



PLANNING INSTITUTE OF BRITISH COLUMBIA 2021 – 2023 STRATEGIC PLAN



PIBC PLANNING
INSTITUTE
OF BRITISH COLUMBIA

*FORWARD THINKING
SHAPING COMMUNITIES*

STRATEGIC VISION

**PIBC IS A THRIVING ORGANIZATION SUPPORTING AND
REGULATING RESPECTED PROFESSIONAL PLANNERS, INSPIRING
EXCELLENCE, ADVOCACY AND COMMUNITY WELLBEING.**

TABLE OF CONTENTS

INTRODUCTION	4
EXECUTIVE SUMMARY	5
VISUAL SUMMARY – STRATEGIC PLAN AT-A-GLANCE.....	6
Strategic Result Area 1: At-a-Glance	7
Strategic Result Area 2: At-a-Glance	8
Strategic Result Area 3: At-a-Glance	9
Strategic Result Area 4: At-a-Glance	10
STRATEGIC VISION.....	11
BACKGROUND	11
OVERALL STRATEGIC PROCESS	11
RESOURCES & CAPACITY.....	12
STRATEGIC PLAN OVERVIEW & VISION	13
STRATEGIC PLAN – STRATEGIC RESULT AREAS (SRAs), GOALS & TASKS	13
SRA 1: Enhance Understanding, Build Capacity and Implement Actions Related to Justice, Equity, Diversity, Decolonization and Inclusion	14
SRA 2: Enhance Member Value & Engagement.....	16
SRA 3: Strategically Advance the Planning Profession.....	19
SRA 4: Enhance Long-Term Organizational & Operational Resilience	22
CONCLUSION	24
APPENDIX I – STRATEGIC PLANNING PARTICIPANTS & FACILITATOR	27

INTRODUCTION

In keeping with past practice, the newly elected (2021-2023) PIBC Board of Directors gathered, with support from 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 (2021-2023).

The Board met over the course of two sessions (one day-long online session in August 2021, and a two-day in-person session in Vancouver in November 2021). While meeting online in August the Board also held an orientation meeting and business meeting prior to the initial strategic planning exercise. The orientation (facilitated by Institute staff) enabled members of the Board to acquaint themselves with the history, operations, policies and practices of the Institute, and their roles as Board members. An outside professional facilitator oversaw the strategic planning elements that followed.

The first online portion of the strategic planning exercise involved introductions and initial social conversations, as well as highlights from a pre-session survey of participants – which helped provide insights into various thoughts, issues, themes, and priorities – all of which contributed to the strategic planning process.

There was also context setting that included re-familiarization with the Institute's existing strategic plan (as revised and updated in 2019), as well as acknowledgement of the Institute's existing resources and capacity. There were high-level discussions of key strengths, opportunities, adaptations, and desired future results for the Institute looking ahead.

The Board further discussed and considered the existing 'strategic result areas' within the current plan, as well as existing goals, and tasks. There were discussions of potential changes, emerging issue areas, potential new goals and activities, and interest in further unpacking and revising the plan. It was agreed to hold another in-person session in the fall to further work through revisions to the plan, which took place in November.


During the second (in-person) session the Board further reviewed and discussed the existing strategic result areas, goals, and tasks in the plan, and undertook in-depth conversations and discussion to help identify opportunities for updated strategic result areas and new goals to tackle emerging issues and new opportunities for the Institute and profession going forward, while continuing with the advancement of certain key goals and objectives flowing from the existing plan.

Priority areas identified included advancing justice, equity, diversity, and inclusion, advancing truth and reconciliation, and continuing to build and enhance member services and organizational resiliency, to name a few. A number of more specific potential goals and objectives in these areas also emerged from this work.

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 to refine the potential timelines for the plan.

This resulting updated 2021-2023 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.

AGENDA
priorities

- REVIEW EXISTING PLAN STATUS
 - in progress/complete
- REVISIT OUTCOMES FROM LAST AUGUST PLANNING SESSION
 - integrate good ideas
- EXPLORE NEW or RECONFIGURED STRATEGIC RESULT AREAS (SRAs)
- NAME & PRIORITIZE GOALS WITHIN EACH SRA 
 - the "what"
- HAVE A "SUGGESTION BOX" APPROACH TO TASKS
 - the "how"

! don't get lost in the weeds!

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 2021-2023 Strategic Plan. This executive summary provides a quick, high-level overview of the process and revised 2019-2021 Strategic Plan.

