



Chief Administrative Officer Report

For the period ending: June 16, 2020

This report is designed to give the Board a broad overview of the activities that I have undertaken as your Chief Administrative Officer (CAO). Should there be matters that I feel need to be brought to your attention that are sensitive in nature, a supplemental report will be presented in the closed session of a Board meeting.

Specific issues that I have been working on:

- The organization has been focussed on response to both the COVID-19 Pandemic as well as the 2020 Freshet. COVID-19 has had a noticeable impact on our operation and staffing, something that we share with the rest of the world. The Freshet, which is not quite over as of yet, caused considerable damage to many parts of the Regional District. Land slippage, road network disruption and just a huge amount of water were the main experiences. We continue to work on both and are concentrating on response for the flood related issues. Of key importance is the development of COVID-19 re-opening plans for all our facilities, including those operated by third parties.
- We are focused on either filling positions or integrating key personnel into the Team. We were successful in filling the positions of Chief Building Official and Manager of Environmental Services. I have been acting as Manager of Development Services but do plan on filling the position in the coming weeks.
- Supporting staff on changes to our records management system (Ms. Johnston is the lead) as well as the CityView Upgrade (Ms. Kozuki/Mr. Whitehead are the leads).
- Supporting Chair Wagner in her discussions with the Province as part of the Flood and Fire Review Committee as well as the COVID-19 calls initiated by Minister Robinson.
- I continue to work with our Municipal Members and their CAOs on issues of mutual interest. A small subset of issues includes fire services, economic transition, funding for recreation capital infrastructure, housing studies and joint services.

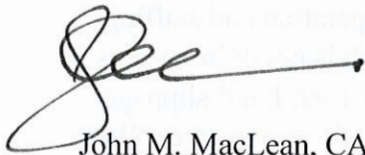
In the next few weeks, I will continue to work on many of the same issues. Specific items that will be priorities include:

- Attending Rural Caucus and Joint Meetings in the North, Central and South as much as possible.
- Supporting the NStQ Local Government Sidetable (Ms. Bell)
- Working on completing Board assigned tasks.

- Supporting new staff as they are integrated into our team.
- Working on Tactical Goals that have arisen from the Strategic Planning Process.
- Working with the Manager of Protective Services on emergency planning.
- Continued work on the Maple Drive Streetlighting project.
- Continued assistance/support for the Manager of Community Services and his team as they work with Transport Canada on improvements to the Anahim Lake Airport as well as the discussions around the potential to initiate a Regional parks and Trails service.
- Continued support for several internal and external programs in the Regional District such as:
 - The Community Liaison Program (Ms. Masun)
 - An update to our Records Management Systems (Ms. Johnston)
 - The Regional Broadband Strategy (Mr. Code). This project is moving forward and we have had initial discussions with NDIT about implementing this process.

Attached you will find the initial report outlining our work on the strategic and tactical goals established by the Board.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'J MacLean', with a long horizontal stroke extending to the right.

John M. MacLean, CAO

June 16, 2020



2020 – 2022 Strategic/Tactical Plan

Quarterly Report

Vision Statement

Building Communities Together

Mission Statement

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.

Notes to interpret this report:

