



2019-2022 Strategic Plan Action Update

April 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">Policy adopted by Board Q4 2019	Finance

Activity B	Deadline
<i>Complete inventory of assets</i>	Q2 2020
Action	Department
<ul style="list-style-type: none">Basic inventory of assets is underwayFinance working with staff and/or consultants to identify owned/not owned assets and conditions	Finance
<ul style="list-style-type: none">Working on inventory of park properties (also because we need it for the regulatory bylaw)Working on inventory of 911 properties to determine ownershipInventories 75% complete	Community Services
<ul style="list-style-type: none">Inventory of fleet and equipment - tag asset values on each – complete. Vehicles inventoried and valued as part of new Fleet Management Function	Env. Services
<ul style="list-style-type: none">IT assets catalogued	Administration

Activity C	Deadline
<i>Undertake condition assessments for all PRRD owned assets</i>	2020
Action	Department
<ul style="list-style-type: none">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.	Env. Services

Activity D	Deadline
<i>Determine service expectations for all assets</i>	2021
Action	Department



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

Activity F	Deadline
<i>Adopt asset management plan</i>	2022
Action	Department
<ul style="list-style-type: none">Developing RFP for contracted services	Finance

Organizational Effectiveness Strategy:

#2 Comprehensive Policy Review

Activity A	Deadline
<i>Inventory, assess and prioritize existing governance and administrative policies to identify gaps or deficiencies</i>	Q3 2020
Action	Department
<ul style="list-style-type: none">Inventory and assessment of Finance policies completed by Intern, to Finance for reviewPrioritization of policies for updates or additions completeProcurement policy adoptedRegional Grant-in-aid policy adopted -Asset management policy adoptedElectoral Area Grant-in-aid policy being drafted for Q2 2020Tangible Capital Asset policy being reviewed for revision with draft anticipated in Q1 2020Employee loan policy being developedService Agreement Policy (Additions to Reserve) policy drafted for Q2 2020	Finance
<ul style="list-style-type: none">IT Acceptable Use policy adoptedEmployee code of conduct - consolidated into one comprehensive policy - impairment, social media use, several policies governing staff conduct have been consolidated into a draft code of conduct for final staff review prior to presentation to Board. Update - On hold pending legal review	Administration



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<ul style="list-style-type: none"> • Signing 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. • Service Agreement Policy (Addition to Reserves) - drafted, reviewed, updated, currently under review. • Communications Policy drafted, under final review prior to presentation to Board • Board Code of Conduct Policy review suggested, using UBCM Model Policy and the companion guide to developing a code of conduct for elected officials. Update - <i>Updated Director Code of Conduct Policy presented to Board April 9th</i> • Current procedures have been separated from policy and will be kept up to date as a training tool for new employees, which will decrease the costs of staff turnover. • 30% complete 	
<ul style="list-style-type: none"> • Service Pin & Gifts Policies have been revised for future Board consideration to help reward long-term employees. • Looking into updating Exempt staff policy in 2020 • Working from home policy g drafted in response to COVID-19 - presented to Board April 9th 	Human Resources
<ul style="list-style-type: none"> • Undergoing 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 amidst staff turnover. 	Development Services

Activity B	Deadline
<i>Revise and amend policies on a priority basis</i>	2021
Action	Department
<ul style="list-style-type: none"> • Staff resourcing policy – adopted • Letterhead policy – adopted • Travel policy – in draft form. • Remuneration Bylaw – adopted last January. Amended Remuneration Bylaw adopted by Board on Jan 9th 2020 <ul style="list-style-type: none"> • Conflicting policies repealed by Board on January 9, 2020. 	Office of the CAO (EAM)
<ul style="list-style-type: none"> • The policy review has been ongoing since the start of the NDIT intern, with a focus on Admin/Board policies. • Many (56 in total) out of date, redundant, or operational policies have been repealed thus far. 19 additional policies will be proposed for repeal once new or updated policies are finalized, such as employee code of conduct, and communication policies. 	Administration



