

Comox Recreation Commission Strategic Plan - 2007

Revised May 29, 2007

This Strategic Plan has been developed by the Board and Staff of the Comox Recreation Commission. It is intended to provide direction through the establishment of key goals and objectives that will guide the organization as it moves forward in providing quality recreational programming for the citizens of the Town of Comox.

Vision Statement

The Comox Recreation Commission envisions a community in which all people regularly participate in recreational activities. We will accomplish this by taking a proactive leadership role to ensure residents are provided with recreational programs and services that are relevant, inclusive, affordable and sustainable.

Mission

The Comox Recreation Commission provides recreational programs and facilities to help improve the quality of life in Comox.

CORE VALUES & BELIEFS

We are dedicated to providing sustainable recreational activities that draw people together, are available to all and will benefit the community as a whole.

We believe recreation includes physical, leisure, social and cultural activities that promote wellness, are life-long and enrich the quality of life.

We believe in being financially accountable to the community by operating in a prudent, transparent and ethical manner.

We value our members and provide a respectful and safe environment where individuals can achieve their goals.

We encourage local partnerships and will seek to purchase supplies and services from local companies whenever possible.

We endeavour to provide buildings and equipment that are well maintained and strive to ensure that patrons feel safe when using our indoor or outdoor facilities.

We believe in working co-operatively with the Town of Comox to ensure that the needs of the community we serve are being met.

We believe in providing a work environment that fosters growth, promotes teamwork and provides development opportunities for staff, instructors and volunteers.

We believe in recycling and utilizing materials and supplies that are in keeping with the protection of the environment.

Overall Strategic Direction 2006-2009

Our focus, by 2009, is to offer a spectrum of inclusive recreational activities that draw people in our community together through responsive programming that is designed to meet people's needs in innovative ways and is supported by a comprehensive business plan and marketing strategy.

We will move beyond the traditional methods of providing recreational programming by acting on our belief that recreation is multi-faceted and includes physical, social, leisure and cultural activities.

Goals and Objectives

1 - Objective:

To create an effective recreation commission board that is proactive and responsive to the needs of the community and staff

Strategies:

- Examine the current governance model and update if necessary so that it meets the needs of the Comox Recreation Commission
- Maintain and keep current a policy and procedures manual
- Institute a board development, orientation and succession planning strategy
- Develop and implement a communications plan to reach out to members and the community at large.

2 - Objective:

To provide recreational programming that meets the diverse needs of the community.

Strategies:

- Use research and reliable data to consistently evaluate and develop programs that are affordable and accessible to all residents. Create a system to regularly collect input from the community about operations and programming.
- To ensure that programs are being delivered effectively and efficiently, continuously monitor the service delivery model.
- Continue to offer an array of innovative services that integrate physical, social, leisure and cultural activities accessible to all ages.

3 - Objective:

Develop a facility utilization plan that assures a safe, healthy environment and allows for expansion as the community's needs grow.

Strategies:

- Develop a comprehensive building plan that addresses the current need to add on a gymnastics facility to free up needed space and to address the future needs of the community.
- Develop and implement strategies to maximize the use of equipment, evaluate it for replacement, minimize downtime and look for opportunities to add new equipment.
- Develop a comprehensive plan for the use of recreational facilities other than the community centre.
- Develop a fitness studio upgrades plan
- Maintain a safety and maintenance plan which includes a facility inspection and analysis

4 - Objective:

To be financially accountable to the community by operating in a prudent, transparent and ethical manner.

Strategies:

- Develop a business plan that includes a comprehensive financial strategy.
- Improve the self-sufficiency of the Recreation Commission by creating partnership opportunities which enhance recreational programming
- Develop a plan to secure grant funding from outside sources.

5 - Objective:

To operate in a manner that promotes good employee relations and fosters opportunities for development and growth.

Strategies:

- Establish regular staff meetings to keep the channels of communication open and to provide for evaluation and input on programming and services including safety, operations and administration.
- Maintain a program that recognizes staff achievements and milestones.
- Provide opportunities for continuous or advanced job specific training.
- Maintain strategies that provide for a positive, safe and flexible work environment.

6 - Objective:

To enhance the relationship with outside organizations including civic, business, media, members and the community at large.

Strategies:

- Continue to ensure the Recreation Commission is working cooperatively with Town of Comox departments and representatives.
- Create a communications plan that regularly promotes the value and benefits of quality recreational programming.
- Provide opportunities for schools, businesses and community groups to participate in Recreation Commission activities and events.

- Develop ... in cooperation with other stakeholders ... a recreation and cultural policy for the Town of Comox
- Engage the School Board in discussions with regards to recreational opportunities.

7 - Objective:

Promote the benefits of living a healthy lifestyle through recreational programming and increased program usage.

Strategies:

- Develop and implement a marketing program that reaches all levels of the community through the use of advertising and other promotional vehicles.
- Up grade the commission's website.

8 - Objective

Monitor operational effectiveness

Strategies

- Develop an information technology plan
- Establish a customer relations plan
- Develop an operations manual
- Staff and Board will meet bi-annually to review and update the strategic plan