

Introduction from the President of the Board

On behalf of the Board of Directors and Staff of the Parkgate Community Services Society, also known as Parkgate Society (PS), I am pleased to present our 2020–2023 Strategic Plan. This document is the result of collaboration between the staff and board and it sets the direction and tone for the future of Parkgate Society. The goals in this plan will increase our ability to serve the community and build a strong sustainable organization.

Through a collaborative process, we reviewed the Mission, Vision, Values and Mandate of Parkgate Society. These statements were simplified and refocused to better serve our community. Our Vision of “a vibrant, connected community,” speaks to our Society’s fundamental dream. Our Mission “to create opportunities for people in our community to live life better,” reminds us why we strive to realize our vision. Our Mandate shows us how we will deliver our vision to the community.

The review of our values, utilizing community and staff input identified in the research from our extensive 2019 branding project, and additional collaboration of the board and management team resulted in the creation of five new value statements. These values will guide and support our decisions.

The process and development of this Strategic Plan ensures our commitment to the goal of future growth and potential of Parkgate Society. The plan provides us with directional tools to ensure the ongoing success of this organization, and that Parkgate Society will continue to be an organization that is *Community-inspired, Community-supported and Community-driven*.

2020 Board of Directors

Officers

President	Teresa Comey
Vice President	Carmel Wiseman
Treasurer	Pamela Mann
Secretary	Trelawny Bell

Members at Large

Susan Chan
Earle Cherneski
Besire Culhaoglu
Carol Donohoe
Nick Hosseinzadeh
Patrick Weafer
John Wiggins

Who We Are

Operating out of Parkgate Community Centre, Parkgate Society is responsible for delivering community-based programs and services for children, youth, families and seniors. Working within a *Community Service Partnership* model with NVRC, we jointly provide enhanced social, cultural, educational and recreational programs out of one community facility.

Our Mandate

Promote, stimulate and preserve the philosophy of community development and community spirit.

Develop a unique blend of social, cultural, educational and recreational program and service options in response to community needs, primarily serving children, youth, families and seniors.

Work in partnership with community agencies, organizations and funding bodies to create a diverse range of low-cost/no-cost programming that is accessible to everyone in the community.

Our Mission

To create opportunities for people in our community to *live life better*

Our Vision

A vibrant, connected community

Our Core Values

We believe...

Belonging: establishing and developing meaningful relationships creates an engaged, connected and resilient community.

Listening: active listening and positive interactions build a foundation of community connections, engagement and trust.

Responding: responding to the ever-changing needs of our community can be achieved by creating a unique blend of programs and services that appeal to a diverse population.

Connecting: connecting with individuals, groups, agencies and businesses, helps us accomplish more together than apart.

Welcoming: programs and services should be welcoming, inclusive and accessible to people of all generations, cultures, means and abilities.

Community-inspired, Community-supported, Community-driven



Our Strategic Vision and Priorities

Goal #1 Dynamic Organization

Parkgate Society is a self-reliant organization with healthy governance, fully engaged staff and enhanced services.

Strategic Priorities:

1. Ensure a robust plan is in place to support the development of the Lynn Creek Centre, Child Care facilities and programs
2. Develop Human Resources strategies that support, recognize and strengthen our cross functional staff and volunteer teams
3. Nurture strong relationships with North Vancouver Recreation Centre (NVRC) and the District of North Vancouver (DNV)

Definition of Success:

Priority 1:

- Creation of a Lynn Creek Development plan and timeline to ensure readiness
- Child Care programs are successfully up and running

Priority 2:

- HR policies and processes are reviewed, updated, and implemented

Priority 3:

- Regular attendance at NVRC and DNV meetings and networking events
 - Board and Executive Director feel the relationships with NVRC and DNV are strong
 - The Partnership Agreement between Parkgate Society and NVRC reflects a strong working relationship
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Goal #2 Self-Sufficiency

Parkgate Society is financially responsible, and plans for the future while prepared to adapt to unforeseen opportunities and challenges.

Strategic Priorities:

1. Develop a long term financial strategy
2. Broaden funding sources

Definition of Success:

Priority 1:

- Financial strategy is developed and posted on board page
- Reserve/Investment policy(s) and strategy(s) are developed

Priority 2:

- Fundraising strategy is developed
 - Increased number of new funding sources
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Goal #3 People Know Who We Are

Parkgate Society is widely known and valued by the community.

Strategic Priorities:

1. Develop a communication strategy, which uses consistent messaging and emphasizes Parkgate Society partnerships
2. Cultivate and maintain strong membership relations and awareness

Definition of Success:

Priority 1:

- Completed communication strategy
- Staff and volunteers deliver consistent messaging
- Consistent communication tools and materials
- Survey results demonstrate increased awareness of Parkgate Society's identity and partnerships

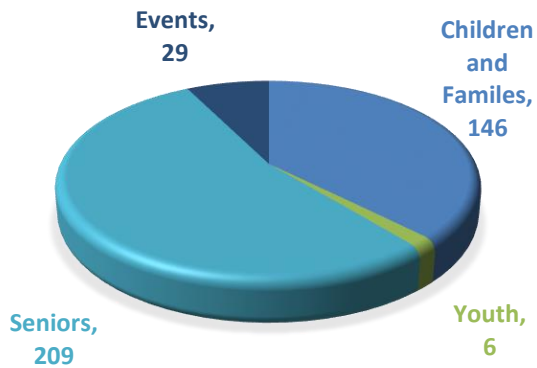
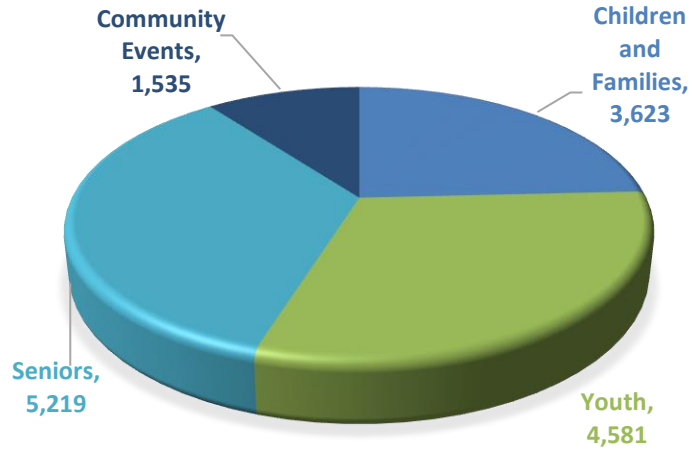
Priority 2:

- Consistent member communications
 - A minimum of 95% of distributed newsletters are read by members
 - Increased number of people participating in programs, community events and AGM
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Our Services – Based on 2019 Statistics

Program Participants per Service Group



Number of Volunteers per Service Group

Revenue Sources