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<ul style="list-style-type: none"> Five policies have been updated and adopted by the Board. Three new policies identified as needed have been adopted by the Board. Solid Waste/Environment policies have also been reviewed for redundancy and inoperable policies were repealed. (included in the total 55 policies noted above) Condolence Get Well policy is being updated and in draft form 911 Data policies are being consolidated, updated, and in draft form – Targeting presentation to Board in May Hazard Tree policy is being updated and in draft form – Target Presentation to Board in May Only 1 policy was repealed since last Strat Plan update January 23, 2020 – Proclamations Policy 21 additional policies have been identified for repeal, pending confirmation from Department Head to forward to Board for consideration of repeal 19 policies have been identified as in need of updates (ie: Closed Meeting Policy and Video Recording Policy, to be updated to new policy template format with some minor changes. some are already in the process of being updated 	
<ul style="list-style-type: none"> Criminal Record Check Policy in process of revision after Board's initial review 	Human Resources

Organizational Effectiveness Strategy:

#3 Support and Develop our Human Resources

Activity A	Deadline
<i>Establish a corporate employee development program</i>	Q4 2020
Action	Department
<ul style="list-style-type: none"> At this time, training needs and opportunities for staff are discussed during annual performance reviews. A more formal process could be investigated. 	Human Resources

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



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- New CAO performance review template was approved by the Chair in May and confirmed by the Board in October.

Activity C	Deadline
<i>Develop an employee retention and recruitment strategy</i>	Q4 2020
Action	Department
<ul style="list-style-type: none">• Employee service and gift policies have been updated to reward long-term employees as opposed to only those who leave the PRRD. Policies are in draft and will go to Board• Budget dollars are allocated in the draft 2020 budget to develop a formal recruitment and strategy. Staff will be looking towards developing an RFP to investigate such a strategy• Completed 2019 Exempt Staff Wage review to remain competitive with wages, recommendation approved by Board and was implemented in January of 2020	Human Resources

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">• The PRRD's Annual Report was submitted to GFOA Q4 2019 and will be presented to Board in Q2 2020• Financial statistics were completed Q4 2019 as they are based on the restated 2018 Financial Statements approved at the October 10, 2019 Board Meeting	Finance

Activity B	Deadline
<i>Implement a quarterly reporting structure to Board</i>	Quarterly
Action	Department
<ul style="list-style-type: none">• Strategic plan updates from CAO to Board each quarter posted to Board Agenda.• Specific departmental updates at each COW will continue to happen:• Trish EOC After Action Report (Completed October, 2019)• Trevor FN/GIS (Completed November, 2019)	Office of the CAO



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<ul style="list-style-type: none">Paulo & Kari Environmental Services Update (January 2020)	
<ul style="list-style-type: none">Finance is working on ability to provide interim, unaudited, quarterly financial statements to the Board – TBD	Finance

Activity C	Deadline
<i>Investigate and implement performance reporting systems/technology platforms</i>	Q3 2020
Action	Department
<ul style="list-style-type: none">Finance is in the process of investigating budgeting software to complement the existing financial systemFinance is investigating the asset registry component of an overall asset management systemFinance is investigating grant management software	Finance

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">Finance has reviewed service agreements with Environmental Services for transfer stations (FN) and IT/GIS staff with an action plan for Q1 2020	Finance
<ul style="list-style-type: none">West Moberly/Area E Water station discussions.Gotta go – partnership with Northern Rockies Municipality, MoTI, Feds public works, and BC Tourism. Working towards installing two more facilities in 2020/2021.Report to January 23, 2020 Board Meeting with recommendations to hold C2C meetings in 2020.	Office of the COA (EAM)
<ul style="list-style-type: none">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.Service agreement policy was addressed above under comprehensive policy review section.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.	Administration (IT/GIS)



