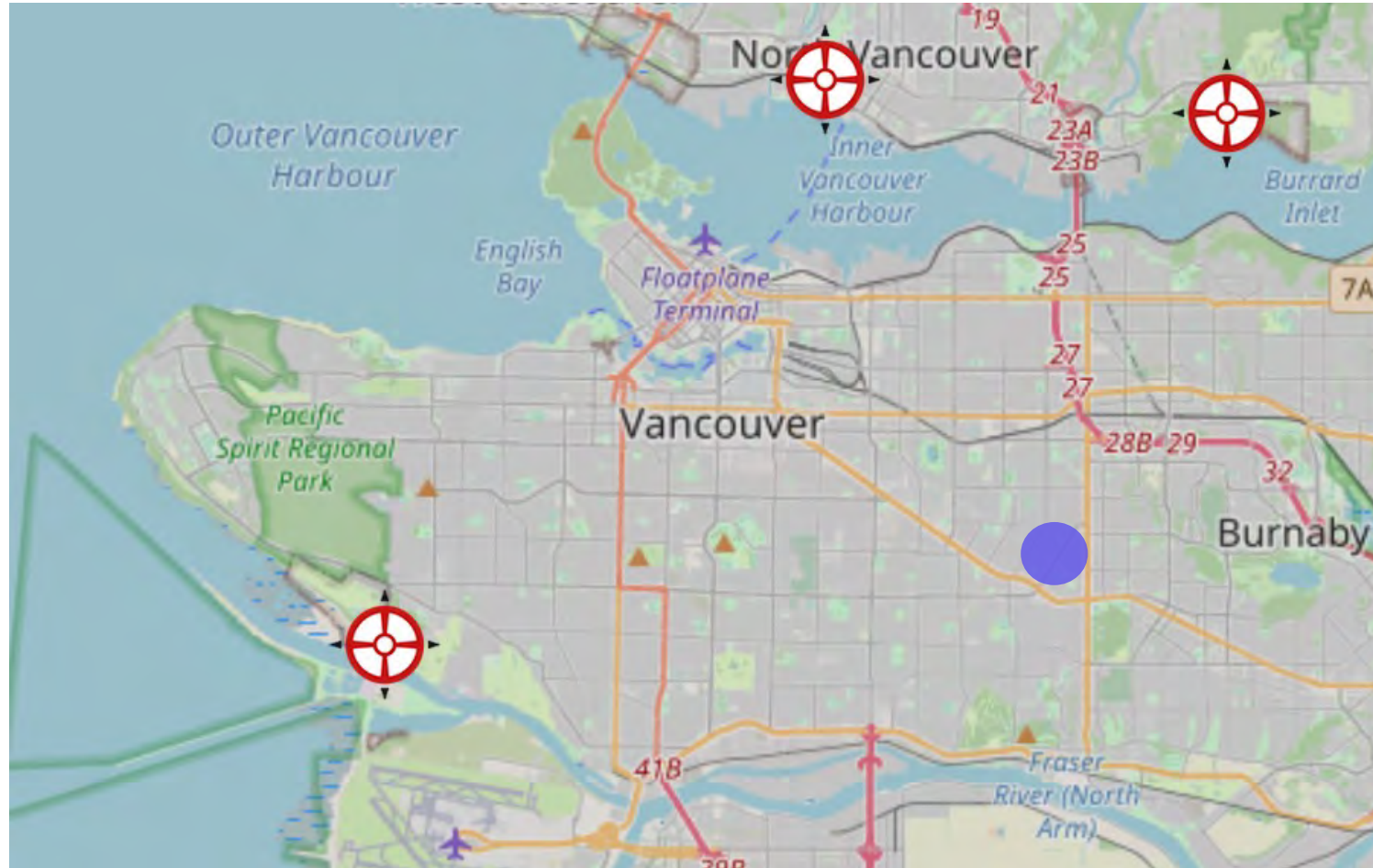




# Collingwood Neighbourhood House 2022-2024 Strategic Plan

February 2022

*We acknowledge that Collingwood Neighbourhood House is on the traditional, unceded territories of the x<sup>w</sup>məθk<sup>w</sup>əyəm (Musqueam), Skwxwú7mesh (Squamish) and sə́lilwətaʔ /Selilwitulh (Tsleil-Waututh) Nations.*



Source: BC Assembly of First Nations website, <https://www.bcafn.ca/first-nations-bc/interactive-map>

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Our role within Renfrew-Collingwood

# As a neighbourhood house, we support the ongoing aspirations and development of the community

## What makes a neighbourhood house unique?

Neighbourhood houses are welcoming places where everyone of any age, nationality and ability can attend, participate, lead, and learn through programs, services and community building. There is something for everyone, at any stage in their life. Throughout Metro Vancouver, neighbourhood houses offer more than 400 programs and services, including those related to: early childhood development, youth, newcomers, seniors, advocacy and social change, and more.

Neighbourhood houses grow alongside people and communities. We encourage and empower people to share ideas and launch new projects in their communities. We also serve as valuable links between local residents and other organizations, such as schools, support services, advocacy groups and multicultural associations.

Source: CNH website - <https://www.cnh.bc.ca/about/who-we-are/>

**A hub for connection**

**Convener of “network of information, knowledge, expertise and care”**

**A place where we celebrate**

**The heart of the community**

**A provider of programs and services**

**A place designed for gathering**

**Where newcomers can learn about and become a part of the community**

**Capacity builder**

# Collingwood Neighbourhood House (CNH) is guided by our Vision, Mission and Values to fulfil this role

## Vision

**A Place to Belong, a Place to Grow**

## Mission

To promote the well-being of the Collingwood community

- by providing leadership and working collaboratively with individuals, families, agencies and other groups
- to develop and support inclusive, innovative, sustainable initiatives and services
- that respond to the community's social, educational, health, cultural and recreational needs.

## Values

In our work to support the neighbourhood, Collingwood Neighbourhood House embraces the following values:

- Our **neighbourhood** as a place of connection, belonging and inclusion
- Individual **strength and gifts** as the foundation of relationships
- **Interculturalism** and appreciation of our collective **diversity**
- **Co-operation** and mutual **respect**
- **Participatory** decision-making as a vehicle for **empowerment** and **self-realization**
- **Social justice** and **equitable access** to a full range of quality community resources
- **Integration, partnerships and collaboration** with other organizations

The strategic planning process

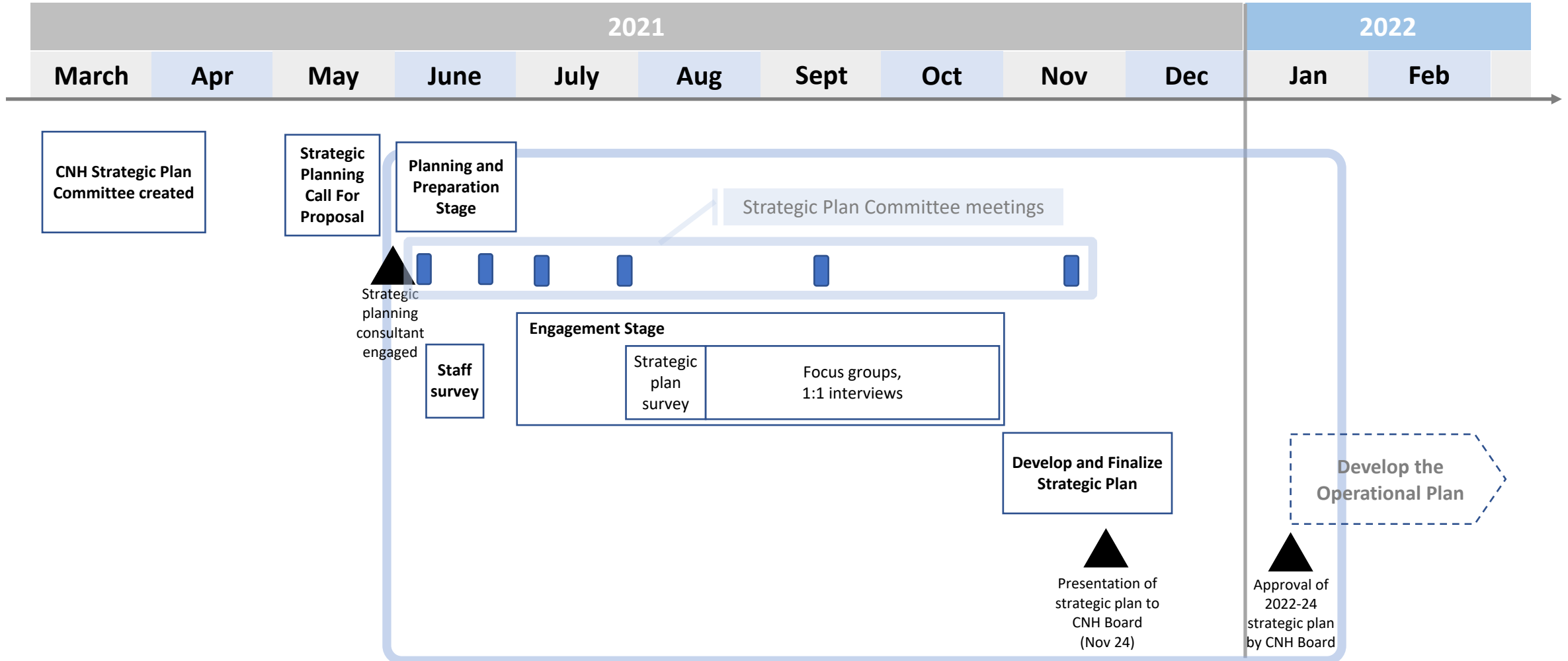
# The strategic planning process began with the creation of a Strategic Plan Committee in March 2021

## **CNH Strategic Planning Committee terms of reference**

- Comprised of 9 Board Directors and frontline and management staff.
  - representing every CNH department as well as the diversity of our team including, as much as possible, different ages, BIPOC representation, first-languages, years of experience at CNH and residence in the neighbourhood
- Selects and works with the consultant to design the Strategic Plan Project Plan.
- Sets the timelines for the Strategic Plan Project Plan.
- Members attend all Strategic Plan Committee meetings and share in the work of the strategic planning process. This may include joining task-specific subcommittees.
- Encourage colleagues, volunteers and CNH participants to participate in the strategic planning process.
- Connect with collaborative partners and funders to participate in the process.
- Act as champions for the strategic planning process and keep staff informed of the plan's progress.
- Work closely with the consultant as the plan starts coming together.
- Discuss and decide how to reconcile divergent opinions and ideas into one plan.
- Approve the final version of the plan to go to the Board.