Y1 = 2020

Y2 = 2021

Y3 = 2022

Not Started Yet	
Progressing	
Stalled	
Completed	

Strategic Goal 1	<p style="text-align: center;">Communication</p> <p style="text-align: center;">Facilitate communication strategies throughout the entire Cariboo Regional District that meet the needs of residents, community stakeholders, and other levels of government.</p>	
Strategic Objective 1.1	Establish a communications plan that explains what the CRD is and how it operates.	
1.1.1	High School Presentations	
Timeline	Comments	Status
Y3:Q4	This project has not started yet	Not Started Yet
1.1.2	Develop/update social media	
Timeline	Comments	Status
Y1:Q4	We continue to use social media to promote CRD news. Sharing of video updates in fire season is a tactic we may explore again this year.	Progressing
1.1.3	Branding Exercise	
Timeline	Comments	Status
Y3:Q4	This will get underway after web redesign complete	Not Started Yet
Strategic Objective 1.2	Create and implement a community engagement/consultation strategy.	
1.2.1	Develop strategy for referendum, AAP, and Election	
Timeline	Comments	Status
Y3:Q4	This project has not started yet	Not Started Yet
1.2.2	Website content updating policy and procedures	
Timeline	Comments	Status
Y3:Q1	While we are currently working on redesigning the website look and feel, development of policies and procedures will happen at a later date.	Progressing
1.2.3	Develop communication tools that front-load information to public (explain decision and anticipate questions and concerns)	
Timeline	Comments	Status
Y3:Q4	Presently building capacity and effectiveness of CRD public engagement with current LGMA course	Not Started Yet
1.2.4	Written procedure for CRD engagement/consultation to be used across departments. <ul style="list-style-type: none"> 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 	
Timeline	Comments	Status

Y3:Q4	This project has not started yet	Not Started Yet
Strategic objective 1.3	Develop relationships and collaborative partnerships with First Nations orders of government in the CRD.	
1.3.1	Develop informal (RIM) Laserfiche user group with Williams Lake Indian Band	
Timeline	Comments	Status
Y1:Q4	This project has not started yet	Not Started Yet
1.3.2	Develop working understanding of CRD First Nations Communities and Government Organizations (including protocols)	
Timeline	Comments	Status
Y1:Q3	We have been gathering information and looking at training opportunities for both the Board and staff. The COVID-19 pandemic has slowed this activity but we continue to work on it.	Progressing

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 regional needs.	
2.1.1	Develop Emergency Management Plan a. Hire consultant to write and socialize plan b. Engage rural/remote areas re: emergency planning needs Monitor statutory obligations and update accordingly	
Timeline	Comments	Status
Y1:Q1	Initial plan has been received from the consultant and reviewed by staff in March 2020. The plan is basic and will require additional staff time to complete the required appendices to make it functional. Though this is a new plan, there will be a requirement to make changes when the Emergency Program Act changes in 2021.	Progressing
2.1.2	Ensure that CRD has appropriate resources for emergency management	
Timeline	Comments	Status
Y1:Q3	Staff has been conducting training in Emergency Management as well as real time experience to build capacity. Advanced training was scheduled for 2020, but has been postponed due to COVID. Additionally, staff has been making use of grant funding whenever possible to ensure that the EOC is properly equipped and upgraded as required.	Progressing
Strategic Objective 2.2	Develop and implement a plan for managing existing and future capital infrastructure.	
2.2.1	Review/modernize water/sewer system management bylaw for consistency (include annual review of rates)	
Timeline	Comments	Status
Y1:Q2	This project is stalled due to changes in departmental leadership. It is still a priority and we plan to commence as soon as we can.	Stalled
2.2.2	Comprehensive Asset Management Plan including: <ul style="list-style-type: none"> • Total asset evaluation and risk assessment • Infrastructure financing plan • Consistent reporting to board 	
Timeline	Comments	Status
Y2:Q3	This project is underway.	Progressing
Strategic Objective 2.3	Develop a utility acquisition and management plan that is affordable, sustainable, and meets regulatory requirements.	

