



## 2019-2022 Strategic Plan Action Update

June 13, 2022

### Organizational Effectiveness Strategy:

#### #1 Develop a Corporate Asset Management Program

| Activity A   | Deadline          | Risk/<br>Consequence |
|--|-------------------|----------------------|
| <i>Develop a corporate asset management policy</i>   | Complete          |                      |
| <b>Action</b>  | <b>Department</b> |                      |
| <ul style="list-style-type: none"><li>Policy adopted by Board Q4 2019</li><li>Consultant conducting review of AM Policy (Dec 2021)</li></ul> | Finance           |                      |

| Activity B   | Deadline           | Risk/<br>Consequence |
|--|--------------------|----------------------|
| <i>Complete inventory of assets</i>  | Q4 2021            | Medium               |
| <b>Action</b>  | <b>Department</b>  |                      |
| <ul style="list-style-type: none"><li>Basic inventory of assets is ongoing - working with Asset Management consultant to get accurate asset inventory with historical costs</li><li>Finance working with staff and/or consultants to identify owned/not owned assets and conditions - In progress with consultant. Developing a comprehensive, digital and dynamic inventory for all asset classes</li><li>Conducting Asset Management workshops in March 2021 to complete condition assessments on smaller assets</li></ul> | Finance            |                      |
| <ul style="list-style-type: none"><li>inventory of park properties and 911 assets- complete</li><li>Continue to work on 911 assets - infrastructure/facilities/properties to determine ownership – Complete, system being upgrade 2022</li><li>Immediate safety upgrades identified as a result of condition assessments are being budgeted and planned for in 2022</li></ul>  | Community Services |                      |
| <ul style="list-style-type: none"><li>Inventory of fleet and equipment – tag asset values on each – complete. Vehicles inventoried and valued as part of new Fleet Management Function - Completed</li></ul>   | Env. Services      |                      |



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| <ul style="list-style-type: none"> <li>File inventory on water/sewer/utilities documented and submitted for inclusion into management software – complete. Condition assessment scheduled completion Oct 31, 2021.</li> </ul> | Env. Services  |  |
| <ul style="list-style-type: none"> <li>IT assets catalogued and completed</li> </ul>  | Administration |  |
| <ul style="list-style-type: none"> <li>GIS spatial data submitted for gap analysis – complete</li> </ul>  | Administration |  |

| Activity C   | Deadline      | Risk/<br>Consequence |
|--|---------------|----------------------|
| <i>Undertake condition assessments for all PRRD owned assets</i>   | Q2 2021       | High                 |
| Action   | Department    |                      |
| <ul style="list-style-type: none"> <li>Years of life estimated on vehicles, replacement costs set, and new function in place taking into account depreciation costs to build reserves back up. Award of replacement vehicles April 9, 2021 Board meeting. New function "Fleet Management-Cost Centre 160," in place, funding structure established (Complete)</li> <li>Rolla Wastewater and North Peace Airport Sub Assessments complete (Capital Upgrades \$560K)</li> <li>NP Airport \$800 K Capital Upgrades (Airport Sewer) (closed March 18 - no bids, reached out for quotes), Contract awarded to Knappett for works to be completed by August 2022.</li> <li>NP Airport Water 125K Hydrants and Maintenance (agreement signed, work ongoing since Aug 2021 – major repairs complete, maintenance ongoing )</li> <li>Condition assessments budgeted for 2021: <ul style="list-style-type: none"> <li>Kelly Lake Sewer (scheduled to be complete Oct 31)</li> <li>Rolla Sewer Collection Network (assessment complete Oct 31)</li> <li>Harper (complete Oct 31)</li> <li>Chilton Sewer (complete Oct 31)</li> <li>Friesen Sewer and Harper Sewer (complete)</li> <li>North Pine Tower (Completed)</li> <li>Warehouse (Admin Budget – Nov 30 complete)</li> <li>DC Office (Admin Budget – Nov 30 complete)</li> </ul> </li> </ul> | Env. Services |                      |
| <ul style="list-style-type: none"> <li>Working with consultant to deliver condition assessment training to AM Working Group staff (Completed Q1 2021)</li> <li>Staff will be conducting condition assessment on smaller assets and inventories (completed Q3 2021)</li> </ul>  | Finance       |                      |



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| <ul style="list-style-type: none"><li>• Condition assessments and detailed inventory of assets will be completed by November 30, 2021 - Complete</li><li>• Community Halls:<ul style="list-style-type: none"><li>▪ Golata Creek</li><li>▪ Cache Creek</li><li>▪ Halfway Graham</li><li>▪ North Peace Fall Fair</li><li>▪ Jackfish</li><li>▪ Moberly Lake</li><li>▪ Kelly Lake (completed 2019)</li><li>▪ Osborn (completed 2019)</li></ul></li><li>• Recreation Facilities:<ul style="list-style-type: none"><li>▪ North Peace Leisure Pool (including PRRD office)</li><li>▪ Chetwynd Arena and Pool</li></ul></li><li>• Fire Halls<ul style="list-style-type: none"><li>▪ Charlie Lake</li><li>▪ Moberly Lake</li></ul></li><li>- Presentation to EADC for rural community hall facilities in November 2021; presentation to Board on all facilities (with greater focus on regional facilities) in December. - Complete</li></ul> | Community Services |  |
|--|--------------------|--|

| Activity D   | Deadline   | Risk/<br>Consequence |
|--|------------|----------------------|
| <i>Determine service expectations for all assets</i>   | Q4 2021    | Medium               |
| Action   | Department |                      |
| <ul style="list-style-type: none"><li>• Working with consultant to develop level of service expectations (Oct 2021 - August 2022) – Risk Matrix – currently ongoing</li><li>• Once condition assessments are complete (Q4 2021), service expectations and financial impacts will be determined (Q4 2021)</li></ul> | Finance    |                      |



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| Activity E   | Deadline          | Risk/<br>Consequence |
|--|-------------------|----------------------|
| <i>Identify funding and investment strategies</i>  | Q4 2021           | Medium-High          |
| <b>Action</b>  | <b>Department</b> |                      |
| <ul style="list-style-type: none"><li>Working with consultant to develop strategy (Oct – August 2022)</li><li>Applied for FCM Grant of \$50K to cover Asset Management Phase 2 – successful.</li></ul> | Finance           |                      |

| Activity F  | Deadline          | Risk/<br>Consequence |
|---|-------------------|----------------------|
| <i>Adopt asset management plan</i>  | Q4 2022           | Medium-High          |
| <b>Action</b>   | <b>Department</b> |                      |
| <ul style="list-style-type: none"><li>RFP has been awarded and working with consultant (PSD). Timeline was condensed from 3 years to 1.5 to ensure employee buy-in and achieve reliable, accurate asset inventory</li><li>Expect completion of assessments Q4 2021 and presentation to the Board thereafter (January 2022) Complete</li></ul> | Finance           |                      |

### Organizational Effectiveness Strategy:

#### #2 Comprehensive Policy Review

| Activity A   | Deadline          | Risk/<br>Consequence |
|--|-------------------|----------------------|
| <i>Inventory, assess and prioritize existing governance and administrative policies to identify gaps or deficiencies</i>   | 2021              | Medium               |
| <b>Action</b>  | <b>Department</b> |                      |
| <ul style="list-style-type: none"><li>Inventory and assessment of Finance policies completed by Intern, to Finance for review – complete</li><li>Prioritization of policies for updates or additions complete - Health Care Scholarship Committee - MOU with Northern Health for scholarships – complete</li></ul> | Finance           |                      |



