



PLANNING INSTITUTE OF BRITISH COLUMBIA



PIBC BOARD OF DIRECTORS

2019 – 2021 STRATEGIC PLAN

Approved: Nov. 2, 2019

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INTRODUCTION

In keeping with past practice, the newly elected (2019-2021) PIBC Board of Directors gathered, along with Institute staff, to undertake a strategic planning exercise, to review and update the strategic plan that would help set the Institute's priorities, and guide the Board's work for its two-year term (2019-2021).

The Board met over the course of three days (June 21 – 23, 2019) in Kelowna, 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, including an acknowledgement of the traditional peoples of the Okanagan region and of the recent marking of National Indigenous People's Day (on June 20th). It continued with some meaningful conversations, exploration of expectations and hopes of Board members and team building, as well as context setting with the process, and with the existing strategic plan. There was also re-familiarization with the Institute's vision statement (which had been updated in 2016) and existing strategic plan as revised and adopted in 2017, as well as the Institute's existing resources and capacity.

The Board also reviewed highlights from a previously undertaken survey of Board members and participants. – which helped provide insights into various thoughts, issues themes, and priorities – all of which ultimately informed the revised strategic plan.

The Board also reviewed and considered the existing 'strategic result areas' within the current plan, discussing whether or not they could or should be modified or improved moving forward, or enhanced with new strategic result areas. 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 discussions.

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 more specific objectives. This involved further distillation and unpacking, as well as opportunities for creative, generative discussions and idea sharing.

Subsequently, further work was undertaken by staff to refine the final goals and develop corresponding specific operational tasks in support of those strategic goals, as well as refinement of the potential timelines for the plan.

This resulting new 2019-2021 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, and with the support of Institute staff. 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 2019-2021 Strategic Plan. This executive summary provides a quick, high-level overview of the process and revised 2019-2021 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; recognition of Institute resources & capacity; and input from and dialogue amongst the participants. Here are some quick highlights from the updated 2019-2021 Strategic Plan:

- The Strategic Plan has five broad, high-level 'strategic result areas' that frame the various goals and tasks, including: (1) Enhance Member Value & Engagement; (2) Strategically Advance the Planning Profession; (3) Build & Utilize Capacity for Advocacy & Research on Substantive Core Planning Issues; (4) Build Capacity to Support & Facilitate Members' Professional Well-Being; and (5) Enhance Long-Term Organizational & Operational Resilience.
- Several of the ongoing strategic goals relate directly, or indirectly, to past member survey feedback regarding member engagement and communications, including: keeping members informed & engaged through new technological tools, enhancing resources for mentorship support, and engaged with Board members; further enhancement of support and services for Student members; and continued outreach regarding member services and value.
- Continuing to enhance member value and services is supported through various objectives in the Strategic Plan, including: continued development of CPL programming; exploring and developing new internal practice-area groups for members; and efforts to better monitor the Institute's membership profile.
- Other goals and tasks support further advancing the Institute's role as the voice of the profession, including: continued external outreach with governments and other key organizations; continuing to build and enhance the brand and recognition of the 'RPP' designation (including monitoring and engaging with respect to government legislative and policy changes relevant to the profession); and further developing advocacy and research on key relevant planning issues.
- Additionally, several objectives in the plan continue to support building and enhancing the Institute's internal and long-term organizational resilience, in areas ranging from internal policies and procedures, consideration of a potential '50 year' vision for the Institute and profession, and more.

STRATEGIC VISION

As part of the development of the 2019-2021 Strategic Plan, the Board reviewed and acknowledged the following vision statement, established and updated as of 2016:

STRATEGIC VISION:

PIBC is a thriving organization supporting and regulating respected professional planners, inspiring excellence, advocacy and community wellbeing.

The strategic vision is intended as a longer-term, 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;

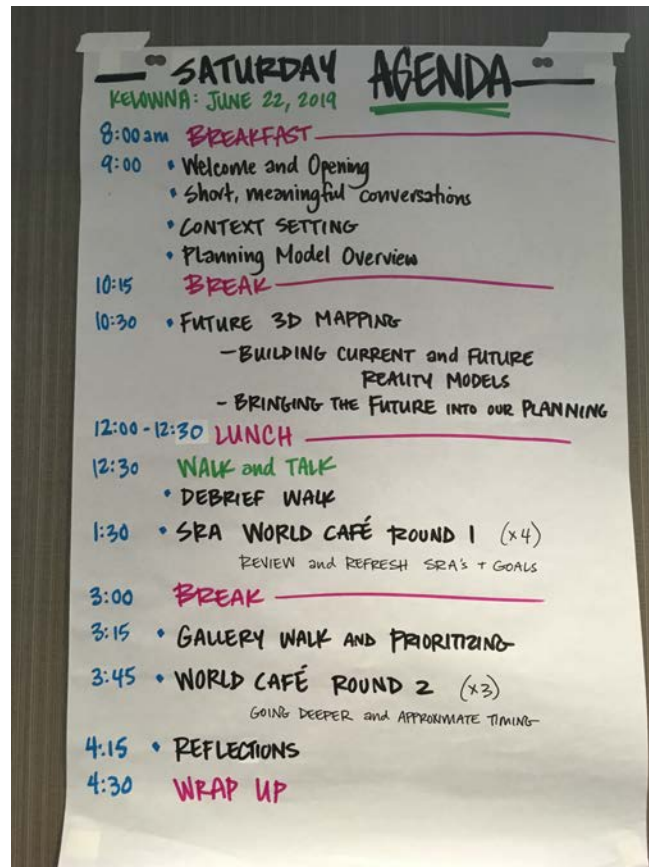
(d) To promote the association and professional interests of those engaged in the practice of community and regional planning.

STRATEGIC PROCESS & AGENDA

Process – Introductions: In looking forward to the process of strategic planning, and the upcoming two-year term, participants introduced themselves and engaged in short meaningful conversations to get to know each other and kick-off the process.

