Tactical Plans

Tactical Plans outline the specific actions required to meet the Strategic Objectives; they are the engine that delivers the Strategic Plan. Tactical Plans specify deliverables, measures, timelines, and accountabilities that will ensure successful implementation of the Strategic Plan.

Tactical plans were developed by CRD staff to provide implementation planning for the Goals and Objectives developed by the board.

Several board accountabilities will require further tactical plan development by the board. This session is tentatively planned for October 3, 2019.

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

Tactical Plans

1.1.1 Include an annual presentation to high-school class regarding CRD and local government careers

1.1.2 Develop / update social media tools to ensure that they have current information on CRD and services

1.1.3 Undertake a formal, structured branding exercise

Tactical Plans

Strategic Objective 1.2
Create and implement a community engagement/consultation strategy.

Tactical Plans

1.2.1   Develop strategy for AAP and Election

1.2.2   Website content updating policy and procedures

1.2.3   Lobby provincial government and UBCM regarding roll-out process for BC grants (i.e. talk to RD and Municipalities *before* public announcement) Board Accountability

1.2.4   Develop communication tools that front-load information to public (explain decision and anticipate questions and concerns)

1.2.5   Written procedure for CRD engagement/consultation to be used across departments.

    a. Identify areas of CRD business that require community engagement/consultation
    b. Identify current engagement/consultation activities and assess effectiveness
    c. Develop templates and procedures for engagement/consultation

Tactical Plans

Strategic Objective 1.3
Develop relationships and collaborative partnerships with First Nations governments in the CRD.

Tactical Plans

1.3.1   Develop informal (RIM) Laserfiche user group with Williams Lake Indian Band

1.3.2   Develop working understanding of CRD First Nations Communities and Government Organizations (including protocols)

Tactical Plans

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 Management Plan that is responsive to statutory obligations and current regional needs.

Tactical Plans

2.1.1   Develop Emergency Management Plan

a. Hire consultant to write and socialize plan
b. Engage rural/remote areas re: emergency planning needs
c. Monitor statutory obligations and update accordingly

2.1.2   Ensure that CRD has appropriate resources for emergency management

Strategic Objective 2.2
Develop and implement a plan for managing existing and future capital infrastructure.

Tactical Plans

2.2.1   Review/modernize water/sewer system management bylaw for consistency (include annual review of rates)

2.2.3   Comprehensive Asset Management Plan including:

- Total asset evaluation and risk assessment
- Infrastructure financing plan
- Consistent reporting to board

Tactical Plans

Strategic Objective 2.3

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

Tactical Plans

2.3.1   Develop policy, guidelines, and procedures to govern utility acquisition

2.3.2   Utility funding model that is fair and equitable for all users and balances user fees and property tax

Strategic Objective 2.4

Identify opportunities to increase efficiencies and streamline services.

Tactical Plans

2.4.1   Improve development approval process to serve needs to development applicants.

- Review zoning bylaw
- Educational/planning materials
- Public introduction of improved process

2.4.2   Incorporate emergency management requirement in OCP updates/revisions

- Flood plain mapping
- Fire risk assessments
- Landslide/erosion

2.4.3   Standardized financial reporting (with variance analysis)

2.4.4   Increase use of Laserfiche user licenses to enable efficient records management and workflows

2.4.5   Review CRD service categories (and individual functions) with a view to combine functions into regional services where appropriate

Tactical Plans

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.

Tactical Plans

3.1.1　　Work collaboratively with other Regional Districts to advocate to other levels of government for sustained funding.
Board Accountability
- Be specific
- Get information on issues/needs from operational staff

Strategic Objective 3.2
Develop and implement a strategy for appropriate CRD action, partnership, or advocacy to address regional economic impactors.

Tactical Plans

3.2.1　　Host facilitated economic impactors workshop at regional Economic Development Officers (EDO) roundtable

3.2.2　　Continue to offer Library Services that meet the needs of rural communities. (Fosters environment for economic sustainability.)

3.2.3　　Review Species at Risk Act monthly for potential impact in CRD

Tactical Plans

Strategic Objective 3.3
Engage implementation partners and develop a regional broadband and cellular strategy.

Tactical Plans

3.3.1   Develop a regional broadband strategy

- Engage appropriate partners

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.

Tactical Plans

4.1.1   Develop orientation/training resources that are responsive to differing needs of directors (i.e. learning and personality styles)

4.1.2   Training program for staff to understand governance role and interaction protocols

4.1.3   Develop modified orientation/training for bi-election

4.1.4   Board Tactics – to be developed

Tactical Plans

Strategic Objective 4.2
Develop policy and procedure to govern board consideration of new services and expansion of existing services.

