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## **2016-2020 STRATEGIC PLAN**

...**you** belong here!  
**wvcommunitycentres**society.ca

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## TABLE OF CONTENTS

MESSAGE FROM CHAIR AND EXECUTIVE DIRECTOR	2
WHO WE ARE	3
OUR VISION	3
OUR MISSION	3
OUR VALUES	4
STRATEGIC DIRECTION FOR 2016-2020	5
COMMUNITY ENGAGEMENT AND OUTREACH	5
ORGANIZATIONAL EXCELLENCE	6
RESOURCE DEVELOPMENT	7
STEWARDSHIP OF OUR PLAN	8
2015-2016 BOARD OF DIRECTORS	8

## MESSAGE FROM CHAIR AND EXECUTIVE DIRECTOR

On behalf of the members of the West Vancouver Community Centres Society (Society) it is a privilege to introduce the 2016-2020 Strategic Plan. The development of this plan was undertaken by the Board of Directors and Staff of the Society in co-ordination with our partners including the District of West Vancouver with whom we jointly operate the West Vancouver Community Centre. We gratefully acknowledge all those who contributed their time, energy and ideas.

The Society exists to:

- ENGAGE with the community to understand local social, recreational and cultural needs
- VOICE those needs to the District of West Vancouver and other stakeholders
- ENHANCE the programs and equipment provided through municipal taxpayer dollars.

In this way the Society provides a unique opportunity, for the 1.35 million annual visitors to the West Vancouver Community Centre and the wider population, to share ideas and opportunities for building community in West Vancouver.

Being relatively new as an organization, this is the second strategic plan for the Society. It builds on a mountain of foundational work delivered by Board Members, Staff, and Volunteers, past and present, that to date have successfully delivered five annual PumpkinFests, five annual Forums for Dialogue and Learning, and put in place additional programming and equipment through donor and sponsor dollars and volunteer hours.

In the next five years the Society will continue to focus on three strategic areas - COMMUNITY ENGAGEMENT, ORGANIZATIONAL EXCELLENCE, and RESOURCE DEVELOPMENT - in order for all in our community to feel welcome, healthy, and connected. The following pages provide more detail on the Society's desired outcomes in each of these areas along with goals and progress measures.

The Society is continually looking for ways to collaborate with the community and our partners for the betterment of West Vancouver. As you read through the information in this plan we welcome your feedback - in person or at [www.wvcommunitycentressociety.ca](http://www.wvcommunitycentressociety.ca).

Sincerely,

Alastair Nimmons  
Chair

Rob Needham  
Executive Director



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## WHO WE ARE

The West Vancouver Community Centres Society:

- Is a membership-driven organization dedicated to ensuring our facilities, the programs they provide, and the individuals participating, foster a true sense of community based on inclusiveness, generosity of spirit and good health.
- takes the term Community Centre to heart - we strive to make our facilities places where the entire community belongs to and feels welcome
- is a not-for-profit society incorporated under the Society Act of the Province of British Columbia governed by a Board of Directors drawn from and elected by the members of the Society
- through a joint operating agreement with the District of West Vancouver, plans and develops comprehensive and balanced community recreational services programming for the Community Centre for people of all ages and abilities and jointly with the District oversees the conduct and operations of the Community Centre
- undertakes marketing and fundraising for programming and for equipment and capital improvements at the West Vancouver Community Centre, Aquatic Centre and Ice Arena
- provides innovative, social, recreational and leisure, educational, community development and participation opportunities in West Vancouver.

## OUR VISION

The West Vancouver Community Centre is a place of pride and belonging where neighbours meet and community is built as the socially diverse, cultural and recreational heart of West Vancouver – ***you belong here!***

## OUR MISSION

Working together, building community, we provide programs and services in our public facilities that enrich people's lives through shared opportunities for participation, leadership, health, and wellness.

## **OUR VALUES**

### **Community**

The Centre is a gathering place; a place where everyone is welcome and feels at home.

### **Innovation**

New approaches are tried and new ideas are welcomed and encouraged.

### **Learning**

Everyone is a learner and has experiences that enrich their lives.

### **Partnership**

We work together in an integrated manner.