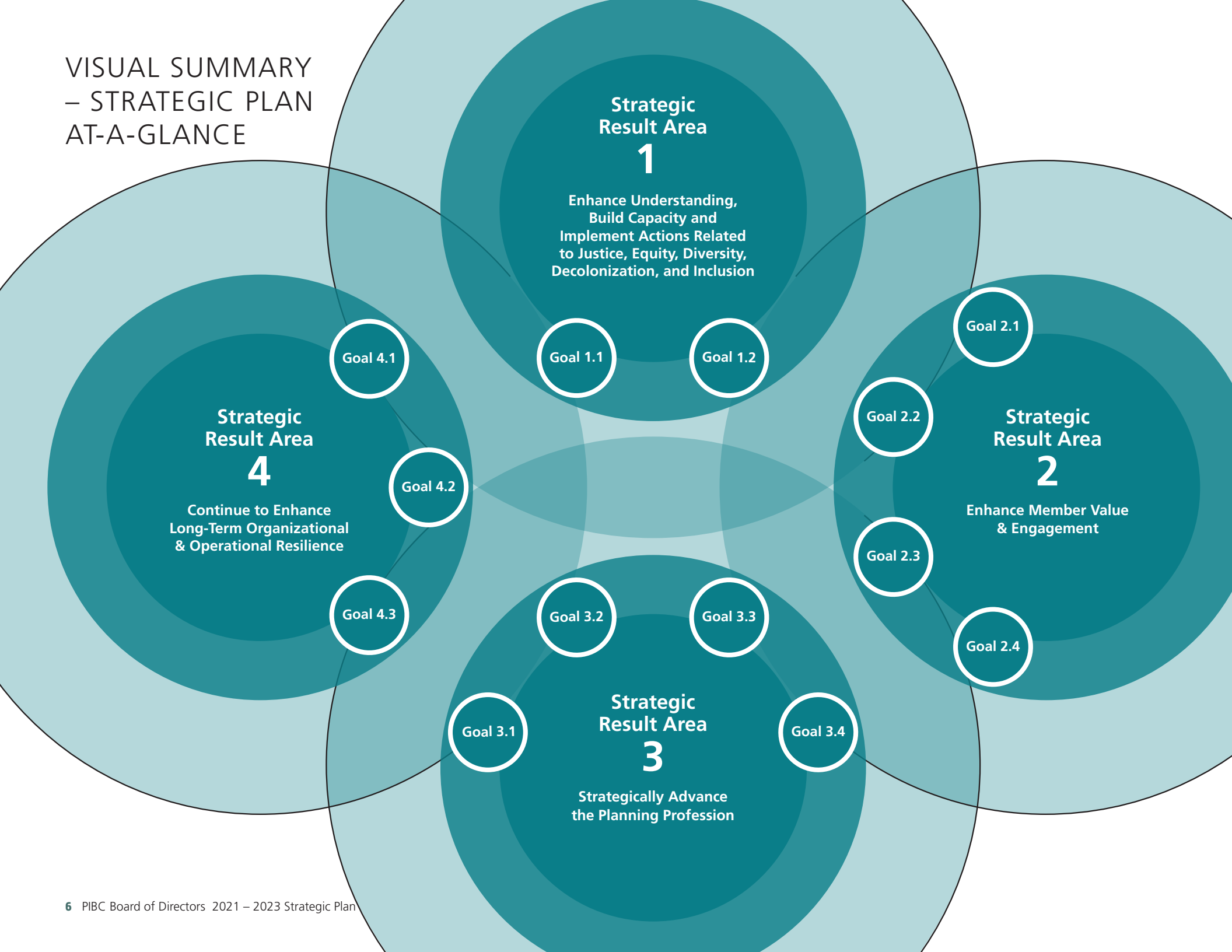
The revision to the Institute's Strategic Plan was undertaken during two sessions by the Board of Directors, assisted by the participation of Institute staff, and led by an external facilitator. This included an online session and a second in-person session. The process was informed by: the existing Strategic Plan; the existing Strategic Vision; recognition of Institute resources and capacity; and input from and dialogue amongst the participants regarding emerging issues and opportunities. Here are some quick highlights from the updated 2021-2023 Strategic Plan:

- The Strategic Plan has four broad, high-level 'strategic result areas' that frame the various goals and tasks, including: (1) Enhance Understanding, Build Capacity and Implement Actions Related to Justice, Equity, Diversity, Decolonization, and Inclusion; (2) Enhance Member Value and Engagement; (3) Strategically Advance the Planning Profession; (4) Enhance Long-Term Organizational and Operational Resilience. While goals and tasks are organized in these result areas, it is acknowledged and understood that there is substantial overlap and interaction across the various strategic result areas and goals.

- Several of the ongoing strategic goals relate directly, or indirectly, to past iterations of the strategic plan, feedback regarding member engagement, value and services, including: communications and external promotion of planners and their work; and continued support and services for Student members. Enhancing member value and services is supported through various objectives in the Strategic Plan, including: continued development of CPL programming; updating and enhancing awards and recognition; and continued support for local chapters.
- A number of goals and tasks are focused on advancing awareness, understanding and implementing actions in support of justice, equity, diversity, inclusion and decolonization/ reconciliation within PIBC and the profession.
- Other goals and tasks support further advancing the Institute's role as the voice of the profession, including: continued external outreach with governments, key organizations and the public regarding PIBC and the profession.
- Additionally, several objectives in the plan continue to support building and enhancing the Institute's organizational resilience, in areas ranging from internal policies and procedures, consideration of a potential '50 year' vision for the Institute and profession, reducing PIBC's own climate impacts, and more.



VISUAL SUMMARY – STRATEGIC PLAN AT-A-GLANCE



**Strategic
Result Area
1**

**Enhance Understanding,
Build Capacity and
Implement Actions Related
to Justice, Equity, Diversity,
Decolonization, and Inclusion**

Goal 1.1

**Undertake a Justice, Equity, Diversity,
Decolonization & Inclusion (JEDDI)
Review and Assessment of the Institute
and Profession**

Goal 1.2

**Continue to support the work of the
Institute's Planning Practice & Reconciliation
Committee to advance work on
decolonization and reconciliation**

