



# Strategic Priorities 2019

GORDON A. McINTOSH

# Strategic ALIGNMENT

**Strategic alignment** is the strength of the link between the Regional District's vision for the future and, the policy decisions and resource allocations that guide the organization today. It reflects the organization's ability to identify strategic priorities consistent with its resource capacity.

**Strategic priority setting** is a specific element of strategic planning. A strategic plan is often a long-range document focusing on the overall purpose and goals of an organization. Priority setting is the process of turning strategy into results by aligning aims with actions, tactics with responsibilities and resources with timelines.



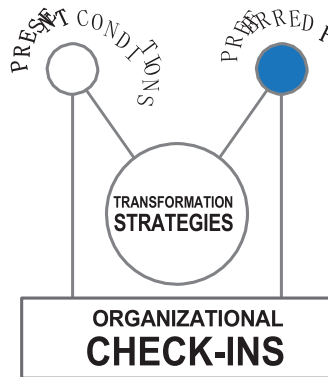
The priority setting process employed by the Thompson Nicola Regional District (TNRD) Board began with a brief discussion of trends impacting local government across Canada. **Issues and opportunities** currently facing the Thompson-Nicola Regional District were identified to arrive at **Strategic Topics** for further consideration.

Each topic was discussed to explore response options to achieve Board expectations. Reality, urgency and responsibility criteria were applied to each emerging **Strategic Possibility** to determine **NOW Priorities** or **NEXT and LATER Directions** of the Board. Operational strategies were also put forward by administration.

The Board's priorities and directions as well as key operational strategies have been placed on one page - the **Strategic Priorities Chart** found on page 10 of this report. This chart is meant to be extracted from the report along regular review, revisions and celebration - ensuring the Board and staff are on the same page.

A **Strategic Road Map** was generated at the workshop to capture the overarching strategic themes the capture the NOW Board Priorities and Operational Strategies, NEXT/LATER Board Directions and Operational Strategies.

# Strategic FUTURE



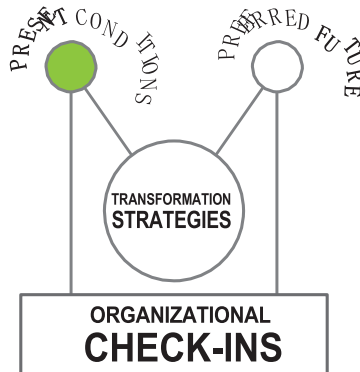
The Board's January 2019 priority setting process followed the *open systems model* of strategic planning. Beginning with the end in mind, the preferred future is described based on elected official contact with a wide range of residents and groups as well as previous municipal planning documents and studies.

Gordon McIntosh shared insights into trends facing local governments across Canada. These emerging shifts exposed participants to ideas beyond local boundaries to prompt ideas for strategic consideration.

The discussion included a broad scan of the community as a basis to identify key issues and opportunities.

| TRENDS IMPACTING LOCAL GOVERNMENT  |  |
|--|--|
| <p><b>Environmental Stewardship</b></p> <ul style="list-style-type: none"> <li>• Climate change leadership</li> <li>• Waste management</li> <li>• Wildlife habitat protection</li> <li>• Alternate energy</li> </ul>                                 | <p><b>Service Capacity</b></p> <ul style="list-style-type: none"> <li>• Value for money rationale</li> <li>• Service excellence efforts</li> <li>• Core service reviews</li> <li>• Internal &amp; external collaboration</li> </ul>                                    |
| <p><b>Social Agenda</b></p> <ul style="list-style-type: none"> <li>• Medical and social service access</li> <li>• Social and attainable housing</li> <li>• Policing and crime prevention</li> <li>• Age friendly - <i>cradle to grave</i></li> </ul> | <p><b>Business Like</b></p> <ul style="list-style-type: none"> <li>• Increase user pay</li> <li>• Alternate revenue opportunities</li> <li>• Red tape reduction</li> <li>• Entrepreneurial initiatives</li> </ul>  |
| <p><b>Economic Readiness</b></p> <ul style="list-style-type: none"> <li>• Business friendly environment</li> <li>• Local business support</li> <li>• Housing diversity</li> <li>• Repurpose downtown</li> </ul>                                      | <p><b>A New Deal</b></p> <ul style="list-style-type: none"> <li>• Enhanced municipal powers &amp; respect</li> <li>• Increased &amp; predictable funding transfers</li> <li>• Local access to provincial services</li> <li>• First Nation relations</li> </ul>         |
| <p><b>Crisis Response</b></p> <ul style="list-style-type: none"> <li>• Vulnerability of volunteer responders</li> <li>• Emergency response preparedness</li> <li>• Disaster prevention measures</li> <li>• Inter-jurisdictional approach</li> </ul>  | <p><b>Decline in Civility</b></p> <ul style="list-style-type: none"> <li>• Inappropriate elected official behaviours</li> <li>• Declining elected official &amp; staff relations</li> <li>• Chasing distractions</li> <li>• Siphoning organizational energy</li> </ul> |
| <p><b>Infrastructure Deficit</b></p> <ul style="list-style-type: none"> <li>• Accurate system assessment</li> <li>• Adequate future replacement funding</li> <li>• Innovation opportunities</li> <li>• Preventive maintenance</li> </ul>             | <p><b>Public Confidence</b></p> <ul style="list-style-type: none"> <li>• Social media reliability</li> <li>• Public awareness &amp; engagement</li> <li>• Discontent populism</li> <li>• Transparency</li> </ul>   |

# Strategic TOPICS



To be strategic means that in addition to understanding trends, the Board must have a sense of current realities and conditions - both positive and challenging to proactively address the future. Conducting this assessment is important for several reasons. It gets the process rooted in the real world after thinking about the ideal future. It also collects ideas and information at the beginning of the strategic priority setting process.

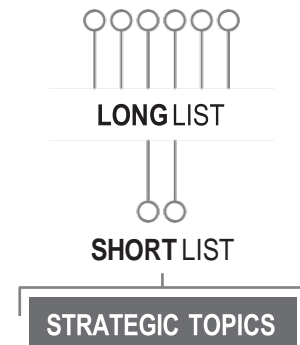
All workshop participants responded to the following question:

*“What do you think are the significant issues and opportunities facing the organization and the community we serve?”*

An **Issues/Opportunities Long List** was generated ([see Appendix 1](#)) and participants indicated their top ten items they felt the organization should be focused on ([see Appendix 2](#)).

