



# Strategic Plan 2020-2024

Summary Report, February 2020

T 604 718 5800  
F 604 718 5858  
1661 Napier Street  
Vancouver BC V5L 4X4  
[britanniacentre.org](http://britanniacentre.org)





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Mother's Day Traditional Pow Wow, photo by Brittany Quinn Photography

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## About Britannia

What is now Britannia sits on the unceded ancestral territories of the xʷməθkʷəy̓əm (Musqueam), Sk̓wx̓wú7mesh (Squamish), and səilwətaʔt / seilwitulh (Tsleil-Waututh) Nations. We recognize with gratitude that local First Nations have stewarded these lands since time immemorial. Reconciling our place on these occupied lands while bearing the colonial name of “Britannia” is a challenge and an imperative we commit to approach with humility, respect, and openness to continuous learning and dialogue.

Early European settlers did not arrive to this area until the late 1800s, establishing the Britannia site in 1910 with the construction of Britannia Secondary School. Over the years, the surrounding community experienced several waves of immigration as first British and then Japanese, Italian, and Chinese residents moved into the neighbourhood. The mark of the Italian community is still obvious in the many surviving Italian businesses and the annual celebration of Italian Day on Commercial Drive. The Grandview-Woodlands area was a destination for newcomer families throughout the 1900s due to affordable housing and proximity to cultural communities.

As the population continued to grow, Britannia Secondary School went through a series of expansions. However, the neighbourhood continued to lack crucial public amenities. Traditionally a low-income community, Grandview-Woodlands suffered a chronic lack of investment from the City Council of the day. Finally, in the 60s and 70s, a groundswell of activism from local residents, students, and community groups led to the development of Britannia Community Services Centre as it stands now—a visionary model incorporating multiple facilities and services into one integrated, community-governed centre.



Britannia under construction, early 1970s.

At the time, the Britannia model represented the cutting edge in community service design—even the unique layout of the site followed the emerging “pattern language” style of architectural organization. The joint operating structure was also ground-breaking and entirely unprecedented in Vancouver. The site has operated under a partnership between the Britannia Community Services Society, the Vancouver Parks Board, the Vancouver School Board, the Vancouver Public Library, and the City of Vancouver since 1976. The site was intended to be a one-stop neighbourhood service hub and community activation space—a goal we believe has been carried on over the years and continues to be relevant. To this day, Britannia remains a unique place in the city and is a fitting reflection of the vibrant community that animates the site.





# Background



Britannia continues to grow with our community as it is increasingly confronted with the challenges of urban development and gentrification. Our neighbourhood has transitioned from an under-served, low-income area to one of the most desirable areas in Vancouver; this transition is due in no small part to the dedication of past and present community members who have worked to create a neighbourhood that is creative, active, and welcoming. Britannia will remain a place for community to gather to develop collaborative solutions to community issues, just as it has been for more than 40 years. Our work moving forward is to ensure that our spaces are safe

and welcoming to all, and to develop equity and equality principles that help preserve the parts of our diverse neighbourhood that make this community so special.

For decades, the Society has worked to secure a much-needed renewal of the site. Now we are well on our way towards a renewed site that will continue to serve our community well into the future. As we move forward with the Britannia Renewal, we strive to continue in the tradition of community leadership, inclusiveness, social consciousness, and innovation. Our 2020-2024 Strategic Plan is the framework by which we propose to continue to work together towards our common vision and mission. We have worked to embed the legacy and tradition of Britannia in this Strategic Plan, while weaving in all that we have and continue to learn about reflecting and celebrating our diverse community. With the support of our community, we believe we will continue on in the legacy of innovation with renewed commitments to Reconciliation, inclusion, and equity.

## Our Strategic Plan

The 2020-2024 Strategic Plan includes a refresh of our Society's vision and mission, and 6 strategic commitments to guide our work with our community over the next 5 years. Our intention is for this new framework to articulate our common goals and principles and chart a shared path forward, while taking into consideration the future renewal of the site.

This Strategic Plan will guide Britannia staff, board, and committees to ensure our work aligns with our shared goals, principles, and values. Specifically, a strategic plan is used for:

- Decision-making
- Conflict resolution
- Accountability
- Staff engagement
- Community engagement
- Evaluation
- Operational planning
- Fundraising

This Strategic Plan was developed by and with our community. Our collaborative process included a series of dialogues with staff, board members, committees, volunteers, and community members, in addition to extended opportunities for online and in-person feedback (see the methodology section). Now at the end of our collaborative development process, we are pleased to release this summary report back to our community, and we are excited to continue the dialogue and begin the work of implementation.

