

REGIONAL DISTRICT OF NANAIMO

COMMITTEE OF THE WHOLE

TUESDAY, MARCH 8, 2016

7:10 PM

(RDN Board Chambers)

A D D E N D U M

PAGES

STRATEGIC AND COMMUNITY DEVELOPMENT

2-12

Regional District of Nanaimo Board Strategic Plan 2016-2020.



RDN REPORT	
CAC APPROVAL <input checked="" type="checkbox"/>	
EAP	<input type="checkbox"/>
COW	<input checked="" type="checkbox"/>
MAR 04 2016	
RHD	<input type="checkbox"/>
BOARD	<input type="checkbox"/>

STAFF REPORT

TO: Dennis Trudeau
Interim Chief Administrative Officer

DATE: February 28, 2016

FROM: Geoff Garbutt
General Manager, Strategic and
Community Development

MEETING: COW March 8, 2016

FILE: 6430-20 BSP

SUBJECT: Regional District of Nanaimo Board Strategic Plan 2016 - 2020

RECOMMENDATION

That the Board adopt Regional District of Nanaimo Board Strategic Plan 2016-2020.

PURPOSE

The purpose of this report is to bring forward the Regional District of Nanaimo Board Strategic Plan 2016-2020 (the 'Board Strategic Plan', see Attachment 1) for Board consideration and adoption.

BACKGROUND

The Board Strategic Plan is the highest level plan for the Regional District of Nanaimo (RDN), establishing overall strategic priorities for the organization and guiding the Board's consideration of actions, financial plans and departmental work plans.

To develop the Board Strategic Plan, the Board of Directors followed a new approach to strategic planning, applying a typical planning framework in a dual stream process, examining regional services and issues, as well as services and issues exclusive to electoral areas. This approach was endorsed by the Board at a strategic planning session held July 31, 2015, and led to the Process for Strategic Planning Session 2015-2016, as developed by Paragon Strategic Services (see Attachment 2).

The most significant outcome of this approach is a strategic plan that is truly owned by the RDN Board of Directors. It is a plan that has been authored by the Directors themselves, and thus is a true reflection of the sitting Board's strategic priorities over the current term of office

The last step outlined in that process was to produce a final draft of the plan, which occurred in March of 2016. The Board directed that the Chair and a small group of Directors review the draft prepared by Paragon Strategic Services to confirm direction and content. The Directors and Chair are recommending adoption of the strategic plan generally including the Key Focus Areas, RDN Strategic Priorities, Governing Principles as well as the balance of the Strategic Plan areas on Measuring the Plan Progress and the Annual Strategic Plan Review. (see Attachment 1 – Regional District of Nanaimo Strategic Plan 2016-2020)

Through this review process, there was discussion about the strategic plan vision and that it could be approached using two methods, a current practice oriented vision and a future oriented vision. It was felt that the Board as a whole should make the final determination so two alternatives have been provided for consideration as the long term vision for the RDN. These two alternatives are as follows:

Vision Alternative 1:

Our Region is environmentally, socially, and economically healthy; resilient and adaptable to change. Residents of the Region meet their needs without compromising the ability of future residents to do the same.

Vision Alternative 2:

By 2025 the RDN is a recognized leader in sustainability through provision of cost effective, efficient and innovative delivery of services to an informed, engaged and creative population that values a vibrant economy, a healthy environment and the diversified heritage of its residents.

ALTERNATIVES

1. That the Board adopt the Board Strategic Plan with Vision Alternative 1.
2. That the Board adopt the Board Strategic Plan with Vision Alternative 2.
3. That the Board not adopt the Board Strategic Plan, and alternate direction be given to staff.

