

2021->2024 Strategic Plan

Strategic Goal

1

Expand housing, economic and community development opportunities for the West End.

STRATEGIES:

1. Increase housing opportunities by adding to the affordable housing inventory within the West Elmwood neighborhood.
2. Provide educational programs to promote economic mobility for our residents.
3. Advocate for and promote home stabilization for the community.
4. Build out a robust community development plan that fosters healthy, thriving families.
5. Develop a comprehensive business plan which identifies specific resources, revenue streams and fiscal goals with methods for attaining goals.

Strategic Goal

2

Strengthen community partnerships and advocacy network to promote a continuum of resident engagement services and involvement.

STRATEGIES:

1. Strengthen authentic and strategic relationships that align with our mission, vision and core values.
2. Provide leadership, convening facilitation and quality partnership enhancement, being true to the historic presence and importance that WEHDC has had in the community.
3. Effect positive change by improving unified approaches and collective action which results in substantive economic impact.
4. Enhance and maintain a robust resident engagement group to continue to lead the work of WEHDC.
5. Assess and maintain collective impact work by systemically evaluating all partnerships.

Strategic Goal

3

Build dynamic organizational cohesion to maximize effectiveness, communication and internal accountability.

STRATEGIES:

1. Review and revise all organizational decision-making protocols to promote transparency, clear lines of roles and responsibilities and cross functional expectations.
2. Enhance organizational culture and communication by establishing intentional structures and protocols.
3. Modify and refine organizational structure, lines of reporting and accountability to align with the new strategic plan.
4. Establish organizational professional development expectations and opportunities ranging from board governance and leadership to skills building and knowledge acquisition relative to roles and responsibilities.

Strategic Goal

4

Enhance data and management systems to inform decision making, reporting requirements and optimizing all investments.

STRATEGIES:

1. Assess all current data systems and program reporting protocols.
2. Plan and implement performance measures / metrics for each WEHDC program to report current status and impact.
3. Identify / research systems and effective technology and data software to improve organizational efficiency.
4. Evaluate and analyze management systems of the Real Estate Portfolio.

Core Values & Beliefs:

West Elmwood aims to structure and facilitate **inclusive, high quality programming** that encourages **resident-led** community engagement and fosters **genuine relationships**. Through our **collaborative work** internally and with our **community partners**, we value **diverse** perspectives and **advocacy** for the community **by the community**, operationalizing our work with a **racial equity** lens.

Mission:

To bring opportunities to build a healthy, sustainable West End neighborhood by **investing in and embracing resident empowerment** to support the enhancement of economic mobility and equity for our community.

Vision:

Families are **self-sufficient, healthy and flourishing** in every area of their lives.



Together,
we build
houses,
we build
communities,
we build
lives.

Thank you to the members of our planning team

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Dear Community Partners & Friends,

As we enter the 2023 calendar year, we are excited to amplify our strategic goals for the West Elmwood Housing Development Corporation. These targeted areas of organizational emphasis are focused on empowering families and developing local community assets.

While we emerge from the devastating effects of COVID, we are very intentionally activating a broad set of success criteria, plans and strategies that will allow us to understand and address the immediate needs of our community. A key aspect of our approach is to collaborate with families, community partners and other interested entities to frame our collective work. The goals we accomplish together will have a dynamic positive influence on the West Elmwood and Greater Providence community.

Our priorities for accomplishing this work are grounded in expanding the development of affordable housing. As always, a continued commitment to strengthening community partnerships will form the cornerstone of our forward progress. We know that we stand on the shoulders of over 50 years of excellence, and we are well positioned for innovation and action for the future.

We invite you to review our plan and join us in our efforts to provide high-quality community services, housing opportunities, education and workforce growth. Please consider what role you might play as WE BUILD the West End Neighborhood together.

Sincerely,

Candace Harper
Executive Director