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## Purpose of the Strategic Plan

The 2019-2022 Strategic Plan was developed by the Board to ensure that our decisions, activities and policies are aligned with our vision and goals. The plan addresses the most significant opportunities and challenges facing the region and supports the continued provision of quality services, amenities and infrastructure for our citizens.

The plan will inform the development of our annual budgets and departmental work plans. Quarterly reports to the Board and the Annual Report will provide an opportunity to review and communicate progress in achieving the Board's goals and update the plan as necessary.



# Strategic Focus Areas

## 1. Organizational Effectiveness

### Goal

To ensure the PRRD is functioning in a prudent and effective manner and operations and policies are consistent with, and reflective of local government legislative requirements and best practices.

### Why?

A well-functioning organization with an appropriate allocation of resources and effort contributes to effective and efficient delivery of services, supports the retention and recruitment of staff and safeguards the organization from risk and liability.

| STRATEGIES   | ACTIVITIES  | TARGETS  |
|--|---|--|
| <b>1. Develop a corporate Asset Management Program</b> | <ul style="list-style-type: none"> <li>a) Develop an asset management policy</li> <li>b) Complete inventory of assets</li> <li>c) Undertake condition assessments for all PRRD owned assets</li> <li>d) Determine service expectations for all assets</li> <li>e) Identify funding and investment strategies</li> <li>f) Adopt asset management plan</li> </ul> | <ul style="list-style-type: none"> <li>• Q4 2019</li> <li>• Q4 2019</li> <li>• 2020</li> <li>• 2021</li> <li>• 2021</li> <li>• 2022</li> </ul> |
| <b>2. Comprehensive Policy Review</b>                  | <ul style="list-style-type: none"> <li>a) Inventory, assess and prioritize existing governance and administrative policies to identify gaps or deficiencies</li> <li>b) Revise and amend policies on a priority basis</li> </ul>  | <ul style="list-style-type: none"> <li>• Q4 2019</li> <li>• 2021</li> </ul>  |
| <b>3. Support and Develop our Human Resources</b>      | <ul style="list-style-type: none"> <li>a) Establish a corporate employee development program</li> <li>b) Review and update performance review process</li> <li>c) Develop an employee retention and recruitment strategy</li> </ul>   | <ul style="list-style-type: none"> <li>• Q4 2019</li> <li>• Q4 2019</li> <li>• Q4 2020</li> </ul>  |
| <b>4. Develop Performance Reporting System</b>         | <ul style="list-style-type: none"> <li>a) Create an Annual Report that aligns with the Strategic Plan</li> <li>b) Implement a quarterly reporting structure to Board</li> <li>c) Investigate and implement performance reporting systems/technology platforms</li> </ul>  | <ul style="list-style-type: none"> <li>• Q3 2019</li> <li>• Quarterly</li> <li>• Q4 2019</li> </ul>  |

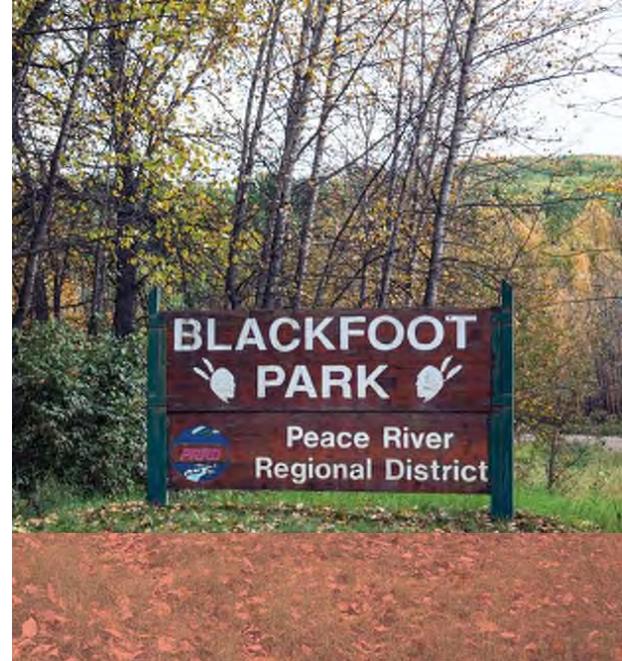
## 2. Partnerships

### Goal

To enhance the effectiveness of our service delivery and advocacy through the pursuit of local, regional and inter-provincial partnerships.

