

# COMMUNITYWISE RESOURCE CENTRE

## 2020 – 2023

### STRATEGIC PLAN



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## Strategic Plan

# BACKGROUND

CommunityWise Resource Centre (CWRC) is a story of collective achievement, community resilience and hope for the future. In 1979, when the grassroots organizations who inhabited the building banded together to create a tenants association and save the building from demolition, they created the beginnings of a collaborative shared space where initiatives, agendas and dreams converge.

CWRC is a unique, centrally-located hub for nonprofit, charitable and grassroots organizations in Calgary. We rent affordable office, meeting, and activity spaces in an inclusive environment. We serve organizations who represent marginalized communities, those with small budgets or who lack access to market rate office space, or those who are looking to participate in our diverse and inclusive community.

This strategic plan provides direction to CWRC as an organization during a time of external and internal change. As the organization has grown to meet the needs of its members and the community, so has the need for us to focus in on our vision and direction. Over the course of the last two years, we have collected information and insight into what we have achieved and where we should go. This information was gathered through:

- Several opportunities for individual and shared board and staff reflections.
- Revisiting CWRC evaluation reports, including the Collaborative Framework Outcome Harvest and Preliminary Learning Report; Social Work and Human Services Practicum Students Outcome Harvest; and the Anti-Racist Organizational Change (AROC) Most Significant Change report.
- In-depth discussions throughout the development of our Theory of Change.
- A thorough strengths, weakness, opportunities, and threats (SWOT) analysis with our board.
- A risk matrix analysis, which helped identify our imminent risks, and ones that must be addressed by a strategic vision.
- Member surveys and other existing forms of stakeholder feedback.
- Stakeholder engagement with CRWC members and some of our partners conducted specifically for the strategic plan. The CWRC engagement sessions were facilitated with 18 CWRC members, including 13 organizations that serve racialized and/or Indigenous communities, and recovery, arts and LGBTQ2S+ organizations.

All of this information was taken into account when we created the following strategic direction.

# OUR VISION

A community cultivated by and for everyone.

# OUR MISSION

To be a nonprofit hub, providing inclusive, affordable space and capacity-building programming to support and strengthen diverse grassroots and nonprofit members.

# OUR VALUES

## Mutuality:

We cultivate relationships, connection, and collaboration because of their shared benefits and because together we can withstand individual and shared challenges.

## Inclusion:

We respect and elevate diverse voices, practices and cultures, individual uniqueness and collective wisdom.

## Accountability:

We are responsible to our shared space, to each other, to the larger community, and to the planet.

## Trust:

We have confidence in the knowledge, experience, and ability of our members and partners, and actively work to keep their trust in us.

