



MEETING OF THE NORTH VANCOUVER RECREATION & CULTURE COMMISSION

Thursday, September 28, 2023, 5:30 pm

River Room, Lions Gate Community Recreation Centre
1733 Lions Gate Lane, North Vancouver

MEETING AGENDA

- I. Call to Order – Indigenous Acknowledgement**
- II. Approval of the Agenda**
- III. Adoption of the Minutes of the Last Meeting** Attachment
- IV. Director’s Report** Attachments
- V. Presentations**
 - a) Data Dashboard
 - b) DEI Update
- VI. Item for Information**
 - a) 2023 Priorities Status Report Attachments
- VII. Items for Discussion/Decision**
 - a) New Appointment to the Arts & Culture Grants Review Committee Attachment
 - b) 2024 Priorities Attachments
- VIII. Other Business**
 - a) Report from School District #44
- IX. Next Meetings**
 - The virtual meeting of the Finance Committee of the Whole (all Commissioners) is scheduled for Thursday, October 26 at 5:30 pm.
 - The next in-person Commission Meeting is scheduled for Thursday, November 16, 2023, at 5:30 pm.
- X. Adjournment**



Meeting of the North Vancouver Recreation & Culture Commission

Thursday, June 1, 2023, 6:00 pm

MEETING MINUTES

Attendees: Commissioner Franci Stratton (Chair)
Commissioner Dave Wilson (Vice-Chair)
Commissioner Holly Back
Commissioner Mary Carmichael
Commissioner Angela Girard
Commissioner John Moore
Commissioner Catherine Pope (until 6:45 pm)
Commissioner Lisa Muri
Commissioner Kate Smyth
Commissioner Antje Wilson

Staff: Heather Turner, Director of Recreation & Culture
Michael Hunter, Deputy Director
Jennifer Wilson, Manager, Recreation & Culture Services
Pamela Rooke, Manager, Finance
Karen Pighin, Cultural Services Officer
Christine Walker, Centralized Recreation Services Manager
Veronica Labrosse, Executive Assistant

Note: *One District of North Vancouver citizen representative position vacant*

I. Call to Order – Indigenous Acknowledgment

Chair Stratton called the meeting to order at 6:18 pm.

II. Approval of the Agenda

Moved by Commissioner Muri; **seconded** by Commissioner Girard

THAT the meeting agenda be approved as circulated.

Carried

III. Adoption of the Minutes of the Last Meeting

Moved by Commissioner Muri; **seconded** by Commissioner A. Wilson

THAT the minutes of the March 30, 2023, meeting be adopted.

Carried

IV. Director's Report

Director Turner spoke to items in the report, and asked Jennifer Wilson, Manager of Recreation & Culture Services, to speak to the item on Independent Program Providers.

Mike Hunter, Deputy Director, provided an update on the Indoor/Outdoor Recreation & Sport Facility Plan.

V. Items for Discussion/Decision

a) 2023 Arts & Culture Grants: Late Intake

Karen Pighin, Cultural Services Supervisor, and Stacie Graham, Arts & Culture Grants Review Committee Chair, were in attendance via Teams to speak to the report and answer Commissioner questions. K. Pighin spoke to the applications received and the focus on Diversity, Equity and Inclusion.

Moved by Commissioner Back; **seconded** by Commissioner Girard

THAT the Commission approve Arts and Culture Grants in the amount of \$108,000 comprised of \$70,000 for Programming & Projects Grants and \$38,000 for Celebrations and Events Grants, as set out below:

- North Shore Celtic Ensemble: \$2,000
- Vancouver Iranian Choir: \$1,500
- Deep Cove Heritage Society: \$5,000
- Musart Cultural Society: \$6,000
- Blackout Theatre Society: \$20,500
- Laudate Singers Society: \$17,500
- Wild Bird Trust of British Columbia: \$17,500
- Lynn Valley Community Association: \$1,500
- North Shore Veterans Council of Canada: \$4,500
- Artists for Conservation International Foundation: \$15,000
- Belweder North Shore Polish Association: \$7,500
- Blueridge Chamber Music Society: \$9,500

Carried

Following a question from Commissioner Girard about the Arts & Culture grants funding envelope, Director Turner advised that the amount increases each year. Further discussions with the municipalities would be needed if a significant increase to the grant funding envelope is requested.

