



AGENDA ITEM SUMMARY

TO: Chair and Directors, Cariboo Regional District Board

FROM: Janis Bell, Chief Administrative Officer DATE: November 30, 2010

DATE OF MEETING: December 10, 2010

SHORT SUMMARY: Report on the results of the October 6, 2010 Joint Cariboo Regional District/Municipalities Strategic Planning Session

VOTING: Corporate - Unweighted

MEMORANDUM: Attached please find the report on the results of the October 6, 2010 joint strategic planning session of the Cariboo Regional District Board and member municipal Councils. The report contains a series of short and medium term objectives aligned with the Corporation's overall long term strategic goals. It also identifies a number of issues that require direct political lobbying as well as some areas of interest requiring indirect political lobbying. The report also contains proposed timelines for the short term goals which in some cases will not be achieved due to other work priorities.

It is recommended that the report be endorsed and that the following action be taken:

- 1) That the short term goals be included as Corporate Priority 1 goals;
- 2) That the medium term goals be included as Corporate Priority 2 goals; and
- 3) That the full report be included as a section within the Corporate 2011 business plans.

ATTACHMENT: Strategic Priorities for the Cariboo Regional District 2010/2011

POLICY IMPLICATIONS: n/a

FINANCIAL IMPLICATIONS: n/a

Reviewed by CFO:

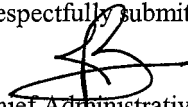
OPTIONS:

1. Receipt only
2. Receipt and endorse
3. Receipt and further action at the discretion of the Board

RECOMMENDATION: That the agenda item summary dated November 30, 2010 from Janis Bell, Chief Administrative Officer, with attached report entitled Strategic Priorities for the Cariboo Regional District 2010/2011, be received. Further, that the report be endorsed and that:

- 1) the short term goals be included as Corporate Priority 1 goals;
- 2) the medium term goals be included as Corporate Priority 2 goals; and
- 3) the full report be included as a section within the Corporate 2011 business plans.

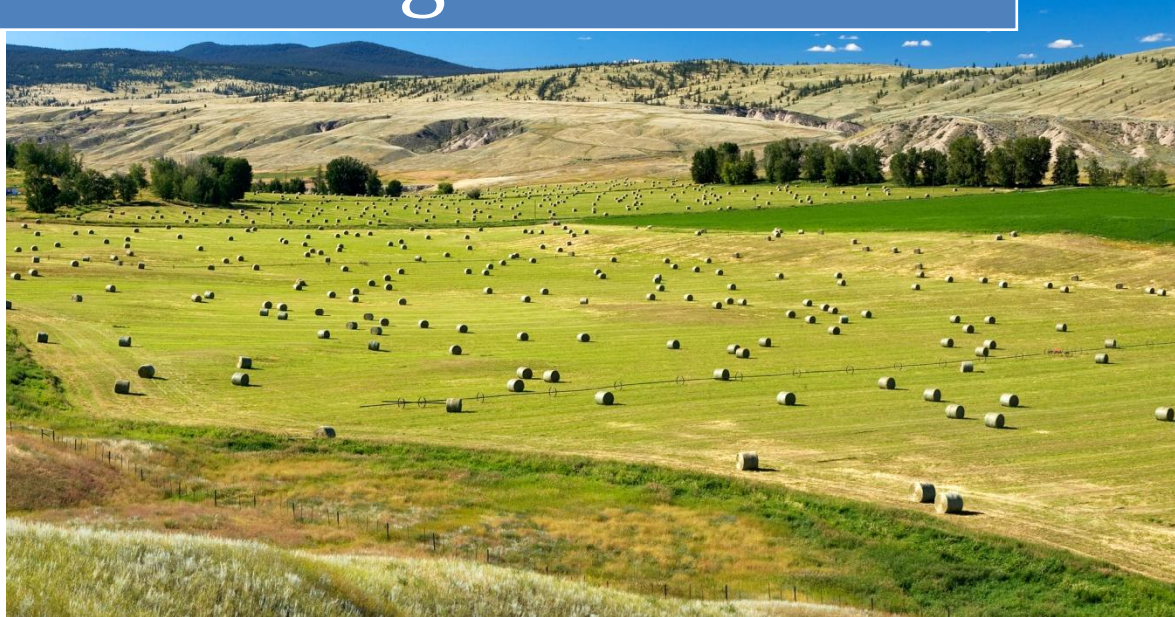
Respectfully submitted,

A handwritten signature in black ink, appearing to be a stylized 'B' or similar character, positioned above the title.

