



January 31, 2019

MEMO TO : Park Board Commissioners

FROM : Shauna Wilton
Deputy General Manager, Vancouver Board of Parks and Recreation

SUBJECT : **Park Board Success Plan 2019-22**

Dear Commissioners,

This memo is to inform you of a new process for the alignment of strategic planning and priority setting for the Board and staff.

In May 2012, the Park Board endorsed a [5 year Strategic Framework](#). The general principles and pillars of this plan were well aligned to the larger aims and outcomes sought by the work of the Board and were regularly referenced in reports, performance plans, and other strategic initiatives. However, as the framework's term was not aligned with the election cycle, it did not necessarily reflect the specific goals and priorities of subsequent Boards.

Although the strategic plan was due for renewal in 2017, this work was delayed as staff sought a guiding framework that would more closely align the goals of incoming Boards with the work of staff. To that end, a new process has now been developed with the help of Raymond Penner, an experienced facilitator who has done strategic planning with other governmental organizations, including cities, and also has experience with the Park Board through his facilitation of the successful JOA process with CCAs in the summer of 2017.

As part of the annual planning and performance review cycle, staff have already begun the process of determining individual objectives as well as departmental and Park Board wide projects. These are based on ongoing work from last year, previously approved board motions, and long-term guiding strategies (for example Biodiversity Strategy, Healthy City Strategy, etc.). The proposed project approach is to marry staff planning with the goals and objectives of Commissioners to produce a 4 year "Park Board Success Plan" for the duration of each Board term.

This approach allows for a more prioritized alignment of work and resources, communication of goals and objectives, and creates a shared roadmap for the next 4 years.

The process will start with Raymond conducting individual interviews with each of you to understand what outcomes and priorities you would like to see achieved as an independent Commissioner, as well as your hopes for overall Board success. He will amalgamate this input into a report for staff to identify Commissioners' shared goals, as well as those goals not shared or in conflict.

Raymond will then use this report to facilitate a staff workshop to integrate Commissioners' goals into existing work plans. The output of this workshop will be a high-level draft 4-year Park Board Success Plan. This draft plan will be brought forward to a public meeting to seek Board



approval, at which time Commissioners will have the opportunity to debate and amend as needed.

Once Board approval has been received, the plan will be used to inform high-level annual progress checks with the Board. On an ongoing basis, this plan is intended to support the Board as a shared goal document for motions and policy decisions moving forward, assist the Board in its oversight role with respect to progress, and to provide management and staff alignment of focus with Board supported priorities.

We are looking to start this process immediately and anticipate a report out to the Board in April. You can expect Raymond to arrange a one-on-one session with each of you shortly.

Regards,

A handwritten signature in black ink, appearing to read "Shauna Wilton". The signature is fluid and cursive.

Shauna Wilton
Deputy General Manager - Vancouver Board of Parks and Recreation

/clc

Copy to: PB Senior Leadership Team
PB Communications
Raymond Penner