



**2025-2030**

# **Strategic Plan**

**Building on our Strengths to Serve  
Communities Better**



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# Executive Summary

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In November 2024, COSTI's Board, Board Committee members and leadership team came together to shape the agency's next chapter. Through thoughtful dialogue and collaboration and grounded in insights from across the organization, the team shared the voices of our clients and the diverse communities we serve.

Our 2025–2030 Strategic Plan builds on the strong foundation of our previous Strategic Plan, with a steady focus on expanding access, removing barriers, ensuring sustainability and clearly communicating our impact. Rather than shifting direction, this plan sharpens our approach and strengthens our capacity to respond to the changing needs of those who rely on us.

COSTI's commitment to building a stronger, more inclusive Canada remains at the heart of this strategy. Over the next five years, our work will focus on expanding the reach of our services and resources, eliminating barriers that hinder success, building financial and operational sustainability, and strengthening the way we communicate our impact and celebrate the achievements of our clients.

This plan reflects our deep commitment to equity, innovation and collaboration. It positions us to grow with purpose, act with agility and lead with compassion as we continue to help newcomers and long-time residents alike succeed and thrive in communities across Canada.

# About COSTI

At COSTI, we believe everyone should feel at home in Canada. Newcomers and diverse communities deserve the support they need to thrive. When people feel empowered, integrate successfully and unlock their potential, our communities grow stronger. Canada's diversity is its strength. By working together, we create a more inclusive society where everyone can contribute and flourish.

## Vision

To empower people from diverse communities to succeed and achieve their full potential by providing educational, employment and social services.

## Mission

A prosperous and inclusive Canada built on the success of every individual.

## Values

- **Leadership:** We stand and act for positive change in our community.
- **Diversity:** We value and respect each person's differences and unique contributions.
- **Empowerment:** We acknowledge the potential of every person and facilitate their growth and self-sufficiency.
- **Compassion:** We support and care for each other.
- **Excellence:** We are committed to high standards in all we do.
- **Innovation:** We embrace change, support continuous improvement and encourage new solutions.
- **Accountability:** We do what we say we will.



# Strategic Pillars

Expand the reach of services and resources

Eliminate barriers, unlock success

Build financial and operational sustainability

Communicate impact, highlight successes and promote inclusivity



# 1. Expand the Reach of Services and Resources

We are committed to ensuring that our programs, services and resources are easily accessible to all clients, regardless of their location or personal circumstances. By leveraging online service delivery, we can reach individuals who face barriers to in-person visits. Additionally, we aim to expand our offerings by providing pre-arrival counselling to international clients and developing fee-for-service programs, including instruction and counselling, to serve a global audience.

## Strategic Priorities

### I. Leverage Partnerships:

- Strengthen collaboration with post-secondary institutions, trade schools and unions to enhance client access to regulated professions, skilled trades and apprenticeship programs. Expand internship and hands-on training opportunities to bridge the gap between education, certification and meaningful employment in both professional and skilled labour sectors.
- Enhance criteria for partnerships to ensure alignment with strategic goals, including measurable outcomes.
- Expand pre-arrival outreach to newcomers using innovative methods such as kiosks and QR codes.

### II. Differentiate COSTI:

- Leverage competitive analysis completed in 2024 to showcase our key differentiators, highlighting COSTI's unique value proposition.
- Offer outcome-based services that focus on measurable client success.
- Use technology like AI to scale service delivery and reduce costs for partner organizations.
- Emphasize COSTI's full service, all in one, whole person approach; its end-to-end delivery of services from pre-arrival to settlement/integration.

### III. Expand Flexible Service Delivery:

- Invest in hybrid service models, balancing digital and in-person delivery to meet client needs.
- Ensure technological tools and platforms are available and aligned with client preferences (e.g., WhatsApp, Instagram).
- Focus on creating a thriving and evolving service culture that prioritizes client empowerment and accessibility.

## 2. Eliminate Barriers, Unlock Success

Our strategic focus is to eliminate barriers that prevent individuals from reaching their full potential. We will champion on behalf of our clients and those in need by working closely with governments at all levels to secure funding and feasibility. Additionally, we will expand employment and job training options through community partnerships, enhancing enrollment in educational opportunities and creating pathways for newcomers and those needing employment support. Our commitment extends to leading public dialogue on mental health and cultural humility while increasing access to mental health and addiction services through virtual delivery and community collaboration. We will also develop online health and wellness resources tailored to the needs of newcomers, seniors and the youth.