**Continue Highlighting & Supporting
Member Success & Achievement**

Goal 2.1

**Continue Strengthening & Enhancing
Support for Student Members**

Goal 2.2

**Continue to Communicate, Articulate & Support
Member Value & Benefits to Members**

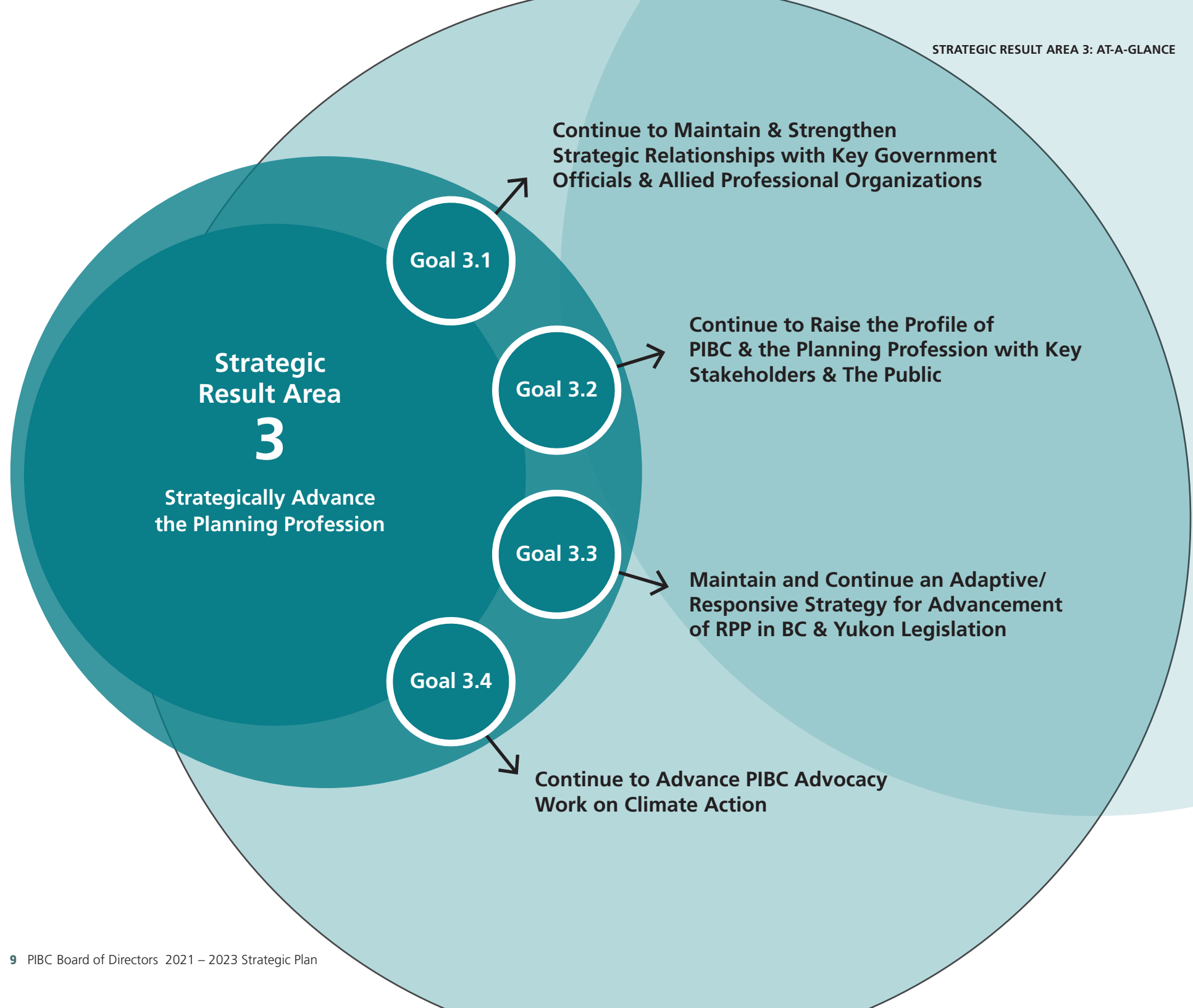
Goal 2.3

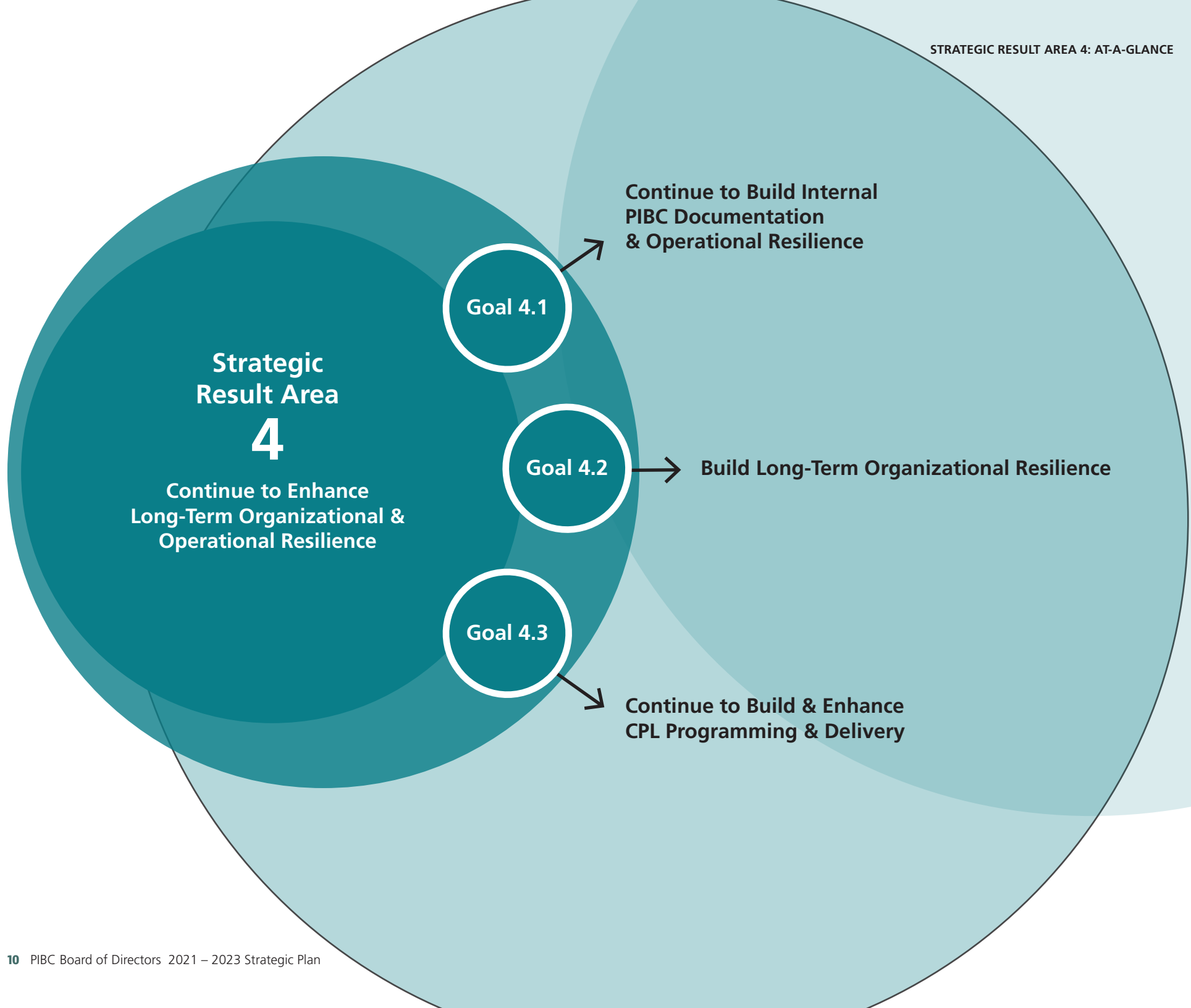
**Continue to Build Capacity and Support for
PIBC Local Chapters & Member Services**

Goal 2.4

**Strategic
Result Area
2**

**Enhance Member Value
& Engagement**





**Strategic
Result Area
4**

**Continue to Enhance
Long-Term Organizational &
Operational Resilience**

Goal 4.1

**Continue to Build Internal
PIBC Documentation
& Operational Resilience**

Goal 4.2

Build Long-Term Organizational Resilience

Goal 4.3

**Continue to Build & Enhance
CPL Programming & Delivery**

STRATEGIC VISION

The Institute's 2021-2023 strategic plan acknowledges and is informed by the Institute's strategic vision statement, established and revised 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

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

OVERALL STRATEGIC PROCESS

Process – Introductions: In looking forward to the process of strategic planning, and the upcoming two-year term, participants engaged in some pre-session preparation activities, including a short survey as well as recording and sharing short 'show and tell' videos to introduce themselves, in advance, to the rest of the group. There were further introductions during the first (online) session with participants engaging in short meaningful conversations to get to know each other and kick-off the process.

