

International Municipal Signal Association



**BC SECTION**



**SECTION – 2011 STRATEGIC PLANNING  
SESSION SUMMARY REPORT**

**FINAL**

January 2011

# TABLE OF CONTENTS

**1 INTRODUCTION .....1-1**

**2 DEVELOPING AN UPDATED STRATEGIC PLAN.....2-1**

2.1 THE STRATEGIC CONTINUUM.....2-1

2.2 ACCOMPLISHMENTS FROM PREVIOUS SESSIONS .....2-1

2.3 CHALLENGES .....2-2

2.4 IDEAS/SUGGESTIONS.....2-2

2.5 WHERE ARE WE (BC EXECUTIVE/SECTION) NOW?.....2-2

2.6 WHAT DO WE HAVE TO WORK WITH? .....2-4

2.7 WHERE DO WE WANT TO GO? .....2-5

2.8 HOW DO WE GET THERE? .....2-5

**3 STRATEGIC PLAN ELEMENTS .....3-1**

3.1 CORE IDEOLOGY .....3-1

3.2 SHORT TERM GOALS.....3-1

3.3 LONG TERM GOALS.....3-1

3.4 EXTERNAL ENVIRONMENT .....3-1

3.5 PRIORITIZATION OF GOALS.....3-1

**4 ESTABLISH AN APPROACH STRATEGY .....4-1**

4.1 PERSONNEL ASSIGNMENT TO TASKS/GOALS.....4-1

# 1 INTRODUCTION

The purpose of this document is to summarize the results of the 2011 IMSA BC Section Executive Strategic Planning Session, held at Interprovincial Traffic Services, offices on January 21, 2011.

This fourth (previous being held in 2004, 2005 and 2008) Strategic Planning session, for the IMSA BC Section, was held in effort to continue discussion of the overall direction, initiatives and vision for the Section. This intense full day session discussed items generally laid out in the initial agenda:

- Background on IMSA (International, Local, Other Sections)
- Developing a new BC Strategic Plan
- Formulating a Short Term Plan (with Long Term objectives)
- Establish Action Plans c/w associated names/people

As with the 2004 Strategic Planning session summary document, not all the details of each of these agenda items are covered in this report. The primary focus of this report is to log the specific resulting strategies, impacts and identify any specific issues that arose during the discussions.

Members that were in attendance were:

- Ed Jantzen, Retired - City of Richmond
- Dennis Galisky, City of Vic
- Don Goto, Interprovincial Traffic Services Ltd.
- Atif Khan, Econolite Canada
- Graeme Kraft, City of Vancouver
- Craig MacKenzie, City of Vancouver
- Larry Parks, LCP Signal Management Inc.
- Joseph Quan, City of Langley
- Paul Sung, City of Richmond
- Fred Wollin, City of Kelowna

As with the original process/document, it is the wish of the Committee that this document is reviewed and strategies are updated on an annual (or more frequent) basis from here on forward.

## 2 DEVELOPING AN UPDATED STRATEGIC PLAN

Paul Sung led the discussions on the strategic planning program.

### ***2.1 The Strategic Continuum***

Some primary considerations that were used as reference during this part of the session were:

IMSA BC Section Mission – Why we Exist?

Values – What 's Important to Us?

Vision – What we Want To Be?

Strategy – Our Game Plan

Strategy Map – Translate the Strategy

Balanced Scoreboard – Measures and Focus

Targets an Initiatives – What we need to do

Personal Objectives – What I need to do

Each of these were considered in context of Strategic Outcomes relating to:

- Satisfied Members
- Delighted Members
- Efficient and Effective Processes
- Motivated and Prepared Workforce

### ***2.2 Accomplishments from Previous Sessions***

The group put forth the following specific accomplishments:

- Special Education Courses (2 day Traffic Operations; Controller Training; and Co-sponsored multi Day training sessions)
- Vendor Sponsored Social Events around IMSA Sessions
- Automated Email program and advertising methods for Certification Courses
- Insurance Coverage for the Executive and Section
- Confirmed Mission and Vision and executed our efforts to attain these
- Joint Sessions with other Agencies/Associations
- Increased Vendor Support (trade shows and planning sessions)
- On-going and continued High level of BC Section recognition at the International
- Expansion of our memberships and participation to people outside the Lower Mainland (reaching to Revelstoke, Terrace, etc.)

