



# PLANNING INSTITUTE OF BRITISH COLUMBIA



## PIBC COUNCIL

## 2011 – 2013 STRATEGIC PLAN

Adopted: September 2011

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## **INTRODUCTION**

In keeping with past practice, the newly elected (2011-2013) PIBC Council gathered to undertake a strategic planning exercise, to review the existing strategic plan and develop a revised strategic plan that would set the Institute's priorities, and guide the Council's work for its two-year term.

The Council met over the course of three days (Aug. 11 – 14, 2011) in Victoria, BC for an orientation meeting, business meeting, and the strategic planning exercise. The orientation portion of the gathering (facilitated by Institute staff) enabled members of the Council to get to know each other, acquaint themselves with the history, operations, policies and practices of the Institute, and their roles as members of the Council. An outside professional facilitator oversaw the visioning and strategic planning elements that followed.

The first portion of the strategic planning exercise involved looking at the Institute's founding documents (i.e. the Constitution), exploring the core purposes of the Institute, discussing the existing strategic plan, as well as team-building, and what the expectations and hopes of the Council members were going into the process.

Secondly, the Council held a discussion and exercise to explore and assess the Institute's resources and capacity – including financial resources & budget, personnel, volunteer resources, and other resources. This discussion was intended to help frame the range of options available to, and constraints upon potential goals and tasks.

Next, the Council reviewed some of the findings of the recent (spring 2011) PIBC professional development needs assessment survey – with particular emphasis on the various responses to key questions that linked back to certain existing strategic plan items. Certain recurring or dominant themes and priorities were evident from this review.

The Council then engaged in a SPOT analysis (strengths, problems, opportunities, threats) exercise to identify the key issues and elements that impact the Institute and the profession – as they might impact the goals and tasks the Council might seek to set or embark upon.

Following the SPOT analysis, the Council then undertook the development of a revised core strategic plan. Using a structured, focused planning model key result areas were reviewed and modified, from which flowed revisions to specific goals, and ultimately individual tasks – with attention to resources and timelines. The entire exercise was undertaken with an eye to the existing overarching vision statement.

This resulting 2011-2013 Strategic Plan represents the collective efforts of the Council, informed by PIBC members, and the Institute's role, position, and capacity. It sets the key goals and tasks for the Council and the Institute for the coming two years and beyond.

## **STRATEGIC VISION**

As part of the development of the revised PIBC Council Strategic Plan, the Council reviewed and reaffirmed the following vision statement:

### **TWO-YEAR STRATEGIC VISION:**

***PIBC is leading change, creating value, and supporting members & planners as respected professionals, inspiring progressive thought and action toward sustainable communities, and a resilient, recognized professional organization.***

The strategic vision is intended as an overarching statement that describes the position of the Institute after the successful accomplishment and completion of the strategic goals and tasks outlined in this Strategic Plan.

## **BACKGROUND & VALUES**

The core, founding document of the Institute is its Constitution, which lays out the name, and purpose of the organization, and represents the Institute's underlying values:

### **CONSTITUTION:**

***1. The name of the Society is the PLANNING INSTITUTE OF BRITISH COLUMBIA'.***

***2. The purposes of the Society are:***

***(a) To promote through community and regional planning the orderly disposition and use of land, natural resources, buildings, and services with a view to the social and economic efficiency, health and well-being of urban and rural communities and regions;***

***(b) To advance the study and practice of community and regional planning and kindred subjects and of arts and sciences as applied to them;***

***(c) To promote high standards of professional competence and conduct in the practice of community and regional planning;***

***(d) To promote the association and professional interests of those engaged in the practice of community and regional planning.***

**Great Teams:** In looking forward to the process of strategic planning, and the upcoming 2-year term, the Council discussed what elements contribute to success and a “great team”. Some examples included:

- People on the team knowing their roles
- Being passionate about the goal(s)
- Knowing when to delegate and ask for assistance
- Knowing and appreciating team members’ strengths & weaknesses
- Sound decision making in potentially emotional situations
- Good attitudes and collectively having fun
- Having a fresh outlook on projects and tasks
- Trust among the team and in the process
- Being open-minded and open to change
- Willingness to tackle challenges
- Knowing timelines and deadlines

**Hopes & Expectations:** Council explored their hopes and expectations of the strategic planning process, and possible outcomes. Highlights and themes included:

- Get to know each other – developing understanding of what to achieve
- Setting tangible goals and laying out how to achieve them
- Interacting and having fun
- Setting priorities
- Developing a feeling of motivation and inspiration
- Build on success – feel “pumped”
- Focused on achievements
- Contribute to the process
- Learn during the process
- Achieve a “roadmap” for going forward
- Not to feel overwhelmed – achievable tasks
- Have an open dialogue with common understanding of roles and goals
- Promote the practice and profession of planning and planners
- Achieve adding value to members
- Develop a workable plan with continuity



## RESOURCES & CAPACITY

This section summarizes the Council's exploration and assessment of the Institute's resources and capacity – including financial resources & budget, personnel, volunteer resources, and other resources. The assessment was undertaken by analyzing current available resources (staffing levels, budgetary scope, and volunteer estimation). This discussion was intended to help frame the range of options available to, and constraints upon potential goals and tasks.

**Financial Resources:** Based on an overview of the completed 2010 fiscal year, the proportionate breakdown of the Institute's financial resources was as follows:

**Revenues** (Approx. \$472,084 gross revenue)\*:

PIBC Membership Fees:	42%
Advertising/Publication Sales	16%
Conferences & Events:	29%
Other Member Fees/Charges/Etc.	11%
Interest/Other	1%

### **Expenditures & Transfers\***

Staff/Administration/Office	41%
Cost of Sales/Goods/Services	35%
Council & Governance	12%
Special Projects	6%
Student Support	4%
Other	1%

\*NOTE: Does not include fees collected on behalf of and remitted to CIP.