### Why?

There are many benefits and advantages to be achieved through cooperation and collaboration with partners within the region and adjacent to our region. Economies of scale and expertise can reduce costs and enhance productivity, while a collective voice on important issues in the region can positively influence decisions and policies of government.



| STRATEGIES   | ACTIVITIES  | TARGETS   |
|--|---|---|
| 1. Collaboration with Local and First Nations governments        | <ul style="list-style-type: none"> <li>a) Identify overlaps, duplications or gaps in service with partnering governments.</li> <li>b) Identify and pursue Community to Community Forum program opportunities.</li> <li>c) Develop policy for establishment of service agreements</li> </ul> | <ul style="list-style-type: none"> <li>• 2019</li> <li>• 2019</li> <li>• Q3 2019</li> </ul> |
| 2. Inter-provincial collaboration with Alberta local governments | <ul style="list-style-type: none"> <li>a) Identify gaps and opportunities for cooperation at 2019 Inter-Provincial meeting.</li> <li>b) Establish follow-up and accountability framework for inter-provincial outcomes.</li> </ul>  | <ul style="list-style-type: none"> <li>• 2019</li> <li>• 2019</li> </ul>                    |



### 3. Responsive Service Delivery

#### Goal

To ensure services provided to our residents and communities are responsive to the significant issues and demands facing our region now and into the future.

#### Why?

Our region is increasingly facing impacts from climate change, growth and development. We must ensure that our services and infrastructure are responsive and resilient and that we are able to anticipate and respond effectively to natural hazard events throughout our region.

| STRATEGIES   | ACTIVITIES  | TARGETS  |
|--|---|--|
| <b>1. Review and Amend Solid Waste Management Plan</b>     | a) Undertake public and stakeholder consultation/engagement process<br>b) Issue Request for Expressions of Interest for alternative waste management/disposal<br>c) Amend Solid Waste Management Plan   | <ul style="list-style-type: none"> <li>• Q4 2019</li> <li>• 2019</li> <li>• 2019</li> </ul>                              |
| <b>2. Enhance Emergency Planning and Response Capacity</b> | a) Provide training to Board of Directors on Emergency Management roles and responsibilities<br>b) Increase staffing capacity within the Emergency Management Division<br>c) Formalize and adopt a Collaborative Emergency Management Model<br>d) Formalize an Inter-Agency cooperation framework with provincial and federal agencies and non-profit organizations<br>e) Develop and implement a public education program for emergency preparedness | <ul style="list-style-type: none"> <li>• 2019</li> <li>• 2019</li> <li>• 2020</li> <li>• 2022</li> <li>• 2022</li> </ul> |



## 4. Advocacy

### Goal

To represent and advance the interests of the region with other levels of government and agencies responsible for providing governance and services in our region.

### Why?

Issues facing our local communities and the region can often be overlooked or underestimated by other levels of government. As a regional district, we have the benefit of a strong, collective voice to influence decisions and policies through strategic advocacy efforts.

| TOPICS   | AUDIENCE   |
|--|--|
| <b>1. Increased broadband connectivity for rural communities - Situational/Gap Analysis and Investment</b> | <ul style="list-style-type: none"><li>• Ministry of Jobs, Trades and Technology</li><li>• Federal Ministry of Infrastructure and Communities and Rural Economic Development</li><li>• Private Service Providers</li><li>• NCLGA, First Nations, Industry</li></ul> |
| <b>2. Senior's Housing - Needs Assessment and Investment</b>   | <ul style="list-style-type: none"><li>• Northern Health</li><li>• Ministry of Health</li><li>• Community Partners and Agencies</li></ul>   |
| <b>3. Emergency Response Capacity for Local Governments</b>  | <ul style="list-style-type: none"><li>• Ministry of Public Safety and Solicitor General</li><li>• NCLGA</li><li>• UBCM</li></ul>   |