VI. Item for Information

a) Participation Update

J. Wilson presented the Participation Update. After Commissioner questions, Chair Stratton thanked J. Wilson for her presentation.

VII. Other Business

a) Report from School District #44

Commissioner A. Wilson provided her report.

The Chair asked if there was further business and there was none.

VIII. Next Meeting

The next meeting is scheduled for Thursday, September 28, 2023, at 5:30 pm.

IX. Adjournment

Moved by Commissioner Back; **seconded** by Commissioner Muri

THAT the meeting be adjourned at 7:40 pm.

Carried

Approved:

Recorded by:

Franci Stratton, Chair

Veronica Labrosse, Executive Assistant

Date

Commission Meeting Date:

September 28, 2023

Subject: Director's Report

Optimizing Human, Fiscal and Physical Resources and Systems

- Karen Magnussen Community Recreation Centre pool closure: As part of the long-term maintenance and asset management programs, Karen Magnussen Community Recreation Centre (CRC)'s pool is closed from September 5 to October 10 (inclusively). Each aquatic centre is closed approximately every four years for repairs, maintenance and refreshment of the aquatic space. The rest of the centre remains open.
- Indoor/Outdoor Recreation Facility Plan: Random household surveys, general public surveys and user groups surveys were initiated in June to gather feedback on the leisure behaviours of residents, use of recreational infrastructure in North Vancouver, barriers to participation, feedback on the quality and quantity of facilities currently available, and opportunities for enhancements. The survey results will be supplemented by participation and demographic data and trends. Following this information-gathering phase, the prioritization framework will be completed. The project is progressing well and is expected to be completed in 2024.
- Child Care Fee Reduction: All three NVRC licensed preschools (Delbrook, Lonsdale and Sandpiper) were approved for funding under the Province of BC's Child Care Fee Reduction Initiative. As a result, the fees for the 2023/2024 school year (beginning September 2023) were reduced.
- Staff have implemented a variety of recruitment and retention strategies to increase staffing capacity, stabilize service delivery and provide more services in high-demand programs; these include:
 - Casual staff wage update: All casual positions (including approximately 120 instructors) have been reviewed and wages updated.
 - Early childhood educator wage enhancement: NVRC has been approved to participate in the Province of BC's Early Childhood Wage Enhancement Initiative which increases the hourly wage for licensed preschool teachers and support staff by approximately \$4.36 per hour. This applies to both the 2022-2023 and 2023-2024 school years.
 - Certifications: To address the shortage of aquafit and swim instructors, efforts to simplify and subsidize completion of necessary certifications have been implemented. These are temporary measures to help mitigate the current staffing challenges.

- Violence prevention/de-escalation training: There has been a noted increase in disrespectful and aggressive behaviour by members of the public towards other customers and staff. In order to ensure NVRC is providing welcoming and safe community facilities and a respectful workplace, 50 staff participated in violence prevention/de-escalation training. The training was recommended by the Core Health & Safety team and included staff from all facilities.
- Volunteerism: Volunteer Services began a comprehensive recruitment process which has resulted in 95 new volunteers being trained and placed in summer camp programs. In 2023 year-to-date, volunteers have contributed 6,100 hours.
- New intranet: NVRC's new and improved staff intranet, named Connect, was launched on August 17.

