

STRATEGIC PLAN
2027-29

Central Vancouver Island
Multicultural Society



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LAND ACKNOWLEDGMENT

CVIMS operates on the unceded land of the Coast Salish and Nuu-chah-nulth Peoples. We are settlers on their land and receive the advantages and privileges of colonization.

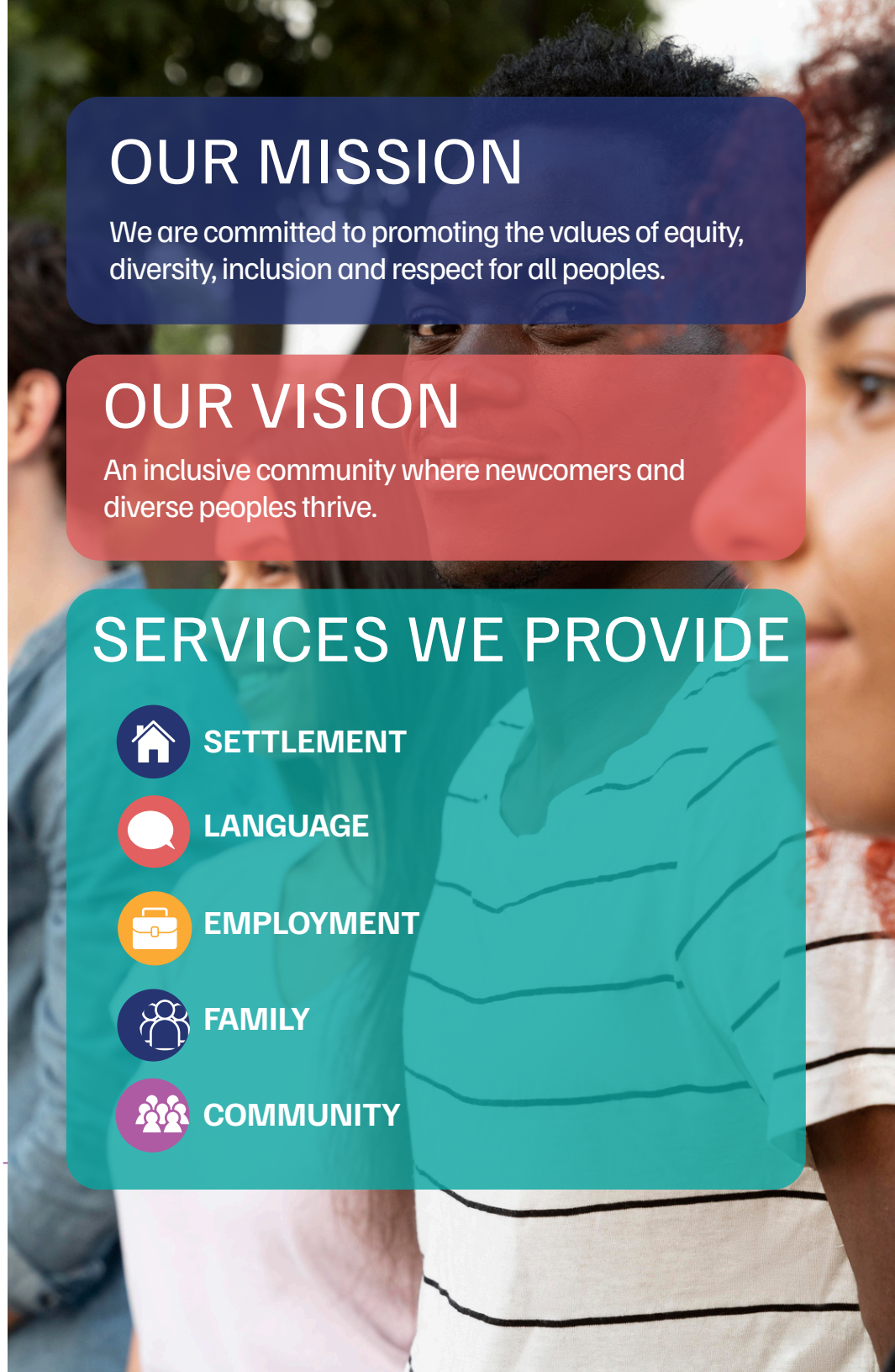
OUR COMMITMENT TO RECONCILIATION AND EQUITY

We acknowledge that colonization established systems of hierarchy that did not affect all settlers equally. While many benefited from white settler privilege, racialized settler communities in particular were subjected to discriminatory laws and systemic barriers designed to exclude, control, and marginalize them.

