

# TCCSA STRATEGIC PLAN 2020 - 2025 EXECUTIVE SUMMARY

The Cross-Cultural Community Services Association (TCCSA) was supported by Canadian Heritage to develop a strategic plan between 2020 and 2025. With the consultation support from Soft Power Inc., this process has gathered 281 thoughtful responses from internal and external stakeholders including funders, community partners, academia, service users, directors of the board and staff.

TCCSA is operating in a tumultuous environment marked by an increasingly diverse immigrant population from new global destinations; ongoing newcomer and longer-term immigrant challenges such as under-employment, social exclusion as well as mental health and intergenerational family challenges; and a service sector facing funding challenges and an emerging need for more collaborative, creative service delivery.

Internally, TCCSA has identified its key strategic issues: (1) serving multicultural, diverse communities; (2) financial resilience; (3) service directions towards professionalism and focused targets; (4) capacity and operational excellence, including overall organizational competence, governance and staffing; (5) organization positioning; and (6) effective and strategic collaborative partnerships.

TCCSA is proud to announce its renewed vision, mission, values, and strategic directions for the next five years:

# TCCSA 2020 - 2025

VISION • MISSION • VALUES • STRATEGIC DIRECTIONS

## VISION

A robust and inclusive Canada built on the actualization of potentials and full integration of its diverse communities.

## MISSION

To enhance the well-being and resilience of diverse communities by strengthening competencies and fostering participation through effective and professional human services.

## VALUES

### **Respect**

Ensure everyone is heard, valued and treated fairly

### **Inclusivity**

Appreciate diversity and foster a sense of belonging

### **Creativity**

Innovate for problem solving and continuous improvement

### **Collaboration**

Foster mutual respect, fairness and synergistic collaboration

### **Accountability**

Pursue excellence and conduct business in a responsible and effective manner

## STRATEGIC DIRECTIONS

**Building** TCCSA's organizational capacity progressively in serving diverse communities.

**Strengthening** TCCSA's human capital to sustain its success and nurture continuous development of the organization.

**Improving** TCCSA's program development and delivery infrastructure to meet the needs of the target groups and communities proactively.

**Enhancing** TCCSA's profile and image through effective communication and brand building.

**Ensuring** TCCSA's financial sustainability.

With a renewed direction, TCCSA aims to serve the changing community by building on its historical success and enhancing its organizational capacity to seize opportunities for growth in the coming years.

# STRATEGIC DIRECTIONS 2020 - 2025

THE CROSS-CULTURAL COMMUNITY SERVICES ASSOCIATION (TCCSA)

## BUILDING TCCSA'S ORGANIZATIONAL CAPACITY PROGRESSIVELY IN SERVING DIVERSE COMMUNITIES

### STRATEGIC OBJECTIVES

- Transform the service environment of TCCSA to make it more inclusive in terms of both clientele and the scope of services offered.
- Set practical milestones to guide the progress of organizational transformation.
- Review and plan for the modification of its governance structure to facilitate changes.
- Execute an operational plan to prepare staff for upcoming changes, a modified service structure, new partnerships and enhanced evaluation.
- Form partnerships strategically to strengthen the capacity of the organization to serve diverse communities.

## STRENGTHENING TCCSA'S HUMAN CAPITAL TO SUSTAIN ITS SUCCESS AND NURTURE CONTINUOUS DEVELOPMENT OF THE ORGANIZATION

### STRATEGIC OBJECTIVES

- The board of directors will keep growing to enhance its ability to govern as a responsible policy board.
- Stay active in recruiting talents from various backgrounds to serve on its board and committees in line with TCCSA's vision, mission and strategic directions.
- Ensure that the Executive Director will be in place to lead and work together with the board of directors and staff for the benefit of the organization.
- Develop a human resource plan to cultivate an inclusive, passionate, proactive and vibrant work culture to sustain a high-performing and professional team that embraces change.
- Strive to make TCCSA the workplace of choice for existing staff and attract recruits with needed skill sets.

# STRATEGIC DIRECTIONS 2020 - 2025

THE CROSS-CULTURAL COMMUNITY SERVICES ASSOCIATION (TCCSA)

IMPROVING  
TCCSA'S PROGRAM  
DEVELOPMENT  
AND DELIVERY  
INFRASTRUCTURE TO  
MEET THE NEEDS OF  
THE TARGET GROUPS  
AND COMMUNITIES  
PROACTIVELY

## STRATEGIC OBJECTIVES

- Make TCCSA's service delivery accessible to clients in ways that improve user experience and outcome.
- Form partnerships with peer organizations, academia and other sectors to facilitate program development and expand its scope of services.
- While strengthening its core services, carefully select a few target populations and/or needs for focused development. These service areas may include specific support for youth, women, employment.
- Produce "Signature Programs" that benefit targeted client groups commensurate with the identity and profile of TCCSA.
- Establish a mechanism to collect ongoing feedback from staff, service users and external stakeholders for service improvement.

ENHANCING TCCSA'S  
PROFILE AND IMAGE  
THROUGH EFFECTIVE  
COMMUNICATION AND  
BRAND BUILDING

## STRATEGIC OBJECTIVES

- Active participation of the board, management and staff in different facets of the sector and community to increase the organization's visibility and advocacy roles, and to strengthen its identity and brand.
- Define the desired image of the organization reflective of its vision, mission and values. Formulate an effective communication plan to develop marketing tools, refine and disseminate messages to target audiences that enhance the defined profile of the organization.
- Revamp existing channels for program promotion and seek innovative ways of efficiently outreaching the target clientele.

# STRATEGIC DIRECTIONS 2020 - 2025

THE CROSS-CULTURAL COMMUNITY SERVICES ASSOCIATION (TCCSA)

## ENSURING TCCSA'S FINANCIAL SUSTAINABILITY

### STRATEGIC OBJECTIVES

- Enhance financial accountability and continue to practice prudent financial management.
- Expand and diversify funding and revenue bases to fulfill perceived clients' needs, expand its range of services, and experiment with new programs.
- Sustain and improve on fundraising initiatives to supplement publicly funded programs and strengthen the organization's infrastructure.
- Seek collaboration with the community service and business sectors to support the development of experimental projects and signature programs.

