

Cariboo Regional District **Strategic Plan**

2020-2022

Vision

Building Communities Together

Mission

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.

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

Cariboo Regional District **Strategic Plan**

2020-2022

Strategic Objective 1.2

Create and implement a community engagement/consultation strategy.

Tactical Plans

- 1.2.1 Develop strategy for referendum, AAP, and Election
- 1.2.2 Website content updating policy and procedures
- 1.2.3 Develop communication tools that front-load information to public (explain decision and anticipate questions and concerns)
- 1.2.4 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

Strategic Objective 1.3

Develop relationships and collaborative partnerships with First Nations orders of government 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)

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.

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

Cariboo Regional District **Strategic Plan**

2020-2022

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

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 Continue to work collaboratively and expand efforts with local governments to advocate to other levels of government for sustained funding.
- 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

Cariboo Regional District **Strategic Plan**

2020-2022

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

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

Cariboo Regional District **Strategic Plan**

2020-2022

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 Update Terms of Reference for North Cariboo Joint Planning Committee, Central Cariboo Joint Committee, and South Joint Committee.

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, Board	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 Front-load public communication	Manager Communications	Communications Staff; CAO	Y3:Q1	Informed public = less complaints
1.2.4 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)

Tactical Plans – Accountability Timelines Metrics

Tactical Plan	Accountability	Additional Support	Timeline	Measurement
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

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.				Strategy endorsed and implemented by Board
3.1.1 Collaborate with other Local Governments & expand efforts	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

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.				Policy and procedures adopted by Board
4.3.1 Reporting template to align with Strategic Plan, inform decisions, assist operations	CAO	Deputy CAO	Y1:Q1	Template developed Board feedback and modification of template
4.3.2 T.O.R. for regional joint committees	Board/CAO		Y1:Q1	T.O.R. approved and implemented by committees