

Voluntary Planning Board **...A Citizens' Policy Forum**

Business Plan 2007-2008



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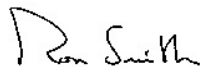
Message from the Chair, Voluntary Planning Board of Directors and the Minister Responsible for Voluntary Planning Board

Voluntary Planning ...A Citizens' Policy Forum, is dedicated to involving Nova Scotians in the development of provincial policy. Guided by the philosophy of continuous improvement, the Voluntary Planning Board of Directors undertook a strategic review in 2004-2005 that paid particular attention to sharpening the organization's focus on long-term planning and policy advice. This strategic review also re-emphasized the importance of reflecting the diversity of Nova Scotian society in all its policies and practices.

Through the adoption of a statement of philosophy on citizen engagement, Voluntary Planning has demonstrated a commitment to principles that provide Nova Scotians from all parts of the province with an opportunity to influence major policy direction. In furthering these principles, over the past two years the organization has developed successful partnerships with government agencies that work with specific communities of interest, including the offices of Aboriginal Affairs, Acadian Affairs and African Nova Scotian Affairs.

Through an on-going dialogue between Cabinet and the Voluntary Planning Board of Directors, major projects are undertaken regularly. These projects involve the elements of public input, world-wide research, expert and stakeholder testimony, and deliberation through volunteer-led citizen engagement processes. Recommendations that result from this process are presented to government and citizens to be considered for adoption. A number of potential projects are at various stages of development and approval, at the time of writing. Also, through planned, small group dialogues and discussions, citizens will be encouraged and helped to become more participatory in policy development matters affecting them.

Operating at arm's length to the provincial government, the Voluntary Planning Board stands ready to apply its highly successful consultation and advice generating processes to major public policy topics. Voluntary Planning is proud of its unique ability to engage Nova Scotians in helping shape the future of our society.



Ron Smith, F.C.A.
Chair, Voluntary Planning Board
Board of Directors

Hon. Angus MacIsaac
Minister Responsible for the Voluntary Planning Board

Business Plan for Voluntary Planning Board 2007-2008

1.0 Mission

To improve in a measurable way the social, economic and environmental well-being of all Nova Scotians by providing the Premier and Cabinet with valuable volunteer and citizen-based advice on relevant policy issues for today and for the future.

Engaging Citizens

Voluntary Planning is well recognized for its experience and skill in citizen engagement in the rest of Canada and beyond. Citizen engagement is at the strategic core of efforts of Democratic Renewal. Other aspects of Democratic Renewal, such as Electoral Reform or Senate Reform, are areas that require processes of genuine involvement of citizens in expressing their values and opinions. Voluntary Planning is able to work with citizens on any topic in order to make recommendations to government that may influence public policy.

2.0 Link to Corporate Path

Voluntary Planning 2007-2008 initiatives are expected to advance the government priority of Building for Individuals, Families and Communities.

Engaging Citizens

Enhanced public policy; stronger democracy; improved transparency and accountability, through direct citizen participation in policy development.

Major Projects

At the point of writing, February '07, the major project Voluntary Planning is most likely to address imminently is the first stage of strategy development for the Department of Natural Resources. Decisions are pending regarding this project and are anticipated very soon. Once approved, this work would have links to all three of the Corporate Path's Priorities.

3.0 Planning Context

Many of the issues of importance to society are long-term and directional in nature. Many citizens wish to play a part in shaping the strategic directions of the future, which may extend into 5-20 year time frames and well beyond electoral mandates.

The business of government is carried on and delivered by, to a great extent, the departmental organizations. This arrangement, by its nature, tends to focus largely on implementing legislated or otherwise mandated department business. Many policy related matters, both existing and emerging, being cross-societal or horizontal in nature, range across departmental boundary lines.

A major strength of the Voluntary Planning Board is to work effectively with these two aspects of horizontality and long-term planning. Voluntary Planning, through its excellent cadre of volunteer citizen leaders and experts, is well positioned and fully capable of addressing matters of strategic importance to the province. Sound advice on policy options, based on a variety of citizen engagement processes, is provided to government decision makers.

Government is striving to be more open, transparent, and accountable. If successful in these efforts, benefits can be achieved through increased confidence and trust among citizens, stakeholders, politicians, and government leaders. An exceptional contribution to this goal involves citizen participation and collaborative policy development, the very core strength of Voluntary Planning.

