



**NORTH COAST REGIONAL DISTRICT
COMMITTEE OF THE WHOLE MEETING AGENDA**
Held at 344 2nd Avenue West, Prince Rupert, B.C.
On Saturday, August 24th, 2019 at 9:00 a.m.

1. CALL TO ORDER

2. CONSIDERATION OF AGENDA (additions/deletions)

3. MINUTES & BUSINESS ARISING FROM MINUTES

None.	---
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4. DELEGATIONS

None.	---
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5. CORRESPONDENCE

None.	---
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6. REPORTS / RESOLUTIONS

None.	---
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7. NEW BUSINESS

None.	---
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8. OLD BUSINESS

8.1 North Coast Regional District Draft 2019-2022 Strategic Priorities	Pg 1-19
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9. PUBLIC INPUT

10. IN-CAMERA

None.	---
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11. ADJOURNMENT



**North Coast Regional District
Board of Directors**

2019-2022 STRATEGIC PRIORITIES

INTRODUCTION

The North Coast Regional District (NCRD) Board of Directors participated in a facilitated strategic planning workshop on Saturday, April 27, 2019 (full day), and Sunday, April 28, 2019 (morning). The workshop provided an opportunity for the Board, as a collective, to set its strategic priorities for the Regional District for the current term (2019 to 2022).

The workshop was divided into four main sections:

- Setting the Stage
- State of the North Coast
- Vision for the North Coast
- Strategic Priorities

In addition to the NCRD Directors, the Chief Administrative Officer (CAO) and Corporate Officer attended the session and participated in all discussions.

This report provides a written account of the discussions that occurred, and information that was reviewed, under each of the sections. Attached to the report is a draft *North Coast Regional District 2019-2022 Strategic Plan* that captures the Board's priorities, and presents supporting actions identified by staff.

SETTING THE STAGE

Expectations

The facilitator began by asking Directors to state their expectations for the session:

- to leave with a plan for the next four years that the Board and staff can follow, and can review

periodically as needed

- to discuss the importance of engagement and communications across the entire Regional District
- to confirm, as a priority, the desire for the Regional District to have its own building
- to emphasize the importance of First Nations to the North Coast, and to the Regional District
- to find ways to build awareness of the Regional District (i.e., the brand) across jurisdictions
- to set realistic goals
- to help develop a positive attitude at the Board
- to find ways to strengthen the federation, as well as relationships among Board members
- to emphasize the need for climate change mitigation and adaptation goals
- to agree on the importance of proactive, forceful advocacy related to the management of resources
- to examine the need for regional services (solid waste management as an example)
- to highlight the need to care for, and plan for the replacement of, our infrastructure (i.e., asset management)

Roles of the Board

As part of the stage setting, the facilitator reviewed with participants the key roles played by the Board. The Board:

- serves as a vehicle for members and residents to express their interests, needs, and goals
- provides services and programs, largely at the instruction of member jurisdictions, to meet the interests, needs, and goals
- exists as a forum to explore and define the interests of the regional federation (and, in so

- doing, to strengthen the federation)
- oversees the provision and work of the Regional District corporation

An additional critical role for the Board is to set strategic priorities for the Regional District to pursue. The Board's priorities are identified through strategic planning, an exercise in which Directors put forward ideas on a long-term vision for the federation. Strategic planning involves reflection and learning, as well as listening, debate and conflict. It is a collective decision-making exercise, in that the ideas and initiatives promoted by individual members have value only to the extent that they are supported by a majority of others on the Board. It is up to each Director in strategic planning to persuade and convince his or her peers of the merits of the ideas that he or she puts forward.

All local governments, including the NCRD, have limited resources — time, energy, staffing, money, goodwill — with which to pursue an unlimited number of needs, desires and ideas. This reality creates the need for the Board to set priorities, and provides the context within which strategic planning occurs. In setting strategic priorities, Directors must be keenly aware of resource limitations and the need to make difficult choices. Each time the Board endorses one potential priority, it is rejecting another. Put differently, every "yes" is also a "no".