## 2.3 Challenges

The group put forth the following specific challenges for consideration:

- Difficulty with Section Executive Succession Planning
- Lack of local Moderators to continue with a reasonable amount of Certifications
- Certification Registration method and issues with drop-off registrations at the last minute
- Lack of Volunteers for Special Events
- Overall Limited manpower (volunteer or otherwise) resources
- Re-certification problems being encountered by members (and non-members)
- Two section technical sessions a year, some negative vendor responses on the frequency – however it was noted that we always are able to sell out the vendor booths
- AGM process and implications (specifically Elections based on the International By-laws)
- Limited exposure for IMSA to areas outside the Lower Mainland, and participation from others on an on-going basis
- Potential drop of revenue based on drop in ability to put on Certification programs

## 2.4 Ideas/Suggestions

The group put forth the following ideas/suggestions:

- Training (Special Education) Sessions
  - Target for smaller groups
  - Expand outside Lower Mainland
  - Facilities (large and small)
- Back-up Plan for Certification Course Venues (if less registrations occur then instead of canceling we just move to an alternate smaller venue – i.e.: Interprovincial offered possible use of their conference room as an example)
- Be more pro-active with our Technical Session content and establish possible themes to pre-market the sessions better
- Establish a “Task Opportunities” at the Executive level be posted on the Web Site
- Give new Executive members some small task(s) in order to keep them occupied and active with the Executive from the start

## 2.5 Where are we (BC Executive/Section) now?

Are we happy now? :

- YES, we are comfortable with our accomplishments as an Executive – *WITHIN THE RESOURCES AT HAND*
- NO – in that we seem to be letting down the ability to put forth enough, and comprehensive selection, of Certification Courses to meet local members (and non-members) needs

**Measures:**

- Memberships
  - Currently have approximately 250 members
  - We are making a concerted effort to get members, through discussions and our open attendance at the Technical Session/Trade Shows (and FREE too), as well as by offering the fee-based Special Education session
  - Newsletter has open non-member issuing as well
- Email Lists
  - 600ish on list but only 300 or so is opened regularly
  - we are very happy with that
  - possible enhancements may help out and better target “real” people/addresses
- Certification Courses
  - Quantity of offerings have dropped this last year
  - Needs to be resolved in aspects of how many and where
  - Offerings are limited by Moderator number and availability
- Technical Session/Tradeshaw
  - Sign-ups always in the 150 range
  - On-going discussion as to 1 day or 2 day and once a year vs. twice a year
- Web Site
  - Quite happy, # of hits unknown at this time
  - Some things need to be tweaked (such as access to Certification Application) for more efficient access/use of the site
- Financial
  - We have a healthy bank balance (consistent with previous years)
  - Depends on # Certification and # of Trade Shows and fee-based Special Education sessions
- Moderators
  - Limited numbers exist

**2.6 What do we have to work with?**

**Finances:**

**General Summary of Section Expenses**

Certification <ul style="list-style-type: none"> <li>▪ Hotel/Facility</li> <li>▪ Manuals</li> </ul>
Insurance <ul style="list-style-type: none"> <li>▪ Directors and Officers</li> <li>▪ General liability/Errors and Omissions</li> </ul>
Trade Show <ul style="list-style-type: none"> <li>▪ Spring</li> <li>▪ Fall</li> </ul>
Web Site
Newsletter
Annual International Conference support of Executive to attend

- We maintain a bank balance typically between \$20k and \$30k throughout the year ... this has been consistent for the last number of years (Note: this is based on certification at least a couple times a year, 2 Trade Shows a year, occasional fee-based Special Education Course, and Membership/Certification incentive from International)

**Manpower:**

- Vendor Support (other than financial) seems low
  - Need to ask if there are other things that they can do for us (like help with volunteers, say with TARP management)
  - Maybe more active involvement in special events ... IMSA could take advantage of the good relationship
  - Could help with promotion of IMSA throughout the province, since they are more in regular personal contact with clients in those areas
- Volunteers # is weak, and there are concerns with succession
  - We have to ask if this should always be volunteers
  - Is there a paid position(s) that is possible
  - Lack of volunteers impacts Moderator retention issue and Executive Succession