Involvement of the private or non-governmental sectors and citizens at the outset of any thinking on major policy directions results in better understanding, buy-in, credibility and confidence. Over time, and if applied consistently, this way of doing business will improve democratic processes in Nova Scotia and help increase citizens' interest in governance matters.

Voluntary Planning's system of consulting, researching, and engaging talented people on the complex issues of the day offers an effective and cost-effective approach to the early stages of public policy development.

One contextual factor of note, in terms of business planning for the Voluntary Planning Board, is that some of the project requests we receive from government are of an unexpected nature, and may arrive at any time of year. This is an accepted circumstance which results in this organization participating in business planning both formally, on an annual basis, and informally throughout the year. Occasionally, as a result, considerable flexibility is required.

4.0 Strategic Goals

The Voluntary Planning Board strives to improve quality of life for Nova Scotians by:

- Addressing long-term policy issues
- Ensuring direct citizen participation in policy development
- Contributing to more responsive government policy and legislation
- Providing value and relevance to government and citizens

5.0 Core Business Areas

Voluntary Planning has a single core business, that being to enhance democracy and improve the quality of life for Nova Scotians by engaging knowledgeable volunteers and citizens in the formulation of policy advice to the Premier, Cabinet and departments.

The Voluntary Planning leadership entity is its Board of Directors. Its operations are carried out primarily through volunteer-led citizen engagement processes.

Major Projects

In recent years, Voluntary Planning has undertaken major projects assigned by the provincial government including the most recent citizen engagement processes on a provincial heritage strategy and on off-highway vehicle use.

Under volunteer-led citizen engagement processes, a committee of knowledgeable volunteers is recruited to thoroughly research the subject, give all Nova Scotians an opportunity to provide input and comment, and produce their best advice in the form of recommendations. Citizens are one important piece, the others being stakeholders, experts, world-wide research and the thinking of the carefully selected people on the committee.

The Voluntary Planning processes consider the long-term benefit of the entire province and take full advantage of the opportunity to increase public knowledge and awareness on the issue at hand and of the value of contributing to such deliberations.

Direct Advice

On occasion, the Voluntary Planning Board of Directors, or other volunteers as assigned, are asked to provide advice directly to the Premier or other senior government representatives. This service normally would not involve consultation beyond the Board of Directors or the set of volunteers engaged for the particular purpose.

Other Models

While the above two operational modes are the typical approaches taken by Voluntary Planning to provide citizen based advice to government, the organization has the ability to modify its approach, depending on the issue at hand. In partnership with client departments, Voluntary Planning develops engagement processes that respond optimally to the specific needs of citizens and government and follow the organization's guiding principles for citizen engagement.

6.0 Priorities and Performance Measures

Citizen Engagement Priorities

To strive to include all Nova Scotians geographically, sectorally and socially in providing citizen-based input to government on policy issues.

In 2004-2005, the Voluntary Planning Board of Directors undertook a strategic review with particular attention to sharpening the organization's focus on long-term planning and policy advice, and on reflecting the diversity of Nova Scotian society in all its policies and practices.

One of the first outcomes of the review was the adoption of a statement of philosophy on citizen engagement as a tool in promoting and increasing the involvement of Nova Scotians in developing policy advice to government. (Appendix)

In furthering these principles, 2005-2006 marked the beginning of successful partnerships with government agencies that work with specific communities of interest, including the offices of Aboriginal Affairs, Acadian Affairs and African Nova Scotian Affairs. These partnerships continued in 2006-2007, and were expanded to include work with other agencies.

Priorities for 2007-2008

- Continue to work closely with departments that are shaping plans to consult with Nova Scotians on important government policies and directions.
- Be prepared to actually undertake any such projects, as above, that may get approved for implementation during the period.
- Seek and develop creative ways to encourage constructive citizen engagement in policy shaping.

Outcome Measure

Core Business Area: Volunteer & Citizen Participation in the Formulation of Public Policy Advice to Premier, Cabinet & Departments					
Outcome	Measure	Data	Target '07-'08	Ultimate Target	Strategic Actions to Achieve Target
Raise awareness, education, and participation by citizens on specific pressing issues, and on the value of citizen involvement in policy development	Participation level of those who have thoughtfully considered the issue: # of informed comments received on issues under consideration	Aug'05-Dec'06- project spanned two fiscal years : <u>Heritage Strategy</u> 300 responses to initial call for written submissions; 190 responses to interim report; 1000 participants at 22 community meetings; 320 of the 1000 participants took the opportunity to provide their input at the meetings. Met with 53 stakeholder organizations /experts and 11 cultural communities of interest	600-800	Achieve/ exceed 600-800 annually	Continue to implement a VP Communications Strategy Strong advertising to raise awareness of major projects Intensive use of IT to solicit public response Negotiate & implement major projects

Major Project Priorities

To provide policy advice to government based on the input of citizens, stakeholders and communities, through volunteer-led citizen engagement processes.