WE ARE COMMITTED TO:

- Educating ourselves and newcomers about our colonial history and impact of colonization that continues to today.
- Challenging colonial structures and oppression, in alliance with Indigenous Peoples.

Central Vancouver Island Multicultural Society



GOALS & STRATEGIES SUMMARY

Build the shared financial understanding, structure, and evidence base needed to diversify revenue and reduce the organization's dependence on government funding.

Define and resource a deliberate regional advocacy and partnership role, focused where CVIMS is best positioned to lead, without overextending frontline capacity.



Build the communication, space, knowledge and staff capacity the organization needs to match its growth, retain its people and support their wellbeing.

Build a mission-driven way to measure the organization's impact and tell its story, grounded in ethical practice and built for use, not only funder reporting.

STRATEGIES

#1 FINANCIAL SUSTAINABILITY & DIVERSIFICATION

1. Establish a shared financial picture and policy framework across board and leadership, including the organization's financial position, debt, and borrowing capacity.
2. Establish feasibility and business-planning criteria and evaluate earned revenue opportunities before committing resources.
3. Commit organizational resources to implement the strongest opportunity identified through completed feasibility assessments, including an approved business plan.
4. Launch and operate a first earned-revenue or social enterprise pilot, generating net revenue from non-government sources and demonstrating measurable social impact.
5. Decide whether to scale the pilot into full operation based on demonstrated performance against the value proposition.

#2 CVIMS'S ROLE IN THE REGION

1. Establish where CVIMS should lead regional advocacy by mapping existing partnerships and working group memberships across health, housing, employment and other potential advocacy areas.
2. Activate the established Local Immigration Partnership (LIP) Community Plan by building shared understanding, ownership, and coordinated action across LIP partners.
3. Establish a plan to sustain the coordination capacity the regional role depends on, including scenarios for if Local Immigration Partnership funding is reduced or lost.

#3 ORGANIZATIONAL CAPACITY BUILDING & INFRASTRUCTURE

1. Establish clear communication protocols and channels that reach across all teams and locations.
2. Resolve the organization's space configuration to support long-term growth and reduce coordination friction.
3. Build a shared knowledge base by standardizing program documentation and capturing organizational knowledge that currently lives with individuals.
4. Build staff capacity and internal career pathways through cross-training, mentorship and leadership development.
5. Establish a baseline understanding of staff workload, turnover and burnout risk across program areas.
6. Address the workload and burnout pressure driving turnover risk and protect staff from the conditions that create it.

#4 MEASURING & COMMUNICATING IMPACT

1. Build an organization-wide evaluation framework, defining mission-driven measures of success beyond funder requirements and ready for program rollout.
2. Consolidate client story capture into one consistent, organization-wide system.
3. Protect clients whose stories are shared through consent protocols and a media-relations approach used across the organization.

IMPLEMENTATION

HOW WE GOT TO WHERE WE ARE

Over the years, CVIMS has grown alongside the communities we serve, expanding our programs, strengthening partnerships, and creating meaningful opportunities for newcomers to connect, contribute, and thrive.

As our organization has evolved, so too have the needs of our communities. Changing immigration policies, funding uncertainty, and increasing demands on services have highlighted the importance of building a strong and sustainable foundation for the future.

Our 2027–29 Strategic Plan reflects both the progress we have made and the opportunities ahead. Grounded in our organizational strengths and informed by emerging challenges, the plan focuses on four priorities: financial sustainability, regional leadership, organizational capacity, and measuring our impact.

Together, these priorities will guide us in strengthening our organization, supporting our people, and continuing to build welcoming, inclusive communities where everyone belongs.



WHAT WE'LL MEASURE

At CVIMS, we know that meaningful impact goes beyond numbers. It is reflected in the confidence newcomers gain, the connections they build, and the opportunities they have to participate fully in community life.

OVER THE NEXT THREE YEARS, WE WILL MEASURE OUR PROGRESS ACROSS FOUR KEY AREAS:

- **Financial Sustainability**: Strengthening financial resilience and developing diverse, sustainable sources of revenue.
- **Regional Leadership**: Deepening partnerships, strengthening advocacy, and advancing collaborative solutions to community challenges.
- **Organizational Capacity**: Investing in our staff, strengthening internal systems, and fostering a healthy, supportive workplace.
- **Community Impact**: Understanding how our work contributes to newcomer confidence, independence, stability, connection, and belonging.