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<ul style="list-style-type: none"> Through the months of August and September, 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 PRRD 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. IT/GIS will be providing a GIS training workshop on how to use the public WebMap software on our website. Saulteau First Nations will be hosting the event for January 21, 2020. 	
<ul style="list-style-type: none"> General Manager of Development Services has joined provincial working group on regional growth plans New West Peace Fringe Area OCP adopted on October 24, 2019. Work continues on new North Peace Fringe Area OCP, with key stakeholder consultations including Treaty 8 First Nations planned for February. Draft processes for First Nations communication and consultation under development 	Development Services
<ul style="list-style-type: none"> Solid Waste Management <ul style="list-style-type: none"> Updating Solid Waste Contracts SWMP renewal - participation of FN's within Public and Technical Advisory Committee. Two meetings completed, next meeting April 22, 2020. 	Env. Services
<ul style="list-style-type: none"> Invasive Plant Program <ul style="list-style-type: none"> Provides grants to FN's for management of invasive plants. Offered again in 2020. Saulteau FN "sheep eat weeds" program conducted in June 2019. 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. Tsey Keh Dene, partnering with NEIPC Committee to provide signage for Invasive Plants within the territory (2020). 	Env. Services

Activity B	Deadline
<i>Identify and pursue Community to Community Forum program opportunities.</i>	Ongoing
Action	Department
<ul style="list-style-type: none"> Participated in a meeting with Moberly re: Water Station in 2019 	Finance / Office of the CAO
<ul style="list-style-type: none"> Community 2 Community Forum with Doig completed in 2019 	All Departments



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<ul style="list-style-type: none"> Community 2 Community Forums recommended for all Treaty 8 nations in 2020 (Report to Board on January 23, 2020) In the process of arranging C2C meetings with all First Nations in the PRRD. On hold due to COVID-19. 	
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Activity C	Deadline
<i>Develop policy for establishment of service agreements</i>	Q2 2020
Action	Department
<ul style="list-style-type: none"> Finance is working with Corporate Services on a Service Agreement/Addition to Reserves policy 	Finance

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"> Report to Board on January 23, 2020 with follow up actions from April 2019 minutes. The PRRD is hosting the next one. The next meeting will be held in Dawson Creek on April 15, 2020. Cancelled due to COVID 19 Director Hiebert attended the Alberta Rural Municipalities Conference that was discussed during the interprovincial meeting. Interprovincial Meeting postponed due to COVID-19. 	Office of the CAO (EAM)
<ul style="list-style-type: none"> Solid Waste Management - as part Plan renewal, consultant to reach out to neighbouring local governments in Alberta on waste costing. Separately, contacting neighbouring local governments as part of Solid Waste research being conducted by UNBC for the PRRD in Q1-Q2 2020 	Environmental Services
<ul style="list-style-type: none"> Invasive Plants <ul style="list-style-type: none"> Ongoing consultation with neighbouring local government's on high priority invasive plant infestations and control measures being employed. Collaboration with Saddle Hills (ongoing). 	Environmental Services
<ul style="list-style-type: none"> IT is in regular contact with municipal counterparts (<i>e.g. Grand Prairie County</i>) to share information and best practices, specifically around cybersecurity, GIS and emergency operation support. 	Administration



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Activity B	Deadline
<i>Establish follow-up and accountability framework for inter-provincial outcomes.</i>	Complete
Action	Department
<ul style="list-style-type: none">2019 interprovincial meeting minutes go to EADC for review, who then make recommendations to the Board (report on the Jan. 23, 2020 Board Agenda)	Office of the CAO (EAM)

Responsive Service Delivery Strategy:

#1 Review and Amend Solid Waste Management Plan

Activity A	Deadline
<i>Undertake public and stakeholder consultation/engagement process</i>	Q1-Q2 2020
Action	Department
<ul style="list-style-type: none">GAP analysis with Morrison Hershfield and intro meetings with PTAC/CoW complete. 4 successive meetings planned as follows:<ul style="list-style-type: none">PTAC January 22, 2020 Waste Diversion - completeCoW January 23, 2020 - completePTAC February 26, 2020 Energy Recovery & Residuals Management - completeCoW February 27, 2020 - completePTAC April 22, 2020 Financial AnalysisCoW April 23, 2020PTAC May 20, 2020 Preferred OptionsCoW May 20, 2020Public Consultation - Q2-Q3 2020 - may be delayed pending impact of the distancing measures around the COVID pandemic	Environmental Services