Proactively Respond to Recreation and Culture Needs

- Financial assistance program: Demand for financial assistance decreased during the pandemic. In 2020, the number of customers who received financial assistance was 421. Through staff's efforts to work with service providers and host information sessions to inspire this population to return, to date in 2023, almost 1,000 customers have received financial assistance for camps, programs and swim/skate passes.
- National Indigenous History Month: In June, 18 Indigenous artists were engaged to provide free opportunities to showcase and share their culture. Experiences included: learning resources on NVRC's intranet for staff, dreamcatcher workshops at Lynn Valley Village with Cheximiya Allison Burns Joseph, a drumming performance at Lions Gate CRC with Moonstone Drummers, lacrosse workshops with Elder Nekwimetstn (Sam Seward), and a screening of a film series by Métis filmmaker Jordan Waunch at Centennial Theatre.
- A wide range of summer activities for all ages, abilities and interests were provided in 2023:
 - Summer camps: 312 camp programs (123 full-day and 189 part-day) which provide children and youth with a variety of creative, dynamic and social activities in a range of indoor and outdoor locations in the City and District. This summer, 4,600 children and youth participated.
 - Artist residency program: The first artist residency at the Shipyards started this summer with art creator, Allison Chow. Through her connection with the space and the history, Allison created seven interactive sculptures, a soundscape from the Lonsdale environment, poetry and offered three workshops to promote community cohesion.
 - Summer Live & Local events: New activities this summer included Plaza Pop-ups at Rogers Plaza and Lions Gate CRC Plaza, and Artist Sessions which were all well received by the community. New additions to the events calendar included two Artist Sessions in Edgemont Village as well

as the first post-pandemic Live & Local concert in Edgemont Village on September 8. In addition to Live & Local events held throughout the summer, 16 free outdoor activations were offered including Bollywood dance, social dance, visual arts and environmental arts experiences in parks across North Vancouver.

- Outdoor summer fitness: In response to the popularity of outdoor fitness, five weeks of Zumba classes were held at The Shipyards and yoga classes were offered at Heywood Park to take advantage of the newly constructed shelter. In addition, outdoor fitness classes were offered at Parkgate Park, Kirkstone Park and Lions Gate CRC Plaza.

Extended our Effectiveness through Collaboration

- Lions Gate Party in the Plaza: Staff coordinated with Capilano Community Services Society and the District of North Vancouver Public Library to host a summer evening party in the plaza at Lions Gate CRC. The event included a barbecue, live performances and activities for all ages. Over 300 people attended the event to celebrate the summer season with their neighbours.
- Seniors newcomer information session: On August 10, staff, in collaboration with Impact North Shore, invited newcomer seniors to an information session about NVRC services. Twelve participants were provided a tour of Harry Jerome CRC, information about programs and services, an opportunity for questions and answers followed by a fitness circuit training sampler class. The sessions built relationships between attendees and staff as well as a sense of comfort with the facility.
- Parkgate Community Day: Parkgate Society hosted the event on Saturday, September 9 in partnership with NVRC and North Vancouver District Public Library.

Enhance Understanding of the Scope and Impacts of our Services

- NVRC's draft community engagement strategy: The Commissioners were emailed the draft community engagement strategy in early September (Attachment 1) and it was included in information reports to both Councils. The strategy outlines three types of engagement:
 - Broadened and systemic community input
 - Increased customer and community feedback
 - Inform and consult with community organizations



Heather A. Turner
Director of Recreation & Culture

NVRC's engagement strategy is based on deep respect for community input and it includes three important types of engagement:

1. Feedback and consultation with the community on systematic/strategy level matters
2. Feedback from customers and community members on matters relevant to them
3. Feedback and consultation with organizations involved in recreation, sport, and arts and culture

Broadened and systematic community input:

This category targets input at the NVRC system level – regarding policy, strategic and service planning.

- Add a public input session at the beginning of Commission meetings
- Provide and promote a year-round online feedback portal on issues of broad importance
- Host “talk to us” opportunities at public venues and events twice per year
- Conduct a comprehensive needs assessment every five years

Increased customer and community feedback:

This category is designed for customers and community members to give feedback and input on issues relevant to them.