Regional Districts

In municipalities, Council members belong to a governing body — i.e., a Council — that is focused almost entirely on addressing the local service needs of the municipal community. By contrast, Directors on regional district boards belong to a governing body that has a mix of local and regional responsibilities. Directors are expected to wear three hats:

- they are representatives of their local jurisdictions (electoral areas or municipalities)
- they are members of board that runs the regional district corporation
- they are members of a governing body that addresses the needs of the regional federation

Electoral Area Directors, wearing their local representative hats, look to the regional district as the local government for their areas, responsible for meeting the areas' local service needs. Electoral Area Directors have ideas on addressing these local needs, and, understandably, wish to pursue these ideas through the regional district.

Regional districts are in place to respond to the local electoral area needs, provided that residents in the areas are willing to pay for the local services required. Electoral Area directors can put forward their local priorities, identified with input from their constituents, to the Board through the annual budget process.

Strategic planning for the Board as a whole is concerned primarily with the needs of the regional corporation, and the needs of the broader regional federation. Directors who participate in strategic planning with the entire Board, therefore, are encouraged to wear their regional hats when thinking about the Board's strategic priorities.

STATE OF THE NORTH COAST

To inform the discussion on needs, interests, and potential priorities, participants spent some thinking about the state of the North Coast today. Strengths, weaknesses, opportunities and challenges, identified by the group, are listed in Figure 1.

Figure 1
North Coast Today

Strengths
<ul style="list-style-type: none"> > natural environment is intact > natural resource base could provide for the economy if managed properly (advocacy needed) > livable communities > NCRD Board members are strong and passionate about the area (strongest when working together) > capacity for collective action > diverse communities and Board — all bring something > resilient, adaptive

- > good working group at the Board table; conflicts are normal group/family issues
- > resourceful — history of doing more with less

Weaknesses

- > inclination to focus on local interests (solely) to exclusion of those of the federation
- > legal structural issues that compel First Nations to deal with Canada and BC, instead of local governments
- > North Coast geography and population density make it difficult for NCRD to have a strong presence throughout RD (i.e., difficult to fly the flag)
- > aging population (more children needed)
- > status as a "have not" regional district makes it difficult to get the Province to act
- > Province divesting itself of responsibilities (infrastructure and functions)
- > transportation linkages difficult
- > building of transitional work camps in place of communities

Opportunities

- > Resource Benefits Alliance
- > cannabis tax revenues
- > relationships with First Nations
- > abundance of natural resources
- > tourism — potential for growth (with some additional amenities)
- > affordable housing and cost of living
- > space
- > broadband connectivity
- > variety of housing and living options

Challenges

- > tax base under stress
- > climate change (dry forests, erosion, etc.)
- > transportation barriers
- > dependency on diesel (Haida Gwaii)
- > relationships among jurisdictions
- > staffing challenges — numbers and expertise
- > perception of local government

VISION FOR THE NORTH COAST

The Board's vision is a clear statement that describes what the Board wants the North Coast Regional District to become in the future. The vision is "from the future", but guides the organization's activities in the present. It is

positive, clear and practical, and is big enough to inspire action. Perhaps most importantly, it is informed by key inputs:

- the Board's sense of the North Coast's "future context"
- the Board's understanding of the region's strengths and weaknesses today (see Figure 1)
- the existing vision for the region
- individual Directors' views on what the North Coast should aspire to become

Defining the Board's vision is the starting point in building the *2019-2022 Strategic Plan*.

Future Context

The "future context" describes the setting in which the North Coast will exist, and the Regional District will function, in the year 2039. To a large degree, the future context is shaped by the various trends, forces, challenges, and realities that develop or occur over the next twenty years. Some of these elements will be demographic in nature; others will relate to technology, the natural environment and climate, governance, the economy, or some other aspect of community.

