

# 2019-2022 Strategic Plan Amendments 2022 Strategic Priorities



Prepared for:  
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## 2022 Strategic Priorities

### **Background**

The CCRD Board met for a regular public meeting on September 7<sup>th</sup> and 8<sup>th</sup>, 2021. As is typical for this time of year, a review of the 2019-2022 Strategic Plan was undertaken. In 2020, adjustments to the plan were necessary due to constraints brought on by the COVID-19 pandemic. This year, the major impacts on the organization moving forward into 2022 will be hiring and training a new CAO and CFO, and the province-wide local government election in October.

Both situations will require significant organizational focus. Hiring a new CAO is the most important decision a regional district Board is likely to make during its tenure. Staff resources may be needed for covering CAO and CFO duties should a suitable candidate not be found before the end of 2021.

Local government elections require staff resourcing beginning much earlier than the election itself. For instance, a staff member will need to fulfill the duties of Chief Elections Officer in 2022, and may have to undertake training in order to fulfill their duties in this role through the end of the election period, which will be sometime in November.

Similar to the updated plan for 2021, this plan is organized by service area as well as by strategic priority. This approach provides the most comprehensive guidance to staff in order to fulfill the budget planning processes for 2022 and the Five Year Financial Plan.

It is important to note that the priority projects and service areas identified in this document are not an exhaustive list of services and projects currently being undertaken by CCRD. A list of ongoing services with a partial list of key projects not reflected in the Board's priorities is on Page 7.

**In the interest of clarity, this document is intended to replace the document *CCRD 2019-2022 Strategic Plan Amendments: Strategic Priorities, Advocacy Items, and Priority Projects*.**

### **2019-2022 Strategic Goals**

**Good Governance and Administration**  
**Building Our Capacity**  
**Improving Our Infrastructure**  
**Effective Community Planning**

These four strategic goals are framework strategies that guide the Board and staff in their everyday activities. The Board should continue to be mindful to exercise their duty of care to the organization, by continuing to be collectively discriminating when considering asking staff to respond to, report on, or support advocacy efforts that are outside these four priorities and existing service areas. CCRD operates generally in a state of overcapacity for the human and

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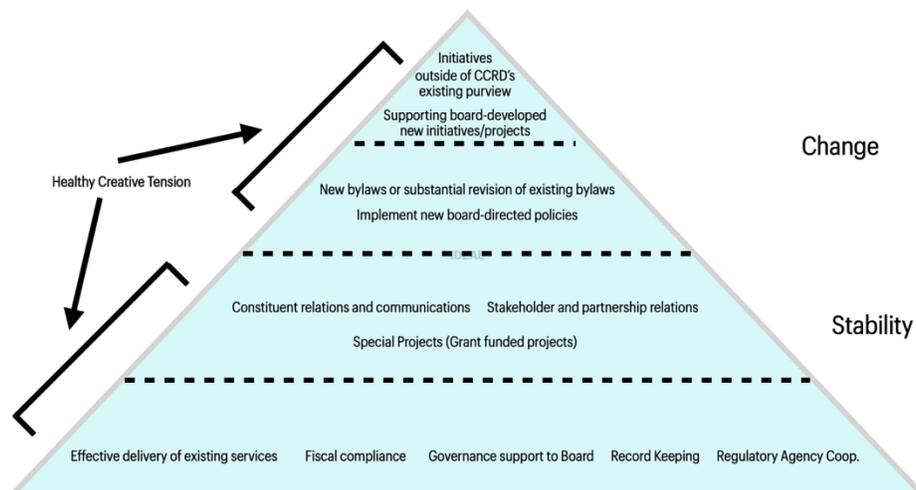
financial resources it has, and these resources will continue to be stretched heading into 2022. The Board must continue to carefully guard against being captivated by constituent interests that, while very worthy, are outside the scope of this framework and CCRD purview, as this could further jeopardize staff well-being.

The image below attempts to capture and categorize the general focus of staff workload at a local government. It is interesting to note that the bottom tier, which involves legal, regulatory, and fiscal compliance, requires about 50-65% of local government's time. At the last review in 2020, this was around 80%. With recent restructuring and new hires, the staff is achieving better equilibrium within the tiers.