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
- Setting the Stage – Conversations on Priorities, the Future, & Changes
- Context Setting & Looking at the Current Plan, Resources & Capacity
- Reviewing the Planning Model – the Process
- Future 3D Mapping Exercise – Exploring Current and Future Realities
- Walk & Talk – Discussions of Critical Issues and the Future
- World Café – Reviewing & Exploring Strategic Result Areas & Goals
- Gallery Walk – Reviewing & Prioritizing Strategic Goals; Adjustments
- Further World Café – Distilling & Unpacking Goals, Possible Timing
- Consideration of Outstanding Topics & Ideas; Possible Adjustments
- Reflections; Closing Comments & Next Steps



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, which informed the strategic planning process.

Financial Resources: The Institute (as of 2018) generates approximately \$966,000 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 the 2018 fiscal year actual figures):

Revenues & Income:

- PIBC Membership Fees 40%
- Conference & Events* 34%
- Advertising Sales 19%
- Other Membership Revenues 1%
- Chapters 4%
- Interest/Other 2%

Cost of Sales & Expenditures:

- Conference/Events Costs* 30%
- Staff Salaries & Benefits 29%
- Board/Governance 7%
- Administration/Fees/Services 5%
- Office 7%
- Professional Fees/Services 2%
- Production Costs 4%
- Student Support/Activities 2%
- Special Projects/Activities 7%
- Chapters 4%
- Bank Charges/Interest/Other 2%

*Note: PIBC revenues from & expenditures for conferences vary in years where PIBC partners with others for joint conferences, such as the BC Land Summit and national CIP conferences.

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, programs and events. 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 (for example, activities in 2018 to celebrate and honour the 60th anniversary of PIBC).

Staffing: The Institute currently employs four full-time staff and one part-time staff. Typical total staff hours of approx.: 163 person-hours per week (up to approx. 7,700 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 conduct review support, budget and finance (strategic), human resources, communications and outreach, etc.
- **Manager of Operations:** Office reception, filing & administrative support, bookkeeping, program / service support, operations, member inquiries, executive assistance, organizational support, etc.
- **Member Services Coordinator:** Membership outreach & support, local chapters oversight, volunteers, events & communications assistance, member programs/service delivery, etc.
- **Professional Learning & Events Coordinator:** Continuous Professional Learning activities & events, including online webinars, as well as assisting local chapters and work on the Annual Conference.
- **Communications & Marketing Specialist:** Communications materials and activities including: website, social media, media relations, assisting with Planning West, marketing materials & outreach.

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 revised standards and processes were implemented (in 2012) as a result of the national Planning for the Future (PFF) initiative and the introduction of the national Professional Standards Committee (PSC) and Professional Standards Board (PSB). 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 substantially updated its Committees in 2017.

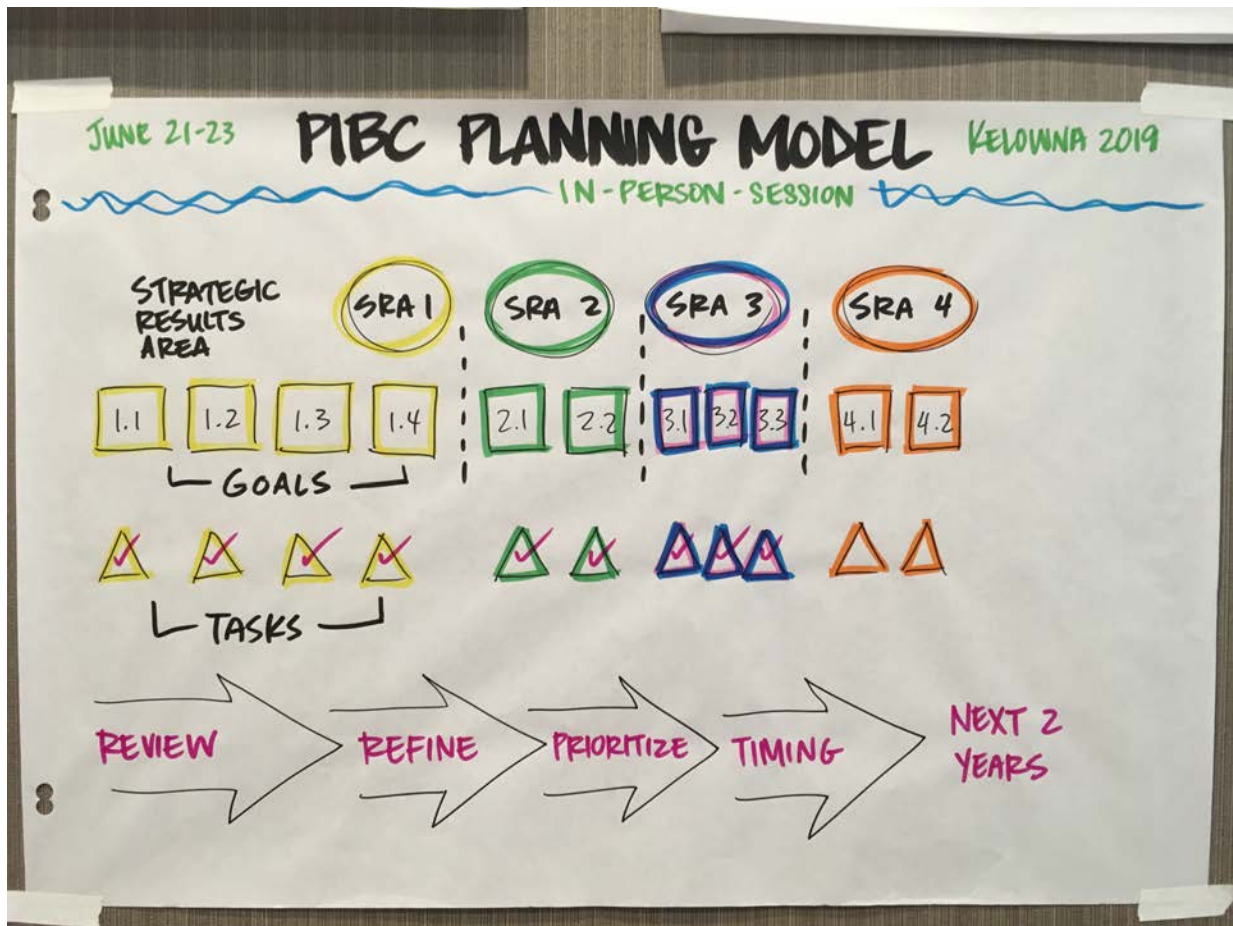
Additional volunteer resources are also represented through various member appointees and representatives on national committees, task forces, organizations and projects, as well as volunteers on external/third-party committees, bodies, and projects.