## Vision

Our vision statement captures our shared dream for Britannia. It describes the end goal we commit to working towards together.

*Our dream:*

*The wellbeing, sense of belonging, joy, and empowerment of everyone in our community.*

## Mission

Our mission describes how we will move forward together to realize our dream. It is our job description for which we are accountable to our community.

*To realize our dream:*

*We are stewards of spaces that support social connection, creativity, recreation, reconciliation and the realization of the full potential of people and communities.*

*In partnership with our communities, we create integrated programs, services, and opportunities on the unceded territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliłwətaʔ / səliłwítulh (Tsleil-Waututh) Nations.*

## Strategic Commitments

Our strategic commitments reflect key areas we have identified as priorities for growth, innovation, and development. Our commitment is to invest time, care, and resources in these community-identified priority areas. Renewal of the site over the next decade is integrated into all commitments.

We commit to:

1. Empowering people and communities.
2. Embracing Indigenous values and practices.
3. Offering low barrier programs, services, and opportunities.
4. Nurturing creativity in inclusive spaces.
5. Developing and strengthening partnerships.
6. Enhancing organizational capacity.

### Empowering people and community

- Sharing access to facilities, education, services, and resources.
- Engaging grassroots community leadership, volunteerism, and civil society.
- Using our platform to support the voices of our communities.
- Working with people and communities in the Renewal process.
- Using effective communication tools and methods.

### Nurturing creativity in inclusive spaces

- Offering programming and unprogrammed spaces where people are free to pursue their interests.
- Supporting innovative projects in arts, culture, and community development.
- Ensuring that the Renewal process and site reflects the uniqueness of the community.

# Executive Summary

## Embracing Indigenous values and practices

- Inviting leadership and guidance from the local Indigenous community.
- Acknowledging our place on unceded territories of the xʷməθkʷəyəm (Musqueam), Skwxwú7mesh (Squamish), and səliiwətaʔt / səliiwituh (Tsleil-Waututh) Nations and working to build respectful relationships.
- Reflecting Indigenous protocols, beliefs, and ways of being and acknowledging the continued impacts of colonization.
- Practicing different approaches to respectfully engage the Indigenous community and dedicating the required time and resources to implement them
- Including more Indigenous programming.
- Ensuring the renewal process includes Indigenous communities in decision-making.

## Offering low barrier programs, services, and opportunities

- Increasing and expanding the Leisure Access Card access.
- Identifying and breaking down barriers to participation.
- Ensuring we are safe, welcoming, and accessible to all.
- Dedicating time and resources to reach out to underrepresented and marginalized communities.
- Designing new spaces through the Renewal process with broad accessibility in mind.

## Developing and strengthening partnerships.

- Working collaboratively with community partners to provide integrated, holistic service provision.
- Supporting and incubating grassroots community organizations and projects.
- Sharing space, resources, and support with local non-profit partners.
- Developing and nurturing cross-sectoral partnerships.
- Maintaining and building on our unique community-led integrated service model through the Renewal process.

## Enhancing organizational capacity

- Supporting staff and providing opportunities for development and training (ex. reconciliation, social justice and equity, professional development training).
- Streamlining and improving systems, internal communication, and transparency in decision making.
- Engaging and exemplifying diversity through the hiring of more Indigenous staff and addressing systemic barriers to access and employment.
- Developing and stewarding Society resources.
- Adapting organizational capacity to meet the demands of the Renewal.

The development of a new strategic plan for Britannia was identified as an action item by the Britannia Board of Management in 2018 as the renewal of the 18 acres site was approved by the City and the VSB. The Society Board recognized that Britannia was at an important point in its history as we proceeded with the long process of redeveloping our aging and outgrown facilities with our partners at the Vancouver School Board, the Vancouver Parks Board, the Vancouver Public Library, and the City of Vancouver. A five-year strategic plan was proposed not only as a tool for continuity and navigation during the Renewal process, but as a way of capturing and articulating the priorities, goals, and needs of our community at this important juncture; it is a tool to chart our shared path forward.