Process – The Agenda: Highlights of the overall agenda and process across the two strategic planning sessions included:

First (Online) Session:

- Acknowledgements; Overview of the Agenda and Agreements
- Social Introductions – Conversations
- Context Setting and Looking at the Current Plan, Resources and Capacity
- Reviewing the Planning Model – the Process
- New Insights Dialogue – Review of Pre-Session Survey
- SOAR Conversations – Strengths, Opportunities, Adaptations and Results
- Graphic Recording Review; Bridging Conversations – Themes
- Goal Setting and Prioritization; Next Steps and Reflections

Second (In-Person) Session:

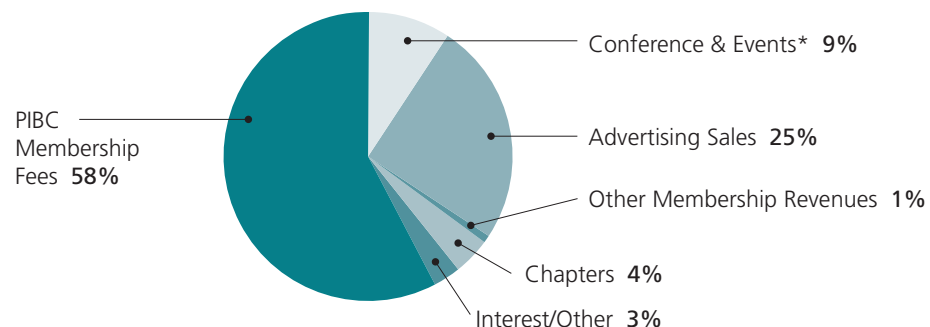
- Further Review of Existing Plan – Status
- Revisit Outcomes from First Planning Session
- Explore New or Reconfigured Strategic Result Areas (SRAs)
- Identifying and Prioritizing Goals within SRAs
- Suggested Tasks to Support Goals
- Next Steps and Reflections

RESOURCES & CAPACITY

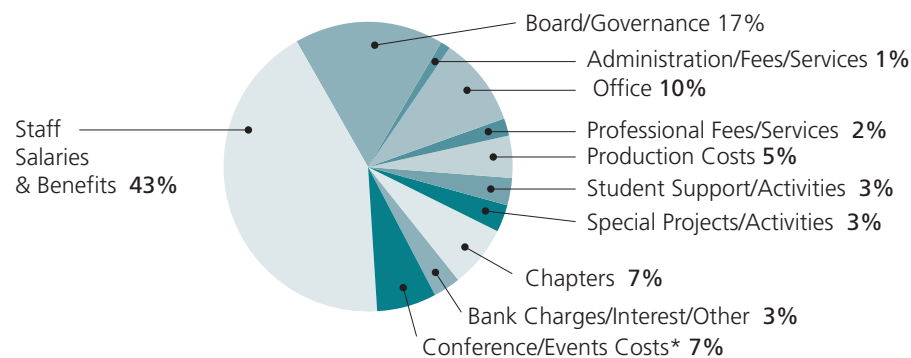
This section summarizes the Institute’s resources and capacity – including financial resources and budget, personnel, volunteer resources, and other resources. Acknowledgement of the Institute’s resources and capacity informs and underpins the strategic plan.

