



## Summary

Little Mountain Neighbourhood House is finds itself on the cusp of significant change. Within the timeline of this five-year strategic plan, a new home for LMNH will bring exciting possibilities as well as unexpected challenges. Meanwhile, the global pandemic has tested the bonds of our community, revealed new needs and priorities, and forced us to rethink how we do our work.

In this complex and uncertain environment, our new strategic plan calls for a renewed focus on three fundamentals: investing in our people, improving our spaces, and growing our funding. To this foundation we add two imperatives: to reach out and involve more of our neighbours in our work, and to change and grow in pursuit of a stronger community.

## Methodology

With support from the City of Vancouver, LMNH engaged Vantage Point to assist with the strategic planning process. Throughout this undertaking, Vantage Point staff worked closely with the Executive Director and with the Programs and Planning Committee of the Board of Directors, which includes management team members. The Committee met three times to develop the strategic planning process and to review products.

This strategic plan draws largely on the results of a comprehensive stakeholder survey in late 2021 and a series of focus groups in early 2022. Over 250 digital and paper surveys were distributed to board members, funders, staff, volunteers, and program participants, and 134 responses were received. The results of the survey were explored more deeply through four focus groups in which over 30 program participants, volunteers, staff, and community partners participated. Dozens of community members, volunteers, and staff gave their time and ideas to this process, and for that we thank them.

The LMNH Board and Senior Managers met together for half-day sessions on two separate occasions to review the engagement results, develop goals, and refine the strategic plan.

The final plan was approved by the LMNH Board of Directors on May 30, 2022. The first year of the plan begins as of the June 2022 AGM. With input from the Board and staff and guidance from Vantage Point, the LMNH senior management team will develop operational plans, performance metrics, and a mechanism for reporting on progress (e.g. a progress dashboard updated regularly).

## Justice, Equity, Diversity, Decolonization, Inclusion and Accessibility (JEDDIA)

LMNH's work is informed by several core values listed on the following page, one of which is diversity. The events of recent years have compelled us to begin to apply a justice, equity, diversity, decolonization, inclusion, and accessibility (JEDDIA) lens more purposefully and systematically to our work. The engagement process for this strategic plan reinforced this as a continued priority for the years to come.

Two approaches were considered: adding a strategic goal with several objectives for advancing this work or developing JEDDIA-related objectives within each of the goals of the plan. The latter option was selected to emphasize the importance of integrating a JEDDIA lens across priorities.



**VISION:** To connect, engage, and empower community members to create a vibrant, inclusive and caring neighbourhood.

**MISSION:** To develop and facilitate social, educational, cultural, and recreational programs and initiatives that strengthen neighbourhood life for a diverse group of community members.

**VALUES:** Diversity / Responsiveness / Integrity / Engagement / Accessibility / Caring / Excellence / Empowerment

	GOALS	OBJECTIVES
Relevance	Maintain excellent programs and services that meet emerging community needs.	<ul style="list-style-type: none"> <li>A. Establish a framework and approach for identifying community needs to inform decision-making</li> <li>B. Maintain thriving programs and investigate opportunities for growth</li> <li>C. Ensure food is a central part of community building</li> <li>D. Embed a JEDDIA and reconciliation lens in development and evaluation of programs</li> <li>E. Expand and diversify programming in our new location and build capacity to respond nimbly to emerging community needs</li> </ul>
Engagement	Empower our community by facilitating meaningful engagement opportunities for all.	<ul style="list-style-type: none"> <li>F. Reach a broader spectrum of the community and build new partnerships through evolving engagement and communication methods</li> <li>G. Help neighbours find a place for themselves in the community so they feel they belong</li> <li>H. Foster a stronger sense of community responsibility and empower neighbours to make change</li> <li>I. Ensure staff, board, volunteers and membership represent the diverse community we serve</li> </ul>
Facilities	Ensure current and future spaces are vibrant, welcoming, and effective.	<ul style="list-style-type: none"> <li>J. Utilize existing spaces to ensure impactful programming and engagement</li> <li>K. Establish new facility as a dynamic neighbourhood hub with spokes throughout the community</li> <li>L. Embed JEDDIA and reconciliation principles into our spaces, including recognizing the Indigenous history of the area</li> <li>M. Streamline operations and invest in technology that will enable us to manage systems and programs effectively</li> </ul>
People	Invest in and retain quality staff, board members, and volunteers.	<ul style="list-style-type: none"> <li>N. Ensure an engaged, collaborative, and thriving workforce</li> <li>O. Ensure strong succession plans for key senior leaders and board members</li> <li>P. Embed JEDDIA and reconciliation into people, policies, training, and practices</li> <li>Q. Be nimble and adaptable in our process and policies</li> <li>R. Expand capacity through enhanced use of volunteers</li> <li>S. Increase the knowledge and engagement of Board members</li> </ul>
Funding	Maintain core funding and seek new resources to diversify funding sources.	<ul style="list-style-type: none"> <li>T. Diversify and strengthen funding through grants, campaigns and new funding sources</li> <li>U. Expand sustainable, long-term program funding</li> <li>V. Pursue collaborative funding with existing and new community partners</li> </ul>