



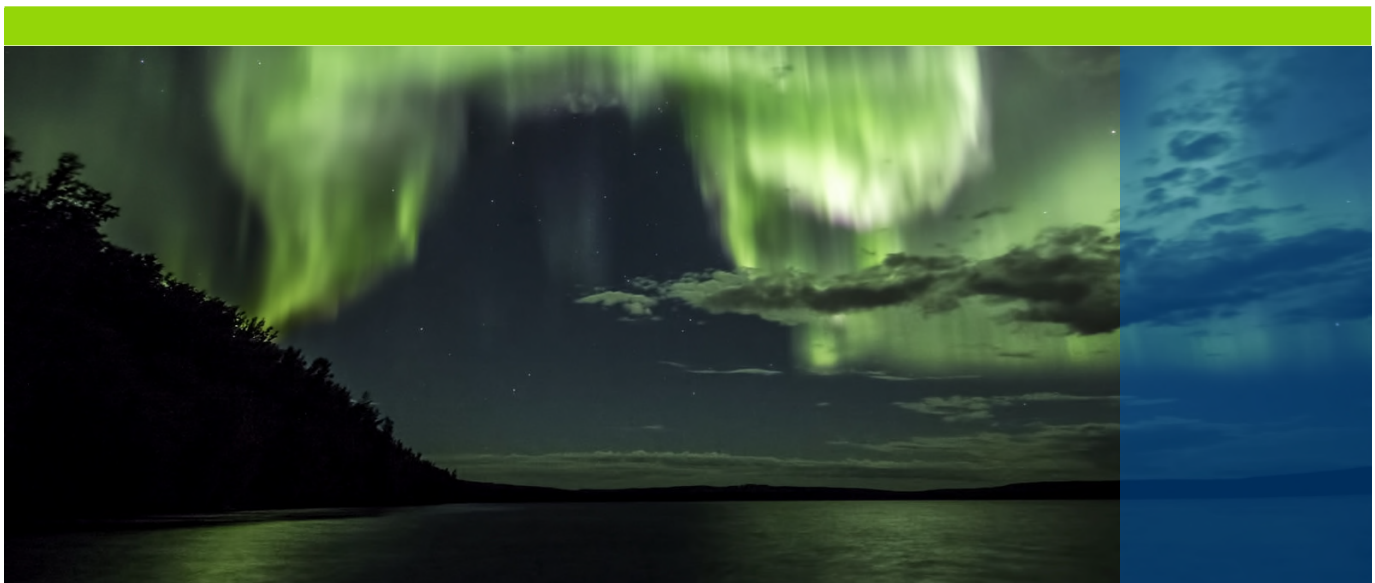
PEACE RIVER REGIONAL DISTRICT



# Strategic Plan

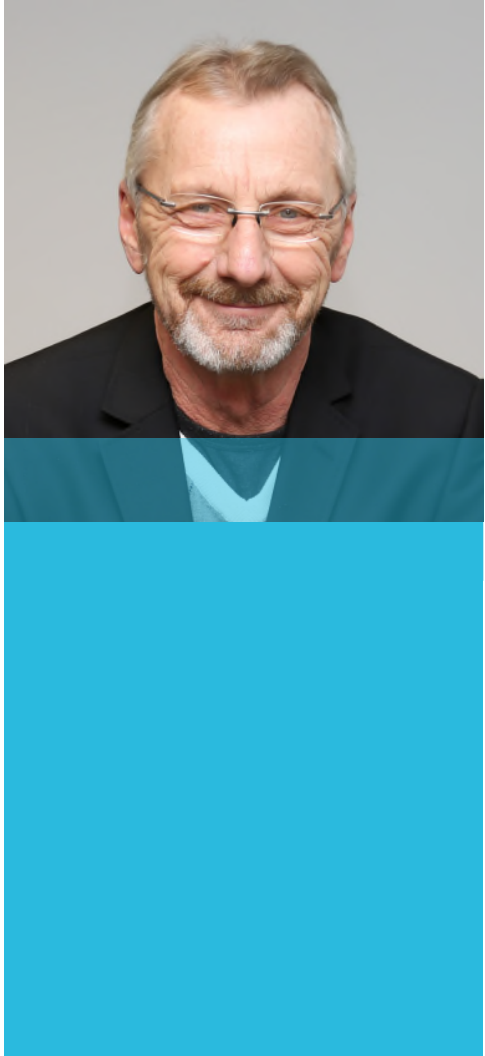
2019-2022

diverse. vast. abundant.



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## Message from the Chair

The 2019-2022 Strategic Plan reflects the aspirations of the Peace River Regional District (PRRD) Board and provides focus and clarity to guide the PRRD to tactically focus energy and resources, strengthen operations, and ensure that the organization and its employees are working toward common goals and objectives.

Over the next three years the Board will be working towards: ensuring that the PRRD is functioning in a prudent and effective manner, and that operations and policies are consistent; enhancing the effectiveness of service delivery, and advocacy through the pursuit of local, regional and inter-provincial partnerships; ensuring that services provided to the regions' residents and communities are responsive; and to ensure that the Board represents and advances the interests of the region with the Provincial and Federal governments and other agencies.

The plan takes into account the evolving needs of citizens and the communities in the region. The strategic plan is intended to be a living document that may evolve through updates, be expanded as needed, and serve a different purpose over time.

The strategic plan will support and enable the Board to fulfill its obligations and responsibilities as a regional government to communicate and engage with the regions constituents; collaborate and cooperate with regional partners; and to be consistent in the application of PRRD policies and decisions.

