



Date: January 29, 2001

TO: Board Members - Parks and Recreation
FROM: General Manager - Parks and Recreation
SUBJECT: Strategic Plan

RECOMMENDATION

That the Board adopt the Strategic Plan, attached as an appendix to this report.

POLICY

The Board has previously approved the Mission and Vision statements in the *New Directions* Report, and endorsed the development of an organizational strategic plan.

BACKGROUND

The Strategic Plan represents a consolidation of action priorities which have been identified through dialogue with partners, stakeholders and the general public. The first draft Strategic Plan was developed over a year ago and submitted to the Board for review. Subsequently, this draft was circulated widely to partner organizations, staff and the general public.

In response to comments and suggestions made during this period of formal consultation, extensive improvements have been made to the Plan. The revised document was presented to the Board for information in November 2000, and circulated as well to all others who had made earlier submissions. A downloadable version has been posted on the Park Board public and internal web pages.

DISCUSSION

The need to manage and thrive in a constantly changing environment requires a planning framework that encourages strategic thinking and continuous improvement. The Strategic Plan promotes a results driven organization in which each employee contributes to the common vision and goals. The challenge ahead is to integrate this long range plan into the immediate daily work plans of all staff, and to promote innovation and creativity as well as organizational alignment.

Successful implementation of the Strategic Plan requires that each of its "Actions" be referenced

in the annual Business Plans of at least one District or Service. The Senior Management Team will audit the Business Plans in their preparation stage to ensure that they fully support the Strategic Plan.

The Strategic Plan represents an ‘over the horizon’ look ahead for our organization, and sets out a five year program of action. Progress reports will be submitted to the Board on a yearly basis. To ensure that the Strategic Plan is always future-oriented, it is proposed to schedule preparation of the next plan for the year 2003.

SUMMARY

The Board is asked to endorse the Strategic Plan as a foundation for integrated and comprehensive planning that links the role of the community, the Park Board and the administration in the delivery of services to Vancouver residents and visitors. Progress Reports will be made to the Board on a yearly basis and the planning framework will continue to develop and evolve as a tool to reach our Mission... “to provide, preserve and advocate for parks, open spaces and leisure services to enhance the well-being of individuals and communities.”

Prepared by:

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