

HASTINGS  
COMMUNITY  
ASSOCIATION



# STRATEGIC PLAN 2022- 2027

The Hastings Community Association recognizes that we are uninvited guests on the unceded and traditional territories of the Musqueam, Squamish and Tsleil-Waututh nations. We are grateful for the continued presence of the Hastings Community Centre on the territories of the three host First Nations. We aspire to move forward with meaningful action to transform our relationships toward ways that benefit us all.

## Table of Contents

<b><i>Table of Contents</i></b> .....	<b>3</b>
<b><i>Acronyms</i></b> .....	<b>4</b>
<b><i>Executive Summary</i></b> .....	<b>5</b>
<b><i>Summary of Strategic Plan</i></b> .....	<b>8</b>
<b><i>Board Authorization of the HCA Strategic Plan, 2022-2027</i></b> .....	<b>9</b>
<b><i>Overview and History of Hastings Community Association</i></b> .....	<b>10</b>
<b><i>Vision, Mission, Values</i></b> .....	<b>12</b>
<b><i>Strategies for the Hastings Community Association</i></b> .....	<b>13</b>
<b><i>Goal 1: A Stronger and More Connected Association</i></b> .....	<b>13</b>
<b><i>Goal 2: Sustainability and Belonging in our Community</i></b> .....	<b>16</b>
<b><i>Conclusion</i></b> .....	<b>20</b>
<b><i>Appendix A: Current Challenges and Opportunities</i></b> .....	<b>21</b>
<b><i>Appendix B: Draft Workplans for Strategies</i></b> .....	<b>24</b>
<b><i>Appendix C: Partnerships</i></b> .....	<b>32</b>
<b><i>Appendix D: Things you should know about Hastings Community Association</i></b> .....	<b>33</b>

## Acronyms

Board	Hastings Community Association Board of Directors
Centre	Hastings Community Centre
C4CH	Communities for Climate Hope
DEI	Diversity, Equity, and Inclusion
HCA	Hastings Community Association
HS	Hastings-Sunrise
JOA	Joint Operating Agreement
Park Board	Vancouver Board of Parks and Recreation
SWOT	Strengths, Weaknesses, Opportunities and Threats
2SLGBTQIA+	Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Questioning/Queer, Intersex, Asexual, plus other ways individuals express their gender and sexuality outside heteronormativity and the gender binary

## Executive Summary

Hastings Community Association (HCA) operates Hastings Community Centre (the Centre) in partnership with the Vancouver Board of Parks and Recreation (Park Board). In 2021 the HCA Board of Directors (Board) met over two months and engaged the staff of the Centre to develop a Strategic Plan. The HCA hired Kyle Pearce of *think: act consulting* to facilitate the meetings and draft the Plan, and Lisa Patterson coordinated, organized and recorded the meetings.

Over the course of five sessions, the Hastings Community Association Board gathered to reflect on their past successes, current challenges and future opportunities. Starting with the history of the Centre, the Board explored its current challenges and anticipated changes in the community to which the Centre would need to respond.

Details of the process are contained in Appendix C, and as a summary, the work included several key activities including:

- Storytelling to identify experiences that connect us to the purpose of the organization;
- Developing, drafting and revising Vision, Mission and Values statements that are compelling and memorable;
- Assessments of programs, services, offerings that HCA and the Park Board provides, relationships, and role of this organization in the community.
- Assessment of the manner in which HCA supports its Board, volunteers, staff, policies and practices, to identify any improvements needed in systems or the way we do our work;
- Generating ideas for strategies that the Board should pursue over the next 3-5 years
- Engaging the staff team, including both Park Board and Association staff, to review and revise the Strategies;
- Reviewing a draft Strategic Plan to ensure accuracy and completeness.

The process was not without its challenges: As the COVID-19 public health crisis continued to be a significant issue, the Board initially used a virtual meeting process, and then switched to a hybrid model where both in-person and virtual attendees participated in the Strategic Planning process.

Every strategic planning process has one or more underlying themes – for HCA, the themes of this process were **stewardship of a great community resource** and **addressing the crucial issues of our time**.

#### Stewardship of a great community resource

The HCA Board recognizes that its role is important to the wellbeing of the community it serves. The Board identified several themes related to its stewardship of HCA, including:

- A desire to have more communication with the community so we can learn how to best bring the Centre alive with programs and services;
- Seeing the publicly-funded Centre as a resource for underserved community members, and doing a better job of meeting their needs;
- Empowering leaders in the community by engaging a broader cross-section of the community as Directors or in other volunteer roles;
- Creating a long-term plan for the Hastings Community Centre and other amenities that are well-used and loved in the area.

#### Addressing the crucial issues of our time

The Strategic Planning Process raised awareness of issues that resonate globally and locally, and the HCA developed a plan to address these, both at the Centre we operate and in the community we serve including:

- Recognizing the existential nature of the Climate Crisis, the Board spent time thinking about how it could integrate Climate Action into its work;
- Building on its participation in several community initiatives, the HCA Board recommitted to finding its unique path towards Truth and Reconciliation with First Nations and Indigenous community members;

- Dismantling social and economic injustice and ensuring that Hastings Community Centre offers a sense of Belonging to all who use the facility and participate in programs.

This Strategic Plan documents the information generated through five meetings, describes two overarching goals, and four strategies that will be carried out over the next three years. This information enables the Association to deliver on its Mission and work toward its Vision.

