

Metropolitan Exposition-Recreation Commission

Resolution 01-37

Whereas, MERC has developed business plans since 1994 to strategically manage operations and organizational responsibilities, meet fiscal challenges, explore new opportunities and ensure the ongoing success of the regional facilities under its management, and

Whereas, a strategic business planning process was begun in January 2001 to develop a new five year strategic plan for MERC through a participatory process involving key stakeholders and the public, and

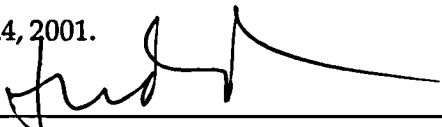
Whereas, MERC extended the expiration period of the previous business plans to October 31, 2001 to allow the development of a new strategic plan to be created with adequate time and public involvement, and

Whereas, the strategic planning process is now concluded and a new five year strategic plan has been developed to guide the direction and future of the organization,

BE IT RESOLVED that the strategic plan for MERC, attached as Exhibit A, is hereby approved.

BE IT FURTHER RESOLVED that Commission staff is authorized to make any non-substantive stylistic alterations deemed appropriate in the final document.

Passed by the Commission on October 24, 2001.

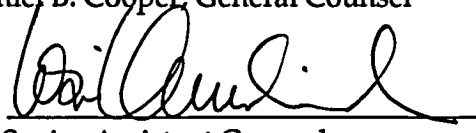


Chair



Secretary-Treasurer

APPROVED AS TO FORM:
Daniel B. Cooper, General Counsel

By: 

Senior Assistant Counsel

MERC Staff Report

Agenda Item/Issue: MERC Strategic Plan

Resolution No. 01-37

Presented by: Julie Reed

Date: October 24, 2001

Background:

MERC has developed business plans since 1994 to strategically manage operations, address organizational responsibilities, meet fiscal challenges, explore business opportunities to ensure the success of the regional public assembly facilities under its management.

MERC completed its most recent business plans in 1998. A business plan was prepared for each of the facilities under its management at that time, and a summary plan for the MERC organization. These three-year business plans are expiring October 31, 2001.

MERC formally initiated the current planning process in January 2001. The strategic plan model was developed through extensive research by the planning team (MERC senior management) and the Commission's consultant, Cogan Owens Cogan. The planning model outlined a series of development steps, and staff was directed to bring the completed plan before the Commission for approval by October 31, 2001.

The planning model approved by the Commission includes a number of separate planning steps. The primary steps were designing a planning process model and parameters, industry and organizational research, reviewing organization and facility missions, conducting stakeholder interviews, completing an environmental assessment or SWOT analysis, identifying strategic issues, goals and strategies, a public involvement process, writing the plan, and developing an implementation process.

The planning process is now concluded, and a new five-year strategic plan to guide the organization's direction and future developments is now complete.

At the start of the process, several key objectives were created to measure and assess how effective the process was. It has been a collaborative and inclusive process involving key stakeholders in the community representing government, business and industry, customers and vendors, users, employees, and the public; the plan provides a framework to guide the facilities in the service of their missions, goals and business operations; and it provides an approach to generate funding for capital and operating needs.

We believe the new strategic plan provides appropriate guidance and direction on where the organization should be headed in the next five years. The strategic plan provides a benchmark and planning tool that will drive decisions, policymaking, and budgeting throughout the organization.

Recommendation:

Staff recommends that the Metropolitan Exposition-Recreation Commission approve Resolution 01-37.