**IMSA Office Storage Facility:**

- managing product and records information
- possible storage of our Section materials – which are currently stored at various Executives homes

## 2.7 Where do we want to go?

- Certification Courses (Lower Mainland specific based on highest demand basis):
  - Monthly (none)
  - Quarterly (none)
  - Yearly
    - Work Zone; Traffic Signals 1; Roadway Lighting 1; Signs and Markings 1
  - Every 2 Years
    - Traffic Signals 2
    - Signs and Markings 2
  - Supplemental Times (particularly not in the Lower Mainland)

### **ACTION for this:**

- Publish dates of proposed Cert Courses
  - Establish “Regular” dates for Cert Courses
  - Get feedback on the sign-up/registration
  - If smaller group ends up showing up then move to smaller facility
- Vendor Support
    - Could help with volunteers, say with TARP management etc
    - Could help with promotion of IMSA throughout province

### **ACTION for this:**

- Provide IMSA info to vendors to take with them to clients and talk about IMSA and tradeshow, etc.
  - Sort out what could be dispersed away from Larry for the TARP tracking and submissions
- Volunteers
    - Moderator retention issue, need to establish a method to get more Moderators
    - Bringing in new Section Executive people – for on-going health of Executive
    - Executive succession can't be forgotten

### **ACTION for this:**

- Talk more about it among our co-workers
- Keep discussing it in Newsletter, etc.

## 2.8 How do we get there?

- Make the Strategic Plan developed here more vibrant and discussed on a more regular basis – like a line item at the BC Section Executive monthly meetings (or at least 2 times a year at these meetings)



## 3 STRATEGIC PLAN ELEMENTS

Paul introduced group to approach based on :

### 3.1 Core Ideology

- Core Purpose
- Core Values

### 3.2 Short Term Goals

- Envision goal(s)
- Develop and buy-in via detailed descriptions of Goals

### 3.3 Long Term Goals

- Value Proposition
- Differentiation Statements
- Outcome Description

### 3.4 External Environment

- Strategic Risk
- Impact of other Agencies

### 3.5 Prioritization of Goals

Then we went through discussions on the **PRIORITIZATION** of goals to meet the objectives, and challenges. This resulted in the following Priority list In general order of priority.

Tasks	Priority Level
<b>Certification</b> – keep it going and have lots of Certification offerings	HIGH
<b>Succession</b> – get more people active on the Executive and retain them for succession	HIGH
<b>Moderators</b> – get more people as Moderators and retain them	HIGH
<b>Special Education</b> – come up with ideas and team with vendors or consultant to prepare packages	HIGH
<b>Topics for Technical Sessions</b> – maintain high quality sessions, maybe specific topic based content	HIGH
<b>Administration – By-Laws Update</b> – need to update Section By-laws to match International By-laws/Structure	HIGH
<b>Facility Selection for Certification or other Training</b> -- need to resolve how to manage costs relative to # of attendance	HIGH
<b>Partnerships</b> – opportunities and benefits to team up with other Asso-	MEDIUM

ciations	
<b><u>Other Certifications</u></b> – beyond our basics that we have provided in the past	MEDIUM
<b><u>IMSA Section Storage Facility</u></b> – have some storage facility for IMSA Section items, materials, etc.	MEDIUM
<b><u>Web Site</u></b> – tweaking of site, Certification and general admission at Tradeshow registration process	MEDIUM
<b><u>Social Events</u></b> – have some	MEDIUM
<b><u>Vendor Help</u></b> – make efforts to get vendors to assist with marketing and maybe some of the Executive based administrative duties (or similar)	MEDIUM
<b><u>Pay for Service</u></b> – possible pay for specific help for Executive or other tasks	LOW

## 4 ESTABLISH AN APPROACH STRATEGY

This portion of the session was focused on establishing a reasonable and practical approach to addressing the prioritized list of tasks in the previous exercise.

