



# Vancouver Board of Parks and Recreation

## Park Board Strategic Framework

*(Mission, Vision, Directions, Goals and Objectives)*

**June 27, 2012**

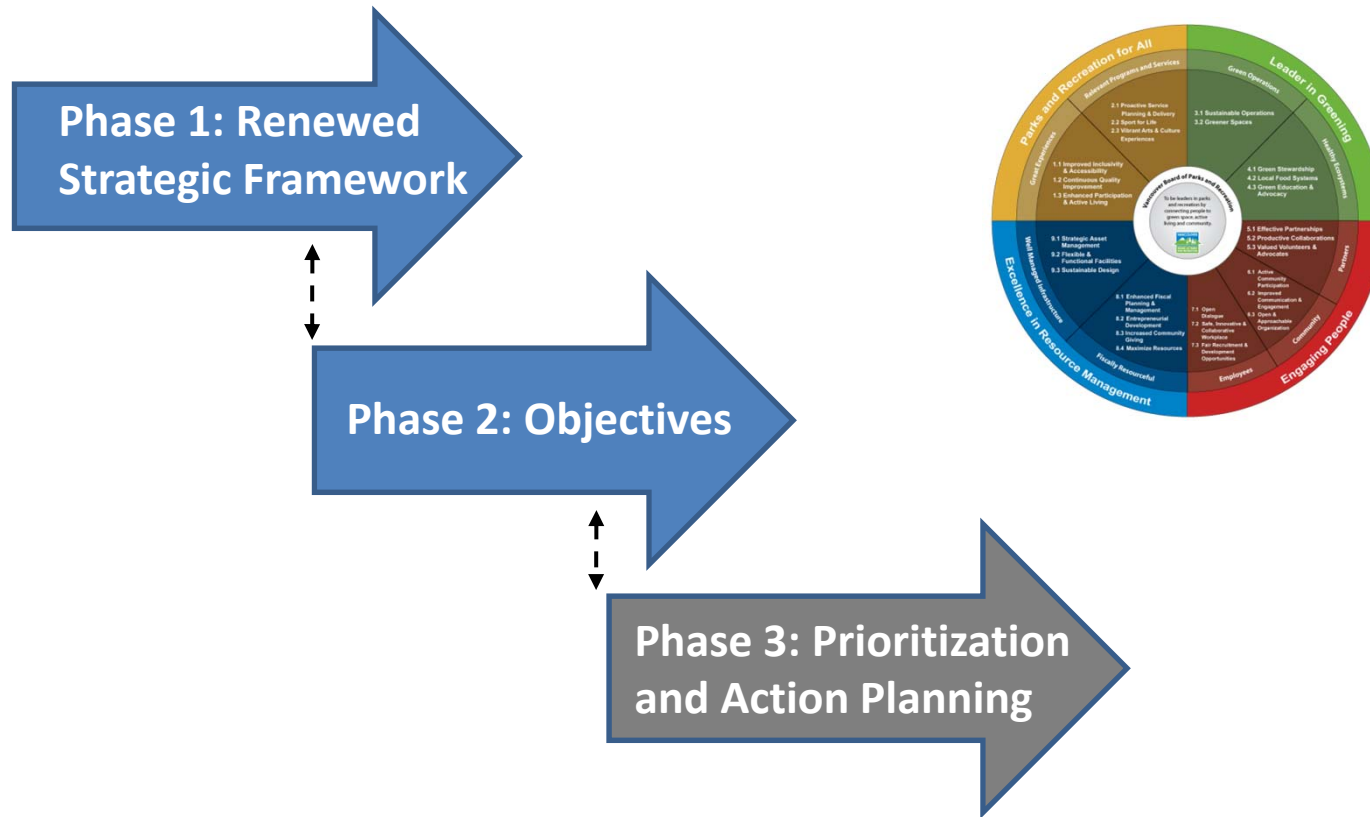
Visit the Park Board web site at [vancouverparks.ca](http://vancouverparks.ca)



## ***Planning Process***



# Overview





# *Strategic Framework*



# Overview



## Park Board Strategic Framework includes:

- 1 Mission
- 1 Vision
- 4 Directions
- 9 Goals
- 27 Objectives

*Our mission guides everything...*



## ***Mission & Vision***



## What We Do (Mission)

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Our Mission stands the test of time...

***“Provide, preserve and advocate for parks and recreation to benefit all people, communities and the environment.”***

# What We Want to Become (Vision)

Our Vision...