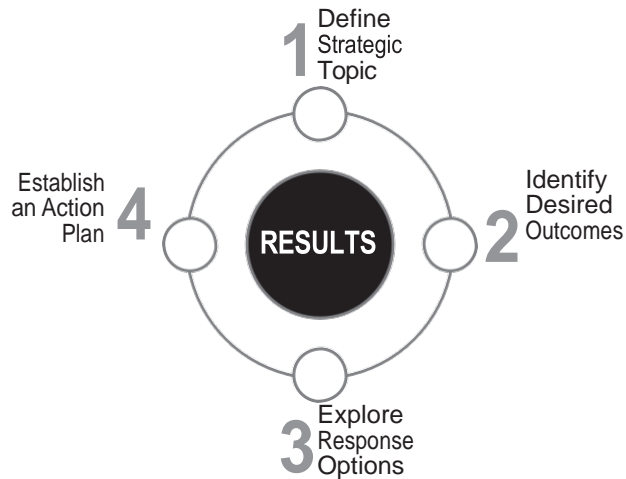
The Board reviewed the list to establish the following **Strategic Topics** for further discussion during the workshop.

| STRATEGIC TOPICS              |
|-------------------------------|
| 1. Wild Fire Interface        |
| 2. Fire Protection            |
| 3. Water Supply & Quality     |
| 4. First Nations Partnerships |
| 5. Health Care Access         |
| 6. Climate Change             |
| 7. Solid Waste & Recycling    |
| 8. Biosolids                  |
| 9. Housing Diversity          |
| 10. Modern Communication      |
| 11. Economic Viability        |
| 12. Rural Sustainability      |
| 13. Alternate Transportation  |
| 14. Flood Management          |

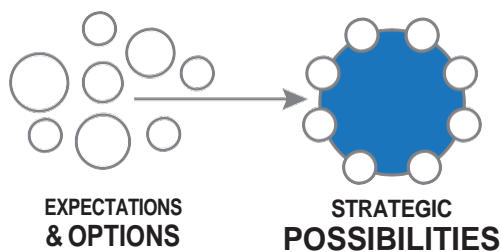


# Strategic POSSIBILITIES

Participants discussed and 'unpacked' each Strategic Theme utilizing a four-step process known as the **Solution Seeking Model** (see display below).



Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected. Sometimes multiple preferred strategies emerged - short and/or long term, plan A and/or plan B, and strategies with or without resources.

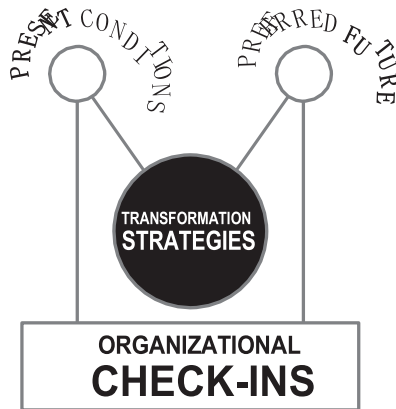


| <b>STRATEGIC POSSIBILITIES</b>  |   |
|---|---|
| <b>STRATEGIC TOPIC</b>  | <b>POTENTIAL ACTIONS</b>  |
| <b>1. WILDFIRE INTERFACE</b><br><i>Wildfire Agency Forum</i><br><i>Wildfire Fuel Projects List</i><br><i>Wildfire Public Education Program</i>      | <ul style="list-style-type: none"> <li>• Host an agency forum to discuss a collaborative strategies aimed at the prevention and emergency response to wildfires</li> <li>• Confirm provincial role in wildfire protection</li> <li>• Identify fuel management priorities and projects</li> <li>• Undertake a cost / benefit analysis of hiring dedicated fire service personnel</li> <li>• Undertake the development of a Wildfire Education Program</li> </ul>   |
| <b>2. FIRE PROTECTION</b><br><i>Provincial Fire Standards</i>   | <ul style="list-style-type: none"> <li>• Advocate to the Province for a change in funding and fire protection standards for small rural departments/brigades</li> </ul>   |
| <b>3. WATER SUPPLY &amp; QUALITY</b><br><i>Regional Water Management Strategy</i><br><i>Water Project Funding</i>                                   | <ul style="list-style-type: none"> <li>• Draft terms of reference for a Regional Water Management Strategy</li> <li>• Seek provincial grant for system upgrades and improvements</li> </ul>   |
| <b>4. FIRST NATIONS PARTNERSHIPS</b><br><i>Outreach Strategy</i>  | <ul style="list-style-type: none"> <li>• Develop a strategy aimed at building collaborative partnerships with local First Nations</li> </ul>  |
| <b>5. HEALTH CARE ACCESS</b><br><i>Hospital Phase III Capital Projects</i><br><i>Medical Succession Plan</i><br><i>Medical Recruitment Strategy</i> | <ul style="list-style-type: none"> <li>• Determine capital cost implications of Phase III hospital upgrades</li> <li>• Advocate to the IHA to undertake medical staff succession planning</li> <li>• Seek an update from the IHA on doctor recruitment</li> </ul>   |
| <b>6. CLIMATE CHANGE</b><br><i>Climate Change Adaptation Strategy</i><br><i>FCM Funding Application</i>   | <ul style="list-style-type: none"> <li>• Provide the Board an orientation on current policies and actions that represent the Regional District's efforts to reduce carbon footprint</li> <li>• Develop terms of reference for development of a Climate Change Adaptation Strategy that informs policy decisions and future planning strategies</li> <li>• Apply to Federation of Canadian Municipalities for funding that allows the Regional District to benchmark the success of implementing a strategy</li> </ul> |
| <b>7. BIOSOLIDS</b><br><i>OMMR Regulation Input</i>   | <ul style="list-style-type: none"> <li>• Review changes to the Organic Matter Recycling Regulations (OMMR) and provide input to the Province</li> </ul>   |