### 4.1 Personnel Assignment to Tasks/Goals

The following specific tasks were identified and names assigned to them to pursue, along with attempt to establish SHORT or LONG term goals, etc.:

Tasks	Short Term/ Long Term	Responsible Party(s)
<p><b>Certification</b> – keep it going and have lots of Certification offerings</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>- publish defined dates ahead of time (6 fixed dates)</li> <li>- get timely confirmation</li> <li>- possible back-up facility</li> <li>- supplemental outside Lower Mainland sessions</li> <li>- re-certification issues</li> <li>- re-visit pricing scheme</li> </ul>	Short (within 6 months – for Fall Certs)	Graeme, Dennis
<p><b>Succession</b> – get more people active on the Executive and retain them for succession</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>- Task postings on website</li> <li>- give new meeting attendees specific task to do to keep them active from start</li> <li>- make conscious effort to recruit new members to come on Executive</li> </ul>	Short and Long	Graeme (Task posting)  All on rest
<p><b>Moderators</b> – get more people as Moderators and retain them</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>- Task postings on web site</li> <li>- Other Section help to make sure Certification courses can be offered</li> </ul>	Long	Graeme, Fred
<p><b>Special Education</b> – come up with ideas and team with vendors or consultant to prepare packages</p>	Short/Long	

<p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>- make sure some are done to get TARP points active</li> <li>- at least one per year, preferably 2</li> </ul>		Larry, Atif
<p><b>Topics for Technical Sessions</b> – maintain high quality sessions, maybe specific topic based content</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>- proactive approach to selection</li> <li>- logging requests/ideas and letting others know ahead of time</li> <li>- possible web site registration for this</li> </ul>	Short	Terry, Don, Atif
<p><b>Administration – By-Laws Update</b> – need to update Section By-laws to match International By-laws/Structure</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>- review local By-laws and compare to recent International, and suggest edits for consideration of Executive</li> </ul>	Short	Don, Craig
<p><b>Facility Selection for Certification or other Training</b></p> <p>-- need to resolve how to manage costs relative to # of attendance</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>- define minimum attendees and establish size of facility to match</li> <li>- make decisions ahead of time</li> </ul>	Short	Paul, Graeme
<p><b>Partnerships</b> – opportunities and benefits to team up with other Associations</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>- open discussions with other Associations</li> <li>- assess what/when opportunities exist</li> <li>- have a method to assess what will benefit our Section</li> <li>- ?? other IMSA Sections ??</li> </ul>	Long	Craig, Don
<p><b>Other Certifications</b> – beyond our basics that we have provided in the past</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>- review what offerings we have and present list and ideas to Executive on how to approach people in that sector</li> <li>- 10 minute presentation on findings at October</li> </ul>	Short/Long	Graeme, Craig, Dennis

Exec meeting		
<p><b>IMSA Section Office</b> – have some storage facility for IMSA Section items, materials, etc.</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>- define size requirements and get costs and options</li> </ul>	Short	Larry, Graeme
<p><b>Web Site</b> – tweaking of site, Certification and general admission at Tradeshow registration process</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>- assemble suggestions</li> <li>- make changes</li> </ul>	Short	Paul, Atif, Graeme, Joseph
<p><b>Social Events</b> – have some</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>- follow-up on as part of regular Exec meeting (make agenda item)</li> <li>- try to assemble some suggestions</li> </ul>	Long	All
<p><b>Vendor Help</b> – make efforts to get vendors to assist with marketing and maybe some of the Executive based administrative duties (or similar)</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>- need to gather marketing materials that can be distributed and discussed with vendor clients (vendor package to hand out at Tradeshow)</li> <li>- give high-level presentation to vendors regarding IMSA ?</li> </ul>	Short	Don, Leon, Dennis, Joseph
<p><b>Pay for Service</b> – possible pay for specific help for Executive or other tasks</p> <p><b>Action Items:</b></p> <ul style="list-style-type: none"> <li>- assess where opportunities are available</li> <li>- consider as Special Education classes and establish model to use full external services to organize, register and execute</li> </ul>	Long	All

***Suggestion was put forth to re-visit this list at least a couple times a year as part of the regular Executive meeting(s) – say at February and October Executive meetings.***