***“To be leaders in parks and recreation by connecting people to green space, active living and community.”***





## *Directions*



# Directions

## PARKS AND RECREATION FOR ALL

**1. Accessible, diverse and quality amenities and services that encourage participation and meet current and future needs.**



# Directions

## LEADER IN GREENING

2. Through our actions we demonstrate leading green and horticultural practices and preserve, protect and create green space.



# Directions

## ENGAGING PEOPLE

3. Working openly together to understand and achieve goals and strengthen relationships.



# Directions

## EXCELLENCE IN RESOURCE MANAGEMENT

4. Use existing resources effectively and efficiently, and be innovative in developing additional resources to deliver best value for money and meet community needs.





## *Goals*



# Goals

## PARKS AND RECREATION FOR ALL

### **1. Great Experiences**

Our culture is inclusive and service oriented. We strive to deliver extraordinary experiences for everyone.

### **2. Relevant Programs & Services**

We plan and deliver parks and recreation services that meet the needs of our communities both now and in the future.

# Goals

## LEADER IN GREENING

### 3. Green Operations

We are green in all that we do – we strive to minimize our footprint through green policies and practices that reduce carbon dependency, enhance energy conservation and reduce waste.

### 4. Healthy Ecosystems

We grow green neighborhoods by providing our communities with easy access to nature and advocating for healthy and sustainable environments.



# Goals

## ENGAGING PEOPLE

### 5. Partners

We seek, build and maintain relationships to benefit Vancouver, by being an open and accountable partner.

### 6. Community

We are committed to connecting people. We facilitate healthy lifestyles and enrich communities. We actively promote collaboration and participation.

### 7. Employees

We value our people. We attract, engage and retain passionate and committed employees. We provide an environment where they can perform at their best.

# Goals

## EXCELLENCE IN RESOURCE MANAGEMENT

### **8. Fiscally Resourceful**

We are mindful of our long-term fiscal health. We stand for efficient and effective practices and resource use. We look for and act on opportunities for innovative revenue creation.

### **9. Well Managed Infrastructure**

We provide, maintain and plan for exceptional recreational, social, and cultural amenities that contribute to the liveability of Vancouver, and meet the current and future needs of our diverse city – in a sustainable manner.



## *Objectives*



# Park Board Strategic Framework

## PARKS AND RECREATION FOR ALL



# Objectives

## PARKS AND RECREATION FOR ALL

### 1. Great Experiences

**1.1 Improved Inclusivity & Accessibility:** Provide parks and recreation facilities and services that are inclusive and universally accessible.

**1.2 Continuous Quality Improvement:** Implement a service focused continuous improvement process.

**1.3 Enhanced Participation & Active Living:** Encourage active and healthy lifestyles and promote community involvement.



# Objectives

## PARKS AND RECREATION FOR ALL



### 2. Relevant Programs and Services

**2.1 Proactive Service Planning & Delivery:** Assess parks and recreation needs and provide diverse and inclusive services that reflect Vancouver's current and future requirements.