Tactical Plans

4.2.1   Write and implement a procedure for board consideration of a new service or expansion of an existing service

Strategic Objective 4.3
Develop policy and procedure to govern board interactions and board-staff interactions.

Tactical Plans

4.3.1   Develop reporting template that aligns with Strategic Plan, informs decision makers, and assists operational implementation

Include: business plan, business case, agenda item summary

4.3.2   Board Tactics – to be developed

NOTE: All plans and strategies should include contingency plans to account for unplanned needs and/or changes in needs. (Build flexibility into plans.)

Tactical Plans – Accountability, Timelines, Metrics

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

Tactical Plan	Accountability	Additional Support	Timeline	Measurement
1.1 Establish a communications plan that explains what the CRD is and how it operates.				**Board endorsement of Plan**
1.1.1 High-school presentation	Manager Communications	Manager Corporate Services	Y2:Q2	Participation evaluation Follow-up calls/Questions
1.1.2 Develop/update social media	Manager Communications	Communications Staff	Y1:Q4	Updated social media information
1.1.3 Branding exercise	Manager Communications	CAO; Communications Staff	Y3:Q4	New board approved brand
1.2 Create and implement community engagement/consultation strategy.				**Board endorsement of Strategy**
1.2.1 AAP & Election strategy	Manager Communications	Manager Corporate Services	Y3:Q4	Surveys: public knowledge Online views
1.2.2 Website updating P & P	Manager Communications		Y3:Q1	Completed P & P
1.2.3 Grant process lobby	Board	Communications Staff; CAO	Y3:Q1	Change in BC process
1.2.4 Front-load public communication	Manager Communications	Communications Staff; CAO	Y3:Q1	Informed public = less complaints
1.2.5 Written procedure for CRD engagement/consultation a. Identify engagement requirements b. Evaluate current activities c. Develop templates and procedures	Manager Communications	Communications Staff; CAO	Y3:Q1	Written templates and procedures
1.3 Develop relationships and collaborative partnerships with First Nations in the CRD				**Participation invitations from First Nations**
1.3.1 Laserfiche with Williams Lake Band	Manager Corporate Services	Deputy Corporate Officer	Y1:Q4	Collaborative training; Q & A back and forth
1.3.2 Working understanding of CRD First Nations	CAO	Executive Assistant	Y1:Q3 +	Written document (regular updates)

Tactical Plans – Accountability, Timelines, Metrics

2 Strategic Goal - Planning
Intentionally plan services and activities of the CRD to prepare for future needs of residents and community stakeholders.

Tactical Plan	Accountability	Additional Support	Timeline	Measurement
2.1 Produce an Emergency Management plan that is responsive to statutory obligations and regional needs.				**Board approval of Plan**
2.1.1 Develop Emergency Management Plan a. Hire consultant to write and socialize plan b. Engage rural/remote areas c. Statutory updates as required	Manager Protective Services		Y1:Q1 Y3:Q4 +	Plan produced and shared (socialized) Track changes and statutory obligations Track rural/remote meetings and needs identified
2.1.2 Emergency management appropriately resourced	Manager Protective Services	CAO	TBD	Ensure expectations match resource allocation
2.2 Develop and implement a plan for managing existing and future capital infrastructure.				**Board approval of Plan; Implementation resources included in budget**
2.2.1 Water/Sewer Management Bylaw update	Manager Environmental Services		Y1:Q2	Updated bylaw – single management bylaw
2.2.2 Asset Management Plan	Chief Financial Officer	Management Team	Y2:Q3	Board approval of Asset Management Plan
2.3 Develop a utility acquisition and management plan that is affordable, sustainable, and meets regulatory requirements.				**Plan used in acquisition decisions (i.e. becomes policy)**
2.3.1 Utility acquisition policy, guidelines, procedures	Manager Environmental Services		Y1:Q3	Board approval of Policy/Guidelines Implementation of procedures Pre-acquisition assessment report to board
2.3.2 Fair & equitable utility funding model	Manager Environmental Services		Y3:Q2	Board approval of common funding strategy for all utilities

