
TO: Committee of the Whole **MEETING:** October 8, 2019

FROM: Geoff Garbutt
General Manager of Strategic and
Community Development **FILE:** 6430-01

SUBJECT: 2019 - 2020 Operational Plan Update

RECOMMENDATION

That the Board endorse the Regional District of Nanaimo 2019 - 2020 Operational Plan Update.

SUMMARY

The 2019-2022 Board Strategic Plan was developed to be a living document that is to be reviewed and updated on an annual basis. As part of the review process, an updated 2019 Operational Plan has been completed see Attachment 1. In addition to summarizing accomplishments from 2018, the 2019-2020 Operational Plan captures high priority actions for the current year and aligns them to a primary strategic goal or priority identified by the Board's Strategic Plan. The 2019-2020 Operational Plan outlines operational 'Task(s)' in order to complete the 'Action(s)' (Initiatives) associated with accomplishing the Board's eight Key Strategic Areas. The 2019-2020 Operational Plan also outlines implementation items and activities to complete, providing a tool for the RDN Board and staff to measure progress on advancing the Board's Strategic Plan.

BACKGROUND

At the RDN, Operational Planning is the process of linking the Board's 2019-2020 strategic focus areas and priorities of the organization with service delivery goals and objectives. Service delivery goals and objectives in this Operational Plan arise from RDN Board resolutions, Board policies and adopted plans, items identified as high priority in strategic planning seminars, legislative and regulatory requirements, staff identified work plan items, and internal process reviews. The operational plan outlines milestones and key tasks required to achieve organizational success, and how RDN staff aim to implement the Board's strategic vision.

This update reveals the considerable extent of work undertaken by the RDN during the September 2018 to July 2019 period. This includes projects that begin and end in 2019, multi-year projects that began prior to 2019, or, that began in 2019 and will continue in future years; as well as notifying the Board of future projects.

To illustrate how the action items listed in the 2019 - 2020 Operational Plan supports the new 2019-2022 Board Strategic Plan, with each action item being attributed to a primary Key Strategic Area:

1. Climate Change
2. Environmental Stewardship
3. Housing
4. Growth Management
5. Transportation and Transit
6. Economic Coordination
7. People and Partnerships
8. Social Well-Being

Within each focus area, several Strategic Priorities are listed. Each has been assigned a primary strategic priority – the one that most clearly advance as a result of the action. The end result of this analysis is a comprehensive overview of priority organizational activities undertaken in or planned to be completed in 2019 that advance the Board Strategic Plan.

It is important to note that many of the high priority action captured in the 2019-2020 Operational Plan may take several years to several years to complete. To address this, the Plan indicates the year key tasks are to be completed when projects extend beyond 2019. Since the first annual Operational Plan was completed in 2017, it has become evident that this document has been a very effective tool and key deliverable in the process to both communicate to the Board on the organizational activities, track progress and improve the implementation of the Board Strategic Plan over time. The attached 2019-2020 Operational Plan represents the continuation of that effort.

ALTERNATIVES

1. That the Board endorse the Regional District of Nanaimo 2019 Operational Plan Update.
2. That the Board provide alternate direction to staff.

FINANCIAL IMPLICATIONS

Action items captured as 2018 and 2019 initiatives are accounted for in the current Financial Plan.

Action items captured with the term ‘Planned’, ‘Future’ or projected timeline start dates for 2020 or later will be requested for inclusion in the 2020-2024 Financial Plans.

There are no unaccounted-for financial implications associated with receiving the Operational Plan Update.

STRATEGIC PLAN IMPLICATIONS

The Board Strategic Plan is the highest-level plan for the RDN, establishing overall strategic priorities for the organization and guiding the Board’s consideration of actions, financial plans and departmental work plans. It is envisioned that the Operational Plan is closely integrated with the annual RDN Budget and Board Strategic Plan. Together these important plans and documents will guide the work of RDN staff and ensure work aligns with the Board’s Strategic direction. Further, the Operational Plan is intended to serve as a tool to measure organizational progress and report on its strategic priorities.

A handwritten signature in black ink, appearing to read 'G. Garbutt', is written over a horizontal line.

G. Garbutt

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September 30, 2019

Reviewed by:

- P. Carlyle, Chief Administrative Officer

Attachment:

- Regional District of Nanaimo 2019-2020 Operational Plan