



Date: October 27, 2000

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

RECOMMENDATION

That the Board receive the attached revised version of the Park Board Strategic Plan for information, and consider it for adoption after the current labour dispute.

POLICY

There is no applicable policy.

BACKGROUND

Earlier this year, a first draft of the Park Board Strategic plan was circulated to Commissioners, Staff, Partner Organizations of the Board and other interested stakeholder groups. Hard copy distribution was handled via the Districts, with a downloadable version also posted on the Park Board website.

The Strategic Plan addresses the strategic issues identified previously by the Board in the context of the *New Directions* initiative. It lays out broad objectives and action steps, consistent with the Park Board Mission statement, to guide organizational progress towards the Board's Vision for 2005.

The Strategic Plan outlines a program for managing the Strategic Issues in such a manner as to make the Vision statement a reality.

The purposes of the Strategic Plan are as follows:

- to clarify the Park Board's role within the context of its external environment,
- to further elaborate the Vision statement in relation to key Strategic Issues,
- to define and build consensus around the core strategies proposed to achieve the end Vision,
- to inform and link the work plans of all Park Board Districts and Services, and
- to set the performance measures that will track progress toward the Vision.

This document is a product of many people working together. At a workshop attended by Directors, Managers, Coordinators and Supervisors in June 1999, the strategic issues were examined in depth and goal and action statements were proposed for each. These proposals were

then further evolved into the draft Strategic Plan by a cross-Divisional staff team.

The first draft was introduced in the following terms:

“...the [draft] Strategic Plan is intended to be the focus of a dialogue between the Park Board and its partners, stakeholders, staff and the general public. The content is provisional, intentionally provocative, and laid out in such a way as to invite the reader to record his/her reactions. The responses received during the course of this period of dialogue will inform the final Strategic Plan....”

DISCUSSION

The draft Strategic Plan was circulated to the Board’s partners, stakeholders and staff. Copies were also made available to the general public through community centre offices and via the Park Board website. Readers were invited to recommend changes or additions to the Plan, or to make general comments. The quantity of responses to this invitation was not large (approximately 20 submissions of one form or another were received), but the quality of input was remarkable. Many shortcomings in the draft were exposed – significant omissions, lack of clarity in some sections, some factual errors – but gratifyingly, very little of the critique received was in conflict with the overall spirit of the document. The most major concern expressed was that the Strategic Plan process did not allow sufficient time for thorough public consultation.

This version of the Strategic Plan attempts to respond to all pertinent input received, either by clarifying points of obvious confusion, or by making changes or additions to the text. As well, in response to those who identified issues for further discussion, a consultation agenda is outlined with each of the Strategic Plan goals for follow up with partners and stakeholders. For the final adoption of the Strategic Plan will not signal an end to consultation, but rather a beginning of what should be a very fruitful joint exploration in the realization of the Strategic Plan.

Upon final adoption by the Board, the Strategic Plan will inform and unify the work plans of each of its Districts and Services. It will also continue dialogue, as the Park Board works with its Partners and other stakeholders to achieve its vision for the year 2005.

SUMMARY

The Board is asked to accept and review the revised Strategic Plan as the basis for further consultation on implementation issues.

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