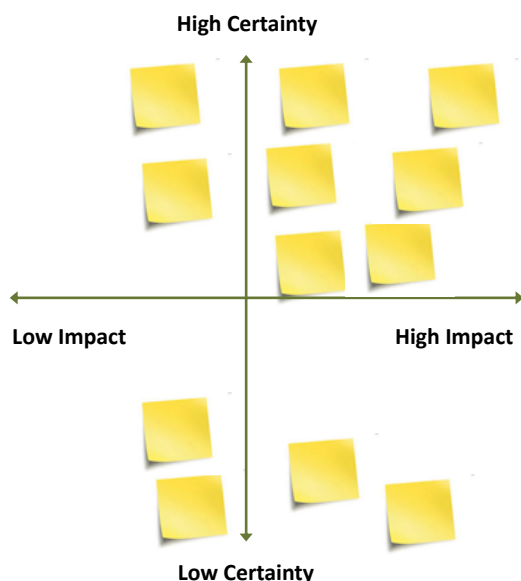
When setting its vision for the region it is important for the Board to imagine and understand this future context. An understanding of the trends and forces that shape the future will enable the Board to set a vision that will help to position the North Coast for future prosperity (social, economic, and environmental), and strengthen the federation's resiliency.

At the workshop, participants undertook an exercise to describe the North Coast's future context in 2039. Each participant was asked to write on separate Post-It Notes the trends, forces, changes, or realities that he or she expects will describe the future context. The group as a whole reviewed each note and plotted it on a chart with two axes:

- The horizontal axis represented an impact spectrum. Items posted toward the left-hand side of the spectrum would be expected by the group to have a relatively *low impact* on the

broader community and the NCRD's decision-making and operations. Items on the right-hand side would be expected to have a *high impact*.

- The vertical axis represented a certainty spectrum. The facilitator put at the top of the axis items that the group thinks are *likely to happen*, or *will happen*. Items at the bottom of the axis are considered *less likely to happen*.



The future context is described by items recorded in the top right quadrant — that is, by trends, forces, changes, and realities that will likely happen, and that will have a relatively high impact on the North Coast and the local government (i.e., the NCRD). These items are presented in Figure 2.

Figure 2
North Coast Future Context

Economy

- > increased employment in growth sectors of recycling and technology
- > decline in traditional industries and the jobs associated with them
- > greater economic dependency on tourism
- > more opportunities for workers with

education and skills training

- > less access to resources
- > less dependency on logging
- > increased importance of telecommunications and artificial intelligence
- > growing debt load among workers
- > more university students in the region
- > educational tourism established

Local Government & Services

- > higher level of autonomy for communities in management of local natural resources
- > greater emphasis on collaboration among communities in the federation
- > higher expectations for services and opportunities (i.e., desire for more than the *status quo*)
- > recreation facilities on Haida Gwaii
- > persistent civic infrastructure issues (and needs) for small areas
- > new NCRD home (building), with extra space to rent out
- > NCRD in building; almost mortgage free
- > local governments reaping opportunities and rewards from resources

First Nations

- > collaboration between local governments and First Nations
- > persistent uncertainty around land claim issues; but some First Nation titles defined
- > FN integrated in local government

Climate Change & Environment

- > loss of land because of sea level rise
- > increased erosion
- > clean energy sovereignty
- > renewable power on Haida Gwaii (no longer dependent on diesel)
- > water scarcity
- > more severe weather events, and associated emergencies such as fires
- > increased disturbance regimes (i.e., disasters)
- > saltwater intrusion affecting water systems

Existing Vision

When setting a new vision for the North Coast, it is important to reflect on the existing vision that was created under, and with input from, the previous set of decision-makers.

The NCRD Board did not create a vision for the North Coast in the Board's earlier (2015) strategic planning exercise. In 2017, however, the NCRD did develop a rebranding strategy to differentiate the North Coast from other places in the minds of existing residents, visitors, and prospective residents and businesses. The strategy emphasized the North Coast's:

- sense of balance in lifestyle
- quality of life
- diversity in cultures, lifestyles and geography

As part of the strategy, the NCRD created a "brand vision", which is presented as follows:

- "NCRD will provide quality services to residents and visitors while harmoniously representing the region, history and culture. We aim to attract new visitors, residents and investors to this unique region."