## Summary of Strategic Plan

### **Goal 1: A Stronger and More Connected Association**

#### *Strategy 1:*

##### **Strengthen our Governance Role and Welcome New Voices**

The HCA Board will be more diverse and representative, our meetings will be more focused on what's important to our community, and Centre users will be able to learn more about what we do.

#### *Strategy 2:*

##### **Strengthen our Connection to Community**

The HCA Board wants to serve all community members and seeks more information about the needs of the people we serve. This strategy will increase our knowledge of community needs, especially for those who are less likely to be heard. It will also increase community members' knowledge and appreciation of the important roles that they can play in leadership of programming, governance and advocacy.

### **Goal 2: Sustainability and Belonging in our Community**

#### *Strategy 3:*

##### **Ensure our Facility Responds to Community Needs and Climate Change**

Our participation in the Park Board's Facilities Renewal Planning process helped us to understand the enablers and implications of renewing our facility. We believe that the community will grow more rapidly in the next five years and we want HCA to have a solid plan for renewing our facility to meet the needs of our community.

#### *Strategy 4:*

##### **Lead Reconciliation, Equity, Diversity, and Inclusion in our Community**

The Board believes that racism and any form of discrimination within our community should be strongly condemned and never tolerated. We continue down the path to listening, learning and action towards Truth and Reconciliation as well as committing to Diversity, Equity and Inclusion. The HCA Board will show leadership in ensuring that all community members have a sense of belonging in the Centre and beyond.

# Board Authorization of the HCA Strategic Plan, 2022-2027

In 2021, the Hastings Community Association Board of Directors came together to develop a Strategic Plan for the next five years. By signing, I confirm that the Hastings Community Association Board has reviewed and approved this Strategic Plan for 2022-2027.

Directors:

- Jukka Vuorma, President
- Jason McGarry, Vice President
- Linda Foy, Secretary
- Curtis Rowe, Treasurer
- Sherry Breshears, Director
- Cate Jones, Director
- Kathy Lau, Director
- Sarah Morreau, Director
- Ryan Moyer, Director
- Andrea Papineau, Director
- Bill Zhou, Youth Director

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Jukka Vuorma  
Board President

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Date

## Overview and History of Hastings Community Association

Hastings Community Association (HCA) is a BC-registered non-profit and charitable organization located in East Vancouver at 3096 East Hastings St., across from Hastings Park. The Centre is located on the traditional, unceded territories of the Squamish, Musqueam and Tsleil-Waututh First Nations.

Incorporated as a non-profit society in 1934, the Hastings Community Association (HCA) works in partnership with the Park Board under the JOA to provide recreation, social, educational and cultural programs and services in the Hastings-Sunrise area. The HCA provides subsidies for low-income users in addition to the Park Board's Leisure Access Pass.

HCA oversees the Hastings Community Centre in partnership with the Vancouver Board of Parks and Recreation (Park Board) through a Joint Operating Agreement. The Centre features the following amenities:

- Gymnasium with a storage room
- Auditorium
- Games Room
- Fitness Centre and Cardio Room
- Lapidary and Saw Room (for the Rockhounds club)
- Family Drop-in
- Arts and Crafts Room
- Four activity / meeting rooms
- One Community Hall housing Licensed Child Care
- Professional Kitchen
- Storage Room
- Courtyard Playground for Licensed Childcare and Family Drop-In

In addition, the Centre programs an activity room at Templeton Pool and provides programming at Clinton, Pandora and Burrard View parks during the summer. Between the Park Board and the Association, Hastings Community Centre hosts a range of athletic, recreational and cultural programs that includes:

- Music and dance including piano and guitar lessons for children
- Computer programs for children and older adults
- Preteen, children's and youth recreational programs including Moviemakers and Tennis
- Youth Council
- Athletic programs for adults and seniors including osteofit, badminton and pickleball
- Food and Garden classes
- Hastings Fitness Centre
- Arts and Artist in Residence programs
- Gymnastics for children
- Young Moviemakers Program for children

- Summer Day Camps
- Mother Goose

Through its activities and committees, the Association ensures that the community is represented at the Centre, Templeton Park Pool, and in local planning & development issues such as the redevelopment of Hastings Park.

HCA has three standing committees including:

1. Executive Committee to oversee and support the work of the Board;
2. Finance Committee to ensure sound financial management and reporting;
3. Program / Fitness Committee to plan and deliver recreational, physical and cultural programs.

## Vision, Mission, Values

### HCA's Vision:

*Hastings-Sunrise is a healthy, vibrant, well-connected and multi-generational community where meaningful relationships enhance community wellbeing.*

### HCA's Mission:

*We provide community-building programs and services that enhance peoples' sense of belonging and advocate for the needs of the community.*

### HCA's Values:

#### **1. Community Builders.**

**We engage with our community, seek new areas of opportunity and ways of working together.**

#### **2. Excellence.**

**We are committed to providing high quality and affordable programs and services.**

#### **3. Accountable.**

**We seek to learn and respond to the needs and wishes of all community members.**

#### **4. Inclusive.**

**We are committed to creating welcoming spaces where everyone belongs.**

#### **5. Respectful.**

**We are fair in all our interactions and treat others with consideration.**

#### **6. Sustainable.**

**We exercise our social responsibility for creating a sustainable community and world.**

## Strategies for the Hastings Community Association

### Goal 1: A Stronger and More Connected Association

#### Strategy 1: Strengthen our Governance Role and Welcome New Voices

The Board of Hastings Community Association uses good governance practices. Through the planning process, we identified areas where the Board could be more diverse, meetings could be more focussed and our work could be more transparent to the community we serve.