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|---|----------------------|--|
| <ul style="list-style-type: none"><li>• Procurement policy adopted – complete and revised policy adopted March 25, 2021</li><li>• Investment Policy - complete</li><li>• Regional Grant-in-aid policy adopted - September 5, 2019</li><li>• RBAC policy revision Q4 2021 - Complete</li><li>• Asset management policy adopted - Adopted Q4 2019 (consultant reviewing Dec 2021 – updates likely)</li><li>• Electoral Area Grant-in-aid policy - Draft policies sent to RBAC members for Director review/feedback June 2021 – Complete</li><li>• As a result of the Regional Board Resolution on March 31<sup>st</sup>, the policy will be revised based on risk and liability. (Building inspection/Building Permit)</li><li>• Tangible Capital Asset policy being reviewed for revision with draft anticipated in Q4 2021 - working with consultant to have this amended and updated by Q4 2022</li></ul>  | Finance              |  |
| <ul style="list-style-type: none"><li>• IT Acceptable Use policy adopted on November 2019, updated July 2020</li><li>• Amended staff code of conduct adopted June 2020</li><li>• Anti-racial discrimination and anti-racism policy adopted on June 2020</li><li>• Signature Policy - identified as a priority for staff, to support purchasing policy which was updated, to provide authority for designated officers to bind the organization once Board approval for a project/contract is in place - 2021</li><li>• Communications Policies drafted into one document, draft to go in front of Board Q2 2022</li><li>• Amended Board Code of Conduct Policy adopted April 2020</li><li>• Current procedures have been separated from policy and will be kept up to date as a training tool for new employees</li><li>• PRRD Policies available on website (Q1 2021)- Complete</li><li>• Service Agreement Policy (First Nations - Additions to Reserve) policy drafted</li></ul> | Administration       |  |
| <ul style="list-style-type: none"><li>• Staff Recognition under review - Q3 2021 – Complete</li><li>• Working from home policy drafted in response to COVID-19, presented to Board and adopted April 2020, ongoing updates</li></ul>  | Finance              |  |
| <ul style="list-style-type: none"><li>• Complete review of Development Services policies and procedures, and related documents and best practices so that key processes are well defined and can easily be followed – complete</li><li>• Telecommunications Tower Siting Policy – adopted by the Regional Board May 12, 2022</li></ul>  | Development Services |  |



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| <ul style="list-style-type: none"><li>Credit Card Policy – Repealed May 12, 2022 – Credit card agmt drafted and will be distributed to staff ASAP.</li></ul> |  |  |
|--|--|--|

| Activity B   | Deadline       | Risk/<br>Consequence |
|--|----------------|----------------------|
| <i>Revise and amend policies on a priority basis</i>   | 2021           | Medium               |
| Action   | Department     |                      |
| <ul style="list-style-type: none"><li>The policy review has been ongoing since May 2019, with a focus on Admin/Board policies</li><li>66 policies exist at this time</li><li>The following policies are still outstanding<ul style="list-style-type: none"><li>Advertising</li><li>Advertising and Public Relations</li><li>Form Design</li><li>Public Consultation</li><li>Sign Facilities</li><li>Crownland Acquisition – Needs to be repealed</li><li>Establishment of Extension of Reserve Lands – Combine with ATR</li><li>Corporate Credit Card</li><li>Feasibility Funds</li><li>Insurance – Travel</li><li>Property Tax Exemptions</li><li>TCA Tangible Assets</li><li>Blank Grant Application Process – may be repealed</li><li>Grants to Community</li><li>Recreational Trails Grant in Aid</li><li>Regional GIA</li></ul></li><li>104 policies have been repealed</li><li>New Policies Introduced:<ul style="list-style-type: none"><li>Health Related Services</li><li>Agriculture Land Reserve Exclusion Application</li><li>Park Reservation<ul style="list-style-type: none"><li>Park Reservation Policy amendment adopted at the March 15, 2022 Regional Board Meeting</li></ul></li><li>COVID-19 Safe Restart GIA</li><li>Fire Protection Service Establishment</li></ul></li></ul> | Administration |                      |



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| <ul style="list-style-type: none"><li>▪ Open Data Policy Adopted at the February 24, 2022 Meeting</li><li>• Solid Waste/Environment policies have been reviewed for redundancy and inoperable policies were repealed. This Department's policy review is complete.</li><li>• Condolence Get Well policy amended September 2020</li><li>• Civic Addressing/911 policies are being consolidated, updated, and in draft form</li><li>• Hazard Tree policy is being updated and in draft form and pending further staff revisions<ul style="list-style-type: none"><li>• New Tree Management Policy adopted at the March 31, 2022 Regional Board Meeting</li></ul></li><li>• Facility Code of Conduct approved May 2020</li><li>• Sponsorship and Naming Rights policy – being drafted</li></ul> |                        |  |
| <ul style="list-style-type: none"><li>• Staff resourcing policy – adopted</li><li>• Letterhead policy – adopted</li><li>• <b>Travel policy – in draft form, (Q2 2022)</b></li><li>• OT policy for EOC (Q4 2022)</li><li>• Remuneration Bylaw – adopted last January. Amended Remuneration Bylaw adopted by Board on January 9, 2020. Review 2021<ul style="list-style-type: none"><li>▪ Conflicting remuneration policies repealed by Board on January 2020</li><li>▪ Remuneration Review slated for 2021/22 prior to Local Government Election – Elected Officials 2022 (Bylaw)</li><li>▪ Election Official Remuneration in progress, May 12, 2022 – Complete – Recommendation for election workers</li></ul></li><li>•</li></ul>   | Administration/Finance |  |
| <ul style="list-style-type: none"><li>• Criminal Record Check Policy amended September 2020</li></ul>  | Human Resources        |  |



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### Organizational Effectiveness Strategy:

#### #3 Support and Develop our Human Resources

| Activity A  | Deadline          | Risk/<br>Consequence |
|---|-------------------|----------------------|
| <i>Establish a corporate employee development program</i>   | Complete          |                      |
| <b>Action</b>   | <b>Department</b> |                      |
| <ul style="list-style-type: none"><li>Training needs and opportunities for staff are discussed during annual performance reviews. Staff Recruitment and Retention Strategy completed June 2021.</li></ul> | Human Resources   |                      |

| Activity B  | Deadline          | Risk/<br>Consequence |
|---|-------------------|----------------------|
| <i>Review and update performance review process</i>   | Complete          |                      |
| <b>Action</b>   | <b>Department</b> |                      |
| <ul style="list-style-type: none"><li>Formal procedures developed for annual union performance reviews since September 2019</li><li>Formal procedures have been developed for exempt performance reviews and step increases on September 2019</li><li>New CAO performance review template was approved by the Chair in May 2019 and confirmed by the Board in October 2019. Updating in 2021 to align with the Strategic Plan</li><li>Tied strategic plan to staff performance reviews on September 2019</li><li>Included in the process – we look for trends and issues and report back to management, implemented 2019 and forward</li><li>360 Reviews for Dept. Heads Q4 – 2021 - Complete</li></ul> | Human Resources   |                      |





