



# PLANNING INSTITUTE OF BRITISH COLUMBIA



## PIBC BOARD OF DIRECTORS

### 2017 – 2019 STRATEGIC PLAN

*Approved: September 29, 2017*

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## INTRODUCTION

In keeping with past practice, the newly elected (2017-2019) PIBC Board gathered, along with Institute staff, to undertake a strategic planning exercise, to review and revise the strategic plan that would set the Institute's priorities, and guide the Board's work for its two-year term (2017-2019).

The Board met over the course of three days (July 21 – 23, 2017) in Whistler, 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 Board to get to know each other, acquaint themselves with the history, operations, policies and practices of the Institute, and their roles as Board members. An outside professional facilitator oversaw the visioning and strategic planning elements that followed.

The first portion of the strategic planning exercise involved introductions and familiarization with the process and the existing strategic plan, as well as some team building, and the expectations and hopes of Board members for the process. There was also a review of the existing vision statement (which had been updated in 2016) and current strategic plan, as well as the Institute's existing resources and capacity.

The Board reviewed the key findings and highlights from the recently completed membership survey – which helped provide insights into member thoughts, issues and priorities, and which informed the revised strategic plan.

The Board also reviewed and considered the 'strategic result areas' within the existing plan, discussing whether or not they could or should be modified, changed or improved moving forward. The discussion took into account the current realities and potential future realities. Work was undertaken to discuss and review modifications to the key result areas, based on the consensus of the group.

Following this review the Board then engaged in a series of group exercises to work through, discuss, and prioritize existing and potential new strategic goals and tasks. This involved further distillation and unpacking of the goals and tasks.

There was also discussion about establishing timelines for the various goals and tasks throughout the plan. Subsequently, further work was undertaken by staff to refine the final goals and tasks, and refine the potential timelines for the various strategic goals and tasks.

This resulting new 2017-2019 Strategic Plan represents the collective efforts of the Board, informed by the previous/existing strategic plan and the institute's strategic vision and core purposes. It sets the key goals and tasks for the Board and the Institute for the coming two years and beyond.

## **STRATEGIC PLAN** **EXECUTIVE SUMMARY**

The following pages in this document detail the process and outcomes of the Institute's strategic plan review and update process, and the resulting updated 2017-2019 Strategic Plan. This executive summary provides a quick, high-level overview of the process and revised 2017-2019 Strategic Plan.

The revision to the Institute's Strategic Plan was undertaken during a two-day intensive in-person retreat by the Board of Directors, assisted by the participation of Institute staff, and led by an external facilitator. The process was informed by: the existing Strategic Plan; the existing Strategic Vision; the results of a recently completed member survey; recognition of Institute resources & capacity; and input from and dialogue amongst the participants. Here are some quick highlights from the updated 2017-2019 Strategic Plan:

- The Strategic Plan has four broad, high-level 'strategic result areas' that frame the various goals and tasks, including: (1) Enhance Member Value & Engagement; (2) Lead Strategic Advancement of the Planning Profession; (3) Build Capacity for Advocacy & Research on Substantive Core Planning Issues; and (4) Manage & Enhance Organizational Resilience.
- Several of the strategic goals relate directly, or indirectly, to some of the member survey feedback regarding member engagement and communications, including: keeping members informed of who the Board is, what the Board is doing, and providing greater opportunities to interact with Board members; updating the Institute's website and online resources; further enhancement of support and services for Student members; and continued outreach and support through PIBC chapters.
- Enhancing member value and services is supported through various objectives in the Strategic Plan, including: greater resources and capacity for CPL programming; programming new CPL offerings; developing new internal practice-area groups for members; more communications about member benefits and services; and undertaking regular compensation and benefits surveys of the planning profession.
- Other goals and tasks support further advancing the Institute's role as the voice of the profession, including: building upon continued external outreach with governments and other key organizations; continuing to build and enhance the brand and recognition of the 'RPP' designation; and exploring opportunities for greater research on key relevant planning issues.
- Additionally, several objectives in the plan continue building and enhancing the Institute's internal and organizational resilience, in areas ranging from internal policies and procedures, to the professional conduct and disciplinary process, to the use of technology, and more.

## **STRATEGIC VISION**

As part of the development of the 2017-2019 Strategic Plan, the Board reviewed and acknowledged the following vision statement, updated as of 2016:

### **STRATEGIC VISION:**

***PIBC is a thriving organization supporting and regulating respected professional planners, inspiring excellence, advocacy and community well-being.***

The strategic vision is intended as an overarching goal-oriented statement that describes the successful position of the Institute into the future.

## **BACKGROUND & VALUES**

The core, founding document of the Institute is its Constitution, which lays out the name, and high-level purposes of the organization – representing the Institute's underlying values. From the PIBC Constitution...

### **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.***

**Process – Introductions:** In looking forward to the process of strategic planning, and the upcoming two-year term, participants introduced themselves and discussed their backgrounds.

**Process – The Agenda:** The group reviewed the agenda and expectations of the strategic planning process, and possible outcomes. Agenda highlights included:

- Overview of the Day & the Planning Model
- Setting the Stage – Conversations on Priorities, the Future, & Changes
- Context Setting – Purposes & Vision, Survey Results, Resources & Capacity
- Current Strategic Plan, Strategic Result Areas – revisions & updates
- Walk & Talk – Discussions of the future of the field of planning
- World Café – Reviewing, revising and updating Strategic Goals & Tasks
- Reviewing & Prioritizing Strategic Goals & Tasks; adjustments
- Consideration of outstanding topics; adjustments
- Time-lining of Goals & Tasks; adjustments
- Closing Comments & Next Steps

**AGENDA**

TIMES	ACTIVITIES
8:00	BREAKFAST!
9:00	START UP - Welcome & Introductions Planning Model overview Quick conversations Planning/PIBC Context Setting
10:30	<b>BREAK</b>
10:45	STRATEGIC PLAN REVIEW updates Future template Activity Strategic Results Areas (SRAs)
12:00	<b>LUNCH</b>
12:45	WALK & TALK on Strategic topics WORLD CAFÉ ROUND 1 current & future Reality
3:00	<b>BREAK</b>
3:15	GALLERY WALK, Reflect on work so far PRIORITIZE GOALS within SRAs (WORLD CAFÉ 2)
4:15 - 5:00	REFLECTIONS, PREVIEW, WRAP UP
(8:00 pm)	GROUP DINNER - MEET IN WESTIN LOBBY!

