



PEACE RIVER
REGIONAL DISTRICT

2023-2026 STRATEGIC PLAN

Staff Update #1

April 4, 2024

[2024 Update #1 – April 4, 2024 Meeting](#)

[2023 Update #1 – April 20, 2023 Meeting](#)

[2023 Update #2 – August 17, 2023 Meeting](#)

[2023 Update #3 – September 14, 2023 Meeting](#)

[2023 Update #4 – December 8, 2023 Meeting](#)

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1. Asset and Infrastructure Management

Goal

To effectively plan for and manage the PRRDs assets and infrastructure to ensure they provide the desired levels of service to our residents, now, and in the future.

Strategies

- 1.1 Undertake condition assessments for all PRRD Owned Assets.
- 1.2 Determine Service Expectations for all Assets.
- 1.3 Identify Funding and Investment Strategies
- 1.4 Implement Asset Management Software Program

Strategy 1.1: Undertake Condition Assessments for all PRRD Owned Assets		
Actions	Department	Timeline
<p>North Peace Fall Fair</p> <ul style="list-style-type: none"> • Condition Assessment presented to the Regional Board June 29, 2023. • Critical repairs completed by August 16, 2023 for NPFF event to occur • Approval of contract to perform feasibility study approved by the Board on Oct. 26. The contract to be finalized mid-November 2023 is now complete. • Feasibility Study contract finalized 	CS	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Q2 2024</p>
<p>Community Hall and Recreation Facility Condition Assessments</p> <ul style="list-style-type: none"> • Completed and presented to the Regional Board in 2019 and 2021 	CS	Complete
<p>Solid Waste Sites – Lifespan Analysis of Assets</p> <ul style="list-style-type: none"> • 75% complete, landfills to be completed 	ES	Complete
<p>Osborn Property – Church</p> <ul style="list-style-type: none"> • Site visit complete, condition assessment report received. • Project involves performing a feasibility study for church and hall. Assessment nearly completed for hall as of Q3 2022 and information presented to society. Just awaiting BC Assessment date to finish. Contract in place for church assessment. Will require consultation input prior to proceeding Nov. 2023. 	CS	Q3
<p>Area B Water Stations – Lifespan Analysis of Assets</p> <ul style="list-style-type: none"> • Under final review – staff 	ES	Complete
<p>Asset Management Team (Exempt Staff – Monthly Meetings)</p>	FN	Ongoing

Strategy 1.2: Determine Service Expectations for all Assets		
Actions	Department	Timeline
Consultant presented to Staff – “Framework for Setting Service Level Expectations”	FN	Q1 2024
✓ Lifecycle Framework in progress	FN	Q1 2024
✓ Risk Framework in progress	FN	Q1 2024
✓ Service level framework in progress	FN	Q2 2024
✓ Financial Strategy	FN	Q2 2024
✓ Asset Management Strategy	FN	Q2 2024
✓ Asset Management Plan	FN	Q3 2024
Strategy 1.3: Identify Funding and Investment Strategies		
Actions	Department	Timeline
Halfway Graham <ul style="list-style-type: none"> Facility condition assessment completed in 2021, which resulted in a structural needs assessment in 2022. Engineering report received in 2023. Cost estimates completed to upgrade building. 	CS	
Cache Creek <ul style="list-style-type: none"> Facility condition assessment and engineering studies completed in 2021, which resulted in a structural needs assessment in 2022. Engineering report received in 2023. Cost estimates completed to upgrade building. 	CS	Q2 2024
Golata Creek Facility Feasibility Study <ul style="list-style-type: none"> Facility condition assessment and engineering studies completed in 2021, which resulted in a structural needs assessment in 2022. Facility was subsequently closed. Staff plan to meet with community Q2 2024 to discuss options for repair/replacement. Partial funding allocated through Area ‘B’ for repairs. 	CS	Q2 - 2024
Kelly Lake <ul style="list-style-type: none"> Funding allocated for community hall update. 	CS	Q4 2024
North Peace Regional Park (also known as North Peace Fall Fairgrounds) Master Plan Study <ul style="list-style-type: none"> Results from the North Peace Regional Park Master Plan will determine next steps. 	CS	Q2/Q3 - 2024
Jackfish Community Hall <ul style="list-style-type: none"> Funding allocated from Area ‘E’ for some repairs to the facility. 	CS	Q2 2022
Moberly Lake Community Hall <ul style="list-style-type: none"> Funding allocated from Area ‘E’ for some repairs to the facility in 2022. Repairs largely completed in 2023. 	CS	Q3 2023

