

FALSE CREEK COMMUNITY ASSOCIATION STRATEGIC PLAN 2021



JOINTLY OPERATED FACILITY

The FCCA is driven by a volunteer board of directors jointly operating in partnership with the Vancouver Board of Parks and Recreation (VPB).

The Joint Operating Agreement (JOA) clarifies the roles and responsibilities of both the VPB and the FCCA for offering programming and services to the public, and to help ensure access to recreation services is maximized for Vancouver's residents.

The FCCA has several committees to spearhead more in depth specific initiatives. They include: strategic planning, finance, program, fitness and facilities and governance.

MISSION STATEMENT

False Creek Community Association's (FCCA) mission is to provide and operate a Community Centre that serves the educational, cultural, recreational, athletic and social needs of the citizens of Vancouver, in particular the Fairview/False Creek community.



FCCA Strategic Plan Overview



Strategic Planning Governance, Key Performance Indicators, Prioritization, Finance Decisioning

Overarching Principles

COVID-19 – Recovery, Mitigation & Re-engagement
Equity, Diversity and Inclusion



Build enhanced community services & a welcoming facility

- *Optimize physical spaces to stimulate social connection*
- *Review and prioritize key facilities upgrades*
- *Build programming aligned to community needs*
- *Expand childcare facilities*



Strategic Partnerships

- *Understand what we do well, and where we require a partnership to advance our goals for the Association*
- *Identify partnerships to benefit centre and community*
- *Pursue aligned strategic partnerships to support overall strategic plan*



Know our community and facilitate social connection

- *Understand demographics, needs and priorities of current & prospective members*
- *Identify opportunities to facilitate social connection*
- *Dialogue with community – annual surveys, engagement metrics etc*

Strategic Planning Governance, Key Performance Indicators, Prioritization, Finance Decisioning

Governance

- Committee meets bi-monthly
- Strategic Plan formally assessed by committee with a report back to the board every 6 months
- Key decisions at board level to be assessed in line with strategic pillars
- Plan runs through 2024, with a impact review at the end of 2022
- Strategic Planning for 2024/28 to start early 2023

Key Performance Indicators

- Annual survey
- Frequent users' surveys after attending programs
- Program registration level

Prioritization

Tactical decisions to be prioritized based on:

- Breadth of impact (how much of the community will be served)
- Ease of execution (vs benefit)
- Resource required (vs benefit)
- Alignment to strategic pillars

Finance Decisioning

Board approval required for spend. Business case to support decision must include:

- Description of alignment to strategic pillars
- Visibility of breadth and impact
- Alignment to community identified needs



Strategic Plan Overarching Principles

COVID-19 Recovery, Mitigation & Re-engagement Foundation of Equity, Diversity and Inclusion

COVID-19 Recovery, Mitigation & Re-engagement

Pandemic recovery will inform strategic initiatives for the foreseeable future. All strategic planning and execution to be viewed with a COVID-19 conscious lens

- *Flexibility in planning, using reasonable assumptions on changing restrictions to plan*
- *Mitigate impact of COVID-19 in planning*
- *Address post-pandemic community needs to support transition back to normalcy*

Initial Action: *Engage VPB community centre staff and other community centre associations to identify and adopt best practices as well as to define a collective approach*

Foundation of Equity, Diversity and Inclusion

All activity is undertaken with a lens on diversity and inclusion, being mindful of the unique make-up of the community we support

- **Equity:** *Quality of being fair and impartial*
- **Diversity:** *Range and variety of representation*
- **Inclusion:** *the action or state of including or being included within a group or structure*

Initial Action: *Assess visibility of community demographics, address knowledge gaps to understand areas that need to be rectified*





Build enhanced community services & a welcoming facility

Principles

- *Diversity & Inclusion*
- *Responsive*
- *Optimization*
- *Community Gathering*