**ROLES**

**PIBC** - show up, fully participate, be responsible for your individual and shared success!

**stina** - Substantively neutral facilitation, process expertise and professional encouragement!

**RULES (GUIDELINES!)**

- Be on time and present (use of technology outside sessions only)
- Be brief/concise and encourage others to participate
- Be open to new ideas
- Enjoy yourself! (take care of your needs)

**OUTCOMES**

- **REVISED/REFRESHED STRATEGIC PLAN**
- **DEEPEMED RELATIONSHIPS AND RAPPORT AMONG BOARD MEMBERS**
- **IGNITE/DISCOVER NEW IDEAS, INSPIRATION & MOTIVATION TO MOVE FORWARD WITH MOMENTUM!**

## RESOURCES & CAPACITY

This section summarizes the Institute's resources and capacity – including financial resources & budget, personnel, volunteer resources, and other resources. The Board reviewed these resources and capacity as part of their initial Orientation session held prior to the Strategic Planning exercise.

**Financial Resources:** The Institute generates approximately \$758,000 in total gross revenues & income each year (not including national membership fees & premiums collected on behalf of CIP). The general breakdown of where revenues come from, and where costs & expenditures take place (as a percentage of total revenues) are as follows (from fiscal year 2016 actuals):

### **Revenues & Income:**

- PIBC Membership Fees 47%
- Conference & Events 28%
- Advertising Sales 16%
- Other Membership Revenues 4%
- Chapters 3%
- Interest/Other 1%

### **Cost of Sales & Expenditures:**

- Conference/Events Costs 24%
- Staff Salaries & Benefits 29%
- Board/Governance 12%
- Administration/Fees/Services 8%
- Office 7%
- Professional Fees/Services 4%
- Production Costs 4%
- Student Support/Activities 2%
- Special Projects/Activities 1%
- Chapters 5%
- Bank Charges/Interest/Other 3%

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

**Staffing:** The Institute currently employs three full-time staff and two part-time contract staff. Typical total staff hours of approx.: 145 person-hours per week (up to 7,110 per year) – taking into account vacation time, etc. The areas of responsibility for the five staff positions are as follows:

- **Executive Director:** Strategic management, executive advice/counsel, governance, professional practice, budget and finance (strategic), human resources, communications and outreach, etc.
- **Manager of Member Programs & Services:** Strategic membership support, local chapters oversight, finance (day-to-day oversight), events & communications assistance, member programs/service delivery, etc.
- **Office Administrator:** Office reception, filing & administrative support, bookkeeping, program and service support, executive assistance, etc.
- **Communications & Marketing Specialist:** Communications materials and activities including: website, social media, media relations, assisting with Planning West, marketing materials & outreach.
- **Professional Learning & Events Coordinator:** Continuous Professional Learning activities & events, including assisting local chapters and work on the Annual Conference.

**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. The implementation of this role has evolved in recent years, as new standards and processes were implemented as a result of the national Planning for the Future (PFF) initiative and the introduction of the new national Professional Standards Committee (PSC) and Professional Standards Board (PSB) in 2012. Other programs, benefits & services complement and support this core role.

**Board Committees & Volunteers:** It was noted that, in addition to staff resources, the Institute's activities and programs are also supported by the ongoing work of many dozens of members through the Board, Committees, task forces and other voluntary roles across the Institute's activities, including local chapters throughout the regions of BC and the Yukon. The Institute reviewed and updated its Committees in 2017.

