



## Our Strategic Plan

Building a better community together

North Central Community Association

2016 to 2020

## Introduction

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Our strategic plan will assist the North Central Community Association in focusing its efforts to fulfil our mission and achieve our vision that will result in a better and stronger community for everyone. The strategic plan encourages and promotes a pro-active, results-oriented approach, helps to balance short-term pressures with long-term thinking and permits flexibility to adapt to change.

This strategic plan enhances our organizational capacity to generate new ideas and options, encourages a team approach to strategic decisions and provides a systematic approach to decision-making, accountability and evaluation of progress. The plan is also a key tool for the organization to use to monitor the results we are working for and to measure our progress as we implement the plan.

## Organization Profile

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The North Central Community Association (NCCA) was incorporated in August 1976. North Central is one of the largest inner city neighbourhoods in the City of Regina and represents a population of over 10,000 people in an area of 183 square blocks, consisting of 4300 homes and over 200 businesses.

In most neighbourhoods, community associations fill the role of coordinating social, cultural and recreation activities for the community. In the case of the inner city, the priorities of the residents go beyond that of its suburban neighbours. Over the years, NCCA has addressed the needs of the community based on their feedback with successful initiatives including gang exit strategies, street prostitution initiatives, development of a crime prevention task force and employment training programs. NCCA is the only organization whose board is entirely community residents appointed by the community and whose mandate is the development of the neighbourhood as a whole. As a result, NCCA has taken more of a community development approach to ensure that the overall health of the community is being addressed.

## Our Vision Statement

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*Our Vision Statement reflects the preferred future state for the North Central Community. It inspires people to work collectively towards achieving that future and creating outcomes that members, residents and others can support.*

## Our Vision for the future

*A safe, caring and vibrant community where all people can thrive.*

## Our Mission

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Our Mission Statement describes what the primary purpose of the North Central Community Association is. It helps to inform people as to what we and how we do it. It helps to guide our decisions and helps the organization to maintain its focus.

## The Mission of the North Central Community Association is:

*To enhance, engage and represent our diverse neighbourhood, where we live, work and play, by facilitating partnerships, programs and services.*

## Our Values (Guiding Principles)

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*Our Values provide the principles and beliefs that guide the North Central Community Association's behaviours, decision-making processes, actions, programs and services.*

### The following values have been identified and adopted by the North Central Community Association.

**Innovation:** we are creative, pro-active and visionary

**Integrity:** we are accountable and honest in everything we do

**Accountability:** we are accountable to the community and are responsible for doing what we say we will do.

**Respect:** we are considerate and treat others with care and respect

**Diversity:** we strive to engage all those who live, work and play in our community

**Pride:** we are proud of our community and our successes

**Sustainability:** we are stable, growing and nurturing

<b>Strategic Priorities</b>	<b>Delivering Programs and Services</b> To develop and deliver programs and services that meet the needs of the residents of North Central and which enhance the well-being of the community.	<b>Enhancing Organizational Effectiveness</b> To develop a highly functioning and effective organization with a capable board and staff and with the ongoing skills and capacity to carry out its work.	<b>Community Planning</b> To facilitate the development of a comprehensive community plan in partnership with key stakeholders.
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. Align programs with community needs and interests.</li> <li>2. Coordinate with other agencies and organizations to ensure programming availability to all generations and cultures.</li> <li>3. Develop and implement a continuous improvement plan that utilises feedback from participants and volunteers.</li> <li>4. Identify and address barriers to participation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop a strategic plan with clear goals and objectives for the Association that will guide the Board and staff in their decision-making and in establishing priorities for activities.</li> <li>2. Develop a plan for the ongoing recruitment of Board members with the skills, experience and interest to serve on the Board.</li> <li>3. Develop appropriate board policies, procedures and structure.</li> <li>4. Develop an ongoing board work plan that encompasses Board duties and responsibilities.</li> <li>5. Create an annual plan and resources for the ongoing professional development of Board and staff members.</li> <li>6. Management to develop an annual operational plan and budget that supports this strategic plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify key elements of a plan for the community.</li> <li>2. Work with a consultant who can solicit input from the community and facilitate the development of the plan.</li> <li>3. Engage key stakeholders in the development of the plan.</li> <li>4. Present Community Plan publically and seek organizations and individuals to adopt or receive the plan.</li> <li>5. Determine method to renew plan.</li> </ol>