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 current Strategic Vision, which had been reviewed and revised in 2016 (and as highlighted on page 5):

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/structure, or Strategic Planning Model:



2019 – 2021 STRATEGIC PLAN

STRATEGIC RESULT AREAS, GOALS & TASKS

The following summarizes the Board's core 2019-2021 Strategic Plan, outlining the broad **Strategic Result Areas**, the more specific strategic **Goals** within each of those Strategic Result Areas, and the operational **Tasks** established to advance the various Goals in each Strategic Result Area forward – along with accompanying timeline expectations, responsibilities, and general measures of success. The entire process and outcome was framed and informed by the existing (2017-2019) Strategic Plan, context and further input.

The review and planning process resulted in the revision or development of five Strategic Result Areas: (1) *Enhance Member Value & Engagement*, (2) *Strategically Advance the Planning Profession* (3) *Build and Utilize Capacity for Advocacy & Research on Substantive Core Planning Issues*, (4) *Build Capacity to Support and Facilitate Members' Professional Well-Being*, and (5) *Enhance Long-Term Organizational and Operational Resilience*.

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

Strategic Result Area 1: Enhance Member Value & Engagement

Goal 1.1 – Enhance the Use of Technology to Strengthen Member Engagement

Task 1.1 (a) – Investigate the feasibility of developing a custom PIBC mobile app: The Communications Committee supported by the Communications & Marketing Specialist work to explore and evaluate the feasibility, potential costs and benefits of developing and implementing a custom PIBC mobile app (or other similar potential technological tools), and report back with recommendations.

Timeline: *(Completion by May 2020)*

Measure of Success: *Report from Communications Committee with recommendations completed and submitted.*

Task 1.1 (b) – Develop and implement a mentorship resource section on the new PIBC website with information and tools to assist PIBC Candidate Members and Mentors: The Communications Committee supported by the Communications & Marketing Specialist work with the Candidate Member representative and the Professional Standards Board (PSB) to add new information and resources to the PIBC website to support mentorship, including assisting Candidates looking to find a professional member mentor.

Timeline: *(Completion by February 2020)*

Measure of Success: *New mentorship resource section implemented on PIBC website.*

Task 1.1 (c) – Determine and implement the collection of member demographic data-points to regularly collect from members online each year to maintain a PIBC membership profile: The Member Engagement Committee supported by the Executive Director and Manager of Operations work to determine what 3-5 key member demographic data-points to collect annually as part of membership renewal, to facilitate the regular reporting of membership demographic profile information and to enable the Institute to better know, understand and serve members.

Timeline: *(Completion by April 2020)*

Measure of Success: *Membership demographic data-points identified; are being collected annually from members, and reported as a membership profile each year.*

Goal 1.2 – Further Strengthen & Enhance Support for Student Members

Task 1.2 (a) – Have Board members and Student Member representatives participate in one PIBC student outreach event at each of the accredited university planning programs in BC and the Yukon: The Board and student representatives work with the accredited university planning programs to schedule, plan and implement at least one PIBC outreach event or presentation at each accredited university planning program at least once each two-year term.

Timeline: *(Completion by December 2020)*

Measure of Success: *PIBC outreach events with Board members and student representatives successfully held at each accredited university planning program.*

Task 1.2 (b) – Investigate the feasibility of creating and implementing a student member internship program or position with PIBC: The Member Engagement Committee, Student Member & Academic Liaison Sub-Committees, and staff work to explore and research the feasibility (including costs/budget, logistics, timing, etc.) of creating a regular internship opportunity or program for PIBC student members and report back with recommendations.

Timeline: *(Completion by September 2020)*

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) – Allocate potential budget for possible student internship: The Board, with staff assistance, develop and allocate potential budget for possible student internship as part of the annual budget.

Timeline: *(Completion by September 2020)*

Measure of Success: *Future annual budget(s) includes allocation of funds for possible student internship.*

Task 1.2 (d) – Continue to build and enhance the role of student member representatives as liaisons with PIBC student members: The Student Member Liaison Sub-Committee, Student Member representatives, and the Communications & Marketing Specialist work with Student Reps to enhance and continue a regular stand-alone Student member e-News, as well as other ongoing outreach with Student members.

Timeline: (Completion by June 2020)

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

Goal 1.3 – Continue to Communicate & Articulate Member Value & Benefits to Members

Task 1.3 (a) – Incorporate features & content in PIBC e-News that highlights or features member benefits and services for members on an ongoing basis: The Communications Committee and Communications & Marketing Specialist work to develop and implement ongoing content in the PIBC e-News that features and highlights different member benefits and services, to enhance member knowledge and understanding of the value of membership.

Timeline: (Completion by December 2019)

Measure of Success: Content featuring and highlighting member benefits and services is being regularly included in the PIBC e-News.

Strategic Result Area 2: Strategically Advance the Planning Profession

Goal 2.1 – Continue to Strengthen Strategic Relationships with Key Government Officials and Allied Professional Organizations

Task 2.1 (a) – Continue to invite key BC and Yukon public officials & leaders of allied professional organizations to attend / participate in PIBC annual conferences: The Conference Committee works with the Professional Learning & Events Coordinator to continue to send out regular direct invitations to key stakeholders (local, provincial/territorial & federal government officials, leaders from allied professional organizations, etc.), inviting them to attend the PIBC annual conference each year.

Timeline: (Completion by July 2020)

Measure of Success: Invitations to attend 2020 and 2021 conferences sent to key public officials and allied professional leaders.

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

Timeline: (Completion by January 2020)

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

Task 2.1 (c) – Develop and strengthen regular outreach to key local government decision-makers through key organizations: The Executive Committee, in consultation with the Policy & Public Affairs Committee, and supported by the Executive Director, work to establish and develop regular outreach to key local government decision makers in BC and Yukon (through organizations like UBCM, LGMA, etc.).