Strategy 1.4: Identify Funding and Investment Strategies		
Actions	Department	Timeline
• Investigate Asset Management Software	FN	Q4
• Procure Software	FN	Q4
• Implement Software	FN	Q3 – 2024

2. Human Resource Management

Goal

To enhance our human resource management practices and programs to ensure our employees are motivated, engaged, and supported in the work they do.

Strategies

- 2.1 Establish a corporate employee development program.
- 2.2 Review and update performance review process.
- 2.3 Develop an employee retention and recruitment strategy.

Strategy 2.1: Establish a Corporate Employee Development Program		
Actions	Department	Timeline
✓ Hire an HR Manager	ADM	Q4
✓ Recruiter engaged		
✓ Develop Policies and Procedures re: training and development	ADM/HR	Q4
Strategy 2.2: Review and Update Performance Review Process		
Actions	Department	Timeline
✓ Exempt Staff Review Process	ADM/HR	Q4
✓ Union Staff Review Process	ADM/HR	Q4
✓ 360 Review Process	ADM/HR	Q4
Strategy 2.3: Develop an Employee Retention and Recruitment Strategy		
Actions	Department	Timeline
• Survey	ADM/HR	Q2/Q3
• Review Health and Wellness Program	ADM/HR	Q4
• Establish annual Volunteer Fire Fighter Engagement Survey <ul style="list-style-type: none"> • Draft survey prepared. Next steps are to finalize and distribute. Discussions with Fire Chiefs to occur beforehand, to determine timing of survey distribution in Q2 2024. • Firefighter Honorarium Policy approved and implemented late 2023. 	CS	Q3 Complete
Strategy 2.3: Develop an Employee Retention and Recruitment Strategy		
Actions	Department	Timeline
• Develop a Department Feedback Opportunity	ADM/HR	Q4
• Development and Implement a Fire Fighter Recruitment Plan for Moberly Lake and Charlie Lake	CS	Ongoing

<ul style="list-style-type: none"> • 2023 recruitment drive complete. Planning and roll-out of 2024 recruitment plan set to begin March 2024. 		
<ul style="list-style-type: none"> • Complete the Examination of the Fire Training Centre – Presented to Board July 20, 2023, no action required 	CS	Q3
<ul style="list-style-type: none"> • Create Full-time positions for the Health and Safety Officer and Moberly Lake Fire Chief <ul style="list-style-type: none"> • Job advertisement for FT Moberly Lake Fire Chief position closes Nov. 15. • FT Health and Safety Officer in place since Q3 2023. • MLFD Chief Position - Ongoing 	CS	Complete Complete Complete