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| Activity C  | Deadline        | Risk/<br>Consequence |
|---|-----------------|----------------------|
| <i>Develop an employee retention and recruitment strategy</i>   | Q3 2021         | High                 |
| Action  | Department      |                      |
| <ul style="list-style-type: none"><li>Employee service and gift policies have been updated to reward long-term employees as opposed to only those who leave the PRRD. Policy approved September 2020</li><li>Budget dollars have been allocated in the 2021 budget to develop a formal recruitment and retention strategy. The RFQ was awarded and strategy completed June 2021.</li><li>Completed 2019 Exempt Staff Wage review to remain competitive with wages, recommendation approved by Board October 2019. Review and update Dec 2022.</li><li>Recruitment Consulting Services contract awarded to Leaders International Executive Search December 2020.</li><li>Recruitment Consulting Contract awarded to Waterhouse Executive Search – January 2022</li></ul> | Human Resources |                      |

| Activity D (unanticipated)   | Deadline        | Risk/<br>Consequence |
|--|-----------------|----------------------|
| <i>Development of a COVID-19 Response and Recovery Plans.</i>  | Ongoing - daily | High                 |
| Action   | Department      |                      |
| <ul style="list-style-type: none"><li>Development of a COVID-19 Response Plan and subsequent Recovery Plan in response to COVID-19 in alignment with provincial health orders, WorkSafe BC requirements and provincial guidelines</li><li>Board adopted Response Plan May 2020</li><li>Amended December 7, 2020</li><li>PRRD Communicable Disease Plan developed to transition from COVID Recovery Plan July 2021, continually updated</li><li>Health &amp; Safety Officer continues to make amendments to plans as required by BC CDC and WorkSafe BC</li><li>Health &amp; Safety Officer working with community groups to develop Communicable Safety Plans in order to start to open facilities ie: North Peace Fall Fair, Kelly Lake</li><li>COVID Safety Plan updated again January 2022 in response to new Northern Health orders.</li></ul> | All Departments |                      |



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### Organizational Effectiveness Strategy:

#### #4 Develop Performance Reporting System

| Activity A   | Deadline   | Risk/<br>Consequence |
|--|------------|----------------------|
| <i>Create an Annual Report that aligns with the Strategic Plan</i>   | Complete   |                      |
| Action   | Department |                      |
| <ul style="list-style-type: none"> <li>• Won GFOABC award for Financial Reporting for 2018.</li> <li>• PRRD Annual Report was submitted to GFOA Q4 2019 and presented to Board in Q2 2020.</li> <li>• Submitted annual report and submission for 2020 GFOABC award by Q2 2021 - Awarded</li> <li>• Quarterly Budget reports to Board implemented July 2021, ongoing</li> </ul> | Finance    |                      |

| Activity B   | Deadline          | Risk/<br>Consequence |
|--|-------------------|----------------------|
| <i>Implement a quarterly reporting structure to Board</i>  | Quarterly         | Low-Medium           |
| Action   | Department        |                      |
| <ul style="list-style-type: none"> <li>• Strategic plan updates from CAO to Board each quarter posted to Board Agenda</li> <li>• Specific departmental updates at each COW will continue to happen as applicable: <ul style="list-style-type: none"> <li>▪ Trish Old Fort After Action Report (October 2019)</li> <li>▪ Trevor FN/GIS (November 2019)</li> <li>▪ Paulo &amp; Kari Environmental Services Update (January 2020)</li> <li>▪ Teri Investment Update (May 2021)</li> <li>▪ Crystal Fiber Working Group (September 2020)</li> <li>▪ Amber Housing Needs Assessment Update (October 2020)</li> <li>▪ Leanne Procurement (December 2020)</li> <li>▪ Kathy – NPFA OCP ( 2022)</li> <li>▪ Crystal and Trevor - Connectivity (March 31, 2022)</li> <li>▪ Gerritt – Waste Energy (May 26, 2022)</li> <li>▪ Roxanne – MFA (July 14, 2022)</li> </ul> </li> </ul> | Office of the CAO |                      |
| <ul style="list-style-type: none"> <li>• Finance is now able to provide interim, unaudited, quarterly financial statements to the Board – using budget software that will allow for this quarterly financial statement reporting – June 2021.</li> </ul>   | Finance           |                      |



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| <ul style="list-style-type: none"><li>Working within software to create quarterly reports Q1 2021 that are timely and informative – Complete</li></ul>  |              |                      |
|---|--------------|----------------------|
| Activity C  | Deadline     | Risk/<br>Consequence |
| <i>Investigate and implement performance reporting systems/technology platforms</i>   | 2022         | Medium               |
| Action  | Department   |                      |
| <ul style="list-style-type: none"><li>Finance budgeting software to complement the existing financial system, awarded RFP April 2020 - complete.</li><li>In 2022 Financial Plan to purchase the AM software, deferred from 2021.</li><li>Finance is investigating the asset registry component of an overall asset management system - software is budgeted for in 2021 to compliment asset management strategy to provide accurate and reliable information on all PRRD's owned assets</li><li>RFP for Asset Mgmt software to go out Q4 2022</li></ul> | Finance & IT |                      |

### Partnerships Strategy:

#### #1 Collaboration with Local and First Nations Governments

| Activity A   | Deadline                                      | Risk/<br>Consequence |
|--|---|----------------------|
| <i>Identify overlaps, duplications or gaps in service with partnering governments.</i>   | Ongoing                                       | High                 |
| Action   | Department                                    |                      |
| <ul style="list-style-type: none"><li>Finance has reviewed service agreements with Environmental Services for transfer stations (FN) Q4 2020 (Complete)</li><li>Inventory of service agreements presented at July 2020 SWC meeting, updated terms and costs complete. July 22 Board mtg, renewed agreements for Solid Waste w. Saulteau and West Moberly, Doig and Halfway River, waiting for signatures on Blueberry.</li></ul> | Finance/Environmental Services/Administration |                      |



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| <ul style="list-style-type: none"><li>Update all FN service agreements for SW prior to March 1, 2022.</li></ul>  |                         |  |
| <ul style="list-style-type: none"><li>Gotta Go – signed MOU with Northern Rockies Municipality, MoTI, Federal Public Works, and BC Tourism in March 2021.</li><li>Installed two more facilities in 2021 at Sikanni and Steamboat</li><li>Received a grant from NDIT to assist with future sites.</li><li>Gotta Go Service Roadside Facilities Establishment Bylaw adopted August 12, 2021. First Budget will be presented in Feb 2022</li></ul>  | Office of the CAO (EAM) |  |
| <ul style="list-style-type: none"><li>Saulteau First Nations/Area E Water station discussions continue, mtg week of Aug 16, 2021</li><li>Researching grant funding opportunities for SFN and PRRD to assist with capital requirements for the water station</li><li>Saulteau and West Moberly were contacted October 2019 and July 2020 to discuss partnering on gasification of Moberly Lake. Meeting occurred with all parties and Fortis March 2021. Project is ongoing</li><li>Met with Halfway River First Nations September 2020 to discuss a potential partnership on improvements for a gymnasium and a canteen style kitchen</li><li>MOU with West Moberly First Nations (Water, Sewer, Fire, Garbage, and 911) – signed June 2021</li><li>MOU signed with Saulteau First Nations March 2021.</li><li>Intent to sign MOU w. Doig River First Nations – as per August 2020 meeting between the parties – Crystal and Kathy met with Doig reps in Feb 2022. Workshop with Regional Board and Doig council met May 16<sup>th</sup> to work out terms of an MOU.</li><li>C2C meeting with SFN on April 11, 2022</li><li>C2C Meeting with Doig River FN May 16<sup>th</sup></li><li>Submitted grant application to UBCM for funding for C2C meeting with Doig – April 2020</li><li>First Nation Liaison grant application approved. Job Posting went out on April 21 – Open until Filled</li><li>Working with Urban Systems to set up a meet and greet with Kwadacha Nation.</li><li>Quarterly Meeting with West Moberly and Director Rose on March 2nd.</li></ul> | Office of the CAO (EAM) |  |



