
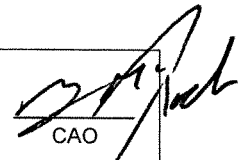


COUNCIL AGENDA/INFORMATION

Closed
 Reg. Council
 Supplemental

Date: _____
Date: Nov. 16, 09
Date: _____

Item # _____
Item # 4
Item # _____

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4

DISTRICT OF WEST VANCOUVER
750 – 17TH STREET, WEST VANCOUVER, BC V7V 3T3

COUNCIL REPORT

Attachments for item **4**
provided under separate cover

Date: November 16, 2009 File: 0117-20
From: Cathy Matheson, Executive Director
West Vancouver Community Centres Services Society (WVCCSS)
Subject: **West Vancouver Community Centres Services Society,
Strategic Plan 2009 – 2010 “You Belong Here”**

RECOMMENDED THAT:

1. The West Vancouver Community Centres Services Society, Strategic Plan 2009 – 2010 “You Belong Here”, be received for information.

Purpose

The purpose of this report is to provide Council with an overview of the 2009 – 2010 Strategic Plan. The Plan has been prepared with the involvement and participation of the members of the Board of the West Vancouver Community Centres Services Society (WVCCSS) in conjunction with Council, staff, and representatives from the Seniors' Advisory Board and Vancouver Coastal Health. All who have contributed to this inaugural plan are thanked for their efforts and commitment.

1.0 Background

1.1 History

The birth of the WVCCSS dates back to November 26, 2007, when Council established an interim Board to create a non-profit society for the governance of the new community centre. On February 29, 2008, Council appointed the Inaugural Community Centre Board of Directors. By October 6, 2008 the Joint Operating Agreement between the WVCCSS and the District was approved.

On October 9, 2008, the WVCCSS received their certificate of incorporation under the Province of B.C.'s Society Act and on August 19, 2009 the WVCCSS received charitable status.

There is much to celebrate. Within 24 months, the collaboration between the District and the WVCCSS has added value and delivered the following benefits to West Vancouver residents:

- Engaging community members and fostering community ownership of public facilities;
- Enhancing service delivery;
- Building volunteer capacity;
- Leveraging resources beyond traditional District resources;
- Providing planning, governance and oversight of the Community Centre;
- Bringing community insight to the decisions made regarding governance of the Community Centre; and
- Working with staff to develop strategic directions and annual service plans to achieve the mandate and vision of the Community Centre.

The inaugural AGM for the WVCCSS was held on October 22, 2009 and the full slate of Directors voted by the active membership. Demonstrating their commitment to the value of partnership, the AGM was a shared event with the District's official announcement for the 2010 Olympic Games activation plans.

1.2 Context

The WVCCSS Strategic Plan outlines the vision, mission, values, goals and objectives for the Board for 2009 and 2010. It effectively communicates to the Board committees that own the actions and the timeline (Appendix A).

The PowerPoint presentation developed by the WVCCSS complements this information by adding the successes and milestones of the Society since its inception and the significant work that the Society will undertake over the next year (Appendix B).

Appendix C showcases the "Power of Music" campaign that is active in the community, in addition to examples of communication materials that help inform both Society members and the public about Community Centre events, initiatives and programs.

Date: November 16, 2009
From: Cathy Matheson, Executive Director, WVCCSS
Subject: West Vancouver Community Centres Services Society Strategic Plan
2009 – 2010 “You Belong Here”

Page 3

Author:

Cathy Matheson

Concurrence
(optional)

Appendices:

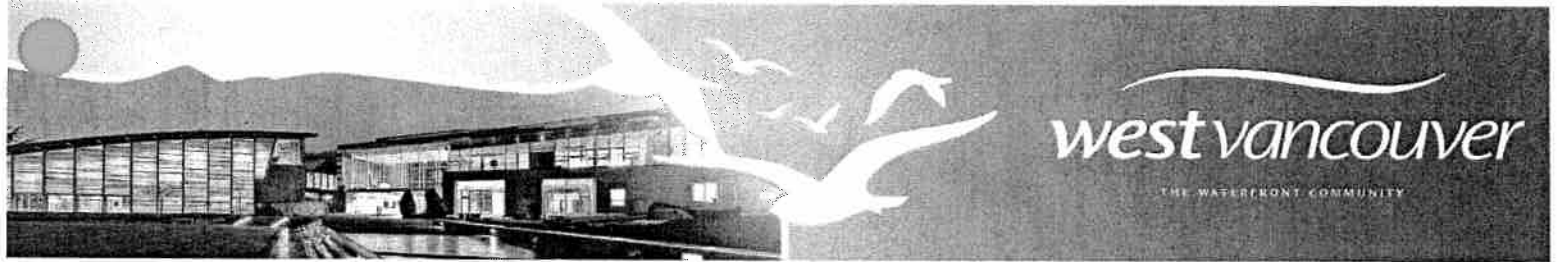
- Appendix A: West Vancouver Community Centres Services Society Strategic Plan
2009 – 2010 “You Belong Here”
- Appendix B: PowerPoint Presentation
- Appendix C: Power of Music Campaign brochure and examples of Membership
Communication