## STRATEGIC POSSIBILITIES

| STRATEGIC TOPIC  | POTENTIAL ACTIONS   |
|--|---|
| <b>8. HOUSING DIVERSITY</b><br><i>Regional Housing Need Assessment</i><br><i>Aging in Place Housing Options</i>  | <ul style="list-style-type: none"> <li>• Develop terms of reference for a regional housing needs assessment</li> <li>• Identify options for Aging in Place housing to retain the senior population</li> </ul>   |
| <b>10. MODERN COMMUNICATION</b><br><i>Cell Service Coverage Hotspots</i><br><i>Cell / Internet Coverage Review</i>                                     | <ul style="list-style-type: none"> <li>• Identify gaps in cell phone service and high speed internet coverage</li> <li>• Meet with service providers to discuss accessibility through the region</li> </ul>   |
| <b>11. ECONOMIC VIABILITY</b><br><i>Film Industry Strategy</i>   | <ul style="list-style-type: none"> <li>• Work with the Film Commission to develop a Film Industry Strategy aimed at providing local employment</li> </ul>   |
| <b>12. RURAL SUSTAINABILITY</b><br><i>Rural Sustainability Strategy</i>  | <ul style="list-style-type: none"> <li>• Consult with the public regarding strategies to address the retention of rural character and promotion of economic, environmental and social well-being</li> </ul>   |
| <b>13. ALTERNATE TRANSPORTATION</b><br><i>Regional Transportation Options</i><br><i>Regional Transportation Strategy</i><br><i>Transit Plan Review</i> | <ul style="list-style-type: none"> <li>• Draft terms of reference for a regional transportation strategy that identifies options for an integrated connectivity plan that incorporates walking, cycling and transit options</li> <li>• Review the current transit plan for affordability and capital future planning</li> </ul> |
| <b>14. FLOOD MANAGEMENT</b><br><i>Flood Management Orientation</i><br><i>Flood Plain Study</i><br><i>Creek Assessment</i>                              | <ul style="list-style-type: none"> <li>• Provide an orientation to the Board on current flood management practices</li> <li>• Draft terms of reference for a Flood Plain Study</li> <li>• Undertake assessment of targeted creeks to evaluate current conditions and remediation options</li> </ul>                             |

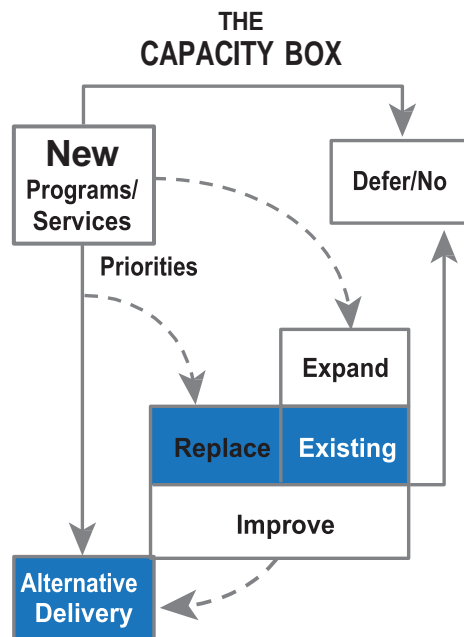
# Strategic Priorities



The strategic possibilities were categorized into five key themes to gain a clear picture of possible synergies and overlap. (*see Appendix 4*).

- **Emergency Management** - ensuring preparedness plans and resources are in place for dealing with prevention, response, mitigation and remediation of hazards and disasters
- **Climate Change Adaptation** - utilizing resources to create and adapt programs and services that seek to reduce the vulnerability of the region to the effects of global warming
- **Regional Sustainability** - meeting current needs without compromising the future to create a resilient region
- **Regional Connectivity** - facilitating investment in digital infrastructure to improve broadband and mobile availability
- **Economic Viability** - balancing economic activity to deliver a prosperous future for urban and rural lifestyles
- **First Nation Partnerships** - building bridges of respect and inclusivity with local Indigenous people that favours collaboration on initiatives that benefit the economic, environmental and social well-being of our residents





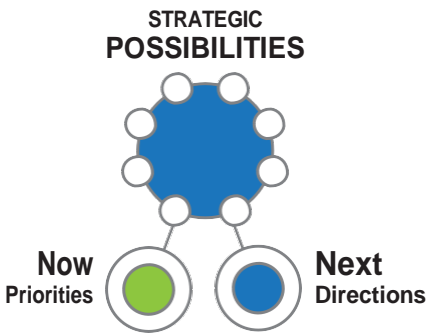
Participants generated a number of possibilities. This does not make them priorities - yet. There are too many of them given the Regional District's limited capacity.

The Regional District's capacity box is not readily visible but does have limitations and boundaries. If the box is full then the Board must be realistic about putting more initiatives inside. Some of the limitations include:

- **Policy** – procedures that define mandate / roles
- **Finances** – available net resources
- **Culture** – norms delineating acceptable behaviours
- **Risk** – tolerance for organization / legal exposure
- **Human Resources** – available staff and competency levels

These capacity box elements are impacted by dynamic internal and external factors:

- **Funding** – available funding beyond day-to-day operations
- **Scrutiny** – level of visibility for organizational actions
- **Demands** – diverse requests from clients and the public, board members, other levels of government
- **Environment** – conditions impacting the organization
- **Support** – legitimacy and trust among stakeholder
- **Authority** – the power or right to deliver



Based on the number of topics and organizational capacity assessment, the strategic possibilities were translated into five (5) short-term priorities to be addressed NOW and longer term directions. The **transformation** process was guided by the application of priority setting criteria:

- Reality criteria to ensure the possibility can be acted on NOW, otherwise NEXT or LATER (*see Appendix 3.a*)
- Urgency criteria to assess IF there is a timeliness factor dictating immediate action (*see Appendix 3.b*)
- Responsibility criteria to determine if it falls within the political or administrative realm (*see Appendix 3.c*)

The resulting NOW Priorities and NEXT Directions have been placed on one page for easy reference (*see next page*).

Items listed in **BOLD CAPITALS** indicate priorities the Board wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with the Board's focus. Items listed in CAPITALS indicate matters that will be addressed NEXT or when a NOW item is completed. Italicized items reflect matters being advocated on behalf of the region to other levels of government or agencies for action.

In addition to the Board's strategic priorities and direction, there are other strategic matters receiving the attention of the corporation. These Operational Strategies are noted in regular font on the Strategic Priorities Chart.