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| <ul style="list-style-type: none"><li>Invited all of the Nations within the PRRD to the April 13th Broadband Meeting. Halfway River First Nation and Tsay Keh Dene Nation joined.</li><li>Meet with Kelly Lake Community Members on April 12, 2022.</li><li>Invited all Indigenous Representatives to all RHD meetings.</li><li>West Moberly meeting June 1, 2022 – Area E</li><li>Maugwa Clan Energy and Sam Bradd attended the May 12, 2022 Board Meeting and completed the Position Statement – Canvas to be ordered week of June 13<sup>th</sup>. Two for Dawson Creek office and one for FSJ office.</li></ul>  |                         |  |
| <ul style="list-style-type: none"><li>IT/GIS have been successfully working with local first nations to provide updated addressing services, GIS training on using the PRRD online webmap, and to establish relationships to enable efficiency when new development occurs and addressing and mapping is required</li><li>Service agreement policy was addressed above under comprehensive policy review section</li><li>IT hosted a one-day workshop which included GIS professionals from LTSA, ICI Society, Fort St. John, Dawson Creek, Tumbler Ridge, Hudson's Hope, Taylor and MOTI to facilitate the migration to the new PMBC (Parcel Map BC) parcel fabric</li><li>Through the months of August and September 2019, the IT/GIS team met with Housing Coordinators, Managers and Officers from Halfway River, Blueberry River, West Moberly, Saulteau and Doig River First Nations as part of the PRR Street Numbering and 911 Emergency Communications Agreement to review the 911 Civic Address audit Report from last year, gain awareness of addressing needs for new and future housing developments, and identify potential issues with current addresses or road names. The meetings were very beneficial to both the PRRD and the First Nation bands<ul style="list-style-type: none"><li>IT/GIS provided a GIS training workshop on how to use the public WebMap software on our website. Saulteau First Nations hosted the event on January 21, 2020. It was a lively,</li></ul></li></ul> | Administration (IT/GIS) |  |



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| <p>interactive group and we had good 3-hour session</p> <ul style="list-style-type: none"><li>• Presented all the Webmap tools, what they do, live demo + common workflow</li><li>• Discussed road naming and impact to addressing.</li><li>• Drawing, exporting, measuring in webmap</li><li>• Landmark data, alternative road names (North Island 911 data)</li><li>• Discussion around aligning our datasets/templates between GIS platforms</li></ul>  | Administration (IT/GIS) |  |
| <ul style="list-style-type: none"><li>• Kwadacha Nation has currently engaged Urban Systems to build a GIS system for them. Urban Systems has reached out to the PRRD to inquire about the potential of embedding Kwadacha Nation's data into the PRRD webmap. This is still in the early stages of discussion and all parties are still considering various options for mapping.</li><li>• Urban Systems will be holding a meeting in the future to discuss.</li></ul>  | Administration (IT/GIS) |  |
| <ul style="list-style-type: none"><li>• New West Peace Fringe Area OCP adopted on October 24, 2019</li><li>• Work continues on new North Peace Fringe Area (NPFA) OCP, Committee reviewed Oct 2020, public meeting delayed due to COVID-19</li><li>• The key stakeholder consultations, including Treaty 8 First Nations, which were planned for February 2020 were postponed. The PRRD has been unable to confirm meetings with First Nations communities regarding the NPFA OCP due to COVID-19 – new draft OCP circulated to all First Nations communities for comment during public review phase (Oct. 2021)</li><li>• New Housing Needs policies have been added to draft OCP from the Housing Needs Reports - completed</li><li>• June 2021 Steering Committee meeting held</li><li>• Board gave NPFA OCP 1<sup>st</sup> Reading October 12, 2021</li><li>• Virtual Public Open Houses scheduled for beginning of November</li><li>• Public comment period closes November 12/21</li><li>• Legal review required before adoption procedures begin, anticipated Q1 2022</li><li>• Regional Board gave 2<sup>nd</sup> reading to Draft NPFA OCP bylaw on March 31/22 – scheduling of Public Hearing <b>unknown</b></li></ul> | Development Services    |  |



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|   |                                 |  |
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| at this time as staff are awaiting final comments from ALC on mapping questions.  |                                 |  |
| <ul style="list-style-type: none"><li>Updating Solid Waste Contracts - inventory complete</li><li>Waste Haulage Agreements with DC Pouce and Taylor to be updated Q4 2021 – legal review done</li><li>District of Taylor – waiting on signatures – Q2 2022 - Complete</li><li>District of TR agmt to be updated Q3 2022 - Complete</li><li>Village of PC to be updated Q2 2022 - Complete</li><li>CDC to be updated Q2 2022 - Complete</li></ul>  | Solid Waste - Env. Services     |  |
| <ul style="list-style-type: none"><li>Grants to FNs for management of invasive plants. Offered again in 2021 - ongoing</li><li>Saulteau FN "sheep eat weeds" program conducted in June 2019 - complete<ul style="list-style-type: none"><li>Blueberry FN - Conducted outreach with PRRD Q3 2020. Blueberry FN has provided an estimate of activities scheduled for the next 3 years. First year will include education activities such as IP training, and inventory. RD to provide funding to assist. \$1000 Grant given to BRFN as well as 100 Destroy Daisy kits to support their campaign – complete</li><li>Tsey Keh Dene, partnering with NEIPC Committee to provide signage for Invasive Plants within the territory (2020) - \$200 spent towards this initiative – complete</li></ul></li><li>Embarking on a renewed partnership with Doig River First Nations to tackle their infestation on their ranch lands. New outreach materials targeting Category A "Yellow Hawkweed" completed and issued</li></ul> | Invasive Plants - Env. Services |  |
| <ul style="list-style-type: none"><li>Kelly Lake<ul style="list-style-type: none"><li>Meet with Kelly Lake Community regarding community initiatives.</li><li>Tentative COW meeting Q4 2021 re: facility and community projects.</li></ul></li></ul>  | All Departments                 |  |



