



Centre for Immigrant and Community Services



# Strategic Plan 2023-2028



#StrongerTogether

## *From Our* **Executive Director**

Thank you for giving us a few moments of your time to share with you the strategic direction of the Centre for Immigrant and Community Services (CICS) over the next five years.

Our communities are facing increasingly complex challenges. In this environment of conflicting voices, competing agendas, and polarizing viewpoints, we set out in our strategic planning process to seek clarity in who we are, what we do and how we can maximize our impact as a force for good for the city. We felt we needed a fresh and clear articulation of our original mission. One that is consistent and faithful to our history, while speaking to the current times we live in and the challenges we face in the immediate future.

Over the COVID-19 pandemic years, CICS was at the front lines providing much-needed services to the most vulnerable among us. We saw up close the devastation COVID brought to our communities. But beyond the obvious threat to our physical health, the pandemic unleashed another danger that was deadlier and farther reaching than the virus itself: social isolation. It wreaked havoc on the mental health of our children, our seniors, our newcomers and everyone else in our cities as it threatened to destroy the very social fabric from which we build our communities.



This front-line, “ground zero” experience clarified our vision and galvanized our belief of who we are, what we believe, and what we are here to do, which became the foundation of our new strategic plan for 2023-2028:

***We believe CICS is in the business of building communities by creating human connections.***

***We believe good things happen when humans connect.***

Over the next few pages, we will introduce how this conviction becomes the foundation on which we build the four pillars of our new strategic plan. As we share with you this fresh and exciting vision of our work, we invite you to join us, support us, and become part of this unstoppable force for good to make lives better for all in our communities.

**Alfred Lam**  
Executive Director  
Centre for Immigrant and Community Services

## About Us

Founded in 1968, the Centre for Immigrant and Community Services (CICS) is a not-for-profit organization and a registered charity that provides core settlement and integration services, including language training and employment, at eight locations across Toronto and York Region, serving more than 20,000 clients every year from early years children to seniors.

CICS has also established community food programs that aim at increasing food security through our own community garden, community kitchen and food bank. CICS is as well committed to building welcoming and inclusive communities by being a strong advocate for social justice and anti-racism.

### 4 Strategic Pillars



#### Our Core Values

-  **Compassion**
-  **Inclusion**
-  **Collaboration**

#### Our Vision

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

#### Our Mission

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

#### 9 Areas of Service




- Settlement
- Language Training
- Employment
- Early Years
- Children and Youth
- Women, Seniors and Family
- Community Health and Wellness
- Community Food Programs
- Volunteer



## Optimizing Clients' Experience

*We believe every client's encounter with CICS should be a humanizing experience.*

### Our Goals





-  **We promise all our clients will be treated as humans first, with respect and decency.**
  - We will respect our clients' time by maximizing the help we can provide at every visit.
  - We will strive to offer value to every client by ensuring every client leaves with at least one useful resource, information, or referral.
  - We respect and value what our clients think of our services. We will proactively obtain our clients' feedback to look for ways to improve what we do.
  
-  **We promise our clients of all cultural backgrounds will experience welcome and belonging when they visit any of our locations.**
  - We will ensure our staff team at each of our locations reflects the demographics of the surrounding community according to census data.
  - We will ensure signage and promotional materials at each of our locations reflect cultural diversity.
  
-  **We promise to empower our clients to create welcoming communities by connecting them with others.**
  - We will encourage every client to become a volunteer to improve someone else's life.
  - We will host events throughout the year at every location to celebrate different cultures among our clients.




## Recruiting and Retaining Talent

*We believe the best way to ensure clients are treated well is to treat our staff well.*


### Our Goals

-  **We promise to be a **compassionate** workplace that recognizes the stress and demands our staff face in their lives.**
  - We take seriously the physical and mental health of our staff by ensuring a healthy and sustainable work-life balance.
-  **We promise to be a **fair** workplace that offers compensation exceeding relevant sector averages, both monetary and non-monetary.**
  - We will strive to exemplify and advocate for fair compensation for the sector.
-  **We promise to be an **equitable** workplace that continuously grows in our commitment to diversity, equity and inclusion (DEI)**
  - We will maintain our commitment to the 50 – 30 Challenge and have at least 50% women and/or non-binary people, 30% equity-deserving groups on board and/or senior management.
  - We will commit to our Reconciliation Action Plan as posted on our website.
  - We will increase Indigenous cultural understanding among our staff and clients through training, special celebration events and observance of the National Day for Truth and Reconciliation.
-  **We promise to be an **environmentally responsible** workplace.**
  - We will continuously reduce the carbon footprint of the Immigrant Resource Centre, our head office.
  - We will commit to waste reduction in all our programs and operations.
-  **We promise to be an **inspiring** workplace that offers growth and career development for staff.**
  - We will increase the annual budget for training and professional development by 10% year over year.
  - We will create a culture of growth by cultivating, equipping and encouraging staff to pursue career growth opportunities within CICS.


## Our Goals

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**We promise to reimagine all our programs and services through a lens of creating human connections that leads to physical and mental health.**

  - We will include outcomes of physical health and mental wellness in all our services.
  
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**We promise to transform the Immigrant Resource Centre to become a space dedicated to creating healthy communities.**

  - We will continue to grow our Mental Health and Primary Care Services and expand our partnerships with community health services providers.
  - We will conduct research to formulate a community engagement model to promote newcomers' access to health and wellness programs.
  - We will promote health-related community resources to our clients so that at least 85% of them will indicate that they have accessed health information.
  
