



**NORTH COAST REGIONAL DISTRICT**  
**2019-2022 STRATEGIC PLAN**

May, 2019

## MESSAGE FROM THE CHAIR

It is my privilege to present the North Coast Regional District's *2019-2022 Strategic Plan*.

The *Strategic Plan* sets out a series of priorities, including six high-priority strategic priorities, to guide the NCRD's use of resources over the current term. The priorities are organized and presented under six themes:

- > Environment & Climate Change
- > First Nations
- > North Coast Community
- > Governance
- > Economy
- > NCRD Corporation

These themes and priorities were developed by the Board of Directors over the course of a one and one-half day workshop on Haida Gwaii at the end of April, 2019. Taken together, the themes and priorities reflect the Board's sense of future challenges and opportunities, and speak to a shared vision of the North Coast as a resilient and forward-looking region. The themes and priorities reflect, as well, the Board's commitment to building a strong federation that brings together local communities, and that partners with First Nations.

Listed alongside the priorities are specific actions that have been identified by staff in support of the priorities. Staff will report to the Board regularly on progress made on these actions.

Every year the Board will review the *Strategic Plan* to reflect on achievements and challenges, and to consider changes to the list of priorities. All changes that are made will be identified in annual progress reports.

On behalf of the Board, I would like to thank all Directors and staff who participated in the strategic planning workshop, and who helped to develop this *2019-2022 Strategic Plan* for the North Coast Regional District. Progress on the priorities set out in the *Plan* will help to achieve our collective vision, and will position the North Coast for continued success and prosperity.

Barry Pages  
Chair



## VISION

The North Coast is a resilient and forward-looking region, characterized by strong communities that choose to work together as a federation, and in partnership with First Nations, to manage local resources and to provide opportunities for the benefit of all, including future generations.

## THEMES

The NCRD Board of Directors has identified six themes to help guide the use of Regional District resources, and to organize priorities and associated actions.

ENVIRONMENT & CLIMATE CHANGE	We will initiate and support efforts to protect the natural environment around us, connect with nature, and respond to the impacts of climate change.
FIRST NATIONS	We will invest in building relationships with First Nations.
GOVERNANCE	We will seek ways to strengthen the federation for the benefit of our member jurisdictions and local communities.
NORTH COAST COMMUNITY	We will provide, directly and indirectly, opportunities for people to live healthy, secure and active lives.
ECONOMY	We will work to diversify the regional economy, build awareness of the North Coast, and increase local agency over our resources.
NCRD CORPORATION	We will strengthen our capacity to represent, and to provide important services to, the region and the communities within it.



## PRIORITIES & ACTIONS

In its strategic planning discussions, the Board of Directors put forward several potential priorities to consider under each of the themes. As a collective, the Board reviewed the full list possibilities to identify which items to place on a "short list" for action over the course of the current term. The tables in the remainder of this *Strategic Plan* present these priorities. All of the items are considered important; however, items listed in **blue** stand out as the Board's top, strategic priorities. Specific actions listed in the tables have been identified by staff to take in support of the priorities.

ENVIRONMENT & CLIMATE CHANGE		
We will initiate and support efforts to protect the natural environment around us, connect with nature, and respond to the impacts of climate change.		
Strategic Priorities (High)	Key Actions	Start Date
> <b>Erosion Prevention Strategy</b>	> Develop NCRD advocacy strategy	Q3; 2019
	> Consult with neighbouring jurisdictions on shared erosion concerns	Q3; 2019
	> Schedule Ministry of Transportation staff delegation	Q2; 2019
	> Schedule 2019 UBCM meeting and other meetings, as necessary	Q3; 2019
	> Support MOTI investigation and mitigation of erosion in areas of concern	Q1; 2020
Additional Priorities	Key Actions	Start Date
> Renewable Energy Strategy	> Identify partners, scope and desired outcomes of Strategy, as well as funding opportunities	Q2; 2020
> Regional Wildfire Protection Plan	> Apply to Community Resiliency Investment Fund for funding	Q4; 2018



	> Issue RFP for development of RWPP (Area E)	Q2; 2019
	> Select and work with successful proponent in development of RWPP	Q3; 2019
	> Adopt completed RWPP and share with stakeholders and residents	Q2;2020
	> Submit application to the next intake of CRIF for remaining areas	Q2; 2020
> Regional Water Supply Plan	> Establish partners, scope and desired outcomes of a RWSP	Q1; 2021
> Integrated Emergency Management Approach	> Work with All-Island Emergency Planning Committee to establish the Haida Gwaii Regional Emergency Management Partnership	Q2; 2019
	> Establish regional emergency planning service for Haida Gwaii	Q3; 2019
	> Hire an all-island emergency planning coordinator	Q1; 2020



## FIRST NATIONS

We will invest in building relationships with First Nations.