The focus of the Strategic Priorities Chart is on five NOW priorities. When these are completed, one-by-one they are replaced with NEXT items. These longer-term directions (or emerging strategic topics) should be discussed further using the Solution Seeking approach and using the priority setting criteria to consider new strategic priorities. NEW items can be reviewed using specific criteria and move up the list as resources become available or as new needs emerge. Sometimes, an emerging strategic priority may cause an existing one to be moved to NEXT status to ensure strategic priorities are consistent with available resources.

To this end, the Strategic Priorities Chart should be reviewed regularly as a reminder of the organization's capacity. It should be included in every Board meeting agenda as a constant reference (not review), updated monthly by the Chief Administrative Officer (CAO) with the Board and reviewed quarterly by the CAO with staff and then the Board to make adjustments, change priorities and celebrate achievements.

# STRATEGIC PRIORITIES CHART

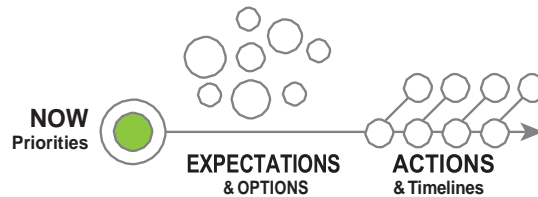
JANUARY 2019

## BOARD PRIORITIES

|  |   |
|--|---|
| <p><b>NOW</b></p> <ol style="list-style-type: none"> <li>1. <b>FIRST NATIONS OUTREACH: Strategy</b></li> <li>2. <b>CELL SERVICE: Coverage Hotspots</b></li> <li>3. <b>FLOOD PLAIN STUDY: Report</b></li> <li>4. <b>REGIONAL TRANSPORTATION: Options</b></li> <li>5. <b>WILD FIRE STRATEGY: Agency Forum</b></li> </ol>   | <p><b>ADVOCACY / PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>• <i>Fire Standards: Impact on Small Departments (Prov.)</i></li> <li>• <i>Medical Profession Recruitment (IHA)</i></li> <li>• <i>Climate Change Adaptation: Grant (FCM)</i></li> <li>• <i>Wildfire Interface: Provincial Responsibility (BCF)</i></li> <li>• <i>Medical Staff: Succession Planning (IHA)</i></li> <li>• <i>OMMR Legislation (Province)</i></li> <li>• <i>Gas Tax Allocation Criteria (Province)</i></li> <li>• <i>Hospital Master Plan (MA/IHA)</i></li> <li>• <i>Regional Water Systems: Funding (Province)</i></li> </ul> |
| <p><b>NEXT</b></p> <ul style="list-style-type: none"> <li>• REGIONAL HOUSING NEEDS ASSESSMENT</li> <li>• HOSPITAL PHASE III: Capital Implications</li> <li>• ASSET MANAGEMENT SYSTEM</li> <li>• CLIMATE CHANGE ADAPTATION STRATEGY: ToR</li> <li>• HOSPITAL PARKADE</li> <li>• LIBRARY FACILITY MASTER PLAN</li> <li>• INTERNET/CELL COVERAGE: Review</li> </ul> | <ul style="list-style-type: none"> <li>• REGIONAL WATER MANAGEMENT STRATEGY</li> <li>• BIOSOLIDS SOLUTIONS: Options</li> <li>• ZONING BYLAW: Rural Sustainability</li> <li>• AGING IN PLACE: Options</li> <li>• REGIONAL TRANSPORTATION: Strategy</li> <li>• PARKS &amp; RECREATION MASTER PLAN</li> <li>• FILM INDUSTRY: Strategy</li> </ul>   |
| <h2>OPERATIONAL STRATEGIES</h2>  |   |
| <p><b>CHIEF ADMINISTRATIVE OFFICER</b></p> <ol style="list-style-type: none"> <li>1. <b>FIRST NATIONS OUTREACH: Strategy</b></li> <li>2. <b>REGIONAL TRANSPORTATION: Options</b></li> <li>3. <b>HOSPITAL: Phase III</b></li> <li>4. <b>HOSPITAL PARKADE</b></li> <li>•</li> </ol>  | <p><b>FINANCE</b></p> <ol style="list-style-type: none"> <li>1. ASSET MANAGEMENT SYSTEM: Status</li> <li>2.</li> <li>3.</li> <li>•</li> <li>•</li> </ol>  |
| <p><b>LEGISLATIVE SERVICES</b></p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>•</li> <li>•</li> </ol>  | <p><b>ENVIRONMENTAL SERVICES</b></p> <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>• Waste Reduction Education</li> <li>• CLIMATE CHANGE ADAPTATION: Strategy</li> </ol>   |
| <p><b>LIBRARY</b></p> <ol style="list-style-type: none"> <li>1. LIBRARY FACILITIES MASTER PLAN</li> <li>2.</li> <li>3.</li> <li>•</li> <li>•</li> </ol>  | <p><b>DEVELOPMENT SERVICES</b></p> <ol style="list-style-type: none"> <li>1. FLOOD PLAIN STUDY</li> <li>2. REGIONAL HOUSING: Needs Assessment</li> <li>3.</li> <li>• PARKING MANAGEMENT PLAN: Hospital Parkade</li> <li>• ZONING BYLAW: Rural Sustainability</li> </ol>   |
| <p><b>COMMUNITY SERVICES</b></p> <ol style="list-style-type: none"> <li>1. AGING IN PLACE: Options</li> <li>2. PARKS &amp; RECREATION:</li> <li>3. <b>CELL SERVICE: Coverage Hotspots</b></li> <li>4. <b>TRANSPORTATION STRATEGY</b></li> <li>5. WILDFIRE STRATEGY: Projects List</li> </ol>   | <p><b>UTILITIES</b></p> <ol style="list-style-type: none"> <li>1. REGIONAL WATER MANAGEMENT STRATEGY</li> <li>2. Creek Assessments</li> <li>3.</li> </ol>   |
| <p>6. WILDFIRE STRATEGY: Public Education</p> <p>7. <b>WILDFIRE STRATEGY: Agency Forum</b></p>   | <p><b>FILM COMMISSION</b></p> <ol style="list-style-type: none"> <li>1. FILM INDUSTRY STRATEGY</li> <li>2. Commission Communications Strategy</li> <li>3.</li> </ol>  |

**BOLD CAPITALS** = the Board NOW Priorities; **CAPITALS** = the Board NEXT Items; *Italics* = Advocacy; Title Case = Departmental Strategic Initiatives

# Strategic ACTION



As the final stage in the solution seeking process, preliminary action steps are generated that identify desired outcomes, options and next steps and are contained in the **Strategic Roadmap** (see [Appendix 4](#)). These actions can be further translated into action plans utilizing the **Strategic Priorities Work Program** format (see [Appendix 5](#)).