Participants in the April 27-28, 2019, workshop noted that this brand vision effectively serves the purpose for which it was developed — namely, as a marketing tool to attract interest in the region. The brand vision does not, however, adequately describe the vision for the North Coast held by current decision-makers.

Directors' Views

Individual directors spoke to a vision for the North Coast with the following types of features:

- greater local control over resource development and management
- collaboration with First Nations
- strong federation
- amenities and opportunities to attract and/or retain younger groups, including families
- resilient communities
- commitment to green energy
- recognition of NCRD brand throughout the regional district

Proposed Vision

Based on the description of the future context, the review of the NCRD today (see Figure 1), the consideration of the existing brand vision, and the

specific features identified by Directors, the Board's vision for the North Coast is proposed as follows:

- *The North Coast is a resilient, 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 provide opportunities for the benefit of all, including future generations.*

STRATEGIC PRIORITIES

Themes

The Board began the discussion on strategic priorities by identifying the key themes, or focus areas, to help organize the priorities. Six themes were identified:

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

Long List of Priorities

At the workshop Directors put forward a range of priorities to consider under each of the themes. Figure 3 provides the full "long list" of these items.

Figure 3
"Long List" of Priorities

Environment & Climate Change
<ul style="list-style-type: none"> > <i>Regional Renewable Energy Strategy</i> — Develop a regional strategy to move the North Coast more towards renewable energy > <i>Regional Wildfire Protection Plan</i> — Develop a plan focused on prevention and protection > <i>Regional Water Supply Plan</i> — Create a plan to address water needs and to prevent shortages > <i>Ecosystem Natural Asset Management Strategy</i> — Develop a strategy to identify, value and protect the region's ecosystems and ecosystem services > <i>Erosion Prevention Advocacy</i> — Advocate to the Province for efforts to address risks

- associated with erosion
- > *Integrated Emergency Management Approach* — Coordinate the various emergency management efforts in the region

First Nations

- > *Promote NCRD* — Identify and implement ways to promote NCRD as a partner to First Nations, and as a potential service provider to First Nations communities
- > *Build Relationships* — Identify and act on opportunities to build strong working relationships with First Nations throughout the Regional District

Governance

- > *NCRD Policy Review* — Undertake a program to systematically review the Regional District's policies to ensure compatibility with environmental needs and other values
- > *NCRD Governance Review* — Identify and implement ways to strengthen the federation
- > *RBA Funds Allocation Policy* — Develop a policy to guide the allocation of Resource Benefits Alliance monies
- > *Communications & Engagement Strategy* — Create a strategy to strengthen NCRD's connection to residents, and the involvement of residents in decision-making
- > *Sub-Regional Servicing Agreement* — Review definition, cost-sharing and governance arrangements for all local services that are provided on a sub-regional level; reach agreement among participating jurisdictions
- > *Provincial Advocacy Strategy* — Develop a strategy to influence provincial government decision-making on issues of importance to North Coast

North Coast Community

- > *Sub-Regional Recreation Facilities Plan* — Create a plan to provide facility-based opportunities on Haida Gwaii
- > *Trails Strategy* — Develop an Island Trails Strategy first, then a Mainland Trails Strategy
- > *Regional Housing Strategy* — Develop a strategy to provide affordable housing options for all existing and prospective residents
- > *Community Health Committee* — Establish a

committee to raise and discuss health needs (broadly defined) of local communities

- > *Electoral Areas' Land Use Plans* — Work to put in place OCPs in all electoral areas as a basic level of service in the electoral area planning function

Economy

- > *Regional Attraction Strategy* — Determine ways to attract people, services, and businesses to the North Coast, including families, younger demographic groups, medical practitioners and others
- > *Advocacy on Resource Extraction* — Undertake focused advocacy in effort to assert greater local control of local resources
- > *AVICC* — Submit bid to host AGM for Association of Vancouver Island and Coastal Communities
- > *NCRD-Port Protocol Agreement* — Work with Port to develop agreement aimed at building stronger relations and encouraging greater collaboration