- Provide and promote an online portal, suggestion boxes, and screens for immediate feedback. These mechanisms will be available year round.
- Continue to conduct program and service evaluations with customers
- Host “talk to us” opportunities twice per year between customers and staff

Inform and consult with community organizations:

This category targets information sharing, consultation and feedback with local organizations involved in arts and culture, recreation and sport. Staff will provide support and relay information as appropriate to the Commission.

- Launch an arts and culture advisory process where representatives of arts and culture organization are invited to participate.
- Launch a recreation advisory process where representatives of organizations and entities that play a role in recreation are invited to participate.
- Launch a sport advisory process where representatives of sport organizations are invited to participate.

In order to reach as many residents as possible, there will be more outreach and greater collaboration with/through local organizations and entities (examples below):

- **People living on low income:** individuals/families who receive financial assistance through NVRC and individuals served by North Vancouver social agencies, Squamish Nation, Tsleil-Waututh Nation, Harvest Project
- **Newcomers:** Impact North Shore, North Shore Immigrant Inclusion Partnership, existing NVRC customers
- **2SLGBTQIA+* and IBPOC** community members:** North Shore Pride Alliance, Impact North Shore, North Shore Immigrant Inclusion Partnership, Squamish Nation, Tsleil-Waututh Nation, existing NVRC customers and relevant local organizations
- **People living with disabilities:** North Shore Disability Resource Centre, North Shore ConneXions, Ministry of Children & Family Development, North Shore Supported Child Development, North Shore Advisory Committee on Disability Issues (NS ACDI), Squamish Nation, Tsleil-Waututh Nation, existing NVRC customers
- **Children and youth:** local youth centres, Parkgate Society, North Shore Neighbourhood House, Capilano Community Services Society, Squamish Nation, Tsleil-Waututh Nation, North Vancouver School District, the Foundry existing NVRC customers
- **Older adults:** Silver Harbour, Parkgate Society, North Shore Neighbourhood House, Capilano Community Services Society, community service agencies, Squamish Nation, Tsleil-Waututh Nation, existing NVRC customers

* **Two-spirit, lesbian, gay, bisexual, transgender, queer and/or questioning, intersex, asexual and the plus reflects the countless ways in which people choose to self-identify**

** **Indigenous, Black and people of colour**

Commission Meeting Date:

September 28, 2023

Subject: 2023 Priorities Status Report

RECOMMENDATION:

THAT the Commission receive the 2023 Priorities Status Report for information.

BACKGROUND:

The Bylaws adopted by the City and District of North Vancouver (CNV and DNV) regarding the North Vancouver Recreation & Culture Commission (NVRC) state that the Commission is responsible for the approval of an annual Service Plan. The service plan is a listing of priorities identified on an annual basis to implement the Strategic Plan and it influences the preparation of the annual operating and capital budgets.

DISCUSSION:

The attached Status Report reflects actions to date on the Commission-approved 2023 Priorities (Attachment 1) and focus areas.

BUDGET IMPLICATIONS:

None

POLICY/AUTHORITY:

The Commission has delegated authority to approve the annual Priorities for recreation and cultural service provision.



Heather A. Turner
Director of Recreation & Culture

2023 Priorities – Status Report for September 2023

Optimizing human, fiscal and physical resources and systems

Implement diversity, equity and inclusion commitments

Work to date:

- Participation in the Canadian Centre for Diversity and Inclusion (CCDI)'s annual DEI "Unconference".
- Delivery of the NVRC DEI Journey presentation to approximately 120 cashiers and fitness staff, City (CNV) and District (DNV) leadership, as well as City Library, MONOVA and North Shore Emergency Management.
- Staff cultural celebrations of Nowruz, Asian Heritage Month, National Indigenous History Month and Pride.
- Most policies, procedures and marketing/communication materials have been reviewed through a DEI lens.
- Release of a DEI staff newsletter.
- Development of DEI staff training for fall 2023.
- Participation with the DNV towards the development of an Accessibility Plan to comply with Accessible BC Act.