Strategic Priorities	Key Actions	Start Date
<ul style="list-style-type: none"> <li>&gt; Promote North Coast Regional District</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Purchase branded equipment for use at the All Native Basketball Tournament</li> </ul>	Q1; 2019
	<ul style="list-style-type: none"> <li>&gt; Budget funds to updated branded marketing collateral</li> </ul>	Q3; 2019
	<ul style="list-style-type: none"> <li>&gt; Update all signage on fleet vehicles, recycling bins, buildings and lands</li> </ul>	Q2; 2019
	<ul style="list-style-type: none"> <li>&gt; Establish month Board highlights and project reporting communication with area First Nations</li> </ul>	Q3; 2019
<ul style="list-style-type: none"> <li>&gt; Build Relationships</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Participate in ongoing treaty negotiations with area First Nations</li> </ul>	Q1; 2019
	<ul style="list-style-type: none"> <li>&gt; Amend Board procedure bylaw to establish territorial recognition at meetings</li> </ul>	Q2; 2019
	<ul style="list-style-type: none"> <li>&gt; Meet with all area First Nations to establish regular lines of communication</li> </ul>	Q4; 2019
	<ul style="list-style-type: none"> <li>&gt; Facilitate effective C2C forums on the mainland and Haida Gwaii</li> </ul>	Q2; 2020
	<ul style="list-style-type: none"> <li>&gt; Consider First Nations partnership opportunities for regional and other projects</li> </ul>	Ongoing
	<ul style="list-style-type: none"> <li>&gt; Engage with mainland First Nations to establish and adopt a protocol agreement</li> </ul>	2021



## GOVERNANCE

We will seek ways to strengthen the federation for the benefit of our member jurisdictions and local communities.

Strategic Priorities	Key Actions	Start Date
> NCRD Policy Review	> Review and maintain policy index	Q3; 2019
	> Establish framework for periodic review of Board policy	Q3; 2019
	> Amend and develop Board policy, as needed	Ongoing
> Resource Benefits Alliance Funds Allocation Policy	> Participate in, and budget funding for the Northwest Resource Benefits Alliance (RBA)	Ongoing
	> Establish goals and desired outcomes of an internal RBA funds allocation policy	Q4; 2019
	> Develop Board policy for internal RBA funds allocation	Q1-Q2; 2020
> Sub-Regional Servicing Agreement	> Consult with electoral areas and member municipalities on sub-regional services	Q1; 2020
	> Investigate and establish sub-regional services, as needed	Ongoing
> Provincial Advocacy Strategy	> Establish goals and desired outcomes of a provincial advocacy strategy	Q4; 2019
	> Develop and adopt provincial advocacy strategy	Q2; 2020



## NORTH COAST COMMUNITY

We will provide, directly and indirectly, opportunities for people to live healthy, secure and active lifestyles.

Strategic Priorities (High)	Key Actions	Start Date
<ul style="list-style-type: none"> <li>&gt; <b>Trails Strategy</b></li> </ul>	> Establish goals, priorities and partners for a proposed trail strategy	Q1; 2020
	> Establish a parks service to support funding trail strategy, inclusive of public engagement	Q2; 2020
	> Identify potential grant funds/partners to support the development of a trail strategy	Q3; 2020
	> Budget funds required for the development of a trail strategy	Q4; 2020
	> Request proposals for trail strategy development	Q1; 2021
	> Establish work plan for trail strategy development	Q2; 2021
	> Provide general support for trail projects identified by external organizations in the region	Ongoing
<ul style="list-style-type: none"> <li>&gt; <b>Regional Housing Strategy</b></li> </ul>	> Establish goals, priorities and partners of a regional housing strategy	Q1; 2021
	> Work with municipalities and EAs to gather regional housing needs data	Q2; 2021
	> Identify potential grant funds/partners to support the development of a regional housing strategy	Q3; 2021
	> Budget funds required for the development of a regional housing strategy	Q4; 2021





	> Request proposals for the development of a regional housing strategy	Q2; 2022
	> Develop work plan for regional housing strategy development	Q2; 2022
<b>Additional Priorities</b>	<b>Key Actions</b>	<b>Start Date</b>
> Electoral Area Land Use Plans	> Work with the Province of B.C. to complete First Nations engagement on EAs A & C land use plan	Q3; 2019
	> Update A & C land use plan	Q4; 2019
	> Complete legislative process required for adoption and Ministerial approval of A & C land use plan	Q1-Q2; 2019
	> Review, budget for and update land use plans, as needed	Ongoing
> Community Health Committee	> Establish goals, priorities and partners of a community health committee	Q3; 2020
	> Engage community and public health stakeholders for participation in a community health committee	Q3; 2020
	> Provide administrative and financial support to sustain an effective community health committee	Ongoing
> Sub-regional Recreation Facilities Plan	> Establish goals, priorities and partners of a recreational facilities plan	Q3; 2021
	> Budget funds required for the development of a recreational facilities plan	Q4; 2021
	> Request proposals and develop work plan for the development of a recreational facilities plan	Q2; 2022



## ECONOMY

We will work to diversify the regional economy, build awareness of the North Coast, and increase local agency over our resources.