Chief Administrative Officer

2010/2011

Strategic Priorities for the Cariboo Regional District



Kevin Brown Communications

S. Clark and Associates

10/1/2010

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Overview of Process

Representatives of the Cariboo Regional District Board and member municipal Councils (collectively the "Region") participated in a one day strategic planning session on Wednesday October 6, 2010. A list of participants is included as Appendix I of this document.

The planning session was designed to strategically evaluate issues of concern to the region and to develop an action plan to deal with those issues that are of highest priority. The focus of the morning session included the following:

- A situation overview to determine strengths, opportunities, threats and weaknesses that affect the CRD.
- A high level review of priorities determined during the 2009 Strategic Planning session and their status.
- Emerging issues that have been identified since the last strategic planning session.
- External influences that may impact the ability to affect change.

Summaries of topics discussed during the morning sessions are included as Appendix II - IV.

The second step of the planning exercise was designed to evaluate the discussion points that had been identified earlier in the day. Participants worked to evaluate the issues as they relate to the following criteria:

- Has the issue been dealt with since the last strategic planning session?
- Is the issue still important to the economic and social well being of the CRD and its constituents?
- Is the solution to this issue within the purview of local government?

The third step was to review the evaluated list of issues to determine:

- Whether the issue is still of high priority to the CRD.
- Whether the issue is more appropriately dealt with as a lobby issue or as a staff project.
- Whether the resources are available to effectively work on the identified issue.

Finally, participants were asked to rate the issues according to priority. The following tables summarize the decisions made.

Strategic Priorities - Action List

The following table identifies issues that require an action by CRD staff or Board. Participants agreed that only 5 topics should receive a "short term" priority designation to ensure resources are available to achieve success.

It was acknowledged that staff are currently working on a procedure bylaw, developing internal policy, and activating a new Audit Committee. Time allocated to these activities must be considered when determining 2010/2011 strategic priorities.

Short term priority 1	Emergency Planning and Response		
Activity	Description	Responsibility	Timeline
Determine the total cost of staff time during emergency response.	Include the cost of staff time provided by municipalities and First Nations to ensure an accurate picture of resources required during an emergency event.	CRD staff	Q4 - 2010
Look for existing research on evacuation routes for Anahim Lake.	Take existing research to a Community to Community Forum (C2C) for support prior to developing a lobby strategy.	CRD staff	Q4 - 2010
Participate in a C2C Forum with neighbouring First Nations	Funding has been applied for and approval is anticipated in time for a meeting in early 2011. Ensure discussion around Emergency response is on the agenda for this meeting.	CRD staff	Q1 - 2011
Develop a lobby paper in support of more realistic Provincial financial assistance for staffing costs during an emergency response	The lobby paper would ideally be a product developed from C2C participant input. This would ensure a consistent approach from Cariboo Chilcotin communities when speaking to other levels of government.	CRD staff	Q1 - 2011
Develop a community emergency template.	In order to effectively engage residents and communities in emergency planning, community based issues and values must be addressed in advance of emergencies occurring. Once a standardized template has been developed, it will be used to undertake community-specific planning.	CRD staff	Q2 - 2011