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**West Vancouver Community Centres
Services Society**

Strategic Plan 2009 – 2010

“You Belong Here”

May 2009

Acknowledgements:

The 2009 – 2010 Strategic Plan has been prepared with the involvement and participation of the members of the Board of the West Vancouver Community Centres Services Society (WVCCSS) in conjunction with Council, staff, and representatives from the Seniors Advisory Board and Vancouver Coastal Health. All who have contributed to this inaugural plan are thanked for their efforts and commitment.

Contents:

Vision, Mission, Values	
Introduction and Working the Plan	
Goals.....	
Goals with Objectives and Actions	

West Vancouver

Community Centres Services Society

Strategic Plan

Vision

We will be a centre of excellence for community leadership, participation and health in creating the social, recreational and cultural heart of West Vancouver. For each/every resident it will be a place of pride, belonging and fellowship where neighbours meet and community is built.

Mission

Working together, "Building Community", we provide recreation and community programs and services in our public facilities that enrich people's lives through shared opportunities for personal and community health.

Values

The Board, volunteers and staff are guided by these 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 throughout the municipality; and
- Care and Respect – are demonstrated in everything we do

Introduction to the Plan

This strategic plan is the inaugural plan for the WVCCSS and outlines the priorities for the Board over the 2009 and 2010 timeframe. The goals and objectives are designed to provide strategic guidance to the delivery of community service programs for all staff operating out of the Community Centre and the Aquatic Centre.

As the Board of Directors is responsible for setting policy and direction for the Centres, the work of the Society's volunteers is also guided by this plan and is captured in the Committee and Boards work plan.

Goals:

Leadership

To ensure our governance is strategic and visionary

Program Development

To ensure our programs are diverse, accessible, responsive and creative;

To increase community input and engagement;

To develop a program and service evaluation program and disciplined practice and process

Partnerships

To maximize relationships, opportunities and synergies

Resource Development

To add value and develop loyalty

Communication

To increase engagement, awareness, and belonging and to enhance awareness of Society's governance of the Community Centre (CC+AQ) by promoting the benefits of governance and community leadership

Financial Management

To be responsible, transparent and principled

Human Resources

To foster leadership, excellence, creativity and change

Goal # 1: Leadership

To ensure our governance is strategic and visionary

Objectives:

1. On an annual basis, ensure the board is diverse and directors offer a strong, balanced background or skill set; strategically manage succession planning with the balance in mind.

Actions:

- a. Build a skills matrix and inventory current members
 - b. Align directors' portfolios (committee work) with their inherent skills set and the strategies set out in the strategic plan
 - c. Develop an orientation program and/or package for new Directors
2. By the end of June 2009, develop criteria for evaluating committee's and Board's annual performance.

Actions:

- a. Send evaluation out and then compile results
 - b. By the end of October 2009, research Society "best practices" to ensure the Board reaches its goal for excellence based on our societies "maturity"
3. Develop a process for annual review of the terms of reference for the Board of Directors, the Chair and Committees to ensure they meet our needs. This is a priority, to be determined by the end of June 2009.

Actions:

- a. Use other examples to be provided.
4. Before the AGM, review our compliance to the Society Act, the Registered Charitable Act and the JOA.

Committee: Governance

Goal # 2: Program Development

To ensure our programs are diverse, accessible, responsive and creative;

To increase community input and engagement; and

To develop a program and service evaluation program and disciplined practice and process

Objectives:

1. By May 2009, develop an evaluation on current programs.

Actions:

- a. The staff, with the support of the Communications Committee, will develop survey tools and techniques by June 2009.
2. Annually develop future direction for the following program areas: Childcare and Family, Health and Wellness, Senior's, Adults, Arts and Culture, Gymnastics, Aquatics and Fitness.

Actions:

- a. Create dialogue with community on needs and wants; dialogue may include a forum and/or a feedback loop
 - b. Analyze and respond to community feedback, including cost/benefits analysis
 - c. Three months prior to the leisure guide production, create new programs based on the feedback. For the 2009-2010 calendar year, focus on youth programs and services, and then on childcare and family services (April 2009)
3. Play a leadership role in community dialogue on youth initiatives.

