



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	Grey
Progressing	Green
Stalled	Yellow
Completed	Blue

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.	
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. 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 been put on hold because of COVID-19. The focus of the project is as much on relationship-building as it is on creating a mutually beneficial resource for Laserfiche/Records Management best practices. Once face-to-face meetings are encouraged again and both groups can visit each other's records management offices, we will move forward. Suggest moving to Y2:Q4	Stalled
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 as well as EOC activations have slowed this activity but we continue to work on it.	Stalled

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. Assessment of the condition of assets by external contractors has been done and their findings are being reviewed. Enrollment of senior staff	Progressing

	in Asset Management training is proceeding. Software needs are currently being determined and funding sources for their purchase are being sourced out	
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	<p>Improve development approval process to serve needs to development applicants.</p> <ul style="list-style-type: none"> • Review zoning bylaw • Educational/planning materials • Public introduction of improved process 	
Timeline	Comments	Status
TBD	Background research is being conducted; zoning bylaw issues and future housekeeping amendments are being recorded; education materials review is stalled, anticipated to be underway when Senior Planner position is backfilled.	Progressing
2.4.2	<p>Incorporate emergency management requirement in OCP updates/revisions</p> <ul style="list-style-type: none"> • Flood plain mapping • Fire risk assessments • Landslide/erosion 	
Timeline	Comments	Status
Y3:Q4	Flood hazard risk assessments complete; floodplain mapping underway for eight river systems underway. Board is considering fire risk assessments and next steps. Landslide considerations to be started.	Progressing
2.4.3	Standardized financial reporting (with variance analysis)	
Timeline	Comments	Status
Y1:Q2	Reports have been designed and the first reports were delivered to the Board at the August meeting. 2020 Third quarter reports are being finalized and will be presented to the Board at the December 4 th meeting.	Progressing
2.4.4	Increase use of Laserfiche user licenses to enable efficient records management and workflows	
Timeline	Comments	Status

Y1:Q2	The contract process is now automated as a workflow in Laserfiche.	Completed
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 and planned for November 2020 provides 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 to November 2020. 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	RFP awarded to Tanex Engineering. Working group established and Tanex preparing strategy report. Should be complete Y2:Q1	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