FINANCIAL IMPLICATIONS

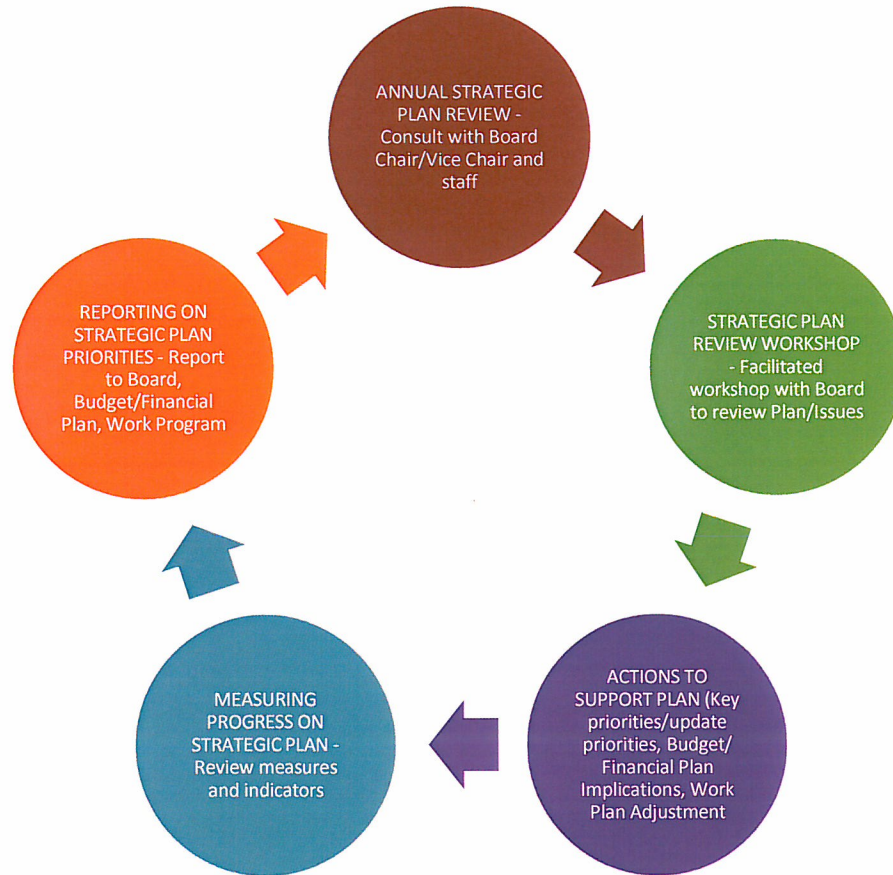
There are no financial implications associated with completion and adoption of the Board Strategic Plan. The plan will serve as a guiding document for future actions and decisions over the current term of office.

STRATEGIC PLAN IMPLICATIONS

The completion of the Board Strategic Plan represents an important milestone for the current Board of Directors. The Board Strategic Plan identifies five key focus areas for this term of office, which align with five RDN strategic priorities. These key focus areas and strategic priorities provide the overarching framework for activities undertaken by the RDN for the remainder of the current term.

Another unique and important feature of the Board Strategic Plan is the dynamic and iterative nature of the plan. The Board Strategic Plan is intended to be a 'living' document that is reviewed annually, including measuring progress and reporting on Strategic Plan priorities. Figure 1, below, from the Board Strategic Plan, captures this iterative nature, and indicates the importance of alignment between strategic priorities, annual budgets and departmental work plans.

Figure 1: Reporting on the Plan – Annual Strategic Plan Review

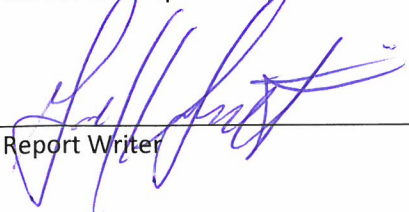


SUMMARY/CONCLUSIONS


The RDN Board of Directors has finalized its Board Strategic Plan. This represents an important milestone for the current Board of Directors as the Board Strategic Plan is the highest level plan for the organization, establishing the strategic priorities that will guide the development of annual budgets, departmental work plans, and five year financial plans, as well as inform Board decision making over the next four years.

The process to develop the Board Strategic Plan followed a dual stream process, where regional issues and services were dealt with separately from electoral area-specific services and issues. The plan is also unique in that it establishes a commitment to an annual review process, including monitoring progress and reporting on strategic plan priorities.

The resulting plan is a dynamic, living document that sets the tone for the remainder of the current term of office. As a plan authored by the Directors themselves, the plan is also an accurate reflection of the desires and aspirations of the current Board of Directors.