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| Activity B   | Deadline                  | Risk/<br>Consequence |
|--|---------------------------|----------------------|
| <i>Identify and pursue Community to Community Forum program opportunities.</i>   | Ongoing                   | Medium               |
| Action   | Department                |                      |
| <ul style="list-style-type: none"><li>Participated in a meeting with Saulteau First Nations re: Water Station in 2019</li><li>Met with Saulteau and West Moberly in two separate meetings. Both FN have agreed to an MOU to meet more regularly</li><li>Met with Doig FN and they want to work towards an MOU</li></ul>  | Finance/Office of the CAO |                      |
| <ul style="list-style-type: none"><li>Community 2 Community Forum with Doig completed in 2019</li><li>Report to January 23, 2020 Board Meeting with recommendations to hold C2C meetings in 2020 – cancelled due to COVID-19 – (carry forward funds)</li><li>Invitations were sent out to Blueberry River First Nations, Doig River First Nation, Halfway River First Nation, Kwadacha First Nation, Prophet River First Nation, Saulteau First Nations, Tsay Keh Dene Nation, and West Moberly First Nations. Not all First Nation Communities responded</li><li>A meeting was scheduled on June 16, 2020 to meet with Blueberry River First Nations, but was cancelled due to COVID</li><li>Several dates were proposed to Halfway River First Nation</li><li>Saulteau First Nations was going to provide some dates after their election</li><li>Meetings were held with Doig River First Nation on July 7, 2020 and July 30, 2020 to discuss Treaty Land Entitlement</li><li>A meeting was held with McLeod Lake Indian Band August 26, 2020 to discuss Treaty Land Entitlement</li><li>A meeting was held with West Moberly First Nations August 27, 2020 to discuss Treaty Land Entitlement</li><li>Community to Community meeting with Saulteau First Nations on April 9, 2021, May 14, 2021, and April 11, 2022.</li><li>Quarterly meetings held with West Moberly First Nations on June 2, 2021, September 1<sup>st</sup> and December 1<sup>st</sup> 2021.</li><li>Maugwa Clan Energy presentation to Committee of the Whole Aug 12, 2021 re: cultural safety training</li><li>Follow up meeting w. Maugwa Clan Energy October 2021</li><li>October 2021 reach out to Doig River First Nation re: intent to sign MOU</li></ul> | All Departments           |                      |





## 2019-2022 Strategic Plan Action Update

June 13, 2022

|  |                 |  |
|--|-----------------|--|
| <ul style="list-style-type: none"><li>October 2021 Kwadacha and Tsay Keh Dene Nation re: Meetings in conjunction with Natural Resources Forum Jan 2022 – Cancelled.</li><li>West Moberly and Sauteau First Nations joined the Broadband Meeting on January 26, 2022.</li><li>The Regional Board had a live graphic visualization with Maugwa Clan Energy Jan 27, 2022. – <b>Graphic visualization completed May 12, 2022.</b></li><li>West Moberly and Sauteau First Nations were both invited to the Synergy Meeting on Feb 15, 2022.</li><li>Development Services has supplied information to Tahltan Central Government regarding MOU and MSA's with Local Governments.</li></ul> | All Departments |  |
|--|-----------------|--|

| Activity C   | Deadline   | Risk/<br>Consequence |
|--|------------|----------------------|
| <i>Develop policy for establishment of service agreements (First Nations)</i>  | Q2 2022    | Low                  |
| Action   | Department |                      |
| <ul style="list-style-type: none"><li>Finance is working with Corporate Services on a Service Agreement/Addition to Land Reserves policy</li></ul> | Admin      |                      |



## 2019-2022 Strategic Plan Action Update

June 13, 2022

### Partnerships Strategy:

#### #2 Inter-provincial collaboration with Alberta local governments

| Activity A   | Deadline                | Risk/<br>Consequence |
|--|-------------------------|----------------------|
| <i>Identify gaps and opportunities for cooperation at 2019 Inter-Provincial meeting.</i>   | Ongoing                 | Low                  |
| Action   | Department              |                      |
| <ul style="list-style-type: none"> <li>Interprovincial Meeting held in Wembley, Alberta on April 17, 2019</li> <li>Director Hiebert attended the Alberta Rural Municipalities Conference in November 2019</li> <li>Report to Board on January 23, 2020 with follow up actions from the April 17, 2019 Interprovincial meeting</li> <li>The 2020 Interprovincial meeting was scheduled to be held in Dawson Creek on April 15, 2020, but was cancelled due to COVID and has been rescheduled for October 14, 2021</li> <li>October 2021 meeting cancelled, deferred until Covid restrictions allow in person meetings</li> <li>Clear Hills County proposed a virtual meeting in September 2020 to discuss the COVID-19 pandemic – unsuccessful</li> </ul> | Office of the CAO (EAM) |                      |
| <ul style="list-style-type: none"> <li>Solid Waste Management - consultant received tipping fee information from neighbouring counties, brought into consideration of fee thresholds as part of the SW Plan renewal. Captured revised draft SWMP (Complete)</li> <li>Solid Waste research being conducted by UNBC for the PRRD (TBC Q2 2022) Board presentation scheduled for April 21.</li> <li>Feasibility of waste diversions technologies submitted to staff for review (TBC by Feb 15, 2022)</li> </ul>   | Environmental Services  |                      |
| <ul style="list-style-type: none"> <li>Invasive Plants <ul style="list-style-type: none"> <li>Ongoing consultation with neighbouring local government's on high priority invasive plant infestations and control measures being employed</li> <li>Collaboration with Saddle Hills/GP County/Greenview County (ongoing)</li> </ul> </li> </ul>  | Environmental Services  |                      |



## 2019-2022 Strategic Plan Action Update

June 13, 2022

|   |                         |                         |
|---|-------------------------|-------------------------|
| <ul style="list-style-type: none"> <li>Surveys issued strat plan and annual report shared – no responses as of Feb 2021 – Strat Plan and Annual Reports approved and completed February 11, 2021.</li> <li>2022 IP Strat Plan approved Dec 17, 2021.</li> </ul>   | Environmental Services  |                         |
| <ul style="list-style-type: none"> <li>IT is in regular contact with municipal counterparts (Grande Prairie County and member municipalities IT departments) to share information and best practices, specifically around cybersecurity, GIS and emergency operation support (ongoing monthly meetings)</li> </ul>  | Administration          |                         |
| <b>Activity B</b>   | <b>Deadline</b>         | <b>Risk/Consequence</b> |
| <i>Establish follow-up and accountability framework for inter-provincial outcomes.</i>  | Complete                |                         |
| <b>Action</b>   | <b>Department</b>       |                         |
| <ul style="list-style-type: none"> <li>2019 interprovincial meeting minutes go to EADC for review, who then make recommendations to the Board (report on the Jan 23, 2020 Board Agenda)</li> <li>Representatives from the Alberta and Northern Health Authorities will be invited to attend the 2021 Interprovincial/Intermunicipal Meeting to discuss issues and concerns regarding interprovincial health services – Booked October 14<sup>th</sup> @ Bear Mountain Ski Hill – cancelled due to Covid restrictions</li> <li>Work is underway to form a Joint Advocacy Committee with the County of Grande Prairie, Saddle Hills County, and Clear Hills County</li> </ul> | Office of the CAO (EAM) |                         |



## 2019-2022 Strategic Plan Action Update

June 13, 2022

### Responsive Service Delivery Strategy:

#### #1 Review and Amend Solid Waste Management Plan

| Activity A  | Deadline               | Risk/<br>Consequence |
|---|------------------------|----------------------|
| <i>Undertake public and stakeholder consultation/engagement process</i>   | Complete               |                      |
| Action  | Department             |                      |
| <ul style="list-style-type: none"> <li>GAP analysis with Morrison Hershfield and intro meetings with PTAC/CoW complete: <ul style="list-style-type: none"> <li>PTAC January 22, 2020 Waste Diversion</li> <li>CoW January 23, 2020</li> <li>PTAC February 26, 2020 Energy Recovery &amp; Residuals Management</li> <li>CoW February 27, 2020</li> <li>PTAC April 22, 2020 Financial Analysis</li> <li>CoW April 23, 2020</li> <li>PTAC Aug 12, 2020 Preferred Options, Draft solid waste and consultation plans</li> <li>CoW Aug 13, 2020</li> </ul> </li> <li>Public Consultation - Q2-Q3 2020 - may be delayed pending impact of the distancing measures around the COVID pandemic. Pending review by PTAC/CoW in Aug, consultation will still be affected by Public Health Order. In place of face-to-face engagement, engagement techniques will include options for virtual open houses, mail survey combined with online surveys and/or targeted phone surveys for random sampling of stakeholders in the Region – Approved by Board. Zoom-held open houses scheduled between April 19 and May 7.</li> <li>SWMP survey kicked off Feb 1<sup>st</sup> for 6 weeks on new communications platform (community engagement platform) - survey extended to May 7.</li> <li>Submitted to Ministry of Environment on July 17, 2021 – Acknowledgement of receipt received by PRRD Sept 9 consent.</li> <li>Province currently going through 23 FN Consultations</li> </ul> | Environmental Services |                      |



