

## Appendix A: Sample Strategic Master Plan Table of Contents

### **Acknowledgements**

#### **Table Of Contents**

- I. Executive Summary**
- II. Past, Present and Future – The Planning Context**
  - A. Vision and Mission
  - B. Purpose of this Plan
  - C. History of the Division
  - D. Divisional Overview
  - E. Related Planning Efforts and Integration
  - F. Relationship to the *Previous and Concurrent Plans*
  - G. Methodology of this Planning Process
  - H. Timeline for Completing the Plan
- III. What We Want – Our Community and Identified Needs**
  - A. Community Profile and Demographic Study
  - B. Current Trends
  - C. Community and Stakeholder Input
- IV. What We Have Now – An Analysis of Public Programs and Spaces**
  - A. Community Recreation Programs – Recreation Division
  - B. Indoor Recreation Facilities
  - C. Opportunities to Improve Indoor Facilities and Programs
  - D. Outdoor Active Facilities and Sports
  - E. Parks and Natural Resources Facilities
  - F. Opportunities to Improve Outdoor Facilities, Parks and Natural Areas
  - G. Inventory and Composite Values Method (CVM) Level of Service Analysis
- V. How We Manage – Analysis of Findings and Oversight**
  - A. Administration, Management and Organizational Development
  - B. Planning and Design
  - C. Marketing and Communications
  - D. Information Management and Technology
  - E. Maintenance
  - F. Finances and Traditional Funding
  - G. Alternative Funding
  - H. Partnerships
- VI. Great Things to Come – Recommendations and Action Plans**
  - A. Grand Challenges and Opportunities
  - B. Priorities
  - C. Implementation and Action Plans