Short term priority 2	Greenhouse Gas Emissions		
Achieve Corporate Carbon Neutrality	This is a legislated requirement and currently underway	CRD staff	Q2 - 2011
Develop climate change adaptation strategies	This is another component of the long term goal of implementing a regional development strategy being undertaken in partnership with the Fraser Basin Council through funding provided by the Western Economic Diversification program.	CRD staff	Q3 - 2011
Short term priority 3	Cariboo Chilcotin Beetle Action Committee		
Schedule a presentation from CCBAC regarding fund allocation process	\$1 million in funding has been announced by the CCBAC. Take steps to ensure funding aligns with CRD priorities	CRD staff	Q4 - 2010
Short term priority 4	National Forest Capital Designation		
Maximize regional benefit of national forest capital designation.	Ensure enough staff time is dedicated to ensure initiatives underway are successfully implemented and new initiatives developed to reflect a successful National Forest Capital reign	CRD staff	2010/2011 ongoing
Short term priority 5	Revenue diversification research report		
Complete revenue diversification research report for Board approval	Research report is underway. Board approval is required so that the report can become a lobby tool.	CRD staff	Q1 - 2011

Medium priority 1	Emergency Response		
Adding value to emergency response	The CRD must carve out its role in emergency planning and response to ensure that it adds value to the process and the communities that are impacted	CRD staff and Board	
Resource Allocation	The impact of emergency response on corporate priorities is considerable. Work with other local government jurisdictions to develop resource assistance protocols.	CRD staff	
Prioritization of Board goals	Due to the impacts extended emergency events have on other corporate priorities, the Board must carefully prioritize its goals to ensure staff have clear direction on what goals require the most significant attention in the event that all goals cannot successfully be achieved as a result of resources allocated to emergency response.	CRD Board	
Medium priority 2	Stakeholder participation		
Research best practices around constituent engagement, volunteer support and other communications.	Determine the role of social media and policy around the use of Facebook, Twitter and other social media. Develop an implementation and monitoring plan. Seek ways to increase community, stakeholder and individual engagement in local government activities. Support community volunteers through communication activities	CRD staff	2011 ongoing

Political Lobby - Topics of Concern

The following table lists only those issues that were considered a "direct lobby initiative", or one that requires scheduled meetings to address concerns with regard to the topic. These topics were considered by all participants as issues that should be pursued.

Direct Lobby Initiative	Description	Responsibility	Timeline
Funding for the Quesnel and District Multi-Centre	This item has previously been identified as an area of priority for the CRD	M. Sjostrom/T Armstrong	Ongoing
Quesnel Dangerous Goods Route	A route has been determined and community buy in has been achieved. A business plan is required before the project can be moved to the next level.	M Sjostrom/T Armstrong.	Ongoing
Legislative Change	Continue to lobby for powers for Regional Districts that are consistent with those of the municipalities	A. Richmond	Ongoing

A separate table has been provided to capture and record other items that were considered an indirect lobby that might be pursued when the opportunity arises. These items were deemed an "indirect lobby", either because they were considered less important, outside of local government scope, or did not receive consensus at the strategic planning table. No responsibility or timeline has been allocated to these issues.

Indirect Lobby Initiative	Description
Broadband	Status of implementation of the "last mile" for rural communities/residents.
Pursue Relief for Small Seasonal Resort Operators	Operators of small seasonal resorts are finding it increasingly difficult to handle rising levels of property taxation. A CRD resolution to review the taxes charged to seasonal resorts was not successful, however, further lobby efforts are required.
Downloading	A general disapproval of real and/or perceived downloading of responsibilities to local governments
Completion of the Cariboo Connector	Ongoing support for the completion of the Cariboo Connector. There may be value in meeting with the Trans Canada Highway Association Board of Directors to determine whether there might be an opportunity for mutual support.
Rail transportation	The need for strong north/south rail infrastructure was noted as an important economic tool to maximize opportunities created by the port in Prince Rupert and the growing Asia Pacific markets.
Small communities funding formulas	The inability of small communities to fund larger projects with existing population based formulas

Indirect Lobby Initiative (cont)	Description
Anahim Lake/Vanderhoof evacuation route	Chilcotin residents were stranded twice during 2010 as a result of fires and floods. An alternate evacuation route is required to ensure public safety. The Anahim Lake/Vanderhoof connector road could provide that safety alternative with minimal construction and improvement.