Actions:

- a. Work with all community stakeholders including School Board, Council, Police dept., Library, Cultural Affairs, and VCHA to shift attitudes, offer inter-generational opportunities, have dialogue with community and create youth directed opportunities
4. Develop programs with our health and wellness partners, VCHA, Complementary Healthcare and Aquatic Physiotherapy
 5. Develop an annual lecture series or forums (at least one in 2009) for society members and appropriate lectures for the general community.
 6. Increase participation by demographic in selected programs, services and events at Community Centre and Aquatics Centre by 10% annually.

Actions:

- a. Identify demographic participation baseline for future measures.

Committee: Program

Goal # 3: Partnerships

To maximize relationships, opportunities and synergies

Objectives:

1. By September 2009, explore collaborative opportunities and expand value with internal and external partners:

Actions:

- a. Explore the viability of a corporate or partnership membership for the fitness facilities
- b. Explore the viability of a partner ad buy
- c. Explore partner discounts with suppliers
- d. Explore the use of partner communications
- e. Develop partner forums for education, outreach and marketing purposes

2. By June 2009 to create a "programming team" to explore cooperative program, service or project opportunities

Actions:

- a. Explore research opportunities to gain collective understanding of health and wellness needs of West Vancouverites; seek university research partner
- b. Explore with the Seniors Advisory ways to integrate programming and support each other operationally on the site
- c. By July, create opportunities to leverage the partnership with the West Vancouver Youth Band, Family Place, Aquatic Physiotherapy, Complement Healthcare and Bean around the World.

3. Work closely with the West Vancouver 2010 team to realize opportunities for legacy programs or projects that will serve the residents of West Vancouver in general and the CC and AQ specifically.

Actions:

- a. Leverage the efforts of West Vancouver 2010 to profile the society, the facility, programs and services and partnership opportunities.

Committee: Executive Committee

Goal # 4: Resource Development

To add value and develop loyalty

Objectives:

1. By August 1, 2009 to develop a resource development (fundraising) plan for the Community Centre and Aquatic Centre

Actions:

- a. Create a matrix of needs: equipment, supplies, furnishings, fixtures, building enhancements, staffing or dollars;
 - i. To prioritize the list and negotiate between the district and the society what the potential fundraising items are, and which should stay with the district; list by May 1, 2009,
 - ii. Discussions with directors by mid May,
 - iii. Review with the Board in June,
 - b. Create a sponsor-donor package by June 15th,
 - c. Publish needs in sponsor-donor package by Sept, Seek annual support from key corporations in fundraising drive; 12 month window, then ongoing,
 - d. By Sept, to develop a list of potential funders that would include the West Vancouver Foundation and other grants, foundations and corporations regarding opportunities to connect the needs of the Community Centre to their programs of funding.
 - e. Work with the Sponsorship and Partnership department to create an asset evaluation of the CC and AQ Centres to underpin valuation for potential naming by Sept 2009.
2. Establish an annual fund raising event

Actions:

 - a. By September, create an events committee
 - b. To identify an ideal time of the year for this, do an environmental scan
 - c. To identify items for fundraising/signature events
 3. Continue to explore a signature event (ie: Sara McLachlan Concert)

Committee: Communications and Resource Development

Document # 358968

Goal # 5: Communication:

To increase engagement, awareness, and belonging; enhance awareness of Society's governance of the Community Centre (CC+AQ) by promoting the benefits of governance and community leadership.

Objectives:

1. By May, to develop an annual communications plan to increase awareness of Society and Board governance by 10% per year.

Actions:

- a. Identify a baseline for future measures for the District of West Vancouver.
 - b. Create communications tool (i.e.: e-newsletter) to enhance awareness of partnerships, outreach programs and projects that the Society is engaged with, and to celebrate our collective successes, measured by a 90% satisfaction rating.
2. Promote society and charitable status measured by an increase of 200 members by the end of 2009, and a 10% increase in membership sales per year thereafter.

Actions:

- a. Recruit new members to committee work as required
 - b. Membership information in appropriate print and electronic media
 - c. Broaden the benefits of membership
3. Increase community input and engagement on programs, services and future directions by 10%.

Actions:

- a. Develop survey tools and techniques (work with the Program Committee)
 - b. Create tools to support community forums to capture input and creative approaches
 - c. Research the market to gain awareness of competition or other resource providers for programs and services to support the Board in addressing community want and need.
4. Create processes, practices and tools to maintain clear lines of communication with Council and District Executive team.