It was noted that much of the Institute's financial resources are dedicated to ongoing operational expenses – staff, office, administration, Council & governance, etc. as well as existing services and programs. A certain amount is available for discretionary projects & activities, unless Council decides to draw down financial reserves (i.e. run an operational deficit) to accomplish certain projects - as has been done for some projects in the recent past.

**Staffing:** The Institute currently employs 2 full-time staff. Typical hours: 70 person-hours per week (up to 3,206 per year) - accounting for vacations, office holidays etc. An analysis of the approximate annual break-down of staff time/resources noted the following:

- Member/Public Inquiries, Outreach and Communications 23%
- Membership Processes (Applications, CPD, Administration) 19%
- Office Administration & Finances 18%
- Governance and Volunteer Support (Council, Committees, etc.) 15%
- Conferences and Events (Planning, Organizing, Implementing) 12%

- Other Member Services/Administration (Planning West, Chapters, Website, Students, Advertising Services etc. 8%
- National and Special Projects (CIP, Affiliates, PFF, Legislation) 5%

**Purpose & Programs:** As a professional association the intake, admission, and administration of memberships, membership certification, and standards is the "core" of what the Institute is and does. In the coming years this will change somewhat, as new standards and processes are implemented as a result of the national Planning for the Future (PFF) initiative. Other programs & services can/should complement and support this.

**Council Committees & Volunteers:** It was noted that, in addition to staff resources, the Institute's activities and programs area also supported by the ongoing work of many dozens of members through the Council, Committees, task forces and other voluntary roles.

Additional volunteer resources are also represented through various member appointees and representatives on CIP national committees, CIP task forces and projects, as well as member appointees and representatives on external/third-party committees, bodies, and projects.





## SPOT ANALYSIS

The Council engaged in a SPOT analysis (strengths, problems, opportunities, threats) exercise to identify the key issues and elements that impact the Institute and the profession – as they might impact the goals and tasks the Council might seek to revise, set or embark upon. This was undertaken through analysis by four smaller groups, and a collective evaluation of the results.

SPOT ANALYSIS	
<b>STRENGTHS</b> - DIVERSITY OF EXPERTISE - WELL ORGANIZED (CRS) - GOOD NETWORKING OPP. (YOUTH) - LEARNING + SUPPORTING (YOUTH) - STRATEGIC PLAN (CRS) - SOLID INVEST. HISTORY (CRS) - MEMBERSHIP: WORTH OF RESOURCES, VOLUNTEERS (MEM)	<b>OPPORTUNITIES</b> - CONNECTION W/ ACADEMICS - PROFESSIONAL RECORD (BY OTHER PROFESSIONS + PUBLIC) - TECHNOLOGY TO IMPROVE CPD (CRS) - BETTER COMMUNICATED VALUE OF MEMBERSHIP (CRS) - RAPID ADVANCEMENT OF YOUNG PLANNERS (MEM) - PLANNING FOR OFFICER SHIFTS (MEM) - MORE STAFF SUPPORT (EG CPD) (CRS)
<b>PROBLEMS</b> - STUDENT AGENCY - LACK OF PUBLIC RECOGNITION - AUTONOMY OF PROFESSION - HOW ADDRESSING THEM WHEN WE CAN ACTUALLY DO LITTLE OF ANYTHING AT THE LEVEL OF MEMBERSHIP - GOING AND SCATTERING - THE OFFICE FOCUSING (ON PLAN/ADMIN)	<b>THREATS</b> - DISINTEGRATION OF SOCIETY - ECONOMIC INSTABILITY (CRISIS) - GENERAL PERCEPTION: "PLANNERS OFFER" - STRAIGHTEN - RISING IN OUR LANGUAGE - LACK OF POLITICAL SUPPORT - STAFF REDUCTIONS

SPOT ANALYSIS	
<b>STRENGTHS</b> - DIVERSITY OF EXPERTISE (MEM) - WELL ORGANIZED (CRS) - GOOD NETWORKING OPP. (YOUTH) - LEARNING + SUPPORTING (YOUTH) - STRATEGIC PLAN (CRS) - SOLID INVEST. HISTORY (CRS) - MEMBERSHIP: WORTH OF RESOURCES, VOLUNTEERS (MEM)	<b>OPPORTUNITIES</b> - CONNECTION W/ ACADEMICS - PROFESSIONAL RECORD (BY OTHER PROFESSIONS + PUBLIC) - TECHNOLOGY TO IMPROVE CPD (CRS) - BETTER COMMUNICATED VALUE OF MEMBERSHIP (CRS) - RAPID ADVANCEMENT OF YOUNG PLANNERS (MEM) - PLANNING FOR OFFICER SHIFTS (MEM) - MORE STAFF SUPPORT (EG CPD) (CRS)
<b>PROBLEMS</b> - INCOMPLETE POLICIES + POLICY MIXTURES (CRS) - HEAVY BURDEN OF OUR PROFESSION (CRS) - BROAD SCALE AS LIMITATION TO CPD / TECHNOLOGY TO ADDRESS THIS (CRS) - LACK OF MENTORING RESOURCES + CAPACITY (CRS) - COMMUNICATING VALUE OF MEMBERSHIP (CRS) - SUSTAINABLE REPRESENTATION	<b>THREATS</b> - LOSS OF STAFF! (CRS) - INSTITUTIONAL HISTORY - UPDATING MASS INTERESTMENT OF MEMBERS (MEM) - 3RD PARTY DEMANDS STRAINING RESOURCES (CRS)