Financial Resources: The Institute (as of 2019) generates approximately \$717,000 in total gross revenues and income each year (not including national membership fees and premiums collected on behalf of CIP). The general breakdown of where revenues come from, and where costs and expenditures take place (as a percentage of total revenues) are as follows (from the 2019 fiscal year actual figures):

Revenues & Income:



Cost of Sales & Expenditures:



*Note: PIBC revenues from and 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 is 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 and 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 or initiatives in the past.

Staffing: The Institute currently employs five staff. Typical total staff hours of approx. up to: 165 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 and administrative support, bookkeeping, program/service support, operations, member inquiries, executive assistance, organizational support, etc.
- **Member Services Coordinator:** Membership outreach and support, local chapters oversight, volunteers, events and communications assistance, awards, 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.

STRATEGIC PLAN OVERVIEW & VISION

- **Communications & Marketing Specialist:** Communications materials and activities including: website, social media, media relations, assisting with *Planning West*, electronic newsletters, marketing materials and 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 as revised shared national standards and processes were implemented for the profession across Canada in recent years, along with the introduction of the national Professional Standards Committee (PSC) and Professional Standards Board (PSB).

Other programs, benefits & services – conferences and events, local chapters, communications and publications, student support, etc. – complement and support the Institute’s role as a professional association.

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 Yukon. The Institute reviewed and substantially updated its Committees in 2017.

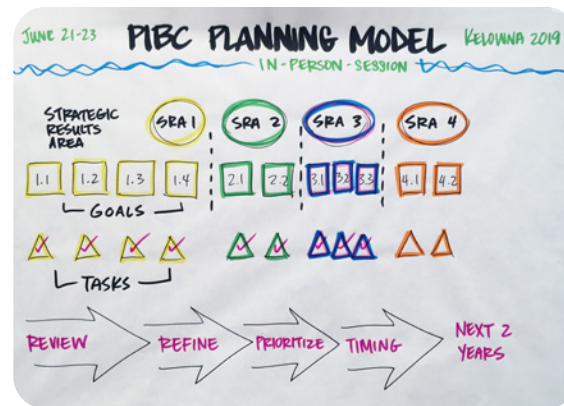
Additional volunteer resources are also represented through various member appointees and representatives on national committees, task forces, organizations, and projects, as well as volunteers on external/third-party committees, bodies, and projects.

Acknowledging the core purposes of the Institute and with an awareness of the Institute’s resources and capacity, the current Strategic Vision is also acknowledged. The vision was reviewed and revised in 2016.

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

The Board, with the assistance of outside facilitation and support of 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:

- Overarching high level goal areas – *Strategic Result Areas*
- More precise individual goals or objectives – *Goals*
- More specific operational tasks to advance the goals – *Tasks*



2021 – 2023 STRATEGIC PLAN

STRATEGIC RESULT AREAS, GOALS & TASKS

The following summarizes the Board’s core 2021-2023 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 (2019-2021) Strategic Plan, context and further input.

The review and planning process resulted in the continuation, revision or development of five Strategic Result Areas: (1) *Enhance Understanding, Build Capacity, and Implement Actions Related to Justice, Equity, Diversity, Decolonization, and Inclusion*; (2) *Enhance Member Value & Engagement*; (3) *Strategically Advance the Planning Profession*, and (4) *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 Understanding, Build Capacity, and Implement Actions Related to Justice, Equity, Diversity, Decolonization, and Inclusion

Goal 1.1

Undertake a Justice, Equity, Diversity, Decolonization & Inclusion (JEDDI) Review and Assessment of the Institute and Profession

Task 1.1 (a)

Establish a committee or task force to help lead and guide PIBC's work on Justice, Equity, Diversity, Decolonization & Inclusion (JEDDI):

The Board, working with staff support, establishes a new PIBC committee, task force, or similar group to help lead and guide PIBC's work on JEDDI, including appropriate terms of reference, structure and composition/ participation, and population of members.

Timeline: (Completion by June 2022)

Measure of Success: Committee or Task Force developed and established, and composition/ participation determined, and populated with members.

Task 1.1 (b)

Engage external expertise (such as a consultant) to assist PIBC in implementing a JEDDI review and assessment of PIBC and the profession:

New Committee or Task Force, with support from the Board and staff, determine scope of work and engage external expertise (i.e., consultant) to undertake a JEDDI review and assessment of the Institute and profession.

Timeline: (Completion by October 2022)

Measure of Success: Scope of work determined, and external expertise/consultant engaged.

Task 1.1 (c)

Implement JEDDI review and assessment of PIBC and the profession:

New Committee or Task Force, with support from the Board and staff, oversee work of external expertise/consultant to implement a JEDDI review and assessment based on the scope of work established, with appropriate reporting back to the Board, and the development of potential recommended strategies and specific actions to enhance and improve equity, diversity, and inclusion with the Institute and profession.

