



OPENING DOORS

STRATEGIC PLAN 2022-2025

The Centre for Spanish Speaking Peoples (CSSP-CGHH)

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INTRODUCTION

The Center for Spanish Speaking People (Centro para Gente de Habla Hispana) CSSP-CGHH is a community-based nonprofit organization serving the Latinx/Hispanic community across the greater Toronto area and Ontario. CSSP-CGHH was officially incorporated as a nonprofit in the Province of Ontario in March 1974, and a registered charity with the Government of Canada.

CSSP-CGHH has grown steadily over the decades and expanded programs and services along the way to better serve the changing needs of the Latinx/Hispanic community. While it has diversified its programs and built a reputation in the Ontario community it is at an inflection point. The Board of Directors believe that the organization needs to adapt and change to better respond to the community changes.

Like most nonprofits across the province and Canada, navigating the COVID19 pandemic presented a number of new challenges and an increased need to innovate operations to be more responsive to the community at a faster, more nimble pace. We welcome the greater awareness and heightened support from Canadians and funding organizations for the Latinx/Hispanic community, persons of colour, LGBTQ+ individuals, Seniors, youth, and other marginalised populations. CSSP-CGHH will continue to be the type of organization that reaches out to people where they are, and by operating an improved, traditional 'bricks and mortar' centre, while expanding our reach through a more robust digital space.

The CSSP-CGHH Board of Directors undertook a new strategic planning process in 2021 to establish priorities and directions for the organization to 2025. This report summarizes the work accomplished to date in developing a new strategic plan for CSSP-CGHH, as well as presenting the strategic metrics to measure its outcomes. It is important to note that Board of Directors of CSSP-CGHH own this strategic plan with full accountability for its development, implementation, communication, and monitoring.

Today's constantly changing external environment makes it difficult for organizations to predict the future out beyond the three years identified in this plan. With this said, the 'owners' of this plan are confident the plan will enable CSSP-CGHH to enhance the quality of life for our community, and deliver purposeful services to advance the social and economic integration of Latinx/Hispanic peoples into the broader Canadian society.

MISSION, VISION AND VALUES

Mission

To enhance the quality of life for our community, and deliver purposeful services to advance the social and economic integration of our community into the broader Canadian society.

Vision

To grow a united, engaged, and prosperous community.

Our Values

Unity
Accessibility
Equity
Accountability
Justice





STRATEGIC PRIORITIES 2022-2025

Integrating Our Programs and Services to Create Greater Social Impact	Building Our Capacity by Strengthening Employees and Volunteers	Diversifying Our Resources and Ensuring Responsible Stewardship
OPEN DOORS FOR MORE PEOPLE	INVEST IN OUR PEOPLE	SUSTAIN OUR ORGANIZATION
ENHANCE DELIVERY MODEL Develop blended delivery Develop strategic partnerships Strengthen community relations Align organizational structure with emergent community needs Implement digital integration strategies	STRUCTURAL LEADERSHIP CAPACITY Execute human resource review Invest in key strategic leadership portfolios Create collaborative team structure Implement performance enhancement tools Lead a service culture	ROBUST FUND DEVELOPMENT Strengthen community relations Develop strategic partners Diversify revenue streams Expand individual and foundation giving Implement equitable resource allocation Create donor ambassador teams
PROGRAMS & SERVICES DELIVERY Enhance community-informed service delivery and practice Continuous improvement of programs and services based on stakeholder-engaged reviews Innovation of program and services across diverse cohorts	GROW DIVERSE SKILLED VOLUNTEER BASE Review volunteer placement needs Develop recruitment and retention strategies Expand opportunities Leverage digital tools for enhancing engagement Volunteer recognition programs	INTEGRATED TECHNOLOGY SYSTEMS Install CRM Integrate financial management system with operations Launch website as the digital centre of our community Develop data management policies and protections Provide employee training
INTEGRATED MARKETING & BRAND BUILDING Plan strategies of traditional and digital tools Create ambassador network referral program Develop relevant online presence Storytelling	GOVERNANCE DEVELOPMENT Enhance Board orientation Align committees with strategic priorities Strategic and operational performance monitoring Succession planning	MEMBER AND CLIENT SATISFACTION Implement evaluative tools to support continuous improvement strategies Create online opinion polls across the organization
DEMONSTRATE IMPACT RESULTS	NURTURE COMMUNITY-CENTRED CULTURE	DEMONSTRATE STABILITY AND ABILITY