The road map can be used to determine key performance milestones and to serve as a feedback mechanism monitoring progress and results. It is necessary for:

- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not, it should move to NEXT status.
- **Work Planning** – the CAO will be better equipped to assign work knowing the time and effort required of staff to implement Board priorities.
- **Performance Monitoring** – the Board will be able to perform its oversight role better if there are timeframes to monitor progress and results.

The work program format lays out what is necessary from staff and/or partners to implement a strategic priority. The work program should clearly itemize the Board's expectations in terms of:

- **Why** – success indicators to monitor progress and results
- **What** – specific task and activities that need to be done
- **When** – sequencing of activities with target dates
- **How** – human, material and fiscal resources required

In addition to the Strategic Priorities Chart, the NOW and NEXT/LATER Board priorities and Operational Strategies have been placed on the Strategic Roadmap to provide insights to the overall strategic focus of the TNRD.

Extracted from the report, the Strategic Priorities Chart and Road Map are intended to be working documents. Regular updating of the chart ensures that everyone is '**on the same page**'. Roles are clear, the focus is defined, and progress is monitored and celebrated.

# Strategic FOLLOW-UP



The following recommendations are offered for the Board's consideration:

**That the Board adopt the 2019 *Strategic Priorities Report* for continuous reference at each Board meeting, quarterly updates and annual strategic priority reviews.**

**That the Board request the CAO to complete the Strategic Road Map to include NOW and NEXT / LATER Operational Strategies.**

**That the Board request the CAO to complete the Strategic Priorities Work Program.** *The Work Program defines expectations, actions and timelines for implementing Board priorities.*

**That the Board request the CAO to schedule a mid-term Priority Setting update session.** *The annual budget should reflect the Board's priorities.*

## Appendices

1. ***Issues and Opportunity Long List***
2. ***Issue and Opportunity Short List***
3. ***Assessment Criteria***
  - a. ***Reality Check***
  - b. ***Urgency Criteria***
  - c. ***Responsibility Criteria***
4. ***Strategic Road Map***
5. ***Strategic Priorities Work Program Format***



| <b>ISSUE &amp; OPPORTUNITY LONG LIST</b> |          |                                      |          |
|--|----------|--------------------------------------|----------|
| . 'S' indicates SCORING.                 |          |                                      |          |
| <b>ISSUE / OPPORTUNITY</b>               | <b>S</b> | <b>ISSUE / OPPORTUNITY</b>           | <b>S</b> |
| Water quality                            | 57       | Fire protection                      | 45       |
| Cell Service                             | 8        | High-speed internet                  | 35       |
| Asset management                         | 14       | Medical service                      | 9        |
| Water supply                             | 22       | Wildfire interface                   | 77       |
| First Nations reconciliation             | 12       | Biosolids                            | 35       |
| Provincial / federal debt impact         | -        | Year-round RV living                 | 1        |
| Social media communications              | 3        | Food security                        | 20       |
| Economic viability                       | 33       | Unfair taxation                      | 10       |
| Housing diversification                  | 33       | Kinder Morgan pipeline               | 13       |
| Flooding                                 | 61       | Staffing levels                      | 5        |
| Rural sustainability                     | 23       | Rural / urban identification         | 11       |
| Industrial hemp                          | 11       | Recycling - limiting plastic bags    | 41       |
| Film commission                          | 7        | Rural roads                          | 6        |
| Single use plastic reduction             | 2        | Climate change                       | 54       |
| Cannabis                                 | 7        | Alternate transportation             | 31       |
| Recreation opportunities                 | 8        | Sunpeaks to Chase Road connection    | 9        |
| Mudslide mitigation                      | 11       | Volunteer resource crisis            | 13       |
| Sharing professional resources           | 18       | Railway emergency planning           | 3        |
| Community trails                         | 17       | First responders                     | 4        |
| Sharing tourism /economic dev. plans     | 18       | Voter engagement                     | -        |
| Public communication                     | 16       | Responsible use of natural resources | 8        |
| Library renewal                          | -        | Hospital future                      | 29       |
| Arts and culture                         | 18       | Gas tax criteria expansion           | 19       |
| Daycare                                  | -        | Homelessness                         | -        |
| Small community downtown revitalization  | 5        | Federal / Provincial downloading     | 15       |
| Staff succession planning                | 5        | Funding opportunities                | 7        |
| Age friendly infrastructure initiatives  | 6        | First Nation partnerships            | 59       |
| TNRD identity and public awareness       | 27       | Invasive plants                      | 28       |
| Technology opportunities                 | -        | Extended care for seniors            | -        |
| Solid waster management                  | 45       | Aging infrastructure                 | 11       |
| Farmer / farm succession                 | 11       | Alternate energy                     | 19       |
| Agriculture opportunities                | 5        | Communities in bloom                 | -        |
| Health care recruitment / retention      | 27       | Livability - quality lifestyle       | 6        |
| Urbanization                             | 9        | Assistance for vulnerable people     | -        |
| Responsible use of natural spaces        | 4        | Signage opportunities                | 3        |
| Progressive land use rezoning            | 12       | Post emergency recovery              | 14       |
| Urban/ rural expectations / values       | -        | School viability                     | 12       |

| ISSUE & OPPORTUNITY SHORT LIST |       |
|--------------------------------|-------|
| ISSUE / OPPORTUNITY            | SCORE |
| WILDFIRE                       | 77    |
| FLOODING                       | 61    |
| FIRST NATIONS PARTNERSHIPS     | 59    |
| WATER QUALITY                  | 57    |
| CLIMATE CHANGE                 | 54    |
| FIRE PROTECTION                | 45    |
| SOLID WASTE MANAGMENT          | 45    |
| RECYLCING                      | 41    |
| BIOSOLIDS                      | 35    |
| HIGH SPEED INTERNET            | 35    |