# The 10-month process included an extensive engagement stage



# A wide range of people were engaged through focus groups and 1:1 interviews

Who	Focus Groups	1:1 Interviews
Board	●	●
Frontline staff	● ● (for Childcare staff only)	
Coordinators	●	
Staff Directors	●	
Indigenous staff	●	
Past presidents	●	
Community members	● (booth at Collingwood Days) ●	
Seniors Advisory Committee	●●	
Youth	●●	
Food Justice Committee	●	
Area Services Team	●●	
Funders, government partners		●
Other neighbourhood houses		●
Local indigenous organization		●

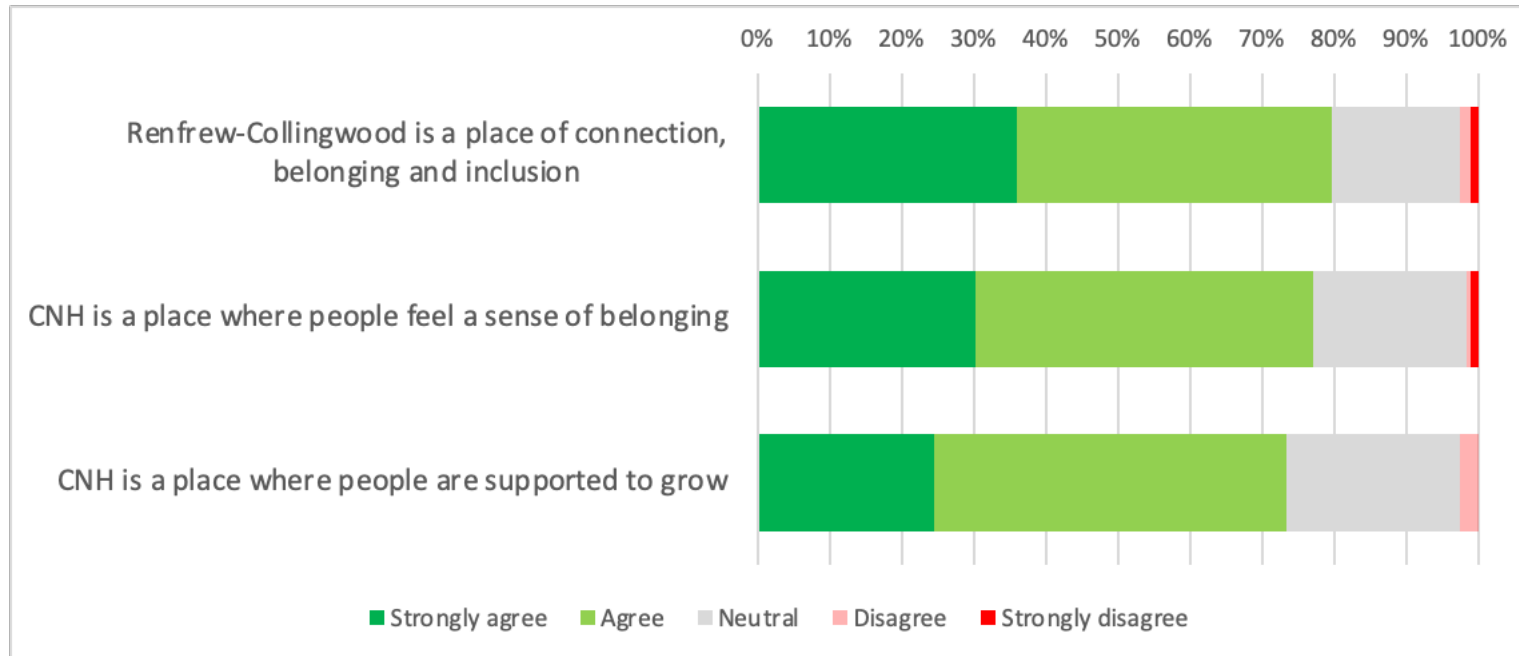
● Conducted by CNH staff or board director  
● Conducted by external consultant

## Additional considerations for engagement

- Survey in July/August was translated into Chinese and Spanish
- Focus groups were scheduled at different times of day (both during the day and early evenings)
- Sessions with frontline staff and coordinators were conducted without CNH management present
- Additional outreach was undertaken to ensure participation from Operations staff (front desk and custodial staff)
- Focus group sessions with community members were conducted without CNH management or staff present
- Additional outreach was undertaken for the Indigenous session, including having an Indigenous Elder to open the session

What we heard, what we learned

# Overall, there is appreciation for Renfrew-Collingwood and for Collingwood Neighbourhood House



Source: CNH strategic plan survey, July/August 2021

*I appreciate the cultural diversity as well as integration*

*有会说中文的员工*

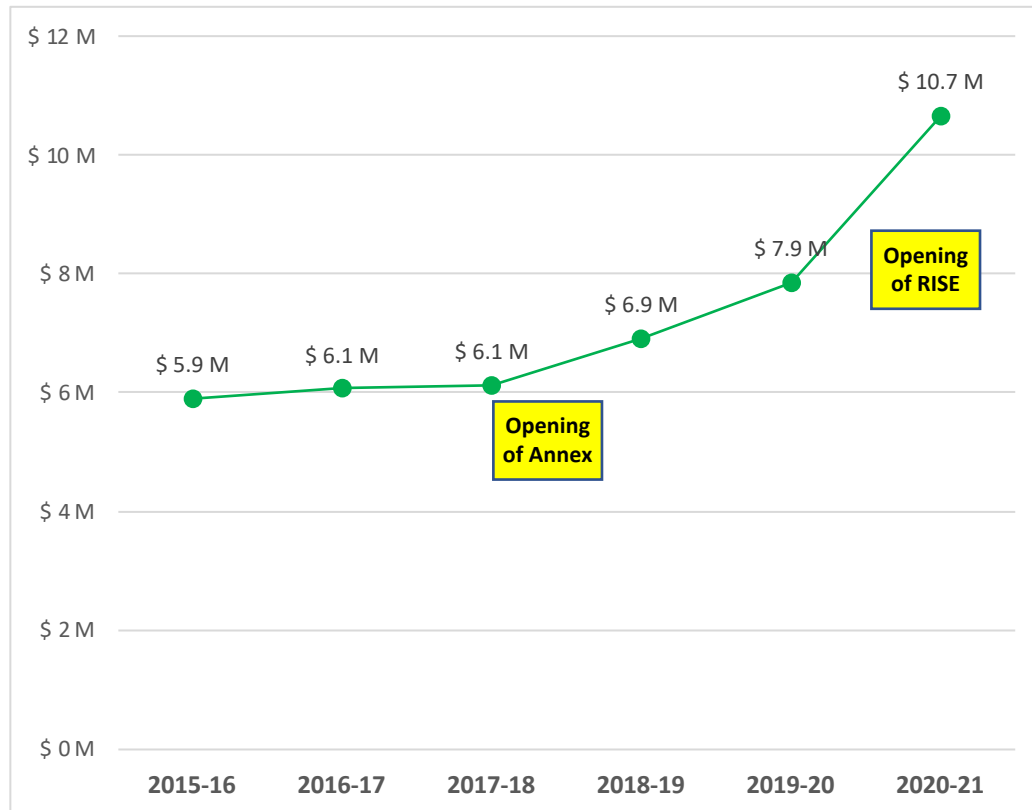
*CNH is so welcoming and there are programs for many people*

*La disposición, amabilidad y los apoyos para las familias*

*The many smiling faces and willing individuals who are here helping and serving the community*

*always innovating, a dynamic force*

# CNH has experienced significant growth since 2015



CNH's revenue has increased by 81% since 2015.

With the addition of both the Annex and RISE in the last 5 years, there is the need to invest in and update the supporting processes and systems within CNH

*We've grown so quickly over the last few years*

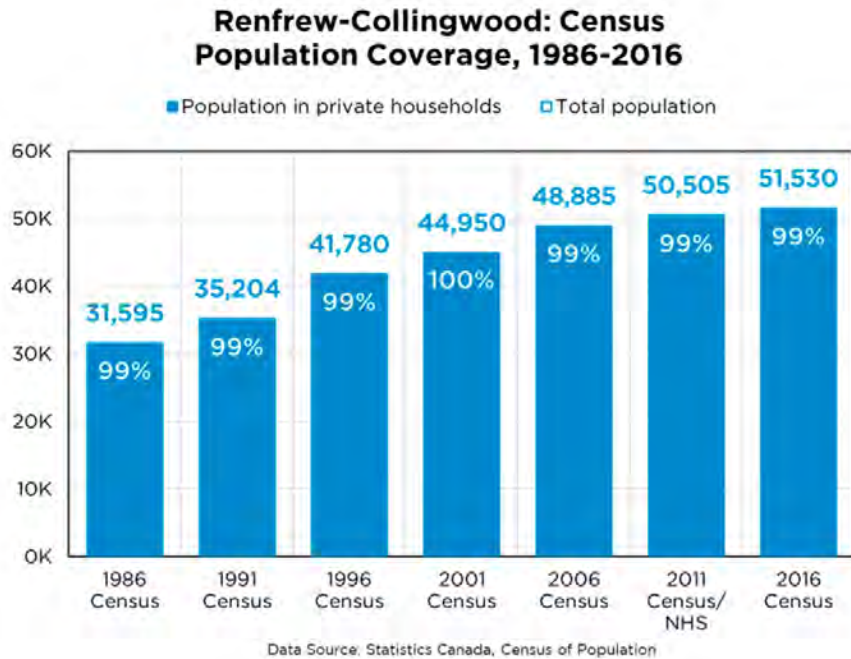
*We need to catch our breath after a few years of growth and the pandemic*

*It is ok to slow down?*

*We need to support our staff who are the face of CNH*

*There is a need to overhaul our outdated systems and provide training for our staff*

# Renfrew-Collingwood will continue to be significantly impacted by redevelopment



According to the 2016 Statistics Canada Census, Renfrew-Collingwood had a population of 51,530.