Tactical Plans – Accountability, Timelines, Metrics

Tactic		Accountability	Additional Support	Timeline	Measurement
2.4	**Identify opportunities to increase efficiencies and streamline services.**				**Biannual report to board**
2.4.1	Improved development approval process	Manager of Planning	Manager of Emergency Services	TBD	Customer satisfaction survey Decreased complaint phone calls Increased compliment phone calls
2.4.2	Emergency management in OCPs	Manager Development Services Manager Protective Services		Y3:Q4	OCP updates include EMP concerns
2.4.3	Standardized financial reporting	CFO	Finance Staff	Y1:Q2	Standardized quarterly reports
2.4.4	Increased use of Laserfiche	Corporate Officer	Deputy CAO Manager IT	Y1:Q2	Automation of blue sheet process adopted by staff
2.4.5	Service review to combine where appropriate	CAO	Management Team	Y2:Q4	Reduction in number of individual services

Tactical Plans – Accountability, Timelines, Metrics

3 Strategic Goal – Economic Sustainability
Foster an environment to ensure the economic sustainability of CRD communities and the region.

Tactical Plan	Accountability	Additional Support	Timeline	Measurement
3.1 Develop and implement a strategy to advocate for ongoing sustainable funding that does not rely on grants or property taxation.				**TBA – Board accountability**
3.1.1 Collaborate with other Regional Districts	Board	CAO	Y2:Q3	Sustainable funding
3.2 Develop and implement a strategy for appropriate CRD action, partnership, or advocacy to address regional economic impactors.				**Report to board: identify impactors and recommended actions**
3.2.1 Regional economic indicators workshop	Economic Development Officer	Manager Corporate Services	Y1:Q2	Report from facilitated workshop
3.2.2 Library Services in rural communities	Manager Library Services	Area/Community Librarians	Annual	Q2 annual reporting of usage
3.2.3 Species At Risk Act review	Economic Development Officer		Y1:Q1	CRD preparation for impact prior to provincial/national mandates
3.3 Engage implementation partners and develop a regional broadband and cellular strategy.				**Board endorsement of strategy**
3.3.1 Development of regional broadband strategy	Manager IT	CAO	Y1:Q4	Partners engaged Strategy developed

Tactical Plans – Accountability, Timelines, Metrics

4   Strategic Goal – Governance
Ensure that CRD governance policy and practices are intentional, transparent, and respectful.

Tactical Plan	Accountability	Additional Support	Timeline	Measurement
4.1 Develop and implement a comprehensive orientation and training process for CRD directors.				**Delivery of orientation and training Board assessment of effectiveness**
4.1.1 Develop orientation/training program	CAO/Board	Deputy Corporate Officer	Y2:Q1	Training feedback from board
4.1.2 Staff governance training	CAO		Y2:Q1	Training feedback from staff
4.1.3 Modified orientation/training for bi-election	Deputy Corporate Officer	CAO/Board	Y3:Q1	Feedback from directors elected in by-election
4.2 Develop policy and procedure to govern Board consideration of new services and expansion of existing services.				**Board approval and consistent use of policy & procedures**
4.2.1 Policy & procedure for new/expansion of service	CAO	Management Team	Y2:Q2	Board approval of policy and procedures
4.3 Develop policy and procedure to govern Board interactions and Board-Staff interactions.				**TBA – Board accountability**
4.3.1 Reporting template to align with Strategic Plan, inform decisions, assist operations	Manager Community Services	Deputy CAO	Y1:Q1	Template developed Board feedback and modification of template

Recommendations

Recommendations

1. Strategic Plan Completion

Board Tactical Plans

Several of the Strategic Objectives are board accountabilities. While staff developed some preliminary tactical plans for a few of the Strategic Objectives, the board will need to work together to develop comprehensive tactical plans including accountability, support, timeline, and measures.

It is recommended that the board schedule a planning session to address the Tactical Plans for Strategic Objectives that include board accountability.

Approval of Strategic Plan

The board has been active in the development of the Strategic Plan but has not yet approved it as a whole. As well, this report includes several staff-recommended changes to the Strategic Objectives.

It is recommended that the board officially (with a recorded motion) approve the Strategic Plan.

Note that this approval is to the Strategic Objectives level. The Tactical Plans developed by staff are the responsibility of the staff to implement (except where board accountability is articulated). While the board may receive these tactical plans for information, it is not advisable that they provide detailed input unless requested by the CAO. The metrics for board monitoring of the Strategic Plan should continue to focus at the Strategic Objectives level.

Revision of Vision Statement

As noted above (page 7), the CRD Vision Statement has been carried over for several strategic planning processes.

It is recommended that during the 2022 strategic planning process, the board make it a priority to review and revise the Vision Statement as appropriate so that it accurately reflects a shared possible and desirable future state of the organization and can be used as a strategic decision-making tool.