| 3.a REALITY CHECK CRITERIA | SUCCESS    |             |              |
|----------------------------|------------|-------------|--------------|
|                            | LIKELY     | UNCERTAIN   | UNLIKELY     |
| LEGISLATIVE EASE           | Yes        | Maybe       | No           |
| POLICY CONSISTENCY         | Yes        | Maybe       | No           |
| CONTRACTUAL EASE           | Yes        | Maybe       | No           |
| POLITICAL WILL             | High       | Neutral     | Uncertain    |
| ORGANIZATIONAL CAPACITY    | High       | Medium      | Low          |
| SAVINGS REALIZED           | High       | Medium      | None         |
| TIME EFFICIENCY REALIZED   | Likely     | Maybe       | Not Likely   |
| TIMEFRAME FOR RESULTS      | Reasonable | Challenging | Unrealistic  |
| SUCCESS LIKELIHOOD         | High       | Medium      | Uncertain    |
| COMMUNITY SUPPORT          | High       | Average     | Low          |
| FISCAL RESOURCES           | Confirmed  | Available   | Difficult    |
| PARTNERSHIP POTENTIAL      | Ready      | Maybe       | Uncertain/No |
| LEVERAGE OTHER RESOURCES   | Yes        | Maybe       | Uncertain/No |
| ONGOING SUSTAINABILITY     | Likely     | Maybe       | Uncertain/No |
| HUMAN RESOURCES            | Yes        | Somewhat    | No           |
| EXPERTISE                  | In-house   | Available   | Uncertain/No |
| CONSEQUENCES/RISK          | None       | Uncertain   | Negative     |
| AFFORDABILITY              | Yes        | Average     | No           |
| _____                      |            |             |              |



| 3.b URGENCY CRITERIA                      | URGENCY         |                   |
|---|-----------------|-------------------|
|   | URGENT          | NOT AS URGENT     |
| IMPERATIVE - Requirement to Act           | Legislation     | No Legislation    |
| LIABILITY - Risk Exposure                 | Legal           | Inconvenience     |
| SAFETY - Direct vs. Potential Threat      | Life - Imminent | Property Damage   |
| FINANCIAL - Magnitude of Cost             | Significant     | Operational       |
| VISIBILITY - Implications to Organization | Negative        | Neutral           |
| PUBLIC BENEFIT - Who receives outcomes?   | Most            | Few               |
| COMMUNITY NEED - Who's asking?            | At Large        | Minority Interest |
| TIMELINESS - Resource Alignment           | Unique          | Frequent          |
| STRATEGIC - Linkage to goals/priorities   | Critical        | Useful            |
| OBLIGATION - Commitment to others         | Contractual     | Casual            |
| LEADERSHIP - Political Requirement        | High            | Low               |
| TIMELINE - Imposed Timeframe              | Deadline        | None              |
| _____                                     |                 |                   |

| 3.c RESPONSIBILITY CRITERIA | RESPONSIBILITY            |                             |
|-----------------------------|---------------------------|-----------------------------|
|                             | POLITICAL                 | ADMINISTRATIVE              |
| POLICY                      | New or Change             | Procedure or Implementation |
| FINANCIAL                   | New or Change in Budget   | Approved in Budget          |
| EXTERNAL LINKAGE            | Political Level           | Staff Level                 |
| CORPORATE IMAGE             | Agency Integrity          | Service Quality             |
| SERVICE LEVELS              | New or Terminate          | Service Standards           |
| STRATEGIC DIRECTION         | New or Change             | Implementation              |
| PERSONNEL                   | CAO Performance           | Staff Performance           |
| LEGISLATION                 | Ignore or Seek to Change  | Interpretation              |
| SENSITIVITY                 | High Visibility           | Low Visibility              |
| OBLIGATION                  | New or Change in Contract | Permissible                 |
| MEMBER LIAISON              | Elected Official          | Staff                       |
| _____                       |                           |                             |
| _____                       |                           |                             |

| <b>STRATEGIC ROAD MAP</b>   |   |
|---|---|
| <b>NOW</b><br>BOARD, Operational, <i>Advocacy</i>   | <b>NEXT/LATER</b><br>BOARD, Operational   |
| <b>EMERGENCY CRISIS MANGEMENT</b>   |   |
| <ul style="list-style-type: none"> <li>• <b>WILD FIRE STRATEGY:</b> Agency Forum</li> <li>• <i>Fire Standards Impact</i></li> <li>• <i>Wildfire Interface</i></li> </ul>                  |   |
| <b>CLIMATE CHANGE ADAPTATION</b>  |   |
| <ul style="list-style-type: none"> <li>• <b>FLOOD PLAIN STUDY</b></li> <li>• <i>OMMR Legislation</i></li> </ul>   | <ul style="list-style-type: none"> <li>• Climate Change Adaptation Strategy: Terms of Reference</li> <li>• Biosolids Solutions</li> <li>• Regional Water Management Strategy</li> </ul>   |
| <b>RURAL SUSTAINABILITY</b>   |   |
| <ul style="list-style-type: none"> <li>• <i>OMMR Legislation</i></li> <li>• <i>Hospital Master Plan</i></li> <li>• <i>Regional Water Systems Funding</i></li> </ul>                       | <ul style="list-style-type: none"> <li>• REGIONAL TRANSPORTATION STRATEGY</li> <li>• REGIONAL HOUSING NEEDS ASSESSMENT</li> <li>• AGING IN PLACE OPTIONS</li> <li>• HOSPITAL PHASE III: Capital Implications</li> <li>• HOSPITAL PARKADE</li> <li>• ZONING BYLAW: Rural Character</li> <li>• LIBRARY FACILITY MASTER PLAN</li> <li>• PARKS &amp; RECREATION MASTER PLAN</li> <li>• Asset Management System</li> </ul> |
| <b>REGIONAL CONNECTIVITY</b>  |   |
| <ul style="list-style-type: none"> <li>• <b>CELL SERVICE COVERAGE:</b> Hotspots</li> <li>• <b>REGIONAL TRANSPORTATION:</b> Options</li> </ul>   | <ul style="list-style-type: none"> <li>• REGIONAL TRANSPORTATION STRATEGY</li> <li>• INTERNET COVERAGE: Review</li> </ul>   |
| <b>ECONOMIC VIABILITY</b>   |   |
| <ul style="list-style-type: none"> <li>• <i>Medical Professional Recruitment</i></li> <li>• <i>Medical Staff Succession Plan</i></li> <li>• <i>Gas Tax Allocation Criteria</i></li> </ul> | <ul style="list-style-type: none"> <li>• FILM INDUSTRY STRATEGY</li> </ul>  |
| <b>FIRST NATION PARTNERSHIP</b>   |   |
| <ul style="list-style-type: none"> <li>• <b>FIRST NATION OUTREACH:</b> Strategy</li> </ul>  |   |
| <b>BOLD CAPITALS = NOW PRIORITIES, CAPITALS = NEXT items, <i>Italics = Advocacy Items</i></b>   |   |

