



# Strategic Plan



**2024 -  
2027**

# Executive Summary

After 5 years of fast-paced growth, our 2024-2027 strategic planning process has been a welcome opportunity to pause and reflect on where we want to go as an organization.

*One of our strengths as an organization has always been responding to community need, and over the past few years our efforts to address urgent and emergent community needs has resulted in service diversification and expansion, and considerable organizational growth. We're proud of the way our team has been able to adapt and grow to deliver needed supports - and we also recognize the challenges that fast-paced growth can bring.*

*In consultation with our board of directors, our staff, and community partners, we've developed a strategic plan focused on strengthening our current operational model, that will guide our work over the next three years. We want to increase support to our amazing team of staff and volunteers, re-commit to excellent service delivery, build up our internal systems, strengthen our organizational relationships and partnerships, and continue collaborative work to address critical community issues like housing insecurity and poverty.*

*We are thankful for the feedback and input we've received that has shaped our focus for the next three years, and we are motivated and excited to continue our work on achieving equity and hope for all in the qathet Region.*



*Kim Markel*

Kim Markel, Interim Executive Director  
May 2024

# Vision, Mission, & Values

Our vision, mission, and values guide our work; they provide a roadmap for where we want to go (our vision) and how we want to get there (our mission). Together, they lay the foundation for our strategic priorities.

## Vision

*Our vision is a welcoming, inclusive, and diversity-affirming community that is free of poverty and full of heart.*

## Mission

*Lift Community Services works with community partners and people facing barriers to create equity and hope in the qathet Region by establishing sustainable housing and employment and providing a range of inclusive, supportive services.*

## Values

### Inclusive

*We value and welcome people with different identities, and we see opportunities to engage the wisdom and experiences of all people.*

### Growth

*We value personal growth and provide a rich and nurturing environment for our staff and clients to reach their potential. We strive every day to increase our impacts on our clients and our community.*

### Community-focused

*We put the community first in all of our decisions and we take open and transparent collaborative approaches to create capacity and solve community challenges.*

# Guiding Principles



Our values are the foundation of our organizational beliefs, and our guiding principles provide a framework so our decision-making aligns with those values.

These principles will be used by our board of directors and leadership team as a checklist when making operational and strategic decisions, and reviewing progress on our goals.

## Client-Centredness & Client Voice

*Keep our clients' needs and voices at the forefront of our work and ask for their input into how our services are designed and delivered.*

## Integrate Social Equity

*Work toward social justice and fairness at an organization and program level. Aim to make our programs and supports easy to access and inclusive for as many people as possible, especially underserved communities.*

## Upstream Connection

*Use a preventative approach in our work and aim to address the root causes of the challenges our clients face.*

## Evidence-Based Program Elements

*Deliver our services and programs based on current and best available evidence.*

## Keep it Pragmatic

*Be realistic about what we can do and aim for reasonable and achievable outcomes for our programs.*

## Environmental & Climate Change Lens

*Consider our environmental impact and build environmentally sustainable practices into our daily operations.*

## Permanent-Leaning Services

*Plan for permanent services that clients can rely on. Focus on transitioning pilot, temporary, or emergency services to long-term solutions.*

### Commitment to Decolonization & Reconciliation

*Centre reconciliation and the decolonization of our organization and programs in our work. Honor Indigenous leadership, respect traditional knowledge, and prioritize equity and justice in our work. We are committed to ongoing learning, engagement, and accountability to create meaningful, respectful partnerships.*

### Impact-Based & Success-Based Program Decision Making

*Direct our resources and energy on programs that have a proven record of success. Through impact assessments, identify and carry-out improvements that ensure continued success.*



# 2024-2027 Strategic Priorities



*Our five strategic priorities are the focus areas for our work over the next 3 years. Each priority is broken down into strategies, and key goals - which is how*

*we will measure our success. Each strategy has an assigned staff lead who is accountable for overseeing and reporting on progress.*

**1**

**Foster Community Resilience**

**2**

**Strengthen Community Engagement  
& Partnerships**

**3**

**Amplify Program Impact**

**4**

**Empower our Team & Culture**

**5**

**Enhance Efficiency & Resource Management**

# Foster Community Resilience

*Drive community resilience by addressing housing, poverty, and health issues in response to emerging trends and crises.*

## STRATEGIES

- Expanded Supportive Housing Plan
- Homelessness Task Force
- Housing First Strategy
- End Poverty Strategy Relaunch

### **A measure of success:**

*Increase Community Readiness for Ending poverty by achieving 50% of identified recommendations in End Poverty Regional Plan by December 2026.*





# Strengthen Community Engagement & Partnerships

*Deepen partnerships and engage communities to share knowledge, spark regional and provincial action, and secure the resources necessary for our mission.*

## STRATEGIES

- Community Engagement Strategy
- Core Administration Resource Strategy
- Membership and Volunteer Strategy
- Tla'amin Nation Partnership Development

### **A measure of success:**

*Establish baseline of total number of volunteer and volunteer hours at Lift by March 2026, and set a target to increase it by 10-25% by March 2027.*





# Amplify Program Impact

*Establish Lift as a top-tier service provider through impactful service delivery, excellence in accreditation, evidence-based methods, and client-centered practice.*

## STRATEGIES

- Accreditation Plan
- Client Advisory Strategy
- Impact Evaluation & Needs Assessment Process
- Centralized training program for managers and client-facing roles
- Policy Framework Renewal

### **A measure of success:**

*Achieve Accreditation Canada preliminary accreditation by December 2026.*





# Empower our Team & Culture

*Invest in our people and culture to fulfill our vision, emphasizing staff development, advanced Human Resources strategies, and fostering an inclusive, learning environment.*

## STRATEGIES

- Staff Engagement and Internal Communication Plan
- Inclusive Workplace Strategy
- Employee Retention and Development Plan
- Recruitment and Succession Strategy
- Conflict Management System Development

### **A measure of success:**

*Increase staff retention measured by decreasing voluntary turnover to 12% or less, and increase percentage of staff who have been at Lift for more than 4 years from 30% to 50% by March 2027.*



# Enhance Efficiency & Resource Management

*Boost operational efficiency and quality by refining processes, incorporating feedback, and nurturing a culture of continuous improvement.*

## STRATEGIES

- Sustainable Funding Plan
- Risk Management Plan
- Core Administration Development Plan
- Optimize Key General Administrative Processes

### **A measure of success:**

*Increase time and cost efficiency by 30% by December 2025, through the implementation of a centralized system for all maintenance activities, equipment management, and procurement processes.*



# Next steps



This plan will be monitored via monthly progress reports by Lift's management team to the board of directors.

The vision, mission, values, operating principles and key goals will be reviewed on an annual basis, collaboratively with management and the board of directors, allowing for revisions or re-prioritization based on current need.

After three years, the plan as a whole will be re-evaluated and renewed, with opportunity for new priorities and goals to be established.

*We'll be reporting out on our progress periodically, via our newsletter and website. Sign up to stay in touch!*

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