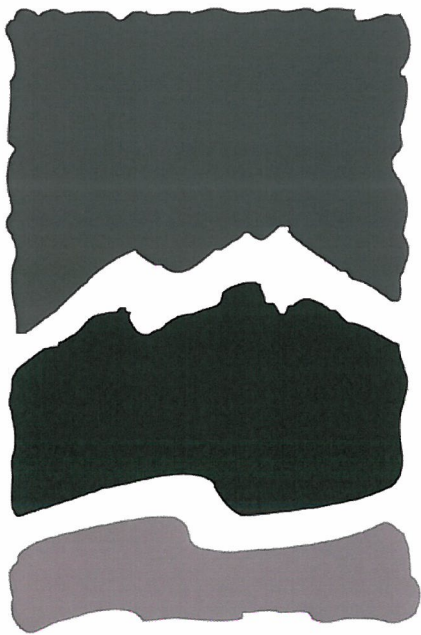


Report Writer



CAO Concurrance

REGIONAL DISTRICT OF NANAIMO STRATEGIC PLAN 2016-2020



REGIONAL
DISTRICT
OF NANAIMO

Process Facilitated by:

Tracey Lee Lorenson

Prepared by Paragon Strategic Services

1/26/2016

VISION

The following is the Vision the Board approved for the Regional District:

Our Region is environmentally, socially, and economically healthy; resilient and adaptable to change. Residents of the Region meet their needs without compromising the ability of future residents to do the same.

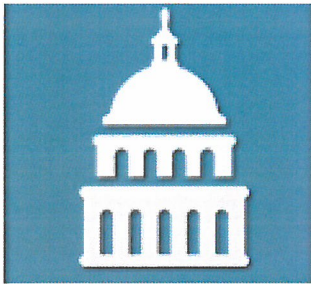
OR

By 2025 the RDN is a recognized leader in sustainability through provision of cost effective, efficient and innovative delivery of services to an informed, engaged and creative population that values a vibrant economy, a healthy environment and the diversified heritage of its residents.

INTENT

The intent of this plan is to guide the Board's consideration of actions, annual financial planning as well as long term financial planning, and the approval of annual work programs for RDN Divisions. This plan will communicate to the community the strategic direction of the organization and the Board. It is recognized that when considering recommendations to the RDN Board on issues, financial matters and work program items, staff will use a combination of identified strategic priorities, as well as the specific direction contained in the Strategic Plan.

KEY FOCUS AREAS



GOVERNANCE



ORGANIZATIONAL
EXCELLENCE AND
SERVICES



RELATIONSHIPS



ECONOMIC HEALTH



ENVIRONMENT

RDN STRATEGIC PRIORITIES*

FOCUS ON GOVERNANCE

The RDN will cooperate and advocate as a Region while recognizing the uniqueness of each community

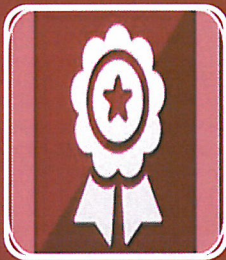


- WE WILL DEVELOP OUR GOVERNANCE STRUCTURE TO REFLECT OUR UNIQUE MUNICIPAL/ELECTORAL AREA DEMOGRAPHICS
- WE WILL CREATE AN ELECTORAL AREA CAUCUS TO ENHANCE REGIONAL GOVERNANCE
- WE WILL REVIEW OUR BOARD COMPOSITION AS OUR COMMUNITY CHANGES AND GROWS

FOCUS ON ORGANIZATIONAL EXCELLENCE AND SERVICES

The RDN will deliver efficient, effective and economically viable services that meet the needs of the Region

The RDN will focus on organizational excellence in all aspects of our daily actions and service delivery to our customers



- WE VIEW OUR EMERGENCY SERVICES AS CORE ELEMENTS OF COMMUNITY SAFETY
- WE WILL FUND INFRASTRUCTURE IN SUPPORT OF OUR CORE SERVICES EMPLOYING AN ASSET MANAGEMENT FOCUS
- AS WE INVEST IN REGIONAL SERVICES WE LOOK AT BOTH COSTS AND BENEFITS
- WE RECOGNIZE COMMUNITY MOBILITY AND RECREATIONAL AMENITIES AS CORE SERVICES
- WE RECOGNIZE AND PLAN FOR THE IMPACT OF OUR AGING POPULATION
- WE WILL ADVOCATE FOR TRANSIT IMPROVEMENTS AND ACTIVE TRANSPORTATION INFRASTRUCTURE
- WE WILL ENSURE OUR PROCESSES ARE AS EASY TO WORK WITH AS POSSIBLE

* For the purpose of the RDN Strategic Plan the term "We" refers to the RDN collectively, both Board and staff

