



CENTRAL COAST REGIONAL
DISTRICT INTEGRATED
STRATEGIC PLAN 2015–2019

Adopted & Endorsed:
March 12, 2015

An aerial photograph of a mountain valley. In the foreground, a dark blue lake is surrounded by dense green forest. The middle ground shows a steep, rocky slope with patches of snow and more forest. In the background, a large mountain peak is visible, partially covered in snow under a blue sky with some clouds.

FOREWORD

The Central Coast Regional District is very appreciative and grateful for all participation, support and advice from everyone involved with creating the Integrated Strategic Plan 2015—2019. The CCRD would like to extend special acknowledgment to the following:

- The communities of the CCRD
- To everyone who attended the Outer Coast Open House and the Bella Coola Valley Open House
- The Board of the CCRD, including Board members from 2011—2014 and Board members from 2014—2018
- CCRD Administration
- Krista Ediger (Local Government Management Intern)
- Photo credit to BCVT/Michael Wigle

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OUR VISION

An inclusive, resilient & sustainable group of communities thriving within a locally influenced, safe, healthy and natural environment

OUR MISSION

To foster the sustainable socioeconomic and environmental well being of the Central Coast through the professional & efficient delivery of mandated regional & community services

CORE VALUES

Accountability, Transparency, Good Governance, Professionalism, Integrity, Productivity, Sustainability, Inclusiveness, and Resilience

CORE STRATEGIES

ECONOMIC DEVELOPMENT – GOAL 1

- Implementation of the Economic Development Plan

ASSET MANAGEMENT – GOAL 2

- Aging Infrastructure

COMPLETION OF FEASIBILITY STUDIES – GOAL 2

- Townsite Waste Water
- Shearwater Water

UPDATING INFORMING PLANS – GOAL 1 & 2

- Solid Waste Management Plan
- Official Community Plan
- Economic Development Plan
- Emergency Management Plan
- Asset Management Plan

GOVERNANCE – GOAL 3

- Updating Bylaws & Policies
- Intergovernmental Protocols
- Restructure/Electoral Area Boundary Discussion

COMMUNICATION – GOAL 3

- Implementation of the Communication and Engagement Plan Objectives

ORGANIZATIONAL CAPACITY DEVELOPMENT – GOAL 4

- Workforce planning
- Succession planning

MANDATED SERVICES

First Category: provide services such as fire protection, waterworks, and street lighting to residents in rural areas. These services are generally confined to geographical areas.

Second Category: provide services to larger geographic area where it is not practical to duplicate the service for each area. Examples include land use planning, economic development, and library services.

Third Category: the Board to attempt to influence, through advocacy, federal and/or provincial governments for benefits of central coast residents.

MONITORING & EVALUATION

Will include staff monthly reports to the Board and through the Annual Report

1. Effective
Planning &
Implementation

2. Investment &
Support for Public
Infrastructure &
Services

GOALS

3. An Enhanced &
Strengthened
Region

4. Organizational
Capacity
Development

Goal 1

Effective Planning & Implementation

Objectives and Strategies

1.1 Foster personal community & regional resilience to natural & accidental disaster through comprehensive & responsible Emergency Management

1.1.1 Fulfill our responsibilities for Emergency Management

1.1.2 Maintain an Emergency Executive Committee (EEC) to direct emergency planning activities

1.1.3 Complete a Comprehensive review and update of the Emergency Management Plans

1.1.4 Implement our Emergency Management Plans as required

1.2 Provide land use planning & implementation that is responsive to the community

1.2.1 Conduct thorough review of land use planning

1.2.2 Complete a comprehensive review of land use planning

1.3 Ensure we constantly pursue timely, realistic & achievable economic development programming

1.3.1 Ascertain/secure long-term economic development core program funding

1.3.2 Prepare and implement a multiyear economic development strategy

1.3.3 Prepare and implement an Economic Development Plan

1.4 Ensure long term sustainability of solid waste management

1.4.1 Complete a comprehensive review and update of the Solid Waste Management Plan

GOAL 2

Investment and Support for Public Infrastructure and Services

Objectives and Strategies

- 2.1 Plan and/or manage reliable and cost effective mandated services that meet current and future requirements
 - 2.1.1 Ensure the Thorsen Creek Landfill life cycle is optimized and directed efficiently
 - 2.1.2 Complete a long-term Development Plan for the Bella Coola Airport, inclusive of capital and operating budgets
 - 2.1.3 Develop and complete an Asset Management Plan
 - 2.1.4 Continue on completion of feasibility studies of Townsite Waste Water, and Shearwater Water
- 2.2 Provide sustainable and quality service levels for all leisure functions
 - 2.2.1 Consult with and then lobby for enhanced library service delivery (e.g. Electoral Area A) through our library representative
- 2.3 Lobby senior governments and their crown agencies for continuous maintenance, improvements and scheduling of regional transportation infrastructure
 - 2.3.1 Continuously interface with the Central Coast representatives of the North Coast Ferry Advisory Committee (NCFAC) and jointly plot tactics to ensure all coastal ferries remain operative and meet our region's requirements
 - 2.3.2 Strongly advocate our region's position on roadways and highways with applicable authorities and agencies (e.g. Regional Transportation Advisory Committee (RTAC), BC Ministry of Transportation and Infrastructure (MoTI))
 - 2.3.3 Continuously liaise with Denny Island Airport Commission and Bella Coola Airport Stakeholders group and upon request advocate our position with aviation authorities, such as Transport Canada, in order to ensure sustainability

