

Parks, Recreation and Cultural Services



Current Reality Issues and Challenges

Dec 2003

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Summary of Key Issues

- Changed demographics
- Identified needs not being addressed
- Lack of integration of services
- Inefficient use of resources
- Relationships
- Unclear roles, responsibility and accountabilities
- Not financially sustainable
- Change is difficult

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Ensures City Ability to Meet Community Needs

- Inequity of resources applied across City
- Services not well coordinated
- Barriers to participation (\$, language, cultural, physical)
- Focus on amenities, facilities, not on community
- Staff resources not assigned to priority areas
- Staff reporting to multiple bosses (City, NPO, specialists)

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Ensures That Customer Service Is Enhanced

- Inconsistent standards and processes
- Management information systems not uniformly used or accessible
- Training inequities (City, NPO)
- Complaint resolution complicated
- Duplication, inconsistent marketing and promotion
- Brand issues (is this the City or is this the NPO)
- IT systems often difficult to implement

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Values and Encourages Community Involvement

- Minimal training, support, recognition of volunteers
- No volunteer database
- No volunteer coordination, no budget or resources
- Complaints re: lack of volunteer recognition and respect for volunteers
- Observed difficulty in board recruitment
- Inconsistent approach for public involvement, input and public information

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Values Effective Partnerships

- Unclear roles of partners and City
- Unclear accountability to City
- No contract management structure or system to monitor contracts and agreements
- Inconsistent approaches to working with groups
- Difficult to develop new partnerships
- Staff time to work with and manage partnerships
- Change requires negotiation with multiple organizations

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Ensures Financial Sustainability

- More demand than resources, growth constant
- Increased costs with no corresponding revenues
- Inconsistent financial standards and practices
- NPO and City budgets aren't prioritized or coordinated
- Duplicate budgeting and financial processes
- Lack of flexibility to change priority areas and apply needed resources
- Budget restrictions (City policy)

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Provides a Policy Framework to Guide Decision Making

- Lack of resources for planning and policy development
- Lack of policies to guide decision making
- Confusion between policy and practice
- Risk management and liability unclear
- Third party liability not an expectation of facility use
- History takes precedent
- Confusion over who has the senior authority, City or NPO

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So Now What?

- How does the make up of our community effect how we provide for the future? Marketplace: who are they, where are they, what do they need?
- How do we ensure that we are flexible, responsive and resourceful?
- What is the role of the City, the community, NPO's?
- How should services be coordinated (functional, sectoral, special interest, by area, by age group)?
- What standards and policies need to be established?
- What do we say no to and how do we say it?

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So Now What?

- What is the best way to involve the community?
- How can technology make things easier, more accessible, integrated?
- Should the City support it's volunteers? How?
- What guidelines and standards for agreements and contracts should be in place?
- How should the City prioritize who gets what (\$, people, things)?
- How do we work more effectively together?
- How can we improve relationships and foster new ones?

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What to Keep and Build on?

- Mission, vision, values and principles
- Community volunteers and community leadership
- Staff expertise and skill
- Community involvement
- Facilities (indoor, outdoor)
- Cultural diversity
- Outdoor gathering places
- Work together and coordinate



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What to Keep and Build on?

- IT systems
- Contracts and business practices
- Festivals and multicultural celebrations
- Walk-able community with local interesting destinations
- Passion, positive thinking
- Links to decision makers



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Next Steps

- Work with others
- Decide who does what
- Establish standards and reporting structure
- Provide support
- Do it
- Continually evaluate
- Grow citizenship, foster leadership and cultivate active people



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