Timeline: (Completion by October 2020)

Measure of Success: Outreach contact established and initial meeting(s) held with leaders at key organizations like UBCM, LGMA, etc.

Goal 2.2 – Continue to Raise the Profile of PIBC and the Planning Profession with Members and Key Stakeholders

Task 2.2 (a) – Develop organizational framework for special practice area groups with PIBC: The Board, Executive Committee and Executive Director work to develop an organizational and policy framework for special practice area groups (similar to Chapters) within the Institute's membership.

Timeline: (Completion by November 2020)

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

Task 2.2 (b) – Develop and implement a communications & outreach tool for employers of planners to help build awareness of PIBC and RPP brands: The Communications Committee and the Communications & Marketing Specialist work to develop and implement a communications & outreach tool aimed at employers of planners to raise awareness about PIBC and Registered Professional Planners (RPPs).

Timeline: (Completion by March 2020)

Measure of Success: Communications piece about PIBC and RPPs aimed at employers of planners is developed and implemented through distribution to key employer contacts/organizations.

Goal 2.3 – Maintain and Continue an Adaptive / Responsive Strategy for Advancement of RPP in BC & Yukon Legislation

Task 2.3 (a) – Continue to monitor and engage with government regarding potential opportunities to advance the recognition and protection of RPP status in legislation: The Policy & Public Affairs Committee maintains and continues a sub-committee on RPP legislation and regulation to monitor and report back on government legislation, regulation and potential opportunities related to possible further recognition and protection of RPP status.

Timeline: (Completion by July 2020 - ongoing)

Measure of Success: Policy & Public Affairs Committee sub-committee maintained with regular reporting back on relevant developments and/or opportunities with respect government legislation and regulation, as it may relate to advancing RPP status in BC and Yukon.

Task 2.3 (b) – Investigate and analyze the opportunities, challenges and implications of potential ‘right to practice’ regulation for RPPs in BC and Yukon: The Policy & Public Affairs Committee (and relevant sub-committee), working with staff (with possible support from outside expertise), researches and analyzes the possibilities for ‘right to practice’ regulation for RPPs in both BC and Yukon, including consideration of the opportunities, challenges and implications for the Institute, the profession, and individual practitioners, and report back on the outcomes of this work.

Timeline: (Completion by January 2021)

Measure of Success: A research paper (or similar report) addressing the opportunities, challenges and implications of potential ‘right to practice’ regulation for RPPs in BC and Yukon is developed and completed.

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

Goal 3.1 – Develop and Enhance Capacity, Resources and Support for PIBC Advocacy on Substantive Core Planning Issues

Task 3.1 (a) – Explore and scope a potential staff position or role in support of policy and advocacy work on planning issues: The Executive Committee and Executive Director work to explore and develop the scope and potential role for a staff position (or other professional support role) to support the Institute’s policy and advocacy work.

Timeline: (Completion by August 2020)

Measure of Success: Exploration and scoping complete, and potential role developed and documented for consideration by the Board.

Task 3.1 (b) – Allocate potential budget for possible policy and advocacy position or support role: The Board, with staff assistance, develop and allocate potential budget for possible staff position or support role for policy and advocacy as part of the annual budget.

Timeline: (Completion September 2020)

Measure of Success: Future annual budget(s) includes allocation of funds for possible policy and advocacy position/role.

Task 3.1 (c) – Review and refresh the terms of reference for the Policy & Public Affairs Committee: The Board, with the Policy & Public Affairs Committee, explores, develops, considers and adopts updated terms of reference for the Policy & Public Affairs Committee in light of recent experience, strategic goals and newly adopted advocacy framework.

Timeline: (Completion by March 2020)

Measure of Success: Revisions to Policy & Public Affairs Committee terms of reference drafted, considered and adopted by the Board.

Goal 3.2 – Undertake PIBC Advocacy work on Indigenous planning Issues

Task 3.2 (a) – Develop a strategy and action plan to determine PIBC and planning profession response to the Truth and Reconciliation Commission: The Policy & Public Affairs Committee, in consultation with the membership and relevant indigenous planning expertise, explores and develops a strategy and action plan for PIBC and the planning profession to contribute in response to the issues raised by Canada’s Truth and Reconciliation Commission, and make recommendations to the Board.

Timeline: (Completion by February 2021 - ongoing)

Measure of Success: Strategy and action plan developed and adopted by the Board.

Task 3.2 (b) – Develop a strategy and action plan to determine PIBC and planning profession response to the National Inquiry into Missing and Murdered Indigenous Women and Girls: The Policy & Public Affairs Committee, in consultation with the membership and relevant indigenous planning expertise, explores and develops a strategy and action plan for PIBC and the planning profession to contribute in response to the issues raised by Canada’s National Inquiry into Missing and Murdered Indigenous Women and Girls, and make recommendations to the Board.

Timeline: (Completion by February 2021 - ongoing)

Measure of Success: Strategy and action plan developed and adopted by the Board.

Task 3.2 (c) – Incorporate & publish content related to indigenous community planning from BC and Yukon into Planning West magazine: The Communications Committee and Communications & Marketing Specialist work with the Planning West Editor to include relevant articles and content on indigenous community planning, including content from indigenous planners and from across BC and Yukon, in Planning West magazine.

Timeline: (Completion by October 2020)

Measure of Success: Relevant indigenous planning content/articles curated and published in Planning West magazine.

Goal 3.3 – Continue to Advance PIBC Advocacy Work On Climate Action

Task 3.3 (a) – Continue to advance and implement PIBC work on climate action: The Policy & Public Affairs Committee (and Climate Action Sub-Committee) move forward to develop and implement specific activities related to planning and climate action (such as research, updated advocacy materials, professional development, etc.).

Timeline: (Completion by June 2020)

Measure of Success: Additional specific PIBC activities and deliverables related to climate action are developed and implemented.

Strategic Result Area 4: Build Capacity to Support & Facilitate Members' Professional Well-Being

Goal 4.1 – Help Support the Personal & Professional Resilience and Well-Being of Professional Members

Task 4.1 (a) – Undertake member consultation and research to identify key member needs with respect to resilience and well-being: The Member Engagement Committee works with the Member Services Coordinator to undertake and complete a member consultation and needs assessment with respect to key member personal / professional resilience and well-being.