At the point of writing, February '07, the major project Voluntary Planning is most likely to address imminently is the first stage of strategy development for the Department of Natural Resources. Decisions are pending regarding this project and are anticipated very soon. Once approved, this work would have links to all three of the Corporate Path's Directions.

Outcome Measures

Core Business Area: Volunteer & Citizen Participation in the Formulation of Public Policy Advice to Premier, Cabinet & Departments.					
Outcome	Measure	Data	Target '07-'08	Ultimate Target	Strategic Actions to Achieve Target
Impact on Public Policy in Nova Scotia	Degree and potential effect of advice adopted by the provincial government	Base Year to be set	To be set	To be set	Targets and strategies to measure the impact of Voluntary Planning's policy advice to government to be developed
	Degree and potential effect of adopted policy advice implemented by the provincial government	Base Year to be set	To be set	To be set	

Core Business Area: Volunteer & Citizen Participation in the Formulation of Public Policy Advice to Premier, Cabinet & Departments					
Outcome	Measure	Data	Target '07-'08	Ultimate Target	Strategic Actions to Achieve Target
Enable diverse citizen participation in public policy development	The participation of individuals reflecting Nova Scotia's diverse population in Voluntary Planning's network of volunteers	Heritage Strategy Task Force reflected cultural, geographic and sectoral diversity	Diversity reflected in all volunteer committees recruited	All VP activities reflect diversity of NS society	Continue to partner with government agencies that work with specific communities of interest
	The participation level of communities of interest in Voluntary Planning's major project initiatives	<p><u>Heritage Strategy</u> Aug'05-Dec'06-project spanned two fiscal years:</p> <p>Input from 9 community meetings conducted by Office of African NS Affairs.</p> <p>Task Force focus sessions with Acadian community; African Nova Scotian community; Mi'kmaq Cultural Network; 7 newer immigrant communities; Policy Advisor & Executive Assistant to Minister for Gaelic Initiatives.</p>	Involve additional communities of interest in citizen engagement initiatives	All citizen engagement initiatives enable diverse citizen participation	

7.0 Human Resource Strategy

Volunteer Contributions

The strength of the Voluntary Planning organization is in the commitment of our dedicated volunteers. For the fiscal year 2006-2007, and a 16-month task force time frame, the following is an estimate of the total volunteer time contributed to the Province of Nova Scotia by the Voluntary Planning membership in the development of policy advice.

Board of Directors and planning steering committee - 15 volunteers (Apr 1'06-Feb 1'07)	95 person days
Heritage Strategy Task Force - 11 volunteers (Aug 31'05-Dec 31'06)	<u>840 person days</u>
Total	935 person days

To assign a monetary value to this volunteer contribution, at a per diem rate of \$1,000 for consulting services, for example, this contribution would be \$935K.

Funded Staff

FTEs: 6

Executive Director (1)
Project Manager (1)

Policy Staff (2)
Administrative Assistants (2)

The above six positions are core staffing to support the ongoing Board of Directors. These positions are supplemented through secondments or term positions to support major projects.

Corporate HR Plan Goals and 2007-2008 Voluntary Planning Priorities

Goal # 1: To make a difference through a skilled, committed, and accountable public service

- Continue to implement an HR strategy that builds leadership and professional capacity, including workforce planning, performance management, training and career development.

Goal # 2: To be a preferred employer

- Continue to seek approval for co-op student and intern placements.
- Make presentations on citizen engagement in policy development, and on Voluntary Planning's unique role, to university students and others upon request.
- Openly discuss secondment and transfer opportunities for interested, appropriately skilled civil servants.

Goal # 3: To be a safe and supportive workplace

- Partner with other government tenants in the Joseph Howe building to improve security.
- Continue to provide staff representation on the Treasury and Policy Board - Joint Occupational Health and Safety Committee.

Goal #4: To be a diverse workforce

- Continue staff participation on the PSC Diversity Roundtable.
- Support staff participation in diversity training.
- Continue to consider candidates from the Diversity Talent Pool during new hiring processes.
- Continue to contribute to the implementation of new French-Language Services legislation through staff involvement in a working group on communications.

