



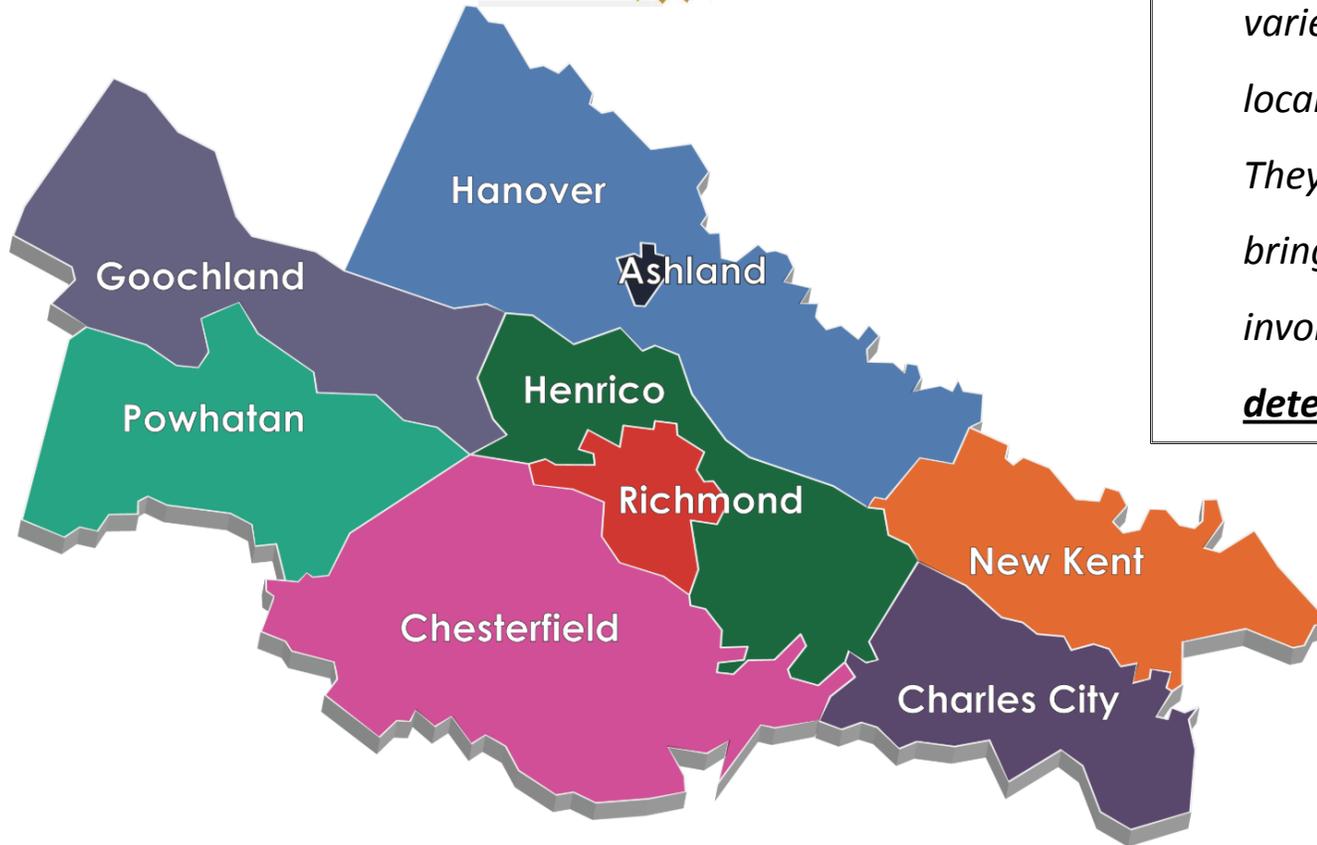
# ***RRPDC*** ***A New Beginning***

**DRAFT STRATEGY DOCUMENTS**

# Agenda

- **Background**
- **Key Findings**
- **Vision/Mission/Values**
- **Strategy**
- **Priority Areas/Core Products**
- **Governance Model**
- **Processes to Bring the Strategy to Life**
- **Next Steps**

# What Is the Richmond Region Planning District?



## ***Planning District Commissions (PDCs):***

*Are voluntary associations of local governments that provide a variety of technical and programmatic assistance to these localities relating to issues of regional significance.*