Enhancing the Quality of Life of Hispanic Peoples

OUR THREE STRATEGIC PRIORITIES

As the centre of our community, CSSP-CGHH embraces three strategic priorities that will drive our work with passion, intent, and teamwork so we can positively impact the lives of Latinx/Hispanic persons across the Greater Toronto Area and Ontario. Outlined in the following pages, our Board of Directors, volunteers and employees commit to these three strategic priorities and the associated goals.




1 OPENING DOORS FOR MORE PEOPLE

Strategic Objective: Integrating Our Programs and Services to Create Greater Social Impact

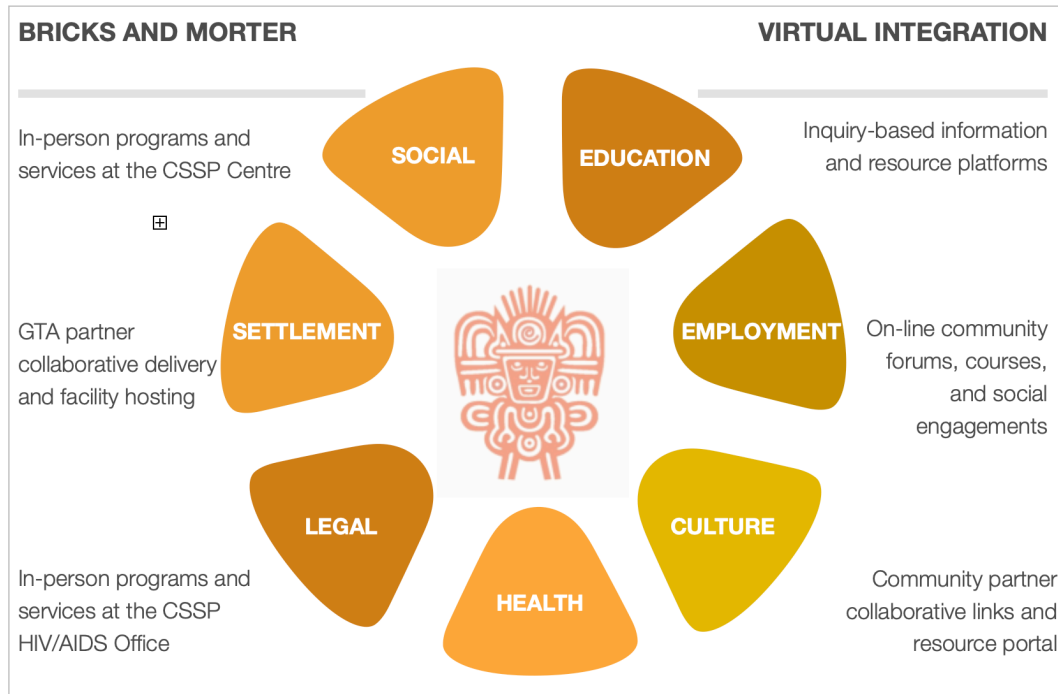
Our governance and executive teams recognize the complex needs of our community members. We commit to providing relevant and diverse programs and services that meet the changing needs of our community. By intentionally integrating our efforts and delivery we will better serve the individuals and of families

As we embrace a new model we believe we will be able to better serve our current members and clients, while attracting new individuals to engage with CSSP-CGHH. By blending our traditional model of bricks and mortar delivery with a robust virtual online integration of programs and services, CSSP-CGHH will demonstrate its relevance and value to our community.