RDN STRATEGIC PRIORITIES

FOCUS ON RELATIONSHIPS

The RDN will continue to develop and encourage meaningful relationships



- WE VALUE OUR FIRST NATIONS RELATIONSHIPS AND WILL INTEGRATE THEIR INPUT IN FUTURE PLANNING AND SERVICE DELIVERY ACTIVITIES
- WE WILL FOCUS ON IMPROVED TWO-WAY COMMUNICATION WITHIN THE REGIONAL DISTRICT AND WITH OUR COMMUNITIES
- WE RECOGNIZE ALL VOLUNTEERS AS AN ESSENTIAL COMPONENT OF SERVICE DELIVERY. WE WILL SUPPORT THE RECRUITMENT AND RETENTION OF VOLUNTEERS
- WE LOOK FOR OPPORTUNITIES TO PARTNER WITH OTHER BRANCHES OF GOVERNMENT/COMMUNITY GROUPS TO ADVANCE OUR REGION
- WE WILL FACILITATE/ADVOCATE FOR ISSUES OUTSIDE OF OUR JURISDICTION

FOCUS ON ECONOMIC HEALTH

The RDN will look at all our activities through an economic lens



- WE WILL SUPPORT BOTH OUR TRADITIONAL INDUSTRIES INCLUDING FORESTRY, TOURISM, MANUFACTURING AND FISHING AS WELL AS EMERGING KNOWLEDGE BASED AND TECHNOLOGY BASED INDUSTRIES
- WE RECOGNIZE THE IMPORTANCE OF WATER IN SUPPORTING OUR ECONOMIC AND ENVIRONMENTAL HEALTH
- WE WILL FOSTER ECONOMIC DEVELOPMENT
- WE SEE ECO-TOURISM AS A KEY ECONOMIC OPPORTUNITY IN OUR REGION
- WE RECOGNIZE THE IMPORTANCE OF AGRICULTURE AND AQUACULTURE IN OUR REGION

FOCUS ON THE ENVIRONMENT

The RDN recognizes that a healthy environment is key to economic development and a healthy community



- WE WILL HAVE A STRONG FOCUS ON PROTECTING AND ENHANCING OUR ENVIRONMENT IN ALL DECISIONS
- WE WILL EVALUATE AIR QUALITY AND CLIMATE IMPACTS AS FACTORS IN OUR INFRASTRUCTURE AND SERVICES PLANNING
- WE WILL PREPARE FOR AND MITIGATE THE IMPACT OF ENVIRONMENTAL EVENTS
- WE WILL INCLUDE CONSERVATION OF RESOURCES AS A PLANNING FACTOR

GOVERNING PRINCIPLES

To ensure a consistent, objective approach to decision-making, the Board has collectively affirmed a set of governance principles that seeks to balance the immediate, practical matters that make up the business of Regional governance with the long-term vision for the Region.

Have Vision and Courage - an increasingly unpredictable future will require courage to take bold actions to realize our vision for a resilient region.

Promote Economic Health - support for, and expansion of, our traditional industries as well as the diversification of our regional economy underlies our decisions.

Respect the Environment - recognition of, and protection for, the natural environment underlies our decisions.

Show Fiscal Restraint - through enhanced financial planning, the Board will ensure long term viability of the RDN through prudent use of tax dollars and delivering services expected by residents of the Region as cost effectively as possible.

Be Fair and Equitable - appropriate service levels should be available to residents, and the costs for those services should be shared as fairly as possible among those who benefit. We seek objectivity in decision-making to equitably represent the Region as a whole.

Represent the Interests of the Region - we approach other levels of government as a united body.

Be Transparent and Accountable - we are committed to openness and clarity about decisions and transparency in financial reporting. The RDN Board is accountable to the public.

Collaborate and Communicate - we will improve public involvement in the decision-making process by facilitating public engagement, and consider stakeholders diverse points of view. We will report on our activities and progress toward regional goals.

Work Effectively as a Team - to achieve a common vision, we will cooperate and collaborate across jurisdictions, maintaining an open dialogue based on mutual understanding and respect.

Be Responsive - we will be informed and prepared in order to respond to the needs of the Region in a timely manner, prioritizing projects and activities that advance residents' well-being.

Anticipate and Act - as a proactive organization, we will monitor regional trends, access the best information available, and aim to prevent problems before they arise.

Focus on Solutions - Problem solving will balance both innovative and pragmatic approaches in arriving at solutions.

PREPARING TO PLAN

In preparing for the Strategic Planning workshops (a total of four were held over a six month period), pre-work was done to review previous planning sessions, Board meetings and agendas as well as workshops held by the Board. Further, a number of preparatory conference calls were held, and previous documentation was reviewed in preparation.