*They are intended to foster intergovernmental cooperation by bringing together local elected and appointed officials and involved citizens to discuss common needs and determine solutions to regional issues.*

– VA Code

# What is Strategic Planning?

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***A strategic plan* maps where the organization is headed**

***A strategic plan* consists of:**

- Vision and Mission statements
- Values
- Strategic Objectives
- Strategic Focus Areas
- Core Products and Services
- Governance Model

***A strategic plan* is management's guide to achieve the outcomes that:**

- ✓ Satisfy customers
- ✓ Grow the business
- ✓ Respond to changing market conditions
- ✓ Capitalize on new opportunities
- ✓ Achieve performance and financial targets
- ✓ Manage and strengthen the organization's position

# Our Strategic Plan is based on a thorough analysis

## RRPDC (Owners)

- Original Legislation
- Futures Committee Mtgs (6)
- ED Interviews (10+)
- Staff Interviews (6)
- PDC Workplans (2)
- CEDS (3)

## LOCAL (Customers)

- CAO Interviews (9)
- CAO Reviews (9)
- CAO Meetings (3)
- Local Strategic Plans (9)
- Local Org Structures (9)

## REGIONAL (Partners)

- Regional Priorities CRC (8)
- Collaboration Interviews (9)  
*Hodges Partnership*
- PDC Community Profile  
*SIR*
- Regional Plans (67)  
*Richmond's Future*  
*Chesterfield Committee on the Future*  
*Robins Foundation Report*  
*Community Foundation Report*  
*United Way Report*  
*Partnership Housing Affordability*  
*RMHF/Robert Wood Johnson*
- Adjacent PDC Plans  
*Crater Region*

## NATIONAL (Peers)

- Virginia Assoc. of PDC's
- Regional PDC Plans (20)
- National Strategies (9)

# There are **Key Questions** that we asked to define our work

## Key QUESTIONS

- What is our Purpose?
- What Business are we in?
- Who are the key Customers/Stakeholders?
- What Products/Services do we offer?
- How will we define Success and Failure?
- Where are we now?
- Where do we want to be in the future?

# We had a number of **Key Findings** from our research

## Key FINDINGS

- The PDC has a Broad Charter, but it is Not Leveraged to the Full Advantage for the Region
- Customers are Critical and the PDC needs to clearly establish their role
- The PDC must be a Trusted Resource for regional issues
- A clear set of Products/Services and a robust Prioritization Model need to be added
- There's a strategic list of Regional Project Ideas where the PDC could be more effectively leveraged
- Regional Collaboration has traction...and RRPDC needs to develop more intentional and focused efforts
- RRPDC needs to strengthen Brand and Operating Practices and hone Talent, Skills, and Governance

# A Vision for our Region – A Mission for our Organization

*Vision: Describes what the Organization Seeks to Do and Become*

**“Better Together”**

Driving Shared Priorities Within Our Communities  
Steward Of Regional Collaborations  
Facing Challenges Together

*Mission: Provides a Clear View of What the Organization is Trying to Accomplish for its Customers*

**“Partnering to enable outcomes that matter for our**

**Region”**  
“Thriving Neighborhoods”  
“Economic Prosperity”  
“Quality of Life”

# Values that support the critical work we do

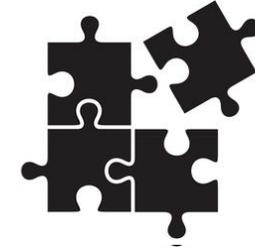
*“Values: Help an Organization Define its Culture and Beliefs”*



**Think “Big Picture”**



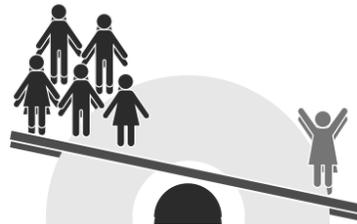
**Facilitate Change**



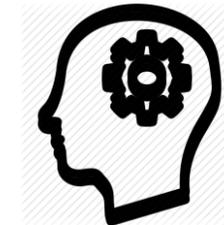
**Promote Representation**



**Wow through Service**



**Do More with Less**



**Learning Continuously**

# We will drive our Performance based on Strategic Objectives

*Strategic Objectives: Convert the Mission into Performance Targets*

## CREATE VALUE FOR THE REGION

- Expanding Regional Partnerships/Collaborations
- A Regional Steward Of Sustainable Prosperity