<b>Strategic Priorities</b>	<b>Building Partnerships and Collaborations</b> To develop and strengthen strategic partnerships with key agencies, government entities, funders and individuals.	<b>Engaging our Community</b> To effectively engage community residents to identify needs, represent their interests and involve them in community activities.	<b>Managing our Resources</b> To secure and grow our resource base and to utilize the available resources effectively – including staff and volunteers, finances and time.
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. Utilise the community planning process to strengthen partnerships and to work collaboratively with other agencies in the community to address community needs and concerns.</li> <li>2. Utilise the community planning process to work with funders to identify community needs and opportunities for support.</li> <li>3. Develop an inventory of community stakeholders and a plan for increasing and maintaining our connections with stakeholders.</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilise and develop large scale community events to involve residents.</li> <li>2. Track and increase the amount of personal engagement with residents.</li> <li>3. Develop a communications plan utilising latest technology and proven traditional methods to increase awareness of NCCA, programs, services, volunteer positions and opportunities of interest to the community.</li> </ol>	<ol style="list-style-type: none"> <li>1. Create a Fund Development Plan to increase and diversify NCCA income and revenue sources.</li> <li>2. Develop a program to recruit, train, retain and recognize volunteers in the community.</li> <li>3. Introduce a benefits package for NCCA Staff.</li> </ol>



## Our Programs & Services

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- **Health & Seniors Services** – A health nurse provides services targeted to seniors and shut-ins with emphasis on diabetes and foot care.
- **Care & Share** – A weekly seniors' lunch accompanied by fitness, recreation and social activities. The health services nurse provides free health checks to those in attendance.
- **Seniors Walking Club** – A seniors walking club on Wednesdays & Fridays.
- **Renew Project** – Building a safer, cleaner community by engaging residents in cleaning up their areas, block by block. Culminates with a yearend community clean-up
- **Community Gardens** – Cultivating community through communal gardens in the area. The goals of which are to increase food security, educate residents and build community. The program has grown and now has three gardens in the community.
- **General Community Services** – Provide access to photocopier, fax and phone, provide information and referrals, distribute donations, and distribution location for REACH's Family Basket program.
- **Go Green** – A program that hires the community association to clean up all recyclables in Mosaic Stadium after all football games. Primarily community people are hired, allow them free tickets to the game and any profits going back to the immediate area for community improvements. Hire a Neighbour is part of the Go Green project and acts as a broker to match residents of North Central looking for odd jobs with residents needing odd jobs done within the community of North Central.
- **North Central Murals** – A collaborative effort by the community to engage local artists in developing murals on properties that continually get tagged with graffiti.
- **Community Connection** – A comprehensive newspaper that is delivered free to all residents 6 times a year as a means to educate and inform the residents on programs and services within the community. The paper also serves as a means to celebrate its successes and delivers organizations and businesses throughout the community.
- **Meewasasin** – An employment training program for youth ages 18 to 29. Our primary goal is to provide employability skills training where the clientele learns how to adapt their lifestyles, make critical life-choices and ultimately chose a career path which will help them towards successful long-term employment.
- **Good Neighbour Fencing Company** – a social enterprise of NCCA which provides employment opportunities for the youth of the community through the building of fences, decks and other outdoor structures. Any profits from GNF are re-invested into existing community programming.
- **Community Events** – Several different major community events are hosted by NCCA or in partnership with other community organisations