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



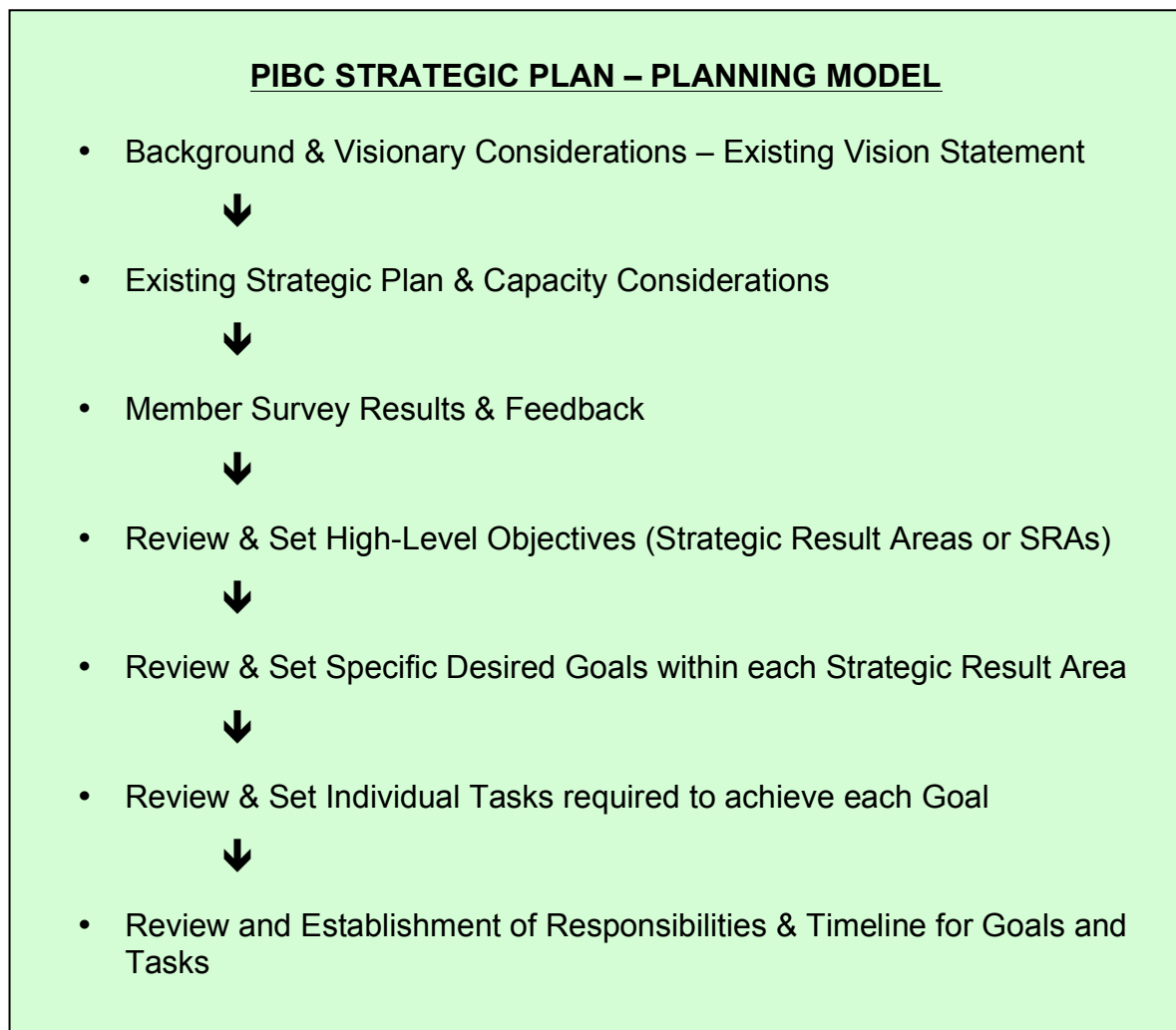
## **STRATEGIC PLAN OVERVIEW & VISION**

Having given consideration to the core purposes of the Institute and with an awareness of the Institute's resources and capacity, the group also noted and acknowledged the Strategic Vision, which had been reviewed and revised in 2016:

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

***PIBC is a thriving organization supporting and regulating respected professional planners, inspiring excellence, advocacy and community well-being.***

The Board and staff undertook the revision and development of the core Strategic Plan for the coming two year term, based on the following general process & model:



# 2017 – 2019 STRATEGIC PLAN

## STRATEGIC RESULT AREAS, GOALS & TASKS

The following summarizes the Board's core 2017-2019 Strategic Plan, outlining the **Strategic Result Areas**, the **Goals** within each of those Strategic Result Areas, and the **Tasks** required to achieve the specific goals in each Strategic Result Area – along with accompanying timeline expectations, responsibilities, and measures of success. The entire process was framed and informed by the existing (2015-2017) Strategic Plan, context and member input.

The review and planning process resulted in the development of four Strategic Result Areas including: (1) *Enhance Member Value & Engagement*, (2) *Lead Strategic Advancement of the Planning Profession* (3) *Build Capacity for Advocacy & Research on Core Planning Issues*, (4) *Manage & Enhance Organizational Resilience*.

Ultimately the Board agreed to those Strategic Result Areas, and accompanying Goals and Tasks.

### ***Strategic Result Area 1: Enhance Member Value & Engagement***

#### **Goal 1.1 – Strengthen Ongoing Links Between PIBC Leadership and Members**

**Task 1.1 (a) – Do a quarterly Board update e-News to members, highlighting key decisions & activities:** The Executive Committee and the Executive Director work with the Communications & Marketing Specialist to develop and deliver a regular email news update to members regarding Board activities.

**Timeline:** *(Completion by December 2017 – ongoing)*

**Measure of Success:** *Regular Board update e-News is being regularly drafted and delivered to members.*

**Task 1.1 (b) – Have Board members attend & actively engage with members at the Annual Conference (Including a Board session):** The Executive Committee and Professional Learning & Events Coordinator liaise with the Conference Committee and Board to arrange Board member participation (including a session) at the 2018 conference in Victoria.

**Timeline:** *(Completion by May 2018 – ongoing)*

**Measure of Success:** *Board members attend the 2018 conference & engage with members, including hosting a Board session at the conference.*

**Task 1.1 (c) – Have Board members & Student Reps participate in one annual student outreach event at each accredited planning program:** The Executive Committee and Board work with the Manager of Member Programs & Services to arrange meetings / events at each of the accredited planning programs.

*Timeline: (Completion by September 2018 - ongoing)*

*Measure of Success: At least one event held at each accredited planning program to interact with student members.*

**Task 1.1 (d) – Expand Board member profiles & photos online as part of new PIBC website:** The Communications Committee and Communications & Marketing Specialist work with Board members and the website design team to include expanded profiles on the new / updated PIBC website.

*Timeline: (Completion by May 2018)*

*Measure of Success: Expanded Board member profiles published on updated PIBC website.*

## **Goal 1.2 – Further Strengthen & Enhance Support for Student Members & Academic Planners**

**Task 1.2 (a) – Revise Student membership fees to enhance & support participation of Student members:** The Board and Executive Committee work with the Executive Director to explore reducing, eliminating or otherwise adjusting student member fees to encourage greater student member participation and retention.

*Timeline: (Completion by September 2017)*

*Measure of Success: Adjusted student member fees are adopted and implemented.*

**Task 1.2 (b) – Enhance role & activity of Student Reps in liaising between PIBC & Student members:** The Student Member Liaison Sub-Committee and the Manager of Member Programs & Services work with Student Reps to more actively engage with PIBC activities and enhance outreach & liaison with student members at each accredited planning program.

*Timeline: (Completion by January 2018 – ongoing)*

*Measure of Success: Student Reps more active and engaged with PIBC activities, and greater interaction with student members at each accredited planning program.*

**Task 1.2 (c) – Develop & implement a semesterly (3 times per year) stand-alone Student member e-news / update to Student members:** The Student Member Liaison Sub-Committee and the Communications & Marketing Specialist work with Student Reps to develop and implement a stand-alone Student member e-News.

