

## Buckhorn Community Centre: STRATEGIC PLAN 2021 – 2025

<b>AIM</b>	By 2031, the BCC strengthens its reputation as an independent, vibrant, multifaceted, expanded community hub and tourist destination. We have sustainable financial, program and governance structures, as well as strong partnership agreements.
<b>VISION</b>	The BCC is a welcoming, inclusive, innovative place for social, arts and culture, recreation and wellness endeavours.
<b>MISSION</b>	A strong, resilient, and healthy community strengthened through meaningful collaborations with our committed volunteer force and dedicated partners.

### GUIDING PRINCIPLES

<b>Respect</b>	We show genuine concern for our community members. We are open, caring, compassionate. We strive to provide a personal approach.
<b>Inclusivity</b>	We create a culture, policies, and programs to help everyone feel physically and emotionally safe; and to support everyone to make meaningful contributions.
<b>Collaboration</b>	We recognize that we are stronger together; and nurture cooperative partnerships and relationships that bring positive change to our community. We are flexible and adapt to changing needs.
<b>Accountability</b>	We work hard to earn the trust of our members, donors, and partners. Through ethical and transparent actions, we make the best use of the financial and other resources given to us.
<b>Sustainability</b>	We preserve the long-term viability of the BCC with responsible planning, service models and management practices. We are mindful of our natural environment and heritage.

### STRATEGIC PRIORITIES & SUCCESS STATEMENTS

<b>Powerful Team</b>	<p><i>Pulling in the same direction:</i> All team members – volunteers, staff, members, board, donors &amp; partners – actively back the strategic plan. There is better integration between contractor roles and with staff, and alignment with strategic priorities and initiatives.</p> <p><i>Creating meaningful work and volunteer experiences:</i> There’s a place for everyone at the BCC. We have the optimal blend of experience and skills to make our strategic plan come to life. We provide the training, coaching and resources everyone needs to be successful.</p>
<b>Operational Excellence</b>	<p><i>Putting best practices into action:</i> Our program, financial, human resources, volunteer, governance, information technology, risk, communications, and facilities management policies adhere to legislative requirements and BCC guiding principles; and are consistently followed. We measure activity and impact; and openly report progress.</p>
<b>Sustainable Growth</b>	<p><i>Designing for future success:</i> We consistently use data-informed decision making, as well as solid project management techniques to identify gaps, seek expert advice, secure financial resources, organize initiatives, implement plans, and evaluate. We actively seek the financial resources and partnerships needed to achieve our priorities; and we responsibly manage the resources entrusted to us.</p>
<b>Innovative Programming &amp; Facility Growth</b>	<p><i>Advancing programs and services:</i> We identify community programming and services gaps; and find creative solutions in the pandemic and post-pandemic era. We ensure we have the information technology infrastructure, expertise, and people power to implement the desired solutions.</p> <p><i>Upgrading and expanding space:</i> Our indoor and outdoor spaces are accessible, welcoming, and safe; and allow the BCC to fulfil its role as a multi-faceted community hub. We maximize the use of and revenue generation potential of our facilities and grounds.</p> <p><i>Implementing grant-funded projects:</i> We fulfill our commitments to funders.</p>
<b>Strong Community Partnerships</b>	<p><i>Fostering mutually beneficial partnerships:</i> The BCC enhances its partnerships capacity, follows collaborative partnership brokering practices and models the BCC’s guiding principles.</p> <p><i>Influencing community initiatives:</i> We identify priority partnership opportunities; and ensure the BCC is represented, and organizational perspectives are consistently communicated, and information flows back to BCC in a timely fashion. There is respectful and open communication between partners.</p>