ENHANCE DELIVERY MODEL

-  Develop Blended Delivery - Reaching out to people where they are encourages us to blend our delivery to open more doors with digital platforms while maintaining our CSSP-CGHH as a place of community. This initiative will ensure our members and clients have greater access to the support they need and increase our response to the community.
-  Develop Strategic Partnerships - With a concerted effort across our teams, CSSP-CGHH will execute on growing and collaborating with strategic funding and service delivery partners that best serve our commitment to our members and clients, while enabling us to reach the underserved persons in our community.
-  Strengthen Community Relations - Critical to our success will be based on the healthy, productive and responsive relationship we hold in our community. We will move forward with greater intent to strength relationships with our employees, volunteers, allied professionals, funders, and delivery partners.

- Align Organizational Structure with Emergent Community Needs - To be nimble, relevant, and responsive we must be open to changing how our teams work across the organization.
- Implement Digital Integration Strategies - A strategic imperative in this post pandemic environment calls on CSSP-CGHH to develop and implement comprehensive, integrated digital strategies aimed to reach more people with the programs and services they need and want.



CONTINUE TO DELIVER RELEVANT PROGRAMS AND SERVICES

- Enhance Community-informed Service Delivery - We are committed to becoming a research-driven organization to better inform our collaborations with strategic partners and ultimately service the Latinx/Hispanic community.
- Continuous Improvement of Programs and Services Based on Stakeholder-engaged Reviews - With intentional and scheduled feedback loops CSSP-CGHH will become better informed and responsive to the needs of our constituents. Combining on-line surveys, program and service evaluations and with focus groups, the CSSP-CGHH leaders will continuously strive to serve the priorities of our community.
- Innovation of Program and Services across Diverse Cohorts - Creating new opportunities to better serve current and emerging needs of our diverse members and clients of our community we are committed to innovation, advocacy, and inclusion.

INTEGRATED MARKETING AND BRAND BUILDING

- ✿ Plan Strategies of Traditional and Digital Tools - Executing integrated marketing strategies will ensure we recruit and retain more members and clients for CSSP-CGHH, while growing our agency and capacity to serve the needs of Latinx/Hispanic people across the GTA and Ontario.
- ✿ Create Ambassador Network Referral Program - We recognize the untapped potential of influential leaders across our community. By developing a new team of leaders to support the promotion and recruitment efforts for others to reach out to CSSP-CGHH will aid in our growth in development to serve members and clients, while building new partner and donor relationships.
- ✿ Develop Relevant Online Presence - We will experience growth by using all relevant and content-rich digital platforms, including our new website, integrated social media platforms, resource portal, and community forums.
- ✿ Storytelling - Our sharing of true, compelling, emotive stories of success from our clients and members will enable us to demonstrate our social impact and relevance, while creating new calls for action to support the Latinx/Hispanic community in the GTA and across Ontario.

2 INVEST IN OUR PEOPLE

Strategic Objective: Building Our Capacity by Strengthening Employees and Volunteers

The foundational strength and sustainability of our organization rests on qualified staff and volunteers. We recognize our reach into our broader community is dependent upon the capacity of our collective teams, their readiness to adapt to new operational requirements, and our ability to embrace the challenges that are emerging across the GTA and Ontario for our constituents.


We recognize and commit to building our organizational capacity by building qualified, contributing employees and volunteers to our social cause.





STRUCTURAL LEADERSHIP CAPACITY

-  Execute a Human Resource Review - Undertake a review of our human resource model. CSSP-CGHH will develop the path forward to build a more responsive, resourced team.
-  Invest in Key Strategic Leadership Positions - Re-imaging existing and new strategic portfolios will drive success we want. Running concurrent to a HR review will be the development of the investment strategy to create new senior leadership roles.
-  Create a Collaborative Team Structure - As we look to attract new external collaborative partners to extend our community reach we must demonstrate our internal collaborative strengths. Our teams will share one mission and build on a more collaborative model.
-  Implement Performance Enhancement Tools - Imperative to the success of participants and teams across CSSP-CGHH, we will be creating tools to nurture performance culture and excellence.
-  Lead a Service Culture - Living our mission and striving to achieve our vision will depend on our ability to nurture and sustain a service culture that is compassionate, nimble, adaptive and responsive to our members and clients. This new culture of service will be a driver of our success in the years to come.

