

VISION:

“The voice of action for strengthening and supporting resort communities in Saskatchewan.”

MISSION STATEMENT:

“PARCS will support and represent the interests of resort communities of Saskatchewan at a local, provincial and federal level.”

VALUES:

PARCS values and promotes:

- Equity in resource allocation
- Fairness in assessment and taxation
- Transparency in sharing information
- Accountability at all levels of government
- Environmental stewardship
- Sustainability of resort communities
- Collaboration to meet the changing needs of a growing and evolving province

STRATEGIC DIRECTIONS:

In order to achieve its vision and mission, PARCS has **four** strategic directions that complement each other:

1. To engage resort communities across Saskatchewan in dialogue regarding the impact of economic, environmental, or social issues.
2. To lobby for Saskatchewan resort communities on issues of mutual concern that can threaten the sustainability of resort communities in Saskatchewan.
3. To foster increased capacity for Saskatchewan resort communities to govern and manage their communities effectively.
4. To increase the awareness and image of PARCS in Saskatchewan.

GOAL #1:

To engage resort communities across Saskatchewan in dialogue regarding the impact of economic, environmental, or social issues.

OBJECTIVES	ACTIVITIES	LEADERS	TIME FRAME
(a) To <u>increase membership</u> in PARCS year over year	i) Determine potential and target member organizations in each Region for membership	Regional Directors Member Services	January - February
	ii) Maintain a current database of Sask organized hamlet resort communities and Resort Villages from the Sask Municipal Directory	Member Services	Ongoing
	iii) Develop an annual marketing plan for membership recruitment	Member Services and Sub-Committee	November Planning Session
	iv) Engage in an annual membership blitz to retain current members and attract non-members	Member Services and Regional Directors	<u>April 1</u> – Mail Out of invoices and recruitment letters
	v) Review membership rates together with categories of members linked to PARCS Bylaws		January each year
(b) To maintain a <u>website</u> for PARCS as a communications medium	i. Revamp the website to reflect current information needs and access to information	Member Services	As required
	ii. Maintain PARCS website with current information and appropriate links	Member Services	As required
(c) To develop a <u>communications strategy</u> to send and receive information pertaining to PARCS and resort communities	i) Sustain regular newsletter compilation and distribution electronically at minimum 6x year	Member Services	Bi-monthly
	ii) Develop and retain a newsletter distribution list, updating with new and potential members	Member Services with input from Directors	Ongoing
	iii) Research the effectiveness and opportunity for implementing social media tools	Member Services with input from Directors	Ongoing

(d) Host an <u>Annual Convention</u> in the fall of each year	i) Establish a convention committee to research current topics, speakers, location, sponsorships & make recommendation(s) to the Executive	Convention Sub-Committee or Committee of the Whole	January to April	
	ii) Advertise and promote the annual convention to all stakeholders	Member Services	April until convention	
	iii) Evaluate the convention as a means to improve future conventions	Member Services	Immediately post-convention	
OUTCOME MEASURES:		PERFORMANCE MEASURES:		
<ul style="list-style-type: none"> PARCS membership increases by 10% per year until at least 90% of organised resort communities in Saskatchewan are members of PARCS Annual Fall Convention 		<ul style="list-style-type: none"> Database of current and potential members is updated annually List of stakeholder groups and organizations is updated annually 		

GOAL #2:				
To <u>lobby</u> for Saskatchewan resort communities on issues of mutual concern that can threaten the sustainability of resort country in Saskatchewan.				
OBJECTIVES	ACTIVITIES	LEADERS	TIME FRAME	
(a) <u>Consult</u> with PARCS members and stakeholders	i) Establish a website to send and receive communications	See above	See above	
	ii) Develop and distribute regular newsletters			
	iii) Host regional meetings at the annual convention			
	iv) Develop local (1-1) contact with resort communities	Regional Directors	Ongoing	
(b) <u>Research current issues</u> that arise out of consultation, communication and/or environmental scan	i) Establish key contacts with government Ministries, SUMA, SARM, SAW and other groups linked to PARCS members	Executive and Member Services	Annually at minimum and more frequently as needed	
	ii) Collect facts related to each issue			

	iii) Review new, ongoing, and emerging issues in a timely manner, and determine those that require briefings and/or position papers		Round Table at bi-monthly PARCS Board Meetings	
(c) Develop <u>position papers</u> to present to government which articulate the issues, recommendations for resolution, and desired outcomes	i) Establish a subcommittee(s) to draft and edit Position Paper(s)	PARCS Board 2017: Shoreline Issues 2017: Lake Stewardship	Winter annually	
	ii) Validate issue and position with Board and key stakeholders	2017: Controlled Development in Resort Communities		
	iii) Determine lobbying plan for each position paper, with priority for face-to-face meetings with decision-makers	Executive		