## 2019-2022 Strategic Plan Action Update

June 13, 2022

| Activity B   | Deadline               | Risk/<br>Consequence |
|--|------------------------|----------------------|
| <i>Issue Request for Expressions of Interest for alternative waste management/disposal</i>   | Q4 2021                | Medium               |
| Action   | Department             |                      |
| <ul style="list-style-type: none"><li>• Dependent on Plan Amendment</li><li>• Presentation on Aug 5 to SWC from VOPSC Value optimized sustainable planet solutions re: update on UTOC Technology (ultimate thermal organics converter)</li><li>• SWC members to visit Portage la Prairie to view UTOC in action (TBD pending April 21 Board Resolution, may be put on hold until the RSWMP is approved and amended) – <b>Discussion at a Committee of the Whole on May 26<sup>th</sup></b>.</li><li>• Presentation by Green City to SWC on Aug 19 re: Black Hole technology plasma burner</li><li>• Report to a future Regional Board meeting to discuss the opportunity presented by GreenCity target date April 21, 2022 Board. Update – pending Board resolution on April 21, 2022, may be put on hold until the RSWMP is approved and amended.</li></ul> | Environmental Services |                      |

| Activity C  | Deadline               | Risk/<br>Consequence |
|---|------------------------|----------------------|
| <i>Amend Solid Waste Management Plan</i>  | Q4 2021                | High                 |
| Action  | Department             |                      |
| <ul style="list-style-type: none"><li>• Plan will be submitted to MOE end Q2 2021/beginning Q3 2021, pending results of consultation.</li><li>• Plan submitted July 17, 2021.</li><li>• Recent Supreme Court Decision re: Blueberry First Nation has paused the Provincial review of SWMP, Province undertaking additional consultation w First Nations in addition to consultation conducted by PRRD during development of plan.</li></ul> | Environmental Services |                      |



## 2019-2022 Strategic Plan Action Update

June 13, 2022

### Responsive Service Delivery Strategy:

#### #2 Enhance Emergency Planning and Response Capacity

| Activity A  | Deadline                          | Risk/<br>Consequence |
|---|-----------------------------------|----------------------|
| <i>Provide training to Board of Directors on Emergency Management roles and responsibilities</i>  | Complete                          |                      |
| Action  | Department                        |                      |
| <ul style="list-style-type: none"><li>October 9, 2019 – Elected Officials EM Training complete</li><li>October 23, 2019 – Media Training to Board and Member Municipality Councils complete<ul style="list-style-type: none"><li>It is proposed that one workshop be scheduled in 2020; subject to adoption of the Financial Plan; staff investigating options for training in the fall</li><li>2021 Psychological First Aid training offered to all Board members and staff to complete at own pace (August 2021)</li></ul></li><li>January 13, 2022 – Elected Official and Geohazard Training in 2023<ul style="list-style-type: none"><li>The Board resolved to participate in emergency management training in 2023, then host a geohazards workshop in 2023 for Board members and staff to learn more about geohazard mapping and its uses and possible next steps towards flood and geohazard resiliency.</li></ul></li></ul> | Complete<br>Community<br>Services |                      |

| Activity B  | Deadline              | Risk/<br>Consequence |
|---|-----------------------|----------------------|
| <i>Increase staffing capacity within the Emergency Management Division</i>  | Complete              |                      |
| Action  | Department            |                      |
| <ul style="list-style-type: none"><li>Protective Services Coordinator hired September 2020</li><li>Protective Services Manager hired August 2020 (departed Oct 2021)</li><li>Community Services Clerk hired June 2019</li><li>Three contractors employed during 2020 reactivation of Old Fort emergency</li></ul> | Community<br>Services |                      |



## 2019-2022 Strategic Plan Action Update

June 13, 2022

|   |                    |  |
|---|--------------------|--|
| <ul style="list-style-type: none"><li>• Posting for Protective Services Manager replacement – Complete, start date Jan 18, 2022</li><li>• Deferral of development of all Development Variance Permits, Temporary Use Permits, Official Community Plan Bylaw Amendments and Zoning Bylaw Amendments.</li></ul> | Community Services |  |
|---|--------------------|--|

| Activity C  | Deadline           | Risk/<br>Consequence |
|---|--------------------|----------------------|
| <i>Formalize and adopt a Collaborative Emergency Management Model</i>   | TBD                | Low                  |
| Action  | Department         |                      |
| <ul style="list-style-type: none"><li>• 1st draft received and PRRD staff reviewed before sending out to Working Group; staff will meet with municipal staff in Q4 2021 to review options in anticipation of new <i>Emergency Program Act</i> in 2022</li><li>• Project on hold until after Fall of 2022, once the new <i>Emergency Program Act</i> is issued by the Province of BC - TBD</li></ul> | Community Services |                      |

| Activity D   | Deadline           | Risk/<br>Consequence |
|--|--------------------|----------------------|
| <i>Formalize an Inter-Agency cooperation framework with provincial and federal agencies and non-profit organizations</i>   | TBD 2022           | Low                  |
| Action   | Department         |                      |
| <ul style="list-style-type: none"><li>• To be developed following the modernization of the <i>Emergency Program Act</i>, which has been delayed by the Province due to COVID. New legislation postponed due to COVID. Saw a “What we Heard” report in Fall of 2020. (waiting for new legislation which will define roles of provincial agencies) – on hold until Fall of 2022 when legislation scheduled for release</li></ul> | Community Services |                      |



## 2019-2022 Strategic Plan Action Update

June 13, 2022

| Activity E   | Deadline                                     | Risk/<br>Consequence |
|--|--|----------------------|
| <i>Develop and implement a public education program for emergency preparedness</i>   | 2022   | Medium               |
| Action   | Department                                   |                      |
| <ul style="list-style-type: none"> <li>5 year public education program currently being drafted</li> <li>Plan is 50% complete. Plan will be completed by the end of Q4 once new Protective Services team is in place</li> <li>Staff will be delivering 4-5 FireSmart Education sessions throughout the region in 2020 (on-hold due to COVID-19). Staff applied for UBCM grant (Oct 2020) to hire FireSmart educator in 2021 (grant received)</li> <li>FireSmart public education consultant hired for 2021. 100+ property assessments completed to date. –PRRD staff applied for 2022 FireSmart funding and were successful in the grant application. RFP awarded to Mammoth Forestry.</li> </ul> | Community Services<br><br>Community Services |                      |