The first step in our strategic planning process was to create our work plan. The Society chose to work with strategic consultant Niknaz Kahnamoui, who also helped Britannia develop our programming principles and worked extensively with the Board to clarify priorities and identify Society positions during the Britannia Renewal process. With the expertise of Niknaz, we developed our action plan and began our strategic planning process.

To set us on our course, we also needed to develop a shared understanding of our community, our strengths and opportunities to build on, and the challenges and deficits to address. Britannia staff developed an extensive environmental scan to provide us with the data needed to move forward. Staff enlisted support from our partners at the City of Vancouver's Social Policy Division to develop a demographic analysis based on the latest (2016) census data. We were also able to inform our environmental scan with community feedback we received during our extensive (3000+ community member) Britannia Renewal consultation process and East Van Resilience Strategy development. Finally, a summary of relevant policy and legislation was prepared to round out our Environmental Scan. You can find a summary of the information gathered in the Environmental Scan section of this report.

Next, we consulted with the many volunteers, community members and partners, Elders, and youth who lead at Britannia through their participation in various committees, working groups, and Britannia-based communities. With the support of the Britannia community we began the development of our renewed mission and vision, and our strategic commitments. Characteristic of Britannia, this process was collaborative, animated, accompanied by food, and enriched by a diversity of perspectives and insights. Through this process we created a framework—a draft Strategic Plan—that we hoped captured the passions and goals of the many communities that animate Britannia.

In order to gather feedback from community members who were unable to join us during our initial consultation process, we released the draft Strategic Plan to the broader community for feedback. We invited feedback through a variety of channels, including:

- Long-form survey.
- Short-form Survey.
- In person at the Planning Hub in the Britannia Info Centre.
- Written responses via email or note.
- Informal conversations with Britannia staff.

Survey responses and feedback submitted through other communication channels were compiled and analyzed to inform the final Strategic Plan summarized in this report.



# Environmental Scan

The Britannia catchment encompasses the East Vancouver neighbourhoods most commonly referred to as Grandview-Woodland and Strathcona. The Britannia catchment extends from Great Northern Way in the south to the waterfront in the north, and from Nanaimo Street in the east to Main Street in the west. We also recognize that many in the Britannia community choose to join us from across the City and lower mainland, drawn by the uniqueness of this place.

## Population

As of the 2016 census, 42,000 people lived in Strathcona and Grandview Woodland, including:

- 3,800 children 0-12
- 3,800 youth 13-24
- 6,000 seniors 65+
- 3,300 Indigenous people
- 12,800 racialized people
- 11,800 immigrants
- 12,100 people with a non-English first language
- 10,300 living alone
- over 10,000 low income people

There has been an increase of approximately 3000 people since 1971, representing a growth rate of 7.7%. The growth rate for Vancouver during the same time period was 48%. As of 2016, 6.6% of Vancouver's population lived in the Britannia catchment. Grandview Woodland is denser than the city average of 54 persons/ha at 64 persons/ha while semi industrial Strathcona is significantly less dense at 33 persons/ha.

The Grandview Woodland Community Plan anticipates a population growth of about 9,500 people by 2041. This represents a 28% increase to the community's current population. The plan anticipates the development of an additional 2,800 units of rental housing (1,400 units of non-market housing as well as an estimated 1,400 units of new secured market rental housing). More than one-third of all new housing supply is earmarked for families.

The DTES Local Area Plan is the local area plan which encompasses Strathcona and the Downtown Eastside in addition to a large area of neighbouring communities outside of the Britannia catchment. This plan anticipates a population growth of 28,000-30,000 by 2041. Strathcona is largely slated for residential infill and family housing development. Directions for growth in the Downtown Eastside prioritize supportive and social housing for singles. Areas further southeast in Strathcona and Kiwassa are planned to focus on families and a mix of affordable market and non-market rental housing.

## Demographic Trends

### Declining Population of Children (0-14) in Britannia Catchment

- Fewer family households, and particular family households with children.
- Children in catchment more likely to be in low-income households than citywide average.
- Children in catchment more likely to be in lone parent households (downward trend in Grandview Woodland, upward trend in Strathcona).
- Population of children projected to continue to decline, however this does not take into account interventions in the form of new family housing development.
- The Indigenous community is a younger demographic.