Chair Bradley Sperling  
Peace River Regional District






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## Peace River Regional District

### Electoral Areas

-  Electoral Area B
-  Electoral Area C
-  Electoral Area D
-  Electoral Area E

### Member Municipalities

-  District of Chetwynd
-  City of Dawson Creek
-  City of Fort St. John
-  District of Hudson's Hope
-  Village of Pouce Coupe
-  District of Taylor
-  District of Tumbler Ridge

Jurisdiction	Area (Hectares)	2016
 Chetwynd	6362	2503
 Dawson Creek	2437	12178
 Fort St. John	2627	20155
 Hudson's Hope	82736	1015
 Pouce Coupe	206	792
 Taylor	1709	1469
 Tumbler Ridge	155897	1987
 Electoral Area B	8,610,300	5,628
 Electoral Area C	57,745	6,772
 Electoral Area D	1,170,680	5,920
 Electoral Area E	1,635,514	2,949
<b>Total</b>	<b>11,726,213</b>	<b>61,368</b>

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## Our Region, Our Future

The Peace River Regional District is comprised of distinct and unique communities, each with their own strengths, values and aspirations. The region is shaped by its roots in agriculture and its culture of independence, resilience and compassion for others. With a thriving resource-based economy, an array of services and amenities and a variety of striking and inspiring landscapes, our residents enjoy a rewarding quality of life.

We see a bright and prosperous future for our region. We also acknowledge the economic vulnerabilities of our resource sector and the impacts on our region from a changing climate. Looking to the future, we must strive for increased diversity within our region's economy and ensure our services are able to respond to and reduce the risks to our communities from the increasing frequency of natural events and disasters.



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## Our Role

The PRRD plays a vital role in providing a variety of regional, sub-regional and local services that are valued by our residents and contribute to a high quality of life. We collaborate with other local governments, First Nations, agencies and volunteer organizations to deliver services and address challenges and needs in the region. As a regional government, we provide leadership and use our influential, collective voice to advocate on behalf of our residents, businesses and industry in support of a prosperous economy, a healthy natural environment and liveable communities.

## Our Approach

As we fulfill our obligations and responsibilities as a regional government, the PRRD will:

- **COMMUNICATE AND ENGAGE** with our constituents to understand their interests as well as foster a better understanding of the Regional District's role and services.
- **COLLABORATE AND COOPERATE** with our partners to enhance the effectiveness of our efforts and resources.
- be **CONSISTENT** in the application of our policies and decisions.



## 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>	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	• Q4 2019 • Q4 2019 • 2020 • 2021 • 2021 • 2022
<b>2. Comprehensive Policy Review</b>	a) Inventory, assess and prioritize existing governance and administrative policies to identify gaps or deficiencies b) Revise and amend policies on a priority basis	• Q4 2019 • 2021
<b>3. Support and Develop our Human Resources</b>	a) Establish a corporate employee development program b) Review and update performance review process c) Develop an employee retention and recruitment strategy	• Q4 2019 • Q4 2019 • Q4 2020
<b>4. Develop Performance Reporting System</b>	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	• 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
<b>1. Collaboration with Local and First Nations governments</b>	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"> <li>• 2019</li> <li>• 2019</li> <li>• Q3 2019</li> </ul>
<b>2. Inter-provincial collaboration with Alberta local governments</b>	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"> <li>• 2019</li> <li>• 2019</li> </ul>

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## 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 b) Issue Request for Expressions of Interest for alternative waste management/disposal 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 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"> <li>• 2019</li> <li>• 2019</li> <li>• 2020</li> <li>• 2022</li> <li>• 2022</li> </ul>

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## 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>

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## 5. New and Emerging Issues

### 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, 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

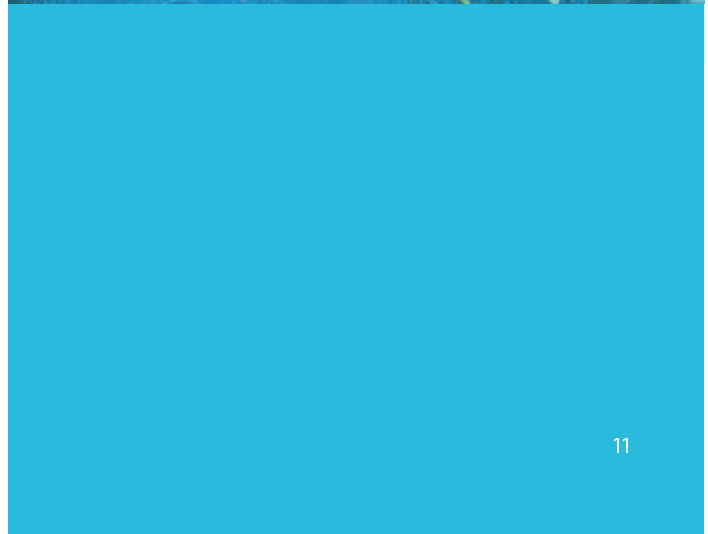
Consider strategies/policies associated with alternative work arrangements, engagement practices and other adaptive measures resulting from COVID-19.

### 4. New Financial Contribution Services

Establish new regional services that will provide dedicated funding for programs that have been impacted by elimination of grants in aid. Includes drafting and consideration of service establishment bylaws and determining elector approval processes.

### 5. Sub-regional governance

Investigate options for sub-regional governance structures to enhance the effectiveness of sub-regional services and governance.



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