### Strategic Priorities

#### I. Strengthen and Expand Data-Driven Decision-Making:

- Expand the use of client feedback, environmental scans, and competitor analyses to refine priorities and identify emerging needs.
- Develop robust KPIs that align with client outcomes and evolving funder expectations.

#### II. Prioritize Core Services:

- Continue to provide a client-centric approach to service delivery through our end-to-end service model encompassing employment, education, refugee support and social services.
- Explore areas of expansion only if aligned with long-term strategic goals and financial sustainability.
- Embed mental health and wellness into service offerings.
- Apply equity, diversity and inclusion lens to develop culturally-appropriate programs that empower clients to reach their full potential.
- Ensure COSTI's mission is embedded in all services, fostering inclusive and equitable opportunities for diverse communities.

#### III. Engage Stakeholders:

- Continue to engage stakeholders via surveys and consultations to identify evolving community needs and be flexible to adapt.
- Actively engage staff at all levels to ensure alignment, foster buy-in and integrate diverse perspectives. By incorporating insights from frontline teams, our strategies will remain responsive, informed and impactful, strengthening our ability to meet the evolving needs of the communities we serve.
- Align stakeholder engagement with COSTI's tailored approach to integrate development, focusing on nurturing potential and empowering communities.



## 3. Build Financial and Operational Sustainability

We are committed to building financial resilience and securing long-term sustainability by developing contingency plans and implementing a robust fundraising strategy to address unmet service needs. This includes targeting non-traditional donors aligned with COSTI's vision and values, while actively pursuing funding from government, foundations and corporate partners to support and expand service delivery through innovative digital and technical approaches.

### Strategic Priorities

#### I. Diversify Funding Sources:

- Explore fee-for-service opportunities that align with our core mission, ensuring sustainability and reducing dependence on current funding sources.
- Target corporate sponsors through a strategic and data-informed approach.
- Prioritize funding that directly supports COSTI's mission and priorities, rather than allowing available funding to dictate our objectives.

#### II. Strengthen Internal Capacity and Foster an Inclusive, Future-Ready Organization:

- Provide targeted training in leadership, DEI and emerging technologies such as Artificial Intelligence to build organizational capacity and future-ready skills.
- Tackle key issues like succession planning, burnout prevention, performance management and gaps in managerial training to strengthen organizational resilience and employee satisfaction.
- Integrate DEI principles into all facets of operations with measurable goals and clear accountability to foster an inclusive and equitable workplace culture.
- Advance talent acquisition, training, development and performance management systems to attract, retain and empower a high-performing workforce.
- Foster a collaborative and purpose-driven culture built on teamwork, accountability and sustainability. By empowering resilience and prioritizing succession planning, we ensure long-term organizational success in a constantly evolving environment.

#### III. Enhance Operational Efficiency:

- Continue to invest in technologies to improve service delivery and tracking.
- Maintain judicious allocation of resources through cost/benefit and ROI approaches.

## 4. Communicate Impact, Highlight Successes and Promote inclusivity

We will highlight the achievements of our clients and the vital contributions newcomers make to Canada by sharing their success stories and the impact they have on our communities. Through clear communication and meaningful engagement, we will address key challenges affecting our clients, promote public understanding of their role in Canada's prosperity and reinforce our commitment to building a stronger, more inclusive society.

### Strategic Priorities

#### I. Empower Change, Shaping Futures:

- Develop targeted communication campaigns for funders, clients and the broader public to highlight COSTI's impact and expertise.
- Position COSTI as a thought leader, leverage research and data to inform dialogue and champion for client-centered change.
- Promote key social issues like mental health, applying COSTI's tailored approach to meet the evolving needs of our communities.
- Foster long-term partnerships with media outlets to amplify COSTI's expertise, address key social issues and promote our integrated service delivery approach.

#### II. Brand and Recognition:

- Strengthening COSTI's media presence through blogs, podcasts, thought leadership and intentional use of analytics.
- Focus messaging on COSTI's impact, targeting affluent newcomers and other stakeholders.
- Reinforce COSTI's brand as a leader in the settlement sector with a proven record of delivering end-to-end services from pre-arrival to integration.

#### III. Effective Communication:

- Identify communication channels based on client usage and prioritizing platforms based on audience segmentation.
- Incorporate social media into the corporate integrated communication strategy, aligning messaging across platforms.
- Establish feedback mechanisms to continuously refine communication strategies.
- Incorporate audience specific messaging to align with COSTI's mission statement in support of COSTI's culturally centric and client-focused approach.
- Ensure communication strategies reflect COSTI's mission and cater to staff, clients, partners and the wider community.



# COSTI

Empowering Communities

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