SPOT ANALYSIS	
<b>STRENGTHS</b> - GOOD ADMINISTRATION - FINANCIAL STABILITY - GOOD/GROWING MEMBERSHIP - PROFILES, REPUTATION - SUCCESS OF ANNUAL CONFERENCE - GREAT FOUNDATION OF CPD - GREAT LEADERSHIP - GOOD SYSTEMIC APPROACH & BACKGROUND - HAVING A PLAN - PLANNING IS ABOUT PEOPLE & THE FUTURE	<b>OPPORTUNITIES</b> - CONNECTING W/ STUDENTS/ RESEARCH WORK - PROF DON'T DELIVER/ PROGRAMMING - P.F.F. - IMMIGRATION / NEW PLANNERS - "AT THE TABLE, & IN THE LOOP" TO PROF. GOVT. / POLICY - SUSTAINABLE DEVELOPMENT "WE SHOULD BE SEEN AS CHAMPIONS"
<b>PROBLEMS</b> - DISCONNECT BGTW STUDENTS + PRACTITIONERS / MEMBERSHIP - RELATIONS WITH ACADEMICS / PLANNING - ENLIGHTENMENT CHALLENGES - LOSING "MARKET SHARE" ON PLANNING AREAS / WORK (OTHERS SUPPLANTING PLANNERS AS LEADERS IN SUSTAINABILITY) - LIMITED RESOURCES (STAFF / EN. / TIME) - LACK OF RECOGNITION / VISIB. - ANDING	<b>THREATS</b> - NEW RECESSION? - COMPETITION FROM OTHER GROUPS - "VIRTUAL STEP", GREEN BUILDING CONC. - P.F.F. - TAKEN IN WRONG DIRECTION - TRYING TO DO TOO MUCH AT ONCE - FRAGMENTATION OF THE PROFESSION / PRACTICE

SPOT ANALYSIS	
<b>STRENGTHS</b> - OTHER SUCCESS & ENGAGED MEMBERSHIP - STRONG TRADITION & CULTURE OF MEMBERSHIP - MORE FORWARD LOOKING - AWESOME STAFF	<b>OPPORTUNITIES</b> - PLANNING LEGISLATION - INCREASED PROFESSIONALISM - STRONGER TIES BGTW ACADEMICS & PRACTICE - COLLABORATE W/ OTHER ORGANIZATIONS - CHANGING TECHNOLOGIES - GROWING INTEREST IN PLANNING - POTENTIAL FOR GROWTH IN MEMBERSHIP - INVOLVEMENT & ENGAGEMENT OF PLANNING STUDENTS
<b>PROBLEMS</b> - MEDIA FOCUS PROVINCE - LOWER HORIZONTAL FOCUS - LACK OF MEMBERSHIP FROM CITY OF VANCOUVER PLANNERS - "WHAT IS PLANNING?"	<b>THREATS</b> - SO MUCH INTEREST - DANGER OF DILUTING THE PROFESSION? - "ENTHUSIASTS" - COMPETING PROFESSIONAL ORGANIZATIONS

Highlights of the SPOT analysis included:

**Strengths:**

- Keen and enthusiastic membership
- Strong Council and good leadership
- Diversity – geography, backgrounds, expertise, gender, demographics etc.
- Strength & growth of membership
- Good financial management
- Good and capable staff / good administration
- Only recognized/accredited undergrad planning program in western Canada
- Well respected at the national level
- Desirability of BC as a location / economy
- Strong tradition and culture of sharing (i.e. mentorship)
- More forward looking
- Good professional reputation
- Successful annual conferences and events
- Strong foundation of continuing professional development
- Having a strategic plan
- Planning is about people and the future
- Good networking, learning and support
- Solid institutional memory
- Volunteers

**Problems:**

- Student apathy / disconnect with profession
- Lack of public awareness and recognition of profession
- Lack of awareness / communication of membership benefits
- More ambitious than capacity
- Geographic separation
- Too urban focused?
- Organizational inertia
- Lack of membership from certain large municipalities
- What is planning – definition?
- Relations with academic planners
- Recruitment challenges
- Losing “market share” of planning work / expertise in sustainability
- Limited resources – staff, financial, time
- Administrative policies and processes still under development
- Challenges for professional development delivery – rural and remote
- Lack of mentoring resources and capacity
- Equitable representation on Council

## Opportunities:

- Continuing professional development
- Chapters – growing their role
- Capitalizing on social movements
- Leadership in implementing new PFF
- New technologies
- Planning legislation / regulation
- Increased professionalism
- Stronger ties between academics and practicing professionals
- Collaboration with other organizations
- Growing interest in planning
- Potential growth in membership
- Involvement and engagement of planning students
- Connecting with student research
- Professional development delivery and programming
- Planning for the Future (PFF) initiative
- Immigration and new planners, advancement of younger planners
- “At the table and in the loop” – with Provincial Government and public policy
- Being seen as champions of sustainability / sustainable development
- Professional recognition by public, other professions etc.
- Better communication of value of membership
- Planning for demographic shifts
- More staff support

## Threats:

- Demographics of society / organization
- Economic downturn / global uncertainty
- Stagnation – resting on our laurels
- Lack of recruitment
- Staff retention / institutional memory
- Diverse interest – risk of diluting the profession
- Competing professional and other organizations – scope overlap and competition
- Enthusiasm without follow-through
- Poor implementation of PFF changes
- Over-reach – trying to do and be too much



