



Cariboo Regional District

STRATEGIC PLANNING

Report

June 2019

Cariboo Regional District

Organizational Profile

The Cariboo Regional District (CRD) was established in 1968. It encompasses approximately 80,000 square kilometers and serves a population of just over 60,000 in four incorporated municipalities and twelve rural electoral areas. Located in the BC Central Interior, the Cariboo Regional District straddles Highway 97 from 70 Mile in the south to five kilometres south of Hixon in the north, from the Cariboo Mountains in the east to the Coastal Mountains in the west.

Governed by the Local Government Act, regional districts in British Columbia were established by the Provincial Government for three primary purposes:

- to act as local government for their (unincorporated) electoral areas;
- to provide the political and administrative frameworks necessary for member municipalities and electoral areas to collaborate in the provision of services; and,
- to be the regional service body responsible for providing regional and sub-regional services to, and undertaking key activities on behalf of, the region.

While there are several mandated services (including Solid Waste Management and Emergency Planning), regional districts primarily act in response to expressed needs and instructions of municipalities and electoral areas that comprise them to decide what the specific regional district should and should not do.

The Cariboo Regional District Board of Directors is elected for a 4-year term and includes a representative (and alternate) from each of the incorporated municipalities and electoral areas.



Planning Process

Planning Process

The Cariboo Regional District had an existing Strategic Plan (2015-2019); however, recent senior staffing changes and an election highlighted the necessity for a new plan. Senior staff highlighted the need for an actionable plan that had the buy-in of all directors (both municipal and electoral areas) and included a process for integrating the Strategic Plan into the ongoing business and deliberations of the board.

Strategic Dynamics conducted a comprehensive review of the organization (internal and external audit) including telephone interviews with most of the directors and a staff input session. The internal-external audit was used as a tool for development of the Strategic Plan.

On May 16-17, 2019, Strategic Dynamics facilitated the board development of a new CRD Strategic Plan. This process included the review and revision of the Mission Statement, as well as development of Strategic Goals, and Strategic Objectives. On June 26, 2019, Strategic Dynamics facilitated further development by staff including Tactical Plans, measures, timelines, and accountabilities that outline the implementation of the plan.

This report covers the strategic planning from both sessions and provides some context for decisions and rationale. The final section of this report includes recommendations from Strategic Dynamics regarding implementation of this plan and next steps for the organization.

Effective strategic plans must be open to regular change and revision. This plan covers the years 2020-2022 and should be fully reviewed and revised before the end of that time period. This strategic plan will be most effective as a dynamic tool for organizational development if it is frequently consulted and reviewed by the board of directors. It should be used as a guide to answer the questions: "What have we accomplished that we need to celebrate? What is most important to the Cariboo Regional District? Are we acting strategically and sustainably? What needs to be done next?"



Vision & Mission

Vision

A Vision Statement is a written statement that reveals "What We Want to Become?". It articulates a possible and desirable future state of an organization and what the external impact will be as a result of the work of the organization.

Building Communities Together

This Vision Statement was taken from the original 2015-2019 Strategic Plan document. This Vision was carried over into that plan as well. See recommendations on page 31 regarding future revision of the Vision Statement.



Mission

A Mission Statement is an enduring statement of purpose that distinguishes an organization. It reveals what an organization wants to be and whom it wants to serve. The statement addresses the basic questions that face all organizations: “WHAT - What do we offer? WHO - To whom? WHY - In what unique way?”. A clear mission statement is essential for effectively establishing objectives and formulating strategies.

The board agreed that the previously articulated Mission Statement needed to be slightly revised to provide the clarity necessary to strategically guide the organization. The Mission Statement below reflects this revision.

Working in partnership with communities large and small to offer local, sub-regional, and regional services to ensure that the Cariboo Chilcotin is a socially, economically, and environmentally desirable region.