## Advocacy

|   |   |
|---|---|
| <b>Topic#1</b>  | <b>Increased broadband connectivity for rural communities – Situational / Gap Analysis and Investment</b> |
| Department - Office of the CAO (EAM)<br>Risk/Consequence – Medium   |   |
| <b>Audience</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>Actions</b> <ul style="list-style-type: none"> <li>Gotta Go cell booster and DriveBC camera active since Fall 2019</li> <li>Connectivity Needs Assessment contract was awarded in December 2019. Project started Jan 1, 2020 with end of April 2020 set as the competition date</li> <li>Final Report and presentation on connectivity needs assessment was delivered to EADC on April 16, 2020</li> <li>Staff continue to work with the Electoral Area Directors to further define the connectivity strategy for the region that will include a phased approach and identifying partnerships</li> </ul> |   |





## 2019-2022 Strategic Plan Action Update

June 13, 2022

- Have been in conversations with the Province regarding governance and grant opportunities for connectivity
- Board authorized the formation of a Fiber Working Group to finalize the PRRD Connectivity Strategy. The FWG met Dec 2020-April 2021. Draft Connectivity Strat. Presented to Fiber Working Group and Committee of the Whole Q2/3 2021
- Broadband Internet and Mobility Committee established by Board.
- First meeting date of the Committee held for October 20, 2021.
- A PRRD CIRA Internet Speed Testing Portal was developed to test internet speeds in the PRRD.
- Minister Beare toured PRRD w. Chair Sperling September 2021, met w. many local elected officials during trip re: connectivity challenges in the region
- Staff met w. ADM and Exec Director, Citizens Services, re: connectivity opportunities in region
- Dir. Hiebert and Staff joined provincial Regional Connectivity Knowledge Network
- Trevor and Crystal presented to CoW on March 31st (RTP)
- Submitted a response to the RTP on April 25th.
- 

### Topic#2

### Senior's Housing – Needs Assessment and Investment

Dept. – Admin, Dev Services

#### Audience

- Northern Health
- Ministry of Health
- Community Partners and Agencies

#### Actions

- Municipalities of Chetwynd, Dawson Creek, Hudson's Hope and Pouce Coupe agreed to a joint grant submission for a Housing Needs Assessment Grant. Grant application for \$140,000 (as per the formula applicable to the participants) was submitted to UBCM prior to the November 30 2019 deadline. Funding of \$140,000 approved end of February 2020.
- RFP issued April 8 2020 – project contract awarded to Urban Matters on May 28, 2020 w project completion schedule for March 2021
- Staff Working Group formed with representatives from participating member municipalities
- Survey launched via notification mail out and online channels – closed August 9, 2020
- Presented draft Electoral Area results to EADC Nov 2020
- Housing report will be used to advocate to province for needed 'beds' and services for seniors in the region, once data is known – final presentation of phase 2 recommendations scheduled for Sept 9 2021
- 2<sup>nd</sup> Round of engagement completed
- Presented final report to Regional Board – March 25, 2021
- Grant funded project complete end of April 2021



## 2019-2022 Strategic Plan Action Update

*June 13, 2022*

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### Phase 2 – post grant project work (Implementation)

- Presented policy objectives and recommendations to EADC – April 22, 2021
- Housing Recommendations workshops held with stakeholders June 2021
- Urban Matters presented Draft Implementation Framework report to Board Sept 9 – referred to EADC and participating municipalities
- Final Housing Needs Implementation Framework report rc'vd and posted on the PRRD website.



## 2019-2022 Strategic Plan Action Update

June 13, 2022

|   |  |
|---|--|
| <b>Topic#3</b>  | <b>Emergency Response Capacity for Local Governments</b> |
| Dept. – Community Services  |  |
| <b>Audience</b> <ul style="list-style-type: none"><li>Ministry of Public Safety and Solicitor General (UBCM 2021 mtg request denied)</li><li>NCLGA</li><li>UBCM (Minister of Health, FLNORD and Public Safety 2021 UBCM mtgs declined)</li></ul>  |  |
| <b>Actions</b>  |  |
| Community Services <ul style="list-style-type: none"><li>The Province of BC has released a discussion paper on the “Modernization of the <i>Emergency Program Act</i>.” A draft response letter was brought forward to the Emergency Executive Committee for consideration in early January 2020. January 24, 2020 Board sent response to Province.</li><li>Legislation expected late in 2022</li><li>Staff and EMBC set date for staff to staff meeting to discuss capacity and other issues from the Old Fort Debriefing Report. Meeting postponed due to COVID-19. Met with EMBC re: Site C and Old Fort safety held June 2021 – discussions ongoing</li></ul> |  |

| New and Emerging Issues   |  |                  |
|---|--|------------------|
| Topic   |  | Risk/Consequence |
| <b>COVID-19 Response and Recovery Plan</b>  |  |                  |
| <ul style="list-style-type: none"><li>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.</li><li>COVID Recovery plans are now transitioning to Communicable Disease Plans.</li><li>PRRD Plan published to WINK for staff.</li><li>Continual updating to Plan in response to Provincial and Northern Health specific Orders required</li><li>Based on the most recent April 8, 2022, various safety barriers were adjusted.</li></ul> |  |                  |
| <b>Gaps in public engagement</b>  |  |                  |
| <ul style="list-style-type: none"><li>Develop strategies to address current challenges with in-person engagement and communication with constituents resulting from COVID-19.</li><li>Procedure Bylaw update for consideration. – New Public Notice Regulation – will be a separate Bylaw Q4 2022.</li><li>New LGA authority to hold public hearings electronically, Procedure Bylaw reverted to require in person attendance unless ill or poor weather for Regular Board Meetings.</li></ul>  |  |                  |



## 2019-2022 Strategic Plan Action Update

June 13, 2022

|   |  |
|---|--|
| <b>Embracing 'new normal' opportunities</b>   |  |
| <ul style="list-style-type: none"><li>• Consider strategies/policies associated with alternative work arrangements, engagement practices and other adaptive measures resulting from COVID-19.</li><li>• Initiated video recording of EADC/RBAC meetings to enhance public access</li><li>• Hybrid work environment exploration (some staff working from home on occasion)</li></ul>   |  |
| <b>New Financial Contribution Services</b>  |  |
| <ul style="list-style-type: none"><li>• 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.</li><li>• Health Related Services, Seniors Aging in Place Support Services, Bylaws adopted July 2021</li><li>• Gotta Go Service Establishment Bylaw adopted August 2021</li><li>• Expanded Rural Rec and Culture Facilities GIA to include Services adopted September 2021 (Recreation and Cultural Facilities and Services Grants in Aid Amendment Bylaw No. 2424)</li><li>• Hockey Canada/Tumbler Ridge Geopark/Museum functions <b>approved by RD – Sent to Ministry</b></li><li>• NEW Fort St. John Library Service – October 2022 assent voting</li></ul>  |  |
| <b>Sub-regional governance</b>  |  |
| <ul style="list-style-type: none"><li>• Investigate options for sub-regional governance structures to enhance the effectiveness of sub-regional services and governance.</li><li>• Sub Regional Rec and Culture bylaw conversion given three readings and finally adopted Sept 2021</li><li>• Sub Regional agreement required w. City of Dawson Creek and Pouce Coupe - The City of Dawson Creek is currently working on the Draft Sub Regional Agreement. Draft Agmt sits with Area D and Area E as of March 2022. <b>(ongoing)</b></li><li>• Comprehensive Development Plan under consideration - initial staff conversations began Q4 2021, in parallel with NPFA OCP - Additional meetings have taken place Jan and March, 2022.</li><li>• Sub Regional options for North Peace, meeting held w. FSJ staff September 2021, Taylor staff October 2021</li><li>• Comprehensive Servicing Plan Meeting March 30, 2022 with FSJ, Taylor and Area C and a draft MOU went out for Directors consideration April 22, 2022.</li></ul> |  |



