
TO: Committee of the Whole **MEETING:** June 12, 2018

FROM: Chris Midgley **FILE:**
 Manager, Strategic Initiatives

SUBJECT: 2019-2022 Strategic Planning Process

RECOMMENDATION

That the 2019 – 2022 Strategic Planning Process be endorsed.

SUMMARY

The Board Strategic Plan establishes the long term organizational vision, key focus areas, deliverables and priorities. Traditionally, at the outset of each term, the Board initiates the process to develop a strategic plan for their term of office. Following the approval of the strategic plan, the Board then begins a continuous process to monitor the progress of the plan. This iterative process ensures the strategic plan continues to reflect the priorities of the Board while also remaining adaptable to change and responsive to the expectations of constituents.

The recommended strategic planning process incorporates Board sessions dedicated to assessing current organizational priorities and activities; exploring new ideas and establishing new priorities. The objective is for the Board's vision in the strategic plan to set the direction for the organization and the operational plan.

BACKGROUND

Through the development of a strategic plan, the Board of Directors considers mandated or committed service delivery responsibilities, core service priorities, longer term strategic priorities and corporate direction; as well as the impact of major external drivers likely to influence decision making over time. Such external drivers typically include factors affecting the regional economy, climate change, demographics, social conditions and priorities from senior government.

The recommended strategic planning process is set out below:

1. Background research is presented on external factors that will impact services provided;

2. Understand Current Priorities: Examine mandated responsibilities, high priority operational activities; current key focus areas and strategic priorities, corporate mission and vision;
3. Explore New Ideas: Board input on corporate vision and mission, new focus areas, priorities and projects;
4. Context: Identify implications and situate emerging priorities within organizational context;
5. Prioritize: Board considers implications of emerging priorities on organizational context and establishes priorities; and
6. Report: Identify actions to achieve priorities, prepare final strategic plan based on content generated by the Board.

The recommended date for the initial Board session is Tuesday, January 15, 2019, with a second session on Tuesday, January 29, 2019. The earliest opportunity for the Board to consider a final 2019-2022 Board Strategic Plan for adoption would be at the Regular Board Meeting to be held in March, 2019.

In addition to the strategic planning process that takes place at the outset of the term of office, the RDN Board has built annual updates into the strategic planning process to ensure the Board strategic plan is adaptable to change, effectively responds to the needs of constituents, and enjoys the full support of the Board over the entire term of office. This review has typically taken shape as a condensed, half-day session. The ongoing process of review ensures that all the Board's priorities advance, and demonstrates alignment between the Board strategic plan and RDN operational plan.

ALTERNATIVES

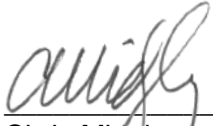
1. That the proposed 2019-2022 Board Strategic Planning Process be endorsed.
2. That alternate direction be given to staff.

FINANCIAL IMPLICATIONS

All work related to the Board strategic planning process is captured in the Approved 2018 Budget. No additional financial implications are anticipated to complete a 2019-2022 Board Strategic Plan.

STRATEGIC PLAN IMPLICATIONS

The Board strategic plan is a critical planning document for the RDN. The plan provides overarching direction, orientation and priorities for actions by the Board and implementation by staff. The development of the Board strategic plan at the outset of each term of office provides the opportunity for the RDN Board to set a strong foundation for action and direction for the organization. The strategic plan also provides the Board with the opportunity to situate priorities against longer term goals for the RDN as an organization and as a regional community.



Chris Midgley
cmidgley@rdh.bc.ca
May 3, 2018

Reviewed by:

- G. Garbutt, General Manager, Strategic & Community Development
- P. Carlyle, Chief Administrative Officer