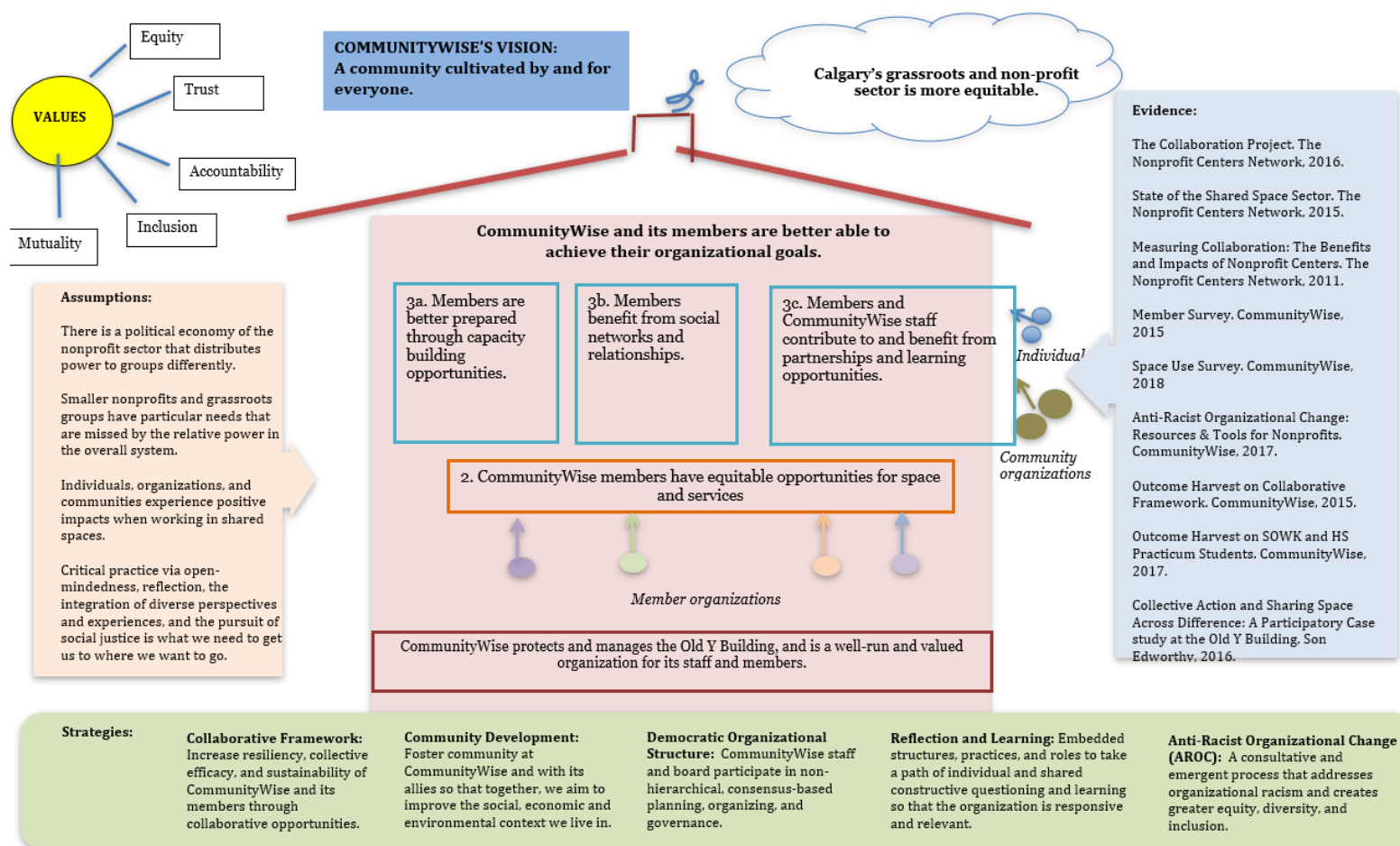
## Equity:

We recognize and redress historical and current-day inequities experienced by certain equity-seeking groups and strive for their barrier-free participation.

CommunityWise is located on Treaty 7 territory, home of the Kainai, Piikani, Siksika, Tsuut'ina, Stoney-Nakoda and Métis Nation of Alberta, Region 3.



# OUR THEORY OF CHANGE



## STRATEGIC PRIORITY #1

### A new and clear membership service delivery model

#### Goal

**1.a** – Re-define CWRC membership criteria and CWRC's relationship to the membership.

**1.b** - Provide our members support and services that we are best positioned and resourced to provide.

**1.c** – Implement the Anti-Racist Organizational Change process and the Accountability to Indigenous Communities project for CWRC so that equity-seeking groups are provided with equitable supports and services.

## STRATEGIC PRIORITY # 2

**A new and sustainable funding model for CommunityWise**

### Goal

**2.a** – Understand current operational and capital funding needs, and plan for future revenue potential.

**2.b** – Implement a new funding strategy for CWRC that is sustainable and diverse.

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## STRATEGIC PRIORITY # 3

**CommunityWise honours the Old Y Building and improves and maintains its presence for its members**

### Goal

**3.a** - Understand and organize the day-to-day facility operations and maintenance of the building; identify its immediate needs and resource these appropriately.

**3.b** – Understand, plan for, and implement infrastructure improvements that support the ability of members to carry out their activities in the building.

**3.c** - Appropriately plan for City of Calgary led building renovations and prioritize the minimization of impact on members.

**3.d** – Negotiate and execute long-term lease that aligns with and supports renewed membership and funding models.

**3.e** – Build a vision for the long-term sustainability and health of the building that includes a properly resourced building lifecycle plan.

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# STRATEGIC PRIORITY #4

CommunityWise is an equitable, supportive and healthy organization to work for

## Goal

**4.a** – Create a clear and equitable staff structure that is appropriately resourced and in alignment with organizational and building needs, including roles and scopes of work for staff collective members.

**4.b** - Align governance and committee structures to support new service-delivery model.

**4.c** – Ensure equitable and responsive human resource policy and procedures.

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