Expand relationships with local First Nations

Work to date:

- Meetings held with staff of the Squamish Nation and Tsleil-Waututh Nation regarding recreation programs including swimming and gym time. Squamish Nation afterschool programming planned for fall at Lions Gate Community Recreation Centre (CRC).
- Coordinated with both local Nations to enable participation in the 2023 North Shore Arts Forum.
- Draft First Nations acknowledgement guide prepared (launch proposed for Q4).
- Staff will participate in Tsleil-Waututh Nation's Employment and Training Fair in Q3 to support NVRC recruitment.

Employ technology innovation to better serve customers, improve efficiency and collect beneficial data

Work to date:

- RFP drafted for development partner and functionality defined for a mobile app which will follow modern accessibility standards.
- New intranet site "Connect" launched in August.
- Online submission for camp forms implemented in February (more than 1,700 submissions received so far).
- Ability to view the availability of picnic shelters and book online launched in June.
- New IT asset management system deployed in Q2, and full audit of IT hardware completed to ensure all records accurately reflected in new system.
- Volunteer Management application selected with launch planned for Q3.
- Point-of-sale system selected for Centennial Theatre.
- IT technology security policy drafted, multi-factor authentication (MFA) implemented and biannual audits of security implemented.

Renew customer experience initiative

Work to date:

- Online training ready and licenses acquired for another 75 staff to be trained.

Proactively respond to recreation and culture needs of residents

Implement data collection, analysis and reporting plan

Work to date:

- Established updated process for analyzing participation data; summary report presented to the Commission in June. Key data to be included in update to Councils planned for September/October.
- Developed of draft dashboard for a consolidated view of participation data from both the previous and current registration systems (covers approximately 25 years of participation data across North Vancouver).

Complete indoor/outdoor recreation and sport plan

Work to date:

- Consultants hired, steering committee created and a work plan for the project finalized. Information-gathering, including demographic and participation data, public input and community group input complete. Next steps are finalization of the prioritization matrix by Councils and application of the matrix to the identified needs.

Plan for facility openings, replacements, enhancements and renewal

Work to date:

- Lynn Creek CRC opening now scheduled for mid-2024; Harry Jerome CRC construction is progressing well and regular communication to the public and interested groups is occurring.

Expand outdoor recreation and nature experience opportunities

Work to date:

- Variety of outdoor fitness and arts programs offered throughout North Vancouver.
- North Shore trails program for newcomers and others planned to build outdoor competency.

Streamline arts and culture operating assistance grants process

Work to date:

- Assessment of options has begun including review of practices in other municipalities.

Expand effectiveness through collaboration

Support park planning and public space activation

Work to date:

- Monthly collaboration meetings with DNV and CNV Parks representatives to share information and advance shared initiatives including coordination with community sports groups, Recreation and Sport Facility Plan and Outdoor Recreation Fees and Charges project.

Arts and culture strategy scoping

Work to date:

- Meetings and facility tours occurred with arts organizations that receive operating grants. Additional capacity required to complete this work; initiative deferred to 2024 pending project funding.

Review best practices in community sport structures, systems and supports

Work to date:

- Supporting DNV and CNV on the Outdoor Recreation Fees and Charges Policy and consultation process.
- Addition capacity required to complete this work; hope to undertake in 2024.

Strengthen relationships with key service partners and aligned community organizations

Work to date:

- Engaging with community partners in the development of the Recreation and Sport Facility Plan, participating in the CNV's monthly Public Safety Committee meetings, collaborating with other municipal entities and departments regarding DEI, accessibility planning and other initiatives.
- Meeting with SD44 representatives occurred to identify possible areas where collaboration could occur.

Enhance understanding of the scope and impacts of services

Expand community knowledge of the scope and impact of NVRC services

Work to date:

- "[News & stories](#)" page added to the website and all news, events and media releases consolidated on this page. Nine [stories](#) posted so far and on social media channels.
- Social media posts increased and two North Shore News articles were published.