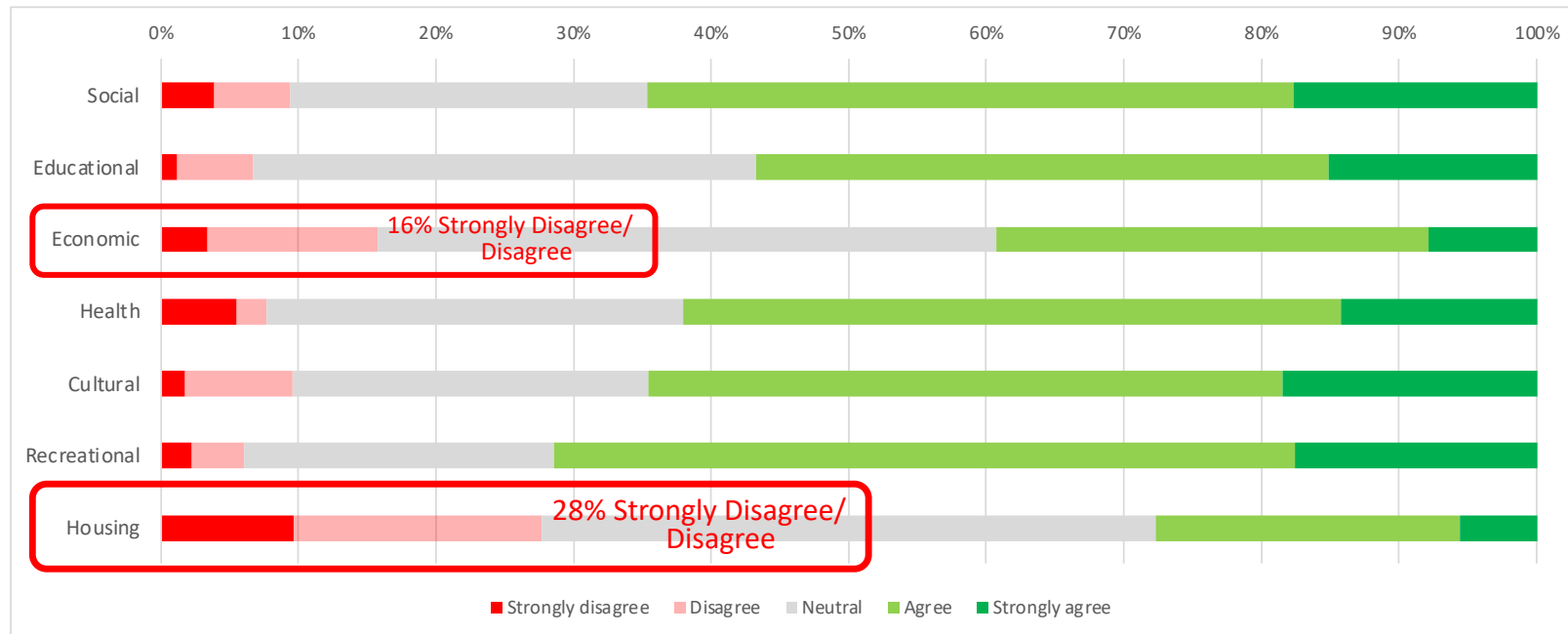
Just one example of an area that will see significant change is the Joyce Station Area (highlighted in light orange), where the population is anticipated to grow by 4,900 people (over the next 25 years).



Source: Joyce-Collingwood Station Precinct Plan, City of Vancouver, June 2016

# There are significant concerns on the impact this will have on housing and locally-owned businesses

To what extent are Renfrew-Collingwood's needs being met?



Source: CNH strategic plan survey, July/August 2021

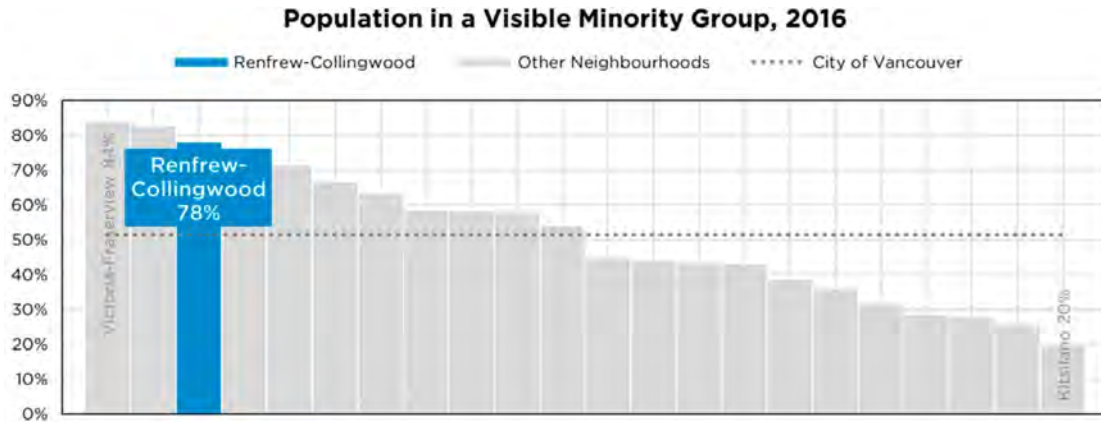
*The neighbourhood is growing and changing rapidly*

*Will there be affordable housing options to reduce social inequities?*

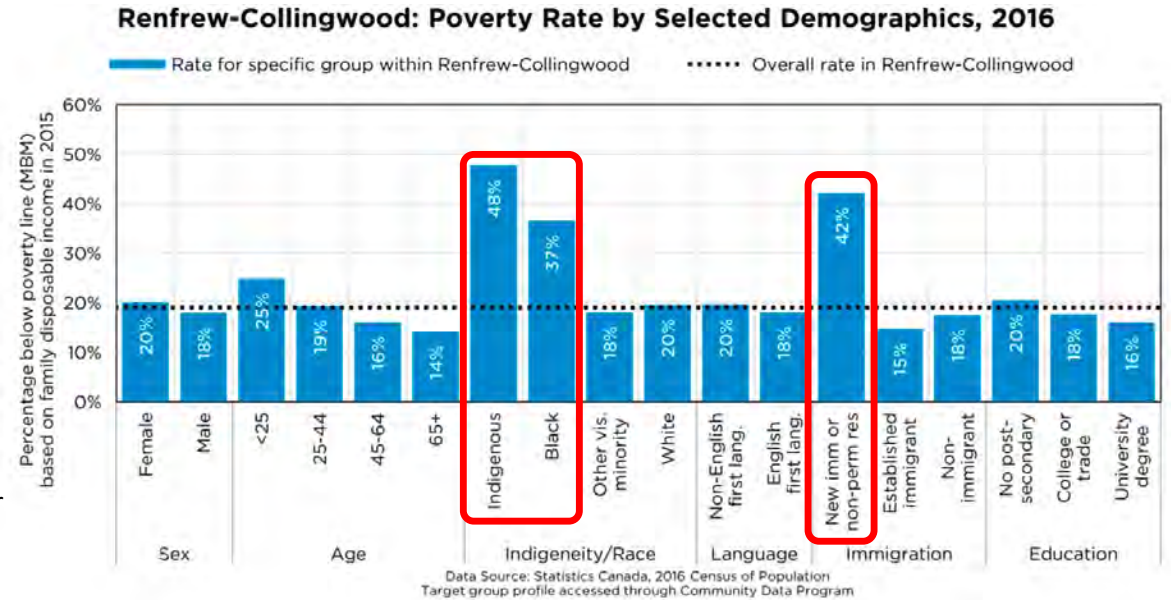
*Growth while keeping a grassroots approach*

*How do we protect our food and cultural assets?*

# There is a greater need to address racism and inequity in our community



Source: Renfrew-Collingwood Neighbourhood Social Indicators Profile 2020, City of Vancouver



*CNH has always been very inclusive. I think they have an opportunity to be an even bigger part in reducing racism.*

*How do we hear from those we aren't connected to?*

*How is anti-racism and equity reflected in our everyday work?*

*more representation and inclusion for all identities and backgrounds... Black, Indigenous or queer representation, folks with mental health and addiction challenges*



# CNH would like to connect with and re-establish our relationship with Indigenous community members

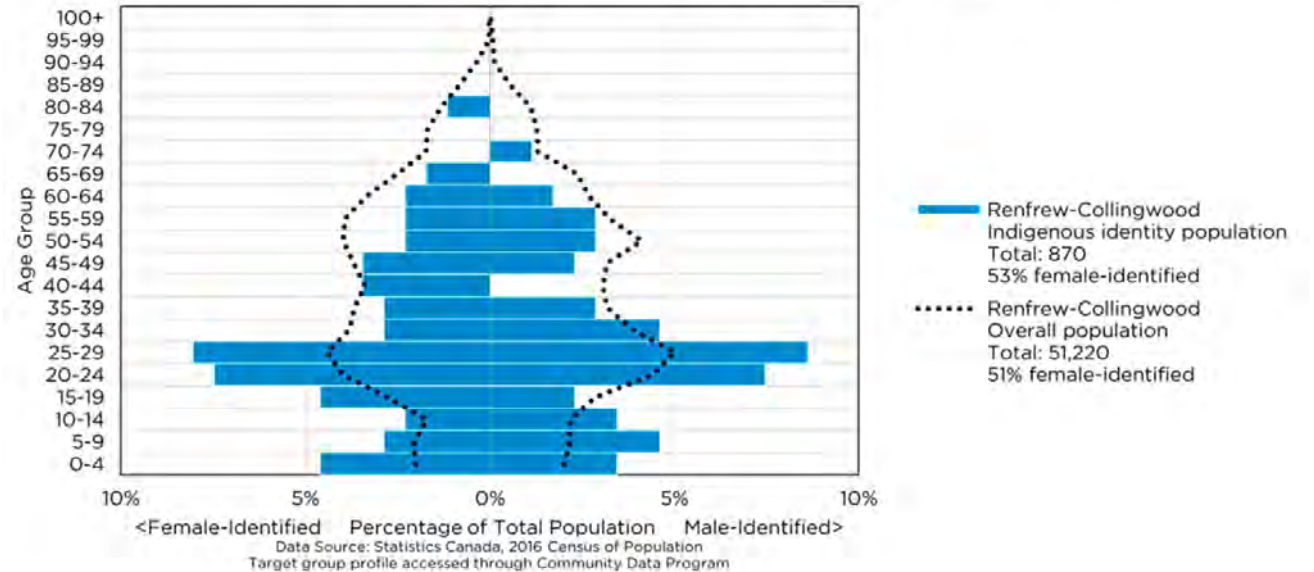
The Amlat'si group of Collingwood Neighbourhood House previously had high attendance of Indigenous families with young children, and high level of engagement from Vancouver Aboriginal Health Society and an Indigenous Elder.