BUILDING THE PLAN

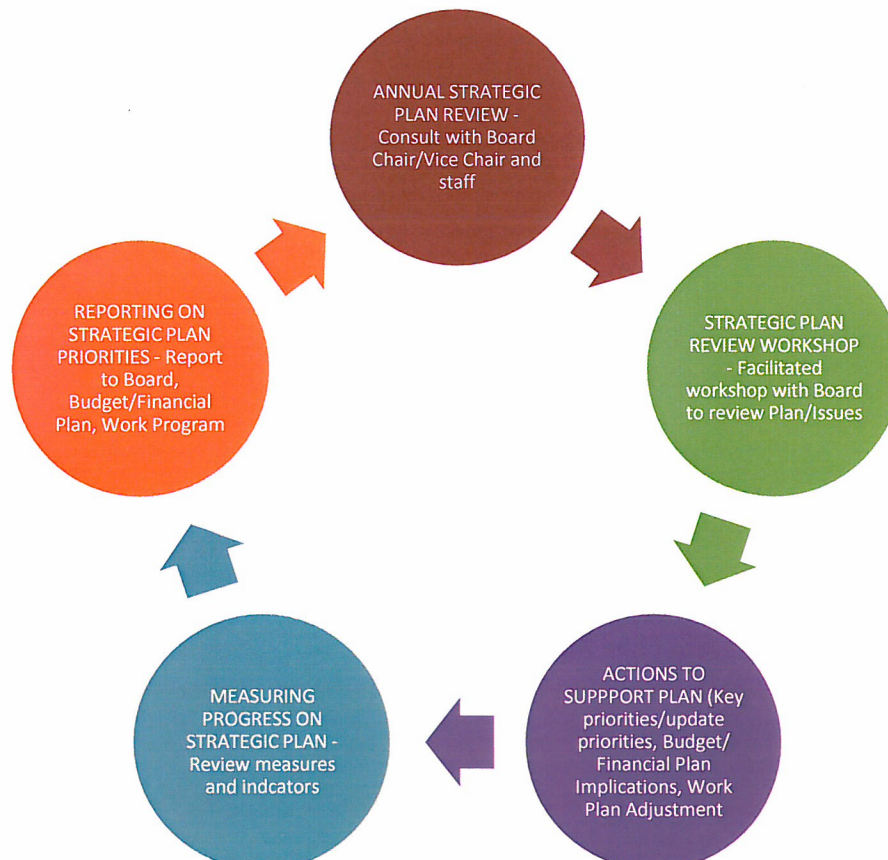
Notes of the workshop were compiled by Paragon Strategic Services, and form the basis of this plan. The Board also made some difficult decisions about what would not be undertaken over the next four years.

MEASURING PLAN PROGRESS

Staff will be attaching measures to the strategic priorities, including:

- Identifying the staff member accountable
- Identifying achievable timelines for each action/goal
- Identifying measures that show progress to goals
- Prioritizing activities within the plan
- Tracking progress

REPORTING ON THE PLAN – ANNUAL STRATEGIC PLAN REVIEW – CONTINUOUS IMPROVEMENT MODEL



REPORTING ON THE PLAN – ANNUAL STRATEGIC PLAN REVIEW, con't

Staff will report back to the Board on the progress on the implementation of the Strategic Plan on a quarterly basis. The nature and structure of this report will highlight actions undertaken through the workplan in the six strategic priority areas.

Reflecting the Boards direction that the Strategic Plan is a living document, the Plan will be reviewed annually and will be used to support RDN financial planning and work program. It is recognized that through this annual review, that financial plans and work program will be adjusted to reflect changes to the strategic direction of the organization utilizing a continuous improvement model.

NEXT STEPS

In order to ensure that the plan is utilized by the Board, the following actions will be undertaken:

1. Clear communication out to the communities of the RDN about the adoption of the Strategic Plan and the Strategic Priorities contained in the Plan
2. Assign specific action items under each strategic priority (Management has already started this process of linking current activities to the new Strategic Priorities and identifying any budget impacts)
3. Assign measures and time frames to these activities so staff and the Board can verify progress towards the strategic priorities
4. Establish a schedule for the annual review of Plan, the strategic priorities and to identify any changes that need to be made
5. Ensure the strategic priorities drive RDN decision making – if an initiative is brought to the Board there should be a review of its alignment with the priorities selected by the Board

PROCESS FOR STRATEGIC PLANNING SESSION 2015-2016