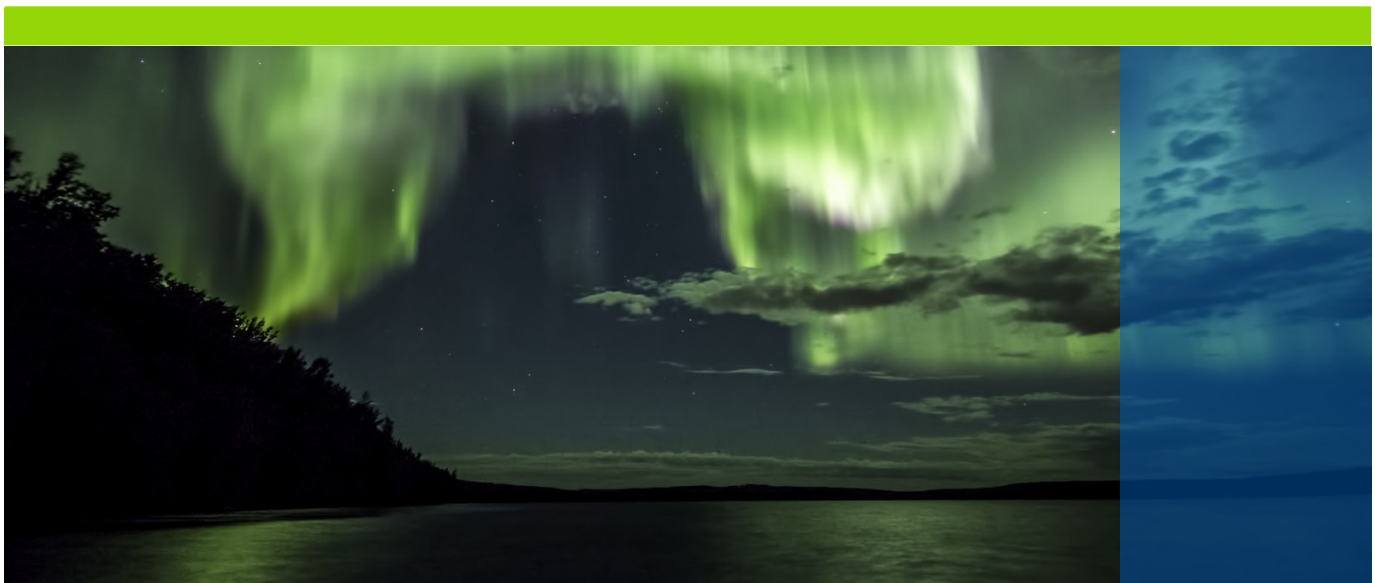
PEACE RIVER REGIONAL DISTRICT



# Strategic Plan

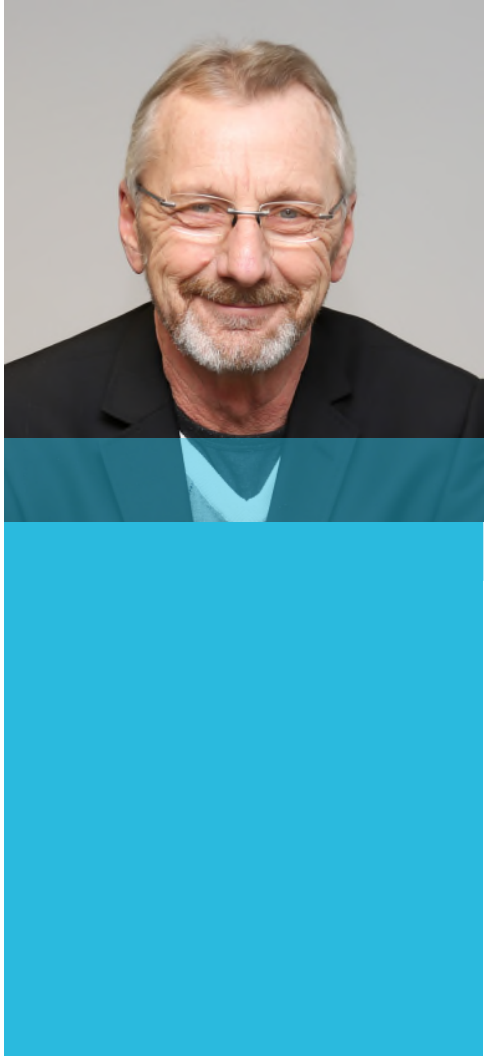
2019-2022

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<br>b) Complete inventory of assets<br>c) Undertake condition assessments for all PRRD owned assets<br>d) Determine service expectations for all assets<br>e) Identify funding and investment strategies<br>f) Adopt asset management plan | • Q4 2019<br>• Q4 2019<br>• 2020<br>• 2021<br>• 2021<br>• 2022 |
| <b>2. Comprehensive Policy Review</b>                  | a) Inventory, assess and prioritize existing governance and administrative policies to identify gaps or deficiencies<br>b) Revise and amend policies on a priority basis  | • Q4 2019<br>• 2021  |
| <b>3. Support and Develop our Human Resources</b>      | a) Establish a corporate employee development program<br>b) Review and update performance review process<br>c) Develop an employee retention and recruitment strategy   | • Q4 2019<br>• Q4 2019<br>• Q4 2020                            |
| <b>4. Develop Performance Reporting System</b>         | a) Create an Annual Report that aligns with the Strategic Plan<br>b) Implement a quarterly reporting structure to Board<br>c) Investigate and implement performance reporting systems/technology platforms  | • Q3 2019<br>• Quarterly<br>• 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.<br>b) Identify and pursue Community to Community Forum program opportunities.<br>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.<br>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<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> |

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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

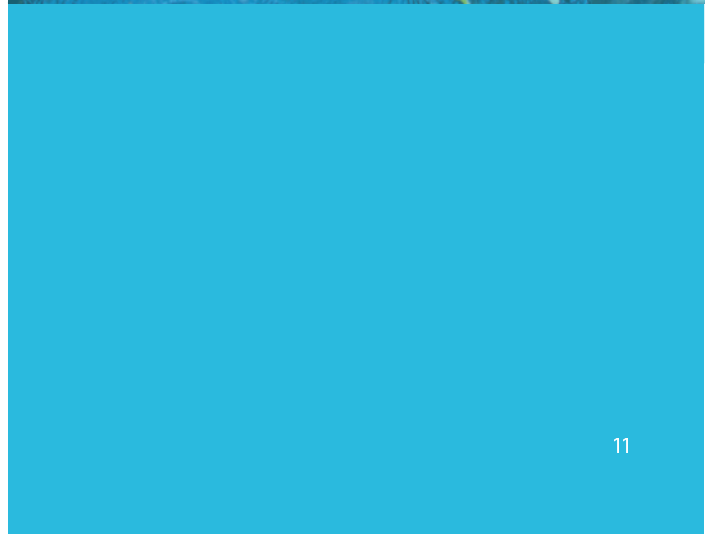
Consider strategies/policies associated with alternative work arrangements, engagement practices and other adaptive measures resulting from COVID-19.

### 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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