



## 2019-2022 Strategic Plan Action Update

December 2020

### Organizational Effectiveness Strategy:

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

Activity A	Deadline
<i>Develop a corporate asset management policy</i>	Complete
Action	Department
<ul style="list-style-type: none"><li>Policy adopted by Board Q4 2019</li><li>Consultant conducting review of AM Policy (Aug 2020)</li></ul>	Finance

Activity B	Deadline
<i>Complete inventory of assets</i>	Q1 2021
Action	Department
<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></ul>	Finance
<ul style="list-style-type: none"><li>Continue to work on inventory of park properties</li><li>Continue to work on inventory of 911 properties to determine ownership</li><li>Inventories 75% complete: continue to work on inventory of park properties and inventory of 911 properties to determine ownership</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</li><li>File inventory on water/sewer/utilities documented and submitted for inclusion into management software – complete</li></ul>	Env. Services
<ul style="list-style-type: none"><li>IT assets catalogued and submitted for gap analysis – in review of existing and old TCA</li></ul>	Administration
<ul style="list-style-type: none"><li>GIS spatial data submitted for gap analysis – complete</li></ul>	Administration

Activity C	Deadline
<i>Undertake condition assessments for all PRRD owned assets</i>	Q4 2021
Action	Department
<ul style="list-style-type: none"><li>Years of life estimated on vehicles, replacement costs set, new function in place taking into account depreciation costs to build reserves back up. Award of replacement vehicles April 9 Board meeting. New function "Fleet Management-Cost Centre 160," in place, funding structure established</li></ul>	Env. Services



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<ul style="list-style-type: none"><li>Rolla Wastewater and North Peace Airport Sub Assessments complete</li><li>Condition assessments budgeted for 2021:<ul style="list-style-type: none"><li>Kelly Lake Sewer</li><li>Rolla Sewer Collection Network</li><li>Chilton Sewer</li><li>Friesen Sewer</li><li>North Pine Tower</li><li>Warehouse</li><li>DC Office</li></ul></li></ul>	
<ul style="list-style-type: none"><li>Working with consultant to deliver condition assessment training to AM Working Group staff (Dec 2020)</li></ul>	Finance
<ul style="list-style-type: none"><li>Condition assessments and detailed inventory of assets with be completed in 2021:<ul style="list-style-type: none"><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>Osborne (completed 2019)</li></ul></li><li>Recreation Facilities:<ul style="list-style-type: none"><li>North Peace Leisure Pool</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></ul></li></ul>	Community Services

Activity D	Deadline
<i>Determine service expectations for all assets</i>	Q4 2021
Action	Department
<ul style="list-style-type: none"><li>Working with consultant to develop level of service expectations (Oct-Dec 2021)</li></ul>	Finance

Activity E	Deadline
<i>Identify funding and investment strategies</i>	2021
Action	Department
<ul style="list-style-type: none"><li>Working with consultant to develop strategy (Oct – Dec 2021)</li></ul>	Finance



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<ul style="list-style-type: none"><li>Applied for FCM Grant of \$50K to cover Asset Management Phase 2</li><li>Continue to look into other grants available</li></ul>	
<b>Activity F</b>	<b>Deadline</b>
<i>Adopt asset management plan</i>	Q4 2021
<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></ul>	Finance

### Organizational Effectiveness Strategy:

#### #2 Comprehensive Policy Review

<b>Activity A</b>	<b>Deadline</b>
<i>Inventory, assess and prioritize existing governance and administrative policies to identify gaps or deficiencies</i>	2021
<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 - In process Health Care Scholarship Committee just approved Draft MOU with Northern Health for scholarships – complete</li><li>Procurement policy adopted – complete</li><li>Investment Policy - complete</li><li>Regional Grant-in-aid policy adopted - In process of revising, draft policies to RBAC Dec 2020</li><li>Asset management policy adopted - Adopted Q4 2019 (consultant reviewing Dec 2020)</li><li>Electoral Area Grant-in-aid policy being drafted in process of revising</li><li>Tangible Capital Asset policy being reviewed for revision with draft anticipated in Q1 2021 - working with consultant to have this amended and updated by Q1 2021</li><li>Employee loan policy being developed to allow employees to purchase a product (computer, TV, etc.) and to pay the PRRD back over a timeframe – Q1 2021</li><li>Service Agreement Policy (First Nations - Additions to Reserve) policy drafted for Q2 2021</li></ul>	Finance



