**RESOURCE OPPORTUNITIES CENTRE**

**Approved vision, mission and values (July 2017)**

**VISION:** To encourage & promote a welcoming, innovative, and thriving community.

**MISSION:** The ROC is an organization dedicated to sustainability and community development through the delivery of diverse recreational, educational, cultural, social, and technology-related opportunities.

**VALUES:**

**Accountability:**

\* We are accountable to our membership, the citizens from Goodwood to West Dover; our funding partners; and our stakeholders.

**Sustainability:**

\* Sustainability is key to keep our organization healthy and active, enabling us to deliver on our vision & mission.

**Partnerships:**

\* We believe in community over competition; there is strength and innovation in partnerships.

**Sharing information freely:**

\* We believe community development and collaboration starts with sharing information.

**Community identity:**

\* We believe in honoring and celebrating community identity in our diverse service area.

**Quality of life:**

\* We believe an enhanced quality of life for our community comes from a holistic view of health that supports physical and mental wellbeing through lifelong learning, social connection and opportunities for employment.

**Volunteerism:**

\*We rely on volunteers in every aspect of our organization and value the time, talent, and passion volunteers contribute to achieving of our vision and mission.

**TIMEFRAME: 2017 – 2019**

**Strategic Plan Approved Nov 27, 2018**

**Legend: Priorities - 1 = High, 2 = Medium, 3 = Low**

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| **Category** |  | **Time Frame** | **Resources Required** | **Person Responsible** | **Risk** | **Success Measurement** | **Priority** | **Status** |
| **Transportation** | **GOAL #1: To investigate and report on transportation options for the community** | | | | | | | | |
|  | a) Review transit pilot data & results | Jan 2018 | Time  Subcommittee | ED | Low | Identify lessons learned | 1 |  |
|  | b) Have conversations with other transit groups to examine what works for them. | 2017 | Time  Access (Rural Transit Authority) | ED | Low | Completed, information gathered | 1 | Ongoing (ED connected with RTA) |
|  | c) Follow-up with Halifax Transit on next steps | 2018 | Councillors  Halifax Transit support | ED | Low | Information obtained | 2 |  |
|  | d) Conduct community engagement to identify transit needs in each community | 2018 | Halifax Transit support  Information  Community based conversations | ED  Board Subcommittee | Med | Participation  Consensus  Impetus for plan | 2 |  |
|  | e) Action plan to have transportation in place | 2019 | Mechanism to collect input  Advertising/marketing | ED | Med | Plan in place and community buy-in | 3 |  |
| **Marketing** | **GOAL #1: To identify community champions and influencers to extend our marketing reach** | | | | | | | |
|  | 1. Have board self identify areas of expertise and community connections to leverage communication opportunities | Nov 2017 | Time | Amy  Board Members | Low | Identification complete | 1 |  |
|  | 1. Identify gaps in community champions | Jan 2018 | Board & staff time | Board & Staff | Low | Gaps are identified | 1 |  |
|  | 1. Develop a campaign to reach out to champions | March/April 2018 | Staff time | Amy | Low-Med | Connected with potential new champions | 2 |  |
|  | 1. Maintain relationships with champions | Ongoing | Time | Amy | Med | Low turnover of champions  Community buy-in  Board/partner network – reciprocal support | 2 |  |
| **Marketing** | **GOAL #2: To continue to hone the ROC & PRCC brands to help clarify who we are, increasing the awareness of ROC vs PRCC** | | | | | | | | |
|  | 1. Staff to determine and communicate a plan to the Board | Beginning of fiscal 2018 | Time, capacity of finance staff | ED/Amy | Low | Board supports comms plan and plan is enacted | 2 |  |
| **Youth** | **GOAL: Determine level of youth involvement with the Board.** | | | | | | | |
|  | 1. Research and discuss various youth engagement options. | January 2018 | Available information | ED | Low | Discussion re: youth involvement at Jan meeting | 1 |  |
|  | 1. Meet or discuss with youth council, established by MLA, to invite a youth member to attend an ROC meeting to introduce the Council to the board | End of 2017 fiscal year (prior to AGM) | Time | ED | Low | Youth member attends board meeting | 3 |  |
| **Board** | **GOAL #1: Increase staff integration into board meetings and foster relationships between board and staff.** | | | | | | | |
|  | 1. Define guidelines of staff involvement in board meetings | October | Board time  Staff time | Board | Low | Clear understanding of both groups roles at meetings | 1 |  |
|  | 1. Staff will begin providing a programming report at board meetings and/or attend board meetings (as necessary) Board discussion at November meeting re: parameters of staff participation at board meetings | January | Agenda time; staff availability | ED to facilitate | Low | Successful integration of staff into board meetings, resulting in increased support for each other in respective roles | 2 |  |
|  | 1. Establish and maintain ways for board and staff to connect regularly (i.e. Christmas Party) | Ongoing | Time is challenge; how to connect | Staff & Board | Med | Staff and board relationships are built and feel more connected | 1 |  |
| **Board** | **GOAL #2: Ensure the diversity of the board represents the diversity of the community** | | | | | | | | |
|  | 1. Identify gaps in board makeup (e.g. geography, skillsets, perspectives, etc.) | 2017 | Board discussion Staff input | Board | Low | Communities that might not have representation are identified | 1 |  |
|  | 1. Identify possible new board members | 2017 | Newsletter  Personal invitation | ED to lead invitation process | Low | The board will have broader membership | 1 |  |
| **Board** | **GOAL #3: Ensure strategic plan is acted upon and is maintained as an living document, changing to serve the needs of the community as necessary.** | | | | | | | | |
|  | a) Review strategic plan regularly through board meetings | 2017-2019 | Board time | Board & ED | Low | The board is regularly working toward the established goals in the plan. | 1 |  |
|  | b) Ensure that the plan adjusts to reflect the current needs of the community as they change | 2017 - 2019 | Board Time  Add to agenda | ED & Board | Low | Updates are made to the plan as needed resulting in a live & transparent plan | Ongoing |  |
| **Partnerships/Connections** | **GOAL #1: Better connect with community groups to dispel the myths of competition and encourage groups to collaborate and help them connect** | | | | | | | | |
|  | a) Work with other communities to create a regular roundtable for community organizations to attend | 2017 | Space, time, buy-in, advertising | ED with Board support | Low | Groups regularly attend & sharing, collaboration, supporting each other | 1 |  |
| **Volunteers** | **GOAL #1: Encourage volunteer culture in the community.** | | | | | | | | |
|  | 1. Support opportunities that arise to create a culture of volunteering in the communities, through promotion and communication of opportunities, and celebration of volunteer effort in the community | Jan 2018 | Input from staff/community (eg round table) | ED | Med | Board is aware of volunteer opportunities; shares same among contacts | 1 |  |
|  | 1. Add specific ROC volunteer needs to agenda each month | November 2017 | Input from staff/community | ED | Low | Increased board member involvement at ROC events | 1 |  |