<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Build the capacity of directors by investing in ongoing learning;</li> <li>• Formalize HCA’s oversight role by focusing on what’s most important, and;</li> <li>• Demonstrate the Board’s leadership in representing the community we serve.</li> </ul>
<b>Relationship to Vision, Mission, Values</b>	<ul style="list-style-type: none"> <li>• A stronger Board is better able to assess progress towards our Vision;</li> <li>• Governance training increases the capacity of community leaders;</li> <li>• Inclusion training and succession planning is demonstrating our value of Inclusion and commitment to Reconciliation.</li> </ul>
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Identify key training and support needs for Directors;</li> <li>• Develop a training program (with budget) and deliver ongoing training in governance twice per year;</li> <li>• Develop and implement a Board succession strategy that will increase diversity and better represent the community;</li> <li>• Carry out an annual Board self-assessment with the goal of enhancing board effectiveness;</li> <li>• Identify and report on meaningful metrics</li> </ul>
<b>Responsible</b>	<ul style="list-style-type: none"> <li>• Create a Board Development Committee</li> </ul>
<b>Board authority</b>	<ul style="list-style-type: none"> <li>• Reports to Board. Decisions made by Board</li> </ul>
<b>Completion benchmark</b>	<ul style="list-style-type: none"> <li>• Annual board self-evaluation and improvement plan including satisfaction with meetings and metrics reviewed;</li> <li>• Our Board represents the demographics of our community.</li> </ul>
<b>Completion date</b>	<ul style="list-style-type: none"> <li>• Governance tasks: December 2022</li> <li>• Recruitment: March 2023</li> </ul>
<b>New resources required</b>	<ul style="list-style-type: none"> <li>• Expertise in Board training and succession planning</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• No changes to Bylaws required;</li> <li>• Board can create welcoming environment for diverse community members.</li> </ul>
<b>Risks of failure</b>	<ul style="list-style-type: none"> <li>• Community members would not feel well represented by the HCA Board</li> </ul>

## Goal 1: A Stronger and More Connected Association

### Strategy 2: Strengthen our Connection to Community

The HCA Board wants to serve all community members and seeks more information about the needs of the people we serve. This strategy will increase our knowledge of community needs, especially for those who are less likely to be heard. It will also increase community members' knowledge and appreciation of the important roles that they can play in leadership of programming, governance and advocacy.

<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Increase two-way communication between the Board and community;</li> <li>• Meet the needs of the community as stewards of the Centre and as advocates on community issues;</li> <li>• Develop programs and an advocacy strategy to reach and serve underrepresented groups.</li> </ul>
<b>Relationship to Vision, Mission, Values</b>	<ul style="list-style-type: none"> <li>• Our Mission is to provide community-building programs and services;</li> <li>• Value of Accountability: Ensuring that programs respond to needs of all community members.</li> </ul>
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Improve our communications reach with community to inform and engage for recreation, leadership and advocacy;</li> <li>• Carry out research and engagement to understand and address the needs of underserved or under-represented groups in our community;</li> <li>• Once needs have been assessed, review our programs in comparison with our community engagement to ensure that we are meeting the range of needs of our diverse community.</li> <li>• Improve communication with the Park Board.</li> </ul>
<b>Responsible</b>	<ul style="list-style-type: none"> <li>• Outreach Committee reports to Board</li> </ul>
<b>Board authority</b>	<ul style="list-style-type: none"> <li>• Form a new Outreach committee of the Board that may include community members</li> </ul>
<b>Completion benchmark</b>	<ul style="list-style-type: none"> <li>• More communication to- and from- the community;</li> <li>• Increased attendance at annual general meetings;</li> <li>• More diverse candidates for leadership roles at HCA;</li> <li>• Increased membership and program enrolment from underrepresented communities;</li> <li>• Host one PB meeting between now and 2023.</li> </ul>
<b>Completion date</b>	<ul style="list-style-type: none"> <li>• Plan: July 2022</li> <li>• Action steps to improve communication with community and Park Board, research on underserved groups, review our programs: December 2022</li> <li>• Evaluation: December 2023 and December 2024</li> </ul>
<b>New resources required</b>	<ul style="list-style-type: none"> <li>• Funding for communication and for programs</li> </ul>

<b>Assumptions</b>	<ul style="list-style-type: none"><li>• Gaps identified in 2019 survey are accurate</li></ul>
<b>Possible implications</b>	<ul style="list-style-type: none"><li>• More diverse community members, different ways of communicating, need to orient new users, more time for communicating with and responding to community members</li></ul>
<b>Risks of failure</b>	<ul style="list-style-type: none"><li>• Limited participation by community members and a Board that does not understand the community's needs</li></ul>

## Goal 2: Sustainability and Belonging in our Community

### Strategy 3: Ensure our Facility Responds to Community and Climate Change

Our participation in the Park Board’s Facilities Renewal Planning process helped us to understand the enablers and implications of renewing our facility. We believe that the community will grow more rapidly in the next five years and we want HCA to have a solid plan for renewing our facility to meet the needs of our community.