2.3.1	Develop policy, guidelines, and procedures to govern utility acquisition	
Timeline	Comments	Status
Y1:Q3	This project has not started yet	Not Started Yet
2.3.2	Utility funding model that is fair and equitable for all users and balances user fees and property tax	
Timeline	Comments	Status
Y3:Q2	This project has not started yet	Not Started Yet
Strategic Objective 2.4	Identify opportunities to increase efficiencies and streamline services.	
2.4.1	Improve development approval process to serve needs to development applicants. <ul style="list-style-type: none"> • Review zoning bylaw • Educational/planning materials • Public introduction of improved process 	
Timeline	Comments	Status
TBD	This project has not started yet	Not Started Yet
2.4.2	Incorporate emergency management requirement in OCP updates/revisions <ul style="list-style-type: none"> • Flood plain mapping • Fire risk assessments • Landslide/erosion 	
Timeline	Comments	Status
Y3:Q4	This project has not started yet	Not Started Yet
2.4.3	Standardized financial reporting (with variance analysis)	
Timeline	Comments	Status
Y1:Q2	Reports have been designed and are in the finalization stage. Barring any unexpected problems second quarter results will be generated and reviewed by finance with the department heads after June is closed. Following review, the reports will be brought to the board	Progressing
2.4.4	Increase use of Laserfiche user licenses to enable efficient records management and workflows	
Timeline	Comments	Status
Y1:Q2	Workflow developed, testing ongoing.	Progressing
2.4.5	Review CRD service categories (and individual functions) with a view to combine functions into regional services where appropriate	
Timeline	Comments	Status
Y2:Q4	This project has not started yet	Not Started Yet

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.	
3.1.1	Continue to work collaboratively and expand efforts with local governments to advocate to other levels of government for sustained funding.	
Timeline	Comments	Status
Y2:Q3	This project has not started yet	Not Started Yet
Strategic Objective 3.2	Develop and implement a strategy for appropriate CRD action, partnership, or advocacy to address regional economic impactors.	
3.2.1	Host facilitated economic impactors workshop at regional Economic Development Officers (EDO) roundtable	
Timeline	Comments	Status
Y1:Q2	Virtual Roundtable held in May 2020 was well attended and provided valuable discussion on partnership opportunities, particularly for labour market study implementation and covid impacts.	Progressing
3.2.2	Continue to offer Library Services that meet the needs of rural communities. (Fosters environment for economic sustainability.)	
Timeline	Comments	Status
Annual	The monthly statistics form used by rural branches has been revised and simplified so staff can spend significantly more time helping customers and less time on paperwork. During the pandemic shutdown rural library staff have been removing outdated material from their collections to make them more relevant to customers. As part of the plan to restore library services during the pandemic, rural branches will offer Curbside Holds Pickup services to their customers beginning June 22.	Progressing
3.2.3	Review Species at Risk Act monthly for potential impact in CRD	
Timeline	Comments	Status
Y1:Q1	Online scans completed. No significant economic impacts identified, high profile of cow moose hunt to protect caribou.	Progressing
Strategic Objective 3.3	Engage implementation partners and develop a regional broadband and cellular strategy.	

3.3.1	Develop a regional broadband strategy Engage appropriate partners	
Timeline	Comments	Status
Y1:Q4	We have started to gather information and templates for an RFP to develop a Regional Broadband Strategy.	Progressing

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.	
4.1.1	Develop orientation/training resources that are responsive to differing needs of directors (i.e. learning and personality styles)	
Timeline	Comments	Status
Y2:Q1	This project has not started yet	Not Started Yet
4.1.2	Training program for staff to understand governance role and interaction protocols	
Timeline	Comments	Status
Y2:Q1	This project has not started yet	Not Started Yet
4.1.3	Develop modified orientation/training for bi-election	
Timeline	Comments	Status
Y3:Q1	This project has not started yet	Not Started Yet
Strategic Objective 4.2	Develop policy and procedure to govern board consideration of new services and expansion of existing services.	
4.2.1	Write and implement a procedure for board consideration of a new service or expansion of an existing service	
Timeline	Comments	Status
Y2:Q2	This project has not started yet	Not Started Yet
Strategic Objective 4.3	Develop policy and procedure to govern board interactions and board-staff interactions.	
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	
Timeline	Comments	Status
Y1:Q1	This project is underway and presented for the Board's information. The next draft will include the Business Plan Goals.	Progressing