

Date: January 26, 2005



TO: Board Members – Parks and Recreation
FROM: General Manager – Parks and Recreation
SUBJECT: Draft Strategic Plan 2005

RECOMMENDATION:

THAT the Board approve releasing the draft Strategic Plan for public discussion.

POLICY

The Board approved the Mission and Vision Statements as part of the New Directions Report on October 5, 1998 and the Strategic Plan on January 29, 2001.

BACKGROUND

A Strategic Plan is a high level reference document that includes a mission and sets out priorities, values and direction for an organization. It helps frame policies as well as linking and informing the work plans of all our divisions and services.

The 2000-2005 Strategic Plan represented an “over the horizon” look ahead for our organization and set out a five year program of action. The plan was implemented by incorporating the actions into the annual Business Plans and success was reported in the annual year end Accomplishment Reports. A Progress Report was completed in December 2002.

In January 2004, a workshop was held with Commissioners and members of the Senior Management team to engage the leadership of the organization in strategic thinking. We wanted to step out of the day to day decisions and define a vision for the organization which linked the community, the Board, and the administration in the delivery of quality parks and recreation services. The workshop laid the foundation for completing a new Strategic Plan, while taking into account that many areas of the current Strategic Plan were still relevant.

The workshop notes were organized into five strategic directions and outcome objectives for each direction were identified. In April 2004 the Board reached consensus on the material. At the direction of the Board, further work was undertaken to test the ideas within the organization.

In June 2004, the General Manager joined “crew talks” throughout the organization to give an overview of the new draft plan. On June 23, 2004 a half-day workshop was held for any interested staff. Over 60 staff from all areas of the organization provided suggestions and ideas

towards the strategic topics. An interesting exercise was conducted with the total group to brainstorm the “mission” of the organization. Notes from this session and a session with representatives from CUPE 15, Foreman’s Association and CUPE 1004 were incorporated into the actions of the draft plan.

On November 22, 2004 Commissioners reviewed the comments from staff and provided direction on the mission statement.

DISCUSSION

The purpose of this report is to ask the Board, in receiving the draft Strategic Plan, to direct staff to undertake a consultation process with our partners, stakeholders, staff and the general public.

The responses received during the course of this period of dialogue will inform the final Strategic Plan. The intent is to respond to all pertinent input received, either by clarifying points or by making changes or additions to the text. We anticipate seeking Board approval of the plan in April 2005. In the interim, the plan will form the basis for the development of 2005 Business Planning for each section of the organization, and will be a guide for policy and planning initiatives.

SUMMARY

The Park Board embarked on a planning framework in 1998 that has encouraged strategic thinking and continuous improvement. Faced with constant change and considerable challenges, the Park Board continues to focus on a future where the organization thrives and achieves our goals. Through a collaborative effort, a draft plan has been produced. The new strategic plan is an exciting evaluation of our work to date and sets the course for innovation and a highly results oriented organization in which each employee contributes to the attainment of a common vision and set of goals.

Prepared by:

General Manager’s Office
Board of Parks & Recreation
Vancouver, B.C.
SM/jc