Key Initiatives

- *Assess and optimize physical spaces*
- *Review, benchmark and prioritize key facilities upgrades (kitchen, dock)*
- *Build programming aligned to community needs*
- *Support multi-year plan for larger scale redesign*
- *Expand childcare facilities*

Who is involved

- *Fitness & Facilities committee*
- *Program committee*
- *FCCA staff*
- *VPB community centre staff*
- *Affiliate Clubs*
- *Canada Mortgage Housing Corporation (CMHC)*

Initial Requirements

- *Gather feedback on efficacy of existing services and space (via surveys related to other pillars)*
- *Ensure all board has completed centre tour*
- *Take photos of facility to support selection of key projects/areas*

Goals: Develop a plan for progressive facilities upgrades and optimization. Enhance and explore childcare operations





Explore strategic partnerships

Principles

- *Support local Community*
- *Social Connection*
- *Diversity & Inclusion*
- *Expansion of FCCA impact*

Key Initiatives

- *Identify partnerships with local businesses, stratas, co-ops etc to benefit centre and community*
- *Pursue aligned strategic partnerships to support overall strategic plan*
- *Explore partnerships that support our other pillars, eg local business partnerships that draw people to the area or a coffee shop partnership to support social gathering*

Who is involved

- *Neighbourhood and Business Improvement Associations , School (FCSNA, GIBCA, etc ...)*
- *Affiliate clubs*
- *CMHC*
- *Other community centre associations*
- *FCCA staff*
- *VPB community centre staff*

Initial Requirements

- *Understand what we do well, and where we require a partnership to advance our goals*
- *Review existing partnerships*
- *Assess opportunities*

Goals: Develop a volunteer management plan. Develop a partnerships framework.





Know our community and facilitate social connection

Principles

- *Social Connection – the feeling that you belong to a group and generally feel close to other people*
- *Representative*
- *Community*
- *Inclusion & Diversity*

Key Initiatives

- *Understand demographics, needs and priorities of current & prospective users*
- *Develop regular feedback mechanisms with users and the community to understand current and evolving make up and needs, ensuring this has appropriate digital governance in place*
- *Identify opportunities to facilitate social connection through space, programming or services*

Who is involved

- *Program committee*
- *VPB community centre staff*
- *FCCA staff*

Initial Requirements

- *Execute dialogue with community to gather information to inform tactical decisioning on this area*
- *Assess our current level of success of key areas of opportunity to improve*

Goals: Develop an engagement and comprehensive communication plan. Define a feedback loop process

GLOSSARY

“Affiliate Clubs”: non-profit organization that has a common interest that meets the general aim of FCCA. There are as follows:

- False Creek Racing Canoe Club
- False Creek Tennis Club
- Pacific Roadrunners

“Board”: the Volunteer Directors acting as authorized by the Act, the Constitution and the Bylaws in managing or supervising the management of the affairs of the FCCA and exercising its powers.

“CMHC”: Canada Mortgage Housing Corporation

“COV” means City of Vancouver

“Directors”: Persons who are directors of the FCCA in accordance with the Bylaws .

“FCCA”: False Creek Community Association;

“FCCA Staff”: staff employed directly by the Association. Association Manager, Rentals and Projects Coordinator, Child Care staff, etc.

“FCCC”: False Creek Community Centre;

“False Creek/Fairview”: area stretches from Burrard Street to Cambie Street, and from 16th Avenue to False Creek, as defined from time to time by the City of Vancouver;

“FCSNA”: False Creek South neighbourhood Association;

“GIBCA”: Granville Island Business Community Association;

JOA: Joint Operating Agreement clarifying the roles and responsibilities for VPB and FCCA

“Members” : Persons who are, or who subsequently become, members of the FCCA in accordance with the Bylaws.

“VPB Staff” : Park Board staff employed by the City of Vancouver;

“Patron/user” means a person or customer using the facilities;

“Society” means the **“False Creek Community Association”**;

“VPB”: Vancouver Board of Parks and Recreation



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