Timeline: (Completion by May 2020)

Measure of Success: Member needs assessment regarding personal / professional resilience and well-being completed and reported.

Task 4.1 (b) – Develop a member service action plan for supporting member resilience and well-being: The Member Engagement Committee works with the Member Services Coordinator to develop, based on the needs assessment and member consultation, a concrete, achievable member service action plan to enhance PIBC's activities and services in support of key member personal / professional resilience and well-being.

Timeline: (Completion by November 2020)

Measure of Success: Member service action plan regarding personal / professional resilience and well-being developed.

Task 4.1 (c) – Begin implementing new member service action plan for supporting member resilience and well-being: The Member Engagement Committee works with the Member Services Coordinator to begin implementing, based on the action plan developed, new PIBC's activities and services in support of key member personal / professional resilience and well-being.

Timeline: (Completion by April 2021)

Measure of Success: New PIBC member service(s) and activities in support of support of key member personal / professional resilience and well-being are implemented.

Strategic Result Area 5: Enhance Long-Term Organizational & Operational Resilience

Goal 5.1 – Continue to Build Internal PIBC Documentation & Operational Resilience

Task 5.1 (a) – Finalize & update key internal Chapter policies and manuals:

The Governance & Nominating Committee, Executive Director and Member Services Coordinator review and update internal policies and manuals supporting and guiding the work of local PIBC Chapters, including providing guidance and expectations with respect to chapter events, professional learning delivery, and finances.

Timeline: (Completion by December 2020)

Measure of Success: Updated Chapter policies, manual, and procedures developed and adopted.

Task 5.1 (b) – Finalize & update other key internal manuals (incl. Professional Conduct Review Committee (PCRC) Manual, Admin. Policy Manual, etc.):

The Governance & Nominating Committee and Executive Director work with various Committees and staff as required to complete/update other key internal manuals related to: PCRC, and Administrative Policies.

Timeline: (Completion by December 2020)

Measure of Success: Updated internal manuals (PCRC and Administrative Policies) drafted, adopted and implemented.

Task 5.1 (c) – Complete implementation of CPL reporting requirements for Candidate members & the implementation of annual reviews:

The Professional Standards & Certification Committee and the Member Services Coordinator (working with the Manager of Operations and Communications & Marketing Specialist as required) to complete the roll-out and implementation of member CPL reporting requirements for Candidates, and the implementation of limited random annual reviews of CPL reporting by all professional members to ensure compliance.

Timeline: (Completion by March 2021)

Measure of Success: Member CPL reporting is implemented for Candidate members, and is being regularly monitored & enforced each reporting period / year for all members, including periodic random reviews of some member CPL reports.

Task 5.1 (d) – Develop and implement PIBC policies and practices in support of diversity and inclusivity:

The Governance & Nominating Committee and Executive Director work to explore, develop and implement updated PIBC policies and practices (with ongoing monitoring & evaluation) to enhance and improve support for diversity and inclusivity within Institute operations and activities.

Timeline: (Completion by March 2020 - ongoing)

Measure of Success: Updated policies and practices in support of diversity and inclusivity developed and implemented, with strategies for ongoing monitoring & improvement.

Goal 5.2 – Build Long-Term Organizational Resilience

Task 5.2 (a) – Develop terms of reference and scope for the development of a ‘50 Year Vision’ for the future of PIBC and the planning profession: The Executive Committee, Executive Director and Member Services Coordinator work together to explore, develop and prepare a proposed terms of reference and scope for a process/project to develop a high-level, forward looking ‘50 Year Vision’ for the Institute and the profession, and bring forward a proposal to the Board for consideration (and implementation).

Timeline: (Completion by October 2020)

Measure of Success: Development of ‘50 year vision’ terms of reference and scope are developed and proposed for Board consideration (and implementation).

Task 5.2 (b) – Review and update PIBC’s long term financial plans and financial reserves policies and practices: The Executive Committee, Secretary-Treasurer and Executive Director undertake a review and update of PIBC’s long term financial plans, relevant financial reserves policies, and practices, and bring forward any recommended changes or updates to the Board for consideration.

Timeline: (Completion by August 2020)

Measure of Success: Review and update of long term financial plans, reserve policies and related practices complete and recommended changes proposed for consideration by the Board.

Task 5.2 (c) – Develop and implement updated human resources policies and strategies: The Executive Director, with external professional input, completes a review, update and documentation of revised human resources documents and policies (including job descriptions, staff policies & workplace guidelines), as well as developing and documenting longer-term strategic human resources objectives, including staff resiliency, retention and succession planning.

Timeline: (Completion by February 2020)

Measure of Success: Human resources policies and documentation (job descriptions, policy documents, etc.) reviewed, updated/developed and implemented, and a longer-term human resources strategy in support of staff resiliency, retention and succession planning developed.

Goal 5.3 – Continue to Operate & Build CPL Programming & Delivery

Task 5.3 (a) – 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 Member Services Coordinator 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 April 2020)

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

Task 5.3 (b) – 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 Member Services Coordinator to develop and implement a pilot in-person CPL/membership course for members on a relevant core planning topic.

Timeline: *(Completion by November 2020)*

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

CONCLUSION

The preceding 2019-2021 Strategic Plan represents the collective efforts of the Board of Directors of the Planning Institute of British Columbia, assisted by staff, and informed by previous strategic planning efforts and past member input and feedback, within the context of the Institute's role, position, and capacity. It sets the key strategic 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 PLANNING PARTICIPANTS & FACILITATOR

The following is the list of participants and facilitators who took part in the PIBC Orientation & Strategic Planning retreat (June 2019):

PIBC Board Members:

- **Lesley Cabott RPP, MCIP (President)**
- **David Block RPP, MCIP (President-Elect)**
- **Lui Carvello RPP, MCIP**
- **Patricia Dehnel RPP, MCIP**
- **Deborah Jensen RPP, MCIP**
- **Kenna Jonkman RPP, MCIP (Secretary-Treasurer)**
- **Chani Joseph-Ritchie RPP, MCIP**
- **Patricia Maloney RPP, FCIP**
- **Sara Muir-Owen RPP, MCIP**
- **Alex Taylor RPP, MCIP**
- **Keltie Chamberlain (Candidate Member Rep.)**