Actions:

- a. Host a quarterly meeting with District Council and Executive
- b. Develop reporting mechanisms

Committee: Communications and Resource Development

Goal # 6: Financial Management

To be responsible, transparent, and principled

Objectives:

1. Finance committee to prepare annual capital and operating budget with staff,

Actions:

- a. Work with the district to submit the budget to the board
- b. Develop quarterly reviews

2. To develop and implement an operational plan that aligns resources to priorities

Actions:

- a. Develop operational plan through committee submissions to ensure priorities are identified, immediate action,
- b. Develop the metrics for the finance committee, assess and accept or modify: identify reporting required from District systems (JDE and Class) to support decision-making
- c. Review findings for technology enhancements to support customer service goals, already underway
- d. Finance committee to take a lead on working with the committees to confirm what funding they require, immediate start for June.
 - i. Work with and support the Resource Development committee on directions and decisions around planned gift acceptance, endowments etc.

3. Ensure charitable status and the Joint Operating Agreement between the District and the Society is understood by external partners.

Actions:

- a. Develop a method to review the financial 'calendar' for these events as they come up; will be reviewed by the finance committee next week, a high priority.

4. Evaluate District support of Society financial needs annually to ensure the relationship maintains a win-win.

Actions:

- a. this is a future action until the society can evaluate the level of support by the district
- b. Evaluate how the district can respond to Society needs first

Committee: Finance

Goal # 7: Human Resources (Staff and Volunteers)

To foster leadership, excellence, creativity and change

Objectives:

1. Foster leadership in community; identify mechanisms and opportunities for leaders to mobilize toward valued goals shown by a 20% increase in volunteers.

Actions:

- a. To recruit new volunteers
 - b. Increase volunteer opportunities beyond the current, by September 2009.
2. Promote good Board and Staff relations. Top priority based on the notion of staff/volunteer culture—ensuring their needs are understood and met

Actions:

- a. Identify and measure staff understanding of Board roles and responsibilities
 - b. Identify opportunities per quarter for Board and staff to address a project, issue or a resolution
 - c. Create an employee recognition system by December '09
3. Enhance a customer oriented culture by a measurable increase.

Actions:

- a. Foster the development and training program (of at least 5 sessions per year) for Executive Director, Director of Operations, Senior Staff, Board and volunteers.
 - b. By leveraging community resources, look at in-house development programs to supplement training
 - c. On an ongoing basis, look at the volunteer orientation program; to ensure that volunteers are aware of the scope of the project that they have agreed to assist with, and a growth plan for them to partake in increasingly complex tasks
 - d. Tour and orientation, ongoing,
 - e. Develop a method to publish positive success stories (for example the child-care forums), end of June,
 - f. Develop a newsletter.
4. On an annual basis in collaboration with the Executive Director and/or Director of Operations, create reporting metrics associated with volunteers

Committee: Human Resources and Volunteer

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**West Vancouver Community Centres
Services Society**

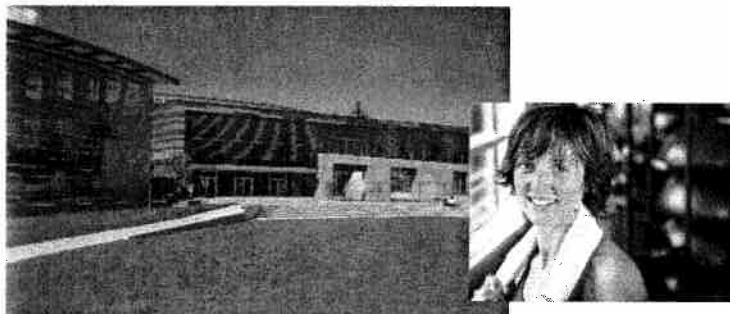
**Strategic Plan, Successes &
Milestones**

“You Belong Here”

West Vancouver Community Centres Services Society
(WVCCSS)

Vision

We will be a centre of excellence for community leadership, participation and health in creating the social, recreational and cultural heart of West Vancouver. For each/every resident it will be a place of pride, belonging and fellowship where neighbours meet and community is built.





Mission

Working together, "Building Community", we provide recreation and community programs and services in our public facilities that enrich people's lives through shared opportunities for personal and community health.

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 throughout the municipality; and

Care and Respect

- are demonstrated in everything we do

Goals

Leadership:

- To ensure our governance is strategic and visionary.

Program Development:

- To ensure our programs are diverse, accessible, responsive and creative. To increase community input and engagement. To develop a program and service evaluation program and disciplined practice and process.