As well, CCRD is currently managing over 20 board-supported grant-funded special projects (second tier), which creates legal obligations to funders, to which the organization must adhere. CCRD is also currently undertaking a comprehensive review of most of the organization's bylaws with the primary intent of closing long-standing fiscal gaps, which is critical to service sustainability over the long term.

Thus, any new Board requests of staff for new policies, initiatives, and projects (top two tiers) that are outside the above priorities and existing service areas run the risk of: a) requiring staff time to be spent away from legislative compliance and effective delivery of existing services in order to address them; or b) being "waitlisted" until such time as pursuing them does not legally jeopardize the organization.

While a healthy creative tension can normally exist between the top two tiers ("change") and the bottom two tiers ("stability"), CCRD will continue to be challenged by levels of change that tend to be too high for such a small staff of five and such a small budget, to absorb. Thus, the Board should prepare for significant budget increases to support a variety of work, including upgrades to existing services (ie. Thorsen Creek Waste and Recycling Centre budget) and new services (ie. Denny Island Water and Hagensborg Water) over the coming years.



## Updated Strategic Priorities By Service Area

The Board identified the following priorities by service area, in order of priority:

Priority	Service Area	Related Strategic Priority
Staff Recruitment, Development, and Retention	All Service Areas	Good Governance and Administration
Official Community Planning	Land Use and Community Planning	Effective Community Planning
Fixing Revenue Issues	All Service Areas	Good Governance and Administration
Government-to-Government Relations	All Service Areas	Building Our Capacity

## Strategic Priorities By Service Area

### All Service Areas: Staff Recruitment, Development, and Retention

Service Area	Priority Project	Related Strategic Goal	Timeline/Budget Year Starting	Related Staff/Capacity Changes
All	Hire or appoint CAO	Good Governance and Administration	2021 into 2022	Hire contract recruiter; possibly hire contract interim CAO
	Hire or appoint CFO	Good Governance and Administration	2021 into 2022	Hire contract recruiter; possibly hire contract interim CFO
	Hire or appoint Corporate Officer	Good Governance and Administration	2021	As indicated
Emergency Management	Hire, appoint, or contract Emergency Program Coordinator	Good Governance and Administration	2021	Contract position

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### Land Use and Community Planning

Service Area	Priority Project	Related Strategic Goal	Timeline/Budget Year Starting	Related Staff/Capacity Changes
Land Use and Community Planning	Complete Housing Needs Assessment (in process)	Effective Community Planning	2021-2022	None
	Update Bella Coola Valley OCP	Effective Community Planning	2022	Hire 1+ temp. PT staff; hire outside planning consultants
	Outer Coast OCP Feasibility/Assent process	Effective Community Planning	2022-2023	1 PT staff and outside consultants
	Economic Development Re-Evaluation	Effective Community Planning	2022	Included as part of the OCP process; related strategic priorities should follow

### All Service Areas: Fixing Revenue Issues

Service Area	Priority Project	Related Strategic Goal	Timeline/Budget Year Starting	Related Staff/Capacity Changes
All	Continue collaborative work on CCRD's Financing Reconciliation efforts with ACRD and Province of BC; and potentially Village of Queen Charlotte	Building Our Capacity; Good Governance and Administration	2022	Uncertain due to CAO transitions at CCRD and ACRD
	Update revenue-related bylaws (near completion)	Good Governance and Administration	2021-2022	None

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### All Service Areas: Government-To-Government Relations

Service Area	Priority Project	Related Strategic Goal	Timeline/Budget Year Starting	Related Staff/Capacity Changes
All	Continue improving regional government-to-government relations with First Nations	Building Our Capacity; Good Governance and Administration	2022	None

There are several priority projects that the Board also identified that fall outside of the top four service area priorities outlined above, which the Board would like to prioritize within the overall ongoing projects in each service:

Service Area	Priority Project	Related Strategic Goal	Timeline/Budget Year Starting	Related Staff/Capacity Changes
All Service Areas	Asset Retirement Obligation (new public sector accounting standard)	Good Governance and Administration	Must be budgeted across all services with an ARO by 2023	Contractor hired to perform environmental site assessments for all services
Centennial Pool	Centennial Pool – post-retrofit feasibility study	Improving Our Infrastructure	2022	Hire contractor to conduct study
Emergency Management	Emergency Management Initiatives – cultural safety and humility training, wildfire protection plan, tripartite MOU (advocacy, review, renewal)	Building Our Capacity	2021-2022	Uncertain due to CAO/EPC transition

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Denny Island Water, Denny Island Recreation, Denny Island Airport	Review of implementation costs and tax implications of amalgamation of Denny Island commissions	Good Governance and Administration	2022	Will require completion of CAO transition
Land Use and Community Planning	Ocean Falls Revitalization Committee	Effective Community Planning	2021-2022 (anticipated provincial timeline)	This is a committee in collaboration with the Province of BC.
All Service Areas	Board Onboarding, Orientation, and Training Package	Good Governance and Administration	2021-2022	Contract consultant hired to write onboarding and orientation manual; training package TBD by Board and new CAO
Emergency Management	Facilitating Flood Preparedness with EMBC	Advocacy item; requires further research regarding community level need and dialogue with Wuikinuxv Nation and EMBC	2022	Requires EPC

**Finally, the Board identified two emerging issues to consider during election conversations, and possibly the next strategic planning cycle:**

1. Dangerous/aggressive dogs – bylaw options, non-bylaw options, town hall to gauge importance of this issue to the public, scan of regional efforts already in place
2. Barriers to public attendance at Board meetings – time of day, other barriers

### **Other Service Areas**

This partial list is to serve as a reminder for the Board and the public of key projects within ongoing services not mentioned elsewhere in this document. CCRD’s five administrative staff must continue to provide these services, while also focusing their efforts primarily on the Board priorities outlined earlier in this document.

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Service Area	Key Project(s)
Hagensborg Water Service	Bylaw updates to align all three of CCRD’s water services; audit specific to the service; Asset Retirement Obligation; feasibility study of a Community Commission; infrastructure upgrades; additional human resourcing
Solid Waste Management	Conformance Review (in process); bylaw updates; composting facility – matching funds; Asset Retirement Obligation
Bella Coola Recreation	Great Bear Playgrounds Initiative (in process)
Bella Coola Water Service	Capital works; Asset Retirement Obligation
Denny Island Water System Construction	Next step: agreement between SD49 and CCRD

### Next Steps

In order to continue to empower staff to focus on the above outlined priorities while still continuing to meet regulatory requirements and effectively delivery of existing services, the Board must continue to keep its duty of care of the organization top of mind throughout the remainder of their term, and guard each other against stepping outside the strategic framework they created to guide the actions of the organization.

This requires using several best practice governance strategies, such as actively managing their own and constituent expectations regarding the pace and timelines under which CCRD will be able to complete ongoing initiatives, and explore and implement new initiatives; and creating a process by which new Board resolutions are measured against the directives in this plan.

The significant needs and challenges for CCRD at this time deserve Board members’ focus and attention. The health and well-being of their organization, and support of their staff in their efforts to provide sustainable delivery of existing services, particularly during this time of CAO transition, are primary.

In turn, staff must continue to fulfill its role as advisors to the Board by reminding the Board of its duty of care regularly, in the form of regular updates as to organizational well-being, and any threats to achieving the goals within this plan, especially if those threats are coming from the Board itself. Staff must also provide the Board with realistic timelines around project completion, and reasonable indicators (at the moment of request if possible) as to when new requests for projects, policies, and initiatives will be able to be fulfilled.

Together, the Board and staff must find ways to keep the focal points of this document at the forefront of their thinking, discussions, and actions as much as possible. One way to do this is to build an agenda item into every meeting to discuss how the organization is functioning in

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relation to this plan. While staff may interact with the concepts of the plan every day, Board members need a method by which to remind themselves of its contents and guidance regularly. Preparations for and enacting of the monthly meeting is the most efficient way to ensure this. There may be other methods that the Board wishes to discuss.