Strategic Priorities	Key Actions	Start Date
<ul style="list-style-type: none"> <li>&gt; Regional Attraction Strategy</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Establish goals, scope and partners of a regional attraction strategy</li> </ul>	Q2; 2021
	<ul style="list-style-type: none"> <li>&gt; Budget funds required for the development of a regional attraction strategy</li> </ul>	Q4; 2021
	<ul style="list-style-type: none"> <li>&gt; Request proposals and develop work plan for regional attraction strategy</li> </ul>	Q1-Q2; 2022
<ul style="list-style-type: none"> <li>&gt; Association of Vancouver Island and Coastal Communities (AVICC) Conference Bid</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Budget funds for staff and directors to attend 2020 AVICC Conference</li> </ul>	Q4; 2019
	<ul style="list-style-type: none"> <li>&gt; Engage AVICC and City of Prince Rupert staff</li> </ul>	Q2;2020
	<ul style="list-style-type: none"> <li>&gt; Submit expression of interest to host 2022 AVICC Conference</li> </ul>	Q3; 2020
	<ul style="list-style-type: none"> <li>&gt; Budget/seek grant funds to host 2022 AVICC Conference</li> </ul>	Q3-Q4; 2021
	<ul style="list-style-type: none"> <li>&gt; Work with AVICC to prepare as 2022 host community</li> </ul>	Q2;2021



## NCRD CORPORATION

We will strengthen our capacity to represent, and to provide important services to, the region and the communities within it.

Strategic Priorities (High)	Key Actions	Start Date
<ul style="list-style-type: none"> <li>&gt; <b>Solid Waste Management Plan (SWMP)</b></li> </ul>	> Establish goals, priorities and partners of a SWMP	Q3; 2019
	> Staff continue participation in RDKS SWMP development; review current SWMP	Q2; 2019
	> Identify potential grant funds to support the development of a SWMP	Q3; 2019
	> Budget funds required for the development of a SWMP	Q4; 2019
	> Request proposals for SWMP	Q3; 2020
	> Establish work plan for SWMP development	Q4; 2020
<ul style="list-style-type: none"> <li>&gt; <b>NCRD Building</b></li> </ul>	> Re-evaluate priorities and needs assessment for building	Q4; 2019
	> Review and update land options and business case scenarios	Q4; 2019
	> Budget/secure funds required for purchase/construction of building	2020
	> Request proposals for the construction and project management of building	2021
	> Work with proponent through to project completion	2021-2022
	> Establish new NCRD office with staff and public	2022-2023



<ul style="list-style-type: none"> <li>&gt; <b>Asset Management Planning</b></li> </ul>	<ul style="list-style-type: none"> <li>&gt; Prioritize NCRD assets</li> </ul>	Q3; 2019
	<ul style="list-style-type: none"> <li>&gt; Identify potential grant funds to support the development of individual asset management plans</li> </ul>	Q4; 2019
	<ul style="list-style-type: none"> <li>&gt; Budget funds required for the development of individual asset management plans</li> </ul>	Q4; 2019
	<ul style="list-style-type: none"> <li>&gt; Request proposals for the development of individual asset management plans</li> </ul>	Q1-Q2; 2020
	<ul style="list-style-type: none"> <li>&gt; Develop work plans for asset management plan development</li> </ul>	Q2; 2020
	<ul style="list-style-type: none"> <li>&gt; Consistently budget funds required for the replacement/renewal of each asset</li> </ul>	Ongoing
<b>Additional Priorities</b>	<b>Key Actions</b>	<b>Start Date</b>
<ul style="list-style-type: none"> <li>&gt; Staff Succession Plan</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Establish goals and priorities of staff succession planning</li> </ul>	Q4; 2019
	<ul style="list-style-type: none"> <li>&gt; Create inventory of existing employees and skill sets required for operation</li> </ul>	Q4; 2019
	<ul style="list-style-type: none"> <li>&gt; Engage staff to evaluate each employee's future potential</li> </ul>	Q4; 2019
	<ul style="list-style-type: none"> <li>&gt; Budget additional funds needed for employee training and development</li> </ul>	2020
	<ul style="list-style-type: none"> <li>&gt; Groom employees according to skill sets and potential</li> </ul>	2020-2022

