Citizenship, Immigration and International Trade
- Ministry of Education
- Ministry of Health and Long-term care
- Ontario Trillium Foundation
- The Regional Municipality of York
- United Way of Toronto
- United Way of York Region
- Walmart Evergreen

MAJOR SPONSORS

- HSBC Bank Canada
- Royal Bank of Canada
- TD Bank Financial Group
- BMO Financial Group
- Global RESP Corporation

A SAMPLE OF CORPORATE, INSTITUTIONAL AND COMMUNITY PARTNERS

- Evergreen Brickworks
- Fairview Community Health Centre
- Fairview Interagency Network
- Heart and Stroke Foundation
- IBM Canada Ltd.
- Markham Public Libraries
- Markham Stouffville Hospital
- Metro Toronto Chinese and Southeast Asian Legal Clinic
- Milliken Mills Community Centre
- Milliken Wesleyan Methodist Church
- New Pioneer Travel
- Ontario Network for the Prevention of Elder Abuse (ONPEA)
- Service Canada
- South Asian Legal Clinic of Ontario (SALCO)
- South Asian Senior Social Club of Markham
- Steeles L'Amoreaux Youth Empowerment Network (SLYE)
- The Scarborough Hospital
- Toronto Catholic District School Board
- Toronto Christian Community Church
- Toronto District School Board
- Toronto Parks and Recreation
- Toronto Police
- Toronto Public Library
- Toronto Humane Society
- York Region Catholic District School Board
- York Region District School Board
- York Region Community Council
- York Region Public Health
- York Region Transit

The Donor Bill of Rights

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the non-profit organizations and causes are asked to support, we declare that all donors have these rights:

- I. To be informed of the organization’s mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
- II. To be informed of the identity of those serving on the organization’s governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
- III. To have access to the organizations most recent financial statements.
- IV. To be assured their gifts will be used for the purposes for which they were given.
- V. To receive appropriate acknowledgement and recognition.
- VI. To be assured that the information about their donation is handled with respect and with confidentiality to the extent provided by law.
- VII. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature
- VIII. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.
- IX. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.
- X. To feel free to ask questions when making a donation and to receive prompt, thoughtful and forthright answers.

The Donor Bill of Rights was created by the Association of Fundraising Professionals (AFP), the Association for Healthcare Philanthropy (AHP), the Council for Advancement and Support of Education (CASE), and the Giving Institute: Leading Consultants to Non-Profits.



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Centre for Immigrant and Community Services

2330 Midland Avenue, Toronto ON M1S 5G5

Registered Charity Number: 8853274RR0001

 CICS Youth Hub

 Immigrant Youth Centre