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<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, finalized in 2021</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               <ul style="list-style-type: none"> <li>All policies on website Q1 2021</li> </ul> </li> </ul>	Administration
<ul style="list-style-type: none"> <li>Service Pin &amp; Gifts Policies have been revised to help reward long-term employees</li> <li>Looking into updating Exempt staff policy in 2021</li> <li>Working from home policy drafted in response to COVID-19, presented to Board and adopted April 2020, ongoing updates</li> </ul>	Human Resources
<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> </ul>	Development Services

Activity B	Deadline
<i>Revise and amend policies on a priority basis</i>	2021
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>60 policies exist at this time</li> <li>28 existing policies are complete</li> <li>6 policies are pending review</li> <li>98 policies have been repealed</li> <li>Solid Waste/Environment policies have been reviewed for redundancy and inoperable policies were repealed. This Department's policy review is nearly complete, with only 1 policy left pending review.</li> <li>Condolence Get Well policy amended September 2020</li> <li>Civic Addressing/91 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</li> <li>Facility Code of Conduct approved May 2020</li> <li>Sponsorship and Naming Rights policy – being drafted</li> </ul>	Administration



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<ul style="list-style-type: none"><li>Staff resourcing policy – adopted</li><li>Letterhead policy – adopted</li><li>Travel policy – in draft form, Q3 2021</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 policies repealed by Board on January 2020</li></ul></li></ul>	Office of the CAO (EAM)
<ul style="list-style-type: none"><li>Criminal Record Check Policy amended September 2020</li></ul>	Human Resources

### Organizational Effectiveness Strategy:

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

Activity A	Deadline
<i>Establish a corporate employee development program</i>	Complete
Action	Department
<ul style="list-style-type: none"><li>Training needs and opportunities for staff are discussed during annual performance reviews. A more formal process is being investigated – complete</li></ul>	Human Resources

Activity B	Deadline
<i>Review and update performance review process</i>	Complete
Action	Department
<ul style="list-style-type: none"><li>Formal procedures have been developed for annual union performance reviews on 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</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></ul>	Human Resources

Activity C	Deadline
<i>Develop an employee retention and recruitment strategy</i>	2021
Action	Department



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<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. Policies approved September 2020 – complete</li><li>Budget dollars have been allocated in the 2021 budget to develop a formal recruitment and retention strategy. Staff have developed an RFQ to investigate such a strategy</li><li>Completed 2019 Exempt Staff Wage review to remain competitive with wages, recommendation approved by Board October 2019</li><li>Recruitment Consulting Services contract awarded to Leaders International Executive Search December 2020</li></ul>	Human Resources
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Activity D (unanticipated)	Deadline
<i>Development of a COVID-19 Response and Recovery Plans.</i>	Ongoing
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></ul>	All departments

### Organizational Effectiveness Strategy:

#### #4 Develop Performance Reporting System

Activity A	Deadline
<i>Create an Annual Report that aligns with the Strategic Plan</i>	Complete
Action	Department
<ul style="list-style-type: none"><li>The PRRD's Annual Report was submitted to GFOA Q4 2019 and will be presented to Board in Q2 2020 – won GFOABC award for Financial Reporting for 2018. Will be completing annual report and submission for 2019 GFOABC award by Q3 2020</li><li>Financial statistics were completed Q4 2019 as they are based on the restated 2018 Financial Statements approved October 2019</li></ul>	Finance



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Activity B	Deadline
<i>Implement a quarterly reporting structure to Board</i>	Quarterly
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 (Completed November 2019)</li><li>Paulo &amp; Kari Environmental Services Update (January 2020)</li><li>Amber Investment Update (August 2020)</li><li>Crystal Fiber Working Group (September 2020)</li><li>Amber Housing Needs Assessment Update (October 2020)</li><li>Leanne Procurement (December 2020)</li></ul></li></ul>	Office of the CAO
<ul style="list-style-type: none"><li>Finance is working on ability to provide interim, unaudited, quarterly financial statements to the Board – in the process of implementing budget software that will allow for this quarterly financial statement reporting to the Board. Expect implementation of software completed by beginning of Q1 2021</li></ul>	Finance

Activity C	Deadline
<i>Investigate and implement performance reporting systems/technology platforms</i>	2022
Action	Department
<ul style="list-style-type: none"><li>Finance budgeting software to complement the existing financial system – complete. Awarded RFP April 2020</li><li>Finance is investigating the asset registry component of an overall asset management system - software to be budgeted for in 2021 to compliment asset management strategy to provide accurate and reliable information on all PRRD's owned assets</li><li>Finance is investigating grant management software - working on RFP, hoping to be awarded by 2022</li></ul>	Finance