(d) <u>Communicate position papers</u> internally to PARCS members and externally to relevant non-members and stakeholder groups	i) Utilize the regional meetings and annual convention to review position papers and government responses to current issues	Regional Directors	Annually	
	ii) Engage stakeholder organizations such as SUMA , SAW, SARM in supporting PARCS positions	Executive and Member Services	At least once per year, more often if required	
(e) <u>Liaise with government</u> on issues raised through Position Papers	i) Maintain contact with key government personnel	Member Services	Ongoing	
	ii) Meet formally with key Ministries to keep them apprised of PARCS issues	Board of Directors and Member Services	Annually	
	iii) Communicate with key elected Ministers regarding PARCS issues iv) Research provincial Lobby Day(s) and potential for PARCS involvement	Board to promote Resolutions Process	As required	
OUTCOME MEASURES: <ul style="list-style-type: none"> PARCS Position Papers Measurement of Outcomes from Position Papers 		PERFORMANCE MEASURES: <ul style="list-style-type: none"> Meetings with government and stakeholder organizations 		

GOAL #3:

To foster increased capacity for Saskatchewan resort communities to govern and to manage their communities effectively.

OBJECTIVES	ACTIVITIES	LEADERS	TIME FRAME
<p>(a)</p> <p>To research, propose and/or support <u>best practices in local governance</u> relevant to the various forms of resort communities (resort villages, organized hamlets, and unorganised communities)</p>	<p>i) Identify local needs and develop strategies to address training gaps and delivery needs</p>	<p>PARCS Board</p>	<p>As required</p>
	<p>ii) Work with the Ministry of Government Relations, SARM and SUMA to address governance needs of resort communities</p>	<p>Regional Directors and Member Services</p>	
<p>(b)</p> <p>To coordinate <u>governance training opportunities</u> for resort communities</p>	<p>i) Bring training opportunities to the PARCS membership at the annual convention</p>	<p>Executive</p>	<p>As opportunities present themselves</p>
<p>(c)</p> <p>To foster <u>intra-and inter-municipal collaboration</u> to support the growing economy of Saskatchewan and the impact on resort communities</p>	<p>i) Work with Ministry of Government Relations, SUMA, and SARM to (re)define the governance structure for resort communities in Saskatchewan within and between municipalities</p>	<p>Executive</p> <p>Member Services</p> <p>2017: Input into <i>Planning and Development Act</i> Amendments;</p> <p>OCP Guidelines / template</p> <p>Zoning Bylaw template</p>	<p>Ongoing</p>
	<p>ii) Lobby the Ministry of Government Relations and assist with the redrafting of the <i>Guide to Organized Hamlets in Saskatchewan</i></p>		
	<p>iii) Lobby the Ministry and the Minister of Government Relations on behalf of <u>voluntary restructuring into districts</u> for resort communities on a common lake</p>		

OUTCOME MEASURES:

- Resort communities report increased ability and opportunity to deal with governance issues at the local level

PERFORMANCE MEASURES:

- The number and type of training opportunities initiated, offered, or in which PARCS was a participant.

GOAL #4: To increase the awareness and image of PARCS in Saskatchewan

OBJECTIVES	ACTIVITIES	LEADERS	TIME FRAME		
<p>(a) Establish 2-way communication with the Ministry of Government Relations, SARM, SUMA, SAW, and other relevant organizations</p>	<p>i. Initiate frequent phone calls and emails with government advisors</p>	<p>Executive Members Services</p>	<p>Ongoing</p>		
<p>(b) Network through representation at other organizations' annual conventions and newsletters</p>	<p>i. Submit articles for other organization's newsletters ii. Deliver presentations to annual conventions of associated organizations by invitation</p>	<p>Member Services PARCS Executive</p>	<p>Based on opportunity or invitation</p>		
<p>(c) Arrange meetings with government opposition leaders</p>	<p>i. Share position papers with Opposition Leaders</p>	<p>Member Services on Board direction: 2017: AIMM Education Property Tax</p>	<p>As developed</p>		
<p>(d) Investigate advertising opportunities in magazines, Fishing Guide, Hunting Guide, etc. to promote PARCS</p>	<p>i. Identify key publications ii. Gather costs of advertising iii. Determine cost-benefit of initiating advertising campaign</p>				<p>2017</p>
<p>OUTCOME MEASURES:</p> <ul style="list-style-type: none"> Increased awareness and visibility of PARCS by government, opposition, associated organizations and resort communities/members 		<p>PERFORMANCE MEASURES:</p> <ul style="list-style-type: none"> Contributing articles and presentations to other organizations newsletters and conventions Engagement of Opposition Party in PARCS positions 			

