



Vancouver Board of Parks and Recreation

Strategic Planning April 28, 2009

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Strategic Planning

Definition:

Strategic Planning is an organisation's process of defining where they want to be in the future, and how to get there.

Purpose:

A strategic plan aligns the activities of all parts of an organisation toward achieving the desired goals.

Strategic Planning

Typically, a strategic plan will include

- a vision (the desired future state),
- a mission (the purpose of the organisation),
- a set of values (shared amongst internal/external participants),
- themes or strategic directions,
- initiatives, and
- tasks.

Strategic Planning

Strategic plans may be

- preceded by more conceptual and/or preparatory documents: discussion papers, core services reviews, facility and parks inventories, needs assessments;
- followed by more concrete plans: yearly business plans, master plans, capital plans, sector plans; and
- monitored and reviewed: progress reports, annual reports, performance reviews, plan updates.

Strategic Planning

Scope:

- At its most abstract, a strategic plan can be a very brief, high level reference document providing an overall sense of strategic direction.
- At its most concrete, a strategic plan can develop into an action plan with extensive lists of detailed tasks.
- Most strategic plans choose a middle ground.

Strategic Planning

Examples

- Vancouver International Airport Authority ***Strategic Plan*** 2004 (1 page)
- National Recreation and Park Association ***Three-Year Strategic Plan*** 2009 - 2012 (8 pages)
- Seattle Parks and Recreation ***Building for Tomorrow, Today*** Strategic Action Plan 2009 – 2013 (39 pages)
- Toronto Parks and Recreation ***Our Common Grounds*** Strategic Plan 2004 – 2019 (93 pages)
- Vancouver Park Board ***Strategic Plan*** 2001 (34 pages)
- Vancouver Park Board ***Strategic Plan*** 2005 – 2010 (12 pages)

Strategic Planning

- Seattle Parks and Recreation ***Building for Tomorrow, Today*** Strategic Action Plan 2009 – 2013
 - Cost: \$250,000 (consultant only)
 - Time: 1 year
 - Consultation:
 - ❖ 70 public meetings
 - ❖ 100 comment cards
 - ❖ 1820 web forms returned
 - ❖ all employees attended mandatory workshops
 - Content: Vision, Mission, Service Delivery Values (9), Guiding Themes (4), Goals (6), Strategic Initiatives (30), Action Strategies (123), Tasks (225)

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- Toronto Parks and Recreation ***Our Common Grounds*** Strategic Plan 2004 – 2019
 - Cost: n/a
 - Time: 3 years
 - Consultation:
 - ❖ 19 public meetings
 - ❖ 30 staff sessions
 - ❖ 3024 public and 436 staff surveys submitted
 - ❖ public poll
 - Content: Vision, Mission, Values (7), Roles (8), Strategic Goals (3), Headings (8), Recommendations (53)

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Strategic Planning

- Vancouver Park Board **Strategic Plan** 2001
 - Cost: small (facilitation, public consultation expenses, staff time)
 - Time: 1 1/2 years
 - Consultation:
 - ❖ Board workshop, management and supervisor workshop
 - ❖ Staff steering/review committee
 - ❖ stakeholder, staff and public consultation
 - ❖ web outreach
 - Content: Motto, Mission, Strategic Directions (5), Actions (21), Tasks (64)

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Strategic Planning

- Vancouver Park Board **Strategic Plan** 2005 – 2010
 - Cost: small (facilitation, public consultation expenses, staff time)
 - Time: 1 1/2 years
 - Consultation:
 - ❖ Board workshops, crew talks, staff workshop
 - ❖ 4 public meetings
 - ❖ stakeholder and staff consultation
 - ❖ web outreach
 - Content: Motto, Mission, Strategic Directions (5), Actions (21), Tasks (64)

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Strategic Planning

Strategic plans typically share values (wording may change).

Common values:

- diversity, equity and inclusion
- together we are strong
- innovation
- excellence
- transparency and accountability

Strategic Planning

Strategic plans often share themes (wording may change).

Common themes:

- working with the community
- furthering sustainability
- improving service delivery
- maintaining inventory of parks and facilities
- streamlining organisation
- promoting human resources

Strategic Planning

Strategic plans need to be synched with other pertinent strategic plans.

- Upcoming: City of Vancouver – Corporate Business Plan
 - 10-year Corporate Strategic Objectives to guide overall direction of the city
 - 3-year Priority Goals
 - ❖ Phase I: Corporate Business Plan (June 09)
 - ❖ Phase II: Organisational Alignment
 - ❖ Phase III: Corporate Performance Measurement Program
 - ❖ Consultation:
 - ❖ Senior Management consulted on Strategic Objectives
 - ❖ Staff educated on Plan by Communications Office

Strategic Planning

Strategic plans differ in amount of resources applied to strategic planning: consultants, staff time, internal and external participation, outreach materials.

A detailed, task-oriented strategic action plan that underwent widespread internal and external discussion requires significant time and money (see Seattle's \$0.25 million budget).

A higher-level strategic reference plan with less intensive outreach methods can be produced within a more reasonable time and financial budget.

Strategic Planning

What is the desire for the next Strategic Plan?

- Overall strategic direction
- Themes
- Scope
- Planning time frame
- Cost
- Extent of Consultation