

2019-2022 Strategic Plan Amendments:

**Changes to Strategic Priorities, Advocacy Items,
and Priority Projects Due to COVID-19**

Prepared for:



Board of Directors

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Background

On July 27th and 28th, 2020, the CCRD Board and CAO attended two full days of workshops with Alison Sayers, MA of Sayers Consulting to discuss amendments to the CCRD 2019-2022 Strategic Plan, arising from COVID-19 related resourcing and capacity constraints. The Board also identified advocacy priorities.

It was agreed that organizing the Board's updated priorities by region and service area, and identifying the highest priority projects and advocacy issues within those priorities, would provide the most comprehensive guidance to staff in order to fulfill the budget planning processes for 2021 and the Five Year Financial Plan.

In the interest of clarity and alignment between Board and staff, this document is assumed to replace the previous 2019-2022 Strategic Plan.

It is important to note that the priorities identified in this document are not an exhaustive list of services and projects currently being undertaken by the CCRD. Tables of ongoing services, including a partial list of key projects not reflected in the Board's priorities in the first part of this document, start on Page 10.

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 be particularly mindful to exercise their duty of care for the organization, and be collectively discriminating when considering asking staff to respond to, report on, or support advocacy efforts that are outside of these four priorities and existing service areas.

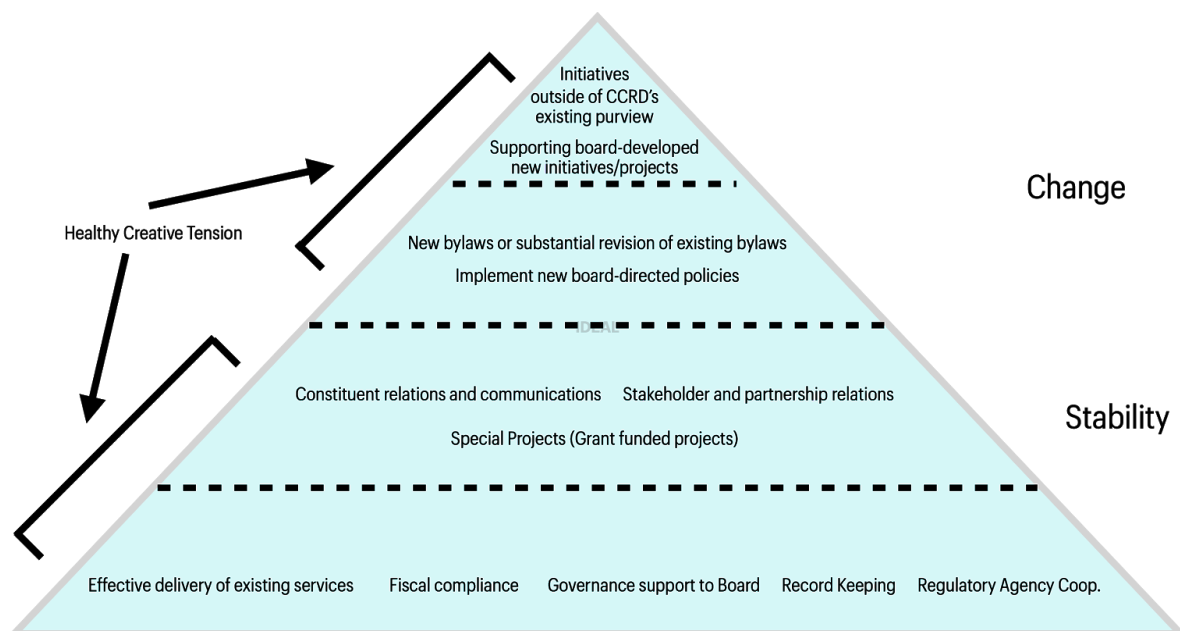
During the workshop, it was discussed that CCRD operates generally in a state of overcapacity for the human and financial resources it has, and these resources have been further stretched due to the pandemic. As a comparison, two local governments in BC with staffs of five are Wells and Lytton, which respectively serve total constituent bases of 217 and 248 people, over very small geographic areas. CCRD's staff of five serves over 3300 people, over a vast and geographically isolated area. Thus, the Board must carefully guard against the tendency to be captivated by constituent needs and interests that, while very worthy, are outside the scope of this framework, and CCRD purview, as this could jeopardize Board duty of care and 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. For CCRD, due to the pandemic and staff turnover, this is currently at around 80%.

