
Strategic Goals

The following *Strategic Goals* will be pursued by Cecil Community Centre from January 2016 to December 2020. Details of these Strategic Directions including *activities, timelines* and *lead persons* can be found in the Work Plans:

■ Strategic Goal 1: **Governance and Leadership**

The Board of Management of Cecil Community Centre is engaged and representative, with defined governance practices. They effectively oversee the policies, programs, and organizational operations including review of achievement of strategic goals, financial status, and Executive Director performance. The organization is accomplished at recruiting, developing, and retaining capable staff and technical resources, and the leadership is alert to changing community needs and realities.

Objectives

To meet our goal we will:

- Reframe the Centre's governance model to include "*Generative Governance*" in the traditional modes of governing
- Ensure that the Board is diverse, representative of the community and possesses appropriate skills and experience
- Develop Board Committees that support the strategic plan (e.g. Fundraising, Governance, etc.) and include more community members and identified groups on these committees

Strategies

We will achieve our objectives by:

- Creating a Governance Committee of the Board to review and make recommendations to enhance the quality and future viability of the board
 - Restructuring the Board Meeting Agenda and timetable to facilitate the new model
 - Creating opportunities for community members and identified groups to participate in governance activities such as *Planning Tables* and *Committees*
 - Reviewing the Constitution to ensure that there are no barriers to participation for community members and identified groups
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■ Strategic Goal 2: **Program Delivery and Impact**

Cecil Community Centre operates programs that demonstrate tangible outcomes commensurate with the resources invested. Programs are high quality and well regarded. The organization utilizes program evaluation results to inform its strategic goals and objectives. The organization also has formal mechanisms for assessing internal and external factors that affect achievement of its goals.

Objectives

To meet our goal we will:

- Create programs that reflect the needs of the changing demographics of the neighbourhood
- Ensure that Centre participants and volunteers are actively involved in program planning and evaluation
- Demonstrate and report our social impact

Strategies

We will achieve our objectives by:

- Reviewing the Terms of Reference of the Program Committee to ensure that it includes an evaluation component
- Creating *Logic Models* for all programs
- Reviewing our programs and creating an evaluation process to measure the impact of programs
- Creating a *Needs Assessment* process

■ Strategic Goal 3: **Strategic Relationships**

Cecil Community Centre is a respected and active participant and leader in the College and Spadina (Chinatown) neighbourhood, and maintains strong connections with its constituents. It participates in strategic alliances and partnerships that significantly advances mutual goals and expands the organization's capacity and influence.

Objectives

To meet our goal we will:

- Develop new, and manage existing strategic partnerships
- Develop 2-3 key messages that are clear, compelling and concise on issues that are important to our constituents
- Ensure that the Centre optimizes its assets and resources in response to identified needs

Strategies

We will achieve our objectives by:

- Setting priorities for programs and space use based on the dynamic demographics of the neighbourhood
- Creating standard "Use of Space" agreements with our partners that ensures optimal space use, community impact and revenue generation
- Partnering with local businesses and other entities to develop and deliver innovative "best practice" programs (e.g. social enterprise)
- Collaborating with our AOCC and other partners to develop and deliver the key messages through focused communication tools

■ Strategic Goal 4: **Fiscal Sustainability**

Cecil Community Centre successfully secures support from a variety of sources to ensure that the organization's revenues are diversified, stable, and sufficient for the mission and goals. The resource development plan is aligned with the mission, long-term goals, and strategic direction. The organization has high visibility with key stakeholders, and links clear, strategic messages to its resource development efforts.

Objectives

To meet our goal we will:

- Develop a diversified funding base for maximum program delivery
- Raise the Public Profile of the Centre and increase awareness of its programs, resources, services and impact
- Create one *Signature Event* as a fundraising vehicle for the Centre

Strategies

We will achieve our objectives by:

- Creating a 3-year *Fundraising Plan* that will externally reposition fundraising activities to increase the Centre's exposure to key audiences
- Creating a Fundraising Committee of the Board to oversee the Fundraising Plan
- Creating a staff lead position (Fundraiser) who plans, coordinates and provides follow-up and evaluation for the entire fundraising program
- T2050 Application for a *Charitable Registration Number*