**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 Updated: Nov 27, 2018**

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

| **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 | TimeSubcommittee | ED | Low | Identify lessons learned | 1 |  |
|  | b) Have conversations with other transit groups to examine what works for them. | 2017 | TimeAccess (Rural Transit Authority) | ED | Low | Completed, information gathered | 1 | Ongoing (ED connected with RTA)ED met with NS Trip staff October |
|  | c) Follow-up with Halifax Transit on next steps  | 2018 | CouncillorsHalifax Transit support | ED | Low | Information obtained | 2 | Next scheduled transit review is 2021; every 5 years. Not open to changes before then, other than tweaking existing routes unless major event (eg Construction) warrants change |
|  | d) Conduct community engagement to identify transit needs in each community | 2018 | Halifax Transit supportInformationCommunity based conversations | EDBoard Subcommittee | Med | ParticipationConsensusImpetus for plan | 2 |  |
|  | e) Action plan to have transportation in place | 2019 | Mechanism to collect inputAdvertising/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 | AmyBoard 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 championsCommunity buy-inBoard/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 | Continuing to use 'ROC is volunteer management group who operates the PRCC' messaging to continue to ensure public knows the difference between building and organization |
| **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 | Determined youth participation at ROC meetings isn't an engaging opportunity for youth |
|  | 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 | Presentation from Timberlea/Prospect Youth, undergoing some renewal |
| **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 timeStaff time | Board | Low | Clear understanding of both groups roles at meetings | 1 | Complete, and management staff attend board meetings as they wish, providing reports and updates |
|  | 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 | Complete and ongoing |
|  | 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 | Annual event; discussion ongoing |
| **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 discussionStaff input | Board | Low | Communities that might not have representation are identified | 1 | Ongoing challenge |
|  | 1. Identify possible new board members
 | 2017 | Newsletter Personal invitation | ED to lead invitation process | Low | The board will have broader membership | 1 | Ongoing challenge |
| **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 | Ongoing (ED report) |
|  | b) Ensure that the plan adjusts to reflect the current needs of the community as they change | 2017 - 2019 | Board TimeAdd to agenda | ED & Board | Low | Updates are made to the plan as needed resulting in a live & transparent plan | 1 | Updated plan circulated Nov 2018 |
| **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 | ED msg in Spring ProspectiveRoundtable established. 3 sessions held, building attendance. Nov 2018 decision to continue Jan, Feb, Mar 2019 and re-evaluate |
| **(added 11/18)** | b) Establish online community calendar that can be accessed and events added by the public, to provide a common holding place for event info. | 2018 | Cost for software, build capacity in local groups to use tool | Amy, Jason | Med - some risk re cyber security | Calendar is being populated and viewed | 2 | Shared at November 2018round table, several groups involved in piloting the tool with seasonal events |
| **(Added 11/18)** | c) Apply for Community Spirit Award in partnership with other local organizations. Host celebration for all of Prospect Communities | July 2018 | ED time in writing application and gathering input from local groups | ED  | Low - risk of not including someone in the application | Prospect Communities are successful recipients of Award | 2 | Celebration with Lieutenant Governor on Oct 29. Participation from many partner groups, but not much from general public |
| **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 | Promoted volunteer conference; volunteer awards. Board to submit nominations to HRM Volunteer awards based on nominations received for ours |
|  | 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 | Complete and Ongoing |
| **Added 11/18** | 1. Creation of new programs/events supported by volunteer efforts
 | 2018 | Management planning, promotion | Management team | Low | Expanded volunteer roster, new events  | 2 | Savour Saturday - 3 events in 2018Application for grant support to offer Lunch and Learn weekly and increase community meal offerings |
| **Food Security****(Added 11/18)** | To increase awareness of food security concerns in the Prospect Communities and increase efforts to provide access to healthy food in our area |
|  | a) Increase staff knowledge about the issue of food security & food sovereignty, enhance networking with other organizations involved in this issue by having Operations and Finance Manager take EAC Food Leadership program | 2018 | Time, coverage for Amy to attend.  | Management team/staff | Low | Increased knowledge, contacts that inform operational decisions and opportunities around food-based programming | 1 | Amy successfully applied for program and has been working on a project to enhance the Famer's Market through grant funding |
|  | b)Increase food-based programming at PRCC for community, opportunities for low-cost meals  | 2018 | Supply costs, paid staff time for Kitchen Coordinator, time for planning | Jessica, with staff and volunteer support | Med | Attendance, feedback from attendees.  | 2 | Added Savour Saturday programming for seniors, hired regular kitchen coordinator to streamline planning, efficiency, cost management. Friday Feasts and Lunch and Learn programs continue, may be enhanced in 2019 with additional grant funding |
|  | c) Connect Prospect Communities to Community Health Board actions around food security, to ensure conditions here are noted and this community is considered in any food policy initiatives underway across the municipality | 2018-19 | ED time to attend CHB programming, meetings | ED | Low | Ongoing connection to CHB activity |  | ED facilitated 'Working Together Toward Food Security in Halifax' and will be informed of opportunities for future education, networking and action on food security in HRM |