Enhance opportunities for ongoing citizen input and feedback

Work to date:

- [Community Engagement](#) page added to the website to inform on how to provide feedback and get involved.
- 2024 community engagement strategy prepared.
- Several surveys conducted: Book-a-Visit/Book-a-Court, Recreation and Sport Facility Plan, Youth and Camps.

Work towards greater integration between NVRC, City and District on relevant initiatives and plans

Work to date:

- More frequent updates to Councils; participating on numerous interdepartmental working groups.
- Governance and bylaw revisions underway.
- Director meets regularly with CAOs.

Commission Meeting Date:

September 28, 2023

Report Author: Karen Pighin, Cultural Services Supervisor

Subject: New Appointment to the Arts & Culture Grants Review Committee

RECOMMENDATION

THAT the Commission appoint Glen D’Mello to the Arts & Culture Grants Review Committee effective immediately.

BACKGROUND

In order to ensure an independent, arms-length evaluation of funding requests, policy requires that recommendations to the Commission be provided by a standing Arts & Culture Grants Review Committee. The Committee consists of five North Vancouver residents appointed by the Commission plus one non-voting representative from the Commission.

DISCUSSION

Members of the Arts & Culture Grants Review Committee are nominated based on their knowledge and experience in visual, performing, literary and media arts; in professional and community-based arts practices; in the production of events and festivals; and, in the operations and funding of not-for-profit and volunteer organizations.

As the Committee evaluates funding requests from across a broad spectrum of artistic, creative and cultural practices, the following criteria are used to consider applications for Committee membership:

- support a balance of artistic sectors and creative disciplines;
- promote balance in terms of diversity, equity and inclusion;
- find a balance with the experience and strengths of current Committee members; and
- consider succession planning for future needs and opportunities.

A Call for Volunteers was issued following a vacancy in June 2023, and resulted in over 20 applications. Following a candidate review, the Arts & Culture Grants Review Committee agreed that Glen D’Mello met the criteria and would be an excellent addition to the Committee. This position replaces Glen Miller who stepped down following the completion of two, two-year terms on the Committee.

Biography

Glen D’Mello (he/him) is a resident of the District of North Vancouver. As the CEO of the SHIAMAK Group, Mr. D’Mello has developed dance education programs for all ages and levels, as well as choreographed and designed world-class entertainment projects in over 70 cities across 19 countries. With over 35 years in the arts and entertainment industry, Mr. D’Mello brings expertise in arts programming, fundraising and resource management, and an understanding of board, committee work and creative collaboration. He is also the CEO and Executive Director of VICTORY Arts Foundation, a not-for-profit organization that empowers individuals with special needs through performing arts programs. As the Creative Director of “Vancouver Celebrates Dance” and “Namaste Canada”, he excels in bringing diverse multicultural groups together to celebrate inclusion, diversity and community through the power of dance and the performing arts.

The recommendation is to appoint Glen D’Mello to the Arts & Culture Grants Review Committee effective immediately. The appointment aligns with the timing for the 2024 Early Grant Intake in October 2023. The recommendation is unanimously made by the Arts & Culture Grants Review Committee.

If appointed, Mr. D’Mello will join a Committee consisting of:

Current Members	Areas of Expertise
Stacie Graham, Chair	Voice, Fundraising, Arts Administration
Peter Zednik, Vice Chair	Theatre, Finance
Jennifer Breckon	Fundraising, Arts Management, Non-profit Governance
Sarah Wang	Socially Inclusive Arts Practices, Visual Arts, Cultural Research

BUDGET IMPLICATIONS:

None

CONCURRENCE AND COMMUNICATION:

Staff will inform the candidate of their appointment and thank those not successful in their application.

POLICY/AUTHORITY:

In accordance with the Arts and Culture Grants Policy, the appointment of members to the Arts & Culture Grants Review Committee is the Commission’s responsibility.

