



Governance & Services Committee

TO: Governance and Services Committee

FROM: Brian Reardon
Chief Administrative Officer

DATE: July 5, 2019

SUBJECT: Final Draft - Regional Board Strategic Priorities 2019 - 2022

Purpose: To present the final draft of the Regional Board Strategic Priorities 2019 – 2022 document and confirm next steps.

Executive Summary:

On April 11, 2019 the Governance & Services Committee received a presentation by Allan Neilson that summarized the results of the Committees' Strategic Priorities Workshop held on January 16, 2019 which was facilitated by Allan Neilson and Martin Bell. On April 11th, 2019 the Committee passed a resolution that "received" the Draft 2019 – 2022 Strategic Plan".

Staff has since incorporated the information provided by Mr. Neilson and Mr. Bell into a regional district publication that uses graphics, text and charts to explain what our strategic priorities are, what it means to the region, how we will measure success, and what we are committing to do.

This document does not have a long list of projects included with it. It includes a number of example projects to set the stage for staff to align their work plans with the Board's vision and allow for an annual check-in and review process as outlined in "Message from the Chair".

In terms of next steps, if the Committee so desires, a motion to the Board to approve the Regional Board Strategic Priorities 2019 – 2022 document would be in order. Staff will then develop organizational work plans that align with the Board's priorities. Capital projects and operational programs will reflect the Board vision, input from the public will be sought, and regular updates will be provided to the Regional Board to keep this document current and meaningful.

RECOMMENDATION:

THAT the Governance & Services Committee recommends the Regional Board approve the Regional Board Strategic Priorities for 2019 – 2022, and further that the Board direct staff to bring this document forward for review during the annual Five Year Financial Planning process.

Respectfully Submitted:

Brian Reardon, CAO

Background:

At the beginning of every term, the regional district undertakes a strategic planning workshop to set the vision, mission and priorities of the Board. On April 11, 2019 the Governance & Services Committee received a presentation by Allan Neilson that summarized the results of the Committees' Strategic Priorities Workshop held on January 16, 2019 that was facilitated by Mr. Neilson and Mr. Martin Bell. At that time the Committee adopted a motion to receive the draft Regional Board Strategic Priorities 2019 – 2022 document.

Following this meeting staff met to discuss next steps. We identified the importance of keeping this document intact and not to change or operationalize the Board's work. That said, we all agreed the document needed to be reformatted and have some graphic design work done before we presented the final draft to the Board.

The "Final Draft of the Regional Board Strategic Priorities 2019 – 2022" document proposes to make the following changes from what was presented by Mr. Neilson on April 11th, 2019:

	Proposed Change	Reason / Rationale
1.	Changed title from "Strategic Plan" to "Strategic Priorities"	This document isn't a plan. A plan includes specifics about what we will accomplish and how we are going to do it.
2.	Changed two "Theme Titles": "Mobility" to "Transportation & Mobility" "Sustainable Living" to "Sustainable Communities"	This priority theme makes a number of specific references to 'transportation' issues not just mobility issues. It was felt that "Sustainable Living" was subjective and very difficult to measure and report back on. We have tools and criteria to measure progress regarding "Sustainable Communities"
3.	Changed focus area within the "Sustainable Communities" section:	Originally only addressed access to a diverse range of housing options and experience a high quality of life. Staff added community safety and "remain safe in the face of emergencies" with the work being the updating of the Regional Emergency Management Program Bylaw.
4.	Added the following sections: Regional Board Information; About the Regional District; How We Organize for Success	Tailored for public consumption. Lists Regional Board Members and includes basic information about the RDCO Illustrates work flow associated with the Strategic Priorities and explains our commitment to this process.
5.	In each Priority theme added a "What we will do" section	This new section will give us a measure or describe a way to measure our success in each Priority theme.
6.	Changed the use of "First Nations" to "syilx/Okanagan People":	"First Nations" is a general term. It is more accurate and personal to use "syilx/Okanagan People" which is the name of the indigenous people in this region.

Our Senior Leadership Team also wanted to find ways to help our employees identify where their work fits into the Board's priorities on a go forward basis. Historically, staff would start to operationalize the Board's priorities and develop an implementation strategy along with a list of suggested projects to create a "Plan". Several approaches were discussed however with the assistance of Allan Neilson, two distinct work streams were identified as follows:

Next steps for Board Strategic Priorities

- Reformat and add graphic design elements to the document,
- The document needs to go to the Regional Board for adoption,
- The "Message from the Chair" section talks about an annual check-in or review process. Make sure this happens,
- Have the CAO and staff Directors present the Board's priorities to their respective departments as part of the development of their annual work plans.

Next Steps for Organizational Work Plans

- Ensure the RDCO Senior Leadership Team align departmental work plans with the Board's Priorities. The alignment will be very clear and strong in some cases, less direct in others,
- A corporate plan, that sets out staff's work and show how it supports the Board's priorities should be produced and treated as an accompanying document to the Board's priorities would be an effective administrative management tool. This plan is written by staff, for staff.

Financial Considerations: ***None***

Organizational Issues:

Establishing a set of clear Board priorities and measuring the progress towards achieving those priorities is essential for RDCO staff, the Board and the public to understand.

Attachment(s): Final Draft – Regional Board Strategic Priorities 2019 - 2022