GROW DIVERSE SKILLED VOLUNTEER BASE

-  Review Volunteer Placement Needs - We recognize the significant growth in volunteers will be essential to extending our reach into the community. We will undertake a comprehensive review where volunteers can make the greatest impact.
-  Develop Recruitment and Retention Strategies - We recognize the volunteers of today want to make their contributes in non-traditional ways and we must respond in the true spirit of this partnership. The development of robust, multi-year recruitment and retention strategies will ensure we are attracting volunteers with diverse skills and knowledge, enabling them to contribute without organizational barrier, time constraint or geographic limitation.
-  Expand Volunteer Opportunities - Growing the organization's membership and client base will be dependent upon our ability to expand the volunteer contribution both in numbers of individuals, time donated and areas of service. As part of our Human Resource review we will develop new and innovative ways for volunteers to contribute to CSSP-CGHH.

-  Leverage Digital Tools for Enhancing Engagement - We recognize that to engage today's volunteers, enhance employee performance, and create the responsive organization we want, we must leverage a variety of digital tools and an integrated technology infrastructure. We are committed to advancing the creation and execution of a digital master plan.
-  Volunteer Recognition Programs - Recognition will be a cornerstone of our essential retention and recruitment strategy, celebrating the contributions of our volunteers and sharing with the value of volunteerism.

GOVERNANCE DEVELOPMENT

-  Revamp Board Orientation - We recognize the important leadership and fiduciary role each of governance volunteers assumes as members of our Board of Directors. With this commitment, CSSP-CGHH will ensure all members receive early orientation and ongoing training.
-  Align Committees with Strategic Priorities - Imperative to the achievement of our strategic priorities is the alignment of work across CSSP-CGHH, especially as we are guided by the Board of Directors. With this in mind, the Board will undertake a review of its committee structure and align their work of standing and new committees with the strategic plan.
-  Strategic and Operational Monitoring - We are committed to the reviewing reports from executive staff and board committees on a timely basis [monthly, quarterly, annually] to ensure oversight and monitoring our of strategic progress, operational health and performance, and capital infrastructure renewal and investments.
-  Succession Planning - We appreciate the enormous commitment and contribution of our governance volunteers, and recognise the long-term health and performance of CSSP-CGHH is dependent upon a healthy succession of board members with new skills, knowledge and ideas. For this reason, we commit to a multi-year, disciplined approach to recruitment and retention of our governance volunteers.

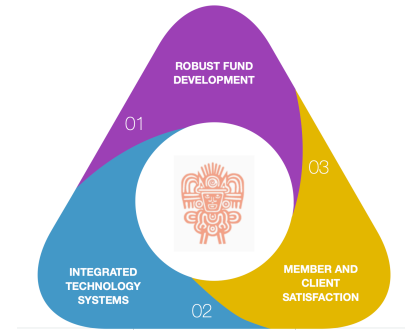
3 SUSTAIN OUR ORGANIZATION

Strategic Objective: Diversifying Our Resources and Ensuring Responsible Stewardship

Critical to our sustainability and resilience, CSSP-CGHH has committed to diversifying the resource portfolio. We will do so by creating a comprehensive fund development, multiyear

plan, leverage integrated technologies, and appropriately responding to member and client feedback.