Timeline: (Completion by June 2023)

Measure of Success: JEDDI review and assessment implemented and complete, with appropriate reporting back with recommendations.

Task 1.2 (a)

Maintain resources and capacity for PIBC's Planning Practice & Reconciliation Committee to advance PIBC's work in support of decolonization and reconciliation in planning:

The Planning Practice & Reconciliation Committee, with resources and support from the Board and staff, continues its work engaging on truth and reconciliation, and on the development of recommended potential strategies and actions for PIBC to advance decolonization and reconciliation in the planning profession.

Timeline: (Completion by September 2022 - ongoing)

Measure of Success: Resources, support and capacity for the Planning Practice and Reconciliation Committee is maintained and recommendations for action are developed and implemented.

Goal 1.2

Task 1.1 (d)

Implement internal JEDDI awareness building and training for PIBC Board members, staff and volunteers:

Develop and implement specific awareness building, education and training for PIBC Board members, staff and other volunteers regarding justice, equity, diversity, decolonization and inclusion.

Timeline: (Completion by June 2022)

Measure of Success: JEDDI training session(s) successfully held for PIBC Board members, staff, and other key volunteers.

Continue to support the work of the Institute's Planning Practice & Reconciliation Committee to advance work on decolonization and reconciliation

Strategic Result Area

2

Enhance Member Value & Engagement

Goal 2.1

Continue Highlighting & Supporting Member Success & Achievement

Task 2.1 (a)

Create an online resource archive of PIBC award winning projects, plans, and achievements:

The Communications Committee and Awards & Recognition Committee, supported by the Communications & Marketing Specialist work to develop and implement a section on the PIBC website to archive and highlighting PIBC award winning projects, plans and other related materials from PIBC's awards program.

Timeline: (Completion by October 2022)

Measure of Success: Online archive is added to PIBC website and populated with award winning materials.

Task 2.1 (b)

Review and update PIBC awards categories to include opportunities to recognize successful long-term planning work over time:

The Awards & Recognition Committee supported by the Member Services Coordinator work to review and update the PIBC awards program with potential new categories or opportunities to recognize and celebrate long-term successful planning work and outcomes (i.e., plans and planning work that achieve success and stand the test of time).

Timeline: (Completion by February 2023)

Measure of Success: New updated awards category(ies) developed and implemented as part of PIBC's awards program.

Goal 2.2

Continue Strengthening & Enhancing Support for Student Members

Task 2.2 (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 January 2023)

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

Task 2.2 (c)

Continue to build and enhance the role of student member representatives as liaisons with PIBC student members:

The applicable sub-committee of the Member Engagement Committee, student member representatives, and the Communications & Marketing Specialist work to enhance and continue a regular stand-alone student member e-News, as well as other ongoing specific outreach with Student members, including content in *Planning West* magazine.

Timeline: (Completion by December 2022)

Measure of Success: Regular student member e-News continues to be regularly drafted and delivered to student members up to three times per year, and student members content is incorporated and published in *Planning West* magazine.

Task 2.2 (b)

Implement New Student Internship Program:

The Student Internship Program Committee and staff (in close partnership with academic planning programs) work to implement the new Student Internship Program with the successful implementation of the first student internship(s) under the new program.

Timeline: (Completion by September 2022)

Measure of Success: First formal student internship(s) with PIBC successfully implemented/completed.

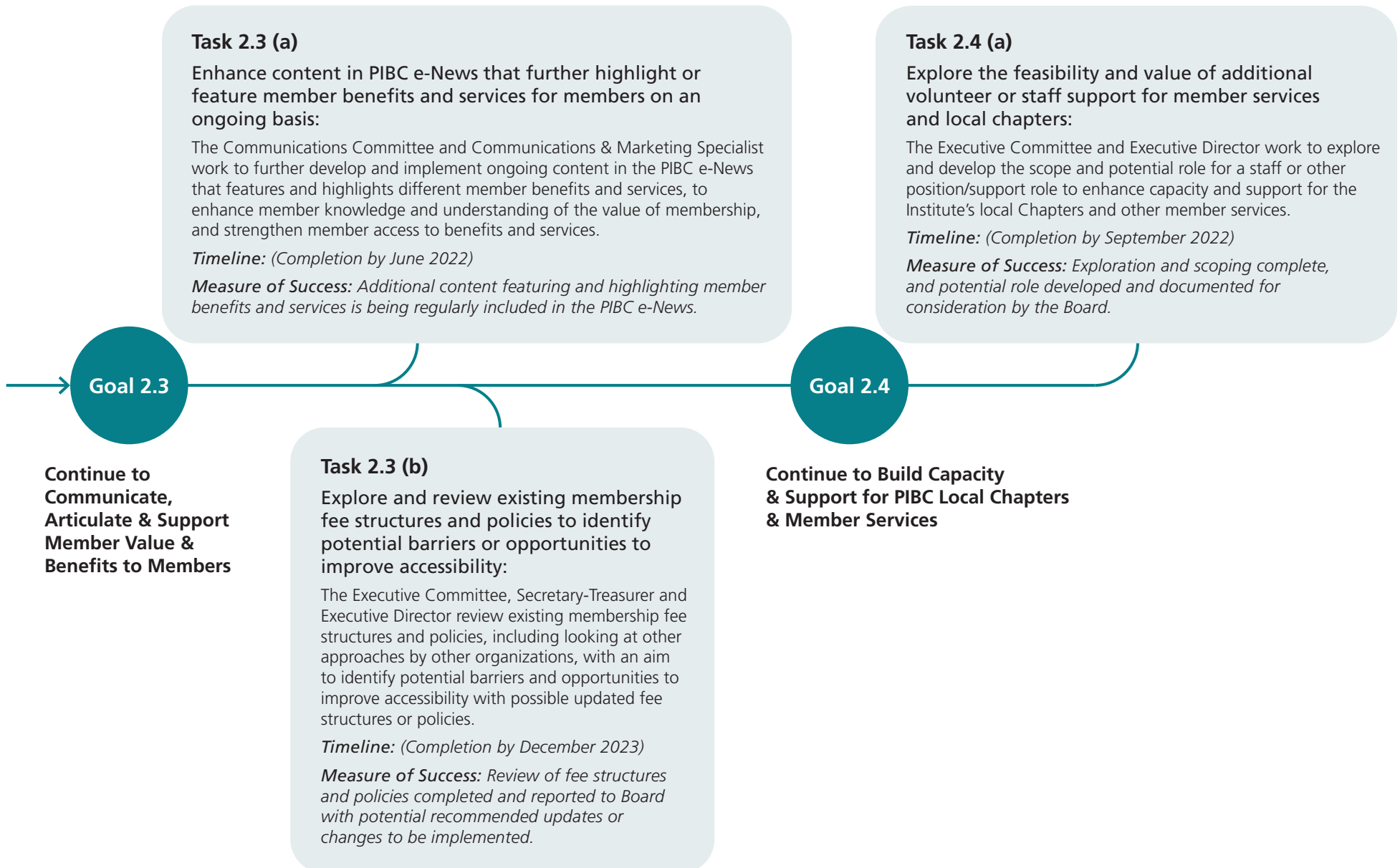
Task 2.2 (d)