Recommendations

2. Governance

Sub-Regional Committees

The Cariboo Regional District is currently split into three distinct sub-regions (North, Central, South). There are joint services committees for each of these sub-regions. Originally intended to be sub-regional tables to discuss and recommend initiatives, at times, these committees serve as quasi decision-making tables. At times, initiatives proposed at the sub-regional table are "voted" down and therefore are not brought to the entire board. This is problematic as the voting divisions at the sub-regional committees do not match those at the board table.   Of further concern is that, when the sub-regional committee brings a recommendation, it is often "rubber-stamped" at the board table. These processes do not facilitate full-board governance of the region and risk both fractured initiatives and in-fighting between and within the regions.

It is recommended that the CRD Board review the function, Terms of Reference, and effectiveness of the sub-regional committees to ensure that they remain advisory and discussion tables instead of decision-making or "veto" tables. It is further recommended that the board refrain from "rubber-stamping" sub-regional recommendations and seek to respectfully assess all recommendations in terms of regional context (see below).

Waiver of Policy

Discussions with staff highlighted a concern regarding the practice of regularly "waiving policy" for board decisions. While occasionally this is necessary, regular practice indicates that the policies are not serving the decision-makers. As well, staff are unsure of how to advise constituents or applicants as the rules are unclear and seemingly open to interpretation on a case-by-case basis. Often this is because the general policy reflects the principles of the organization but there is no latitude allowed for specific circumstances that would still be in line with the overall values. It is possible to write policies in such a way that they include an articulation of approved variations. These must be written strictly so that they do not apply to all instances (thus making the policy weak).

It is recommended that policies that have been waived multiple times be reviewed to determine whether the principle represented by the policy has changed or if approved variations should be added.

Recommendations

Board Capacity Building

During interviews with board and staff, there were numerous comments that the board would benefit from further capacity building. Sessions such as Roles and Responsibilities of Directors, Myers-Briggs Type Indicator (or a similar team dynamics tool), Learning and Leadership Styles would be beneficial to the further development of a high-performing board.

It is recommended that the board investigate opportunities for additional capacity building for the board as a whole and as individuals.

Regional Context

There are four municipalities and twelve electoral areas. The majority of the population (although spread out) resides in the electoral areas. This means that when decisions are made by weighted vote, rural areas outvote the municipalities. (Note: municipalities are also out voted in each of the sub-regional committees.) Furthermore, there has been a history of each rural area operating essentially in isolation from the rest of the regional district when considering new and changed services. Proposed services or service changes are left to the constituent decision of whether there is a will to pay the additional taxes required. Unfortunately, this results in a lack of regional context on decisions.

The board is responsible for making decisions as a whole, on behalf of the whole region. The decision-making processes described above are problematic, especially in terms of establishing the regional budget and service level expectations. Although individual electoral area constituents may approve an additional tax, before this goes to a constituent decision, the board is responsible for evaluating region-wide factors such as full life-cycle asset costs, precedent setting implications for other areas, and expectation of continued service regardless of external funding changes.

Unfortunately, it is often not well received at the board table when a director from another municipality or electoral area asks questions about the service being proposed or the regional implications of approving that service.

It is recommended that the board examine the process and culture of board decision-making and develop a governance practice that includes respectful questioning and discussion about the specific services being proposed as well as potential regional implications of that proposal. The board legally governs as a whole, and respectful debate is essential for informed voting.

Recommendations

Adding New Initiatives

This report outlines the Strategic Plan and the Tactical Plans. Additionally, staff will use the Tactical Plans to develop individual department Business Plans. Together these form the basis for allocation of time, human resources, space, and funding. While effective strategic plans must be open to regular change and revision, this requires mindfully examining the impact of additional initiatives on the resource allocation associated with the existing plans. Board members will often hear requests from their constituents and wish to add initiatives to the current planning cycle; however, care must be taken to examine the implications on the existing plans and on the regional context not just the tax-payers willingness to fund the initiative.

