



RESOURCE
OPPORTUNITIES
CENTRE



Action Plan
2024-2027



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History

The ROC is grassroots, community volunteer organization that has been in existence since 1998. Originally established as the Terence Bay and Area C@P Site, the organization transformed into the Resource Opportunities Centre, Community Development Association serving the Prospect Road area in 2002.

The ROC maintains its connection with C@P – Community Access Program (now known as @NS – Community Technology) by providing free computer and WIFI access at the Prospect Road Community Centre.

Projects, partnerships, and communication have been at the root of all the ROC’s work over the years, bringing employment, educational, social and recreational opportunities to the area.

Through project funding (2004 – 2008) the ROC designed and built www.prospectcommunities.com which it continues to maintain to this day. Expansion of the main webpage led to the development of www.roc.prospectcommunities.com and www.centre.prospectcommunities.com as well as Facebook and X (Twitter) profiles, all of which are valuable and effective communication tools.

In 2009, the ROC was named the volunteer management board for the new \$8.5-million Prospect Road Community Centre (PRCC). The community centre is an enormous asset to the community. Over the past two years, the ROC Board has been renewed and has refocused on developing the structures, processes and policies that are needed to manage the facility, fulfill its roles and responsibilities to HRM and the community, and implement the organization’s core mandate.



Executive Brief

The Resource Opportunities Centre's Board of Directors developed a three-year Action Plan to guide its efforts for the operations of the Prospect Road Community Centre and broader ROC initiatives. The Action Plan was informed by survey feedback received in 2023 from just over 350 respondents from the Prospect Road and area communities, the Prospect Road Community Centre staff, and the Resource Opportunities Centre Board of Directors.

The surveys were thematically reported to the ROC Board and reviewed in partnership with HRM Community Planners. The Action Plan will be implemented between January 2024 and January 2027.

"We believe in community over competition and that there's strength and innovation in partnerships. We are fiscally responsible and accountable to our community, our board of directors and our stakeholders. By partnering with the ROC, you are truly helping to strengthen an organization that prides itself on being "For community, By community."



Mission

The ROC is a community-based organization dedicated to sustainability and community development through the delivery of diverse recreational, educational, cultural, social, and technology-related opportunities.

Vision

To encourage and promote a welcoming, innovative, and thriving community.

Values

Accountability:

We are accountable to our members, the citizens from Goodwood to West Dover, our funding partners, and our stakeholders.

Sustainability:

Sustainability is key to keeping our organization healthy and active, enabling us to deliver on our vision and mission.

Partnerships:

We believe in community over competition; there is strength and innovation in partnerships.

Sharing information freely:

We believe community development and collaboration starts with sharing information.

Community identity:

We believe in honouring and celebrating community identity in our diverse service area.

Quality of life:

We believe an enhanced quality of life for our community comes from a holistic view of health that supports physical and mental wellbeing through lifelong learning, social connection, and opportunities for employment.

Volunteerism:

We rely on volunteers in every aspect of our organization and value the time, talent, and passion volunteers contribute to achieving of our vision and mission.

Process and Timelines

February 2023	The Resource Opportunities Centre Board of Directors engaged the community with an in-depth survey to gauge current satisfaction with operations and services. The results from the survey directed the path forward for the Board to create meaningful change while staying true to our mission, vision, and goals. The survey results informed the development of the three-year Action Plan.
March 2023	The Prospect Road Community Centre surveyed employees to gather information about internal communications, human resources, and operations. Board and management met with HRM staff to begin developing the Action Plan. Both external and internal surveys were reviewed. Responses were themed into categories.
May 2023	Action Plan working group developed. High level priorities created.
June 2023	Priority areas presented to community at AGM. Board sub-committees were created and assigned responsibility for each priority area.
August 2023	Sub-committees met to begin developing tactics that align with each priority area.
September 2023	Management takes lead on action plan completion, supporting sub-committees.
October 2023	Two SMART goals created for Board to work towards over the course of the three-year Action Plan. Draft Action Plan presented to Board.
December 2023	Board finalize strategies and short-term goals. Management finalizes strategies and short-term goals.
January 2024	Release and promote Action Plan publicly.
June 2024	Review progress and provide update to community at AGM. Begin planning year two strategies and goals.

SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Well-known organization. PRCC facility has been operating for 13 years ROC has been in operations since 1998 and has been successful due to the commitment and the dedication of board and community members. Employees live in the community. A second manager was hired in 2023, bringing fresh ideas and new energy to the team We have recruited board members that are highly engaged and looking to make a difference in the community. We have nine board members and have strived to recruit people with varying professional expertise 	<ul style="list-style-type: none"> Outdated systems Inconsistent internal and external communication Opportunities for community engagement Fundraising/Sponsorships Limited programs/services Employee/Board involvement and education Community accountability and transparency 	<ul style="list-style-type: none"> Respond to current and developing needs of the community Stay true to the mission of the ROC while evolving into a new model post pandemic Engage the community to work together 	<ul style="list-style-type: none"> Lack of engagement post-pandemic Under utilization of the facility Rising costs Budget accountability

Priority Areas

A review of completed survey results (community, employees, Board) and a SWOT analysis determined four themes. Actions were created for each priority area. Over the course of the three-year Action Plan, the following priorities will be used to achieve the end goals.