Areas of Interest to be Monitored

The following table outlines issues that are of interest to the CRD Board but no further action is required at this time.

Item of interest	Description of activity	Responsibility
CCBAC fund allocation	Monitor process to determine alignment with CRD strategic priorities	CRD staff
Status of UBCM resolutions	Track process and provincial response to determine whether the issues need to be brought forward as an active priority	CRD staff
UBCM Rural Road report	Track process and provincial response to determine whether further action is required	CRD staff
Canada 2015 Winter Games	Monitor progress and planning to determine areas of opportunity for the CRD	CRD staff

Next steps:

This document is intended to be organic in nature and action items will be implemented by priority as time permits. If circumstances change it is understood that priorities will shift accordingly.

The next planning session will be held in the Spring of 2012. It will be primarily an orientation session for the benefit of newly elected directors, but will include an overview of the current strategic plan and how it relates to budget prior to budget adoption in March 2012. The next opportunity to address and modify the Strategic Plan itself will be scheduled for Fall of 2012. The CRD Board will be able to continue on an annual schedule and schedule an update session for Fall of 2013 but will not conduct a formal review session in the fall of 2014 as it is an election year.

It was noted that the Strategic Planning Schedule needs to consider conference schedules and other external factors and that a Saturday session right after an existing Board meeting might be more convenient for most Board members.

Appendix I

Attendees (arranged alphabetically)

Elected Officials:

Ted Armstrong – Electoral Area Director
Deb Bischoff – Electoral Area Director
Mitch Campsall (Mayor) - Municipal Director, District of 100 Mile House
Alex Driscoll – Alternate Director
Art Dumaresq – Electoral Area Director
Roberta Faust – Electoral Area Director
Jim Glassford - Electoral Area Director
John Massier - Electoral Area Director
Steve Mazur - Electoral Area Director
Bruce Rattray – Electoral Area Director
Al Richmond – Chair
Lori Rutenburg – Councillor, City of Quesnel
Mary Sjostrom(Mayor) – Municipal Director, Mayor, City of Quesnel
Joan Sorley – Alternate Director
Jay Vermette (Mayor)– Municipal Director, Mayor, District of Wells
Virginia Wilkins – Councillor, District of Wells check
Sue Zacharias – Councillor, City of Williams Lake alternate

Staff:

Janis Bell – CAO, Cariboo Regional District
Kerry Boulton – CFO, City of Quesnel
Gary Champagne – CAO, District of Wells
Rick Hodgson - Deputy CAO, Cariboo Regional District
Jeff Norberg - Acting CAO, City of Quesnel

Sundance Topham – Deputy CAO, District of Wells

Facilitation Team:

Kevin Brown, Kevin Brown Communications
Sue Clark, S. Clark and Associates

Appendix II

Assessment of Strengths and Weaknesses/Opportunities and Threats (SWOT Analysis)

Strengths/opportunities:

The potential for increased tourism

Wood pellet production/market is growing

The need to diversify the economy

A culture has developed where municipalities and the RD automatically check to see if interests align.

Threats/challenges:

Public tends to take a negative view of building debt with new projects. Looking to LG's to maintain existing infrastructure.

Increasing costs for waste management/challenges of rural recycling programs.

Decreasing assessments resulting in reduced borrowing power.

The potential for decreased Annual Allowable Cut and the resulting impact on the community tax base.

Climate change and its affect on emergency services

Downloading from the Province and its effect on local government resources

Requirement to meet "green targets/green initiatives" which often don't fit rural areas.

Might need to lobby provincial government to make sure that they understand green initiatives such as transit don't really fit rural areas.

External influences that may influence policy makers

How the HST debate might affect business

The potential for a federal election in the next 12 months

An aging demographic

A lower than average annual income in the region

How First Nations relationships affect economic development

Other discussion points related to the SWOT analysis.

Many of the threats identified do not fall under the responsibility of the Regional District but must be considered when developing a strategic plan.

It is critical to ensure staff resources are available for emergency services when required

There may be value in providing fewer services to keep the costs down.