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### Partnerships Strategy:

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

Activity A	Deadline
<i>Identify overlaps, duplications or gaps in service with partnering governments.</i>	Ongoing
Action	Department
<ul style="list-style-type: none"> <li>Finance has reviewed service agreements with Environmental Services for transfer stations (FN) Q4 2020</li> <li>Inventory of service agreements presented at July 2020 SWC meeting, updated terms and costs complete</li> </ul>	Finance/Environmental Services/Administration
<ul style="list-style-type: none"> <li>Gotta go – partnership with Northern Rockies Municipality, MoTI, Feds public works, and BC Tourism. Working towards installing two more facilities in 2020/2021</li> <li>Working towards a service function</li> </ul>	Office of the CAO (EAM)
<ul style="list-style-type: none"> <li>Saulteau First Nations/Area E Water station discussions continue</li> <li>Saulteau and West Moberly were contacted October 2019 and July 2020 to discuss partnering on gasification of Moberly Lake – 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> </ul>	Office of the CAO (EAM)
<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</li> </ul>	Administration (IT/GIS)





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<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. Sauteau First Nations hosted the event on January 21, 2020. It was a lively, interactive group and we had good 3-hour session<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></li></ul>	
<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<ul style="list-style-type: none"><li>Senior management and the Chair are reviewing the NPFA OCP - ongoing</li><li>Pending COVID-19 restrictions, a final Steering Committee meeting will be held. The plan will then require legal review before adoption procedures begin</li></ul></li><li>Draft processes for First Nations communication and consultation under development</li></ul>	Development Services
<ul style="list-style-type: none"><li>Solid Waste Management<ul style="list-style-type: none"><li>Updating Solid Waste Contracts - inventory complete</li><li>Waste Haulage Agreements and District Agreements with Tumbler Ridge and Hudson's Hope are ready for update Q1 2021</li></ul></li></ul>	Env. Services
<ul style="list-style-type: none"><li>Invasive Plant Program<ul style="list-style-type: none"><li>Grants to FNs for management of invasive plants. Offered again in 2020 – complete</li><li>Sauteau FN "sheep eat weeds" program conducted in June 2019 - complete</li><li>Blueberry FN conduct outreach with PRRD (tentative, details forthcoming 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></ul></li></ul>	Env. Services



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<ul style="list-style-type: none"> <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> <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>	
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Activity B	Deadline
<i>Identify and pursue Community to Community Forum program opportunities.</i>	Ongoing
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</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, Tsey 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> </ul>	All Departments

Activity C	Deadline
<i>Develop policy for establishment of service agreements (First Nations)</i>	Q2 2021
Action	Department
<ul style="list-style-type: none"> <li>Finance is working with Corporate Services on a Service Agreement/Addition to Reserves policy</li> </ul>	Finance



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### Partnerships Strategy:

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

Activity A	Deadline
<i>Identify gaps and opportunities for cooperation at 2019 Inter-Provincial meeting.</i>	Ongoing
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 will be rescheduled for 2021</li> <li>Clear Hills County is arranging 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</li> <li>Solid Waste research being conducted by UNBC for the PRRD ongoing</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 (ongoing)</li> </ul> </li> </ul>	Environmental Services
<ul style="list-style-type: none"> <li>IT is in regular contact with municipal counterparts (Grand Prairie County and member municipalities IT departments) to share information and best practices, specifically around cybersecurity, GIS and emergency operation support</li> </ul>	Administration

Activity B	Deadline
<i>Establish follow-up and accountability framework for inter-provincial outcomes.</i>	Complete
Action	Department
<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> </ul>	Office of the CAO (EAM)



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- 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
- Work is underway to form a Joint Advocacy Committee with the County of Grande Prairie, Saddle Hills County, and Clear Hills County

### Responsive Service Delivery Strategy:

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

Activity A	Deadline
<i>Undertake public and stakeholder consultation/engagement process</i>	Q2 2021
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 – needs to be approved by Board</li> </ul>	Environmental Services

Activity B	Deadline
<i>Issue Request for Expressions of Interest for alternative waste management/ disposal</i>	Q2 2021
Action	Department
<ul style="list-style-type: none"> <li>• Dependent on Plan Amendment</li> </ul>	Environmental Services



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Activity C	Deadline
<i>Amend Solid Waste Management Plan</i>	Q2 2021
Action	Department
<ul style="list-style-type: none"><li>Plan will be submitted to MOE Q4 2020 Pending consultation, may be delayed to Q2 2021</li></ul>	Environmental Services