Enhance Student job postings on the PIBC website through promotion and outreach to employers:

The applicable sub-committee of the Member Engagement Committee, student member representatives, and the Communications & Marketing Specialist work with Student Reps to reach out to employers/organizations to increase the number of student-targeted planning job postings posted on the PIBC website.

Timeline: (Completion by September 2022)

Measure of Success: More employers are advertising student-targeted planning job postings on the PIBC website.



Strategic Result Area 3

Strategically Advance the Planning Profession

Goal 3.1

Continue to Maintain & Strengthen Strategic Relationships with Key Government Officials & Allied Professional Organizations

Task 3.1 (a)

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 build and further develop regular outreach to key local government decision makers in BC and Yukon (through organizations like UBCM, LGMA, etc.).

Timeline: (Completion by December 2022)

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

Task 3.1 (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 2023)

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

Goal 3.2

Continue to Raise the Profile of PIBC & the Planning Profession with Key Stakeholders & The Public

Task 3.2 (a)

Develop communications and outreach tools or materials aimed at secondary school students and educators to promote planning and the planning profession:

The Communications Committee and the Communications & Marketing Specialist (possibly in partnership with others such as CIP, PSB etc.) work to develop and implement a communications and outreach tool or materials aimed at secondary students and educators to raise awareness about planning and the planning profession – i.e., what is planning, what is the profession, what do planners do etc.

Timeline: (Completion by May 2023)

Measure of Success: Outreach tools or materials aimed at secondary school students and educators developed and in place.

Task 3.2 (c)

Enhance outreach to the media to highlight and promote PIBC activities:

The Communications Committee and the Communications & Marketing Specialist work to develop strategies and tactics (such as inviting media to PIBC events, issuing media releases etc.) to promote and highlight PIBC activities.

Timeline: (Completion by December 2022)

Measure of Success: Additional media releases issued and additional outreach to media is undertaken by PIBC.

Task 3.2 (b)

Implement communications and 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 and outreach tool aimed at employers of planners to raise awareness about PIBC and Registered Professional Planners (RPPs) – i.e., what is planning, what is PIBC, what do professional planners offer, etc.

Timeline: (Completion by August 2022)

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.

Task 3.3 (a)

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 (pros and cons) for the Institute, the profession and individual practitioners, and report back on the outcomes of this work.

Timeline: (Completion by May 2023)

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

Goal 3.3

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

Goal 3.4

**Continue to Advance
PIBC Advocacy Work
on Climate Action**

Task 3.4 (a)

Continue to advance and implement PIBC work on climate action:

The Policy & Public Affairs Committee and Climate Action Sub-Committee continue to move forward to develop and implement specific activities related to planning and climate action (such as research, updated advocacy materials, professional learning/development, and engagement with governments as appropriate, etc.).

Timeline: (Completion by June 2022 – ongoing)

Measure of Success: Additional specific PIBC activities and deliverables related to climate action are developed and implemented, guided by the work of the Climate Action Sub-Committee.

Strategic Result Area

4

Continue to Enhance Long-Term Organizational & Operational Resilience

Goal 4.1

Continue to Build Internal PIBC Documentation & Operational Resilience

Task 4.1 (a)

Finalize and update other key internal manuals (incl. Chapters, Professional Conduct Review Committee (PCRC) Manual, HR, and Admin. Policy Manual, etc.):

The Executive Director, working with various Committees and staff as required to update and revise key internal manuals related to: Chapters, PCRC, HR, and Administrative Policies.

Timeline: (Completion by January 2023)

Measure of Success: Updated internal manuals (PCRC and Administrative Policies) revised/ updated and implemented.