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**We promise to build our sustainable and collaborative Community Food Programs to promote food sovereignty and reduce dependency on food banks.**

  - We will establish key community partnerships to increase the positive impact of our Community Garden and Greenhouse programs.
  - We will partner with educational and research partners to increase the production of our Community Garden using nature-based technologies.

# Deepening Health and Wellness Partnerships






*We believe that  
without health,  
nothing else matters.*

# Growing Revenue Base



*We believe none of these goals and plans are possible without money, and our mission defines the revenues we pursue, not the other way around.*

## Our Goals

-  **We promise to engage donors to invest in and connect with our mission.**
  - We will establish a fundraising committee within the CICS Board of Directors.
  - We will engage a fundraising professional to develop a fundraising plan.
  - We will provide regular updates to donors on the impact of their investments.
  
-  **We promise to diversify our revenue base by expanding revenue-generating programs that contribute to the health and well-being of our communities.**
  - We will grow our Centre for Learning as a reputable brand name for offering popular, quality programming at reasonable costs.
  - We will increase gross revenue from revenue-generating programs by 10% year over year.
  
-  **We promise to focus on growing relationships with funders whose mandate aligns with our mission.**
  - We will choose to only pursue revenue opportunities that focus on what we do best, which allow us to scale up and maximize the impact of our work.

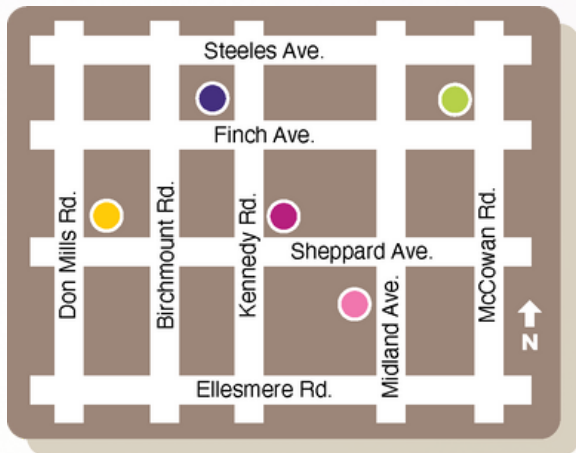
Get in touch to learn more, volunteer, donate or collaborate!




416-292-7510  
 www.cicscanada.com  
 info@cicscanada.com

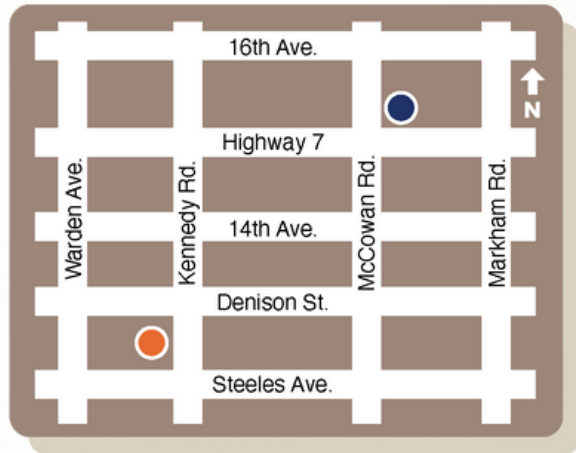





Volunteer Inquiries: volunteer@cicscanada.com

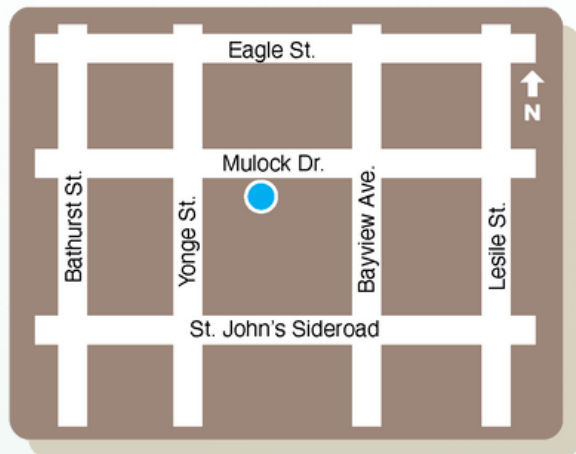
Charitable Registration Number: 118853274 RR 0001





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**Immigrant Resource Centre (Head Office)**  
 2330 Midland Avenue  
 Toronto, ON M1S 5G5  
 416-292-7510
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**Toronto Integrated Service Centre**  
 3850 Finch Avenue East, Suite 402  
 Toronto, ON M1T 3T6  
 416-293-4565
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**Sheppard LINC Centre**  
 4002 Sheppard Avenue East, Suite 501  
 Toronto, ON M1S 4R5  
 416-299-8118



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**Woodside Square LINC Centre**  
 1571 Sandhurst Circle, Unit 414  
 Toronto, ON M1V 1V2  
 416-292-6558
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**North York Office**  
 1761 Sheppard Avenue East, 1/F  
 Toronto, ON M2J 0A5  
 416-292-7510
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**Markham South Welcome Centre**  
 7220 Kennedy Road, Unit 8  
 Markham, ON L3R 7P2  
 905-479-7926



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**Immigrant Youth Centre**  
 5284 Highway 7 East, Unit 2  
 Markham, ON L3P 1B9  
 905-294-8868
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**Newmarket Centre**  
 130 Mulock Drive, Unit 2  
 Newmarket, ON L3Y 7C5  
 905-895-3789