

Kiwassa

neighbourhood house

STRATEGIC PLAN 2018 - 2022



ABOUT US

Kiwassa Neighbourhood House grows community in the vibrant Hastings-Sunrise and Grandview-Woodland neighbourhoods of East Vancouver, on the unceded territories of the Skwxwú7mesh (Squamish), Səlílwətaʔ/Selilwitulh (Tsleil-Waututh), and xʷməθkwəy̓əm (Musqueam) Nations.

For over 65 years, we have created a welcoming place where people can find a helping hand, a friendly face, services they need, and opportunities to be connected and engaged in their community.

This plan sets direction and priorities for the next three years, articulating how we will bring our renewed vision, mission, and values to life. With leadership from our Board, it is rooted in analysis of community data, conversations with staff, volunteers, and stakeholders. It is optimistic, thoughtful, and brave - and yes, strategic.



OUR VISION

A thriving community
where all people are valued,
connected, and secure.

OUR MISSION

To cultivate opportunities
with people and partners
to build a socially just,
resilient, and connected
community.

OUR VALUES

We live socially just.
We live inclusively.
We live respectfully.
We live courageously.
We live here.

OUR APPROACH

“ But then every day, we also witness the incredible power of human connection and love across age, culture, ethnicity, gender and socio-economic status. ”

We work hard to address the often complex and intersecting issues and relationships impacting the well-being of our community and its residents. Every day, we witness the jarring pressures facing too many people trying to just get by. Poverty, displacement, racism, and social isolation are but some of the systemic challenges that manifest and perpetuate an inequality of outcomes for children, families, singles, and seniors.

But then every day, we also witness the incredible power of human connection and love across age, culture, ethnicity, gender, and socio-economic status. Humbling acts of courage, service, and generosity shared with respect, curiosity, and empathy. Random dancing. Food and laughter, everywhere. Growth, in abundance. Neighbours helping neighbours. Beauty, in every corner, no matter how dusty. Taking pride and confidence in languages, experience, and perspectives from every corner of the world. People sharing the experience of community - however, whenever, and whatever way they choose.

All this gives meaning and inspiration to our commitment to address challenges in a thoughtful, impactful, and sustainable manner. We look forward with determination to make a difference, know that change is possible, and unleash renewed energy to be effective in advancing our mission. Over the next three years we will strive to build an integrated approach to growing our organizational capacity and effectiveness, in order to offer leadership that creates healthier, accessible, and more inclusive spaces for everyone in our community.

Our efforts are grounded in research and driven by committed and talented staff keen to improve our collective impact. To be successful we will tap into our community's many assets and draw on our convening power and the strength of our partnerships to help create shared pathways to success and positive change.

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OUR PRIORITIES

1. SCALE AND STRENGTHEN PROGRAMS AND RELATIONSHIPS

- Scale availability of affordable childcare and housing options
- Strengthen quality and effectiveness of existing programs and services
- Grow efforts to measure and evaluate impact of programs

WHY THIS MATTERS

While the pressures facing our community are many, at Kiwassa we believe the critical shortage of affordable housing and childcare options demands a focus on expanding their availability to community members. We also know it's critical to remain agile and responsive by strengthening the capacity of our holistic community programs and services. To ensure the greatest response and impact, it's important we also take a close look at our programs and services to ensure they are yielding the right results and rooted in current best practices.

2. BETTER CONNECT, ENGAGE AND MOBILIZE PEOPLE ACROSS THE COMMUNITY

- Enable people to share their knowledge, experience and aspirations for our community
- Bolster organizational communications and marketing capabilities
- Recruit, retain and recognize volunteers across the agency's programs
- Grow mission-driven planning and leadership opportunities between public, private and non-profit partners

WHY THIS MATTERS

Community engagement and participation is central to Kiwassa's purpose and mandate. Looking ahead, we will reignite platforms that allow us to extend our reach within the community, to create a position of influence, and enhance our leadership potential. In working directly with community members and extending opportunities for volunteers, we help people participate as active agents in determining what they and their community need to thrive.

OUR PRIORITIES

3. DEVELOP AND ENHANCE STREAMS OF REVENUE

- Grow philanthropic support for critical programs and services
- Create mission-focused social enterprise programs
- Nurture relationships and partnerships with government and community partners

WHY THIS MATTERS

Kiwassa operates in a context of financial scarcity, and finding resources required to test new ideas, sustain critical efforts, and enable operational health and flexibility, is increasingly difficult. Adapting to anticipated changes to priorities of long-standing funders, inviting new donors to be engaged in our work, and strengthening relationships that build on our stellar reputation with partners and community is key over the next few years. Moving forward, we will need donors committed to joining us to drive change and help build a thriving and resilient community.

4. IMPROVE OPERATIONS AND INFORMATION MANAGEMENT SYSTEMS

- Strengthen internal information management systems
- Adopt policies and procedures that embed our values, including a Sanctuary House/Access Without Fear Policy becoming a Living Wage employer, and embedding principles of Reconciliation within all programs and relationships
- Refresh and create inspired and functional work and community gathering spaces

WHY THIS MATTERS

To fulfill our vision and mission requires commitment to both what we do, and how we do it. We believe in modeling the change we want to see in our world. This kind of values-based accountability between our staff, clients, and broader community invites us to look inward and hold ourselves to a high standard and ensure that such a responsibility extends across the entire organization. To improve our ability to engage, learn, and lead, we also need the capacity to harvest our knowledge, connect our constituents, and deploy precious resources as efficiently and effectively as we can. And we do that best within work and gathering spaces that are welcoming, vibrant, and purposeful.

OUR PRIORITIES

5. CREATE A CULTURE OF LEARNING, GROWTH AND WELLBEING FOR STAFF

- Strengthen meaningful engagement of staff across all levels of the organization
- Update performance management practices
- Create shared learning and professional development opportunities for staff teams

WHY THIS MATTERS

Creating a learning orientation allows us to stay current and ahead in our practices to best serve the individuals and families who walk through our doors. Building a staff team that understands that each member is valued, cared for, and supported to grow and contribute to our mission is important to what we do and the impact we wish to achieve. We are grounded in accountability, committed to excellence, with a view to grow our capacity to be the most effective players we can be to support the well-being of our community.



WE LOVE OUR COMMUNITY

We love our community and are tenacious in ensuring it is thriving and full of opportunities for our residents. This plan opens the door and charts our pathways over the coming three years. We hope you join us in making our community a better place for us all.



JOIN OUR COMMUNITY

If you are interested in helping to bring our vision to life, please consider donating funds or joining us as a volunteer.

Donors like you help us find ways to ensure that people in our community are nourished, learning, employed, housed, playing, laughing, and connected to neighbours and people who care. For information about how to make a donation visit, kiwassa.ca/donate-today, or give us a call.

If you have time, amazing skills, and talents to volunteer let us know by phone, email, in person, or online at kiwassa.ca/volunteer-opportunities.

We look forward to hearing from you!

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