



Strategic Plan 2018-2021

Mission: Our mission is to promote and affirm that dying, death and grief are part of life across the life span.

Vision: We will work to build a community where death is no longer hidden or whispered about; where people know what to say and do to be supportive; where residents can die with dignity; and family and friends can grieve well.

Values: Compassion Community Innovation

Our identified priorities:

- Promote the Compassionate City Charter and philosophy
- Achieve financial stability and sustainability
- Provide residents a choice on where they will die with dignity

A. Compassionate City Charter and philosophy¹

A Compassionate City:

- encourages, facilitates, supports and celebrates care for one another with life-threatening and life-limiting illness, disability, frailty, dementia, grief and bereavement, and long term care.
- recognizes and addresses that dying, death and loss may happen to any of us (children, teens and adults) at any time during the normal course of our lives.

Required Social Change Categories:

All categories require strong governance policies to support this philosophy; are diverse and inclusive; and are incentivized by an annual award eg. a Mayor's prize.

- Primary, secondary and post-secondary schools
- Workplaces and trade unions
- Churches and temples
- Hospices, care homes and hospitals
- Museums and art galleries and short story or art competitions
- Peacetime memorial parade
- Homeless and imprisoned
- First responders

Action: Activities addressing the above eight categories are outlined in a Social Change Operational Timeline spanning 2018 to 2021.

¹ Dr. Alan Kellehear, 1999

B. Financial Stability and Sustainability

Approaching grantors, donors, &/or sponsors with a prepared business case puts us ahead of the game. This is especially important for hospice residence building plans and for approaching potential partners. Strong partnerships and team members with solid financial knowledge will be very important for success.

Sources of revenue

- Memberships
- Social Enterprise
- Corporate Partnerships
- Grants
- Legacy gifts
- General donations
- River Walk

Action: Activities addressing the above seven sources are outlined in a Revenue Generation Operational Timeline spanning 2018-2021.

C. Provide residents a choice of where they will die with dignity

Citizens' values and priorities in decision-making must be honoured without judgment from others. An Advance Care Plan facilitates this choice if the need is sudden or planned. Trained volunteers will help start the conversation. To be successful in this goal, supportive programs such as the Compassionate City Crew and perhaps a storefront clinic or outreach team would help. Research is needed.

Locations of choice:

- Home (including facility as home)
- Hospital
- Hospice residence
- Street or shelter

Action: Activities addressing providing support at end of life in the four locations of choice are outlined in a Location Operational Timeline spanning 2018-2021.

D. Conclusion

A strong commitment to a community development model with the Compassionate City Charter for direction results in an organic system-focused way to view goals rather than the traditional linear goals and objectives model. To simplify, we return to our roots from the Community Conversation spoken by the citizens of New Westminster: normalize the talk, reach in, and build a hospice house.

As we transition from a fully working Board to a semi-working Board in support of our part-time Program Director, Board members will continue to take an active role in addressing the priorities outlined above, for now. To conclude, we will establish financial stability and sustainability to implement the Compassionate City charter tasks and designation in order to normalize the talk about dying, death and grief; reach in to support people at end of life in their homes; and build a hospice house.