Centre francophone du Grand Toronto

Strategic Plan 2020-2025

CENTRE FRANCOPHONE DU GRAND TORONTO

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Introduction

This 2020–2025 strategic planning exercise was conducted according to the Change Theory approach and is based on thinking about the changes an organization wants to bring about, as opposed to the activities it wants to implement. This focus makes it possible to imagine the future as we want it and as we can achieve it while pointing us to the appropriate means to achieve it. The process involves making explicit the ultimate impact that our organization wants to have. The plan then maps out the sequence of changes that need to occur in order to achieve it as well as the interventions that each person will need to make to bring about these changes. Typically, a Change Theory is developed in a participatory, iterative, and progressive way.

Our exercise has followed a hybrid formula that introduces elements of this Theory along with those of a traditional strategic planning exercise. It was carried out by going through the following steps:

Research and Document Review

A summary review of relevant documents that provide an understanding of the organization's current context and issues were conducted. In addition, data and information were gathered to illustrate the current state of health and social services for Francophones in the Greater Toronto Area, particularly for newcomers.

Internal and External Consultations

To validate findings, we carried out a broad consultation of internal and external stakeholders between December 2019 and April 2020. This consultation took several forms and included 18 telephone interviews, six working meetings (including with the Board of Directors, the management team and our annual employee retreat), surveys and focus groups (with clients, volunteers and partners of the CFGT).

Strategic Thinking Exercise and Plan Validation

A summary report of key data elements considered along with stakeholder opinions and perceptions was prepared to inform the strategic thinking process. Based on this summary and applying the elements of a Change Theory (impact, sequence of changes, strategies and actions), we facilitated four validation and planning sessions in May, June and July 2020 with the Board of Directors and with the management team of the CFGT.

1. Context

1.1.The Francophone Population of the Greater Toronto Area (GTA)

The Greater Toronto Area consists of the City of Toronto, the region of Durham to the east, York to the north and Halton and Peel to the west. According to the 2016 census, the GTA's population was 5,928,000.

Also, according to the latest census, the number of citizens declaring French as their mother tongue increased from 87,090 in 2011 to 92,835 in 2016.

More Ontarians in this region also declare speak French at home on a regular basis: 121,355[1] people in 2016 compared to 111,125 people in 2011. This means that many people who do not have French as their mother tongue use French at home.

The Francophone population in the GTA is growing and more equitable access to French-language services is an issue that the CFGT wishes to address over the next five years.

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[1] On June 4, 2009, the Government of Ontario adopted a new inclusive definition of what constitutes the Francophone population to better reflect its diversity. Therefore, figures may differ from census data and reports published by other organizations or governments that do not use this definition. Previously, the Francophone population was defined based on a person declaring French as their mother tongue. The category "mother tongue" identified Francophones only as those who learned French at home at a young age and still understood French at the time of the census. The inclusive definition was expanded to include those whose mother tongue is neither French nor English, but who has a good knowledge of French as an official language and who use French at home.

1.2 Current CFGT Service Locations

At its annual general meeting in September 2019, the Centre Francophone de Toronto (CFT) changed its name to better reflect the territory we intend to serve. With the opening of two service locations in Peel Region in 2019, the Centre Francophone du Grand Toronto (CFGT) now has seven service locations in the Greater Toronto Area as follows:

City of Toronto

1. 555 Richmond Street West, Toronto, ON M5V 3B1
2. 20 Lower Spadina Avenue, Toronto, ON M5Y 2Z1
3. 4040 Lawrence Avenue East, Toronto, ON M1E 2R5
4. 5 Fairview Mall Road, Suite 280, North York, ON M2J 2Z1
5. 6464 Yonge Street, North York, ON M2M 3X4

Region of Peel

6. 3660 Hurontario Street, Suite 601, Mississauga, ON L5B 3C4
7. Toronto Pearson Airport (Terminals 1 and 3)

Service coverage of the Greater Toronto Area is an issue that the CFGT wishes to address over the next five years.

2. Mission and Values

The mission of a not-for-profit organization is expressed as a brief statement of purpose or overall objective. This statement may include the organization's core values and philosophy.

The mission of the CFGT reads as follows:

The CFGT offers a diverse range of community health and social services that improve the well-being of all Francophones in the Greater Toronto Area.

Our values are:

- *Inclusion*
- *Innovation*
- *Respect*
- *Leadership*

3. Change Theory

The CFGT's Change Theory is aligned with its vision and is defined by an impact statement and key strategies to achieve it.