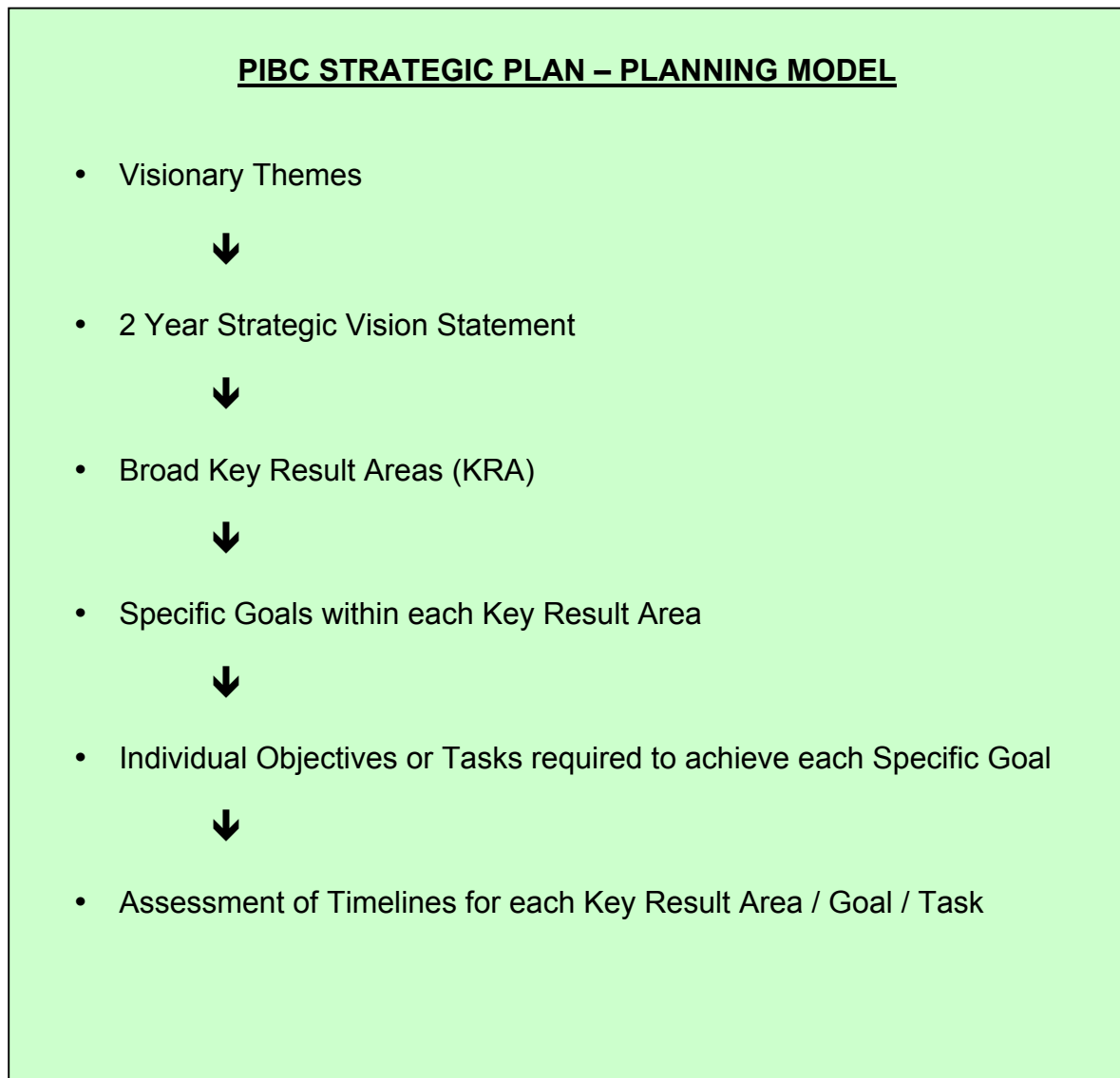
## PLANNING MODEL OVERVIEW

Having assessed the issues and themes stemming from its review of: core values, resources & capacity, member input, and the completed SPOT analysis, the Council then reviewed and reaffirmed the existing Strategic Vision:

### **TWO-YEAR STRATEGIC VISION:**

***PIBC is leading change, creating value, and supporting members & planners as respected professionals, inspiring progressive thought and action toward sustainable communities, and a resilient, recognized professional organization.***

The Council then embarked on the revision and development of the core Strategic Plan for the coming two years, based on the following model:



## **2011-2013 STRATEGIC PLAN**

### **KEY RESULT AREAS, GOALS & TASKS**

The following summarizes the Council's core 2011-2013 Strategic Plan, outlining the **Key Result Areas**, the **Goals** within each of those Key Result Areas, and the **Tasks** required to achieve the specific goals in each Key Result area – along with accompanying timeline expectations and responsibilities. The entire process was framed and informed by the existing (2009-2011) Strategic Plan.

The review and planning process resulted in the development of four potential Key Result Areas including: (1) Raising the Public & Professional Profile of PIBC, (2) Build and Enhance PIBC's Professional Development Delivery, (3) Build the Case for Professional Planning, (4) Enhance PIBC's Governance & Operations

Ultimately the Council agreed to those Key Result areas, and accompanying Goals and Tasks.

#### ***Key Result Area 1: Raising the Public & Professional Profile of PIBC***

##### **Goal 1.1 – Continue Implementing and Building Upon the Institute's Communications Plan**

**Task (a) – Continue Building Relationships with Media:** The PIBC Communications Committee and Communications Contractor continue with outreach and establishment of relationships with key media persons and outlets.

**Timeline:** *(By December 2011 / ongoing)*

**Task (b) – Build and Promote Subject Matter Expert (SME) Program:** The PIBC Communications Committee and Communications Contractor continue to recruit new SMEs and work to promote the program and SMEs to media on an ongoing basis.

**Timeline:** *(By September 2012)*

**Task (c) – PIBC Members on Speaking Lists:** The PIBC Council and Committees make PIBC speakers available for external speaking opportunities relevant to planning (i.e. local government workshops, panels, lectures, etc.).

**Timeline:** *(By July 2013)*

##### **Goal 1.2 – Prioritize and Pursue Long-Term Strategic Partnerships & Outreach.**

**Task (a) – Develop a List of Key Target Audiences For Outreach:** The PIBC Council and Communications Committee develop a comprehensive list of key target audiences for PIBC outreach, and prioritize to identify the top three target audiences.

