



Provincial Association of Resort Communities of Saskatchewan – PARCS Strategic and Operational Plan [2019]

VISION: “The voice of action for Saskatchewan resort communities.”

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

VALUES: PARCS values and promotes:

- **Equity** in resource allocations (grants).
- **Fairness** in assessment and taxation.
- **Transparency** in enhancing communications.
- **Accountability** at all levels of government.
- **Environmental stewardship** supporting the sustainability of resort communities.
- **Collaboration** to meet the changing needs of a growing province and its constituents.

GOALS: In order to achieve its vision and mission, the PARCS Board of Directors has adopted the following strategic goals for the next few years:

1. To plan for further actions of our Board and staff, based on strengths identified in the Leaders Survey.
2. To plan for further actions about areas of concerns regarding general PARCS functioning emerging from the Leaders Survey and the follow-up Board dialogue.
3. To plan for specific learning opportunities for our communities based on the needs emerging from the Leaders Survey.
4. To plan for succession.

SPECIFIC OBJECTIVES AND ACTION PLANS for each goal:

GOAL #1 - To plan for further actions by our Board and staff to <u>build on strengths identified in the Leaders Survey.</u> [see attachments #2.1 & 2.4]		
OBJECTIVE:	ACTION:	MEASUREMENT:
To plan for a follow-up initiative to the 2018 zebra mussel regional informational meetings.	Four (4) regional zebra mussel committees , led by regional directors (or designate) during the summer of 2019, to plan for follow-up affirmative action	Effectiveness will be determined by the number of communities that responded to the Regional Directors' invitations and the PARCS Board's determination of the quality of their reported follow-up actions.
To acknowledge local initiative in regional collaboration	An article in an upcoming newsletter with a follow-up invitation to share success stories.	Effectiveness will be determined by the number of responses to follow-up invitation in to share policies.
GOAL #2 - To plan for further action about <u>concerns regarding general PARCS functioning that emerged from the Leaders Survey.</u> [see attachments #2.1 & 2.4]		
OBJECTIVE:	ACTION:	MEASUREMENT:
To respond to requests for more opportunities for sharing during conventions.	The 2019 convention agenda will: <ul style="list-style-type: none"> ▪ Allow for more 'down-time' ▪ Have more 'beak-out sessions' ▪ Include opportunities for networking 	The Convention Evaluation Form will specifically ask attendees to comment on these 3 aspects of the convention. The evaluation will reflect both the number and the quality of the responses.
To address the concerns raised about: <ul style="list-style-type: none"> ▪ Our current fee structure ▪ The role of regions and/or regional directors 	The 2019 PARCS Business Agenda will: <ul style="list-style-type: none"> ▪ Highlight these 2 topics for discussion <ul style="list-style-type: none"> ▪ Current fee structure ▪ Role of regions for PARCS ▪ Include, in the discussion guide, specific questions to be answered about these 2 topics 	The November 2019 joint meeting of the 2019 directors, along with the 2020 directors-elect, this join board will specifically address the input from the input forms from the October convention. The evaluation will reflect both the number and the quality of the responses.

GOAL #3 - To plan for specific learning opportunities for our communities based on the needs emerging from the Leaders Survey. [see attachments #2.2 & 2.4]		
OBJECTIVE:	ACTION:	MEASUREMENT:
To teach RVs about the functioning of effective councils (setting agendas, working with staff and ratepayers, etc.)	Pre-convention workshop for resort village leaders , at 2019 convention	<p>For the sessions identified in this plan, the Convention Evaluation Form will be more detailed, asking participants to identify the specific areas of their own individual growth or unmet needs (for the purpose of possible future follow-up learning activities). Again, the evaluation will reflect both the number and the quality of the responses.</p>
To teach OH and RMs about effective practices for working together (setting OH budgets, payment of invoices, etc.)	Pre-convention workshop for RM and OH leaders , at 2019 convention	
To teach all of our leaders about the importance of establishing & using policies	<p>A policy-sharing major in-convention workshop for all leaders with break-out sessions on specific policy categories such as:</p> <ul style="list-style-type: none"> ▪ Operation of council (budget setting, councillor ethics, web site), ▪ Human resources (supervision of staff, contracts, staff appreciation, safety) ▪ Services (garbage, snow removal, water) ▪ Environmental protection ▪ Facilities & equipment (rentals, etc.) 	
GOAL #4 - To plan for succession [see attachments #2.3 & 2.4]		
To systematically plan for a new era of leadership for PARCS.	At the 2019 convention, PARCS will introduce and establish a province-wide committee including representation from the current board as well as a member-at-large from each region, charged with the task of formulating a succession plan for PARCS.	The 2020 convention will include an opportunity for delegates to approve, amend, discard – the plan put forward by the 2019 SUCCESSION COMMITTEE. The 2019 delegates' convention evaluation form will ask delegates to comment on the strengths and weaknesses of the plan.