



Date: June 20, 2005

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

RECOMMENDATION

That the Board endorse the Strategic Plan 2005 – 2010, attached as an appendix to this report.

POLICY

In 2001 the Board endorsed a five year Strategic Plan that outlined action steps to manage the Strategic Initiatives and to make the Park Board's Mission and Vision a reality.

BACKGROUND

The Strategic Plan sets out priorities and values for the organization through to 2005. For the last five years, it has served as the foundation for comprehensive planning and action linking the Park Board, partners and stakeholders in delivering parks and recreation services to Vancouver residents and visitors. By setting goals and laying out performance measures, the plan has provided a framework for continuous improvement within the organization.

DISCUSSION

In early 2004, a review of the Strategic Plan was begun to update and develop a new plan, while keeping areas of the current plan that were still relevant. A workshop was held to engage the Senior Management Team and Commissioners in strategic planning for the future. The aim was to step out of the day to day activities of the Board and define a vision for the organization that linked the community, Board and staff in the delivery of quality park and recreation services.

In April 2004, this review process resulted in five strategic directions that laid the foundation for a new Strategic Plan. In June, the General Manager presented this draft plan to staff at "crew talks" and at a half-day workshop attended by more than 60 staff to

test the directions and solicit suggestions and ideas. A session was also held with representatives of CUPE 15, CUPE 1004 and the Foremen's Association. Notes from these meetings were incorporated into the draft plan which included a newly worded Mission Statement and a slogan for the organization. In January 2005, the Board approved the release of the draft Strategic Plan for public discussion.

In February 2005, a public consultation process was begun to review the draft plan. Over 300 partners, stakeholders and community group representatives received a copy of the draft plan and a questionnaire to share their responses. The draft Strategic Plan was made available on the web site for both staff and the public to access and provide responses on an attached questionnaire. The public was invited to give input on the Park Board Comment Phone Line. Three information sessions were held at Riley Park Community Centre, VanDusen Botanical Garden and the Park Board Administrative Office for the public to learn about the new draft plan. A special session was held with interested youth to explain the nature of the plan, how it impacts their lives and to provide them an opportunity to share their ideas. Advertisements were placed in the *Vancouver Courier*, *Indo-Canadian Voice* and *Sing Tao* newspapers to solicit feedback on the draft plan document. Three information sessions were also held for staff at various work sites. At the end of this public consultation process, responses received from individuals and groups informed and improved the final plan as attached.

Once endorsed by the Board, copies of the plan will be distributed to staff, partners, stakeholders and others. A downloadable version will be posted on the public web site and internal web pages.

SUMMARY

The Park Board's Strategic Plan 2005 – 2010 is an inclusive document, prepared in-house and representing the collective ideas and vision of the Board and staff, with guidance from our partners, stakeholders and the general public. With this valuable planning tool we can look forward to an exciting five years of continued expansion of our services, a broadening of our sustainability practices and renewal of our parks and facilities. The plan will be used by staff to develop yearly business plans, which will keep the organization aligned and focused on the strategic initiatives and will provide staff with a mechanism to guide their work.

Reports will be made to the Board on an annual basis regarding the organization's progress in fulfilling the strategic initiatives. Staff recommend the Board endorse the Strategic Plan 2005 – 2010.

Prepared by:

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