Over time, attendance decreased from both participants and external agency staffing.

There is a growing number of Indigenous families with young children in Renfrew-Collingwood neighbourhood and CNH would like to re-establish and build a relationship with these residents.

Source: Reconnect and Reconcile project charter

Renfrew-Collingwood:  
Indigenous Identity Population by Age and Sex, 2016



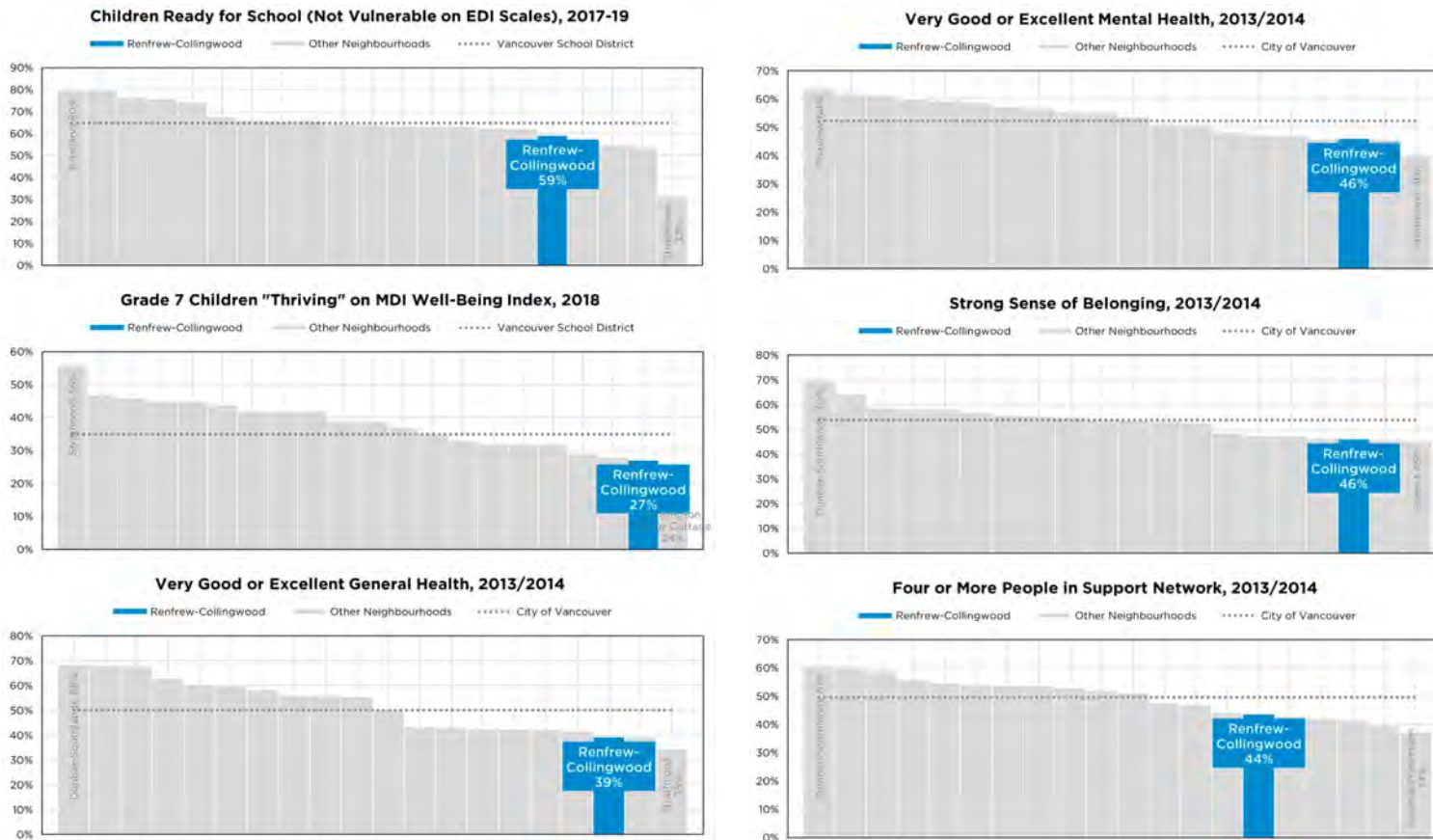
Source: Renfrew-Collingwood Neighbourhood Social Indicators Profile 2020, City of Vancouver

*We need to learn with cultural humility*

*It starts with relationships and a willingness to learn*

*Learning about and sharing Indigenous culture, led by Indigenous community members*

# Breaking down siloes within CNH and the community can help us address inequities and barriers



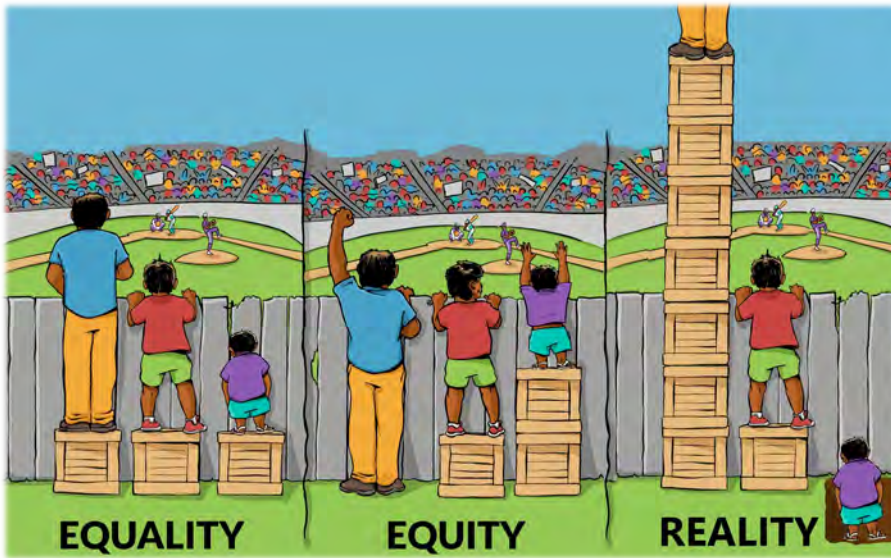
Source: Renfrew-Collingwood Neighbourhood Social Indicators Profile 2020, City of Vancouver

CNH is a hub for connection and belonging in Renfrew-Collingwood, and with the addition of the Annex and RISE, provides important social and health services along with community development and capacity building.

*Our programs are siloed – how can we have more cross-departmental collaboration?*

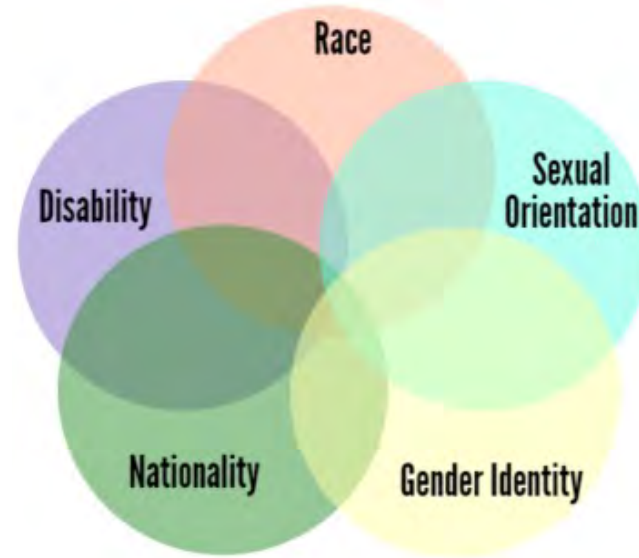
*CNH looks at issues bigger than its neighborhood boundaries and tries to be a force of positive change in the world and not just myopically focused on a service mission.*

# It is important to be informed by and apply an equity lens and intersectionality in how we do our work



Source: <https://interactioninstitute.org>

*We need affordable housing options to reduce social inequities for immigrants and newcomers*



Source: <https://scalar.usc.edu/works/intro-to-dh-hs3393/media/visualization-of-intersectionality>

*How do we include people in the conversation rather than deciding for them – Black, Indigenous, people of colour, people experiencing challenges with mental health and addictions...*

**Intersectionality:** the interconnected nature of social categorizations such as race, class, and gender as they apply to a given individual or group, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

Our strategic priorities for 2020-2024

## **Collingwood Neighbourhood House**

### **Vision**

**A Place to Belong, a Place to Grow**

### **Mission**

To promote the well-being of the Collingwood community by providing leadership and working collaboratively with individuals, families, agencies and other groups to develop and support inclusive, innovative, sustainable initiatives and services that respond to the community's social, educational, health, cultural and recreational needs.