<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Demonstrate our leadership in addressing the Climate Crisis in our community;</li> <li>• Prepare to renew our facility to serve the community for the next 50 years;</li> <li>• Ensure the community’s enjoyment of green space and other recreational amenities.</li> </ul>
<b>Relationship to Vision, Mission, Values</b>	<ul style="list-style-type: none"> <li>• Our Mission requires that our facilities have sufficient space for a growing range of programs. Our Values of Inclusive and Sustainable move us to ensure that our plans are consistent with climate action.</li> </ul>
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Develop a Climate Action Plan for HCC considering climate issues for our facility and for the City;</li> <li>• Develop a Facilities Renewal Plan that meets the needs of our community and positions us for the next round of Facilities Renewals planning in 2026;</li> <li>• Develop an Advocacy plan related to parks and Templeton Pool that addresses the diverse recreation needs of the community we serve and ensure green park spaces are available to all residents.</li> </ul>
<b>Responsible</b>	<ul style="list-style-type: none"> <li>• Facilities Planning Committee</li> </ul>
<b>Board authority</b>	<ul style="list-style-type: none"> <li>• Board Decision on Budget for the Committee, steps taken and any proposal arising from the work.</li> </ul>
<b>Completion benchmark</b>	<ul style="list-style-type: none"> <li>• Proposal for Facility renewal;</li> <li>• Climate Action Plan;</li> <li>• Housing advocacy strategy for HCA;</li> <li>• Long-term vision for parks and Templeton Park Pool.</li> </ul>
<b>Completion date</b>	<ul style="list-style-type: none"> <li>• We will learn what is required through the current Capital Plan and apply that knowledge to prepare for the next Capital Plan, Date TBD.</li> </ul>
<b>New resources required</b>	<ul style="list-style-type: none"> <li>• Funds for community engagement and other research;</li> <li>• Hiring a consultant / architectural firm to develop the facilities plan.</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Housing is a relevant area of focus for HCA and there are no other groups taking the lead;</li> <li>• HCA has four years to prepare for the next Capital Plan process.</li> </ul>
<b>Possible implications</b>	<ul style="list-style-type: none"> <li>• Could include a significant budget for community engagement and architectural design;</li> <li>• May require review of our Bylaws and JOA if we include housing in our next proposal.</li> </ul>

<b>Risks of failure</b>	<ul style="list-style-type: none"><li data-bbox="488 184 1458 233">• We are not prepared for the next round of Capital Plan discussions.</li></ul>
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## Goal 2: Sustainability and Belonging in our Community

### Strategy 4: Lead Reconciliation, Equity, Diversity, and Inclusion in our Community

The Board believes that racism or any form of discrimination within our community should be strongly condemned and never tolerated. We continue down the path to listening, learning and action towards Truth and Reconciliation as well as committing to action in support of Diversity, Equity and Inclusion. The HCA Board will show leadership in ensuring that all community members have a sense of belonging in the Centre and beyond.

<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Increase diversity &amp; belonging in the Board and in our programming;</li> <li>• Develop and pursue a path towards Reconciliation;</li> <li>• Create a safe and inclusive environment that is welcoming to all community members.</li> </ul>
<b>Relationship to Vision, Mission, Values</b>	<ul style="list-style-type: none"> <li>• Mission is to enhance peoples' sense of belonging;</li> <li>• Consistent with values of Community Building, Inclusion and Respectful.</li> </ul>
<b>Tasks</b>	<ul style="list-style-type: none"> <li>• Identify and address any barriers to inclusion in spaces and programs that HCA provides;</li> <li>• Reflect on and develop expectations for Board and staff conduct regarding creating and maintaining a sense of Belonging at the Centre and in our programs;</li> <li>• Undertake training for Board and staff to dismantle racism;</li> <li>• Develop and pursue a path towards Reconciliation, that builds relationships, increases capacity, and makes our spaces and programs more welcoming and inclusive;</li> <li>• Remodel spaces and create activities that celebrate and support diverse community members;</li> <li>• Build relationships and leadership capacity by diversifying the Board's composition (as per Strategy 1);</li> <li>• Engage and respond to the programming needs of diverse community members (as per Strategy 2).</li> </ul>
<b>Responsible</b>	<ul style="list-style-type: none"> <li>• Board and staff, in collaboration with partners</li> </ul>
<b>Board authority</b>	<ul style="list-style-type: none"> <li>• Entire Board is responsible for overseeing implementation, including budgets</li> </ul>
<b>Completion benchmark</b>	<ul style="list-style-type: none"> <li>• Board has a Reconciliation path and plan</li> <li>• Have a section in the program guide for Reconciliation in Action,</li> <li>• More diverse groups attending and welcomed here, including the underserved groups identified in Strategy 2.</li> </ul>
<b>Completion date</b>	<ul style="list-style-type: none"> <li>• April 2024</li> </ul>
<b>New resources required</b>	<ul style="list-style-type: none"> <li>• Possibly new inclusion-focused staff role</li> <li>• Staff and Board training</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• Diversity in the community will grow</li> </ul>

<b>Possible implications</b>	<ul style="list-style-type: none"><li>• May need to do work with Board and staff team to explore DEI and define how we create and maintain a sense of belonging</li></ul>
<b>Risks of failure</b>	<ul style="list-style-type: none"><li>• Limited participation by community members and a Board that does not understand the community's needs;</li><li>• Our path to Reconciliation is not recognized as meaningful.</li></ul>

## Conclusion

The Hastings Community Association has a long history of serving the community of Hastings-Sunrise and beyond. The partnership between HCA and the Park Board provides a unique combination of community accountability and stable funding / supports, and this enables HCA to provide tangible and long-term benefits to community members.