| PRIORITY/Desired Outcomes  | OPTIONS/ Strategy  | ACTION - What, When   |
|--|--|---|
| <b>NOW</b>   |  |   |
| <p><b>1.</b><br/><b>FIRST NATIONS OUTREACH</b><br/><i>How do we ensure culturally sensitive and collaborative partnerships with our First Nations?</i><br/>* <b>First Nations Outreach Strategy</b></p> <ul style="list-style-type: none"> <li>• Proactive relationship building</li> <li>• Cultural knowledge and understanding</li> <li>• Mutual respect</li> <li>• Improved working relationships</li> <li>• Effective Communications channels</li> <li>• Stronger communities</li> </ul> | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>            | <ol style="list-style-type: none"> <li>1. Community to Community Forums</li> <li>2. Indigenous Workshop</li> <li>3. Planned events</li> </ol>   |
| <p><b>2.</b><br/><b>CELL SERVICE / INTERNET</b><br/><i>How do we ensure effective, mobile friendly service?</i><br/>* <b>Cell Service Hot Spots</b></p> <ul style="list-style-type: none"> <li>• Accessibility for all residents</li> <li>• Identification of issue areas</li> <li>• Technology upgrades to improve service</li> <li>• Provider investment and support</li> <li>• Service provision choices</li> </ul>   | <ul style="list-style-type: none"> <li>• Consultant</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1. Review of Service across TNRD</li> <li>2. Gap Analysis</li> <li>3. Magnitude &amp; cost</li> </ol>  |
| <p><b>3.</b><br/><b>FLOOD PLAIN</b><br/><i>How do we prevent and mitigate flood events and their damage?</i><br/>* <b>Floodplain Study</b></p> <ul style="list-style-type: none"> <li>• Inventory</li> <li>• Risk assessment</li> <li>• Mitigation strategies</li> <li>• Waterway study</li> <li>• Watercourse evaluation</li> </ul>   | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>            | <ol style="list-style-type: none"> <li>1. Fraser Basin Council – Watershed Study                         <ul style="list-style-type: none"> <li>- Determining inventory</li> <li>- Risk assessment</li> </ul> </li> <li>2. Information session or workshop</li> <li>3.</li> </ol> |

| PRIORITY/Desired Outcomes   | OPTIONS/ Strategy   | ACTION - What, When   |
|---|---|---|
| <p><b>4.</b><br/> <b>REGIONAL TRANSPORTATION</b><br/> <i>How do we facilitate effective people movement?</i><br/>                     * <b>Regional Transportation Options</b><br/>                     * <b>Transportation Strategy</b></p> <ul style="list-style-type: none"> <li>• Affordable transit</li> <li>• Trails and bike paths</li> <li>• Multi-modal alternatives</li> <li>• Capital funding requirements identified</li> <li>• Long term plan</li> </ul> | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1. Min of Transportation &amp; Infrastructure &amp; BC Transit</li> <li>2. Inter-jurisdictional workshop</li> <li>3. Lineal Park – Lower Nicola</li> </ol>   |
| <p><b>5.</b><br/> <b>WILD FIRE STRATEGY</b><br/> <i>How do we prevent wild fires and the damage they cause to communities and the region?</i><br/>                     * <b>Agency Forum</b></p> <ul style="list-style-type: none"> <li>• Risk mitigation</li> <li>• Public awareness and support</li> <li>• Agency coordination</li> <li>• Good air quality</li> </ul>   | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1. FireSmart Program</li> <li>2. Community Protection through Fuel Management Priorities</li> <li>3. Meet with Emergency Management BC                             <ul style="list-style-type: none"> <li>- Workshop</li> <li>- Bring in other agencies</li> </ul> </li> </ol> |

NEXT

| PRIORITY/Desired Outcomes  | OPTIONS/ Strategy   | ACTION - What, When  |
|--|---|--|
| <p><b>HOUSING</b><br/> <i>How do we plan for the housing needs of a growing region?</i><br/>                     * <b>Regional Housing Needs Assessment</b></p> <ul style="list-style-type: none"> <li>• Affordable housing for residents</li> <li>• Diverse housing stock</li> <li>• Grow the community</li> <li>• Retain senior population</li> <li>• Identify land requirements</li> <li>• Regional approach</li> </ul> | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol> |
| <p><b>TRANSIT</b><br/> <i>What is the role of the Regional District in Transit?</i><br/>                     * <b>Transit Plan</b></p> <ul style="list-style-type: none"> <li>• Promote environmentally friendly people movement</li> <li>• Affordable</li> <li>• Regional solution</li> <li>• Rural accessibility</li> </ul>  | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol> |
| <p><b>HOSPITAL PHASE III</b><br/> <i>How do we maintain the hospital as a regional medical centre and fund its improvements?</i><br/>                     * <b>Phase III Capital Implications</b></p> <ul style="list-style-type: none"> <li>• Effective capital planning</li> <li>• Sufficient funding</li> <li>• Access to healthcare for residents</li> </ul>   | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol> |

