



Strategic Plan & Priorities 2022-2027

June 2024



OUR MISSION: PRESENT AND FUTURE

Since 1980, Tropicana Community Services has been a cornerstone in supporting youth, newcomers, and individuals of Black, African, and Caribbean heritage who face racial and other systemic barriers. Over the years, our organization has adapted to changing needs and expanded to offer culturally aware programs that promote success and positive life choices.

As an organization, we are continually evolving, yet we must remain true to our mission, core values, and guiding principles.

This document serves as a roadmap to guide us through our development as an organization. It outlines our commitment to agency self-sufficiency, collaboration and partnership, and innovative programming. By setting clear strategic priorities, we aim to enhance our services and ensure that every individual has equal access to opportunities to achieve their goals, breaking away from racial and other systemic barriers.

Our strategic plan and priorities reflect our dedication to social responsibility, integrity, and respect for the individual. Come back to it often and use it to inform your daily activities, decision-making processes, and contribution to our long-term initiatives.

This is how we can ensure that we are progressing as an organization while remaining responsive and effective in our mission.

We're delighted to have you on board.



STRATEGIC PLAN 2022-2027

Vision

Communities in which all individuals have equal access to opportunities to reach their goals, free from the impact of racial and systemic barriers.

Mission

Tropicana Community Services aims to provide solutions that lead to successful life outcomes for all people of Black, African, and Caribbean descent, newcomers, and individuals in need of all ages.

We work to achieve this mission through culturally appropriate programs, including counselling, childcare, youth development, education, employment, family, seniors support, and other services.

Core Values

Integrity

To manage beyond compliance, proactively pursuing transparency, accountability, and best practices in our corporate actions to ensure alignment between activities, values, and stakeholder expectations.

Respect for the Individual

To show consideration for the individual; be respectful, fair, and sensitive in our dealings with each client, staff member, and volunteer.

Social Responsibility

Conducting organizational activities in a manner that contributes to the social good, does no individual harm and promotes trust in our brand.

Compassion and Client Focus

To ensure empathy underpins our motivation to serve those in need in ways that recognize and preserve their inherent dignity.

Guiding Principles

Culturally Appropriate Programs and Services

Designed with the Black community in mind but available to anyone in need.

Competence and Excellence

Competency and excellence in all aspects of our operations ensure that our programs and services achieve the desired results and make efficient use of our resources.



Local Care and National Impact

Maintain local linkages and impact while expanding geographical reach.

STRATEGIC PRIORITIES

Agency Self-sufficiency

Achieve self-sufficiency and diversify funding sources to allow for self-direction to meet our mission.

Public-private social enterprise ventures will allow Tropicana Community Services to de-risk revenues and provide more flexibility to address current and emergent challenges, and future-proof funding for programs, services, and administration.

Collaboration and Partnership

Develop strategic partnerships and work with our communities and stakeholders to ensure programs meet the needs of those we serve.

New Innovative Programming

Develop new and innovative programs that provide root cause solutions and drive measurable impact.

Human Resources Optimization

Create an organizational culture that focuses on human equity, empowerment, and skills development to achieve talent optimization and establish Tropicana Community Services as a preferred employment destination.

Enabling Technologies

Integrate technology and innovation into the foundation of Tropicana Community Services to enable and enhance program delivery through secure and reliable infrastructure.

Operational Excellence

Create an environment of continuous improvement.