3.1.Vision

The vision of the CFGT is an overall aspiration towards which we want to strive over the next few years. It reads as follows:

By its leadership, the CFGT contributes to a pluralistic and inclusive Francophonie by promoting access to French-language services in the Greater Toronto Area.

3.2.Impact

Impact is a change that has a certain depth or scope, and therefore occurs in the medium or long term and is the result of a sequence of previously identified strategic outcomes. The impact is defined by a measurable target, which affects a specified population, within a given timeframe. The impact targeted by the CFGT reads as follows:

By 2025, the CFGT has contributed to the well-being of more than 25,000[2] people from diverse Francophone communities who themselves are actively engaged in this improvement. This change was made possible through improved measurement of the organization's impact, optimization of its strategic partnerships, and an overall increase in its capacity.

This impact statement and the strategic outcomes that lead to it illustrate the overall impact that the organization hopes to achieve with the support of its strategic partners within five years. Thus, to achieve this impact and these strategic outcomes, the CFGT contributes more significantly in some cases (what it controls) and more modestly in others (what it can influence).

[2] This number corresponds to the total clientele of each CFGT module or service as well as the participants in its events.

3.3. Strategic Outcomes

Strategic outcomes are necessary changes that make it possible to achieve the impact stated above. They can be changes in structures, policies, trends, living conditions, attitudes or behaviours that result from purposeful actions. The changes may be wholly or partly within the organization's control, and where appropriate, it must influence other actors to achieve them for its benefit.

The CFGT has the following six strategic outcomes:

R1. The services and programs of the CFGT are known and appreciated by Francophones and Francophiles in the Greater Toronto Area.

R2. The CFGT is a recognized partner of municipalities and the provincial and federal governments in the implementation of strategies that promote health, social services and immigration for Francophones

R3. A complete continuum of community health and social services is offered at all the CFGT's service locations based on a thorough knowledge of client needs.

R4. Strategic partnerships make it possible to complete the CFGT's service offer and mobilize Francophones throughout the Greater Toronto Area.

R5. A culture of collaborative leadership is well established, employees see a long career at the CFGT, and volunteers are increasingly involved.

R6. With the help of our client partners, Francophones in the Greater Toronto Area are actively requesting and using the French-language well-being services they need close to home in their community. This demand is measured based on evidence.

Figure 1 on the next page illustrates the dynamic between strategic outcomes and the intended impact.

Figure 1: CFGT's Change Theory 2020–2025

N.B.: In a continuous improvement approach, the intended impact leads to better support for the CFGT, particularly R2, R4 and R5.

4. Pillars and Strategic Objectives

The tree structure of the CFGT's strategic plan is divided into four pillars, 12 strategic objectives and 28 specific objectives for the next five years.

Pillar 1: Development of the continuum of services in the Greater Toronto Area

Strategic and specific objectives:

1.1 Broaden the range of **services offered** by the CFGT

1.1.1. Consolidate the **range of services** offered in existing service locations

1.1.2. Add **new services** to the current range

1.1.3. Open **three other service locations**, including one at the Université de l'Ontario français

1.2 Complement service provision with **strategic partnerships**

1.2.1. **Optimize** our existing strategic **partnerships**

1.2.2. Create **new** strategic **partnerships**

1.3. Develop a diversified offer of **virtual services**

1.3.1. Develop the **internal infrastructure** to provide a range of basic services

1.3.2. Develop partnerships for the provision of **specialized services**

Pillar 2: Expanding the client base

Strategic and specific objectives:

2.1. Gather **evidence** on the needs of the Greater Toronto Area's Francophone communities

2.1.1. Determine the **needs** of and measure **current client** satisfaction

2.1.2. Develop a **research program** in collaboration with the Université de l'Ontario français (UOF)

2.2. **Increase** and diversify the **client base**

2.2.1. Create partnerships with **potential user groups** (Active Peel Retreat, etc.)

2.2.2. Implement a **communications strategy**

2.3 Intensify **cross-promotion** among existing clients

2.3.1. Re-establish a systematic **referral process** between units and between departments

2.3.2. Promote the services of the CFGT using **events intended for the general public** (Black History Month, job fair, etc.).