**Timeline:** *(By September 2012)*

**Task (b) – Develop a Concrete Outreach Plan for Top Three Audiences:** The PIBC Council and Communications Committee develop a comprehensive outreach plan with specific achievable tasks aimed at top three target audiences.

**Timeline:** (By December 2012)

**Task (c) – Implement Outreach Plan for Top Three Audiences:** The PIBC Council and Communications Committee roll-out and implement the outreach plan aimed at the identified top three target audiences.

**Timeline:** (By May 2013)

**Task (d) – Develop a Strategy for Engagement with the Government of the Province of British Columbia:** The PIBC Council and Communications Committee develop a comprehensive outreach plan with specific achievable tasks aimed at the provincial government.

**Timeline:** (By April 2012)

**Task (e) – Hold Regular Meeting(s) with Representatives of the Government of the Province of British Columbia:** The PIBC Council and Executive work to set-up and hold at least one meeting per year with senior representatives of the provincial government (such as an Assistant Deputy Minister).

**Timeline:** (By October 2012)

## **Key Result Area 2: Build and Enhance PIBC Professional Development Delivery**

**Goal 2.1 – Support PIBC Chapters to Deliver At Least 7.0 LUs of Professional Development Opportunity Each Year**

**Task (a) – Improve Communications with Chapters by Appointment of PIBC Council Member as Chapter Liaison:** The PIBC Council appoints and designates one of its members to act as the ongoing liaison between PIBC Council and all Chapters, and that individual commences ongoing correspondence with the Chapters.

**Timeline:** (By January 2012)

**Task (b) – Develop New PIBC Chapter Manual:** The PIBC Council Chapter Liaison member and PIBC Administration develop and draft a comprehensive PIBC Chapter Manual to act as a “how to” guide for Chapter volunteers – assisting them in: managing their Chapter; planning events; organizing & implementing events; and other Chapter activities.

**Timeline:** (By September 2012)

**Task (c) – Organize A Workshop Meeting Chapter Chairs at Annual**

**Conference:** The PIBC Council Chapter Liaison member and PIBC Administration work with the Conference Committee to organize and program a workshop meeting of all Chapter Chairs to enhance volunteer training and sharing of best practices.

**Timeline:** (By June 2012)

**Task (d) – Develop Lists & Schedules for Other Training Opportunities for**

**Members:** The PIBC Education Committee and Administration develop & maintain a list or calendar of external/third-party learning opportunities throughout BC & the Yukon for publication (i.e. new PIBC website).

**Timeline:** (By December 2011)

**Goal 2.2 – Review and Analyze PIBC Member Professional Development Needs & Program Development**

**Task (a) – Create a Continuing Professional Development Delivery Plan:** The PIBC Education Committee and Administration assess information from the 2011 Member CPD Needs Assessment Survey, existing courses & providers, and corresponds with Chapters and other organizations as necessary to develop a PIBC Continuing Professional Development Plan.

**Timeline:** (By June 2012)

**Task (b) – Explore and Develop a Business Case for the Addition of a Professional Development or Education Coordinator Staff Position:**

The PIBC Executive, Education Committee and Administration explore the business case for the addition of a staff position responsible for professional development and education, and report back to Council.

**Timeline:** (By June 2010)

**Task (c) – Restructure PIBC Education Committee and Create a Continuing Professional Development Committee:**

The PIBC Executive, Education Committee and Administration develop a new committee structure and terms of reference to restructure the existing Education Committee and create a new Continuing Professional Development Committee, and report back to Council.

**Timeline:** (By June 2012)

**Task (d) – Establish a Program, Policy and Fees for PIBC Recognition of Outside Third-Party Professional Development Providers:**

The PIBC Education Committee and Administration develop and implement a program, with appropriate policies and fees, for PIBC to review and recognize (approve CPD learning units for) outside third-party professional development providers.

**Timeline:** (By November 2012)

**Task (e) – Explore, Program and Develop an Initial Pilot Professional Development Course:** The PIBC Education Committee and Administration explore and develop (based on the Continuing Professional Development Plan) a pilot one-day PIBC professional development / training course.  
*Timeline: (By May 2013)*

### **Goal 2.3 – Development and Implement a Strategy for Student Engagement**

**Task (a) – Explore and Develop a Strategy to Engage Student Members with PIBC:** The PIBC Education Committee and PIBC Council Student Representatives explore and develop a strategy to better engage student members with PIBC activities and programs, and report back to PIBC Council.  
*Timeline: (By January 2012)*

## **Key Result Area 3: Make the Case for Professional Planning**

### **Goal 3.1 – Pursue the key issues raised by the Professional Legislation & Certification Task Force and Reinstein Report**

**Task (a) – Establish PIBC Council Working Group to Oversee The Goals of Key Result Area 3:** The PIBC Council designates a group of members to act as the responsible group to direct and coordinate the Institute’s goals and tasks related to the case for professional planning.  
*Timeline: (By January 2012)*

**Task (b) – Conduct an In-Depth Analysis of the Comments and Ideas from the Previous Task Force Member Survey:** The PIBC Council and Working Group review and analyze the open-ended responses, comments and ideas submitted as part of the 2010-2011 Member Survey conducted by the previous Professional Legislation & Certification Task Force.  
*Timeline: (By March 2012)*

**Task (c) – Assemble a ‘Think Tank’ of Leading Members to Consider and Identify the Case for Professional Planning:** The PIBC Council and Working Group organize and assemble a ‘think tank’ group of leading PIBC members to hold a retreat or set of meetings to review the analysis of the member survey, the previous Task Force Report, and the Reinstein Report, and consider and identify both: the public interest case for professional planning; and the scope of planning practice, and report back to PIBC Council.  
*Timeline: (By June 2012)*

## **Key Result Area 4: Enhance PIBC Governance and Operations**

### **Goal 4.1 – Implement New Membership Standards and Processes (Planning for the Future Initiative)**

**Task (a) – Draft and Adopt New Bylaws for Consistency with New Membership Standards and Processes:** The PIBC Council, Executive and Administration work to develop and draft a new set of PIBC bylaws, for ratification by the membership, which are consistent with the new membership standards and processes developed and approved nationally as part of the Planning for the Future (PFF) initiative.