CONCLUSION:

The appointment of a new member to the Arts & Culture Grants Review Committee is required to ensure that a full Committee is in place. The appointee's experience and skills will strengthen the Committee in key areas.



Jennifer Wilson
Manager of Recreation & Culture Services



Heather A. Turner
Director of Recreation & Culture

Committee Meeting Date:

September 28, 2023

Subject: 2024 Priorities

RECOMMENDATION:

THAT the Commission approve the 2024 Priorities.

BACKGROUND:

The Bylaws adopted by the City and District of North Vancouver regarding the North Vancouver Recreation & Culture Commission state that the Commission is responsible for the approval of an annual service plan. The service plan is a listing of priorities identified on an annual basis to implement the Strategic Plan and it influences the preparation of the annual operating and capital budgets.

DISCUSSION:

The 2024 Priorities (Attachment 1) identify the focus areas for 2024 known at this time. Many of these priorities have been discussed with the Commission in 2023 and are further phases of current priorities.

The annual listing of priorities help to focus work and to prepare both operating and capital budgets. As both the City and District have accelerated their budget consideration and approval timelines for 2024, staff have used the draft document in the budget work occurring over the summer.

BUDGET IMPLICATIONS:

The 2024 provisional operating and capital budget submissions include funding requests to fulfill the proposed priorities.

POLICY/AUTHORITY:

The Commission has delegated authority to approve the annual Priorities for recreation and cultural service provision.



Heather A. Turner
Director of Recreation & Culture



The 2024 Priorities are grouped under NVRC's four strategic directions and align with the City of North Vancouver's and District of North Vancouver's strategic priorities. NVRC's vision is that "Recreation and culture are vital to North Vancouver becoming the most vibrant, diverse, active, creative and connected community." The priorities are strategic initiatives and focuses for the coming year and do not include day-to-day and ongoing work.

2024 Priorities

Strategic direction: Optimize human, fiscal and physical resources and systems

- Implement Phase II of the diversity, equity and inclusion (DEI) plan
- Enhance technology systems and processes to increase efficiency and internal communication
- Implement staff recruitment campaigns and new processes to address gaps and increase diversity
- Formalize data collection and analysis processes to support data-informed decision-making and reporting
- Provide training opportunities for staff in areas such as DEI, accessibility, supervision, dealing with conflict, customer experience, *Freedom of Information and Protection of Privacy Act* (FOIPPA)
- Support implementation of areas of improvement in inter-municipal partnership regarding recreation and culture

Strategic direction: Proactively respond to recreation and culture needs

- Implement a community engagement strategy to connect with and hear from community members, customers and community organizations
- Finalize recreation and sport facility and amenity plan, present to Councils and work with the City and District to develop an implementation strategy
- Open Lynn Creek Community Recreation Centre (CRC), transition out of Seylynn and Mickey McDougall CRCs, and prepare for transition to new Harry Jerome CRC
- Develop a plan to improve services for persons with a disability in alignment with the *Accessible BC Act*
- Develop an arts and culture strategy with engagement of key community arts and culture organizations
- Complete an aquatic services strategy to maximize the ability to respond to community needs
- Enhance technology and information to support customer experiences

Strategic direction: Extend our effectiveness through collaboration

- Expand collaboration with local First Nations related to public art processes, programming, protocol and staff awareness
- In collaboration with City and District, articulate NVRC's role related to outdoor recreation, nature experiences and community events
- Formalize engagement processes with arts and culture, and with sport and recreation-related organizations
- Partner with School District 44 on a shared priority project to benefit children and youth
- Work with community partners and community service agencies related to serving vulnerable and under-served populations

Strategic direction: Enhance understanding of the scope and impacts of our services

- Build on scope and reach of stories and information-sharing to demonstrate NVRC's impact on residents and the community
- Enhance and expand marketing and communications to increase awareness of and participation in NVRC programs and activities, and to increase knowledge of the areas in which NVRC leads or supports