Past Board Members & Other Representatives:

- **Andrew Ramlö RPP, MCIP (Past President)**
- **Andrea Witoskin (UBC Student Rep.)**
- **Sam West (UNBC Student Rep.)**
- **Katherine Levett (SFU Student Rep)**
- **Bronwyn Wydeman (VIU Student Rep.)**

PIBC Staff:

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

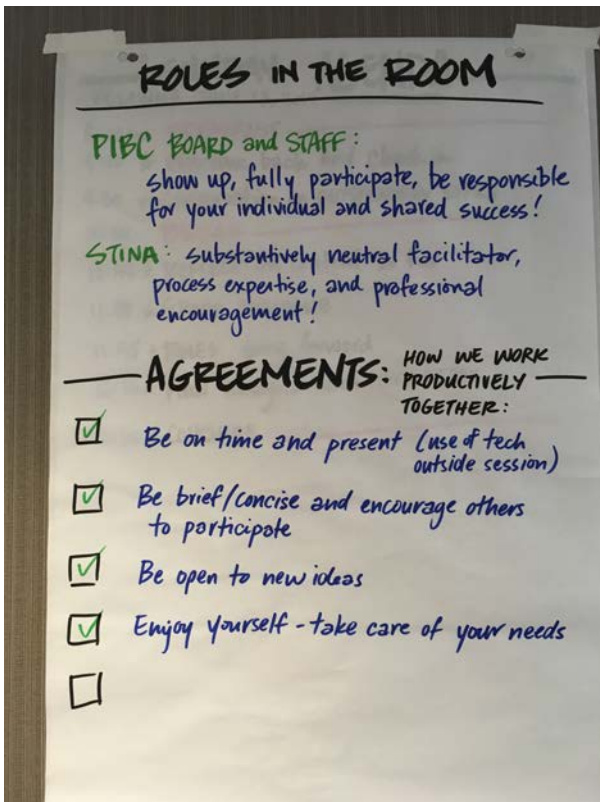
Strategic Planning Session Facilitator:

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

APPENDIX II – STRATEGIC PLANNING ADDITIONAL VISUAL DOCUMENTATION

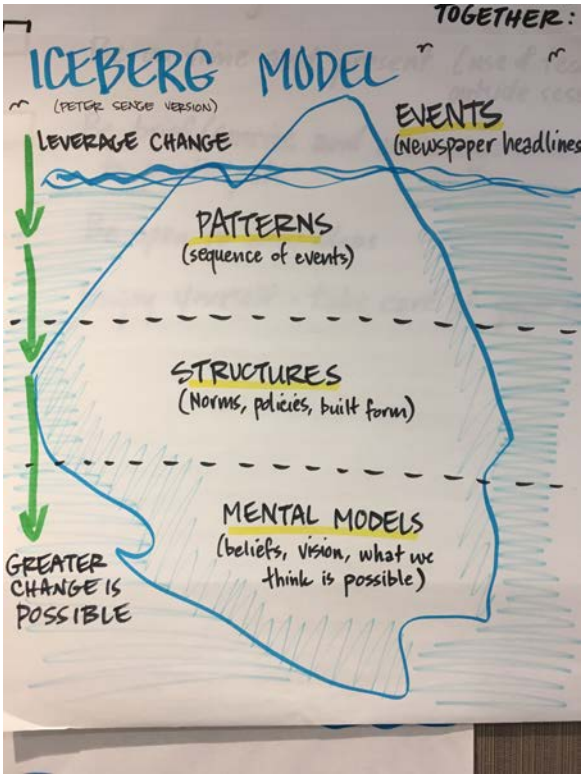
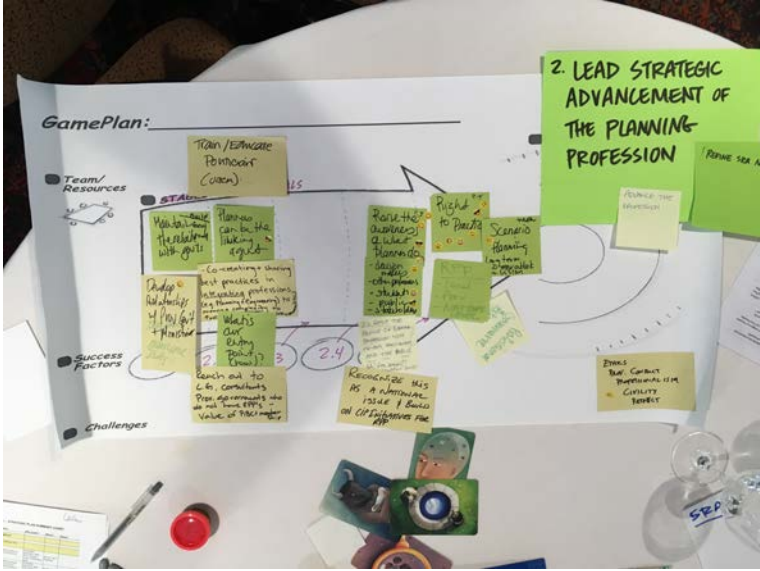
Precise
Results-oriented
Intentional
Measurable
Outcomes-focused

Specific
Measurable
Achievable
Realistic
Timely



What's the HIGHEST FUTURE POSSIBILITY FOR your model?

- 1- Change your model to reflect this
- 2- what structural or other changes transformed your model?
3. Leverage points - what are the most important leverage points?



TOPICS FOR FURTHER DISCUSSION:

Student Intern @ PIBC ?

STUDENT INTERNSHIP WITH PIBC

- What do Students think?
- What do Staff think?
- Separate from Scholarships

More accredited Planning Schools/Universities in BC (+ Yukon)

Regulating "niche" certifications?
ie transportation, Housing, etc.
* National tie-in?

SPECIALIZATIONS

- Env. Planning / Atmospheric Adaptation Planning
- > CPL ?
- > Testing Competencies
- > External v. REP + awards + salaries

Strategic use of reserve funds.