Local government election in 2011.

Appendix III - Priorities identified during 2009 Strategic Plan

Issue/action item	Status	Timeframe
Regional Development Strategy	Framework is completed; report expected shortly	Ongoing part of a 5 year program
Strong Regions report initiatives	Ministry has expressed an interest in working with CRD on implementation	First meeting with Ministry scheduled for November 2010
Economic Revitalization and Social Forums	Complete	
First Nations (FN)relations	Relationship currently exists for emergency planning but there is a need for a broader planning relationship	
Reduction of tax projections	Complete	
Broadband	Ongoing	
Prosperity Mine	Ongoing	
Phase 2 of College	Complete	
Establish priority setting process	Complete	Not applicable
Update CRD agenda format to include FN impact considerations	In progress	Q1 - 2011
Establish Audit Committee to assess administrative processes	Complete	Not applicable
Policy and Procedures update	In progress	Ongoing

Appendix IV - Emerging Issues

Issue/action item	Issue/action item	Issue/action item
Solid Waste Management Plan (Waste to Energy/District heating opportunities)	Legislative Changes (Ministry is actively involved/streamlining RD processes)	Regional economies. The shift in industrial assessments and how to replace tax base
How to feed rural taxes into the municipal tax base for infrastructure	How to fund structural deficit	The Asia Pacific Corridor - need transportation infrastructure to advance economic development
How to leverage Chinese tourism/exploit Barkerville connection	Marketing lumber exports to China	Collaboration with neighbouring RD's and Industry where appropriate
Benefitting from Canada Winter Games in 2015 in PG	Taking advantage of National Forest Capital designation	Adding value to emergency planning and response
Transportation and the need for an alternative dangerous goods route on Highway 97/joint planning	Funding for the Quesnel and District Multi-Centre.	Prioritizing of Board Goals to accommodate resource allocation in an emergency
Determining what the CCABC funding of \$1 million means to the CRD	Using Social Media as an effective strategic engagement tool	The obligation to pursue climate change and greenhouse gas initiatives.

Appendix V - Strong Regions Strategic Initiatives

The Region reconfirmed its support for the Strong Regions strategic initiatives report, from which flow the short and medium term goals. The overall report confirms the long term strategic direction of the region.

Long-term priorities	Strong Regions	Responsibility
Regional Development Strategy	<p>Continue work on the regional development strategy incorporating the following components:</p> <ul style="list-style-type: none"> - Collaboration - First Nations relations - GHG-adaptation strategies - Liveable regions <ul style="list-style-type: none"> - Crime rates/grow ops - Clean air - Clean water - Clean energy - Strong diverse economy - Connective infrastructure, transportation links, services - Low taxes 	CRD staff and board
Waste to Energy	Pursue opportunities for waste to energy solutions such as district heating, refuse derived fuel, etc. to meet objectives of the Solid Waste Management Plan, to create additional revenue streams, to reduce costs of solid waste, to reduce environmental impacts of landfilling, to reduce GHG emissions, to create opportunities for regional carbon credits, to create safe communities through increase fuel mitigation efforts to reduce threats of interface fires.	CRD staff
Legislative Changes	Continue to work with Ministry staff and Regional District task force initiatives to identify legislative impediments to governance, partnerships , etc.	CRD staff and Board
Regional Economy	Pursue legislative changes to facilitate a regional economy such that all communities benefit from the economic growth of the region.	CRD staff and Board
Revenue Stream Diversification	Research to be prepared as a short term goal, however, significant lobbying will be required to obtain senior government buy-in to potential revenues sharing opportunities over the long term.	CRD staff and Board
Asia-Pacific Gateway/Corridor	<p>Transportation</p> <ul style="list-style-type: none"> - Cariboo Connector - Quesnel Dangerous Good Route - Rail Connectivity <p>Forest industry Import/export opportunities Tourism Opportunities</p> <ul style="list-style-type: none"> - Barkerville - Twinning - 2015 Canada Winter Games 	CRD staff and Board