**2.2 Sport for Life:** Support the implementation of the Vancouver Sport Strategy.

**2.3 Vibrant Arts & Culture Experiences:** Actively facilitate public participation in and access to the arts.

# Park Board Strategic Framework



**LEADER  
 IN  
 GREENING**



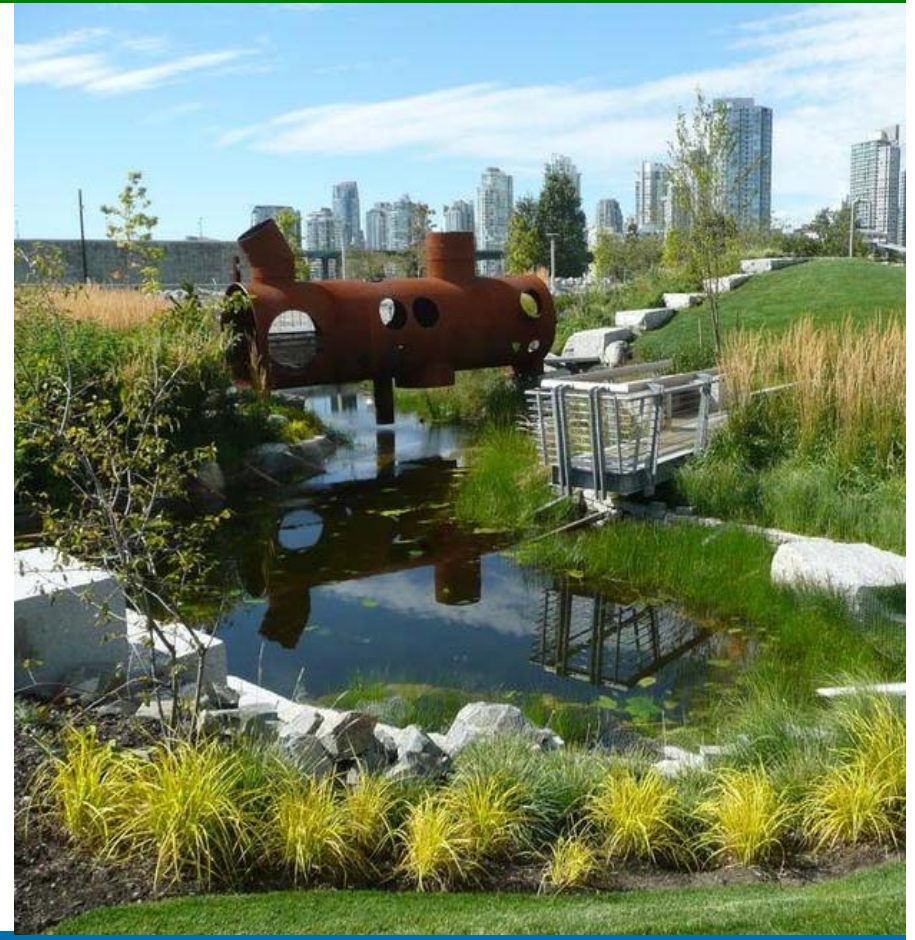
# Objectives

## LEADER IN GREENING

### 3. Green Operations

**3.1 Sustainable Operations:** Design, measure, monitor and manage operations, and implement new practices to minimize our environmental footprint.

**3.2 Greener Spaces:** Preserve, restore and expand green space. Use the Park Board's horticultural expertise to support plant conservation, landscape restoration, garden design and local food production.





# Objectives

## LEADER IN GREENING



### 4. Healthy Ecosystems

**4.1 Green Stewardship:** Model and advocate for best practices in ecosystem enhancement and management.

**4.2 Local Food Systems:** Support community-based food production by contributing to the development of neighbourhood and city-wide food infrastructure programs and assets.

**4.3 Green Education & Advocacy:** Use Park Board expertise, programs, facilities and partnerships to increase awareness and knowledge of sustainable living.

# Park Board Strategic Framework

## ENGAGING PEOPLE



# Objectives

## ENGAGING PEOPLE

### 5. Partners

**5.1 Effective Partnerships:** Partner to deliver programs and services and further strategic objectives.

**5.2 Productive Collaborations:** Build positive and open relationships.

**5.3 Valued Volunteers & Advocates:** Appreciate and acknowledge the efforts of volunteers and advocates.



# Objectives

## ENGAGING PEOPLE



### 6. Community

**6.1 Active Community Participation:** Encourage active participation in parks and recreation.

**6.2 Improved Communication & Engagement:** Maintain and enhance relationships with users and the community.

**6.3 Open & Approachable Organization:** Be accessible, transparent and accountable.

# Objectives

## ENGAGING PEOPLE

### 7. Employees

**7.1 Open Dialogue:** Enhance internal communication to ensure understanding of key service objectives and initiatives.

**7.2 Safe, Innovative & Collaborative Workplace:** Implement innovative practices to foster a safe, stimulating, and healthy work environment.

**7.3 Fair Recruitment & Development Opportunities:** Support, manage and develop Park Board employees. Use fair and transparent hiring and promotion processes.