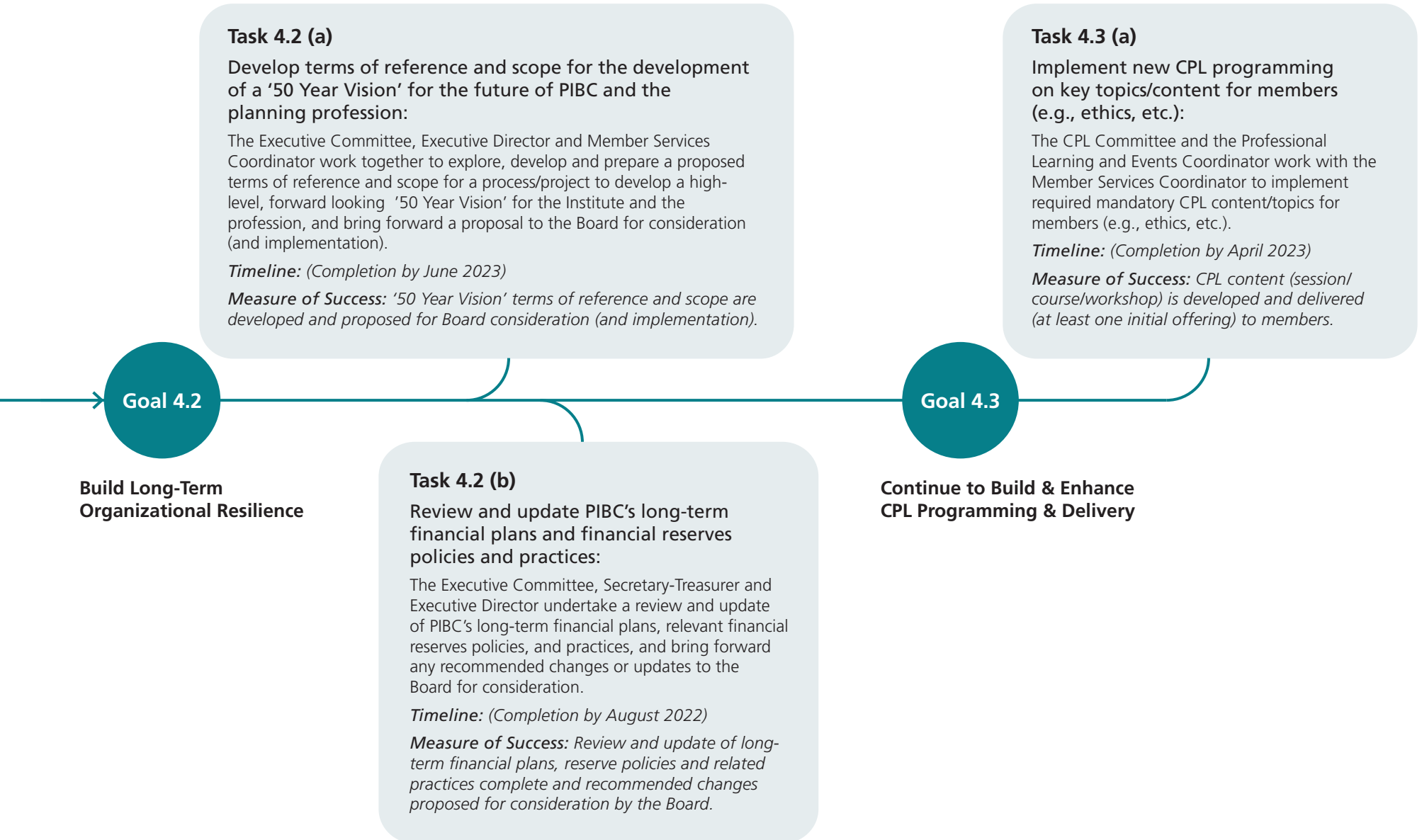
Task 4.1 (b)

Explore and implement opportunities to reduce the environmental and climate impact of PIBC's internal activities and operations:

The Executive Director, working with staff and in consultation with the Climate Action Sub-Committee, explores and implements actions to work to reduce the environmental and climate impact(s) of the Institute's activities and operations.

Timeline: (Completion by December 2022)

Measure of Success: New operational activities and changes to reduce PIBC's environmental and climate impact are developed and implemented.



CONCLUSION

The preceding 2021-2023 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 other 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 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 and Strategic Planning sessions (2021):

PIBC Board Members:

- David Block RPP, MCIP (President)
- Emilie Adin RPP, MCIP (President-Elect)
- Sawngjai (Dear) Bhokanandh RPP, MCIP
- Lui Carvello RPP, MCIP
- Kenna Jonkman RPP, MCIP (Secretary-Treasurer)
- Patricia Maloney RPP, FCIP
- Sara Muir-Owen RPP, MCIP
- Angel Ransom RPP, MCIP
- Alex Taylor RPP, MCIP
- Andy Yan RPP, MCIP
- Arta Navab-Tehrani (Candidate Member Representative.)

Past Board Members and Other Representatives:

- Lesley Cabott RPP, MCIP (Past President)
- Santana Patten (UNBC Student Representative)
- Deanna Cummings (SFU Student Representative)

PIBC Staff:

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

Strategic Planning Session Facilitator(s):

- Stina Brown
- Avril Orloff



PLANNING INSTITUTE OF BRITISH COLUMBIA
SUITE 1750 – 355 BURRARD STREET
VANCOUVER, BC V6C 2G8 CANADA
P 604.696.5031 F 604.696.5032 TOLL FREE 1.866.696.5031
E INFO@PIBC.BC.CA WWW.PIBC.BC.CA