Activity B	Deadline
<i>Issue Request for Expressions of Interest for alternative waste management/ disposal</i>	Q4 2020
Action	Department
<ul style="list-style-type: none">Dependent on Plan Amendment	Environmental Services

Activity C	Deadline
<i>Amend Solid Waste Management Plan</i>	Q4 2020
Action	Department



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- Plan will be submitted to MOE Q4 2020

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>	Ongoing
Action	Department
<ul style="list-style-type: none">October 9, 2019 – Elected Officials EM Training completeOctober 23, 2019 – Media Training to Board and Member Municipality Councils completeIt is proposed that one workshop be scheduled in 2020; subject to adoption of the Financial Plan; staff investigating options for training in the fall	Community Services

Activity B	Deadline
<i>Increase staffing capacity within the Emergency Management Division</i>	Complete
Action	Department
<ul style="list-style-type: none">Protective Services Coordinator initially hired in June, now re-postedProtective Services Manager position postedCommunity Services Clerk hired in June	Community Services

Activity C	Deadline
<i>Formalize and adopt a Collaborative Emergency Management Model</i>	2020
Action	Department
<ul style="list-style-type: none">1st draft received and PRRD staff are reviewing before sending out to Working GroupProject will be restarted upon hiring of Protective Services Manager	Community Services

Activity D	Deadline
<i>Formalize an Inter-Agency cooperation framework with provincial and federal agencies and non-profit organizations</i>	2022



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Action	Department
<ul style="list-style-type: none"> To be developed following the modernization of the Emergency Program Act 	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"> 5 year public education program currently being drafted Plan is 50% complete, anticipated completion is mid 2020 Staff will be delivering 4-5 FireSmart Education sessions throughout the region in 2020 (on-hold until PRRD staff can be trained or a contractor can be identified) 	Community Services

Advocacy

Topic	Audience
Increased broadband connectivity for rural communities – Situational / Gap Analysis and Investment	<ul style="list-style-type: none"> Ministry of Jobs, Trades and Technology Federal Ministry of Infrastructure and Communities and Rural Economic Development Private Service Providers NCLGA, First Nations, Industry
Department	Action
Office of the CAO (EAM)	<ul style="list-style-type: none"> Connectivity Needs Assessment contract was awarded in December 2019. Project started Jan 1, 2020 with end of April 2020 set as the competition date. Gotta Go cell booster – moving forward with contract – October 24th Board Meeting. Cell Booster and DriveBC camera is up and running. RFP is posted to do the needs assessment and develop a regional strategy. Needs assessment almost complete. Final Report is due on April 13, 2020.

Topic	Audience
Senior's Housing – Needs Assessment and Investment	<ul style="list-style-type: none"> Northern Health Ministry of Health Community Partners and Agencies



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Department	Action
Administration	<ul style="list-style-type: none">• 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. Grant decisions are expected in early February. Funding of \$140,00 received• RFP issued April 8 2020 - project completion by December 31, 2020.• Housing report will be used to advocate to province for needed 'beds' and services for seniors in the region, once data is known• In the interim, RBAC is doing a pilot project on seniors assistance - providing meals and other services to keep seniors in their homes longer, out of care facilities. This data can also be used to inform advocacy as well.

Topic	Audience
Emergency Response Capacity for Local Governments	<ul style="list-style-type: none">• Ministry of Public Safety and• Solicitor General• NCLGA• UBCM
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. January 24, 2020 Board sent response to Province.
	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

Purpose of the Strategic Plan

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

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



Strategic Focus Areas

1. Organizational Effectiveness

Goal

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

Why?

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

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

2. Partnerships

Goal

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

Why?

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



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



3. Responsive Service Delivery

Goal

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

Why?

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

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



4. Advocacy

Goal

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

Why?

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

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