With this Strategic Plan, the HCA Board has identified a pathway to strengthening our governance role and responsiveness to the community. It also sets out a pathway for long term changes, such as renewing the facility it stewards over a period of community growth. We commit ourselves to both climate and social justice, addressing two of the most important issues facing humans. The Strategic Plan positions HCA as a valuable resource to all current and future community members.

By identifying and embracing a leadership role for ourselves, HCA is taking the first steps to a new phase of community wellbeing. The next steps will involve both an inward focus to identify our skills and find ways to build the capacity for leadership among our community members, especially those who are currently underserved. The work also involves an outward focus and being present to the changes in the world for which Hastings Community Centre is both an active and relevant place for community connection, development and growth.

## Appendix A: Current Challenges and Opportunities

Like many Centres, the global COVID-19 pandemic resulted in a temporary (yet ongoing) shut-down of operations at Hastings Community Centre. As of the end of 2021, community members are returning to participate in programs and activities. After consulting with the staff team at Hastings Community Centre, the Board decided that the COVID-19 recovery – including safety for users and promotion of programs as people are able and willing to return – is being managed well and the Board does not need to incorporate a COVID-19 recovery strategy in this plan.

Several issues stand out for the Association as they entered the Strategic Planning process:

- In a geographical area where there is no other acting community-level advocacy organization, the HCA plays two roles:
  - One is performed in partnership with the Park Board to ensure that the Centre responds to the needs of the surrounding community in relation to recreation, sports and personal development. For this role, the catchment of the Centre is focused primarily on the Hastings-Sunrise area while respecting and coordinating activities with other agencies and community centres;
  - Another role the Association plays is to encourage and empower community members to participate in planning of initiatives and changes that will affect community members, such as PNE, waterfront development, housing and food security.
  
- From the governance perspective, HCA recruits Directors from the community and identified that its practices are close to best practices. Through an analysis of its practices, the Board identified several areas where it would like to improve:
  - Recruitment and attracting a more representative Board;
  - Communication with community and users;
  - Better tracking of its progress on strategic, programmatic goals and its Vision, Mission and Values.
  
- Hastings-Sunrise is a diverse and historically stable community with future potential for rapid growth. The City of Vancouver has designated it as a “slowly growing” neighbourhood, with increasing Indigenous and seniors’ populations. Along with this growth we are seeing demographic changes. With the recent changes to zoning guidelines for Hastings, Renfrew and Rupert Streets, it is likely that the population will grow significantly in the next 5-10 years; zoning changes (allowing 6 stories on main

arterial routes and increased density in what used to be zoned as single family) will greatly increase density of the surrounding neighbourhood and the need for community services.

- The Board felt that there will likely be several challenges in keeping up with the needs of a growing community including more young families coming into the neighbourhood.

### Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

#### **Strengths – Things we do well**

- History of participation in activities related to Truth and Reconciliation
- Well-attended and loved programs for children
- Community engagement here has been successful via special events.
- We did put out a survey last year and received valuable feedback even when the Centre was still closed
- HCC is a well-used Centre, even at this stage in the COVID-19 pandemic
- We have friendly, helpful and inclusive staff team and a good relationship between Board and staff
- We use sound Board administrative practices
- We are an enthusiastic and collaborative Board that listens to community and staff
- We generate revenue from parking lots and have a unique relationship including profit-sharing with Park Board;
- Well-attended Special events – Canada Day, Easter Egg Hunt (for small children, organized by youth), September Open House, Breakfast with Santa, Rockhounds' Rock and Gem Show.
- Community advocates and partners
- Affordability of programs: We work to minimize barriers to access by offering free/low cost programs for young families and youth.
- Youth programming

#### **Weaknesses – Things we lack, or areas for improvement.**

- Multiple identified gaps between the community's demographics and the people who use the Centre, including:
  - Underserved ethno-cultural communities
  - Single Parents
  - Indigenous people
  - Youth ageing out of care
  - Seniors
  - 2SLGBTQIA+

- Women's safety
- People with disabilities
- People experiencing homelessness
- Those who face barriers to accessing the community centre
- Park Board policy that charges youth between the ages of 19 and 25 as adults
- We lack data on community composition and our catchment
  - We would like to improve our relationship with the Park Board management team

**Opportunities – Changes or trends in our environment that we can leverage using our strengths.**

- Park Board capital plan process has helped us to understand the Park Board's priorities
- Increasing population and needs for social housing
- Importance of Reconciliation and Belonging
- Youth ageing out of care is an issue
- Racism is a big topic in our community
- Increasing Digital Access and Learning for all members

**Threats – Changes or trends in our environment that can affect us negatively.**

- Persistence of the COVID-19 pandemic, and constant adjustment to Provincial Health Guidelines and requirements
- Potential conflicts over best use and form of parks in our area
- Unknown impact of growth in community

## Appendix B: Draft Workplans for Strategies

### Strategy 1: Strengthen our governance role and welcome new voices

#### Objectives:

- Build the capacity of directors by investing in ongoing learning;
- Formalize HCA’s oversight role by focusing on what’s most important, and;
- Demonstrate the Board’s leadership in representing the community we serve.

