

## Strategic Plan 2022-2026

When the WACC Canada Board of Directors met 6-9 September 2016, they received a Review and Evaluation of the Strategic Plan 2012-2016 and considered a Revised Strategic Plan 2017-2021 prepared by Dr Jim McDonnell and Mr Alvito de Souza.

Two matters are now brought to the attention of the current Board:

1. The need to evaluate what has been achieved under the Strategic Plan 2017-2021.
2. The need to design and approve the Strategic Plan 2022-2026

By the end of 2021, WACC will wish to have in place a plan that will guide its work towards some key goals. What are those goals? How will WACC achieve them? In order for strategic planning to be successful, the process is as important as the outcome.

A new strategic plan will need to take into account the success and failures of the Strategic Plan 2017-2021 together with WACC's changed circumstances and in the light of an ever changing communications ecosystem. Four essential steps may be required:

### **I. Framing the process: What are the questions and issues to be discussed? By whom?**

One of the first steps is to identify the most important questions for WACC to discuss given where it is today and where it needs to go in the future. A preliminary step is for a paper to be drafted that lays out such questions and issues that will become a central reference point for consultations with WACC's stakeholders.

Some of the most important stakeholders include WACC members and project partners, Regional Associations, and people in the worldwide communication rights movement.

### **II. Consultation and information gathering**

In the second phase of the process, WACC will gather feedback from the stakeholders identified in phase I. Surveys, interviews, and consultations (including recommendations that surfaced from consultations with project partners over the past five years) will help shape the new Strategic Plan.

Part of the information gathering process also involves creating a picture of the trends and context which affect the mandate of WACC. Sometimes called an "environmental scan" (meaning the political, social, economic and cultural issues that WACC needs to be aware of), this picture will inform WACC decisions regarding priorities to include in the Strategic Plan 2022-2026

### **III. Analyzing the input and drafting a strategic plan**

After all stakeholder consultations have taken place, WACC will review all the input

and identify key insights, areas of consensus, and areas of divergence. This will be compiled into a stakeholders' report, a summary of which will be made available to all who provided input.

Based on the environmental scan and the stakeholder input, WACC will draft the strategic plan in accordance with directions and priorities related to the key issues and questions identified earlier in the process.

#### **IV. Board review and approval of strategic plan**

The Board of Directors will review the draft strategic plan, make revisions as deemed necessary, and approve the final version. In the end, strategic planning is about making decisions and sometimes these choices are difficult. The board will weigh the pros and cons of possible directions and decide upon a plan that will make WACC the most effective and successful it can be in achieving its mission and mandate.

#### **V. Provisional timeframe**

1. Board face-to-face meeting September 2019 reviews and initiates procedure.
2. Phase I Framing the Process: January to June 2020.
3. Phase II Consultation and information gathering: July to December 2020.
4. Phase III Analysis and drafting: January to June 2021.
5. Phase IV Board review and approval before the end of 2021.