



Strategic Plan 2025-2030

Victoria West Community Association

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Introduction

Vic West has always been a place of transformation. Since our last strategic plan in 2018, our neighbourhood has grown and evolved—welcoming new residents, adapting to shifting demographics, and navigating the challenges of a changing world. Through it all, the Victoria West Community Association (VWCA) has remained committed to serving this dynamic community with care, purpose, and vision.

This *2025–2030 Strategic Plan* is both a reflection of where we are today and a guide for where we're going. It is the result of deep listening: to our members, staff, program participants, volunteers, and neighbours across Vic West. With the guidance of Little Dynamo Consulting, we undertook a thoughtful engagement process to better understand the priorities, concerns, and aspirations of our community. We also looked outward to other community centres and sector trends to ensure our plan reflects both local insight and broader context.

What emerged is a renewed vision, mission, and set of values that honour our roots while embracing the future. The plan outlines four key pillars: engaging our community, growing our impact, strengthening our operations, and being the voice of Vic West. These pillars will guide how we make decisions, allocate resources, and shape the programs and services that matter most to our residents.

This work would not have been possible without the collective effort of many. I want to sincerely thank Marcy and the team at Little Dynamo, our dedicated Board of Directors, the staff who bring our mission to life every day, and the many volunteers and community members who generously shared their time, ideas, and feedback. Your voices are embedded throughout this plan.

Looking ahead, we are excited and optimistic. The path forward will require collaboration, creativity, and continued input from all corners of Vic West. Whether you are a long-time resident, a new neighbour, a partner organization, or someone discovering VWCA for the first time, we invite you to join us. Help us bring this plan to life and together, we can create a stronger, more connected, and resilient Vic West.

Bronson Bullivant
President, VWCA Board of Directors

Jaymie Humber
Executive Director, VWCA

Vision, Mission & Values

Since our last Vision, Mission, and Values update in 2018, our community has changed significantly. To ensure our strategic direction reflects these shifts, we engaged a consultant to lead a comprehensive review, gathering insights through interviews and surveys with members, program participants, staff, and the broader community. They also consulted executive directors of other community centers to identify key trends. From this research, three potential directions emerged. Our Board and leadership team refined and shaped them, resulting in an updated vision, mission, and values that reflect who we are today, and who we strive to be.

Vision

Vic West is a **welcoming, diverse, and vibrant** community to live, work, and play.

Mission

The Victoria West Community Association creates opportunities for everyone to be part of a **caring, inclusive, and resilient** community. We provide quality, accessible programs and bring people together to deepen **community engagement**, foster **joy**, and promote **well-being**.

Values

Accountability

We take **responsibility** for our decisions and actions, uphold **transparency** in our work, and follow through on our **commitments** to our community, staff, and partners.

Inclusiveness

We create **welcoming spaces** where everyone feels **empowered to participate** fully in our programs, decision-making, and community life.

Resilience

Through strong leadership, **sustainable** practices, and supportive **networks**, our organization and community grow stronger in uncertain times.

Respect

We value **diverse perspectives** and foster positive relationships, ensuring that all individuals feel heard, safe, and valued.

Strategic Pillars 2025-2030

Engage our Community

Community development forms the core of what we do. We will **expand our reach** to all of Vic West, creating meaningful opportunities for engagement and dialogue. By fostering welcoming and inclusive **community spaces**, we build connections, strengthen relationships, and support diverse voices in shaping the future of our neighbourhood.

Grow our Impact

We will build on our history of quality programs and services and increase our offerings in response to the identified needs of the community. We will incorporate regular **data collection**, strengthen our **communications** and further **develop our volunteer program** to maximize our impact.

Strengthen our Operations

We will mature as an organization and ensure we have the resources, tools and structures to deliver on our priorities. We will increase our capacity through **reviewing our governance, finances, and internal operations**. Our infrastructure will mature alongside our community association to better serve Vic West.

Be the Voice of Vic West

We will use our connections and relationships to be an **effective conduit** between City Council and our community. We will develop advocacy partnerships to identify shared interests, and **deliver your views to inform policy and decisions that impact Vic West**. Prioritizing advocacy will require that we resource and build capacity in this area.