|   |   |  |
|---|---|--|
| <p><b>CLIMATE CHANGE ADAPTATION</b></p> <p><i>How can we adapt the way we do things to reduce our carbon footprint?</i></p> <p>* <b>Terms of Reference</b></p> <ul style="list-style-type: none"> <li>• Reduction in greenhouse gases</li> <li>• Water conservation</li> <li>• Waste reduction</li> <li>• Alternate energy sources</li> <li>• Smart infrastructure</li> <li>• Policy and bylaw alignment</li> </ul> | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol> |
| <p><b>WATER MANAGEMENT</b></p> <p><i>How can we protect our surface and ground water supply?</i></p> <p>* <b>Regional Water Management Strategy</b></p> <ul style="list-style-type: none"> <li>• Groundwater assessment</li> <li>• Surface water treatment and filtration</li> <li>• Long term plan</li> <li>• Infrastructure funding</li> </ul>  | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol> |
| <p><b>BIOSOLIDS SOLUTIONS</b></p> <p><i>How do we manage the importing of biosolids?</i></p> <p>* <b>Solution Options</b></p> <ul style="list-style-type: none"> <li>• Safe disposal options</li> <li>• Changes to legislation</li> <li>• Public education</li> <li>• Strategies to reduce imports</li> </ul>   | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol> |

|  |   |  |
|--|---|--|
| <p><b>RURAL SUSTAINABILITY</b><br/> <i>How can we support the retention of and viability of the rural region's rural lifestyle?</i><br/> <b>* Rural Sustainability Zoning Bylaw</b></p> <ul style="list-style-type: none"> <li>• Land use defined</li> <li>• Density, and parcel size identified</li> <li>• Retention of agricultural land</li> <li>• Certainty for land owners</li> <li>• Clarity for developers</li> </ul> | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol> |
| <p><b>SENIORS HOUSING</b><br/> <i>How do we retain our senior population?</i><br/> <b>* Aging in Place Options Report</b></p> <ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Developer and agency partnership</li> <li>• Community consultation</li> </ul>   | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol> |
| <p><b>PARKS &amp; RECREATION</b><br/> <i>How can we take advantage of our location and promote the benefits of access to our natural amenities?</i><br/> <b>* Parks &amp; Recreation Master Plan</b></p> <ul style="list-style-type: none"> <li>• Visitor attraction</li> <li>• Promotion of healthy active lifestyles</li> <li>• Trail and bike paths</li> </ul>  | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol> |
|  |   |  |
|  |   |  |



|   |   |  |
|---|---|--|
| <p><b>FILM INDUSTRY</b><br/> <i>How can we facilitate the growth of the film industry?</i><br/> <b>* Film Industry Strategy</b></p> <ul style="list-style-type: none"> <li>• Local employment</li> <li>• Revenue generation</li> <li>• Partnership with Film Commission</li> <li>• Showcase the region</li> <li>• Community pride</li> </ul>                              | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol> |
| <p><b>LIBRARY</b><br/> <i>How do we determine library needs and funding requirements?</i><br/> <b>* Library Facility Master Plan</b></p> <ul style="list-style-type: none"> <li>• Capital expenditures identified</li> <li>• Operational pro sections</li> <li>• Community amenity</li> </ul>   | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol> |
| <p><b>INTERNET COVERAGE</b><br/> <i>How do we ensure access to high speed internet for business support and regional sustainability?</i><br/> <b>* Internet / Cell Coverage Review</b></p> <ul style="list-style-type: none"> <li>• Project engineering and design completed</li> <li>• Advancement of capital projects</li> <li>• Capital revenue alternative</li> </ul> | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol> |
| <p><b>FLOOD MANAGEMENT</b><br/> <i>How do we prevent and mitigate flood events and their damage?</i><br/> <b>* Board Orientation</b></p>  | <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul> | <ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol> |

**APPENDIX 5**

**STRATEGIC PRIORITY WORK PROGRAM**

**JANUARY 2019**

**\* Flood Management Strategy**

- Resilient community
- Reduce exposure to risk
- Stakeholder involvement
- Effective land use policies and zoning bylaws

| PRIORITY/Desired Outcomes  | OPTIONS/ Strategy   | ACTION - What, When |
|--|---|---------------------|
| <b>ADVOCACY</b>  |   |                     |
| <b>FIRE DEPARTMENT STANDARDS</b><br><i>* Changes</i>                   | <ul style="list-style-type: none"> <li>• <i>Seek flexibility for smaller departments</i></li> </ul>   |                     |
| <b>MEDICAL PROFESSIONAL RECRUITMENT</b><br><i>* Provincial Support</i> | <ul style="list-style-type: none"> <li>• <i>Seek update from IHA on medical professional recruitment</i></li> </ul>                                   |                     |
| <b>CLIMATE CHANGE GRANT</b><br><i>* Grant Funding</i>                  | <ul style="list-style-type: none"> <li>• <i>Seek funds to create baseline data through the Federation of Canadian Municipalities (FCM)</i></li> </ul> |                     |
| <b>WILDFIRE INTERFACE</b><br><i>* Provincial Support</i>               | <ul style="list-style-type: none"> <li>• <i>Confirm Provincial role and responsibility</i></li> </ul>   |                     |
| <b>MEDICAL STAFF</b><br><i>* Succession Planning</i>                   | <ul style="list-style-type: none"> <li>• <i>Advocate to IHA to undertake a Human Resource Strategy to sustain local services</i></li> </ul>           |                     |
| <b>OMMR Legislation</b><br><i>* Regional District Input</i>            | <ul style="list-style-type: none"> <li>• <i>Provide Regional District input to the Organic Matter Recycling regulations</i></li> </ul>                |                     |
| <b>GAS TAX ALLOCATION</b><br><i>* Criteria</i>                         | <ul style="list-style-type: none"> <li>• <i>Seek more flexibility for use of funds (Federal and Province via UBCM)</i></li> </ul>                     |                     |
| <b>HOSPITAL</b><br><i>* Master Plan</i>                                | <ul style="list-style-type: none"> <li>• <i>Request confirmation of Phase II and future plans (IHA)</i></li> </ul>                                    |                     |
| <b>REGIONAL WATER SYSTEMS</b><br><i>* Funding</i>                      | <ul style="list-style-type: none"> <li>• <i>Seek funding from the Province to support Regional Water Systems initiatives</i></li> </ul>               |                     |

**Bolded** items indicate the Board **priority**, the preferred **option** to achieve the outcome and the primary **action** necessary to address the priority. The question used by the Board to focus their priority setting discussion is *italicized*.