### **Inclusiveness**

All the programs and services reflect the demographics and diversity of the community.

### **Responsibility and Trust**

Are demonstrated socially, environmentally and financially.

### **Integration**

The Centre will operate as part of an integrated approach in the delivery of community services through the municipality.

### **Care and Respect**

Are demonstrated in everything we do.

## STRATEGIC DIRECTION FOR 2016-2020

### COMMUNITY ENGAGEMENT AND OUTREACH

#### **DESIRED OUTCOME:**

Address the needs of our evolving community to foster engagement and enhance the 'sense of community' within West Vancouver.

#### **GOAL:**

1. Increase connectivity and engagement with the community to identify evolving needs and enable the delivery of enhanced programs and services to meet those needs.

#### **METRICS:**

1. Measure increased engagement and experience of existing patrons through surveys.
2. Measure engagement of new patron groups within the community through surveys of new members.

#### **ACTIONS:**

1. Establish a series of Focus Groups to address priority issues and opportunities. Examples include a recent immigrant group and a community organizations group.
2. Collaborate to have increased multi-language staff, signage and collateral within the Community Centre.
3. Host two Forums for Learning & Dialogue every year (Spring and Fall).
4. Leverage PumpkinFest to promote the Society.

## **ORGANIZATIONAL EXCELLENCE**

### **DESIRED OUTCOME:**

Support and enhance quality programs, maximize the facilities' potential, and enhance our ability to respond to the community's needs.

### **GOALS:**

1. Ensure a sound financial framework where society resources and priorities are aligned.
2. Ensure our programs are diverse, accessible, responsive and creative.
3. Ensure leadership in Board governance is strategic and visionary.

### **METRICS:**

1. Annual program evaluation for breadth, accessibility and consistency of quality.

### **ACTIONS:**

1. Develop a long-term budget for program and equipment enhancements
2. Share and communicate the Society's operational plan with our members
3. Share Society fundraising goals and efforts with stakeholders
4. Communicate the value of Society membership with our members regularly.

## **RESOURCE DEVELOPMENT**

### **DESIRED OUTCOME:**

Grow the human and financial resources necessary to achieve the Society's aspirations.

### **GOALS:**

1. Within the next 5 years raise over \$1,000,000 to support program and capital enhancement needs and enable the emerging vision for the Community Centre site.
2. Increase volunteer hours to satisfy the needs of Society.

### **METRIC:**

Total revenue generated within 5 years.

### **ACTIONS:**

1. Identify and secure the resources required to create best practice "infrastructure" for resource development systems and programs.
2. Match volunteer roles and responsibilities with an identified pool of volunteers as needed by the Society.

## **2015-2016 BOARD OF DIRECTORS**

Alastair Nimmons, Chair  
Jeff Todd, Vice Chair  
Sheryl Rasmussen, Vice Chair  
Barbara Brink, Secretary  
Peter Greenwood, Treasurer  
Jess Ketchum, Past Chair  
Rick Amantea  
Mike Courtenay  
Lisa Devine  
Andrew Donaher

Janine Guenther  
Bahar Hafizi  
Jennifer Hatton  
Jenny Hippel  
Julie Miller  
Nicola More  
Tara O'Connor  
Nancy Smeal  
Kirsty Thompson  
Rick Verjee  
Christine Cassidy, Council Liaison

### **STAFF**

Rob Needham, Executive Director

### **STEWARDSHIP OF OUR PLAN**

The Board of Directors and the Staff of the WVCCS are committed to executing this Strategic Plan. The next steps are to share the strategic direction for 2016-2020 throughout the community as we continue to develop and align resources to achieve our vision.

The Board will maintain ongoing stewardship to support the fulfillment of the goals by the Board of Directors, Committees, Task Forces, Staff and Volunteers. This will include monitoring our progress through Staff and Board reviews, annual evaluations and other two-way Board and Staff communication. We will encourage progress by showing appreciation for everyone's contributions, celebrate success, and foster a culture of learning to improve on results.

The Board will help make certain that the plan evolves with the future needs of our community through forward-year planning sessions and progress reviews.

We will report our progress to the community and stakeholders through annual reports and newsletters.