Community Wildfire Resiliency Plan Q4 2023. Also have invited Nations to participate in CWR Committee. New legislation received Crown assent. Plan is to work with all partners on consultation and planning in early 2024.		
<ul style="list-style-type: none"> ✓ Work on Consultation Strategies with First Nations regarding Planning matters <ul style="list-style-type: none"> • Waiting on MOU's to be finalized before proceeding. • Need to engage on the Emergency and Disaster Management Act • Engagement occurring through the Regional Growth Strategy Project 	DS	<p>Ongoing</p> <p>Q2 2024</p>
Strategy 3.3: Investigate Governance Participation Models under <i>Local Government Act</i>		
Actions	Department	Timeline
<ul style="list-style-type: none"> • Meeting with Brent Mueller, Director Governance Relations, Ministry of Municipal Affairs <ul style="list-style-type: none"> • Provincial Structure needs to be in place. • Structure is inconsistent at this time. 	CAO	Q2 2024
<ul style="list-style-type: none"> • Investigate Models – City of Westbank, Alberni-Clayoquot Regional District, Metro Vancouver Regional District & Strathcona Regional District 	CAO	Q2
<ul style="list-style-type: none"> • Identify Potential Participants through Ministry of Indigenous Relations and Reconciliation (MIRR) 	CAO	Q2
<ul style="list-style-type: none"> • Educational Campaign – Election (C2C) 	ADM	2024
<ul style="list-style-type: none"> • Committee/Commission Participation Opportunities 	ALL DEPTS	Ongoing
<ul style="list-style-type: none"> • Update Procedure Bylaw 	ADM	2024

4. Inter-Provincial Collaboration

Goal

To explore and realize opportunities and advantages through cooperation and collaboration with neighbouring local governments in Alberta.

Strategies

- 4.1 Coordinate the re-establishment of Inter-Provincial meetings.
- 4.2 Establish follow-up and accountability framework for inter-provincial outcomes.

Strategy 4.1: Coordinate the re-establishment of Inter-Provincial meetings		
Actions	Department	Timeline
✓ Neighbouring Alberta Governments – Topics to Engage – Rural Government Initiatives	ADM	Ongoing
✓ Coordinate Date – Spring date to be set in conjunction with 2024 Board Meeting Schedule	ADM/EA	Q4
✓ Establish Meeting Structure – Collaboration with Alberta Partners. Resolution to meet in April 2024.	Participants	Q2 2024
Strategy 4.2: Establish follow-up and accountability framework for inter-provincial outcomes		
Actions	Department	Timeline
✓ To be determined at this time		

5. Emergency Management

Goal

To ensure the PRRD's interests are articulated and considered in response to proposed amendments to the *Emergency Program Act and Fire Services Act*.

Strategies

5.1 Engage in Emergency Program Act and Fire Services Act amendment processes.

5.2 Explore Opportunities for New or Enhanced Mutual Aid Agreements.

Strategy 5.1: Engage in Emergency Program Act and Fire Services Act amendment processes.		
Actions	Department	Timeline
<ul style="list-style-type: none"> ✓ Spring Readiness – In Person Meeting <ul style="list-style-type: none"> • Complete. • 2024 Meeting scheduled for April 9, in DC 	CS	Annual
<ul style="list-style-type: none"> ✓ EMCR & First Nation Meeting (Victoria) – EAF (Expense Authorization Form) Re: ESS 	CAO	Q1
<ul style="list-style-type: none"> ✓ Participate in Engagement Opportunities <ul style="list-style-type: none"> • Protective Services staff have participated in a Regulations engagement session, as well as provincial ESS engagement session Q4 2023. • Staff participated in the First Nations Partnership Table held in FSJ – March 2024. 	CS	Ongoing
<ul style="list-style-type: none"> ✓ Develop an Implementation Plan to Address the new Act and Regulations <ul style="list-style-type: none"> • Currently awaiting regulations. Staff preparing implementation plan related to Act starting Q4. • Board approval for 2 new Emergency Management positions – EDMA regulations Q1 2024. Posting to be advertised mid -April 2024 	CS	Q4
Strategy 5.2: Explore opportunities for new or enhanced mutual aid agreements		
Actions	Department	Timeline
<ul style="list-style-type: none"> ✓ Establish Service Agreements with Municipal ESS Teams <ul style="list-style-type: none"> • Staff currently investigating partnership with Red Cross. Draft partnership agreement in progress Q4. 	CS	Ongoing
<ul style="list-style-type: none"> ✓ Investigate Interest in Regional Fire Mutual Aid Agreement <ul style="list-style-type: none"> • Discussion at Regional Fire Chiefs meeting in Q4 and have determined a willingness to engage. 	CS	Q4