ROBUST FUND DEVELOPMENT







- ☸ Strengthen Community Relations - We will focus our collective energy on building new partners and supporters across the Latinx/Hispanic and broader GTA communities.
- ☸ Develop Strategic Partners - In support of our strategic priorities and resource needs we will create a multiyear plan to identify, recruit and sustain a diverse family of strategic partners. We will diversify our partner portfolio to include a greater number of charities and nonprofits with shared mission, academic institutions, health services, and government agencies.
- ☸ Diversity Revenue Streams - We accept our financial health and sustainability is well served by ensuring growth is derived from memberships, donations, programs, retail sales, gifts in kind, and capital infrastructure. We are committed to growing these streams and diversifying the sources within the respective financial envelope.
- ☸ Expand Individual and Foundation Giving - Our strength will be found in the expansion of individual giving in our own community and through others who share our commitment to the Mission, Values and Vision. We embrace our challenge to grow our donor family with thoughtful prospecting and stewardship planning and execution.
- ☸ Implement Equitable Resource Allocation - We value equity and accessibility. Our executive team and board are committed to allocating resources that drive growth, support the diverse needs of our community, and hold true that all members and clients [new and current] are valued.
- ☸ Create Donor Ambassador Teams - Our strength will be demonstrated in our people sharing their stories, representing our Mission, and working harmoniously to support our fund development goals. We will identify and train individuals who can serve as our active fundraising ambassadors to champion our cause.

INTEGRATED TECHNOLOGY SYSTEMS

- ☸ Install Customer Relationship Management (CRM) - Installing a robust software system that provides a 360 degree view of our member/client experiences and helps us better serve the community is a strategic and operational imperative. Integrating a CRM with other operational technologies across the organization will increase employee output

and operational efficiencies, ensure data integrity and reporting, while aiding board and executive to make informed and real-time tactical decisions.

-  Integrate Financial Management System with Operations - Installing a financial system that is fully integrated into our operations is essential for finance stewardship, donor accountability, operational efficiency, and capital infrastructure management, and data trust, and member and client management.
-  Launch Website as a Digital Centre of Our Community - Our website will be the digital door to engage our community, reaching across the GTA, Ontario and beyond. We seek to better connect current and new members and clients, whenever and wherever they need us. We will strive to be a digital space with inquiry-based information and resource platforms; housing on-line forums, courses, and social engagements; and providing links to our collaborate partners and other essential resource portals. The website will be a living space, evolving as a resource tool for all members and clients.
-  Develop Data Management Policies and Protections - We value accountability. We respect individual privacy. We are committed to developing the policies and practices to protect the data we are entrusted with. CSSP-CGHH will give priority to creating best practice safeguards for all forms of data management.
-  Provide Employee Training - Our people are our greatest and most valued asset. We will invest in employee technology development and training, and provide the safe space for them to be at their best.

MEMBER AND CLIENT SATISFACTION

-  Implement Evaluative Tools to Support Continuous Improvement Strategies - We value the opinions and ideas of our clients, members, volunteers, employees and stakeholders. We commit to continuous learning and developing support tools to help inform our decisions and response to the community.
-  Create Online Feedback Systems Across the Organization - Our seeking qualitative and quantitative data will help to inform future decisions. We are committed to seeking timely feedback and the exchange of ideas from our members and clients to better understand their expectations and level of satisfaction of our work.

PLANNING METHOD

Undertaking the strategic planning process involved a number of methodologies to ensure a comprehensive review of CSSP-CGHH was completed and a relevant, achievable plan was presented.

- ✿ Internal document reviews of member and client satisfaction surveys, program statistical data, financial reports, website information, and board planning documents furnished by the executive.
- ✿ Executive and management discussions were held to provide insights into program and service, and review strengths, challenges, and development opportunities.
- ✿ A series of themed discussions were held with members of the Board of Directors generally focused on operational challenges, organizational risks, community engagement, and strategic priorities.
- ✿ External research examined population data, other nonprofit organisations working in similar space of CSSP-CGHH, volunteer initiatives, digital advancements by other nonprofits, and new or alternative funding opportunities.

