



REPORT

To: Chair and Directors

Report Number: ADM-BRD-192

From: Shawn Dahlen, Chief Administrative Officer

Date: May 27, 2021

Subject: Strategic Plan Review and Update – Final Report

RECOMMENDATION: [Corporate Unweighted]

That the Regional Board adopt the 2019-2022 Strategic Plan as amended to add a section titled “New and Emerging Issues” that includes the following items:

1. COVID-19 Response and Recovery Plan – regular updating of the plan is required to address changes in public health orders and resulting impacts on operations and restoration of services. During this period, it was expressed that the organization needs to be flexible and nimble and focus on immediate needs vs discretionary requests.
2. Gap in public engagement – develop strategies to address current challenges with in-person engagement and communication with constituents resulting from COVID-19.
3. Embracing ‘new normal’ opportunities – consider strategies/policies associated with alternative work arrangements, engagement practices, and other adaptive measures resulting from COVID-19.
4. New Financial Contribution Services – establish new services that will provide dedicated funding for programs that have been impacted by elimination of grant in aid. Includes drafting and consideration of service establishment bylaws and determining elector approval processes.
5. Sub-regional governance – investigate options for a sub-regional governance structure to enhance the effectiveness of sub-regional services and governance.

BACKGROUND/RATIONALE:

The 2019-2022 Strategic Plan was adopted by the Regional Board on June 13, 2019, following a workshop session with Brian Carruthers of BDCA.

In November 2020, the Regional Board resolved to review the plan to ensure its continued relevancy, once the financial plan was adopted, as per the following:

On November 12, 2020, the Regional Board passed the following resolution:

MOVED, SECONDED, and CARRIED

That the Regional Board review and update the 2019-22 Strategic Plan, following the adoption of the 2021 Financial Plan.

Brian Carruthers was contracted to undertake the review of the 2019-2022 Strategic Plan, which included a survey of Board members, and a virtual workshop with the Regional Board and staff held on April 27, 2021.

Mr. Carruthers provided in his report (attached) a summary of the review. Five new and emerging issues were identified by Directors during the workshop and are suggested as additions to the Plan as noted above.

ALTERNATIVE OPTIONS:

1. That the Regional Board provide further direction.

STRATEGIC PLAN RELEVANCE:

- ☒ Organizational Effectiveness
- ☒ Partnerships
- ☒ Responsive Service Delivery
- ☒ Advocacy

FINANCIAL CONSIDERATION(S):

None at this time.

COMMUNICATIONS CONSIDERATION(S):

If the Strategic Plan additions are approved, the 2019-2022 Strategic Plan will be updated accordingly. The updated plan will appear on future Board agendas, and the PRRD Web Page.

OTHER CONSIDERATION(S):

None at this time.

Attachments:

1. Strategic Plan Review and Update – Final Report