## PRIORITIZE BASED ON CUSTOMER NEEDS

- Achieving Maximum Customer/Partner Satisfaction
- Products & Services Supporting Customers Priorities

## PROMOTE REGIONAL SUCCESS

- Fostering Positivity. #RVA-BetterTogether
- Marketing that Promotes Regional Successes and Collaboration

## BUILD A REGIONAL RESOURCE CENTER

- Building a Great Network of Experts and Resources
- Core Products enabled by Technology that are Easily Accessible

## STRENGTHEN THE ORGANIZATION

- Talented Staff that Delivers Operational Excellence
- Strong Board Engagement with Best Practices in Governance

# PDC Priorities are aligned to Local and Regional Focus Areas

*Focus Areas: Align the Organization to Impact Areas that Customers Value*

## Locality – FOCUS AREAS

### **THRIVING NEIGHBORHOODS**

PUBLIC SAFETY

HUMAN SERVICES &  
HOUSING

NATURAL RESOURCES

TECHNOLOGY

LAND USE

COMMUNITY  
DEVELOPMENT

**COLLABORATION**

## Capital Region Collaborative – FOCUS AREAS

### **ECONOMIC PROSPERITY**

EDUCATION

SOCIAL STABILITY

WORKFORCE  
PREPARATION

JOB CREATION

### **QUALITY OF LIFE**

HEALTHY COMMUNITY

QUALITY PLACE

JAMES RIVER

COORDINATED  
TRANSPORTATION

# Core Products and Services that serve our Customers

*Core Products/Services: Describe the Work that the Organization Delivers*

## FUNDING SERVICES

- GRANT WRITING
- GRANT RESEARCH
- NEW FUNDING SOURCES



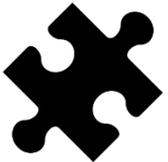
## PLANNING SERVICES

- TRANSPORTATION
- ECONOMIC IMPACT
- EMERGENCY MANAGEMENT
- TECHNOLOGY



## PROJECT MANAGEMENT

- QUALITY IMPLEMENTATIONS
- PROJECT PLANNING & REVIEWS
- STRATEGIC SITES PLANS
- ECONOMIC DEVELOPMENT SUPPORT



## PUBLIC RELATIONS

- REGIONAL COMMUNICATIONS/MARKETING
- CITIZEN OUTREACH & SURVEYS