Step	Activities	Responsible	Date
Establish Committee	Develop terms of reference for a Board Development Committee	Board	February 2022
Assess Needs and Develop plan	<ul style="list-style-type: none"> <li>• Survey Board members to assess learning needs (optional);</li> <li>• Develop an Association-specific engagement, recruitment, orientation, and training plan for directors and committee volunteers;</li> <li>• Develop a retention and succession plan for volunteers, including directors ;</li> <li>• For volunteers interested in governance, community-building, and administration, develop a pathway for learning about the Board and its committees — and how to participate;</li> <li>• Develop materials and content based on the needs identified during the Strategic Planning process</li> <li>• Board and staff identify metrics for Board to review at meetings including:               <ul style="list-style-type: none"> <li>○ Measurable results of Centre activities, communications and advocacy efforts;</li> <li>○ Ongoing evaluation of the organization’s programs, services and personnel;</li> <li>○ Extent to which Hastings is felt by users to provide a feeling of belonging for all.</li> </ul> </li> <li>• Identify and plan other training for board members as required to support Strategic Plan elements. For example, the Board could opt to plan and carry out preliminary training to support its Truth and Reconciliation and Belonging goals;</li> <li>• Develop a quick method of reviewing and assessing Board meetings for use after each meeting.</li> </ul>	Board Development Committee	May 2022

<b>Step</b>	<b>Activities</b>	<b>Responsible</b>	<b>Date</b>
Deliver training	<ul style="list-style-type: none"> <li>• After each Hastings AGM, newly elected Board members will complete a Board Orientation including: <ul style="list-style-type: none"> <li>○ the Park Board/Association Joint Operating Agreement;</li> <li>○ Board Policies &amp; Procedures;</li> <li>○ Board members Role and Terms of Reference;</li> <li>○ Board Committees and Role of Committee Chair;</li> <li>○ Assigned Committee responsibilities.</li> </ul> </li> <li>• Short training sessions in governance will be included in the Board’s agenda twice per year;</li> <li>• Deliver Board training to create a sense of Belonging for new Board members with a goal of increasing diversity at the Board and guiding the work of improving Belonging for all at the Centre</li> <li>• Carry out an annual Board self-assessment with the goal of enhancing Board effectiveness</li> <li>• APG – Board Development Workshop –May 2022</li> </ul>	Board Development Committee	April 2022 onwards
Recruitment	<ul style="list-style-type: none"> <li>• Develop a Hastings succession plan to recruit volunteer Board members;</li> <li>• Promote the value of being a Director through community engagement opportunities and social media;</li> <li>• Engage and share learnings with youth, Indigenous, seniors and members who collectively bring diverse backgrounds. For those who are interested, build capacity and understand how to support and nurture their participation on the Board</li> <li>• Maintain an environment where all are respected and feel a sense of Belonging at the Board and in Committees, interactions and program activities.</li> </ul>	Board Development Committee	April 2023
Evaluation	<ul style="list-style-type: none"> <li>• Evaluate the effectiveness of Board meetings including information gathering to inform and empower members to make decisions collectively in the best interest of Hastings community.</li> <li>• More diverse groups participate in our programs and feel welcomed here, including underserved groups.</li> </ul>	Board Development Committee	February 2023

## Strategy 2: Strengthen our connection to community

### Objectives:

- Meet the needs of the community as stewards of the Centre and as advocates on community issues.
- Increase two-way communication between the Board and community
- Develop a program development and advocacy strategy to reach underrepresented groups.

Step	Activities	Responsible	Date
Establish Outreach Committee	Develop terms of reference for an Outreach Committee	Board	Feb 2022
Reach key target groups in our community	<ul style="list-style-type: none"> <li>• Survey program participants about why they use HCC, and understand the demographics of who is currently using Hastings, or review 2019 survey as a starting point;</li> <li>• Define the community or communities that HCA serves to target our audience, starting with the mailout postal codes used for the 2019 survey;</li> <li>• Ask staff to survey participants of programs that are attended by the target groups identified;</li> <li>• Evaluate community of users / participants in comparison with neighbourhood statistics;</li> <li>• Assess the extent to which we meet the needs of these groups:               <ul style="list-style-type: none"> <li>○ Underserved ethno-cultural communities;</li> <li>○ Single Parents;</li> <li>○ Youth including Youth aging out of care;</li> <li>○ Indigenous people;</li> <li>○ Seniors;</li> <li>○ 2SLGBTQIA+ people;</li> <li>○ Women’s safety;</li> <li>○ People with disabilities;</li> <li>○ People experiencing homelessness;</li> <li>○ Those who face barriers to accessing the community centre.</li> </ul> </li> <li>• Review our communications tools and strategy;</li> <li>• Develop approach to encourage and enable input from users / participants on a continual basis</li> </ul>	Outreach Committee	July 2023
Develop communication plan:	<ul style="list-style-type: none"> <li>• Post appropriate information about programming and events on responsible social media;</li> <li>• Set up a bulletin board posted at the Centre for patrons to see the minutes and upcoming agenda, contact info to the Board.               <ul style="list-style-type: none"> <li>○ Board minutes will be a summary that does not identify individuals Directors’ votes</li> </ul> </li> <li>• HCA website to post the above information;</li> <li>• Post Board meeting times and invite members to make arrangements to attend;</li> </ul>	Outreach Committee	July 2022