*Timeline: (Completion by February 2018 – ongoing)*

*Measure of Success: Regular Student member e-News is being regularly drafted and delivered to Student members three times per year.*

### **Goal 1.3 – Support & Strengthen Mentorship for and amongst Members**

**Task 1.3 (a) – Update online renewal to include question asking members to volunteer to Mentor either a Candidate and/or Student member:** The Member Engagement Committee and Manger of Member Programs & Services work with Administrative Coordinator to update and implement mentorship question as part of online renewal process and system.

*Timeline:* (Completion by November 2017)

*Measure of Success:* Online renewal process and system includes mentorship question(s).

**Task 1.3 (b) – Reach out to & coordinate with the PSB and other Provincial / Territorial Institutes on strategies to enhance & support mentorship:** The Member Engagement Committee, Executive Director and Manger of Member Programs & Services work with other Provincial / Territorial Institutes and the PSB on collaborative strategies and initiatives to support & enhance mentorship.

*Timeline:* (Completion by July 2018 – ongoing)

*Measure of Success:* New strategies and initiatives in support of mentorship developed in collaboration with PSB and other Institutes.

### **Goal 1.4 – Clearly Communicate & Articulate Member Value & Benefits to Members**

**Task 1.4 (a) – Incorporate new & updated features & content in new PIBC website to better facilitate member knowledge of benefits and to enhance member engagement:** The Communications Committee and Communications & Marketing Specialist work the website design team to include enhanced features and content to communicate member benefits and enhance engagement with members.

*Timeline:* (Completion by May 2018)

*Measure of Success:* Enhanced and clearer member benefits and services information included in updated PIBC website.

## **Strategic Result Area 2: Lead Strategic Advancement of the Planning Profession**

### **Goal 2.1 – Establish & build upon strategic relationships with key Government officials**

**Task 2.1 (a) – Invite key public officials to attend / participate in PIBC annual conferences:** The Conference Committee works with the Professional Learning & Events Coordinator to facilitate and send out direct invitations to key public officials (local, provincial/territorial & federal), inviting them to attend the annual conference.

**Timeline:** *(Completion by January 2018 – ongoing)*

**Measure of Success:** *Invitations to attend 2018 conference sent to key public officials.*

**Task 2.1 (b) – Continue convening at least one meeting with key government officials each year:** The Executive Committee, Policy & Public Affairs Committee and the Executive Director work to coordinate and convene at least one meeting per year with relevant key government officials.

**Timeline:** *(Completion by April 2018 – ongoing)*

**Measure of Success:** *Meeting with government officials held once per year.*

**Task 2.1 (c) – Have World Town Planning Day formally recognized by BC and Yukon governments each year:** The Executive Committee and the Manager of Member Programs & Services work to request and have World Town Planning Day proclaimed and recognized by the Province of BC and Yukon governments.

**Timeline:** *(Completion by August 2018 – ongoing)*

**Measure of Success:** *Recognition of / proclamations for WTPD made by BC & Yukon governments.*

### **Goal 2.2 – Build & Enhance Strategic Relationships with Allied Professional Organizations**

**Task 2.2 (a) – Reach out & invite allied professional organizations to partner / contribute to PIBC CPL programming:** The CPL Committee and the Professional Learning & Events Coordinator work to reach out to allied professional organizations to explore collaboratively developing and delivering professional learning content with such organizations.

**Timeline:** *(Completion by November 2018 – ongoing)*

**Measure of Success:** *Contact and discussions held with at least one allied professional organization regarding potential collaborative professional learning content development.*

**Task 2.2 (b) – Invite and hold meetings with leadership of key allied professional organizations:** The Executive Committee and the Executive Director work to coordinate and convene at least one meeting per year with the leadership of relevant key allied professional organizations.

*Timeline:* (Completion by October 2018 – ongoing)

*Measure of Success:* Meetings with leadership of key allied professional organizations held once per year.

### **Goal 2.3 – Raise the Profile of PIBC and the Planning Profession with Members & Key Stakeholders**

**Task 2.3 (a) – Develop organizational framework for special practice area groups with PIBC (similar to Chapters):** The Board, Executive Committee and Executive Director work to develop an organizational and policy framework for special practice area groups within the Institute’s membership.

*Timeline:* (Completion by March 2018)

*Measure of Success:* Policy and organizational framework for special practice areas developed, adopted and in place.

**Task 2.3 (b) – Have Board members attend and attend and participate in at least one local Chapter event (covering all PIBC Chapters each year):** The Board, Executive Committee as well as the Executive Director and Manager of Member Programs & Services work with local Chapters to facilitate Board members attending and participating in at least one local Chapter event per year for each Chapter.

*Timeline:* (Completion by December 2018 – ongoing)

*Measure of Success:* Board members have attended and participated in at least one local Chapter event per year for each Chapter.

**Task 2.3 (c) – Develop a communications & outreach tool for employers of planners to help build awareness & PIBC and RPP brands:** The Communications Committee and the Communications & Marketing Specialist work to develop a communications & outreach tool aimed at employers of planners to raise awareness about PIBC and Registered Professional Planners (RPPs).

*Timeline:* (Completion by January 2018)

*Measure of Success:* Communications piece about PIBC and RPPs aimed at employers of planners is developed and delivered.

**Task 2.3 (d) – Continue & expand PIBC branded merchandise, including distribution & promotion within the membership:** The Executive Committee as well as the Executive Director and Manager of Member Programs & Services work to continue and enhance use of PIBC branded merchandise to further outreach and recognition for PIBC.

**Timeline:** *(Completion by April 2018)*

**Measure of Success:** *Budget allocated and additional merchandise produced and distributed.*

#### **Goal 2.4 – Develop an Adaptive / Responsive Strategy for Advancement of RPP in BC & Yukon Legislation**

**Task 2.4 (a) – Update research on existing RPP legislation & regulation context in other jurisdictions in Canada:** The Policy & Public Affairs Committee, Executive Director and Manager of Member Programs & Services review and update existing research materials and information on current professional planning legislation and regulation across Canada.