### **Strategic Priorities**

**Connect with and be more accessible, equitable and inclusive for people in the community**

**Build community capacity to advocate for the future of the people in Renfrew-Collingwood**

**Invest in our organizational foundation to support our sustainability and growth**

### **Priority Initiatives for 2022-2024**

- Learn and actively embed anti-oppression practices, and address anti-Indigenous racism and anti-racism as a first step towards decolonization
- Take time to build relationships with groups and community members who currently are not connected to CNH
- Increase the diversity of meaningful representation within CNH

- Conduct regular outreach to understand needs and barriers and get feedback from the community
- Engage and be a convener for people in the community to articulate their vision for the future
- Support the growth of community members and create opportunities for them to advocate and lead

- Streamline our administrative policies, processes and systems/technology
- Support CNH staff and volunteers to succeed and grow
- Enhance our level of communication and collaboration across CNH
- Build our capacity to secure funding
- Develop and leverage the strength of our Board

### **Our Foundation**

**Our ongoing initiatives, programs and services**

**Our ongoing operations**

# Strategic Priority 1:

## Connect with and be more accessible, equitable and inclusive for people in the community

### What we can build on

- Our ongoing commitment to interculturalism and convening intercultural dialogues
- The diversity of our community
- The creation of the CNH Anti-Racism Committee
- Re-introduction of youth representation on our Board
- Collingwood Days
- Renfrew-Collingwood Pride

### Our priority initiatives for 2022-2024

- Learn and actively embed anti-oppression practices, and address anti-Indigenous racism and anti-racism as a first step towards decolonization
- Take time to build relationships with groups and community members who currently are not connected to CNH
- Increase the diversity of meaningful representation within CNH

### Our ongoing initiatives, programs and services

### Our ongoing operations

### How will we know we have succeeded?

- We apply an equity and intersectional lens to how we plan for and do our work.
- Our programs and spaces are seen and experienced as accessible, welcoming and inclusive for everyone in the community, particularly for those who have been historically marginalized.
- People throughout the community see themselves represented within CNH.

## Strategic Priority 2:

# Build community capacity to advocate for the future of the people in Renfrew-Collingwood

### What we can build on

- How we adapted our programs and services throughout COVID-19
- The outreach we have with schools, housing providers and other organizations in the community
- Our advocacy for affordable childcare
- The support we provide for newcomers and immigrants
- Programs such as Scale Your Impact and Food Justice
- Our experience and history in bringing the community together (CNH began during the Joyce Street Area planning process in 1985)
- CNH is seen by many as a key convening organization on behalf of the community

### Our priority initiatives for 2022-2024

- Conduct regular outreach to understand needs and barriers and get feedback from the community
- Engage and be a convener for people in the community to articulate their vision for the future
- Support the growth of community members and create opportunities for them to advocate and lead

### Our ongoing initiatives, programs and services

### Our ongoing operations

### How will we know we have succeeded?

- CNH is recognized for our deep understanding of the community's needs and giving voice to community members to shape the future of their neighbourhood.
- Community members are at the forefront and actively advocating for community needs.
- We can share the approach we take with other neighbourhoods and communities for systemic and sector change.

## Strategic Priority 3:

# Invest in our organizational foundation to support our sustainability and growth

### What we can build on

- Staff expertise and feedback on internal systems and our initial systems replacement work
- Introduction of HR staff
- Hybrid work options for staff introduced through COVID-19
- Initial work of the CNH Anti-Racism Committee
- Established multiple funding sources and fee-for-service revenue
- Continuity of our leadership over time on our Board and staff
- Our relationships with funders and government partners

### Our priority initiatives for 2022-2024

- Streamline our administrative policies, processes and systems/technology
- Support CNH staff and volunteers to succeed and grow
- Enhance our level of communication and collaboration across CNH
- Build our capacity to secure funding
- Develop and leverage the strength of our Board

**Our ongoing initiatives, programs and services**

**Our ongoing operations**

### How will we know we have succeeded?

- Our staff, board and volunteers are energized in their contribution within the community.
- Our team is excited about new opportunities to serve the community.
- There is more interconnectedness across our teams, programs and with partners in the community.



# Our values will continue to guide how we pursue our priorities over the next 3 years

## Collingwood Neighbourhood House's Values

- Our **neighbourhood** as a place of connection, belonging and inclusion
- Individual **strength and gifts** as the foundation of relationships
- **Interculturalism** and appreciation of our collective **diversity**
- **Co-operation** and mutual **respect**
- **Participatory** decision-making as a vehicle for **empowerment** and **self-realization**
- **Social justice** and **equitable access** to a full range of quality community resources
- **Integration, partnerships and collaboration** with other organizations

## A Place to Belong, a Place to Grow

To promote the well-being of the Collingwood community by providing leadership and working collaboratively with individuals, families, agencies and other groups to develop and support inclusive, innovative, sustainable initiatives and services that respond to the community's social, educational, health, cultural and recreational needs.

### Connect with and be more accessible, equitable and inclusive for people in the community

- Learn and actively embed anti-oppression practices, and address anti-Indigenous racism and anti-racism as a first step towards decolonization
- Take time to build relationships with groups and community members who currently are not connected to CNH
- Increase the diversity of meaningful representation within CNH

### Build community capacity to advocate for the future of the people in Renfrew-Collingwood

- Conduct regular outreach to understand needs and barriers and get feedback from the community
- Engage and be a convener for people in the community to articulate their vision for the future
- Support the growth of community members and create opportunities for them to advocate and lead

### Invest in our organizational foundation to support our sustainability and growth

- Streamline our administrative policies, processes and systems/technology
- Support CNH staff and volunteers to succeed and grow
- Enhance our level of communication and collaboration across CNH
- Build our capacity to secure funding
- Develop and leverage the strength of our Board

## Our ongoing initiatives, programs and services

## Our ongoing operations

Being accountable to these priorities

# Delivering on these priorities will require ongoing leadership and support

Role	Key accountabilities	Who	Time/frequency (illustrative)
Lead	<ul style="list-style-type: none"> <li>Develop the specific approach/plan for a priority initiative</li> <li>Lead the completion of the work needed to deliver the initiative</li> <li>Monitor progress and provide regular updates to the Sponsor (and Staff Director team as a whole)</li> <li>Resolve and escalate issues to the Sponsor as needed</li> </ul>	Staff Director, Coordinator or Contractor	4 to 8 hours every 2 weeks Available to address issues as they arise
Contributor	<ul style="list-style-type: none"> <li>Complete specific actions as requested/assigned by the Lead</li> <li>Review and provide input</li> <li>Provide suggestions to the Lead and/or Sponsor for consideration</li> </ul>	CNH Committee members Staff Volunteers Contractors	As needed/requested (may be anywhere from weekly to quarterly)
Sponsor	<ul style="list-style-type: none"> <li>Provide overall support for a priority initiative</li> <li>Confirm the scope and budget for priority initiative(s) they sponsor (this may require consultation with the Staff Director team and approval from the Board)</li> <li>Ensure that the initiative has the appropriate budget and resourcing</li> <li>Provide regular updates to the Staff Director team and Board as needed</li> <li>Address any critical issues that arise</li> </ul>	Staff Directors or ED	2-4 hours per month Available as needed to confirm key decisions and address critical issues

# The next important step will be to develop the operational plans for each of the priority initiatives

## Strategic Priorities

Connect with and be more accessible, equitable and inclusive for people in the community

Build community capacity to advocate for the future of the people in Renfrew-Collingwood

Invest in our organizational foundation to support our sustainability and growth

## Priority Initiatives for 2022-2024

- Learn and actively embed anti-oppression practices, and address anti-Indigenous racism and anti-racism as a first step towards decolonization
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- Streamline our administrative policies, processes and systems/technology
- Support CNH staff and volunteers to succeed and grow
- Enhance our level of communication and collaboration across CNH
- Build our capacity to secure funding
- Develop and leverage the strength of our Board

## Operationalizing the strategic priorities

- For each Priority Initiative, identify the Sponsor.
- The Sponsor can then identify (with input from others – i.e. other Directors, Committee members, Coordinators, Board members):
  - 3 to 5 Key Actions (or projects) that are 6 to 12 months in duration
  - the specific Target Outcome(s) that will result from the Key Action
  - the Lead (and key Contributors) for each Key Action).
- The Lead (with input from others) will then develop the specific approach and project plan as needed.
- The approach and plan will be confirmed with the Sponsor and the Staff Director team as a whole).
- Align with/incorporate within CNH budget.