Step	Activities	Responsible	Date
	<ul style="list-style-type: none"> <li>• When members attend a board meeting, enable one Director to serve as a mentor or provide a brief explanation of the Board’s activities and procedures;</li> <li>• Communicate feedback opportunities and new programs through partner organizations including Kiwassa, schools, community agencies.</li> </ul>		
Develop programs to meet needs of underserved populations	<ul style="list-style-type: none"> <li>• Develop program offerings that meet the needs of populations that are not currently well served by HCA;</li> <li>• Develop 2-3 new programs per year and assess their success through evaluation and attendance.</li> </ul>	Outreach Committee	Sept 2023
Develop advocacy strategy in partnership with community agencies	<ul style="list-style-type: none"> <li>• Targeted approaches to reach marginalized community members and help us respond to their issues;</li> <li>• Develop an advocacy strategy in relation to the needs of marginalized community members, especially in relation to housing and healthcare;</li> <li>• Assess which advocacy is appropriate for the Board of HCA, and integrate into other planning, such as Facilities Renewal and Program Committees.</li> </ul>	Outreach Committee	Sept 2023

### Strategy 3: Ensure our Facility Responds to Community and Climate Change

#### Objectives:

- Demonstrate our leadership in addressing the Climate Crisis in our community;
- Prepare to renew our facility to serve the community for the next 50 years;
- Ensure the community’s enjoyment of green space and other recreational amenities.

Step	Activities	Responsible	Date
Establish Committee	Develop terms of reference for a Facilities Renewal Committee	Board	May 2022
Climate Action Plan	<ul style="list-style-type: none"> <li>• Identify key environmental and climate issues for our facility and the community we serve, by engaging community members;</li> <li>• Integrate the Climate Change / Action strategy into our facilities planning process, amenities planning, criteria for decision-making and Centre activities;</li> <li>• Integrate City Climate Action Plan, PB strategies and C4CH Project (re-initiated by Sarah Lusina) into our facilities, amenities, and program planning.</li> </ul>	Facilities Renewal Committee	Dec 2022
Facilities renewal plan	<ul style="list-style-type: none"> <li>• Acquire information about the likely impacts of changes in the population of the community we serve;</li> <li>• Integrate the Community Vision for Hastings-Sunrise (<a href="https://vancouver.ca/docs/planning/hastings-sunrise-community-vision-full-report.pdf">https://vancouver.ca/docs/planning/hastings-sunrise-community-vision-full-report.pdf</a>)</li> <li>• Explore and develop a plan for facility renewal that could include social housing;</li> <li>• Strengthen our relationship with the City and PB by monitoring of those institutions. The process will include:               <ul style="list-style-type: none"> <li>○ Engaging community members;</li> <li>○ Reviewing the facility from a structural and functional perspective;</li> <li>○ Holding Design Charettes;</li> <li>○ Developing a proposal to submit to the next Capital plan.</li> </ul> </li> </ul>	Facilities Renewal Committee	To be determined by the next Capital Plan process
Develop an amenities and parks plan	<ul style="list-style-type: none"> <li>• Develop an advocacy plan related to parks and Templeton Park Pool that:               <ul style="list-style-type: none"> <li>○ protects green spaces in our community;</li> </ul> </li> </ul>	Facilities Renewal Committee	Dec 2025

<b>Step</b>	<b>Activities</b>	<b>Responsible</b>	<b>Date</b>
	<ul style="list-style-type: none"><li>○ addresses the diverse recreation needs of the community we serve;</li><li>○ ensures park spaces are equitably accessible to all residents.</li></ul>		

## Strategy 4: Lead Reconciliation, Equity, Diversity, and Inclusion in our Community

### Objectives:

- Increase diversity & belonging in the Board and in our programming
- Develop and pursue a path towards Reconciliation
- Create a safe and inclusive environment that is welcoming to all community members

Step	Activities	Responsible	Date
Establish our goals	<ul style="list-style-type: none"> <li>• Identify the scope and goals for the work of Inclusion and Reconciliation</li> </ul>	Board	April 2022
Develop a path towards Reconciliation	<ul style="list-style-type: none"> <li>• Explore HCA’s relationship with Squamish, Musqueam and Tsleil-Waututh Nations, including assessing and reflecting on our history and role in colonization;</li> <li>• Improve Board awareness of the barriers faced by Urban Indigenous peoples through conversations with community service providers and Hastings CC staff;</li> <li>• Share our intention to pursue a path towards Reconciliation with local Indigenous organizations and service providers;</li> <li>• Engage with the Park Board to identify resources available to the Association through their VanPlay goal to “Seek Truth as a Foundation for Reconciliation”</li> <li>• Engage organizations with recognized expertise in indigenous / non-indigenous relations to assist the Board in identifying the most appropriate steps for the Association</li> <li>• Develop a path towards Reconciliation that provides opportunities for community members to participate;</li> <li>• Plan may include Board and staff development, relationship-building, community education, participation in initiatives and programming, and leadership development</li> </ul>	Board and Staff (Or Reconciliation and Inclusion committee?)	May 2023
Walk a path towards Reconciliation	<p>Implement the path towards Truth and Reconciliation in partnership with others. The path may include steps that:</p> <ul style="list-style-type: none"> <li>• Engage community members in recognizing and affirming the history and current conditions of the host First Nations;</li> <li>• Engage community members in self-reflection activities that help us to heal ourselves and build stronger relationships with Indigenous peoples;</li> </ul>	Board and Staff (Or Reconciliation and Inclusion committee?)	April 2024