Goal 3

An Enhanced and Strengthened Region

Objectives and Strategies

3.1 Implement the Communication and Engagement Plan

3.1.1 Publish and distribute periodic reports on Integrated Strategic Plan progress and accomplishments

3.1.2 Continually develop our external communication and understanding of our organization

3.2 Continually strengthen intergovernmental relationships

3.2.1 Continually liaise with all First Nations within our district

3.2.2 Meet with provincial and federal representatives each available opportunity to advocate on behalf of our region

3.2.3 Continue to receive reports annually from the Central Coast Treaty Advisory Committee

3.3 To collaborate with community-based organizations for mutual benefit

3.4 Foster effective governance

3.4.1 Continue to evaluate and analyze restructuring of boundary adjustments of electoral areas

3.4.2 Continue to enhance organizational governance capabilities

3.4.3 Maintain and update our policy/bylaw process

3.4.4 Evaluate the Integrated Strategic Plan annually through an evaluation of the budget and with the Board at the end of year two (2)

3.5 Develop accurate positive and efficient internal communications

A photograph of a river with a waterfall and a large salmon swimming in the foreground. The waterfall is in the upper left, and the salmon is in the lower right. The water is clear and flowing over rocks.

GOAL 4

Organizational Capacity Development

Objectives and Strategies

4.1 Human Resource Capacity Development

- 4.1.1 Continuously enhance organizational governance capabilities
- 4.1.2 Deliver continuous staff/contractor professional development
- 4.1.3 Provide adequate human resource capacity

4.2 Enhance and optimize process and information systems

- 4.2.1 Commission an Information Systems review, inclusive of Information Technology

4.3 Improve the office operating environment

- 4.3.1 Undertake a thorough assessment of physical space requirements

“Park It” (Future Consideration)

Changes Moving Forward

Strategic Plan 2010—2014

| | Status | Explanation |
|---|-----------------------------------|--|
| Goal 1, Objective 1, Strategy 3 “We will manage Emergency Risk by routinely conducting Hazard, Risk & Vulnerability | Not carried forward — because ... | Emergency Executive Committee responsibility |
| Goal 1, Objective 1, Strategy 4 “We will mitigate, where possible, emergency hazards in order to reduce the potential or occurrence and impact of emergency events | Not carried forward — because ... | Mitigation is not part of mandated legislation for Regional Districts |
| Goal 2, Objective 1, Strategy 2 “We will conduct a situation analysis, inclusive of assessment, for the Denny Island Airport to ensure sustainability and viability | Not carried forward — because ... | It falls under Denny Island Airport Commission, and when needed the Commission puts forward items to the Board for consideration |
| Goal 2, Objective 1, Strategy 4 “We will review Bella Coola Airport human resource requirements” | Not carried forward — because ... | Budgetary constraints and not mandated to have an airport manager, any mandated requirements are fulfilled by contractors |
| Goal 2, Objective 1, Strategy 5 “We will conduct a situation analysis, inclusive of needs assessment, identification of critical issues and preliminary project scope for the Townsite Water works | Not carried forward — because ... | Part of the Public Works Manager’s Role |
| Goal 2, Objective 1, Strategy 6 “We will finalize the Townsite Water Infrastructure Project, Townsite water distribution system” | Not carried forward — because ... | Part of the Public Works Manager’s Role |
| Goal 2, Objective 1, Strategy 7 “We will manage an efficient Townsite water distribution system” | Not carried forward — because ... | Part of the Public Works Manager’s Role |
| Goal 2, Objective 2, Strategy 8 “We will develop a program for volunteer recognition, recruitment and retention” | Not carried forward — because ... | Any volunteer recognition will go directly to the Board |
| Goal 2, Objective 2, Strategy 9 “We will merge Bella Coola Valley Parks & Recreation services” | Completed | |
| Goal 2, Objective 2, Strategy 10 “We will conduct a situation analysis of the Denny Island recreation service | Not carried forward — because | Will be completed by the Denny Island Recreation Commission and will be included in the Corporate Business Plan |
| Goal 2, Objective 2, Strategy 12 “ We will consult/lobby Vancouver Island Regional Library (VIRL) for leasehold improvements/capital upgrades of the Bella Coola Branch | Completed | |
| Goal 3, Objective 1, Strategy 3 “We will develop & deliver communication programming that ensures multi-cultural inclusion” | Completed | Part of the Communication & Engagement Plan |
| Goal 3, Objective 2, Strategy 6 “We will continuously monitor potential opportunities & disseminate information accordingly (e.g. BCGH, Improvements Districts, School Districts, & other applicable organizations) | Completed | Part of the Communication & Engagement Plan |
| Goal 4, Objective 1, Strategy 2 “We will strengthen CAO’s leadership capability” | Completed | New CAO has strong leadership skills, and part of strategy ““Deliver continuous staff/contractor professional development” |
| Goal 4, Objective 3, Strategy 7 “We will undertake an ad hoc assessment of the Public Works Canada building to determine suitability” | Completed | |
| Goal 4, Objective 4 “Our objective is to develop accurate, positive & efficient internal communications” | Completed | Part of the Communication & Engagement Plan |

“Park It” (Future Consideration)

Other Possibilities Identified from the Community Open Houses

Parked for Future Consideration

Denny Island

Solid Waste Management “Recycling”

Would be an establishment of a new service for Electoral Area A & requires further discussion with the community

Fire Service

Would be an establishment of a new service for Electoral Area A & requires further discussion with the community

Bella Coola Valley

Incorporation as a municipality

Needs further discussion with community

Five Year Financial Plan

These graphs outline the financial means on how the CCRD will achieve the goals, objectives and strategies over the next five years



