

## 2017-2021 Strategic Plan

### VISION

**To foster individual and community well-being, build leaders and create opportunities for our community.**

### 1. PROGRAMS AND SERVICES

Build excellent, inclusive and welcoming programming that responds to identified community needs.

| <b>DECEMBER 2021 GOALS</b>   | <b>DECEMBER 2021 INDICATORS</b>  |
|--|--|
| <ul style="list-style-type: none"> <li>✓ Align Eastview programs and services with community and funder needs</li> </ul>     | <ul style="list-style-type: none"> <li>• <i>Program descriptions in place and maintained</i></li> <li>• <i>Program evaluation process in place</i></li> <li>• <i>Community needs assessment review completed annually</i></li> <li>• <i>Programs and services reflect community needs</i></li> <li>• <i>Minimal change recommendations from funders</i></li> </ul> |
| <ul style="list-style-type: none"> <li>✓ Provide appropriate, barrier-free and satisfactory programs and services</li> </ul> | <ul style="list-style-type: none"> <li>• <i>Participant satisfaction survey more than 80% satisfied or very satisfied</i></li> <li>• <i>Participant turnover &lt;10% due to dissatisfaction</i></li> <li>• <i>Programs operate at capacity</i></li> <li>• <i>Effective AODA-compliant service is provided</i></li> </ul>   |

## **2. EASTVIEW FACILITIES**

Create a modern, accessible, safe, community hub that attracts and retains participants from the Blake-Boulton community and beyond.

| <b>DECEMBER 2021 GOALS</b>                                       | <b>DECEMBER 2021 INDICATORS</b>  |
|--|--|
| ✓ Create a Facility/Capital Funding Plan linked to program goals | <ul style="list-style-type: none"> <li>• <i>Feasibility assessment of expansion completed</i></li> <li>• <i>Capital campaign executed (if that is the agreed direction)</i></li> <li>• <i>Necessary funding secured</i></li> </ul> |
| ✓ Improve Eastview space for public and staff                    | <ul style="list-style-type: none"> <li>• <i>Refresh/upgrade plan completed</i></li> <li>• <i>Refresh completed</i></li> </ul>  |
| ✓ Involve the Community in upgrade of Eastview facilities        | <ul style="list-style-type: none"> <li>• <i>Needs assessments will ask for community feedback with respect to facilities upgrades</i></li> </ul>   |

## **3. STAFF AND VOLUNTEERS**

Provide opportunities for staff and volunteers to grow and expand their skills and experience in order to foster commitment, professionalism, enthusiasm and high satisfaction levels.

| <b>DECEMBER 2021 GOALS</b>                                      | <b>DECEMBER 2021 INDICATORS</b>   |
|---|---|
| ✓ Ensure skilled staff through professional development program | <ul style="list-style-type: none"> <li>• <i>At least one City training course completed yearly per staff member</i></li> <li>• <i>Staff satisfaction survey 85% satisfied or very satisfied</i></li> <li>• <i>Low permanent staff turnover; few grievances</i></li> </ul> |
| ✓ Enhance volunteer program                                     | <ul style="list-style-type: none"> <li>• <i>Improved volunteer database</i></li> <li>• <i>Volunteer satisfaction survey 80% satisfied or very satisfied</i></li> <li>• <i>Top volunteers recognized yearly</i></li> </ul>   |
| ✓ Staff and volunteers are broadly knowledgeable about Eastview | <ul style="list-style-type: none"> <li>• <i>Better collaboration between staff, programs and departments</i></li> <li>• <i>Staff and volunteers are able to promote/represent Eastview</i></li> </ul>   |

#### **4. ENCC FUNDING**

Identify, pursue and retain funding streams that contribute to Eastview's long-term financial stability and sustainability

| <b>DECEMBER 2021 GOALS</b>  | <b>DECEMBER 2021 INDICATORS</b>   |
|---|---|
| ✓ Maintain key funding relationships (Board suggested: Revenues are sufficient to maintain community programs and services) | <ul style="list-style-type: none"> <li>• <i>Continued funding at existing levels or better</i></li> </ul>               |
| ✓ Increased funding diversity   | <ul style="list-style-type: none"> <li>• <i>3 new funding sources (public or private) confirmed annually</i></li> </ul> |

#### **5. PARTNERSHIPS**

Network with organizations likely to enrich our mutual abilities to provide service excellence for our community.

| <b>DECEMBER 2021 GOALS</b>             | <b>DECEMBER 2021 INDICATORS</b>   |
|--|---|
| ✓ Strengthen existing partnerships     | <ul style="list-style-type: none"> <li>• <i>15 MOUs in place</i></li> <li>• <i>Appreciation/recognition of partners happens annually</i></li> </ul>   |
| ✓ Grow number of outreach partnerships | <ul style="list-style-type: none"> <li>• <i>Increased number and diversity of partner programs to which we can refer clients</i></li> <li>• <i>Broad awareness by Eastview staff of partner programs to which we can refer clients</i></li> <li>• <i>6 networking events are held at Eastview annually</i></li> </ul> |

## **6. PROFILE, BRANDING AND AWARENESS**

Promote Eastview as a relevant and trusted organization offering high quality programs and services where community members participate and make contributions.

| <b>DECEMBER 2021 GOALS</b>   | <b>DECEMBER 2021 INDICATORS</b>  |
|--|--|
| ✓ Clear definition of ENCC brand                                       | <ul style="list-style-type: none"> <li>• <i>Website and all communications materials align with Eastview brand</i></li> <li>• <i>Increased Social Media followers</i></li> </ul>   |
| ✓ Improved community awareness of Eastview                             | <ul style="list-style-type: none"> <li>• <i>Media and communications plan in place, including media management</i></li> <li>• <i>Community events scheduled targeting community awareness, Eastview reputation</i></li> <li>• <i>Marketing materials in place</i></li> <li>• <i>Eastview representation at Local BIAs</i></li> <li>• <i>Eastview representatives at 20 public community events per year</i></li> </ul> |
| ✓ Enhance Eastview's reputation as a safe and respectful community hub | <ul style="list-style-type: none"> <li>• <i>Consistent messaging in place at Eastview on safety, respect, and courtesy</i></li> <li>• <i>Staff trained and consistent re messaging and enforcement</i></li> <li>• <i>Community aware of enhanced reputation</i></li> </ul>   |