Goal # 5: To be a learning organization

- Organize joint learning opportunities such as through tele-learning seminars.
- Support individual training and career development needs, as identified through the performance management process.

8.0 Budget Context

Voluntary Planning Board			
Program and Service Area	2006-2007 Estimate	2006-2007 Forecast	2007-2008 Estimate
	(\$thousands)	(\$thousands)	(\$thousands)
Ordinary Revenues	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Net Program Expenses			
Major Projects	\$220	\$196	\$250
Volunteer Network	\$194	\$156	\$165
Board of Directors	\$94	\$85	\$102
Total Net Program Expenses	<u>\$508</u>	<u>\$437</u>	<u>\$517</u>
Provincially Funded Staff (FTEs)	<u>6.0</u>	<u>5.7</u>	<u>6.0</u>

Voluntary Planning ...A Citizens' Policy Forum *Approach to Citizen Engagement*

Voluntary Planning Mission

To measurably improve the social, economic and environmental well-being of all Nova Scotians by providing the Premier and Cabinet with valuable volunteer and citizen-based advice on relevant policy issues for today and for the future.

Engaging Citizens

Voluntary Planning provides citizen-based input to government on policy issues affecting the lives of Nova Scotians. To do so, it draws on the expertise of volunteers who seek, hear, consider and deliberate on input and thought gained through various forms of citizen engagement. This approach is rooted in the belief that democracy is strengthened when citizens are engaged in an inclusive and transparent policy process designed to produce advice to government and fellow Nova Scotians.

To this end, Voluntary Planning strives to include all Nova Scotians geographically, sectorally and socially; and to operate in the service of government's policy needs but at arm's length from government. Finally, the process is transparent, open and fair, and is perceived to be so, in representing the consensus of citizens' views.

Definition of Citizen Engagement

Citizen engagement refers to a process of involving citizens in the development of public policy. It is described as "...interactive and iterative processes of deliberation among citizens ... Its purpose is to contribute in meaningful ways to specific public policy decisions in a transparent and accountable manner.¹ The International Association for Public Participation outlines a Spectrum of Public Participation reflecting increasing levels of public impact: inform, consult, involve, collaborate, empower.² Voluntary Planning endeavors to achieve the highest possible level of participation in its citizen engagement work.

¹ Phillips, S.D. and M. Orsini. (2002). *Mapping the Links: Citizen Involvement in Policy Processes*, Canadian Policy Research Network.

² International Association for Public Participation. (2000). *IAP2 Public Participation Spectrum*

Guiding Principles for Citizen Engagement

In carrying out its work, Voluntary Planning (VP) will observe the following guiding principles:

1) Recognition of the interests of Stakeholders, Citizens and Communities:

- a) Communities, citizens and stakeholders are categories having a direct concern or interest in the decision or policy under discussion.
- b) Stakeholders are persons or groups who are likely to be impacted in a specific manner or (conversely) may be able to impact the decision or policy under discussion.
- c) “Community” may exist as geographic entities, or communities of interest(s).
- d) The VP process will strive to ensure fair, comprehensive and equitable representation of stakeholders, citizens and communities in its consultation and engagement programs.

2) Inclusive:

Voluntary Planning will enable diverse citizen participation by including variation in social class, gender, race, ethnicity, religion and age at every opportunity. Particular attention will be given to inclusion of the First Nations, women, persons with disabilities, African Canadians, Acadians and members of racially visible groups.

3) Respectful:

- a) VP will ensure the purpose and objectives of its consultation and engagement activities are clear to participants.
- b) VP will foster a respectful atmosphere in its public consultation and engagement processes. A respectful atmosphere is one that enables participants to: have open dialogue; freely express ideas; achieve clear understanding, and; avoid premature judgement.
- c) VP will adopt ground rules appropriate for the issues and for the needs of participants.
- d) VP will design engagement activities to avoid or remove barriers, as much as possible, which may inappropriately limit stakeholder or citizen participation.

4) Objective:

- a) Besides citizen engagement, the VP process includes a commitment to independent research and the solicitation of stakeholder and expert opinion. In blending research, expert opinion and consultation, the VP process will always strive to be objective and fair in considering the input of all parties.
- b) The VP process is an enabler and advocate for citizens as a vehicle through which relevant and important information can be gathered, clarified and distilled, leading to the formation of particular recommendations.

5) Responsive:

The VP process will always undertake a response to participants such as through reports and/or set of recommendations reflecting the public input.