Theme	Goal	Strategic Actions
Programming, Services, and Events	Increase Registration	<ul style="list-style-type: none"> • Diversify program offerings • Increased advertising and promotions • Improved registration process
Communication	Improve Communication	<ul style="list-style-type: none"> • Improve frequency and clarity • Diversify channels • Increase transparency and accountability
Operations	Enhance Operational Efficiencies	<ul style="list-style-type: none"> • Increase operational efficiency • Improve financial accountability • Enhance workforce engagement
Governance	Board Oversight and Committees	<ul style="list-style-type: none"> • Review and update policies • Engage professional development

Why Are We Doing an Action Plan?

Staying true to the ROC’s mission, vision, and values, and incorporating input from community and employee surveys, the ROC created two goals that we will work on over the next three years.

Goal 1: The Prospect Road Community Centre – the ROC will support the centre in revitalizing as a community hub through expanded programs and services.

Goals 2: Resource Opportunities Centre – the ROC will increase its support of community development.



Programs, Services, and Events

Goal: Increase registration by offering meaningful programs, events, and services while responding to changing community needs.				
Strategies	Action Steps	Budget	Timeline	Person Responsible
Diversify Program Offerings <ul style="list-style-type: none"> Gain community input to provide a wider range of programs. 	Ensure programs offered are relevant and asked for by the community.	None	Ongoing	Management
	Environment scan of what is needed for the community.	None	Ongoing	Management
	Provide post program/ event evaluation and feedback forms.	None	Ongoing	Management
	Create an annual PRCC calendar and events schedule.	None	Annually	Management/ Operations Committee
Registration Process <ul style="list-style-type: none"> Improve access to registration of programs, services, and events through an up-to-date software system. Community will be informed of what is available and what is happening at the centre in a timely manner. 	Implement a new registration system – XPLOR and work with HRM representatives to update the registration system.	None	Spring 2025	Management
	Inform community of what is available and what is happening at the centre in a timely manner. Inform community about programming six weeks prior to season start.	None	Quarterly	Management
	Regular, consistent staff training of processes.	None	Ongoing	Management
	Update payment and refund policy and implementation.	None	Ongoing	Management

Community Engagement <ul style="list-style-type: none"> Work with community members to increase programs and services led by the community. 	Regular Community Advisory Council Meetings	None	Ongoing-quarterly	Management
	Enable the community to take initiative and offer programs and services at the PRCC.	None	Ongoing	Management

Communications Priority

Goal: Increase meaningful engagement and transparent communication by establishing strategic communication practices, specifically geared towards serving the interests of key stakeholders and aligning with the ROC's operational objectives.

Strategies	Action Steps	Budget	Timeline	Person Responsible
<p>Frequency & Clarity</p> <ul style="list-style-type: none"> Streamline PRCC and ROC external communication with stakeholders for predictability and consistency across pre-existing channels. Expand the range of communication channels and methods to ensure effective and tailored communication with different stakeholder groups. 	Identify stakeholders and develop and maintain a working list.	None	Winter 2024 to implement; bi-monthly review/update	Management/ Communications Committee
	Develop and maintain email distribution lists.	None	Winter 2024 and ongoing	Management/ Communications Committee
	Develop external communication templates for clear, consistent messages, tailored to stakeholders.	None	January 2024	Management/ Communications Committee
	Personalize mass email distribution.	\$500	January 2024	Management
	Share policies and operational procedures through pre-existing communication platforms with stakeholders.	None	Ongoing	Management/ Communications Committee
	Identify new communication methods for implementation.	None	Move to diverse channels strategy	Management/ Communications Committee

	Refresh PRCC and ROC brands.	Red Cross Grant	Winter 2024	Management/ Communications Committee
	Refresh website presence and align separate pages under one heading.	Red Cross Grant	Winter 2024	Management/ Communications Committee
	Developing promotional one-page printed flyer to promote centre.	\$500 printing	Spring 2024	Management/ Communications Committee
Diverse Channels <ul style="list-style-type: none"> Promote events and services to larger community and to stakeholders through multiple channels. 	Make decision whether to use text messaging communication.	\$1,000 for subscription	Winter 2024	Management/ Communications Committee
	Bi- annual newsletter directed towards stakeholders/funders, local businesses, and community. Seek sponsorship or advertising revenue to help fund newsletter and create partnerships.	\$10,000 printing costs (if decide to print)	Spring 2024- Winter 2026	Management/ Communications Committee
	Annual survey on PRCC communication pathways.	None	Ongoing	Management/ Communications Committee
	Improving social media presence.	None	Ongoing	Management