### Responsive Service Delivery Strategy:

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

Activity A	Deadline
<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></ul></li></ul>	Community Services

Activity B	Deadline
<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</li><li>Community Services Clerk hired June 2019</li><li>Three contractors employed during 2020 reactivation of Old Fort emergency</li></ul>	Community Services

Activity C	Deadline
<i>Formalize and adopt a Collaborative Emergency Management Model</i>	Q4 2021
Action	Department
<ul style="list-style-type: none"><li>1st draft received and PRRD staff are reviewing before sending out to Working Group</li></ul>	Community Services



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<ul style="list-style-type: none"> <li>Project will be restarted upon hiring of Protective Services Manager; due to delay in hiring, the project will not be completed until 2021</li> </ul>	
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Activity D	Deadline
<i>Formalize an Inter-Agency cooperation framework with provincial and federal agencies and non-profit organizations</i>	2022
Action	Department
<ul style="list-style-type: none"> <li>To be developed following the modernization of the Emergency Program Act, which has been delayed by the Province due to COVID. New legislation postponed due to COVID. Anticipate will see a "What we Heard" report in Fall of 2020.</li> </ul>	Community Services

Activity E	Deadline
<i>Develop and implement a public education program for emergency preparedness</i>	2022
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</li> </ul>	Community Services

## Advocacy

Topic	Audience
Increased broadband connectivity for rural communities – Situational / Gap Analysis and Investment	<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>
Department	Action
Office of the CAO (EAM)	<ul style="list-style-type: none"> <li>Gotta Go cell booster and DriveBC camera are 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> </ul>



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	<ul style="list-style-type: none"><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><li>• Have been in conversations with the Province regarding governance and grant opportunities for connectivity</li><li>• Still in process of developing strategy</li><li>• Fibre Working Group first meeting Dec 2020</li></ul>
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Topic	Audience
Senior's Housing – Needs Assessment and Investment	<ul style="list-style-type: none"><li>• Northern Health</li><li>• Ministry of Health</li><li>• Community Partners and Agencies</li></ul>
Department	Action
Administration	<ul style="list-style-type: none"><li>• Municipalities of Chetwynd, Dawson Creek, Hudson's Hope and Pouce Coupe agreed to a joint grant submission for a Housing Needs Assessment Grant. With assistance from the grant writer, the grant application for \$140,000 (as per the formula applicable to the participants) was submitted to UBCM prior to the November 30th deadline. Funding of \$140,000 approved end of February 2020.</li><li>• Presented draft Electoral Area results to EADC Nov 2020</li><li>• RFP issued April 8 2020 - project completion by February 2021</li><li>• Project contract awarded to Urban Matters on May 28, 2020</li><li>• Staff Working Group formed with representatives from participating member municipalities</li><li>• Survey launched via notification mail out and online channels – closed August 9, 2020</li><li>• Housing report will be used to advocate to province for needed 'beds' and services for seniors in the region, once data is known</li></ul>

Topic	Audience
Emergency Response Capacity for Local Governments	<ul style="list-style-type: none"><li>• Ministry of Public Safety and</li><li>• Solicitor General</li><li>• NCLGA</li><li>• UBCM</li></ul>
Department	Action
Community Services	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.



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	January 24, 2020 Board sent response to Province. Last update was that legislation would be released Spring 2021
	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.



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## Purpose of the Strategic Plan

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

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



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# 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.

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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"><li>• Q4 2019</li><li>• Q4 2019</li><li>• 2020</li><li>• 2021</li><li>• 2021</li><li>• 2022</li></ul>
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"><li>• Q4 2019</li><li>• 2021</li></ul>
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"><li>• Q4 2019</li><li>• Q4 2019</li><li>• Q4 2020</li></ul>
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"><li>• Q3 2019</li><li>• Quarterly</li><li>• Q4 2019</li></ul>

## 2. Partnerships

### Goal

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

### Why?

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



STRATEGIES	ACTIVITIES	TARGETS
1. Collaboration with Local and First Nations governments	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>
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"><li>• 2019</li><li>• 2019</li></ul>



### 3. Responsive Service Delivery

#### Goal

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

#### Why?

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

STRATEGIES	ACTIVITIES	TARGETS
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"> <li>• Q4 2019</li> <li>• 2019</li> <li>• 2019</li> </ul>
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"> <li>• 2019</li> <li>• 2019</li> <li>• 2020</li> <li>• 2022</li> <li>• 2022</li> </ul>



## 4. Advocacy

### Goal

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

### Why?

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

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