It is recommended that the board adopt a proposed new initiatives process that includes an evaluation of impact on current plans and resource allocation. Furthermore, a checklist for board members to review prior to bringing a new initiative to the board may allow for more mindful presentation and dialogue.
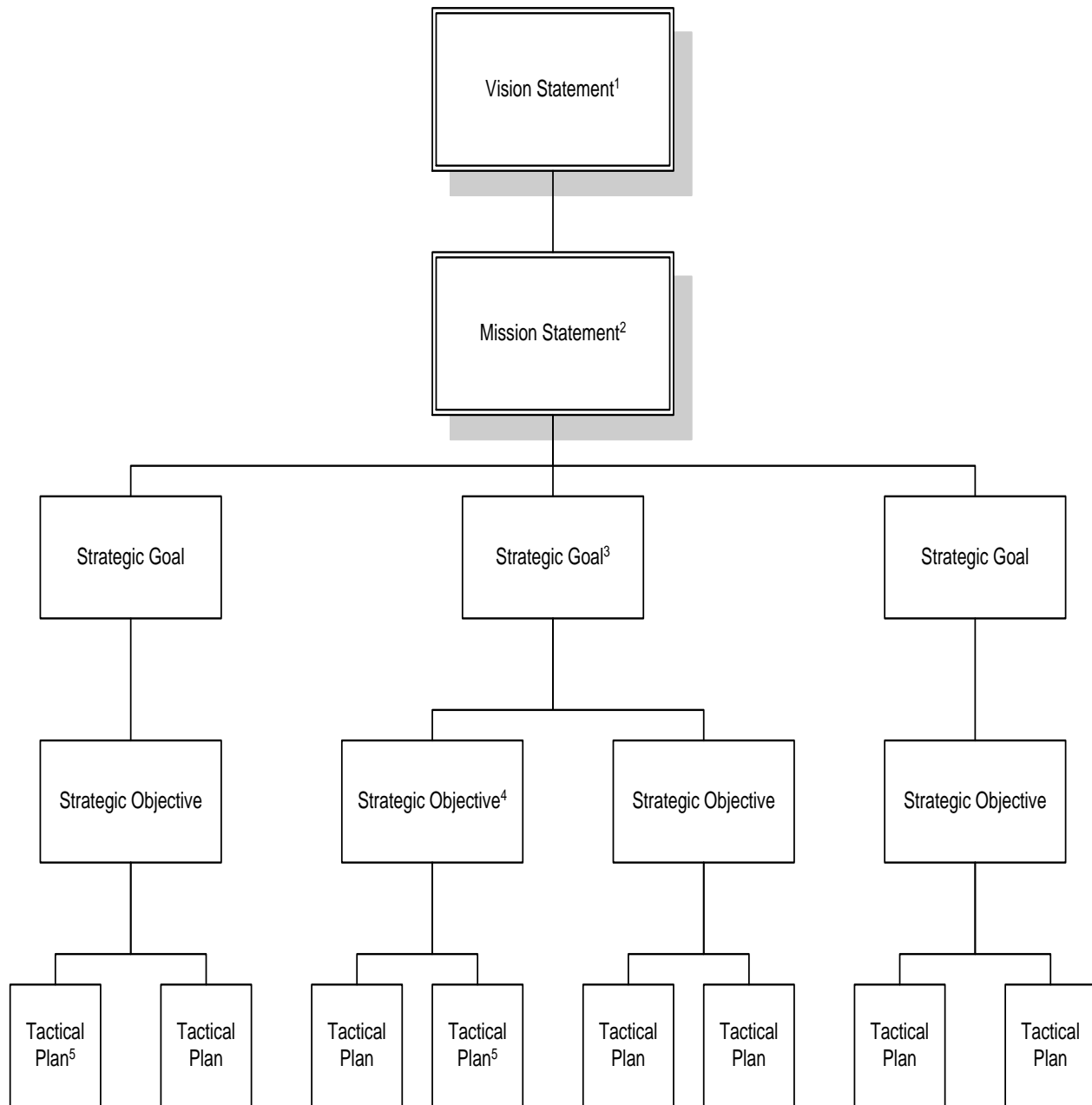
3. Strategic Plan Review

As outlined in the planning process information (page 2), 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?"

It is recommended that a review of the Strategic Plan progress and next steps be integrated into each board meeting. As well, a more formal review session should be scheduled early in 2022 to celebrate success and confirm strategy and context for the completion of the planning cycle. Development of a new Strategic Plan (including stakeholder consultation as appropriate) should also be scheduled for 2022.

Appendices

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                          │  Vision Statement[1] │
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Notes

(see diagram for corresponding numbers)

1. ***Vision*:** A written statement that reveals "What We Want to Become"

2. ***Mission*:** An enduring statement of purpose that distinguishes one business from other similar firms. A mission statement reveals what an organization offers, to whom, and in what way. The statement addresses the basic question that faces all organizations: "What Is Our Business?"

3. ***Strategic Goal*:** A statement defining how we will make the Mission Statement actual. These are overarching statements.

4. ***Strategic Objective*:** Measurable targets for achieving Strategic Goals.

5. ***Tactical Plan*:** Specific actions needed to meet Strategic Objectives.

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