## Increasing Population of Seniors (65+)

- Senior population (65+) has been stable but is projected to increase at a rate outpacing adults (25-64) and children and youth (0-24).
- Seniors in the Britannia catchment are significantly more likely to live alone compared to the Vancouver average. 57% of seniors in Strathcona and 41% of seniors in Grandview Woodland live alone as compared to a citywide average of 29%.
- The community of residents born outside Canada is an older demographic. Most of this population are long-term residents of Canada (10+ years).

## Community Context

### Indigenous Community

- The Britannia catchment is home to the largest population of Indigenous people—and particularly Indigenous families—in Vancouver.
- There has been a slight decline in the proportion of Indigenous residents in Grandview Woodland from 1996-2016, and an increase in Strathcona.
- More than half of the dedicated Indigenous non-profit housing units in Vancouver are located in this catchment.
- Britannia is fortunate to share the site's ʔxʷq̓w̓eləwən ct Carving Centre with the Vancouver School Board and the community.
- Britannia is fortunate to host a wealth of Indigenous-led community programming, events, and gatherings including the Weaving Our Community Together Project, the Mother's Day Traditional Powwow, the Elders' Craft Collective, Honouring Our Brothers, and Reconciliation in Action.

### Wellbeing and Connection

- Residents in Grandview Woodland and Strathcona are more likely to live alone than citywide residents, particularly seniors.
- Self-reported mental health is lower than the city average.
- There is a much stronger sense of belonging in the Britannia community than citywide.
- The amount of people reporting strong "social support networks" (more than 4 people who can be relied on for support) is surprisingly low at 54% in Grandview Woodland and 42% in Strathcona compared to a citywide average of 50%.

### Declining Diversity

- There is a declining population of people born outside Canada.
- Both Strathcona and Grandview Woodland now have below average populations of residents born outside of Canada.
- On average, the immigrant community is older and the large majority moved to Canada before 2011.
- There is a corresponding decline in residents who report a mother tongue other than English. 96% of residents in Grandview Woodland and 84% of Strathcona residents report comfort conversing in English. The top identified mother tongue other than English is Cantonese by a significant margin.
- A declining proportion of the population identify themselves as visible minority. A significant proportion of self-identified visible minority residents identify as Chinese.

# Environmental Scan

## Income and Affordability

- 28% of residents in the catchment are below the after-tax low income measure.
- 11% of residents experience “working poverty”.
- Strathcona has a much larger concentration of low income residents, with 61% of households living on less than \$30,000 per year. The distribution of incomes is greater in Grandview Woodland, though it trends lower than citywide average.
- Britannia’s catchment is seeing a declining share of renters.
- 35% of residents in Grandview Woodland and 48% of residents in Strathcona are currently in unaffordable housing (with costs greater than 30% of their income), compared to a citywide average of 37%.

## Community Consultation and Survey Findings

The Britannia community continues to demonstrate their commitments to inclusion, innovation, and creativity. Across our many conversations and the more than 250 survey and written responses, it was evident that a strong priority for our community is maintaining the sense of uniqueness and belonging at Britannia. Also evident is that our community will continue to hold us accountable for realizing our goals. We are challenged and committed to transforming strong principles into concrete actions.

A strong theme throughout our consultation process was the desire for educational training and dialogue to develop our capacity individually and collectively to reach shared goals of equity and reconciliation. From the results of our consultation process we can say with confidence that we stand with the vast majority of our community in our commitments to social justice. The community is not uplifted unless those most systemically and persistently marginalized lead and benefit from our work. Reconciliation and genuine inclusion is inseparable from our shared vision and a measure of our success.

Community responses also recognized the importance of the staff at Britannia. We received strong demand for more staff training and development opportunities. An identified strength of Britannia is the team of diverse staff who contribute to the warm and welcoming atmosphere. Our task is to ensure we continue to recruit, retain, and promote staff that reflect the diversity of the community, and give them the tools, support, and respect to continue to steward safe and welcoming spaces.



Finally, it is clear that Britannia continues to be the community hub and neighbourhood gathering space that it was first envisioned as in the 1970s. Our community response indicated a priority of maintaining and stewarding the partnerships that enrich and animate our site. While there is recognition that the limited space in our current facilities strains our capacity to engage partnerships, continued development of partnerships with organizations, institutions, and community groups that share our principles and goals is a strong priority. Further, improving and expanding the reach of our communications both internally and externally continues to be a goal. Our community recognized that we need to use various tools and strategies to engage the neighbourhood, and particularly to welcome those that are traditionally underrepresented in spaces like Britannia.