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 planning 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 existing priorities and 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"), due to the pandemic these are not "normal" times. Additionally, CCRD has been grappling already with levels of change that tend to be too high for such a small staff and 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 planned new services (ie. Denny Island Water and Hagensborg Water) over the coming years.



Due to COVID-19 related resourcing and capacity constraints, the Board identified the following region-wide priorities:

Governance/Service Priority	Related Strategic Goal (2019-2022)
Land Use and Community Planning <ul style="list-style-type: none"> ● Inner and Outer Coasts <ul style="list-style-type: none"> ○ Official Community Planning ○ Housing Needs Assessments ○ Economic Development 	<i>Effective Community Planning</i>
Fixing Revenue Issues <ul style="list-style-type: none"> ● Inner and Outer Coasts <ul style="list-style-type: none"> ○ Closing taxation gaps <ul style="list-style-type: none"> ■ continuing collaborative work on CCRD's <i>Financing Reconciliation</i> efforts ■ related governance studies for boundary adjustments ○ Updating revenue-related bylaws 	<i>Good Governance and Administration</i>
Government-to-government relations with First Nations <ul style="list-style-type: none"> ● Inner and Outer Coasts <ul style="list-style-type: none"> ○ <i>Financing Reconciliation</i> work ○ Related governance studies for boundary adjustments 	<i>Building Our Capacity</i>
General Operations: <ul style="list-style-type: none"> ● Staff Recruitment, Development, and Retention ● HR restructuring ● Implement new required Public Sector Accounting Standard: Asset Retirement Obligation (ARO) 	<i>Good Governance and Administration</i>
Advocacy Priority	Related Strategic Goal (2019-2022)
Transportation <ul style="list-style-type: none"> - Emergency Medical Evacuations* - Replacement of MV Nimpkish 	<i>Effective Community Planning</i>

**Recent developments in relation to this advocacy item have resulted in a need for CCRD staff to work directly with BC Air Access Program staff to identify priorities for expenditures of new airport infrastructure improvement funds at the Bella Coola Airport. This funding has also been extended to the Bella Bella Airport, which is not a CCRD service.*

Due to legislative and regulatory constraints out of CCRD's control, the Board also identified the following Local Service Area priorities:

Service Area Priority	Related Strategic Goal (2019-2022)
Solid Waste Management (Areas C, D, E) - Prioritized due to non-negotiable regulatory requirements	<i>Improving Our Infrastructure</i>
Hagensborg Water Improvement District Conversion* (Areas C and D) - Prioritized due to non-negotiable legislative requirements and critical timelines	<i>Improving our Infrastructure, Effective Community Planning</i>
Advocacy Priority	Related Strategic Goal (2019-2022)
Revenue <ul style="list-style-type: none"> - Bella Coola Airport: Exclusion of local governments from Canada Emergency Relief Benefit landlord/tenant relief funding - Hagensborg Water Improvement District Conversion: Provincial legislation re. funding for improvement district conversions 	<i>Good Governance and Administration</i>

* Hagensborg Waterworks is not a CCRD service; however conversion is required as a condition of the HWID infrastructure award. Allocation of significant CCRD resources is necessary for conversion and infrastructure project implementation.

Priority Projects by Priority Service Area:

The following tables highlight service area priorities in order to guide staff in developing their Operations Plan for 2021:

Service Area	Priority Project	Related Strategic Goal	Timeline	Required Staff Capacity Actions
Land Use Planning	Update the Bella Coola Valley OCP	<i>Effective Community Planning</i>	2021	OCP process and Bylaws updates require at least one PT temporary staff member and outside consultant(s)
	Update all related bylaws	<i>Effective Community Planning, Good Governance and Administration</i>	2022	See above
	Official Community Planning Projects in the Outer Coast	<i>Effective Community Planning</i>	2022-2023	One PT staff and outside consultant(s)
	Housing Needs Assessments	<i>Effective Community Planning</i>	2020-2021	Consultant hired and paid for through grant funding
Economic Development	Economic Development Re-evaluation	<i>Effective Community Planning</i>	2021	The Ec. Dev. Service should be included and re-evaluated as part of the OCP process; strategic priorities for this service will follow.