**Timeline:** *(Completion by January 2019)*

**Measure of Success:** *Existing research material and information is full updated with respect to current legislation and regulation across Canada.*

**Task 2.4 (b) – Investigate, research & report out on different potential opportunities & risks for various approaches to pursuing RPP legislation & regulation:** The Policy & Public Affairs Committee, Executive Director and Manager of Member Programs & Services review and research potential opportunities, approaches, risks, and challenges for pursuing professional planning legislation / regulation in BC and the Yukon.

**Timeline:** *(Completion by January 2019 – ongoing)*

**Measure of Success:** *Research completed and draft report produced for Committee and Board.*

### **Strategic Result Area 3: Build Capacity for Advocacy & Research on Substantive Core Planning Issues**

#### **Goal 3.1 – Develop a Strategy for PIBC Advocacy on Substantive Core Planning Issues**

**Task 3.1 (a) – Establish policy criteria & a framework to determine which substantive core planning issues PIBC should pursue or advocate:** The Policy & Public Affairs Committee, Executive Director and Manager of Member Programs & Services develop a strategic process and framework to guide the Institute’s ongoing identification of key planning issues on which to consider undertaking advocacy.

**Timeline:** *(Completion by April 2018)*

**Measure of Success:** *Draft criteria and process framework for issues advocacy prepared for Board review.*

**Task 3.1 (b) – Develop & draft internal policy to frame & guide PIBC policy work & advocacy:** The Policy & Public Affairs Committee, Executive Director and Manager of Member Programs & Services develop a draft policy structure to guide the Institute’s advocacy work on key planning issues.

**Timeline:** *(Completion by April 2018)*

**Measure of Success:** *Draft policy on issues advocacy prepared for Board review.*

**Task 3.1 (c) – Continue & finalize the work of the existing Climate Action Task Force:** The Policy & Public Affairs Committee, the Climate Action Task Force and Executive Director continue and wrap up the work of the existing Task Force mandate.

**Timeline:** *(Completion by December 2017)*

**Measure of Success:** *Task Force work completed and final report drafted for Board review.*



### Goal 3.2 – Develop a Strategy on PIBC Research

**Task 3.2 (a) – Enhance resources & access for research material on new PIBC website:** The Communications Committee and Communications & Marketing Specialist work with the website design team to include expanded relevant planning-related research resources and information on the new / updated PIBC website.

*Timeline:* (Completion by May 2018)

*Measure of Success:* New website launched and includes expanded planning-related resources and information.

**Task 3.2 (b) – Identify & document research opportunities for PIBC:** The Policy & Public Affairs Committee, Executive Director and Manager of Member Programs & Services review and explore options and opportunities for potential research by PIBC on key planning issues, and report back to the Board.

*Timeline:* (Completion by November 2018)

*Measure of Success:* Report on options and opportunities for PIBC research prepared for Board review.

**Task 3.2 (c) – Incorporate & publish academic planning / research articles in Planning West magazine:** The Communications Committee and Communications & Marketing Specialist work with the Planning West Editor to include expanded relevant planning-related academic / research articles in Planning West magazine.

*Timeline:* (Completion by September 2018 – ongoing)

*Measure of Success:* Relevant planning-related academic / research articles published regularly in Planning West magazine.

### Goal 3.3 – Enhance Research & Data Collection from Members

**Task 3.3 (a) – Implement and manage regular membership satisfaction & input survey every four years:** The Member Engagement Committee and the Manager of Member Programs & Services continue to coordinate, oversee, and implement a regular member satisfaction and feedback survey every four years, with the next one being conducted in early 2021.

*Timeline:* (Completion by February 2021 – ongoing)

*Measure of Success:* Member satisfaction & feedback survey conducted in 2021 and regularly every four years thereafter.

**Task 3.3 (b) – Implement & manage regular membership compensation & benefits survey every four years:** The Member Engagement Committee and the Manager of Member Programs & Services continue to coordinate, oversee and implement a regular member compensation and benefits survey every four years, with the next one being conducted in early 2019.

*Timeline:* (Completion by February 2019 – ongoing)

*Measure of Success:* Member compensation & benefits survey conducted in 2019 and regularly every four years thereafter.

**Task 3.3 (c) – Explore & develop opportunities to collect member data and engage with members as part of annual online membership renewal:** The Member Engagement Committee, Executive Director and the Manager of Member Programs & Services work with the Administrative Coordinator to explore and update the Institute’s online renewal system to potentially collect additional member information.

**Timeline:** *(Completion by November 2018)*

**Measure of Success:** *Online membership renewal system / process updated to include potential additional questions and information collection from members.*

## **Strategic Result Area 4: Manage & Enhance Organizational Resilience**

### **Goal 4.1 – Align Internal Resources With & in Support of Strategic Goals**

**Task 4.1 (a) – Allocate budget for Professional Learning & Events Coordinator to become a regular full time role:** The Board and Executive Committee work with the Executive Director and Manager of Member Programs & Services to include and approve an appropriate budget allocation to facilitate the shift of the Professional Learning & Events coordinator to a regular full-time role.

*Timeline: (Completion by September 2017)*

*Measure of Success: Appropriate allocation included in 2018 budget to facilitate shift of the Professional Learning & Events coordinator to a regular full-time role.*

**Task 4.1 (b) – Explore expanding hours & role for Communications & Marketing Specialist:** The Board and Executive Committee work with the Executive Director and Manager of Member Programs & Services to explore and consider additional hours and an expanded role for the Communications & Marketing Specialist position.

