

James Bay Community Project Strategic Plan 2023 – 2026

Executive Summary

The James Bay Community Project (the Project) is a social services non-profit providing a range of programs and services for seniors, for parents and their children, and for youth in James Bay, and other Victoria communities. The Project's programs and services aim to build and enable a community of connected, resilient people. It provides programs for young parents, youth and families, for seniors to reduce isolation and support independent, and community services ranging from food assistance programs to income tax preparation to a low vision and macular degeneration support group. The Project also operates a community thrift store offering quality clothing at reduced prices. About 150 volunteers assist in providing JBCP's services.

Recent Context

This strategic plan responds in part to lessons learned from the Covid pandemic, regarding the impact on operations by unforeseen events, ongoing operational challenges made more severe by the increasingly tight funding environment, and the shifting needs of the community.

Strategic Goals

These goals reflect the need to address a continued tight income stream, ongoing organizational challenges and shifting needs of the community.

- I. Fundraising:** paradigm shift to increase sources of revenue, cultivate both high value donors, and more small donors is needed, strengthen communications content and enhance donor management
- II. Expand Food Security Work:** embed food security in existing programs, allocates more funds to food security, enhance food literacy and in longer term look a kitchen renovations.
- III. Equity, Diversity, and Inclusion:** embed EDI values in all aspects of the Projects' work and operations through expanded training for staff, understanding shifting composition of community, reaching out to Indigenous organisations and improving diversity in board membership.
- IV. Profile Raising and Communications:** strengthening communications tools, regularize outreach to community and decision-makers, strategic use of events, and service organizations to spread the word about the Project.
- V. Strengthen Organisational structure and practices:** succession planning, stronger operational management and continued review of policies and practices.
- VI. Rebranding:** longer term project to address confusion with other James Bay organizations and to clearly communicate role and function.

Looking ahead

To facilitate a more rigorous annual review, a performance indicator tracker, specific to the goals enumerated in each section, will be managed by the relevant committee.

The Project's aging building presents a longer-term challenge. Maintenance issues will only increase, and ways to leverage this asset to generate revenue must always be considered.