Step	Activities	Responsible	Date
	<ul style="list-style-type: none"> <li>• Review and decolonize spaces by collaborating with local Indigenous artists;</li> <li>• Integrate educational and cultural themes that recognize history and make HCC a safe space for all;</li> <li>• Find pathways to build leadership skills and experience for Indigenous youth and families;</li> <li>• Publicize and promote our pathway.</li> </ul>		
Develop a plan for inclusion	<ul style="list-style-type: none"> <li>• Identify barriers to participation of underserved community members at HCA;</li> <li>• Based on feedback from communication strategies, develop a plan to increase inclusion and feelings of Belonging for diverse ethno-cultural communities, at HCC;</li> <li>• Assess the program and advocacy needs of community and identify which can be met by HCA either alone or in partnership with other community agencies and groups;</li> <li>• Create specific handouts for certain program areas, e.g., one for Seniors or for Children – to make programs easier to access, especially for people who don't use computers.</li> </ul>	Board and Staff (Or Reconciliation and Inclusion committee?)	April 2023

## Appendix C: Partnerships

Our main partnership is with the Vancouver Board of Parks and Recreation, also known as the Park Board. In April 2018, a Joint Operating Agreement (JOA) with the Park Board was signed by the Hastings Community Association. The JOA clarifies the roles and responsibilities of both the Park Board and the Hastings CCA with regards to programming, services to the public, and operational aspects of the facility. The JOA helps ensure access to recreation services is maximized for all residents in communities across Vancouver.

The Park Board's role at Hastings CC is to:

- Maintain and operate the facilities, including capital improvements and renovations
- Hire core staff for community centre operations
- Program and operate Templeton Park Pool
- Design and operate some specific programs like Summer Day Camps and Moresports

The Association also has a variety of collaborative relationships with local organizations including:

- Van Splash & Field Strategy Committees
- Kiwassa & Frog Hollow Neighbourhood House
- Templeton Secondary School
- Dr. A.R. Lord Elementary School
- Hastings Community Elementary School
- MoreSports
- Hastings Centre Rockhounds
- Night Hoops Basketball Society
- Templeton Pool – Exceleation Program
- Hastings North Business Improvement Association
- Hastings-Sunrise Community Policing Centre
- APG – Childcare Committee
- Communities for Climate Hope
- Burrardview Community Association
- PNE – Board & Community Advisory Committee
- Cool 'Hood Champs
- VSB – Pac Team – Templeton 'at Risk Youth'

Park Board Staff/Association also participates in the Indigenous Youth Matters meetings, which include a network of over 30 educational and community service agencies and departments.

## Appendix D: Things you should know about Hastings Community Association

### **Our History**

We are stewards of a lengthy history of grassroots activism and community involvement in Hastings-Sunrise. The original Hastings Chamber of Commerce, Athletic & Community Association was formed in 1934 by local citizens, in response to the increased commercialization of Hastings Park and the loss of recreational opportunities there. The Hastings Community Hall, forebear of the Hastings Community Centre, was built by the newly-formed Association with money raised by the Association and paid to workers who were unemployed due to the Great Depression. This tradition of community advocacy has continued to the present day, by involved neighbours wishing to enrich the lives of community members through recreation.

### **Develop Community Connectivity**

We offer fun, inclusive, innovative programs, spaces and services that foster passion, enthusiasm, positive community involvement, and a sense of belonging and identity. We provide a space for social action, a place where people living in Hastings-Sunrise meet to discuss local area and neighbourhood matters and work together to solve them.

### **Health and Wellness Advocacy**

We offer a continuum of programs and services that engage different abilities and interests across the life span. Our approach is grounded in recreation, sport, fitness, arts, culture, education, learning, social interaction, nutrition, and social development. We promote the improved mental, emotional, physical, and spiritual health of our community, recognizing that health is impacted by personal, social, economic, and environmental factors.

### **Decolonization – ‘Reconciliation in Action’**

We seek to create programs that encourage meaningful participation in our communities that may lead to social change. We strive to address social and historical inequities by advocating and acting in collaboration with vulnerable community members and commit to Reconciliation.

### **Welcome Space & Accessibility**

We offer welcoming, safe, barrier-free programs, services and environments. We proactively seek ways to respect and accommodate the unique needs of populations within the community. We do this through social interaction, cultural awareness, physical space design, equipment, economic, and environmental means.

### **Multilingualism & Cultural Interaction**

We promote sharing, learning, and understanding through programs and services that celebrate diversity and encourage cross-cultural interactions. Cultural practices and the sharing of food are important aspects of these celebrations.

**Social Media & Community Networks**

Using social media networks, we collaborate with local expertise and resources to achieve our mission, vision, and objectives as a Society. We facilitate access to resources for individuals, community networks, and agencies.

**Climate Action Programs & Sustainability**

We budget resources responsibly to financially sustain and ensure longevity of programs and services. We are Climate Action stewards through City of Van/PB and APG sharing of resources and revenues.

**Diversity & Innovation**

Although we are part of a City-wide Park Board system, local needs and differences must continue to be a primary consideration when setting service targets and setting renewal priorities.

We integrate current trends and are responsive to the emerging needs of the communities we serve, developing programs and services that are flexible, place based, and relevant to our unique community.