## Vision & Mission

### Vision

*Our dream:*

*The wellbeing, sense of belonging, joy, and empowerment of everyone in our community.*

### Commentary:

In response to community feedback, we developed our new vision statement to reflect our priorities for collective success and unity. Our intention is to recognize that wellbeing and empowerment has many meanings for different people. We also hope to reflect that our community is not defined by limits or deficits, but by unique assets and a strong capacity for connection.

### Mission

*To realize our Dream:*

*We are stewards of spaces that support social connection, creativity, recreation, reconciliation and the realization of the full potential of people and communities.*

*In partnership with our community, we create integrated programs, services, and opportunities on the unceded territories of the xʷməθkʷəy̓əm (Musqueam), Sk̓wx̓wú7mesh (Squamish), and səliłwətaʔ / seilíwíłulh (Tseil-Waututh) Nations.*

### Commentary:

In response to our community feedback, we developed the mission statement to reflect the variety of activities and means by which the community comes together at Britannia. It is a reflection of our success that we are a diverse community drawn together at Britannia by a variety of passions and priorities and that we build these spaces together. Our commitment to stewardship reflects our accountability to both past and future generations who have shaped and will continue to shape Britannia. We also choose to acknowledge the unceded territories of the Musqueam, Squamish, and Tseil-Waututh Nations in our mission. In all our work we seek to negotiate our place on occupied lands through actions, learning, and recognition—all which challenge ongoing processes of colonialism.





# Community Consultation and Survey Findings

## Strategic Commitments

### Empowering people and community

- Sharing access to facilities, education, services, and resources.
- Engaging grassroots community leadership, volunteerism, and civil society.
- Using our platform to support the voices of our communities.
- Working with people and communities in the Renewal process.
- Using effective communication tools and methods.

#### Specific actions:

- Working with community and staff to develop staff training and professional development to meet our strategic priorities.
- Develop an online calendar for all activities on site.
- Apply a community development model for program development.

#### Commentary:

In our conversations with community we heard strong support for the function of Britannia as a space for the grassroots community to connect, learn and lead. There is a strong appetite for the community to be included in decision-making, particularly in the continuing Britannia Renewal process. Britannia is accountable to the diversity of the community, particularly to youth and future generations. Throughout the consultation process, it was clear that community will hold Britannia accountable to its commitments, and to translating plans into action. As Britannia's facilities are renewed and expanded, the continued accessibility of the space for community leadership and grassroots community action and connection is a key priority.

### Nurturing creativity in inclusive spaces.

- Offering programming and unprogrammed spaces where people are free to pursue their interests.
- Supporting innovative projects in arts, culture, and community development.
- Ensuring that the Renewal process and site reflects the uniqueness of the community.

#### Specific actions:

- Host events and programs driven by community members and community organizations.
- Dedicate resources, funding, staff, space and equipment to support programs initiated by community members and community organizations.
- Support staff training in community development.

#### Commentary:

Throughout the community consultation process, the need to articulate the importance of arts, culture, and creativity at Britannia was made clear. This includes making space for creativity in a variety of forms, highlighting the work of local artists and changemakers, and maintaining the artistic, quirky atmosphere the site has developed. It was recognized through both the Britannia Renewal process and the Strategic Plan consultations that there is a lack of space for arts at Britannia, and through the Renewal we should work with the local artistic community to advocate for dedicated arts spaces. It is also particularly important to work with Indigenous artists and Elders to ensure a reflection of Indigenous arts, culture, and design at Britannia.

## **Embracing Indigenous values and practices.**

- Inviting leadership and guidance from the local Indigenous community.
- Acknowledging our place on the unceded territories of the Musqueam, Squamish and Tsleil-Waututh Nations and working to build respectful relationships.
- Reflecting Indigenous protocols, beliefs, and ways of being and acknowledging the continued impacts of colonization.
- Practicing different approaches to respectfully engage the Indigenous community and dedicating the required time and resources to implement them.
- Including more Indigenous programming.
- Ensuring the renewal process includes Indigenous communities in decision making.

