

**Nova Scotia Utility and Review Board  
Strategic Plan 2011 – Summary**

Strategic Direction	Goals	Objectives
<b>Heighten the Effectiveness and Efficiency of the UARB</b>	1.1. Simplify and rationalize our processes and reduce the costs of the processes without jeopardizing natural justice and public access	1.1.a. Perform a mandate by mandate examination to simplify and reduce time and costs of the processes (e.g. manage cases; reuse base information for repeat matters)
		1.1.b. Develop a culture (Board and parties) that focuses on results rather than process
		1.1.c. Maximize use of available technology
		1.1.d. Search for and adopt “best practices”
	1.2. Develop a strong culture of member and staff teamwork and engagement	1.2.a. Develop a shared understanding of all the Board’s work – what we are here to do, what hearings with broad public interest are about, etc.
		1.2.b. Improve new staff orientation and training
		1.2.c. Hold orientation and planning meetings on larger files that includes all team members
		1.2.d. Engage staff and members to collectively develop solutions to our internal weaknesses and make process improvements
	1.3. Continue to improve access to UARB services	1.3.a. Redesign website navigation and search functionality
		1.3.b. Consider use of new technology in the hearings and office (e.g., videoconferencing)
	1.4. Continue regular dialogues with stakeholders to learn about their challenges and how we can do better	1.4.a. Prepare and execute a plan to effectively gather stakeholder information
	1.5. Expand the use of non-hearing resolution processes	1.5.a. Re-examine the rules to encourage non-hearing resolution or better use of preliminary hearings when appropriate

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<p><b>Increase the Understanding of the UARB</b></p>	<p>2.1. Increase public understanding of the Board and its decisions</p>	<p>2.1.a. Increase public understanding of our authority on ratemaking and price setting</p>
		<p>2.1.b. Provide “public briefing note” (e.g. information that explains general background, effect, history etc.) – available on site, upon request, and in response to correspondence</p>
		<p>2.1.c. Talk about what we do (e.g. key audiences such as editorial boards, UNSM, Board of Trade / Chambers of Commerce)</p>
		<p>2.1.d. Provide a clear “summary section” in each major decision</p>
		<p>2.1.e. Identify the decision maker in all correspondence</p>
	<p>2.2. Inform public policy</p>	<p>2.2.a. Strategically assess our mandates</p>
<p>2.2.b. Be a resource for government</p>		
<p><b>Strengthen the UARB’s capacity to adapt to the future</b></p>	<p>3.1. Continually assess best practices and how local, national and international trends and events will impact stakeholders and the Board</p>	<p>3.1.a. Design and adopt a simple “impact assessment process” to internalize the implications of trends</p>
		<p>3.1.b. Seek informal presentations by our experts</p>
		<p>3.1.c. Identify and attend events our stakeholders go to and report back to the Board (organization)</p>
	<p>3.2. Staff and members have the required core competencies</p>	<p>3.2.a. Implement the training plan developed from the previous core competencies work</p>