# Park Board Strategic Framework

## EXCELLENCE IN RESOURCE MANAGEMENT



# Objectives

## EXCELLENCE IN RESOURCE MANAGEMENT

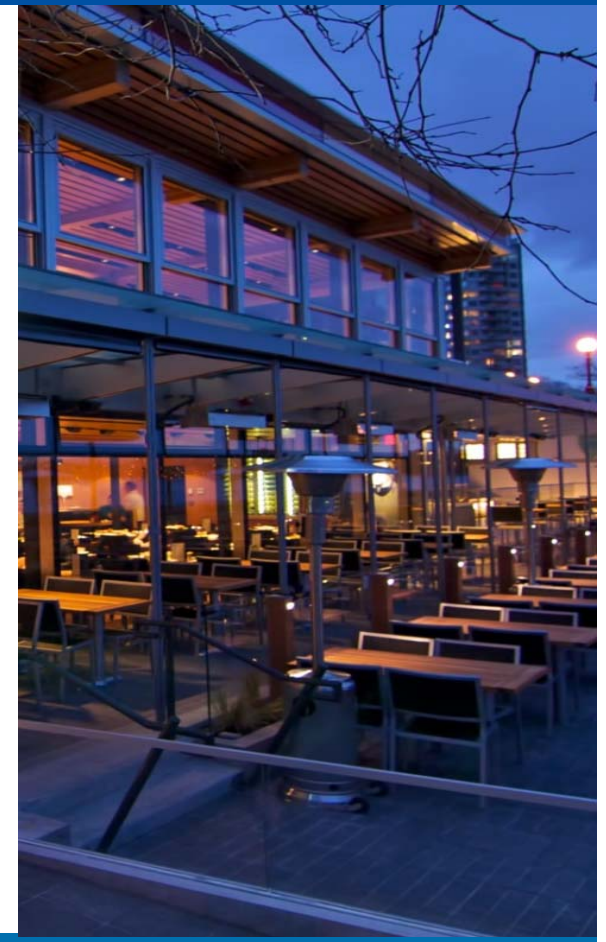
### 8. Fiscally Resourceful

**8.1 Enhanced Fiscal Planning & Management:** Develop and implement common policies, operating procedures and service standards.

**8.2 Entrepreneurial Development:** Assess and pursue service-enhancing and revenue-generating opportunities.

**8.3 Increased Community Giving:** Expand opportunities for individuals and organizations to donate and support parks and recreation activities.

**8.4 Maximize Resources:** Use resources productively. Be effective and efficient.



## EXCELLENCE IN RESOURCE MANAGEMENT



### 9. Well Managed Infrastructure

**9.1 Strategic Asset Management:** Manage assets with a long-term horizon – build the right things, build them to last, make them easy to take care of.

**9.2 Flexible & Functional Facilities:** Collaborate with community partners to co-locate and develop convertible, scalable, multi-use facilities.

**9.3 Sustainable Design:** Integrate feasible sustainability concepts into design, construction, maintenance and operations.





## *Definitions*



# Definitions

For the Park Board....

- **Parks** is widely defined to encompass destination parks, small neighbourhood parks, horticulture, botanical collections, display gardens, woodlands, walks and trails, beaches, street trees and natural spaces
- **Recreation** is widely defined to include community and fitness centres, arts and culture, sports, golf courses, rinks and pools, playing fields and courts

# Definitions

For the Park Board....

- **Community** refers to the people and organizations that use our programs and services or are affected by the Park Board's operations and activities
- **Transparency** is about being accessible to our community, ensuring open access to corporate information and conducting our operations in a way that is easy for others to see and understand

# Definitions

For the Park Board....

- **Participation (1.3)** is encouraging people to use parks, sign up for recreation programs and engage in Park Board activities
- **Active Living (1.3)** is helping people to find ways to move more and be physically active on a regular basis

# Definitions

For the Park Board....

- **Green Space (3.2)** is land that is protected from development, and used:
  - for active or passive recreation
  - for meeting and socialization
  - to conserve and protect wildlife and plants
  - to bring nature and beauty to urban communities
  
- **Ecosystem Enhancement (4.1)** is restoring and protecting natural features such as parklands, woodlands and wetlands to support biodiversity, breathable air, a clean and reliable supply of water, a liveable climate, flood moderation, erosion control, and recreation

# Definitions

For the Park Board....

- **Local Food Systems (4.2)** are networks of food production and consumption that are economically accessible and where the producer and consumer are geographically close to each other. Examples of how the Park Board supports local food systems include community gardens, planting of fruit and nut trees and providing space for farmers' markets

# Definitions

For the Park Board....

- **Partners (5)** are the people or organizations the Park Board works with to provide programs and services to fulfill its mission and vision
- **Entrepreneurial (8.2)** means proactively identifying, evaluating and implementing new initiatives, be it through existing operations or via new opportunities, that increase revenues, control costs or improve service quality
- **Scalable (9.2)** means that our infrastructure is capable of being easily expanded



## *Next Steps*





## Phase 3 – Bringing the Plan to Life

- Prioritization
- Action planning
- Resource allocation
- Metrics
- Annual planning cycle

# Annual Planning Cycle

Finalize Board,  
Management Action  
Plan (MAP) and Budget

Budget

**1** Situation  
Assessment



New Planning  
Cycle Begins

**5**

**2** Strategic  
Planning  
Sessions

**6**

“Action Planning”

Board & Management  
“Strategic Planning”

**3**

Finalize Ranked List of  
Strategic Priorities

**7**

Business  
Plan



**4**

Action Planning  
& Budgeting Begins

**8**

Annual  
Report