### Specific actions:

- Develop strategies to hire more Indigenous staff and create regular full time Indigenous-specific positions.
- Establish a relationship with the local Indigenous governments to share information and adopt appropriate protocols.
- Create information boards that acknowledge our place on unceded territories.

### Commentary:

A commitment to reconciliation was one of the most commonly expressed priorities in our consultation process. There is strong desire to work together on a plan for meaningful reconciliation and welcome Indigenous leadership in our staff team, Board, committees, and partnerships. Further, we are tasked with moving away from disempowering narratives and challenging our own business-as-usual. Our commitment to embracing Indigenous values and practices includes embracing Indigenous approaches to community work which require flexibility, creativity, holistic thinking, collective wisdom, humility and humour. Finally echoed many times in many ways is the call to change our colonial name.

## **Offer low barrier programs, services, and opportunities.**

- Increasing and expanding the Leisure Access Card access.
- Identifying and breaking down barriers to participation.
- Ensuring we are safe, welcoming, and accessible to all.
- Dedicating time and resources to reach out to underrepresented and marginalized communities.
- Designing new spaces through the Renewal process with broad accessibility in mind.

### Specific actions:

- Increase free or low fee programs.
- Increase enrollment into LAP among all eligible residents in the Grandview Woodlands and Strathcona neighbourhoods.
- Start community meals for people to gather and share.

# Community Consultation and Survey Findings

## Commentary:

While community response reflected positive perceptions of Britannia's current performance in this area, responses expressed that it's a continued priority to expand and broaden accessibility and address ways in which accessing our services can be onerous, discouraging and stigmatizing. The limitations of our current facilities in terms of physical accessibility were also highlighted. A priority to include people with disabilities in developing accessible spaces for the Britannia Renewal was repeated across our consultation activities. The community also expressed a need for a commitment to providing safe and inclusive spaces and services for people experiencing homelessness and housing insecurity.

## Develop and strengthen partnerships.

- Working collaboratively with community partners to provide integrated, holistic service provision.
- Supporting and incubating grassroots community organizations and projects.
- Sharing space, resources, and support with local non-profit partners.
- Developing and nurturing cross-sectoral partnerships.
- Maintaining and building on our unique community-led integrated service model through the Renewal process.



## Specific actions:

- Meet regular with VSB, City, VPL and Park Board representatives to develop integrated approaches to service delivery on the site.
- Reach out to grassroots organizations to develop projects for community benefit.



Print by local Indigenous artist and Britannia art instructor Haisla Collins

## Commentary:

Britannia remains defined by its partnerships and status as a community hub. There is a strong encouragement from the community for Britannia to remain a place where grassroots community leadership can pilot innovative projects and ideas, respond to community challenges and priorities, and support local non-profits and the arts community. The ability for Britannia to make space for a diverse array of programs, services, and communities remains a strength. Collective, community-led work maximizes our resources and opens up new realms of possibility for the entire community. While the value of resource- and space-sharing is recognized by the community, the limitations of the current space also pose challenges. Further clarification and establishment of space sharing parameters is another priority emerging from the strategic planning process and of particular importance as facilities are renewed and expanded.



# Community Consultation and Survey Findings

## Enhance organizational capacity.

### Action areas:

- Supporting staff and providing opportunities for development and training (ex. Reconciliation, social justice and equity, professional development training).
- Streamlining and improving systems, internal communication, and transparency in decision-making.
- Engaging and exemplifying diversity through the hiring of more Indigenous staff and addressing systemic barriers to access and employment.
- Developing and stewarding Society resources.
- Adapting organizational capacity to meet the demands of the Renewal.

### Specific actions:

- Update policies and procedures to meet current needs.
- Co-create a communication plan with staff.
- Implement and assess staff training and capacity building project.

### Commentary:

As mentioned above, staff recruitment, training, and development was a strong priority across our consultation sessions and responses. This includes both capacity-building training to support staff in meeting our goals of equity and inclusion and professional development training to support career advancement. Our staff recruitment should reflect our community, with a particular focus on supporting Indigenous youth employment and attracting and retaining diverse staff.

Enhancing organizational capacity also means adopting and maximizing our ability to use the most effective business systems and increasing our service capacity in anticipation of increased demand after facility renewal. Further priorities in improving our communications reach included expanded use of social media and website improvements. To meet our commitments to expand low-barrier service provision, we also need to continue to effectively steward Society resources, and seek new opportunities for resource development.







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