- SOCIAL MEDIA & CHANNELS



## FACILITATION

- CONVENER
- IDENTIFY EXPERTS
- NETWORK OF RESOURCES
- LEADERSHIP DEVELOPMENT



## RESEARCH

- DEMOGRAPHICS
- GIS/MAPPING
- DATA
- BEST PRACTICES
- BENCHMARKS



# Portfolio of Recent/Current Projects

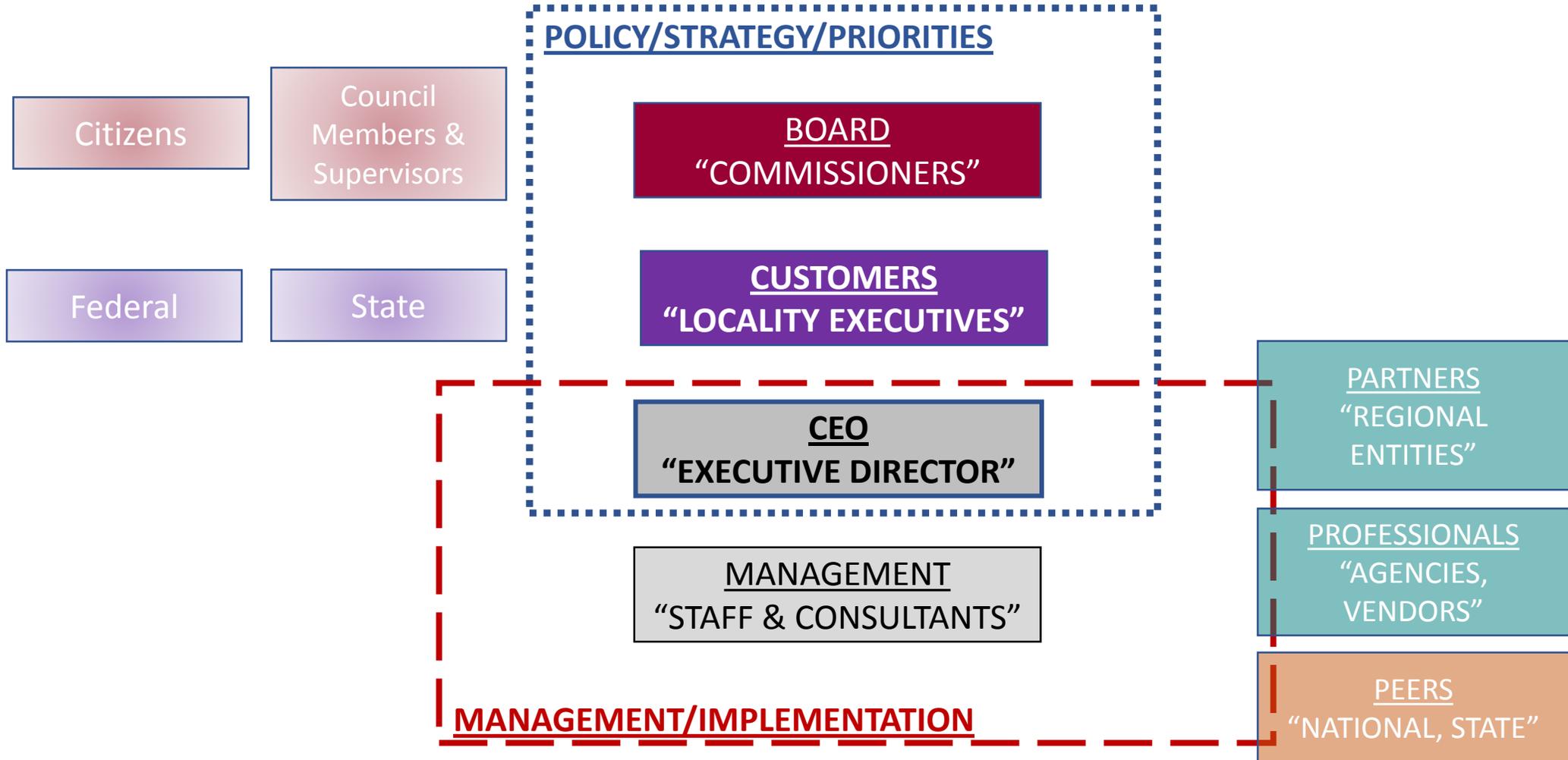
	FOCUS AREA	SOURCE	PROJECT	SCORE	PRODUCT	BENEFITS
1	<i>JAMES RIVER</i>	Customer	Potterfield Bridge South Bank Improvements	00	<i>FUNDING</i>	RICHMOND
2	<i>PUBLIC SAFETY</i>	Customer	Emergency Management Grants	00	<i>FUNDING</i>	Region
3	<i>TRANSPORTATION</i>	Customer	Transportation Demand Model	00	<i>PROJECT MGMT</i>	RICHMOND
4	<i>PUBLIC SAFETY</i>	Customer	Emergency Preparedness Guide Update	00	<i>PROJECT MGMT</i>	Region
5	<i>PUBLIC SAFETY</i>	Customer	Hazard Mitigation Plan	00	<i>PLANNING</i>	Region
6	<i>QUALITY PLACE</i>	Customer	Parks & Recreation Plan	00	<i>PLANNING</i>	ASHLAND
7	<i>TRANSPORTATION</i>	Customer	Commerce Corridor Study	00	<i>PLANNING</i>	Multiple
8	<i>QUALITY PLACE</i>	Customer	Championing Regional Collaboration - #OneRegionRVA	00	<i>PUBLIC RELATIONS</i>	Region
9	<i>COLLABORATION</i>	Customer	Capital Region Collaborative	00	<i>FACILITATION</i>	Region
10	<i>COLLABORATION</i>	Customer	Qtrly Public Information and HR Officer Meetings	00	<i>FACILITATION</i>	Region
11	<i>LAND USE</i>	Customer	Short Term Rental Ordinance	00	<i>RESEARCH</i>	Multiple
12	<i>LAND USE</i>	Customer	Zoning Ordinance Update	00	<i>RESEARCH</i>	GOOCHLAND
13	<i>COLLABORATION</i>	Customer	Regional Indicators Project	00	<i>RESEARCH</i>	Region
14	<i>SOCIAL STABILITY</i>	Customer	Mapping (Housing Choice Voucher & Early Childhood Centers)	00	<i>RESEARCH</i>	Region
15	<i>SOCIAL STABILITY</i>	Customer	Broadband Deployment Strategies	00	<i>RESEARCH</i>	Region