*Timeline: (By December 2011)*

**Task (b) – Endorse Contract and Arrangements with New National Professional Standards Board to Implement New Membership Processes:** The PIBC Council reviews and endorses final arrangements for participation in new national Professional Standards Board which will implement new membership assessment process, and appoints a PIBC representative to sit on the new Board.

*Timeline: (By January 2012)*

### **Goal 4.2 – Implement PIBC Financial Stability Plan**

**Task (a) – Prioritize Revenue Opportunities from 2010 Strategic Revenue Review:** The PIBC Executive, Secretary-Treasurer and Administration analyze the 2010 Strategic Revenue Review and prioritize 'low hanging fruit' of new revenue opportunities, and report back to Council.

*Timeline: (By November 2011)*

**Task (b) – Identify Resources Needed to Implement New Revenue Opportunities:** The PIBC Executive, Secretary-Treasurer and Administration analyze the 2010 Strategic Revenue Review identify resource needs related to implementing priority revenue opportunities.

*Timeline: (By February 2012)*

### **Goal 4.3 – Explore PIBC Governance Model**

**Task (a) – Strike and Appoint a PIBC Council Task Force to Explore PIBC Governance:** The PIBC Council establishes, develops terms of reference and appoints a task force to explore PIBC's existing governance model, consult with members, and develop recommendations for potential changes.

*Timeline: (By January 2012)*

**Task (b) – Governance Task Force Reports Recommendations To Council:** The PIBC Council task force on governance reports back recommendations for potential changes to PIBC’s governance structures to Council.

*Timeline: (By September 2012)*

**Task (c) – Council Review and Implementation of Governance Task Force Recommendations:** The PIBC Council considers and moves forward with implementation of the recommendations of the governance task force.

*Timeline: (By January 2013)*

#### **Goal 4.4 – Improve Documentation of PIBC Internal Policy and Procedures**

**Task (a) – PIBC Administration Completes Drafting of Internal Administrative Policy Manual for Council Approval:** The PIBC Administration completes work on drafting of internal administrative policies to complete the Policy Manual, and report back to Council for review and approval.

*Timeline: (By December 2012)*

**Task (b) – PIBC Administration Completes Drafting of Internal Administrative Procedures Manual:** The PIBC Administration completes work on drafting of comprehensive internal administrative procedures manual.

*Timeline: (By September 2013)*

## **CONCLUSION**

The preceding 2011-2013 Strategic Plan represents the collective efforts of the Council of the Planning Institute of British Columbia, informed by PIBC members, and the Institute's role, position, and capacity. It sets the key goals and tasks for the Council and the Institute for the coming two years and beyond, guided by the agreed overarching strategic vision...

***PIBC is leading change, creating value, and supporting members & planners as respected professionals, inspiring progressive thought and action toward sustainable communities, and a resilient, recognized professional organization***

## APPENDIX I – STRATEGIC PLAN SUMMARY CHART

KRA/Goal:	What? - Task Description:	Who?:	When?:
<b>1 - Raising the Public &amp; Professional Profile of PIBC</b>			
<i>1.1 - Continue Implementing &amp; Building Upon the Institute's Communications Plan</i>			
1.1 (a)	Continue Building Relationships with Media	Cmns. Cttee.	Dec-11
1.1 (b)	Build & Promote SME Program	Cmns. Cttee.	Sep-12
1.1 (c)	PIBC Members on Speaking Lists	Cmns. Cttee.	Jul-13
<i>1.2 - Prioritize &amp; Pursue Long-term Strategic Partnerships &amp; Outreach</i>			
1.2 (a)	Develop List of Key Target Audiences for Outreach (Identify Top 3)	Cmns. Cttee.	Sep-12
1.2 (b)	Develop a Concrete Outreach Plan for Top 3 Audiences	Cmns. Cttee.	Dec-12
1.2 (c)	Implement Outreach Plan for Top 3 Audiences	Cmns. Cttee.	May-13
1.2 (d)	Develop a Strategy for Engagement with the Gov't. (Prov. of BC)	Exec. Cttee.	Apr-12
1.2 (e)	Hold Regular Meetings with Reps. Of the Gov't. (Prov. of BC) - Annual	Exec. Cttee.	Oct-12
<b>2 - Build &amp; Enhance PIBC Professional Development Delivery</b>			
<i>2.1 - Support PIBC Chapters to Deliver At Least 7.0 LUs of Professional Development Opportunity Each Year</i>			
2.1 (a)	Improved Communications with Chapters - Appoint Council Member-Chapter Liaison	Counc. / Admin.	Jan-12
2.1 (b)	Develop New PIBC Chapter Manual	Chap. Liais. / Admin.	Sep-12
2.1 (c)	Organize Workshop/Meeting with Chapter Chairs at Ann. Confer.	Chap. Liais. / Admin.	Jun-12
2.1 (d)	Develop Lists & Schedules for Other Training Opportunities for Members	Educ. Cttee. / Admin.	Dec-11
<i>2.2 - Review &amp; Analyze PIBC Member Professional Development Needs &amp; Program Development</i>			
2.2 (a)	Create a Continuing Professional Development Delivery Plan	Educ. Cttee.	Jun-12

