**Organizational Strategic Action Plan - 2013-2017**

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 programming**

   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

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.
**Organizational Strategic Action Plan - 2013-2017**

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