## Operational Plan

Priority Initiatives	Sponsor	Key Actions	Lead	2022	2023	2024	Target Outcome(s)
<b>Connect with and be more accessible, equitable and inclusive for people in the community</b>							
Learn and actively embed anti-oppression practices, and address anti-Indigenous racism and anti-racism as a first step towards decolonization		Review the current practices that teams and programs have applied and resources to learn from	Anti-Racism Committee				
		Complete audit of our practices to identify gaps and priority areas for change		x			Gaps identified
		Implement priority changes			x		Changes implemented
		Share anti-Indiegnous racism and anti-racism practices that people have applied across CNH					
		Intercultural dialogues - opportunity to focus on relationship between urban Indigenous people and settler immigrants in the neighbourhood					

Key Action may need a more detailed project plan depending on its scope and complexity

Project plan

# We recognize and adapt to unforeseen opportunities and challenges along the way



Source: Henry Mintzberg, James A. Waters  
<https://opentextbc.ca/strategicmanagement/chapter/intended-emergent-and-realized-strategies/>

# We need to remain open while finding the right balance to sustain our energy and focus



Source: Emotional Quadrants - Tony Schwartz

- High emotional engagement/involvement
- High activity, stamina, speed, productivity
- Characteristics:
  - Regularly challenge status quo
  - Healthy passion
  - Pushes limits to drive to success
  - Discretionary effort
  - Quick, efficient approach and accomplishments

### Finding a balance

- Investing in time to breathe and establish our foundation for growth while being open to new opportunities to stretch and grow

- Strong shared satisfaction and identification
- Inertia/low activity (low level of energy)
- Characteristics:
  - Satisfaction with status quo
  - Long and slow decision-making processes
  - Culture of slowing/stopping innovation

Source: Fully Charged, Heike Bruch, Bernd Vogel

# We will review and communicate our progress on our priority initiatives on a regular basis

Who	How often	How they will be informed and/or engaged
Staff Director team	Monthly	<ul style="list-style-type: none"> <li>Review of progress on Priority Initiatives and Key Actions with key updates and issues being provided by Sponsors and/or Leads</li> </ul>
Management team (Directors and Coordinators)	Quarterly	<ul style="list-style-type: none"> <li>At team meetings (updates given by Sponsors or Leads), with opportunity to ask questions and provide input on Priority Initiatives and Key Actions</li> </ul>
Strategic Planning Committee	Quarterly (to be confirmed)	<ul style="list-style-type: none"> <li>At Committee meetings (updates given by Sponsors) – focus primarily at the Priority Initiative level</li> </ul>
Board	Quarterly	<ul style="list-style-type: none"> <li>At Board meetings – can potentially identify a specific Strategic Priority as a focus at each meeting so that each Strategic Priority is reviewed by the Board on a quarterly basis.</li> <li>Updates provided by Sponsors – kept at the Priority Initiative level</li> </ul>
All staff	Every 6 months	<ul style="list-style-type: none"> <li>All staff days</li> <li>At team meetings (updates given by their Directors and Coordinators)</li> </ul>
Partners and funders	Annually and as needed	<ul style="list-style-type: none"> <li>Relevant updates on our strategic plan for key meetings, proposals and funding reports</li> <li>Annual report</li> </ul>
Community as a whole	Annually	<ul style="list-style-type: none"> <li>Annual report</li> <li>Ongoing opportunities to hear from community members (to be identified/developed)</li> </ul>

# We commit to ongoing communication, engagement and support to keep the community at the centre





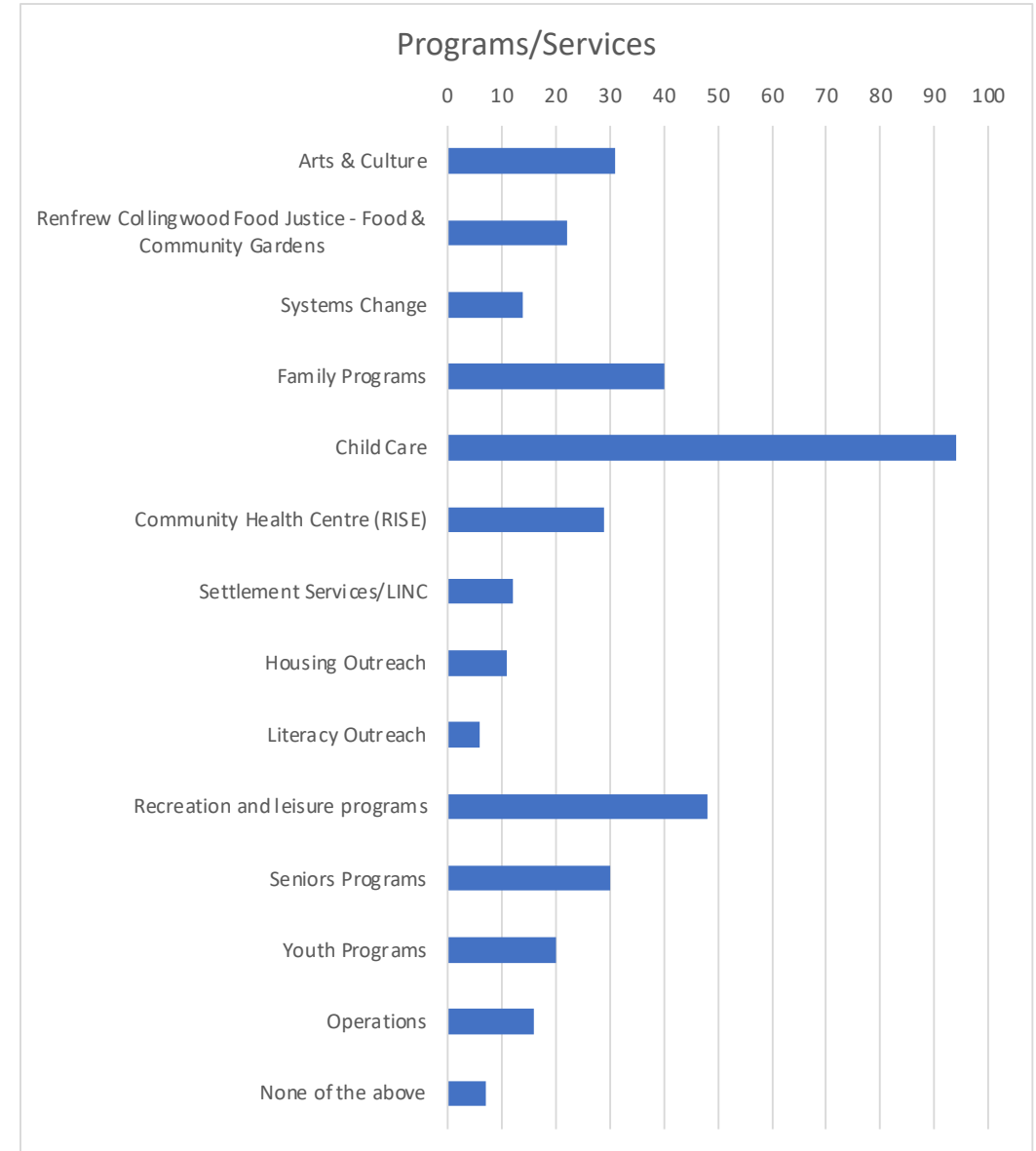
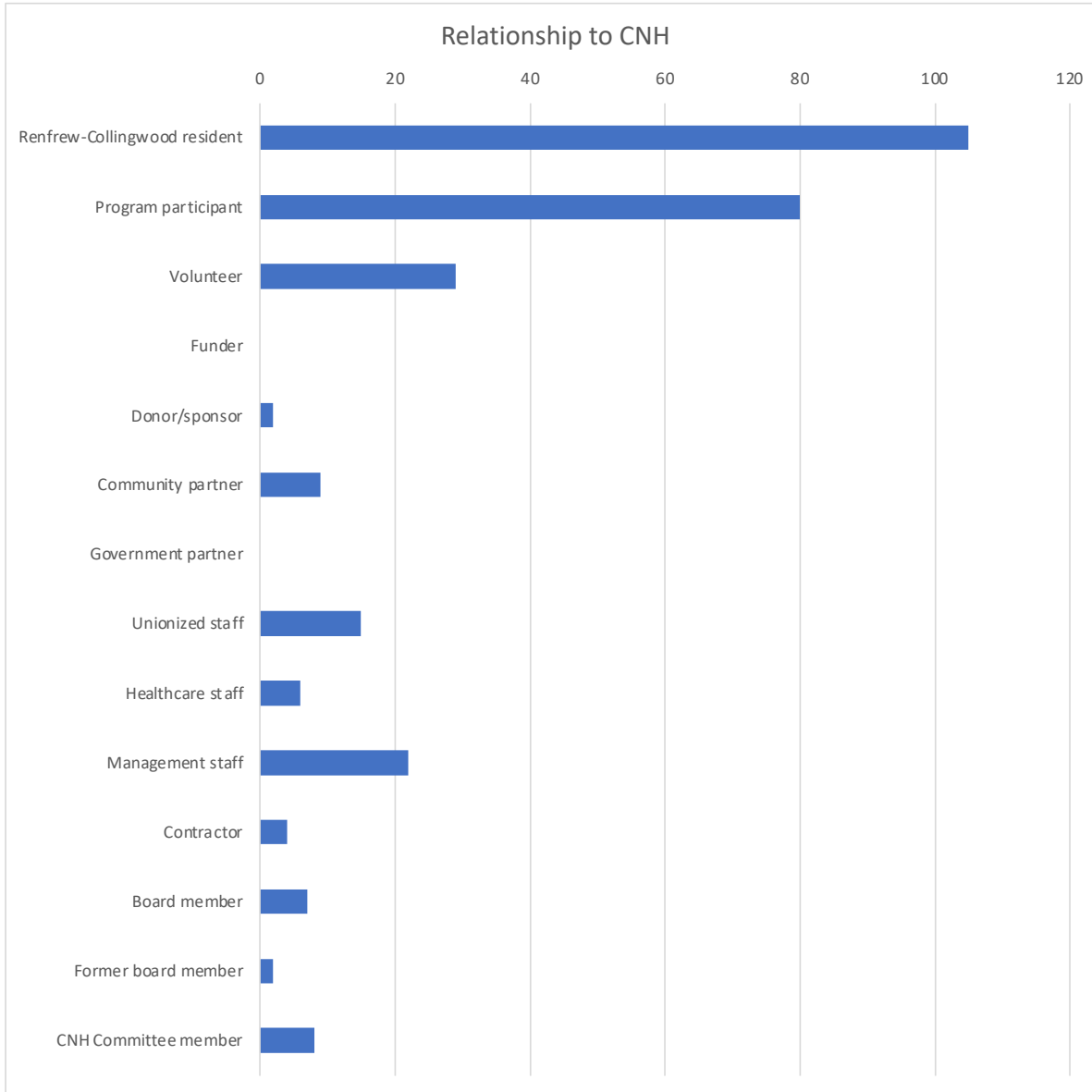
# Appendix: CNH Strategic Plan survey