2.2 (b)	Explore and Develop a Business Case for the Addition of Prof. Dev. or Educ. Coordinator Staff Position	Exec. Cttee. / Educ. Cttee / Admin.	Jun-12
2.2 (c)	Restructure PIBC Education Committee & Create a CPD Committee	Exec. Cttee. / Educ. Cttee / Admin.	Jun-12
2.2 (d)	Establish a Program, Policy & Fees for PIBC Recognition of Outside 3rd Party Prof. Dev. Providers	Educ. Cttee / Admin.	Nov-12
2.2 (e)	Explore, Program and Develop and Initial Pilot Professional Development Course	Educ. Cttee / Admin.	May-13
<b>2.3 - Develop &amp; Implement a Strategy for Student Engagement</b>			
2.3 (a)	Explore and Develop a Strategy to Engage Student Members with PIBC	Educ. Cttee / Student Reps.	Jan-12
<b>3 - Make the Case for Professional Planning</b>			
<b>3.1 - Pursue the Key Issues Raised by the Prof. Legis. &amp; Cert. Task Force &amp; Reinstein Report</b>			
3.1 (a)	Establish a Council Working Group to Oversee the Goals (Key Result Area 3)	Counc.	Jan-12
3.1 (b)	Conduct an in-depth Analysis of the Comments & Ideas from the Task Force Memb. Survey	Work. Group / Counc.	Mar-12
3.1 (c)	Assemble a 'Think Tank' of Leading Members to Consider & Identify the Case for Professional Planning	Work. Group / Counc.	Jun-12
<b>4 - Enhance PIBC Governance &amp; Operations</b>			
<b>4.1 - Implement New Membership Standards &amp; Processes (PFF)</b>			
4.1 (a)	Draft & Adopt New Bylaws for Consistency with New Memb. Standards & Processes	Counc. / Exec. Cttee. / Admin.	Dec-11
4.1 (b)	Endorse Contract & Arrangements with new National PSB / Implement New Processes	Counc. / Admin.	Jan-12
<b>4.2 - Implement PIBC Financial Stability Plan</b>			
4.2 (a)	Prioritize Revenue Opportunities from the 2010 Strategic Revenue Review	Sec. Treas. / Exec. Cttee. / Admin.	Nov-11

4.2 (b)	Identify Resources Needed to Implement New Revenue Opportunities	Sec. Treas. / Exec. Cttee. / Admin.	Feb-12
<i>4.3 - Explore PIBC Governance Model</i>			
4.3 (a)	Strike & Appoint a PIBC Council Task Force to Explore PIBC Governance	Counc.	Jan-12
4.3 (b)	Governance Task Force Reports Recommendations To Council	Task Fource / Counc.	Sep-12
4.3 (c)	Council Review & Implementation of Governance Task Force Recommendations	Counc.	Jan-13
<i>4.4 - Improve Documentation of PIBC Internal Policy &amp; Procedures</i>			
4.4 (a)	PIBC Admin. Completes Drafting of Internal Admin. Policy Manual For Council Approval	Admin. / Counc.	Dec-12
4.4 (b)	PIBC Admin. Completes Drafting of Internal Admin. Procedures Manual	Admin. / Counc.	Sep-13

## **APPENDIX II – STRATEGIC PLANNING PARTICIPANTS & FACILITATORS**

The following is the list of participants and facilitators who took part in the PIBC Orientation & Strategic Planning retreat (August 2011):

### **PIBC Council Members:**

- **Joan Chess-Woollacott MCIP (President)**
- **Andrew Young (President-Elect)**
- **Lindsay Chase MCIP (Past President & CIP Council Rep.)**
- **Dan Huang MCIP (Secretary-Treasurer)**
- **Pam Shaw MCIP (Member & Education Chair)**
- **Craig Broderick MCIP (Member)**
- **Doug Leighton MCIP (Member)**
- **Gwendolyn Sewell MCIP (Member & Professional Practice Review Chair)**
- **Dear Manityakul (Provisional Member Rep.)**
- **Polly Ng (UBC Student Rep.)**
- **Daniel Sturgeon (UNBC Student Rep.)**
- **Lee Johnson (SFU Student Rep.)**

### **Regrets:**

- **Emilie Adin MCIP (Member & Membership Chair)**
- **Holly Foxcroft MCIP (Member & Communications Chair)**
- **Alison McNeil MCIP (Member)**

