



Strategic Plan

Introduction:

The John Braithwaite Community Centre (JBCC) is governed and operated by a partnership involving three organizations: the City of North Vancouver, the North Vancouver Recreation Commission and the North Shore Neighbourhood House.

The JBCC Governance Committee has been granted the authority to govern and oversee its operations on behalf of the three partner organizations. One of its primary responsibilities is to develop strategic directions, in consultation with its three partners, for the Centre.

This document outlines the first strategic plan for the Centre, which is fully supported by the JBCC Governance Committee and three partner organizations.

Methodology:

The development of the strategic plan involved listening to the ideas and suggestions of a wide variety of individuals and groups. More specifically, it involved a questionnaire of participants who use the Centre and its programs (appendix #1); focused discussions with five different groups who are active in the Centre (appendix #2) and input from members of the JBCC Governance Committee, Centre staff and representatives from the three partner organizations.

Vision:

Supporting a vibrant, involved, diverse community.

Mission:

John Braithwaite Community Centre is a gathering place that provides excellent recreational, cultural and social programming, while promoting maximum participation and supporting individual and family contributions.

Operating Principles:

Everyone involved in the John Braithwaite Community Centre will operate from the values of:

- inclusiveness
- respect
- excellence
- community leadership
- choice

Strategic Directions:

The four strategic directions of the Centre are:

1. Partnerships
2. Programs and Services
3. Support Services
4. Human Resources

1. Partnerships:

Long-Term Goal #1: Partnerships

To enhance, strengthen and promote the partnership between the City of North Vancouver, the North Vancouver Recreation Commission and the North Shore Neighbourhood House.

Annual Outcomes for 2005:

- To host an annual meeting with all partners and the Governance Committee, in order to share strategic plans and directions.
- To identify and share the resources and strengths of each partner in order to support JBCC.
- To identify and build relationships with community groups and organizations in order to enhance the delivery of programs and services in the community.
- To ensure that all planning at JBCC takes into account the North Shore Neighbourhood House's Strategic Plan, the North Vancouver Recreation Commission's Master Plan and the City of North Vancouver's Social Plan.

- To build trust and understanding among the partners for the benefit of JBCC and to represent the partnership in a unifying manner.

2. **Programs and Services:**

Long-Term Goal #2: Welcoming Environment

To provide a welcoming environment in which everyone can enjoy a wide range of quality programs and services that support their physical, mental and spiritual wellbeing.

Annual Outcomes for 2005:

- To participate in celebrations which reflect the diversity of the community.
- To have staff and volunteers regularly discuss and seek feedback from participants to ensure a hospitable and welcoming environment.
- To train staff and volunteers in customer service.
- To have available current information on the programs and resources offered in the community.

Long-Term Goal #3: Inclusiveness

To provide a multitude and diversity of opportunities.

Annual Outcomes for 2005:

- To create opportunities to engage isolated individuals and families who do not participate in community activities.
- To identify the barriers that inhibit participation and propose solutions.
- To seek funding to address accessibility issues.
- To ensure that all spaces and activities are accessible within the Centre.

3. Support Services:

Long-Term Goal #4: Communications

To develop an effective two-way communications strategy so that the community is fully aware of Centre programs and has the opportunity to provide input into the operation of the Centre.

Annual Outcomes for 2005:

- To develop a user-friendly, up-to-date website.
- To collect data that provides current, reliable information as to who is using the Centre and its programs.
- To produce an annual report for distribution to all interested parties.

Long-Term Goal #5: Monitoring and Evaluation

To support the City of North Vancouver in its evaluation of the effectiveness of the current partnership model, and to report the findings to City Council.

Proposed Annual Outcomes for 2005:

- To support the City of North Vancouver in preparing the terms of reference for the evaluation.
- To collect appropriate data (both qualitative and quantitative) to undertake the evaluation and to adjust programs and services accordingly.

Long-Term Goal #6: Finances

To ensure that Centre programs and services are cost effective and sustainable.

Annual Outcomes for 2005:

- To present regular financial statements that describe current and projected revenues and expenses.
- To develop a joint fund development strategy with the North Shore Neighbourhood House.

Long-Term Goals #7 and #8: Facilities, Safety and Parking

To ensure timely and effective maintenance and upkeep of all facilities and equipment.

To provide an accessible and safe environment for participants within and outside the Centre.

Annual Outcomes for 2005:

- To develop a maintenance plan and schedule with the North Vancouver Recreation Commission.
- To develop an environment where staff, volunteers and participants feel safe within and outside the Centre.
- To advocate for accessible and reasonably priced parking.

4. Human Resources (Governance Committee, Staff and Volunteers):

Long-Term Goal #9: Governance Committee

To ensure that the Governance Committee has the knowledge, skills and ability to govern effectively.

Annual Outcomes for 2005:

- To develop an orientation program for new Committee members.
- To recruit new Committee members who possess skills and abilities that would enhance the operations of the Centre.
- To provide opportunities for skill development for the Governance Committee.

Long-Term Goal #10: Staff

To ensure that staff have the knowledge, skills and ability to perform their work with competence and excellence.

Annual Outcomes for 2005:

- To have staff understand and demonstrate commitment to JBCC's core values.

- To recognize, value and celebrate service excellence.

Long-Term Goal #11: Volunteers

To develop an effective volunteer program that promotes a sense of belonging, and that recognizes and celebrates contributions from all.

Annual Outcomes for 2005:

- To develop a volunteer recruitment and orientation program.
- To develop a volunteer recognition program (e.g., an awards ceremony).
- To build volunteer community capacity by engaging them in meaningful opportunities
- To have all volunteers understand and demonstrate commitment to JBCC's core values.