	Boilerplate/tagline for all promotion and communication, “For Community, By Community.” The tagline includes website and social media links.	None	January 2024	Management/ Communications Committee
Transparency & Accountability <ul style="list-style-type: none"> Share changes and growth through day-to-day communications with community and stakeholders. 	Develop communication templates. Link to refresh of branding for consistent messaging internal and external.	None	Ongoing	Management/ Communications Committee
	Develop communication policies/procedures. Connect with like-minded organizations to share best practices.	None	Ongoing	Management/ Communications Committee
	Promote ROC AGM and encourage stakeholder attendance.	None	Ongoing	Communications Committee
	Review and update sponsorship packages.	None	Winter/Spring 2024	Management

Operations Priority

Goal: Enhance operational efficiencies within the ROC and PRCC by researching new and innovative ways, and reviewing internal processes				
Strategies	Action Steps	Budget	Timeline	Person Responsible
Rentals and Bookings <ul style="list-style-type: none"> Provide reliable opportunities for renting PRCC space. 	Implement processes to decrease double bookings. Develop Standard Operating Process (SOP) outlining the steps that need to be taken when booking rentals. All members follow SOP, maintaining consistency around communication.	\$1,600	Winter 2024	Management
	Ensure staff are confident and competent to provide booking services. Develop a step-by-step manual for the booking SOP for staff to reference, available at the desk.	None	Winter 2024	Management and Board
Efficiency and Financial Assessment <ul style="list-style-type: none"> Ensure that we are acting with the intent of what is best for the centre and the community. Regular review of finances and find new opportunities to decrease costs. 	Review of front desk processes. Highlight what processes are working well, which are challenging, time consuming, ineffective.	\$100	Winter 2024	Management
	Ensure finances align with the strategic path and action plan.	None	Ongoing	Finance and Operations Committee
	Seek guidance from like-minded organizations/centres – knowledge sharing of efficient practices.	None	Ongoing	Management

<ul style="list-style-type: none"> ● Improve processes to enhance internal daily operations. 	<p>Research new approaches to ensure the PRCC operations are working for all those involved.</p> <p>Network with like-minded organizations to make deeper connections with the community.</p>	None	Ongoing	Management and Operations Committee
<p>Workforce Engagement</p> <ul style="list-style-type: none"> ● Support employees with personal and professional growth. 	<p>Listen and respond to employee concerns, wants, and needs to improve quality of work. Deliver semi-annual employee pulse check surveys.</p>	\$100 (per survey)	Semi-annually	Management
	<p>Implement opportunities for information sharing by holding regular departmental staff meetings.</p>	\$100	Monthly/ Quarterly	Management
	<p>Improve communication between ROC Board, managers, team leads, and employees through regular internal communications and by hosting social gatherings at the centre to bring everyone together.</p>	\$500	Ongoing	Management and Board Chair(s)
	<p>Support learning opportunities for staff.</p>	\$2,000	Semi-annual	Management

Governance Priority

Goal: Operate with responsibility and transparency				
Strategies	Action Steps	Budget	Timeline	Person Responsible
Board oversight and Board committees <ul style="list-style-type: none"> Engage in Board governance training. Establish purposeful sub-committees. 	Designate one meeting per year to reviewing best practices. Ensure board policies are followed consistently.	None	September 2024	Board Chair(s)
	Sub committees to be reviewed once per year. Develop terms of reference and review annually.	None	Annually	Board
	Diversify representation on ROC Board. Recruit members of visible and non-visible minorities to represent our community.	None	Ongoing	Board
Policies and best practices <ul style="list-style-type: none"> Reviewed by the HR committee each year and presented to the ROC Board for input and approval once per year. 	Review policies and procedures. Update and implement documents to stay relevant.	None	Annually	HR committee

	Refresh employee handbook to be more relevant and have it align with current work culture.	None	Review and update once per year	HR committee with Senior Manager
Code of conduct <ul style="list-style-type: none"> Review and update code of conduct annually or as needs arise. 	Support new Board members by updating onboarding documents and training.	None	Ongoing	Board Chair(s)
	Ensure that all members are aligned and understand daily operations.	None	Ongoing	Management and Board

Conclusion

The purpose of the Resource Opportunities Centre Action Plan is to align our priorities and create a path towards success. Over the next three years, the Board will continue to implement steps and actions under each priority area to work towards our strategic goals. We will consistently engage our community to better serve its needs. The Prospect Road Community Centre and its operations will be the Board's priority in the short term to ensure that the PRCCC is seen as a vibrant and welcoming community hub. The long-term goal of the Board will be to start re-focusing efforts on community development through recreation. Although this Action Plan does not outline main intentions in this area, the Board will keep this as a focus as we make progress over the next couple of years. We will adjust our actions to assist us in achieving our future goals.