Rationale:

COVID-19 has stimulated some real estate purchase projections which indicate that urban dwellers are moving at a more rapid pace into smaller outlying communities. The CCRD Board wishes to be prepared for a possible influx of new residents by updating the Official Community Plan and related bylaws, in particular Zoning bylaws. OCPs are also foundational documents for setting priorities in Economic Development, and addressing the local housing crisis in conjunction with findings in upcoming housing needs assessments.

Service Area*	Priority Project	Related Strategic Goal	Timeline	Required Staff Capacity Actions
Hagensborg Water Improvement District Conversion*	Advocate with the BC Ministry of Municipal Affairs and Housing for key legislative updates to support regional districts undertaking ID conversion	<i>Good Governance and Administration</i>	September 2020 and ongoing if necessary	Continued focus on this advocacy item needs to be defined and discussed at the Board and staff level
	Complete conversion and establish new service	<i>Improving Our Infrastructure</i>	2020-2021	Once the new HW service is established, a service area requisition can occur to support necessary human resourcing
	Transfer of assets and responsibilities to CCRD	<i>Good Governance and Administration</i>	2021-2022	Service area requisition to support necessary human resourcing
	Local community commission feasibility and assent process	<i>Good Governance and Administration</i>	2021	Service area requisition to support necessary human resourcing
	Complete HW system infrastructure upgrade	<i>Improving Our Infrastructure</i>	2021-2023	Service area requisition to support necessary human resourcing
	Identify and pursue unmet Phase 2 infrastructure upgrade funding through new grant opportunities	<i>Improving Our Infrastructure</i>	2021-2023	Service area requisition to support necessary human resourcing

* Hagensborg Waterworks is not a CCRD service; however conversion is required as a condition of the HWID infrastructure award. Allocation of significant CCRD resources is necessary for conversion and infrastructure project implementation.

Rationale:

The Board prioritizes this service area because non-negotiable legislative requirements and critical timelines are at play with this conversion, thus it should be noted that significant

administrative time and attention is needed to fulfill these requirements that are out of CCRD's control. It is anticipated that once the service is established, all three water systems - Bella Coola Water (existing), Denny Island Water (new), and Hagensborg Water (pending) - will require review, and may require additional human resourcing.

Service Area	Priority Project	Related Strategic Goal	Timeline	Required Staff Capacity Actions
Solid Waste Management	Conformance review and compliance	<i>Good Governance and Administration; Improving Our Infrastructure</i>	2020	This is a non-negotiable top priority for this service area; the Board-endorsed Solid Waste Management Plan always guides top priorities for this service.
	Bylaw updates	<i>Good Governance and Administration</i>	2021	SWM bylaw updates to be prioritized, occurring before completion of Official Community Planning and subsequent bylaw update processes
	Composting facility design and construction	<i>Improving Our Infrastructure</i>	2021	Matching funds are needed for approved composting grant.

Rationale:

The Board prioritizes the conformance review and compliance, as guided by the Board-endorsed Solid Waste Management Plan, as a top priority for the service area due to non-negotiable provincial regulatory constraints. Bylaw updates are also critical to conformance and service sustainability. The Board wishes to explore a bylaw framework that supports landfill user fees being increased gradually/incrementally, in particular with regards to commercial landfill inputs. The next Board priority is the composting facility project in light of ongoing safety, conflict, and political issues related to human-bear confrontations and interactions, and the possibility of CCRD being able to sell the compost as a new revenue stream. As well, organics are a potential primary source of toxins entering into the water table.

Other Priority Projects

There are several priority projects that the Board would like to prioritize within the overall ongoing projects in each service. These are as follows:

Service Area	Priority Project	Related Strategic Goal	Timeline	Required Staff Capacity Actions
All Service Areas	Implementation of new required Public Sector Accounting Standard: Asset Retirement Obligation	<i>Good Governance and Administration</i>	2022 -2023 and ongoing	Identify, assess, & estimate asset retirement obligations across all services; additional resources may be needed to implement and maintain new required standard
Bella Coola Airport	1) Return of Operations Certificate 2) Allocation of infrastructure funding through BC Air Access program*	<i>Improving Our Infrastructure</i>	2020 2020 - 2022	1) This is a non-negotiable item mandated by Transport Canada regulations, that must be met by November 2020; 2) See Page 4*
Denny Island Airport	Terminal Roof Repairs	<i>Improving Our Infrastructure</i>	2021	Continue to follow guidance from the Denny Island Airport Commission
Centennial Pool	Renewal of Centennial Pool Facility	<i>Improving Our Infrastructure</i>	2021	Timeline dependent on success of RFP and pandemic-related public health guidelines over the next 6-12 months
Denny Island Recreation	Amendment to establishing bylaw to redraw service area boundaries to include Denny Island Only	<i>Good Governance and Administration</i>	2021	Administration to request guidance from Ministry of Municipal Affairs and Housing
Bella Coola Fire Protection	Volunteer Acknowledgment	<i>Building Our Capacity, Good Governance and Admin.</i>	2021	Timing and format dependent on public health guidelines in 2021