ORGANIZATIONAL RISKS

We recognize to achieve our strategic ambitions we must be mindful of the organizational risks and commit ourselves to developing clear-eyed and objective enterprise risk management strategies. In particular, board and executive teams will be monitoring the following:

- ✿ Capital infrastructure renewal, and facility investment
- ✿ Technology, digital integration, and operational transitioning
- ✿ Financial diversification, operational and special reserves and investments
- ✿ Socio-economic issues emerging in our community
- ✿ Capacity to accelerate desired change to achieve strategic outcomes

INTERSECTIONAL GOALS ACROSS TEAMS





Critical to the success of achieving our strategic priorities will need the whole of the organisation working together, especially where individual and team goals intersect.

At CSSP-CGHH, we recognise the need to usher in a new way of working together that is more intentional, collaborative and strategic, being mindful our brand and our Mission.

Executive teams will provide the leadership to all departments to incorporate strategic priorities and tactical plans into annual performance reviews, while the Board of Directors will monitor operational performance and its own strategic responsibilities.

FINANCIAL DRIVERS

At CSSP-CGHH, we commit to more thoughtful, responsive in our planning and stewardship of the financial resources, to expand our donor base through deliverable relationship management disciplines, and defining our risk mitigation processes.

-  Defining our operational financial planning and reporting processes to align with our strategic objectives.
-  Developing a multiyear comprehensive resource development plan that embraces donor diversification, donor stewardship and retention tactics.
-  Creating special reserves to drive mission-based projects.
-  Building operating reserves that will ensure our long-term sustainability.

STRATEGIC METRICS

1. Revise the terms of references for each committee of the Board to include specific statistical data reporting that relates to the committee's mandate. Committee Chairs and employees would work together where cross-reporting and analysis would be needed. Data reported regularly to the Board of Directors, combined with qualitative information, can provide a new lens of organizational health and inform governance members' decisions.

2. Integrating a SMART Objectives planning format [Strategic, Measurable, Achievable, Realistic, Timely] to employee work plans to guide effort and present accurately the department and organization's performance.
3. Compile macro and micro annual performance data over time to inform executive and governance decisions, drive operational and strategic activities, inform union agreements, enhance membership and public transparency, and to promote continuous learning and improvement.
4. Develop timely core data sets relevant to the mission, values and strategic priorities. Data reporting would encourage governance volunteers and operational employees to interpret findings against strategic goals, financial plan, operational capacity, and risk tolerance.
5. Membership and non-membership rolls year over year, including statistical reports by membership class, service area and geographic area (postal code). Profile change or variances (+/-) in the data can provide insights for recruitment and retention plans, investment strategies, and member pricing strategies. Minimum of monthly reporting is recommended.
6. Collect and apply website and Google month-over-month and year-over year accumulative user analytics (ie. User visits by page, time, content).
7. Social media user data, including #followers, #likes, #views, #impressions, and other relevant analytical SEO data by media platform. Engagement reporting should also include # comments/replies, and the nature of communications. Social media communications, newsletters and such should be tracked to monitor communication channel growth or declines, audience interest and interaction with CSSP-CGHH.
8. External stakeholders and partnership data to report scope and size of organizations, frequency and nature of engagement with CSSP-CGHH.
9. Compare satisfaction and expectation ratings through quantitative surveys, especially in areas of member and non-member communications, employee development, volunteer management, governance effectiveness, program and service delivery.
10. Number of occurrences and delivery of supports by service type to new members. Trends by total hours by month would be helpful in managing expectations, resources, and scheduling events and support services.



11. Using the financial audit statements and budget reporting processes, cross referencing financial ratios with the other organizational metrics would support deeper and broader understanding of the whole of the organization's performance.
12. Reporting employee data of salary comparison the related nonprofits, head count, nature of costs, percentage of administration overhead and functional areas compared to growth in strategic impact. Comparative unionized and non-unionized work places is essential.
13. Volunteer reporting of number of individual, contribution roles, dedicated hours, and retention data can provide inside into the stability and capacity of the CSSP-CGHH, specifically in areas of governance, committees, program and services delivery, and resource generation. Additional information profiling the organization's volunteer base against the external province trends can inform management and development strategies.



The Center for Spanish Speaking Peoples (CSSP-CGHH)

Toronto, Ontario