Mission

This Mission Statement was informed by the following discussion:

What do We Offer

- local government services
- platform/opportunity for partnership
- advocacy
- recreation, water & sewer, protective services, waste, accessible trails, economic development, transit, capital reserve planning, street lighting
- ability for groups of individuals to acquire services
- structure and support to deliver regional essential basic service requested by community
- local, sub-regional, regional services
- inclusive economic and environmentally balanced desirable region to live

To Whom

- communities large and small in the Cariboo Chilcotin Region
- constituents
- businesses/non profits
- community groups
- everyone in the region
- communities within a specific service function
- hospital BOD – region wide
- First Nations
- tourism – CCCTA
- sports groups
- residents
- visitors
- First Nations Governments
- governments



Mission

In What Unique Way

- small communities are just as successful as large ones
- trying to have equal values in all communities and same quality of life – no disadvantages felt
- inclusive to all
- that we look (or should at least look) at decisions through a social, economic, and environmental lens as well as focus on live, work, and play
- ability to deliver environmentally, economically, and socially targeted service to community small and large within the Cariboo Chilcotin
- accessible
- marketing to invite people to move here
- we can't arbitrarily create services that haven't been requested by our residents
- services are driven, requested, voted on, and paid for *by the community*



Goals, Objectives & Tactical Plans

Goals and Objectives

Strategic Goals and Objectives form the backbone of a Strategic Plan. Strategic Goals outline how the organization will make the Mission Statement actual. Strategic Goals focus the organization to ensure effective resource allocation and increase potential for alignment with other organizations where applicable. Strategic Objectives provide measurable targets for achieving the Strategic Goals and guide the on-going activity of the organization.

The board and senior staff developed Strategic Goals and Objectives. Revisions below are recommendations from staff to revise these statements. The board will need to review these for final acceptance; however, none of them represent material changes so the Tactical Plans (see page 17) reflect the modified statements.

Strategic Goal 1: Communication

Facilitate communication strategies throughout the entire Cariboo Regional District that meet the needs of residents, community stakeholders, and other levels of government.

Strategic Objective 1.1

~~Engage implementation partners and develop a regional broadband and cellular strategy.~~

Recommendation: Move to Strategic Goal 3

Strategic Objective 1.2-1.1

Establish a communications plan that explains what the CRD is and how it operates.

Strategic Objective 1.3 1.2

Create and implement a community engagement/consultation strategy.



Goals and Objectives

Strategic Objective 4.4 1.3

Develop relationships and collaborative partnerships with First Nations **governments** in the CRD.

Recommendation: the partnerships are not with individuals but with First Nations governments in the region. As well, discussion about using “First Nations” vs. “Indigenous Peoples” determined that currently “First Nations” is a narrower and more definitive group for current CRD focus



Goals and Objectives

Strategic Goal 2: Planning

Intentionally plan services and activities of the CRD to prepare for future needs of residents and community stakeholders.

Strategic Objective 2.1

Produce an Emergency Preparedness plan that is responsive to statutory obligations and ~~current community~~ regional needs.

Recommendation: the province is currently reviewing the definition of “community”. The intent of this objective is responsiveness to regional requirements regardless of “community” status.

Strategic Objective 2.2

Develop and implement a plan for managing existing and future capital infrastructure.

Strategic Objective 2.3

Develop a utility acquisition and management plan that is affordable, sustainable, and meets regulatory requirements.

Strategic Objective 2.4

Identify opportunities to increase efficiencies and streamline services.



Goals and Objectives

Strategic Goal 3: Economic Sustainability

Foster an environment to ensure the economic sustainability of CRD communities and the region.

Strategic Objective 3.1

Develop and implement a strategy to advocate for ongoing sustainable funding that does not rely on grants or property taxation.

Strategic Objective 3.2 (needs further refining)

~~Define economic sustainability and identify primary impactors (may be tactical plan)~~

~~Determine CRD role and develop a strategy for action, partnership, or advocacy as appropriate (may be tactical plan)~~

Develop and implement a strategy for appropriate CRD action, partnership, or advocacy to address regional economic impactors.

Recommendation: refined as per request from board.

Strategic Objective 3.3

Engage implementation partners and develop a regional broadband and cellular strategy.

Recommendation: move from Strategic Goal 1. Although it includes communication and safety, this Objective is more about economic sustainability impact.



Goals and Objectives

Strategic Goal 4: Governance

Ensure that CRD governance policy and practices are intentional, transparent, and respectful.

Strategic Objective 4.1

Develop and implement a comprehensive orientation and training process for CRD directors.

Strategic Objective 4.2

Develop policy and procedure to govern board consideration of new services **and expansion of existing services**.

Recommendation: Add expansion to policy and procedure.

Strategic Objective 4.3

Develop policy and procedure to govern board interactions and board-staff interactions.