Partnerships:

- To maximize relationships, opportunities and synergies.

Resource Development:

- To add value and develop loyalty.

Communication:

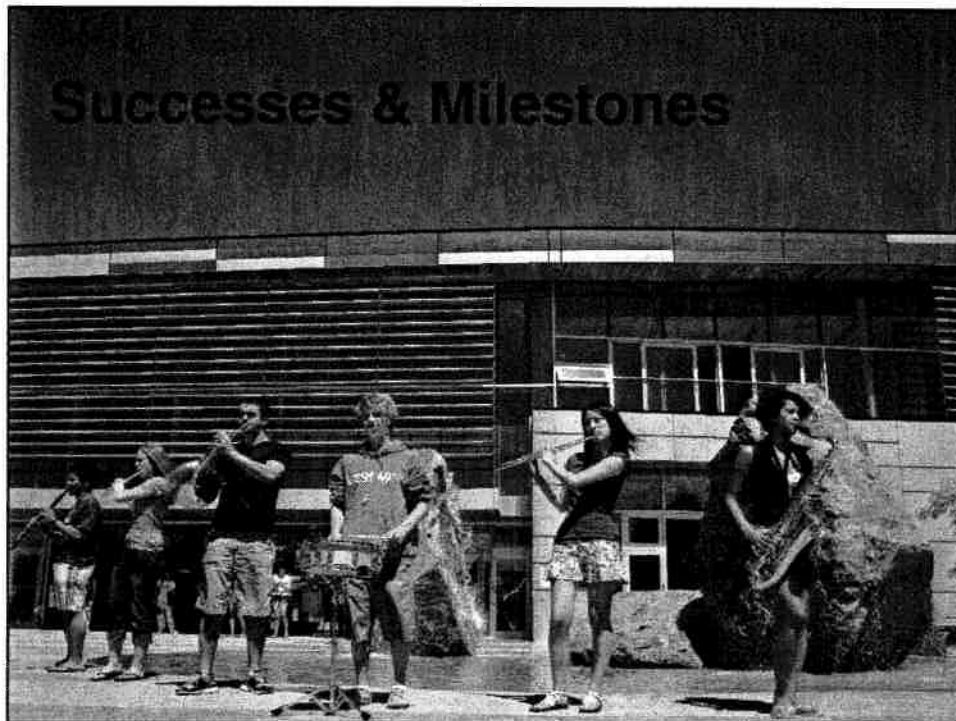
- To increase engagement, awareness and belonging; and to enhance awareness of Society's governance of the Centre by promoting the benefits of governance and community leadership.

Financial Management:

- To be responsible, transparent and principled.

Volunteers & Human Resources:

- To foster leadership, excellence, creativity and change.



Successes & Milestones

Program Committee:

- Evaluations, forums and surveys: residents have a strong voice
- Priority registration pilot project
- Community education response
- "Community Matters" lecture series

...coming next:

- 2010 Activation and Olympic program plan
- Task forces focusing on Youth, Arts, Health & Wellness and Child & Family programs
- Partner Lecture Series: Community Mental Health and Complement Health
- Project with McCreary Foundation on Youth and Health

Successes & Milestones

Resource Development:

- "Power of Music" Campaign
- Harmony Arts Festival: Music Around the World Funds
- Canadian Heritage Funding Application: Building Communities Through Arts and Heritage: Youth in Harmony – Developing Tomorrow's Artist

...coming next:

- Resource Development plan
- Priority list of capital and operational "wants" to supplement programs and service
- Signature Event plan

Successes & Milestones

Communications Committee:

- Facility Opening, Community Day, Earth Day
- Joint marketing commitment
- Developed the benefits of membership

...coming next

- Strategic Communications Plan – Phase II
- 2010 Activation

Governance Committee:

- Registered Society and Charitable Status: a platform for governance
- Strategic Plan
- AGM and 2010 Activation

...coming next

- Annual AGM in May
- Succession planning

Successes & Milestones

Human Resources and Volunteer Committee:

- Strong staff team with ED and DOO
- Significant volunteer commitment on the Board and Committees

...coming next

- Community Leadership – Volunteer Strategy
- 2010 Volunteer Development Program

Finance Committee:

- Transparency, accountability and community engagement

...coming next

- 2010 budget process
- Integration to Resource Development plan

Successes & Milestones

Partnerships:

- West Vancouver 2010 Team
- Vancouver Coastal Health
 - H1N1 Response
 - Mobile Mammography Clinic
- Family Place
- West Vancouver Youth Band
- Bean Around the World
- Complement Health and Aquatic Physiotherapy