*Timeline: (Completion by September 2017)*

*Measure of Success: Some allocation included in 2018 budget to facilitate additional hours for the Communications & Marketing Specialist role.*

### **Goal 4.2 – Continue to Build Internal PIBC Documentation & Operational Resilience**

**Task 4.2 (a) – Improve PIBC Professional Conduct Review complaints & investigations process (bylaws and policy updates):** The Professional Conduct Review Committee and the Executive Director work with the Institute’s legal counsel to update Institute bylaws, policies and procedures to improve the disciplinary process.

*Timeline: (Completion by June 2018)*

*Measure of Success: Updated bylaws, policies and procedures in place for the disciplinary process.*

**Task 4.2 (b) – Implement and enhance CPL reporting requirements with enforcement & reviews:** The CPL Committee and the Professional Learning & Events Coordinator work with the Office Administrator to update and implement regular, ongoing monitoring & enforcement of member CPL reporting requirements.

*Timeline: (Completion by March 2018)*

*Measure of Success: Member CPL reporting is being regularly monitored & enforced each reporting period / year.*

**Task 4.2 (c) – Finalize & update key internal manuals (incl. CPL Guide, PCRC, Chapters, Admin. Policy etc.):** The Executive Committee, Executive Director and Manager of Member Programs & Services work with various Committees and staff as required to complete/update key internal manuals related to: Chapters, CPL, PCRC, and Administrative Policies.

*Timeline: (Completion by July 2018 – ongoing)*

*Measure of Success: Updated internal manuals (Chapters, CPL, and Administrative Policies) drafted and implemented.*

#### **Goal 4.3 – Continue to Operationalize & Build CPL Programming & Delivery**

**Task 4.3 (a) – Continue to collect & review member input & feedback to guide & develop future PIBC CPL programming:** The CPL Committee and the Professional Learning & Events Coordinator work with the Manager of Member Programs & Services to undertake regular member feedback outreach to help develop and fine tune future CPL topics and content to be delivered by the Institute.

*Timeline: (Completion by October 2018)*

*Measure of Success: Outreach to members for feedback on CPL topics and surveys is completed.*

**Task 4.3 (b) – Research & investigate potential mandatory CPL topics/content for members (e.g. ethics etc.):** The CPL Committee and the Professional Learning & Events Coordinator work with the Manager of Member Programs & Services to investigate and report back on possible options or approaches to potentially implement required mandatory CPL content/topics for members (e.g. ethics, etc.).

*Timeline: (Completion by October 2018)*

*Measure of Success: Exploration of possible mandatory CPL content investigated and recommendations reported back to the Board.*

**Task 4.3 (c) – Operationalize CPL reporting requirements for practicing Candidate Members:** The CPL Committee and the Professional Learning & Events Coordinator work with the Manager of Member Programs & Services to develop policy and procedural requirements to implement and phase-in mandatory CPL reporting requirements for all practicing Candidate members.

*Timeline: (Completion by November 2018 – ongoing)*

*Measure of Success: Updated policies and procedures in place and rolling out for mandatory CPL reporting requirements for all practicing Candidate members.*

**Task 4.3 (d) – Develop & deliver a pilot in-person PIBC CPL course on a relevant core planning topic:** The CPL Committee and the Professional Learning & Events Coordinator work with the Manager of Member Programs & Services to develop and implement a pilot in-person CPL course for members on a relevant core planning topic.

**Timeline:** *(Completion by December 2019 – ongoing)*

**Measure of Success:** *Pilot in-person CPL course developed and delivered (at least one offering) to members.*

## CONCLUSION

The preceding 2017-2019 Strategic Plan represents the collective efforts of the Board of Directors of the Planning Institute of British Columbia, informed by previous strategic planning efforts and member input and feedback, as well as by the Institute's role, position, and capacity. It sets the key goals and tasks for the Board and the Institute for the coming two years and beyond, guided by the agreed overarching strategic vision...

***PIBC is a thriving organization supporting and regulating respected professional planners, inspiring excellence, advocacy and community well-being.***

## APPENDIX I – STRATEGIC PLAN SUMMARY CHART

SRA/Goal:	What? - Task Description:	Who (Lead)?:	When?:	Status:
<b>1 - Enhance Member Value &amp; Engagement</b>				
<i>Goal 1.1 – Strengthen Ongoing Links Between PIBC Leadership &amp; Members</i>				
Task 1.1 (a)	<i>Do a quarterly Board update e-News to members, highlighting key decisions &amp; activities</i>	<i>Committee: Executive, Staff: Exec. Director / Cmns. &amp; Marketing Spec.</i>	<i>By Dec. 2017 (ongoing)</i>	
Task 1.1 (b)	<i>Have Board members attend &amp; actively engage with members at the Annual Conference (including a Board session).</i>	<i>Committee: Executive, Staff: Prof. Learning &amp; Events Coord.</i>	<i>By May 2018 (ongoing)</i>	
Task 1.1 (c)	<i>Have Board members &amp; Student Reps participate in one annual student outreach event at each accredited planning program.</i>	<i>Committee: Executive &amp; Board, Staff: Mgr. of Memb. Programs &amp; Serv.</i>	<i>By Sept. 2018 (ongoing)</i>	
Task 1.1 (d)	<i>Expand Board member profiles &amp; photos online as part of new PIBC website</i>	<i>Committee: Communications, Staff: Cmns. &amp; Marketing Spec.</i>	<i>By May 2018</i>	
<i>Goal 1.2 – Further Strengthen &amp; Enhance Support for Student Members &amp; Academic Planners</i>				
Task 1.2 (a)	<i>Revise student membership fees to enhance &amp; support participation of Student members.</i>	<i>Committee: Executive &amp; Board, Staff: Exec. Director</i>	<i>By Sept. 2018</i>	
Task 1.2 (b)	<i>Enhance role &amp; activity of Student Reps in liaising between PIBC &amp; Student members</i>	<i>Committee: Student Liaison, Staff: Mgr. of Memb. Prog. &amp; Serv.</i>	<i>By Jan. 2018 (ongoing)</i>	
Task 1.2 (c)	<i>Develop &amp; implement a semesterly (3 times per year) stand-alone Student member e-news / update to Student members</i>	<i>Committee: Student Liaison, Staff: Mgr. of Memb. Prog. &amp; Serv. / Cmns. &amp; Marketing Spec.</i>	<i>By Feb. 2018 (ongoing)</i>	
<i>Goal 1.3 – Support &amp; Strengthen Mentorship for and amongst Members</i>				
Task 1.3 (a)	<i>Update online renewal to include question asking members to volunteer to Mentor either a Candidate and/or Student member</i>	<i>Committee: Member Engagement, Staff: Mgr. of Memb. Prog. &amp; Serv. / Admin. Coord.</i>	<i>By Nov. 2017</i>	
Task 1.3 (b)	<i>Reach out to &amp; coordinate with the PSB and other Provincial/Territorial Institutes on strategies to enhance &amp; support mentorship</i>	<i>Committee: Member Engagement, Staff: Exec. Director/ Mgr. of Memb. Prog. &amp; Serv.</i>	<i>By July 2018 (ongoing)</i>	