July 28 through August 17, 2021

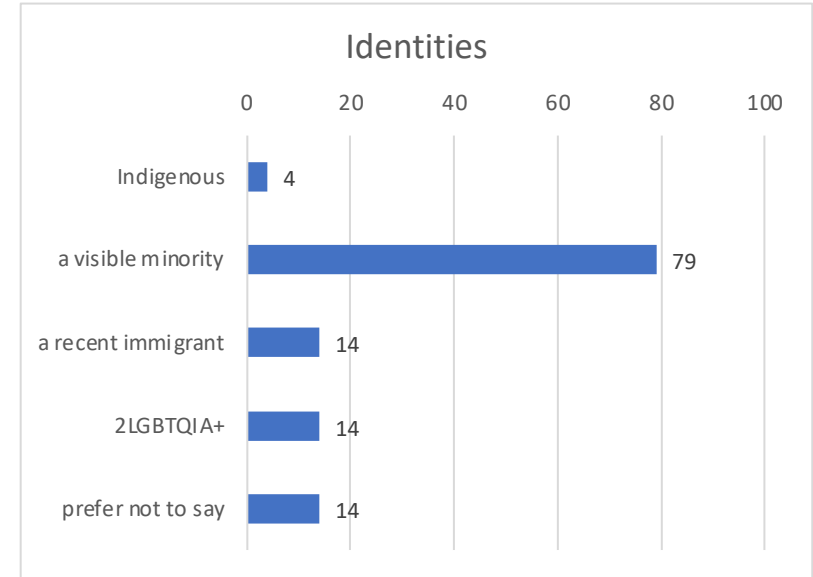
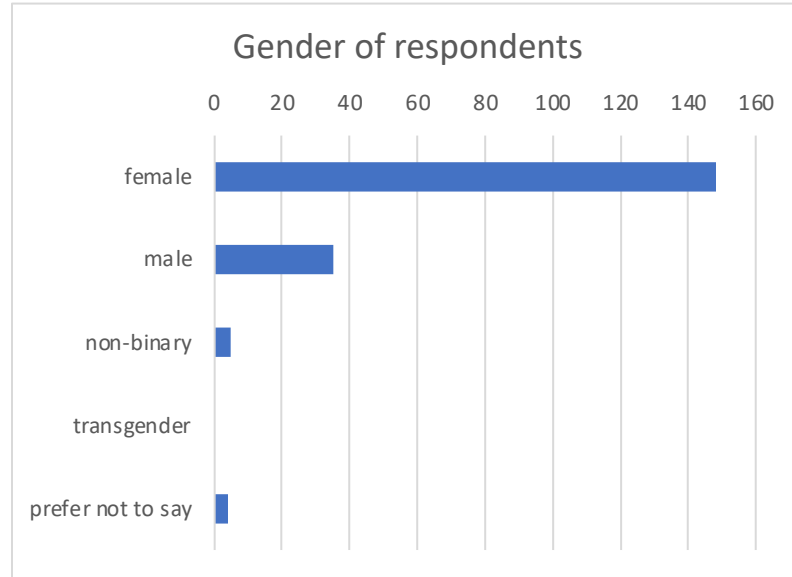
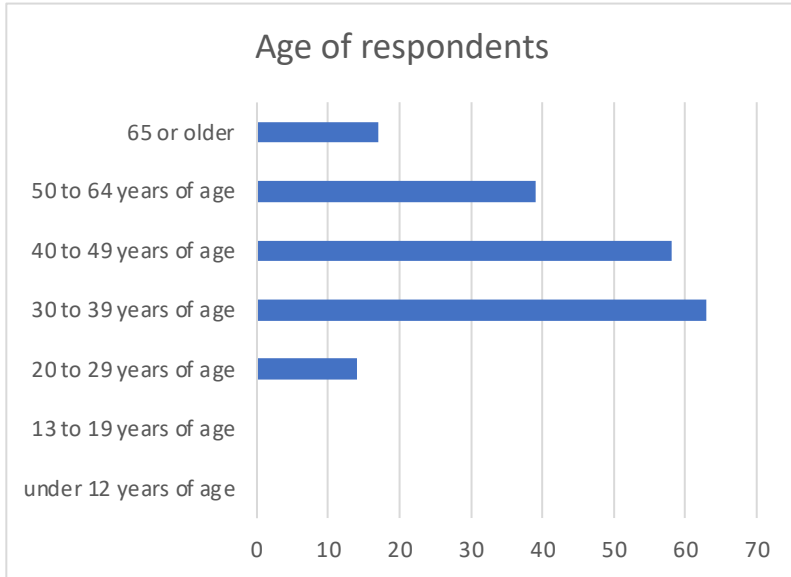
Summary analysis for CNH Strategic Planning Committee

September 16, 2021

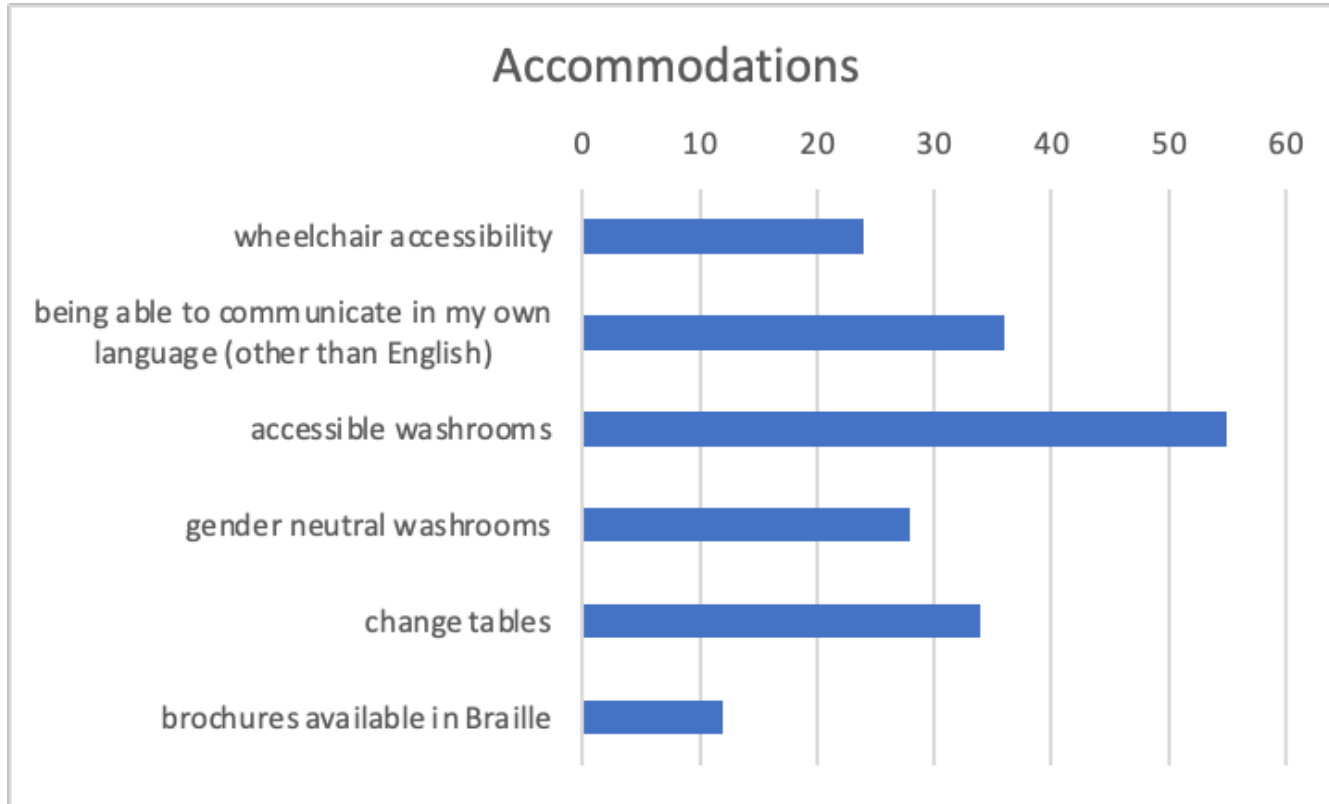
# Respondents' relationship with CNH (total = 193)



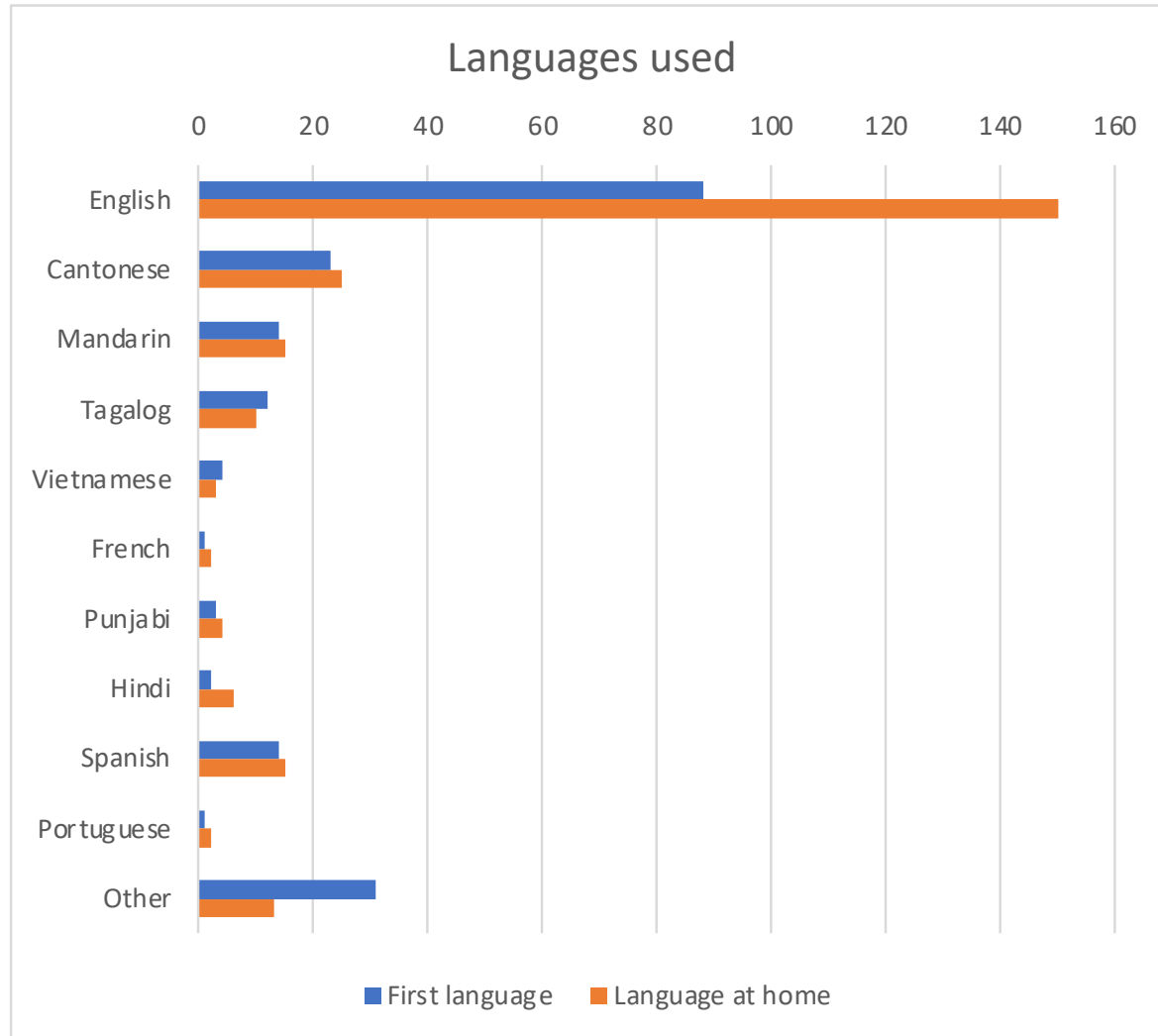
# Demographics of respondents (total = 193)



