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

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



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



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

Strategic Plan Review and Update Workshop – Final Report

The PRRD Board of Directors convened a workshop on April 27, 2021 for the purpose of reviewing the status of the 2019 -2022 Strategic Plan with the Chief Administrative Officer and senior staff. The workshop also included the identification of any new and emerging issues and initiatives to be recommended to the Board for inclusion in the strategic plan for the balance of the term.

1. Round table input from Directors – objectives of strategic plan review

- Identify key priorities for the balance of the term in consideration of capacity and the impacts of COVID-19
- Focus on advocacy efforts and opportunities with the Province that have been impacted as a result of COVID-19
- Focus on strategic objectives – First Nations engagement, Solid Waste Management, Asset Management, funding of new functions
- Identify opportunities to address electoral area issues such as agriculture

2. Strategic Plan Status Report – Chief Administrative Officer

The CAO and senior staff provided an update on the status of all strategies and associated actions within the strategic plan. In general, significant progress has been made on all aspects of the plan. Some activities have been curtailed to some degree due to impacts of COVID-19 but progress continues to be made on all fronts.

Some specific activities impacted by COVID-19 include First Nations and local government collaboration due primarily to the inability to hold in-person meetings which are critical for relationship development and the nature of discussions.

Advocacy efforts have also been impacted due to inability to meet with Provincial Cabinet Ministers of critical issues. More specifically, pending amendments to the Emergency Program Act will require further advocacy efforts in order to mitigate anticipated cost and resource downloading to regional districts, further impacting emergency response and recovery capacity.

The CAO is not recommending any deferral or postponement of strategic objectives and actions. Staff are fully invested in the implementation of the strategic plan and will continue to make progress in all areas and provide ongoing progress reporting to the Board of Directors.

3. New and Emerging Issues – the following issues were identified by Directors during the workshop. These issues need to be formally considered by the Board to determine if they will be added to the Strategic Plan through the balance of the term.

1. COVID-19 Response and Recovery Plan – regular updating of the plan is required to address changes in public health orders and resulting impacts on operations and restoration of services. During this period, it was expressed that the organization needs to be flexible and nimble and focus on immediate needs vs discretionary requests.
2. Gap in public engagement – develop strategies to address current challenges with in-person engagement and communication with constituents resulting from COVID-19.
3. Embracing ‘new normal’ opportunities – consider strategies/policies associated with alternative work arrangements, engagement practices and other adaptive measures resulting from COVID-19.
4. New Financial Contribution Services – establish new services that will provide dedicated funding for programs that have been impacted by elimination of grant in aid. Includes drafting and consideration of service establishment bylaws and determining elector approval processes.
5. Sub-regional governance – investigate options for a sub-regional governance structure to enhance the effectiveness of sub-regional services and governance.