<b>Goal 1.4 – Clearly Communicate &amp; Articulate Member Value &amp; Benefits to Members</b>				
Task 1.4 (a)	<i>Incorporate new &amp; updated features &amp; content in new PIBC website to better facilitate member knowledge of benefits and to enhance member engagement</i>	Committee: Communications, Staff: Cmns. & Marketing Spec.	By May 2018	
<b>2 - Lead Strategic Advancement of the Planning Profession</b>				
<b>Goal 2.1 – Establish &amp; build upon strategic relationships with key Government officials</b>				
Task 2.1 (a)	<i>Invite key public officials to attend / participate in PIBC annual conferences</i>	Committee: Annual Conference, Staff: Prof. Learning & Events Coord.	By Jan. 2018 (ongoing)	
Task 2.1 (b)	<i>Continue convening at least one meeting with key government officials each year</i>	Committee: Policy & Public Affairs / Executive, Staff: Exec. Director	By April 2018 (ongoing)	
Task 2.1 (c)	<i>Have World Town Planning Day formally recognized by BC and Yukon governments each year</i>	Committee: Executive, Staff: Mgr. of Memb. Prog. & Serv.	By Aug. 2018 (ongoing)	
<b>Goal 2.2 – Build &amp; Enhance Strategic Relationships with Allied Professional Organizations</b>				
Task 2.2 (a)	<i>Reach out &amp; invite allied professional organizations to partner / contribute to PIBC CPL programming</i>	Committee: CPL, Staff: Prof. Learning & Events Coord.	By Nov. 2018 (ongoing)	
Task 2.2 (b)	<i>Invite and hold meetings with leadership of key allied professional organizations</i>	Committee: Executive, Staff: Exec. Director	By Oct. 2018 (ongoing)	
<b>Goal 2.3 – Raise the Profile of PIBC and the Planning Profession with Members &amp; Key Stakeholders</b>				
Task 2.3 (a)	<i>Develop organizational framework for special practice area groups with PIBC (similar to Chapters)</i>	Committee: Executive / Board, Staff: Exec. Dir / Mgr. Memb. Prog. & Serv.	By Mar. 2018	
Task 2.3 (b)	<i>Have Board members attend and attend and participate in at least one local Chapter event (covering all PIBC Chapters each year)</i>	Committee: Executive / Board, Staff: Exec. Dir / Mgr. Memb. Prog. & Serv.	By Dec. 2018 (ongoing)	
Task 2.3 (c)	<i>Develop a communications &amp; outreach tool for employers of planners to help build awareness &amp; PIBC and RPP brands</i>	Committee: Communications, Staff: Cmns. & Marketing Spec.	By Jan. 2018	



Task 2.3 (d)	Continue & expand PIBC branded merchandise, including distribution & promotion within the membership	Committee: Executive, Staff: Exec. Dir / Mgr. Memb. Prog. & Serv.	By Apr. 2018	
<b>Goal 2.4 – Develop an Adaptive / Responsive Strategy for Advancement of RPP in BC &amp; Yukon Legislation</b>				
Task 2.4 (a)	Update research on existing RPP legislation & regulation context in other jurisdictions in Canada	Committee: Policy & Public Affairs, Staff: Exec. Dir / Mgr. Memb. Prog. & Serv.	By Jan. 2019	
Task 2.4 (b)	Investigate, research & report out on different potential opportunities & risks for various approaches to pursuing RPP legislation & regulation	Committee: Policy & Public Affairs, Staff: Exec. Dir / Mgr. Memb. Prog. & Serv.	By Jan. 2019	
<b>3 - Build Capacity for Advocacy &amp; Research on Core Planning Issues</b>				
<b>Goal 3.1 – Develop a Strategy for PIBC Advocacy on Substantive Core Planning Issues</b>				
Task 3.1 (a)	Establish policy criteria & a framework to determine which substantive core planning issues PIBC should pursue or advocate	Committee: Policy & Public Affairs, Staff: Exec. Dir / Mgr. Memb. Prog. & Serv.	By Apr. 2018	
Task 3.1 (b)	Develop & draft internal policy to frame & guide PIBC policy work & advocacy	Committee: Policy & Public Affairs, Staff: Exec. Dir / Mgr. Memb. Prog. & Serv.	By Apr. 2018	
Task 3.1 (c)	Continue & finalize the work of the existing Climate Action Task Force	Committee: Policy & Public Affairs / CATF, Staff: Exec. Director	By Dec. 2017	
<b>Goal 3.2 – Develop a Strategy on PIBC Research</b>				
Task 3.2 (a)	Enhance resources & access for research material on new PIBC website	Committee: Communications, Staff: Cmns. & Marketing Spec.	By May 2018	
Task 3.2 (b)	Identify & document research opportunities for PIBC	Committee: Policy & Public Affairs, Staff: Exec. Dir / Mgr. Memb. Prog. & Serv.	By Nov. 2018	
Task 3.2 (c)	Incorporate & publish academic planning / research articles in Planning West magazine	Committee: Communications, Staff: Cmns. & Marketing Spec.	By Sept. 2018 (ongoing)	