Allocate \$\$

SHORT-TERM LOANS RE PARENTAL LEAVE (CARY LAW SOCIETY MODEL)

MEMBER BENEFITS

RECONCILIATION

SUPPORT PROMOTE RECONCILIATION

BEYOND JUST "ABORIGINAL/INDIGENOUS PLANNING"

How to decolonize planning profession and PIBC?

What calls to Action (CTRC) C. MMIWG's Recommendations DOES PIBC

need /should respond to /address? - identity - action.

Not just "Value of Membership, but also to look after "Why to live a RPP?"

Marketing Strategy / Social Media Campaign!

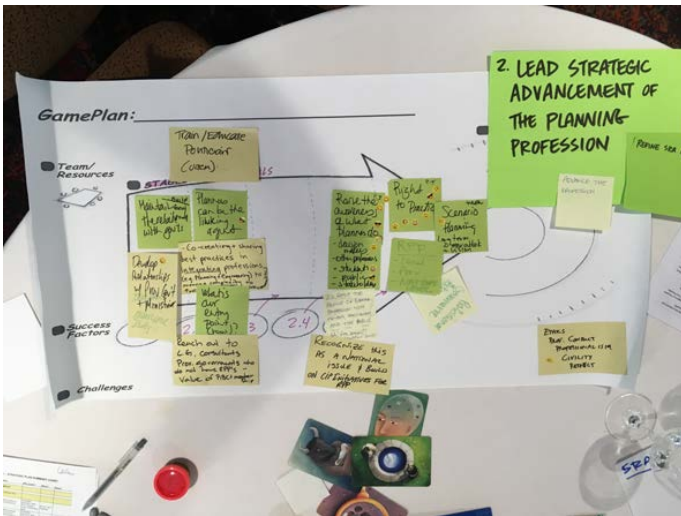
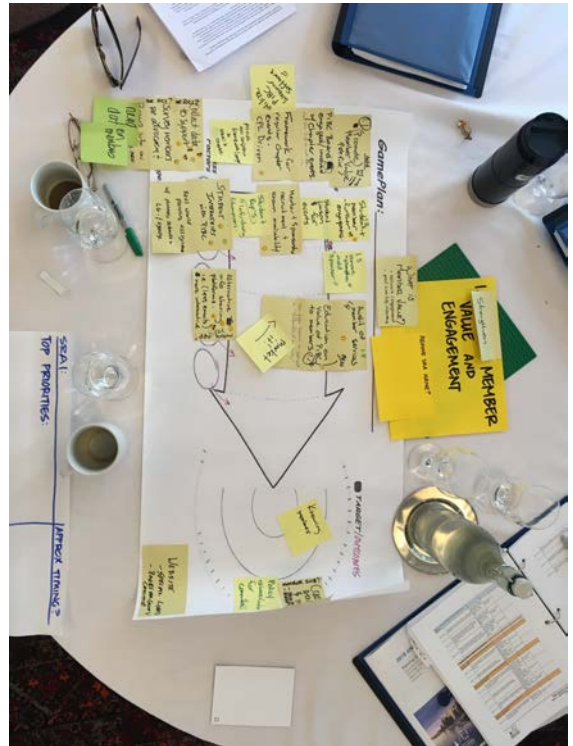
- Video's for
- PIBC - membership
 - Planning - values
 - Community + Planning - volunteerism
 - etc.

SCENARIO PLANNING

Inclusion + Diversity

BOARD, EVENTS, MEMBERSHIP

VOLUNTEERISM



APPENDIX III – STRATEGIC PLAN SUMMARY CHART

PIBC 2019 - 2021 STRATEGIC PLAN - SUMMARY		Updated: Nov. 2019			
SRA/Goal:	What? - Task Description:	Who (Lead)?:	When?:	Status:	Notes:
1 - Enhance Member Value & Engagement					
Goal 1.1 – Enhance the Use of Technology to Strengthen Member Engagement					
Task 1.1 (a)	Investigate the feasibility of developing a custom PIBC mobile app.	Committee: Communications, Staff: Cmns. & Marketing Specialist	By May 2020		
Task 1.1 (b)	Develop and implement a mentorship resource section on the new PIBC website with information and tools to assist PIBC Candidate Members and Mentors	Committee: Communications, with Candidate Member Rep (liase with PSB), Staff: Cmns. & Marketing Specialist	By February 2020		
Task 1.1 (c)	Determine and implement the collection of member demographic data-points to regularly collect from members online each year to maintain a PIBC membership profile	Committee: Member Engagement, Staff: Executive Director / Mgr. of Operations	By April 2020		
Goal 1.2 – Further Strengthen & Enhance Support for Student Members					
Task 1.2 (a)	Have Board members and Student Member representatives participate in one PIBC student outreach event at each of the accredited university planning programs in BC & Yukon	Committee: Board of Directors, Executive, with Student Member Reps, Staff: Member Services Coordinator	By December 2020		
Task 1.2 (b)	Investigate the feasibility of creating and implementing a Student Member internship program or position with PIBC	Committee: Member Engagement (Student Member & Academic Liaison Sub-Committees), Staff: Member Services Coordinator	By September 2020		
Task 1.2 (c)	Allocate potential budget for possible student internship	Committee: Board of Directors, Staff: Executive Director	By September 2020		
Task 1.2 (d)	Continue to build and enhance the role of Student Member representatives as liaisons with PIBC student members	Committee: Member Engagement (Student Member Liaison Sub-Committee), Staff: Cmns. & Marketing Specialist (with Member Services Coordinator)	By June 2020		
Goal 1.3 – Continue to Communicate & Articulate Member Value & Benefits to Members					
Task 1.3 (a)	Incorporate features & content in PIBC e-News that highlights or features member benefits and services for members on an ongoing basis	Committee: Communications, Staff: Cmns. & Marketing Specialist	By December 2019		