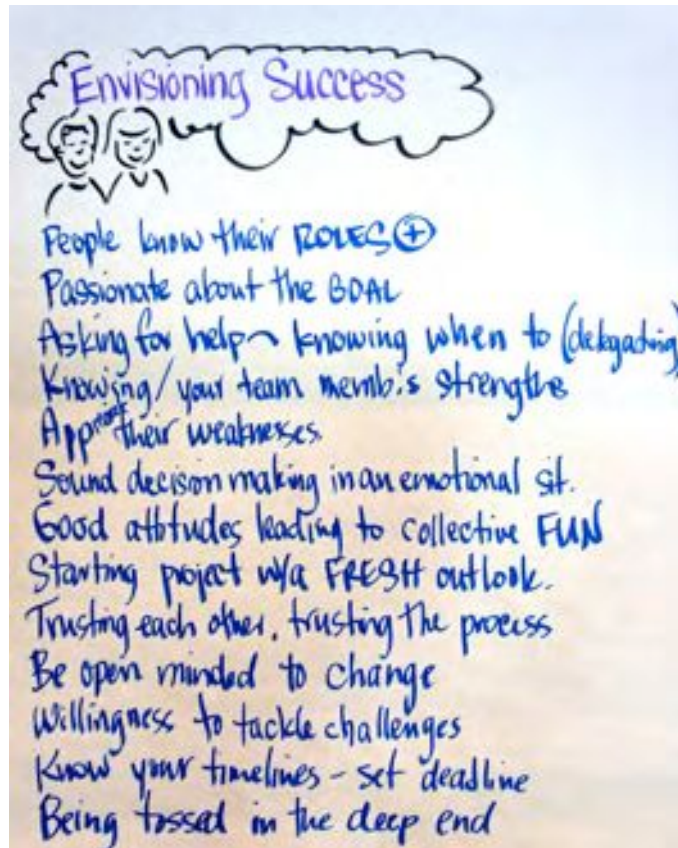
### **PIBC Staff:**

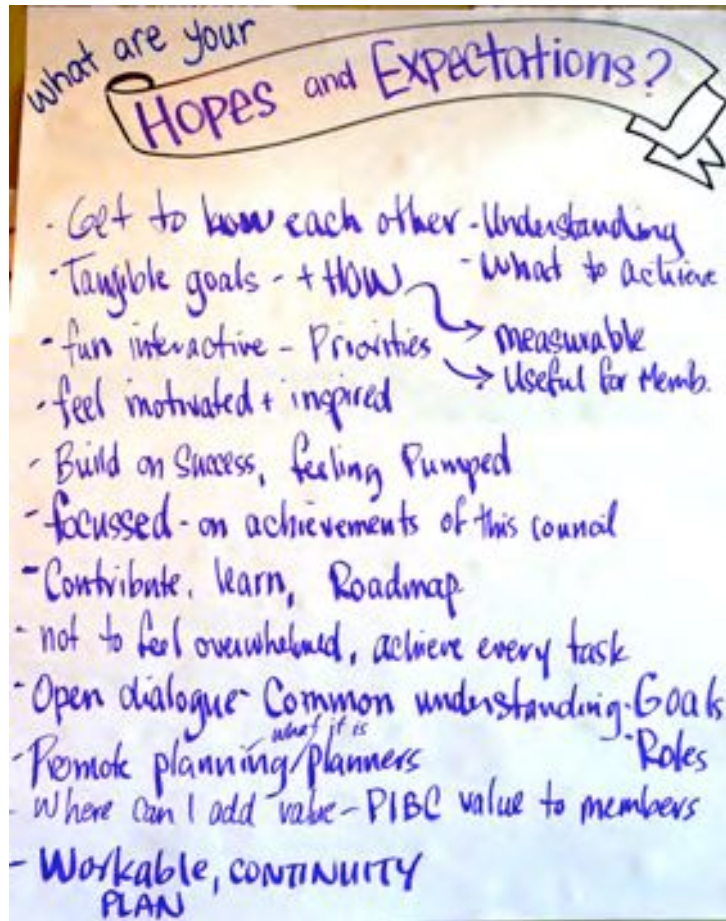
- **Dave Crossley (Executive Director)**
- **Ryan Noakes (Administrative & Member Services Coordinator)**

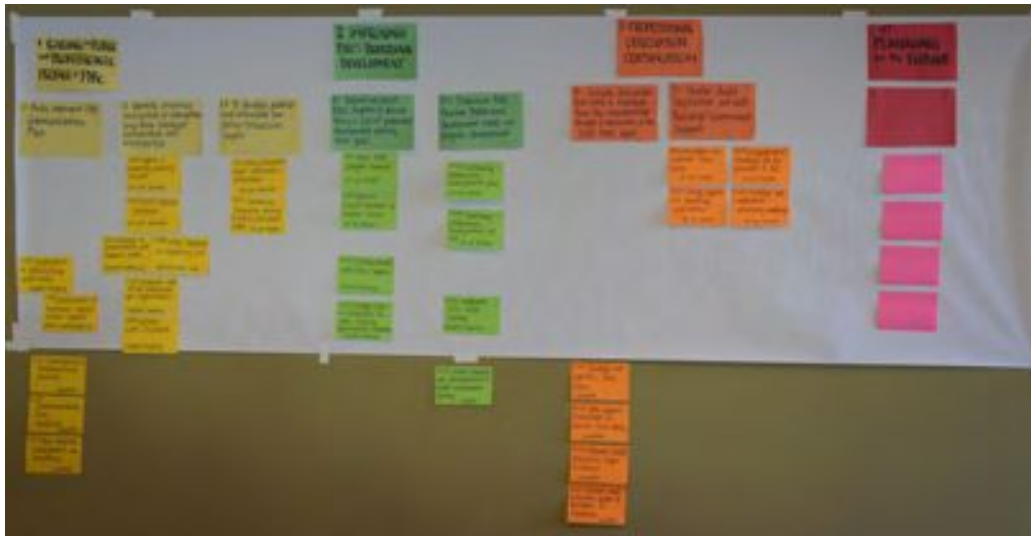
### **Facilitator:**

- **Alice Kristina (Stina) Brown (Graphic Facilitator)**  
Contact: [stina@playcreative.biz](mailto:stina@playcreative.biz)









**PIBC 2 YEAR STRATEGIC VISION**

PIBC is leading change, creating value, and supporting members and planners as respected professionals, inspiring progressive thought and action toward sustainable communities, and a resilient, recognized professional organization.

Environment, Fin, Social, energy, nat. resources  
(from environment) multidisciplinary diversity  
**PIBC CONSTITUTION (VALUES)**  
 "what is planning?"  
 multidisciplinary, Systems  
consumption  
 For the future  
 For the public interest

- (a) To promote through community and regional planning the orderly disposition and use of land, natural resources, buildings, and services with a view to the social and economic efficiency, health and well-being of urban and rural communities and regions;
- (b) To advance the study and practice of community and regional planning and kindred subjects and of arts and science as applied to them;
- (c) To promote high standards of professional competence and conduct in the practice of community and regional planning;
- (d) To promote the association and professional interests of those engaged in the practice of community and regional planning.

This is date in time