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Central Coast Regional District
2022-2026 Strategic Plan

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INTRODUCTION

BD Carruthers and Associates was engaged by the CCRD to facilitate the development of a corporate strategic plan for the 2022-26 term of office. The following strategic plan framework reflects the input and perspectives provided by Directors and staff in workshops on May 9/10. The participants engaged in thoughtful and strategic discussions on the various elements of the strategic plan and the information received was sorted, analyzed, and prioritized, and has informed the structure and content contained in this report.

OUR REGION, OUR FUTURE

Situated along the stunning central coast of British Columbia, the Central Coast Regional District is a geographically isolated area blessed with abundant natural beauty. This remarkable landscape not only supports a thriving economy but also provides a breathtaking backdrop for both residents and visitors alike. The region's vibrant communities are deeply rooted in the rich history of its First Nations, and the pioneering spirit of those who settled here continues to shape our identity. Independence, perseverance, and diversity are cherished values that define our region. We honor the traditional and unceded territories of the Heiltsuk Nation, Nuxalk Nation, and Wuikinuxv Nation as well as the Kitasoo/Xai'Xais Nation and Ulkatcho Nation in which we operate, live, and play.

The Central Coast region is defined by its diverse and spectacular natural environment, encompassing the rugged coastal mountains, rivers, and inlets of the mainland and the outer coast islands and marine environments. First Nations communities have occupied the lands and waters of the region since time immemorial and have a great influence on the culture and economy of the region. Communities in the region are remote and a considerable distance by air, road, and/or ferry from the closest major centres. Although this can result in some transportation challenges and inconveniences, it helps to maintain the unique rural character and associated lifestyle of the region. The region offers diverse opportunities to operate a business or practice a vocation and there is a sense of freedom and autonomy not found in more developed, urban areas of the province. While housing is relatively affordable compared to other areas, housing supply is limited and creates an unsustainable roadblock for growth. New connectivity improvements create unrealized potential for residents, the region, and businesses. The forestry sector continues to play an important role in the region's economy, and there is a growing tourism sector with services that assist visitors to access and enjoy the diverse nature, landscapes, and attractions of the Central Coast.

As we envision the future, the changing demographics reflect a growing demand for more housing, recreation, and economic development within the region. Our residents yearn for enhanced

recreational facilities and opportunities, an increased supply of housing, healthcare services, and improved transportation options that are both dependable and affordable.

The colonial governance structure could evolve thanks in part to the previous advocacy efforts of the Regional District board, seeking to promote inclusivity by advocating for changes to the Local Government Act to give the Nuxalk and Heiltsuk Nations a seat on the board without the need for a treaty. We will continue to strive to create an inclusive, supportive, and mutually beneficial relationship with the First Nations whose traditional territory we operate.

OUR ROLE

As a Board of Directors, it is our role to ensure that the services we provide are responsive to the needs and desires of our citizens and contribute to the liveability of our communities. As Directors, we work to inform and educate the public and serve as a conduit of information between our citizens and the Board. We advocate for solutions to issues and challenges that impact our region, and we foster relationships with First Nations and community organizations so that we can work cooperatively on common interests and goals.

OUR COMMITMENTS

As a Board and as individual Directors, we will strive to:

- make decisions based on the common good;
- lead by example in our actions and conduct;
- be transparent and open in our decision-making;
- be prepared and have an open mind when making decisions;
- respect the capacity of our staff; and
- respect the distinct roles of elected officials and staff

PURPOSE OF THE STRATEGIC PLAN

The strategic plan was developed by the Board of Directors to establish a collective direction for the regional district and ensure that our decisions, activities and policies are connected, and in alignment with the Board's goals and objectives. The plan will help focus and prioritize the use of our resources, while considering the capacity of our staff. It will also serve as a communication tool to inform our citizens and help advance our goals with external partners. The plan will inform the development of our annual budgets and departmental work plans. Quarterly reports to the

Board will allow us to review, communicate, and celebrate progress in achieving our goals and update the plan as necessary.

STRATEGIC FOCUS AREAS

1. *First Nations Relations*

Goal

To enhance our dialogue and relationships with Nuxalk, Wuikinuxv, and Heiltsuk First Nations to enable us to work more closely together and support each other on issues of mutual interest.

Why?

Establishing dialogue and fostering relationships will help to build trust and understanding and create a positive environment in our community. Working together on common interests can optimize our collective resources, reduce redundancies and achieve better outcomes for our communities.

OBJECTIVES:

- 1.1 Continue participation in the Inclusive Regional Governance Program to identify and advance opportunities for First Nations participation in regional governance.
- 1.2 Explore hosting a Board meeting within the Nuxalk community to foster awareness and understanding of CCRD governance with Nuxalk community members.
- 1.3 Advance discussions regarding the development of engagement protocols to guide and support government to government collaboration and communication.
- 1.4 Investigate the establishment of a liaison position(s) to enhance communication and collaboration with Nuxalk, Wuikinuxv, and Heiltsuk governments.

2. *Responsive Services*

Goal

To provide services that are responsive to the unique and evolving needs of our citizens and our communities.

Why?

Providing responsive services will enhance the liveability and quality of life in our region and enable us to retain and attract residents, businesses, and investment.

OBJECTIVES

- 2.1 Investigate the feasibility of 911 call-answer service for the Valley and Outer Coast to enhance access to emergency services.
- 2.2 Investigate community interest in, and potential options for a ‘good neighbor’ bylaw to regulate nuisance activities and/or conditions.
- 2.3 Identify and pursue recreation amenity needs in conjunction with the Official Community Plan review.
- 2.4 Conduct feasibility study for public wharf access on Denny Island to ensure continuity of public access to upland properties.

3. *Asset and Infrastructure Management*

Goal

To manage our assets and infrastructure in a cost-effective and sustainable manner.

Why?

The CCRD has a significant investment in assets and infrastructure that provide essential services to our citizens and communities. We have a responsibility to plan for and manage our assets effectively to ensure reliability, continuity of service and affordability.

OBJECTIVES

- 3.1 Explore funding opportunities to support the establishment of a formal asset manager program.
- 3.2 Complete asphalt overlay of Bella Coola Airport runway to ensure the safety, integrity and viability of critical transportation infrastructure.
- 3.3 Complete the Denny Island and Hagensborg water systems in order to provide a reliable and safe supply of potable water for each community.
- 3.4 Complete the Centennial Pool refurbishment project to enhance service to community and ensure long-term operability of the facility.
- 3.5 Develop a sustainable financial strategy to stabilize the landfill facility.

4. Advocacy

Goal

To advocate with provincial ministries to ensure the unique needs and challenges of the region are represented and adequate resources are made available to sustain existing services and support new and increasing expectations of local government.

Why?

The unique needs and challenges of our region may not be understood or appreciated and we are consistently faced with financial challenges in delivering mandated services and responding to new requirements and regulations imposed by the provincial government. It is important that we communicate our issues effectively and advocate for equity in the services we receive.

OBJECTIVES

4.1 Invite key ministers to visit the region to observe and discuss the various challenges related to delivering core services and responding to increasing requirements and expectations.

4.2 Develop and initiate advocacy strategies for the following topics:

- Transportation – Ferry subsidies and service configuration, mail service to Ocean Falls, Denny Island dock
- Legislative reform – LGA, alignment with BCDRIPA
- Eligibility for Northern Living Allowance
- Seniors' housing/availability of Crown land for housing needs
- Service level from BC Ambulance Service
- Sustainable funding for core CCRD services
- Provincial support to stabilize the landfill service.