Pillar 3: CFGT— A catalyzing agent in the community

Strategic and specific objectives:

3.1. Develop and implement a **strategy for representation** to municipalities and governments

3.1.1. Position the CFGT in systemic **changes** in **health** and **employment**

3.1.2. Consolidate the CFGT's leadership in **Francophone immigration**

3.1.3. Develop new partnerships with **municipalities in the Greater Toronto Area**

3.2. Foster **Francophone cooperation** in the Greater Toronto Area

3.2.1. Mobilize Francophone communities to **request** and use community health and social **services** in their language

3.2.2. Bring together stakeholders in the Greater Toronto Area around the principle of **active offer** of services in French

Pillar 4: Increased organizational capacity

Strategic and specific objectives:

4.1. Diversify and **increase funding** by 50%.

4.1.1. Set up a **social enterprise**

4.1.2. Increase **government funding**

4.2. Foster **employee and volunteer engagement**

4.2.1. Develop a culture of **collaborative leadership**

4.2.2. Implement a **human resources** development and **retention plan**

4.2.3. Strengthen the **volunteer** program

4.3. Optimize **facilities**

4.3.1. Finalize the implementation of the **centralized reception system**

4.3.2. Intensify the **digital transition** of administrative processes

4.3.3. Systemize the **measurement of impact** and continuous improvement

4.4. **Align** the **governance** model with the Change Theory

4.4.1. Set up an **incorporation program** for social enterprise

4.4.2. Update the **general regulations**

Figure 2: CFGT Strategic Plan 2020–2025

Pillars

1. Service Continuum

Strategic Objectives

1. Service offer
2. Strategic partnerships
3. Virtual services

Specific Objectives

1. Range of services
2. New service
3. Three additional service locations
1.2.1. Optimize partnerships
1.2.2. New partnerships
1.3.1. Internal infrastructure
1.3.2. Specialized services

2. Expanding the client base

Strategic Objectives

2.1. Supporting evidence
2.2. Increase/diversify client base
2.3. Cross promotion of services

Specific Objectives

2.1.1. Client needs and measuring satisfaction
2.1.2. Research program
2.2.1. Potential user groups
2.2.2. Communications strategy
2.3.1. Referrals
2.3.2. General public events

3. Catalyzing agent

Strategic Objectives

3.1. Strategy for representation
3.2. Francophone cooperation

Specific Objectives

3.1.1. System changes in health and employment
3.1.2. Francophone immigration
3.1.3. GTA municipalities
3.2.1. Active service request
3.2.2. Active service offer

4. Increased capacity

Strategic Objectives

4.1. Diversify and increase funding
4.2. Employee and volunteer engagement
4.3. Facilities management
4.4. Align governance

Specific Objectives

4.1.1. Social enterprise
4.1.2. Government funding
4.2.1. Collaborative leadership
4.2.2. Human resource retention
4.2.3. Volunteers
4.3.1. Centralized reception
4.3.2. Digital transition
4.3.3. Measuring impact
4.4.1. Incorporation program
4.4.2. General regulations

5. Evaluation and Performance Indicators

The CFGT Strategic Plan 2020–2025 will be implemented through the adoption of annual operational plans. It will regularly be evaluated in order to make necessary adjustments along the way and prepare for the next iteration in five years' time.

The evaluation of the Strategic Plan will take place in two stages. First, an evaluation exercise will be conducted annually in order to make adjustments made necessary by the changing context in which the CFGT operates. Then, at the end of five years, the Plan will be subject to a summative evaluation in 2025 to inform the next strategic planning cycle.

These evaluations will consider the following performance indicators:

For Pillar 1: Development of the continuum of services in the Greater Toronto Area

- Increase in the number of services
- Increase in the number of service sites
- Increase the number of successful partnerships

For Pillar 2: Expanding the client base:

- The overall client profile in 2025 demonstrates an increased diversification of the CFGT's client base compared to the beginning of the planning cycle.
- Increased use of the CFGT's services by the targeted clientele
- Increase in the number of clients

For Pillar 3: A catalyzing agent in the community:

- Number of partnerships with each level of government
- The number and level of engagement of demonstrated by Francophone communities in regard to active request of services in French
- Number of partnerships and level of stakeholder engagement in French-language services active offer

For Pillar 4: Increased organizational capacity:

- Increased revenues
- Each sector has an operational plan that is linked to the strategic plan
- Employee turnover rate per year
- Number and level of volunteer engagement

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TORONTO

555 richmond Street West 303 (Head Office)
20 Lower Spadina Avenue

NORTH YORK

Storefront, 4040 Lawrence Avenue East
5 Fairview Mall Drive, Suite 280

SCARBOROUGH

TAIBU Community Health Centre, 27 Tapscott Road #1
Centrepoint Language & Skills 6464 Yonge Street

MISSISSAUGA

3660 Hurontario Street Suite 601

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