<p>✓ Investigate Opportunities Regionalization and Collaboration of Emergency Programs</p> <ul style="list-style-type: none"> • Discussion at Regional Emergency Coordinators Program meeting. Talks to continue into 2024, as new legislation rolls out and dictates direction. • Discussion at the Regional Emergency Coordinators meeting discussed collaborative opportunities, and it was strongly voiced by attending coordinators that they would like to investigate a collaborative approach to emergency management in the region. 	<p>CS</p>	<p>Ongoing</p>
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6. 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.

Focus Areas

- 6.1 Emergency Program Act/ Fire Services Act Amendments
- 6.2 Agriculture/Food Security
- 6.3 Seniors Housing
- 6.4 Blueberry River FN
- 6.5 Homelessness/Mental Health and Addictions/Crime
- 6.6 Aggregate Security

Strategy 6.1: Emergency Program Act/ Fire Services Act Amendments		
Recognition and consideration of financial and operational impacts to regional districts resulting from proposed changes to Emergency and Fire Services legislation.	Ministry	Timeline
	Ministry of Emergency Management and Climate Readiness NCLGA UBCM	
Actions		
✓ To be determined at this time.		
Strategy 6.2: Agriculture/Food Security		
Importance of investment and support for local growers and producers to ensure sustainable food supply for the region. *Check – Province released new funding opportunity re drought	Ministry	Timeline
	Ministry of Agriculture and Food	
Actions		
<ul style="list-style-type: none"> ✓ Minister Meeting during the September 2023 UBCM Conference ✓ Explore federal and provincial funding supports re: drought assistance and helping disaster impacted farmers through 2 funding streams: ✓ 1. Food Security Emergency Planning & Preparedness Fund ✓ 2. 2023 Canada - British Columbia Wildfire and Drought Recovery Initiative – AgriRecovery Program ✓ 	Directors	Ongoing

Strategy 6.3: Seniors Housing		
Potential opportunity to meet with staff at UBCM.	Ministry	Timeline
	Northern Health Ministry of Housing Community Partners and Agencies Developers	Complete
Actions		
<ul style="list-style-type: none"> ✓ Minister Meeting with the Honourable Adrian Dix March 2023 ✓ Minister Meeting requested during the September 2023 UBCM Conference – Meeting refused 	Directors	
Strategy 6.4: Blueberry River FN		
Awareness of the economic impacts of resource permit suspensions and encouraging and supporting the completion of a final agreement for a regulatory framework that will address the findings in Yahey v. British Columbia.	Ministry	Timeline
	Province of BC Blueberry River First Nation	
Actions		
<ul style="list-style-type: none"> ✓ Meeting in Victoria with Ministry of Indigenous Relations and Reconciliation ✓ Chair and Vice Chair met with the Ministry of Municipal Affairs, May 17, 2023. 	Directors	Ongoing
Strategy 6.5: Homelessness/Mental Health and Addictions/Crime		
Continued awareness of the impacts of mental health and addictions on communities and the need for appropriate supports and services for those suffering from mental health and addictions.	Ministry	Timeline
	Ministry of Mental Health and Addictions NCLGA and UBCM	
Actions		
<ul style="list-style-type: none"> ✓ Victoria Meeting – Rural Crime ✓ Minister Meeting during the September 2023 UBCM Conference 	Directors	Ongoing
Strategy 6.6: Aggregate Security		
Importance of securing and enhancing aggregate supply to support construction activity and long-term maintenance of roads in the region.	Ministry	Timeline
	Agricultural Land Commission Ministry of Energy, Mines and Low Carbon Innovation	
Actions		
<ul style="list-style-type: none"> ✓ To be determined at this time. 		