<b>Goal 3.3 – Enhance Research &amp; Data Collection from Members</b>				
Task 3.3 (a)	Implement and manage regular membership satisfaction & input survey every four years.	Committee: Member Engagement, Staff: Exec. Dir / Mgr. Memb. Prog. & Serv.	By Feb. 2021 (ongoing)	
Task 3.3 (b)	Implement & manage regular membership compensation & benefits survey every four years (alternating from other member survey)	Committee: Member Engagement, Staff: Exec. Dir / Mgr. Memb. Prog. & Serv.	By Feb. 2019 (ongoing)	
Task 3.3 (c)	Explore & develop opportunities to collect member data and engage with members as part of annual online membership renewal	Committee: Member Engagement, Staff: Exec. Dir / Mgr. Memb. Prog. & Serv. / Admin. Coord.	By Nov. 2018	
<b>4 - Manage &amp; Enhance Organizational Resilience</b>				
<b>Goal 4.1 – Align Internal Resources With &amp; in Support of Strategic Goals</b>				
Task 4.1 (a)	Allocate budget for Professional Learning & Events Coordinator to become regular full time role	Committee: Executive / Board, Staff: Exec. Dir / Mgr. Memb. Prog. & Serv.	By Sept. 2017	
Task 4.1 (b)	Explore expanding hours & role for Communications & Marketing Specialist	Committee: Executive / Board, Staff: Exec. Dir / Mgr. Memb. Prog. & Serv.	By Sept. 2017	
<b>Goal 4.2 – Continue to Build Internal PIBC Documentation &amp; Operational Resilience</b>				
Task 4.2 (a)	Improve PIBC Professional Conduct Review complaints & investigations process (bylaws and policy updates)	Committee: Prof. Conduct Review, Staff: Exec. Director / Legal counsel	By Jun. 2018 (ongoing)	
Task 4.2 (b)	Implement and enhance CPL reporting requirements with enforcement & reviews	Committee: CPL, Staff: Prof. Learning & Events Coord.	By Mar. 2018	
Task 4.2 (c)	Finalize & update key internal manuals (incl. CPL Guide, PCRC, Chapters, Admin. Policy etc.)	Committee: Executive / Various, Staff: Exec. Dir / Mgr. Memb. Prog. & Serv.	By Jul. 2018 (ongoing)	
<b>Goal 4.3 – Continue to Operationalize &amp; Build CPL Programming &amp; Delivery</b>				
Task 4.3 (a)	Continue to collect & review member input & feedback to guide & develop future PIBC CPL programming	Committee: CPL, Staff: Prof. Learning & Events Coord.	By Oct. 2018	

Task 4.3 (b)	<i>Research &amp; investigate potential mandatory CPL topics/content for members (e.g. ethics etc.)</i>	<i>Committee: CPL, Staff: Prof. Learning &amp; Events Coord.</i>	<i>By Oct. 2018</i>	
Task 4.3 (c)	<i>Operationalize CPL reporting requirements for practicing Candidate Members</i>	<i>Committee: CPL, Staff: Prof. Learning &amp; Events Coord.</i>	<i>By Nov. 2018 (ongoing)</i>	
Task 4.3 (d)	<i>Develop &amp; deliver a pilot in-person PIBC CPL course on a relevant core planning topic</i>	<i>Committee: CPL, Staff: Prof. Learning &amp; Events Coord.</i>	<i>By Dec. 2019 (ongoing)</i>	

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

The following is the list of participants and facilitators who took part in the PIBC Orientation & Strategic Planning retreat (July 2017):

### **PIBC Board Members:**

- **Andrew Ramlo MCIP, RPP (President)**
- **Lesley Cabott MCIP, RPP (President-Elect)**
- **Carole Jolly MCIP, RPP (Secretary-Treasurer)**
- **David Block MCIP, RPP**
- **Lui Carvello MCIP, RPP**
- **Patricia Dehnel MCIP, RPP**
- **Kenna Jonkman MCIP, RPP**
- **Chani Joseph-Ritchie MCIP, RPP**
- **Katrin Saxty MCIP, RPP**
- **Suzanne Smith MCIP, RPP**
- **Daniel Sturgeon (Candidate Member Rep.)**

### **Past Board Members & Other Representatives:**

- **Dan Huang MCIP, RPP (Past President)**
- **Devon Harlos (UBC Student Rep.)**
- **Scott Brown (UNBC Student Rep.)**
- **Mikayla Roberts (SFU Student Rep)**
- **Zachary Haigh (VIU Student Rep.)**

### **PIBC Staff:**

- **Dave Crossley (Executive Director)**
- **Ryan Noakes (Manager of Member Programs & Services)**
- **Nina Schmidt (Office Administrator)**
- **Cindy Cheung (Communications & Marketing Specialist)**
- **Sophie King (Professional Learning & Events Coordinator)**

### **Strategic Planning Session Facilitator:**

- **Stina Brown (stinabrown.com)**

**APPENDIX III – STRATEGIC PLANNING ADDITIONAL VISUAL DOCUMENTATION**

Precise  
Results-oriented  
Intentional  
Measurable  
Outcomes-focused

Specific  
Measurable  
Achievable  
Realistic  
Timely

**"ADVOCACY" unpacked**

1. The act of pleading for, supporting, or recommending: active espousal
2. Public support or recommendation of a particular cause or policy.

Advancing the interests of PIBC members (PPIs)  
Promoting / supporting good planning practices

PIBC ADVOCATES FOR PLANNERS AND PROFESSIONAL PLANNING.

PIBC ADVOCATES + PIIIS  
AWARENESS ON KEY PLANNING ISSUES OF BROAD PUBLIC INTEREST THROUGH EDUCATION AND RESEARCH

- informed decision-making
- a public voice for membership
- evidence-based
- common set of principles
- code of ethics

Champion sound planning practice for all + take leadership on key planning issues