By bringing together meaningful data, community feedback, and personal stories, we will better understand our impact, celebrate our achievements, and identify opportunities to learn and grow.

BUILDING ON OUR STRENGTHS. RESPONDING TO A CHANGING FUTURE.

For decades, Central Vancouver Island Multicultural Society (CVIMS) has supported newcomers in building new lives and meaningful connections. As immigration patterns, community needs, and public policies have evolved, CVIMS has continued to adapt while staying committed to creating welcoming, inclusive communities where everyone can belong and thrive.

In recent years, CVIMS has expanded its programs, partnerships, and services to meet the changing needs of newcomers. This growth has strengthened our role as a trusted service provider, community partner, and advocate, while also bringing new challenges.

Shifting government funding and immigration policies, growing service demands, and increasing pressure on resources highlight the need for greater financial stability, stronger organizational systems, and sustainable infrastructure to support our work and demonstrate our impact.

At the heart of CVIMS is a strong client-centred culture, enriched by the lived experiences of our staff. This approach builds trust with clients and partners, while our extensive partnership network, including the Nanaimo Local Immigration Partnership (NLIP), strengthens our role as a regional voice for newcomers.

WHAT INFORMED OUR STRATEGIC PLAN

Our 2027–29 Strategic Plan reflects a multi-month engagement that included a review of CVIMS's existing strategic documentation, a staff survey and a three-year financial review. Internal group interviews were conducted across all programs, the leadership team and the board. Three external stakeholders were also interviewed.

Bringing our Strategic Plan to life will be a shared effort, guided by collaboration, thoughtful decision-making, and a commitment to continuous improvement.

OUR APPROACH WILL UNFOLD OVER THREE YEARS:

2027 | Align and Strengthen

Build a strong foundation through improved financial planning, organizational systems, communication, and coordination.

2027–2028 | Build and Advance

Strengthen partnerships, explore sustainable revenue opportunities, invest in staff development, and enhance how we measure and communicate our impact.

2028–2029 | Reflect and Evolve

Evaluate our progress, build on successful initiatives, and adapt our approaches to meet emerging needs and opportunities.

Throughout this journey, our Board of Directors, leadership, staff, and community partners will each play an important role in moving our priorities forward. Through regular reflection, shared accountability, and a willingness to learn, we will ensure our plan remains responsive to the people and communities we serve.

Together, we are building a stronger, more resilient CVIMS—one that continues to foster connection, opportunity, and belonging for years to come.

BOARD CHAIR AND EXECUTIVE DIRECTOR'S MESSAGE

Since 1979, the Central Vancouver Island Multicultural Society (CVIMS) has been guided by a simple but powerful belief: everyone deserves to feel welcomed, valued, and connected to the community they call home.

For more than four decades, we have had the privilege of walking alongside newcomers and their families as they build new beginnings, share their strengths, and contribute to the richness of our communities. Throughout this journey, our commitment to equity, diversity, inclusion, and belonging has remained at the heart of our work.

As we introduce our new Strategic Plan, we reflect with gratitude on how far we have come and look ahead with optimism and a renewed sense of purpose. This plan represents more than a roadmap for organizational growth. It reflects our shared vision of a resilient, innovative, and community-connected organization that continues to respond to evolving needs while embracing new opportunities.

We recognize that the years ahead will bring challenges, including changing immigration policies, funding uncertainty, and growing community needs. Yet we believe our greatest strength lies in our people, the relationships we nurture, and the collective commitment to creating welcoming and inclusive communities.

Our vision extends beyond the services we provide. We aspire to create opportunities where newcomers and diverse peoples feel empowered, their contributions are recognized, and everyone has the opportunity to belong and thrive.

We extend our sincere gratitude to our staff, volunteers, Board members, partners, funders, and community members whose dedication, perspectives, and shared purpose continue to shape our journey.

Our future is shaped not only by the services we provide, but by the belonging we foster, the relationships we build, and the possibilities we create together.



Eun Jung (EJ) Jang
PRESIDENT, BOARD OF DIRECTORS



Angelika Valchar
EXECUTIVE DIRECTOR