

The logo for BDCA, consisting of the letters 'BDCA' in a bold, blue, sans-serif font.

| BD CARRUTHERS |
| AND ASSOCIATES |

Cariboo Regional District *Strategic Plan: 2022-2026*

Prepared by: Brian Carruthers
BD Carruthers and Associates (BDCA)
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INTRODUCTION

The following strategic plan framework reflects the input and perspectives provided by Directors and staff during two facilitated workshops held in February and March. The participants engaged in thoughtful discussions on the various elements of the strategic plan and the information received was sorted, summarized, and prioritized and has informed the structure and content contained in this report.

OUR REGION, OUR FUTURE

The Cariboo Chilcotin is a geographically vast region encompassing a variety of natural ecosystems, waterways, and landscapes. A majority of the region is rural and remote in nature and is shaped by a rich indigenous heritage. The region is comprised of several distinct and unique communities, with a population that is independent and self-reliant, friendly, welcoming, and supportive of each other. The Cariboo Chilcotin, like other regions is also evolving as new residents move to the area with changing values and expectations for services and amenities.

As we look to the future, we envision the advancement of reconciliation with the indigenous communities and opportunities for their participation in regional governance. We value a diverse and engaged population, stable growth will replace a retiring workforce, and a full range of amenities and services will encourage our residents to stay in the region. Our regional governments work together to provide more efficient services, sustain our infrastructure, and pursue economic benefits for the entire region while maintaining the unique lifestyle and culture of the Cariboo-Chilcotin.

OUR ROLE

As a regional government, we provide services to our residents through established functions and we focus on delivering our core, existing services before we take on extras. We advocate on behalf of our residents and our partners for equitable attention to our challenges and interests by other levels of government. As a Board of Directors, we are friendly ambassadors for our residents and we are facilitators, helping to resolve problems and find solutions in our communities. We support our staff by providing a healthy, productive, and respectful workplace and we value our volunteers through encouragement and recognition of their efforts and accomplishments.

OUR COMMITMENTS

As we fulfill our roles and responsibilities as a regional government, we will strive to:

- Balance our goals with the capacity of the organization;
- Build strong, respectful relationships with our partners;
- Practice fiscal accountability and sensitivity, striving for cost efficiency in delivery of services;
- Prioritize our core and mandated services; and
- Respect the distinct roles of elected officials and staff

PURPOSE OF THE PLAN

The purpose of this strategic plan is to establish a collective vision and strategic approach to governing and managing the Cariboo Regional District and to focus the use and allocation of our financial and human resources. The strategic focus areas and objectives have been identified with a recognition that regional district staff have a significant volume of work associated with delivering existing services, as well as responding to increasing regulatory and legislative requirements.

The objectives contained in this plan will be operationalized and prioritized through departmental workplans and annual budget allocations and we will report on our progress and achievements through the Annual Report and bi-annual updates to the Board in the Spring and Fall of each year.

STRATEGIC FOCUS AREAS

1. *Infrastructure and Asset Management*

Goal:

To establish a systematic, predictable approach to managing the regional district's assets and infrastructure that builds on current asset management data and condition assessments.

Why:

The regional district has a significant investment in assets that serve our citizens and communities, and we have a responsibility to ensure they are financially sustainable, responsive to evolving needs and resilient to the effects of a changing climate.

Objectives:

- 1.1 Recruit an Asset Management specialist to guide and support staff in the development and ongoing implementation of the Asset Management program.
- 1.2 Acquire and implement an integrated asset management software program to enable effective data and information storage, management reporting.
- 1.3 Establish long-term financial plans and asset management policies to create a structured and predictable system for the maintenance, renewal, and replacement of assets.

2. *Enhanced Communications and Engagement*

Goal:

To build trust and credibility of the regional district by enhancing our communications and engagement with citizens, stakeholders, and volunteers.

Why:

Enhanced communications and engagement will foster increased awareness, understanding and support on the part of our citizens and offers community perspectives and input to better-inform decisions of the Board.

Objectives:

- 2.1 Develop a comprehensive Communications and Engagement policy and framework developed with input from citizens, partners, and rights holders that will guide our efforts and foster a consistent and effective approach to public participation/engagement.
- 2.2 Evaluate and consider additional dedicated resources to support increased levels and frequency of public participation/engagement opportunities as informed by the approved policy and framework.

3. *Effective and Responsive Land Use Planning and Development*

Goal:

To ensure our land use planning and development is responsive to future growth and housing needs, anticipates risks and hazards associated with climate change and provides efficient and consistent processes for landowners and developers.

Why:

The regional district has a responsibility to anticipate and address the current and future needs of our communities, while ensuring safe and sustainable use and development of lands.

Objectives:

- 3.1 Pursue improved coordination of land use planning in fringe areas of Quesnel, Williams Lake and 100 Mile House in response to increased growth and demands for services.
- 3.2 Undertake harmonization of the region's Official Community Plans to provide consistency in our policies and approaches to land use.
- 3.3 Enhance our understanding of current and future natural hazard areas in the region to better-inform land use planning and development decisions.

4. *Relationships with First Nations*

Goal:

To foster a healthy and inclusive region by building and strengthening our relationships with First Nations and embracing the principles of reconciliation.

Why:

Building and strengthening of relationships and understanding will enable us to collaborate on initiatives or address issues that have a shared or respective interest or benefit.

Objectives:

- 4.1 Establish a liaison position to develop and enhance connections and communications between the regional district and Indigenous governments.
- 4.2 Pursue opportunities for the regional district to engage with indigenous governments and organisations on issues of shared concern, such as heritage conservation and emergency preparedness and response.