2 - Lead Strategic Advancement of the Planning Profession					
Goal 2.1 – Continue to Strengthen Strategic Relationships with Key Government Officials and Allied Professional Organizations					
Task 2.1 (a)	Continue to invite key BC and Yukon public officials & leaders of allied professional organizations to attend / participate in PIBC annual conferences	Committee: Ann. Conference, Staff: Profess. Learning & Events Coord.	By July 2020		
Task 2.1 (b)	Continue convening at least one meeting with key government officials (BC & Yukon) each year	Committee: Executive, Policy & Public Affairs, Staff: Executive Director	By January 2020		
Task 2.1 (c)	Develop and strengthen regular outreach to key local government decision-makers through key organizations (e.g. UBCM, LGMA, etc...)	Committee: Executive, Policy & Public Affairs, Staff: Executive Director	By October 2020		
Goal 2.2 – Continue to Raise the Profile of PIBC and the Planning Profession with Members and Key Stakeholders					
Task 2.2 (a)	Develop organizational framework for special practice area groups with PIBC (similar to Chapters)	Committee: Executive / Board, Staff: Executive Director / Member Services Coordinator	By November 2020		
Task 2.2 (b)	Develop and implement a communications & outreach tool for employers of planners to help build awareness of PIBC and RPP brands:	Committee: Communications, Staff: Cmns. & Marketing Specialist	By March 2020		
Goal 2.3 – Maintain and Continue an Adaptive / Responsive Strategy for Advancement of RPP in BC & Yukon Legislation					
Task 2.3 (a)	Continue to monitor and engage with government regarding potential opportunities to advance the recognition and protection of RPP status in legislation	Committee: Policy & Public Affairs, Staff: Executive Director	By July 2020 (Ongoing)		
Task 2.3 (b)	Investigate and analyze the opportunities, challenges and implications of potential 'right to practice' regulation for RPPs in BC and Yukon	Committee: Policy & Public Affairs, Staff: Executive Director (outside expertise)	By January 2021		
3 - Build & Utilize Capacity for Advocacy & Research on Core Planning Issues					
Goal 3.1 – Develop and Enhance Capacity, Resources and Support for PIBC Advocacy on Substantive Core Planning Issues					
Task 3.1 (a)	Explore and scope a potential staff position or role in support of policy and advocacy work on planning issues	Committee: Executive, Staff: Executive Director	By August 2020		
Task 3.1 (b)	Allocate potential budget for possible policy and advocacy position or support role	Committee: Board of Directors, Executive, Staff: Executive Director	By September 2020		
Task 3.1 (c)	Review and refresh the terms of reference for the Policy & Public Affairs Committee	Committee: Board of Directors, Policy & Public Affairs, Staff: Executive Director	By March 2020		

Goal 3.2 – Undertake PIBC Advocacy Work on Indigenous Planning Issues					
Task 3.2 (a)	Develop a strategy and action plan to determine PIBC and planning profession response to the Truth and Reconciliation Commission	Committee: Policy & Public Affairs, Staff: Executive Director (outside expertise)	By February 2021 (ongoing)		
Task 3.2 (b)	Develop a strategy and action plan to determine PIBC and planning profession response to the National Inquiry into Missing and Murdered Indigenous Women and Girls	Committee: Policy & Public Affairs, Staff: Executive Director (outside expertise)	By February 2021 (ongoing)		
Task 3.2 (c)	Incorporate & publish content related to indigenous community planning from BC and Yukon into Planning West magazine	Committee: Communications, Staff: Cmns. & Marketing Specialist (Plan. West Editor)	By October 2020		
Goal 3.3 – Continue to Advance PIBC Advocacy Work on Climate Action					
Task 3.3 (a)	Continue to advance and implement PIBC work on climate action	Committee: Policy & Public Affairs (Climate Action Sub-Committee), Staff: Executive Director	By June 2020		
4 - Build Capacity to Support & Facilitate Members' Professional Well-Being					
Goal 4.1 – Help Support the Personal & Professional Resilience and Well-Being of Professional Members					
Task 4.1 (a)	Undertake member consultation and research to identify key member needs with respect to resilience and well-being	Committee: Member Engagement, Staff: Member Services Coordinator	By May 2020		
Task 4.1 (b)	Develop a member service action plan for supporting member resilience and well-being	Committee: Member Engagement, Staff: Member Services Coordinator	By November 2020		
Task 4.1 (c)	Begin implementing new member service action plan for supporting member resilience and well-being	Committee: Member Engagement, Staff: Member Services Coordinator	By April 2021		
5 - Enhance Long-Term Organizational & Operational Resilience					
Goal 5.1 – Continue to Build Internal PIBC Documentation & Operational Resilience					
Task 5.1 (a)	Finalize & update key internal Chapter policies and manuals	Committee: Governance & Nominating, Staff: Executive Director, Member Services Coordinator	By December 2020		
Task 5.1 (b)	Finalize & update other key internal manuals (incl. Professional Conduct Review Committee (PCRC) Manual, Admin. Policy Manual, etc.)	Committee: Governance & Nominating, Staff: Executive Director	By December 2020		
Task 5.1 (c)	Complete implementation of CPL reporting requirements for Candidate members & the implementation of annual reviews	Committee: Profess. Standards & Certification, Staff: Member Services Coordinator	By March 2021		
Task 5.1 (d)	Develop and implement PIBC policies and practices in support of diversity and inclusivity	Committee: Governance & Nominating, Staff: Executive Director	By March 2020		

Goal 5.2 – Build Long-Term Organizational Resilience					
Task 5.2 (a)	Develop terms of reference and scope for the development of a '50 Year Vision' for the future of PIBC and the planning profession	Committee: Executive, Staff, Executive Director, Member Services Coordinator	by October 2020		
Task 5.2 (b)	Review and update PIBC's long term financial plans and financial reserves policies and practices	Committee: Executive, Secretary-Treasurer, Staff: Executive Director	By August 2020		
Task 5.2 (c)	Develop and implement updated human resources policies and strategies	Committee: Executive, Staff, Executive Director	By February 2020		
Goal 5.3 –Continue to Operate & Build CPL Programming & Delivery					
Task 5.3 (a)	Research & investigate potential mandatory CPL topics/content for members (e.g. ethics etc.)	Committee: Continuous Profes. Learning, Staff: Profes. Learning & Events Coordinator	By April 2020		
Task 5.3 (b)	Develop & deliver a pilot in-person PIBC CPL course on a relevant core planning topic	Committee: Continuous Profes. Learning, Staff: Profes. Learning & Events Coordinator	By November 2020		