# Accommodations identified as important (total = 193)



# Languages used (total = 193)



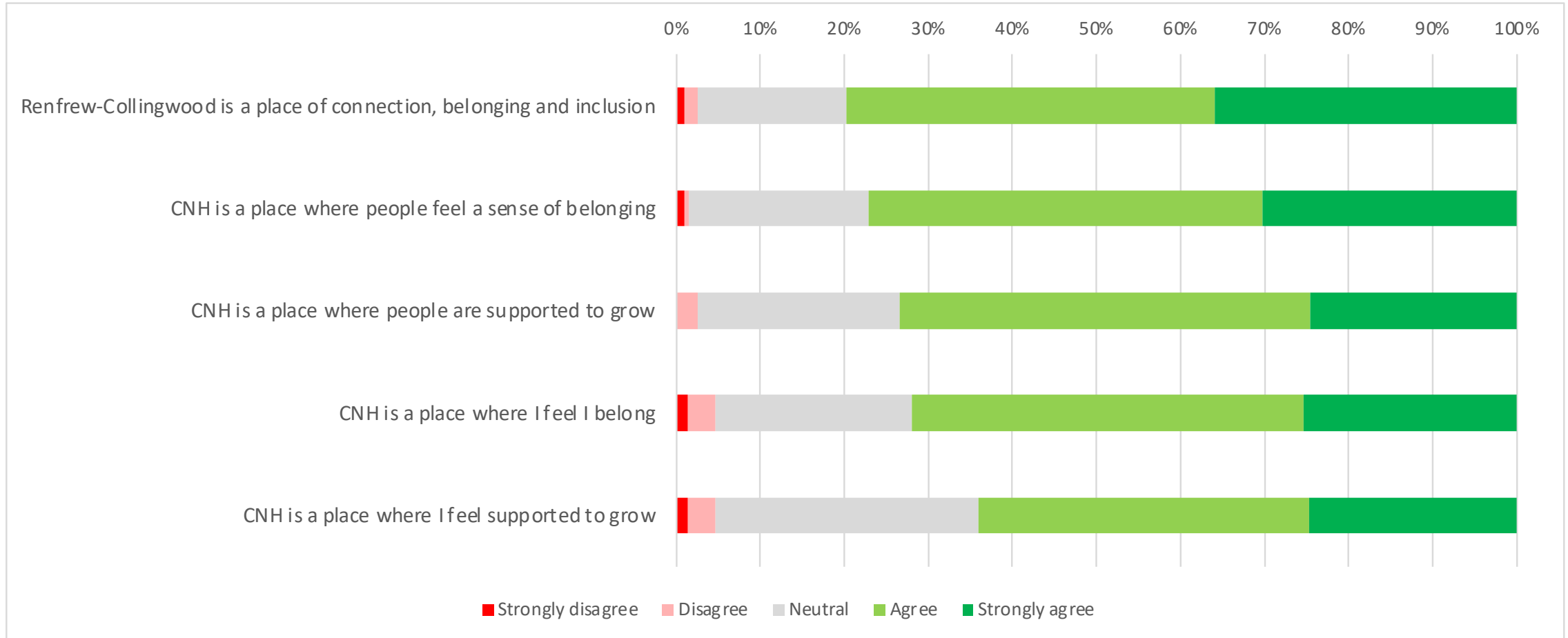
## Other first languages:

- Korean (3)
- Indonesian (2)
- Japanese (2)
- Russian (2)

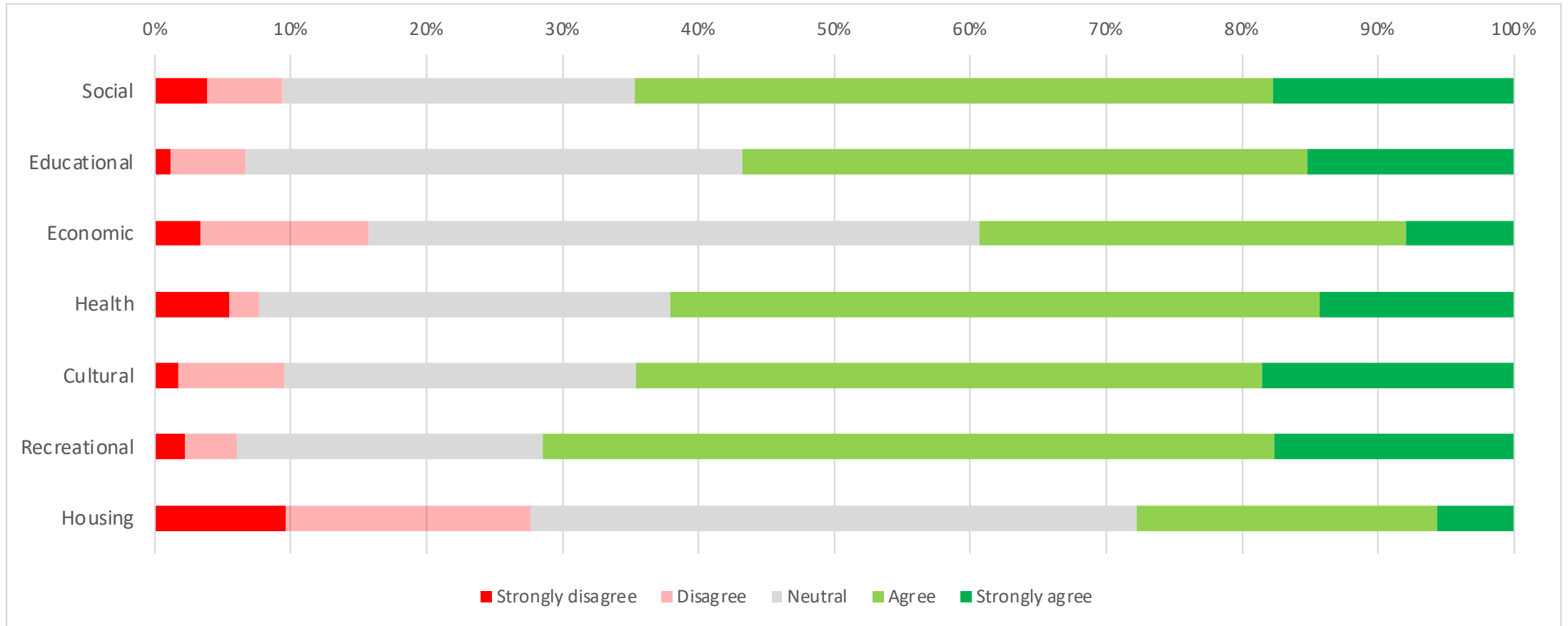
## Other languages at home

- Russian (2)

# How I feel about Renfrew-Collingwood and Collingwood Neighbourhood House



# To what extent are Renfrew-Collingwood's needs being met?



# Top themes, topics from comments (total = 158)

Theme/topic	Number of comments	Quotes
Diversity	48	
More childcare	32	
Inclusion, anti-racism, anti-oppression	25	<ul style="list-style-type: none"> <li>• Implementing more representation and inclusion for all identities and backgrounds (i.e. Black, Indigenous or queer representation); having programs that build a sense of inclusion when they might not have it in their home life.</li> <li>• Learning how to work with people through a harm reduction and trauma informed approach</li> <li>• Increasing the material power and influence of people of colour on the staff</li> </ul>
Amenities, parks	17	<ul style="list-style-type: none"> <li>• Walkable, lots of green parks/paths and playgrounds, diverse grocery stores and restaurants, Skytrain and bus</li> </ul>
Affordability of CNH programs	10	<ul style="list-style-type: none"> <li>• In relation to the socio-economic level of the families who live in the area</li> </ul>
Staff needs	10	<ul style="list-style-type: none"> <li>• Balancing growth with organizational sustainability</li> <li>• Space! From a staff worker perspective, it is getting crowded in here, we need more desk areas for all the new staff positions and storage space for "stuff"</li> </ul>
Truth and reconciliation	9	
Response following isolation during COVID-19		<ul style="list-style-type: none"> <li>• I think that it could be beneficial to start a COVID trauma support group as well as a program for 14-18 year-olds and 18-25 year-olds to discuss COVID and the long term outcomes this will have on their lives.</li> </ul>