

**1. DEFINE OUR IMPACT AND MEASURE OUR SUCCESS**

- 1.1. Redefine and modernize the Centre's mission and mandate to ensure it is accessible and reflects our mandate and current direction.
- 1.2. Undertake a consultation process to define a shared understanding of community engagement and development principles across the Centre. Through this process establish benchmarking standards and an integrated outcome based service model to better understand / demonstrate how our work is positively and effectively impacting our communities and people's lives (intersect the City of Toronto Wellness Index, AOCC service plan and Relationship Framework).
- 1.3. Evaluate our program services review framework and adjust to ensure community feedback and reporting structures are timed effectively with the resource allocation decision-making processes and support the provision of high quality relevant sustainable community programs and services.
- 1.4. Define the Centre's community advocacy strategy and implement a framework to be able to effectively and legitimately advocate on a broader system level to improve and respond to emerging priorities impacting the neighbourhood, community, and LGBTQ lives in general.

**2. EXPAND OUR IMPACT THROUGH FOOD, ART, CULTURE, EDUCATION, TRAINING SPORT AND RECREATIONAL PROGRAMING**

- 2.1 Plan and develop strategies that will best showcase and highlight the work of The 519 and the community during World Pride 2014.
- 2.2. Create new innovative community arts, cultural, and food initiatives that foster engagement, social inclusion, and capacity development.
- 2.3. Trustee the PrideHouseTO initiative which aims to make the 2015 Games the most LGBTQ-welcoming ever held. Provide leadership and support to the 22 organizations that make up the Leadership Team in their delivery of the Games' LGBTQ engagement strategy.
- 2.4. Provide training, consultation, and best-practice resources to the broader/mainstream sport and recreation community to improve access and ensure queer accessibility to sport and recreation opportunities.
- 2.5. Connect LGBTQ people (youth, seniors, newcomers, etc) with opportunities for sport and recreation to improve healthy living and leadership development outcomes; and work with partner organizations to foster these opportunities.
- 2.6. Expand our food service and education and training social/productive enterprise initiatives to build community, create employment opportunities, address service barriers, and improve workplace inclusion.



# ORGANIZATIONAL STRATEGIC ACTION PLAN - 2013-2017<sup>1</sup>

### **3. REINFORCE THE ROLE AND IMPORTANCE OF COMMUNITY LEADERSHIP**

- 3.1 Enhance our shared understanding of and champion the value of membership, community engagement and community development across The Centre. Develop and launch a new membership strategy that will strengthen our community engagement efforts and ensure community relevance, expand our networks/partnerships as well as member donorship and volunteerism contributions.
- 3.2 Develop an intentional, integrated relationship with building users. Integrate space use strategies with membership development and community engagement efforts including quantifying community-led group contributions and implement mechanisms to address barriers to participation.
- 3.3 Develop and document The Centre's first formal volunteer framework which will deliver multi-year volunteer engagement plans across all programs and departments and establish systems and policies which enable a broad engagement of members in donorship, fundraising, volunteerism and community leadership to ensure success and volunteer satisfaction.
- 3.4 Develop systems of support to ensure leadership volunteers are orientated, trained and supported in their roles and that community-led programs are adequately resourced and supported to ensure mutual success.

### **4. GROW OUR RESOURCE BASE TO ENABLE CONTINUED SUCCESS**

- 4.1 Review our previous Strategic Resource Development Plan and establish a new 3-5 year strategy.
- 4.2 Seek funding to provide and expand programs and services that meet the needs of the local and broader LGBTQ communities including high-demand programs.
- 4.3 Maintain secure, stable, core City funding to ensure our facility is open and accessible and that programs and community engagement activities can deliver services and activities.
- 4.4 Review and revise Space Use Policy including modernizing fee structure and facility use allocation strategies.

### **5. DEVELOP AND DOCUMENT ORGANIZATIONAL EFFECTIVENESS**

- 5.1. Establish a multi-year organizational development plan (linked with the Public Service By-law) focused on staff development, the promotion of cross-organizational integration and the establishment of service standards that value and champions ethical behaviour, integrity, equity, cultural diversity, social inclusion, anti-racism, and public accountability
- 5.2. Develop and implement the Centre's first comprehensive Human Resources Management Plan including fully utilizing the HRMS system; reviewing and developing staff engagement plans; performance evaluation processes; and the establishment of a diversity, equity and inclusion plan
- 5.3. Implement the formal annual communications planning cycles to effectively promote activities, programs and services including formalizing annual strategies, clarifying the role of staff and managers, and information requirements

- 5.4. Undertake a new business process efficiency review to ensure that all business/administration functions, systems and processes are working effectively and implement required adjustments to ensure continuous improvement and responsible maximization of organizational resources
- 5.5. Review and evaluate administrative and financial management reporting processes to ensure excellence in reporting and capacity to effectively inform strategic planning
- 5.6. Develop and complete a formal policy review project that examines, implements, and evaluates the Centre's various policies and procedures. Develop a structured policy review process that examines existing policies; identifies policies that still need to be documented or developed; and utilizes a formal risk management framework to determine priority development and documentation requirements.
- 5.7. Fully implement the Records Retention plan including file construction and annual file review/ archival processes
- 5.8. Effectively support the implementation of a comprehensive Health and Safety plan that provides and maintains safe healthy working conditions for employees and enhances neighbourhood / community safety overall

### **6. ENSURE THE MAINTENANCE AND STEWARDSHIP OF OUR PHYSICAL ASSETS**

- 6.1. Formalize and implement required preventative maintenance and building cleanliness plans to ensure the building is well maintained, welcoming and meets health standards.
- 6.2. Develop a community building investment strategy that fosters a sense of community ownership to ensure that building users respect and contribute to maintain the space.
- 6.3. In consultation with the City of Toronto develop a 5-10 year capital repair and replacement plan that includes resource targets and attainment strategies to increase accessibility, undertake capital improvements, and establish a long-term preservation strategy
- 6.4. Review and improve asset protection systems including inventories and security systems to ensure accountability, reduce risk, and that the Centre's assets are protected at all times

### **7. New Development Opportunity**

Leverage community sport and recreation as a catalyst for equality and community transformation - Build first ever Sport and Recreation centre focused on LGBT inclusion in sport and recreation with City, Provincial, Federal and Community benefits including:

- Sport Inclusion Institute
- Community engagement
- Social Enterprise and Economic Development
- Sport Hosting and Tourism
- Training and Education
- WFT Revitalization
- Pan Am Legacy



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