*Recent developments in relation to this advocacy item have resulted in a need for CCRD staff to work directly with BC Air Access Program staff to identify priorities for expenditures of new airport infrastructure improvement funds at the Bella Coola Airport. This benefit has also been extended to the Bella Bella Airport, which is not a CCRD service.

Other Projects

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

Service Area	Key Project(s)
Denny Island Water (portion of Area A)	Construction of new water system
Emergency Management (All Electoral Areas)	Bella Coola Valley Risk Assessment and Flood Mapping/Modeling; Cultural Safety and Humility Training; Community Wildfire Protection Plan; Tripartite MOU with Nuxalk Nation and EMBC
Bella Coola Valley Parks and Recreation (Areas C, D, E)	Great Bear Playgrounds Initiative
Bella Coola Water (portion of Area E)	Asset management and capital works

List of Services with Electoral Area(s)*

Service	Electoral Area(s)
Land Use Planning	All Electoral Areas
Community Economic Development	All Electoral Areas
Grant In Aid	All Electoral Areas
Emergency Management	All Electoral Areas
Library	All Electoral Areas
Feasibility Studies	All Electoral Areas
General Operations and Administration	All Electoral Areas
Denny Island Water	A
Denny Island Recreation	A
Denny Island Airport	A
Hagensborg Water ID Conversion	C, D
Solid Waste Management	C, D, E
Bella Coola Parks and Recreation	C, D, E

Bella Coola Airport	C, D, E
Centennial Pool	C, D, E
Street Lighting	C, D, E
House Numbering	C, D, E
Bella Coola Fire Protection	D, E
Bella Coola Water	E

**as outlined in CCRD's 2017 Service Delivery and Governance Study*

List of Electoral Areas with Services*

Electoral Area	Services
A	<ol style="list-style-type: none"> 1. Land Use Planning 2. Emergency Management 3. Community Economic Development 4. General Operations and Administration 5. Feasibility Studies 6. Grant In Aid 7. Library 8. Denny Island Water 9. Denny Island Airport 10. Denny Island Recreation
B	<ol style="list-style-type: none"> 1. Land Use Planning 2. Emergency Management 3. Community Economic Development 4. General Operations and Administration 5. Feasibility Studies 6. Grant In Aid 7. Library
C	<ol style="list-style-type: none"> 1. Land Use Planning 2. Emergency Management 3. Community Economic Development 4. General Operations and Administration 5. Feasibility Studies 6. Grant In Aid 7. Library 8. Hagensborg Water ID Conversion 9. Bella Coola Parks and Recreation 10. Bella Coola Airport

	<ul style="list-style-type: none"> 11. Street Lighting (Hwy 20) 12. House Numbering
D	<ul style="list-style-type: none"> 1. Land Use Planning 2. Emergency Management 3. Community Economic Development 4. General Operations and Administration 5. Feasibility Studies 6. Grant In Aid 7. Library 8. Hagensborg Water ID Conversion 9. Bella Coola Parks and Recreation 10. Bella Coola Airport 11. Street Lighting (Hwy 20) 12. House Numbering
E	<ul style="list-style-type: none"> 1. Land Use Planning 2. Emergency Management 3. Community Economic Development 4. General Operations and Administration 5. Feasibility Studies 6. Grant In Aid 7. Library 8. Bella Coola Water 9. Bella Coola Parks and Recreation 10. Bella Coola Airport 11. Street Lighting (Hwy 20, Townsite) 12. House Numbering

**as outlined in CCRD's 2017 Service Delivery and Governance Study*

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. And, while Board presence at political tables that have impact outside the CCRD region are important for the organization's networking and overall success, the unique challenges for CCRD at this time deserve Board members' primary focus and attention be turned homeward towards the health and well-being of

their own organization, and support of their own staff in their efforts to provide sustainable delivery of existing services.

In turn, administrative 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. 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 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.