



PENINSULA RECREATION COMMISSION
Thursday, February 26, 2015 at 7:00 pm
Greenglade Community Centre
Room #1, 2151 Lannon Way, Sidney, BC

SUPPLEMENTARY AGENDA

7. Reports

- 3) Program Report
- d) [Renewal of Strategic Plan](#)

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**REPORT TO PENINSULA RECREATION COMMISSION
MEETING OF THURSDAY, FEBRUARY 26, 2015**

SUBJECT RENEWAL OF STRATEGIC PLAN

ISSUE

To authorize a Call for Credentials to hire a consultant to assist in the development of a Strategic Plan.

BACKGROUND

The current Strategic Plan was adopted by the Commission on November 25, 2010 (a copy of the Strategic Plan can be found in the Commission's Policy and Procedure Manual). The current Strategic Plan covers the period of 2011 to 2015; therefore, the new plan would guide the Commission's work from 2016 to 2021. The current plan was contracted to Professional Environmental Recreation Consultants Ltd. at a cost of just under \$50,000 and the firm also did the Strategic Plan in 2004.

In developing a new Strategic Plan, the current staff would assume the lead role for the overall process with the assistance of a consultant to develop certain aspects of the plan. The consultant would be responsible for the planning and community engagement process which would involve a number of community meetings. Furthermore the consultant would lead the Commission through a strategic planning phase early in the process to scope the engagement and review the vision, mission and values set by the Commission. The four proposed phases of the scope of work for the consultant is as follows:

Phase 1 – Background research. Includes demographics, review of OCP, historical documents including plans, studies, surveys, review of trends and implications, SWOT, key result areas.

Phase 2 – Planning and Engagement Plan. Includes a workshop with the Commission to understand the needs of the decision.

Phase 3 – Community and Stakeholder Engagement. Includes community meetings.

Phase 4 – Report on the Proceedings and Internal Engagement. Includes meetings with the Commission and interviews with staff.

A Call for Credentials would be developed to select three of the most qualified and experienced firms or organizations which then will be invited to submit quotes for the project.

The consultation process would be designed to ensure strong community engagement and to capture key stakeholders in the community such as user groups, sports groups, community centre users and members.

A student (graduate level) from the University of Victoria would also be hired for the data input and the analysis of the community consultation process and assist with the writing of the Strategic Plan. The student would be hired for three months for 20 to 25 hours per week and assist staff to complete the final draft. The completion target for the Strategic Plan is September 2015.

ALTERNATIVES

That the Peninsula Recreation Commission recommends:

1. That staff proceed with a Call for Credentials to hire a consultant to assist in the development of a 2016 to 2021 Strategic Plan.
2. That staff not proceed with a Call for Credentials to hire a consultant to assist in the development of a 2016 to 2021 Strategic Plan.

IMPLICATIONS

SOCIAL IMPLICATIONS

The new Strategic Plan will guide the Commission's work for the 2016 to 2021 period in the delivery of recreation services contributing to the greater good of the entire community.

ECONOMIC IMPLICATIONS

Through the budgeting process, funds have been set aside annually to cover the costs of a Strategic Plan. In 2015, there is a balance of \$56,200 in this fund. It is estimated that the cost for the consultant would be \$15,000 to \$18,000. The estimated cost for the graduate student would be \$10,000 to 12,500; therefore, the total estimated cost would be between \$25,000 to \$30,500.

CONCLUSION

Development of a new Strategic Plan is commencing with a Call for Credentials to select a consultant to assist staff in the development of a plan. In addition, a graduate student would be hired for data input and analysis.

RECOMMENDATION(S)

That staff proceed with a Call for Credentials to hire a consultant to assist in the development of a 2016 to 2021 Strategic Plan.



Lorraine Brewster
Manager of Program Services

LB:sa