# Illustration of additional **Potential Project Ideas**

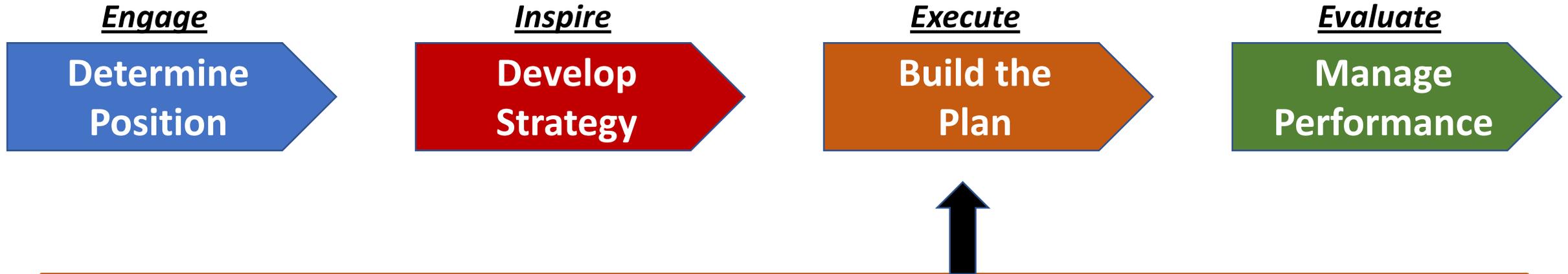
	FOCUS AREA	SOURCE	PROJECT	SCORE	PRODUCT	BENEFITS
	<i>TRANSPORTATION</i>	Customer	Regional Funding for Transportation Projects	00	<i>FUNDING</i>	Region
	<i>JAMES RIVER</i>	Customer	Regional River Plan	00	<i>FUNDING</i>	Region
	<i>QUALITY PLACE</i>	Customer	Develop Marketing Plan for Regional Successes	00	<i>PUBLIC RELATIONS</i>	Multiple
	<i>JOBS</i>	Customer	Emergency Mgmt/Continuity Plans for Small Business	00	<i>PLANNING</i>	Multiple
	<i>EDUCATION</i>	Customer	Kindergarten Registration Data Mapping	00	<i>RESEARCH</i>	Region
	<i>QUALITY PLACE</i>	Customer	Best Practices for Age Wave/Empty-nester retention plan	00	<i>RESEARCH</i>	Locality
	<i>QUALITY PLACE</i>	Customer	Develop Regional Signage Plan	00	<i>PROJECT MGMT</i>	Region
	<i>QUALITY PLACE</i>	Customer	Inventory of Parks & Recreation Assets	00	<i>PLANNING</i>	Locality
	<i>EDUCATION</i>	Customer	Data on high school Graduate Outcomes	00	<i>RESEARCH</i>	Locality
	<i>WORKFORCE</i>	Customer	Assessment of gaps in Regional Technical Training	00	<i>FACILITATION</i>	Multiple
	<i>INFRASTRUCTURE</i>	Customer	Inventory of Utility Infrastructure	00	<i>PLANNING</i>	Locality
	<i>ECONOMIC DEVT.</i>	Customer	Business Attraction Marketing Plan	00	<i>PUBLIC RELATIONS</i>	Locality
	<i>SOCIAL STABILITY</i>	Customer	Affordable Housing Opportunities	00	<i>RESEARCH</i>	Locality
	<i>TECHNOLOGY</i>	Customer	Broadband Gaps & Options	00	<i>FACILITATION</i>	Multiple

# A Governance Model that defines clear roles and relationships

*Governance Model: Defines the Relationships between the Key Stakeholders*



# Next Steps:



## WHAT COMES NEXT?

- *Current Work – Reformatted to Priorities and Products*
- *Financial Plan, Budget and Work Plan for FY2019*
- *Enhanced Engagement with CAO's and Managers*
- *Board Governance – Reformatted Agendas and Meeting Structures*
- *RRPDC Brand, Strategy, Website (Development & Launch)*
- *Implementation Planning, Recommendations*
- *Implementation Plan Timeline and Progress Tracking Reports*