



Strategic Plan 2015-2020

Since 1961, The Bloom Group has sought to build strong and resilient communities, responding to the most urgent needs of Vancouver's Downtown Eastside and beyond. Today, we take pride in such responses as a range of low-barrier and inclusive housing options, pioneering palliative care solutions, and innovative supports for those struggling against poverty, mental health and addiction issues.

Now, more than ever, these challenges demand the utmost compassion, care and forethought, and a strategic approach that works best for all of our community.

Much has changed in the non-profit landscape since the last Bloom Group Strategic Plan from 2010. Two years ago, for example, we undertook a process to re-brand the organization. The process of changing our identity from St. James Community Service Society to The Bloom Group gave us the opportunity to determine our ideal organizational self – who we are.

Knowing who we are, of course, begs the question: Where are we going? A Strategic Plan for the next three to five years must answer that question. Such a plan needs to accommodate not just what we already do, but also what our community needs us to do.



Strategic Plan development began in 2014. At that time The Bloom Group Board of Directors and the Staff Leadership Team undertook an Environmental Scan: What is the current political and economic climate for caring for our community's most vulnerable people? What leadership, best practices and efficiencies do the times demand?

In addition to internal discussions, and our ongoing dialogue with service users about their experiences, we also sought the views of nearly two dozen senior government, non-profit and community leaders. Interviewees were uniquely suited to provide system-wide insights into the care and needs of our clientele.

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Interviewees complimented our existing strengths and recognized the success we've achieved in evolving our services and organizational capacity over the past five years. However, in surprisingly similar and positive ways, these sector professionals went much further. They all noted the challenges that many non-profit organizations in our sector experience in serving our community. They also encouraged a greater degree of partnership and engagement in addressing the issues we face.

Therefore, they strongly recommended ways that The Bloom Group should use and develop our diversity and expertise to effect the system-wide changes that we, and our community, want to see.

Three powerful strategic themes emerged:

1. Managed Growth. Our community wants to see The Bloom Group achieve “smart” growth that will help us play a major role in strengthening the sector. While acknowledging the need to maintain and strengthen current, successful Bloom Group programs, the community also

looks to the creation of new and nimble services through public and private partnerships, resource development, social enterprise and other innovative approaches. New approaches that increase service capacity and better align existing services will also help us increase our organizational capacity and sustainability.

2. Shared Sector Leadership. Our community wants our services to be not just excellent in

themselves, but also to influence the system as a whole. In doing so we can amplify our efforts and the efforts of other organizations to better address our complex social issues.

3. Strategic Partnerships. Our community wants to see us develop deeper, more strategic partnerships, fostering high-trust relationships with like-minded organizations to create new opportunities and better outcomes for those we serve.

Strategic Priorities 2015-2020

The Board and Staff Leadership Team have enthusiastically embraced the themes that emerged from our Environmental Scan. The themes guide us toward a small but essential number of Strategic Priorities for the next three to five years.



1. Managed Growth

- Identify key growth opportunities and approaches within existing services.
- Evaluate opportunities in new service areas.
- Identify specific objectives that diversify financing and growth approaches.



2. Shared Sector Leadership

- Assess opportunities for systems leadership for each program area, and set priorities to pursue.
- Take full advantage of existing and future initiatives to assess results and incorporate learnings accordingly.
- Engage potential partners to shift the narrative on sector leadership.



3. Strategic Partnerships

- Identify key opportunities to establish new and deepen existing strategic partnerships.
- Pursue these opportunities in a range of sectors and settings: not-for-profit, public, private, developer, academic and civil society.



All these activities will be underpinned by an on-going effort to enhance organizational and leadership capacity and capabilities.

These priorities affirm and advance The Bloom Group's mission by providing goals against which to measure service plans for each of our program areas (hospice, women and children's, mental health and supportive housing, affordable housing and adult guardianship).

Guiding Strategies



Managed Growth

- Seek growth opportunities through new service capacity, partnerships & service / organizational amalgamation.
- Diversify financing through private and public partnerships, resource development, and social enterprise.



Shared Sector Leadership

- Amplify impact of individual program excellence through influence of wider service system design & implementation.
- Develop and promote best practices.
- Collaborate on system-focussed work.



Strategic Partnerships

- Develop long-term strategic partnerships that support our growth and leadership aspirations.
- Build partnerships on strong foundations of shared values & sector leadership.

Key Outcomes

- Enhanced organizational responses to long-term community needs.
- Increased organizational capacity, sustainability, and nimbleness.
- Increased influence in the sector.

- Mission fulfillment through improved systems performance.
- Recognition as a system leader / convener and solutions provider.
- Make sector systems more successful.

- Increased capacity to seize new opportunities for efficiency, innovation and leadership.
- Leverage greater levels of expertise, capacity, networks, and resources.
- Position the organization as a preferred sector partner.

Strategic Priorities Between 2015 and 2020

For Growth

- Identify key growth opportunities & approaches within existing services.
- Evaluate opportunities in new service areas.
- Identify specific objectives that diversify financing and growth approaches.

For Leadership

- Assess opportunities for systems leadership for each program area, and set priorities to pursue.
- Take full advantage of existing and future initiatives to assess results and incorporate learnings accordingly.
- Engage potential partners to shift the narrative on sector leadership.

For Partnerships

- Identify key opportunities to establish new and deepen existing strategic partnerships.
- Pursue these opportunities in a range of sectors and settings: not-for-profit, public, private, developer, academic, and civil society.

Increase organizational capacity and readiness to support Guiding Strategies and Priorities.