NCRD Corporation

- > *NCRD Building* — Acquire, through development or purchase, a Regional District headquarters building
- > *Staff Succession Plan* — Identify key positions to fill, and skill sets to attract, to enable the corporation to run at its optimum level
- > *Solid Waste Management Plan* — Develop a comprehensive SWMP; include energy recovery as a key element
- > *Internal Telecommunications Infrastructure* — Ensure that all jurisdictions have ability to communicate together (e.g., for Board meetings) through video conferencing and other means
- > *Asset Management Plan* — Create asset management plan to manage and replace NCRD infrastructure and equipment

Strategic Priorities

All of the potential priorities on the long list are important. Not all, however, are equally important or equally deserving of the Regional District's scarce resources. To identify which potential priorities are most important to the Board as a whole, Directors were asked to award points to

priorities set out in the long list. Figure 5 presents the top six priorities that emerged from the voting, as well as all other priorities that received scores.

Figure 5
2019-2022 Strategic Priorities

Board Priorities	Score
1. Solid Waste Management Plan	10
2. Trails Strategy	9
3. NCRD Building	8
4. Regional Housing Strategy	6
5. Erosion Prevention Advocacy	6
6. Asset Management Plan	5
7. Promote NCRD (First Nations)	4
8. Build Relationships (First Nation)	4
9. Electoral Areas' Land Use Plans	4
10. Renewable Energy Strategy	4
11. Wildfire Protection Plan	3
12. Regional Attraction Strategy	3
13. NCRD Policy Review	3
14. RBA Funds Allocation Policy	3
15. Regional Water Supply Plan	2
16. Community Health Committee	2
17. AVICC Conference Bid	2
18. Integrated Emergency Mgmt	2
19. Sub-Reg Servicing Agreement	1
20. Provincial Advocacy Strategy	1
21. Staff Succession Plan	1
22. Sub-Reg Rec Facilities Plan	1



NORTH COAST REGIONAL DISTRICT
2019-2022 STRATEGIC PLAN (DRAFT)

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
> Erosion Prevention Strategy	> 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
> Promote North Coast Regional District	> Purchase branded equipment for use at the All Native Basketball Tournament	Q1; 2019
	> Budget funds to updated branded marketing collateral	Q3; 2019
	> Update all signage on fleet vehicles, recycling bins, buildings and lands	Q2; 2019
	> Establish month Board highlights and project reporting communication with area First Nations	Q3; 2019
> Build Relationships	> Amend Board procedure bylaw to establish territorial recognition at meetings	Q2; 2019
	> Meet with all area First Nations to establish regular lines of communication	Q4; 2019
	> Facilitate effective C2C forums on the mainland and Haida Gwaii	Q2; 2020
	> Consider First Nations partnership opportunities for regional and other projects	Ongoing
	> Engage with mainland First Nations to establish and adopt a protocol agreement	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
> Trails Strategy	> 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
> Regional Housing Strategy	> 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
Additional Priorities	Key Actions	Start Date
> 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
> Regional Attraction Strategy	> Establish goals, scope and partners of a regional attraction strategy	Q2; 2021
	> Budget funds required for the development of a regional attraction strategy	Q4; 2021
	> Request proposals and develop work plan for regional attraction strategy	Q1-Q2; 2022
> Association of Vancouver Island and Coastal Communities (AVICC) Conference Bid	> Budget funds for staff and directors to attend 2020 AVICC Conference	Q4; 2019
	> Engage AVICC and City of Prince Rupert staff	Q2;2020
	> Submit expression of interest to host 2022 AVICC Conference	Q3; 2020
	> Budget/seek grant funds to host 2022 AVICC Conference	Q3-Q4; 2021
	> Work with AVICC to prepare as 2022 host community	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
> Solid Waste Management Plan (SWMP)	> 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
> NCRD Building	> 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



> Asset Management Plan	> Prioritize NCRD assets	Q3; 2019
	> Identify potential grant funds to support the development of individual asset management plans	Q4; 2019
	> Budget funds required for the development of individual asset management plans	Q4; 2019
	> Request proposals for the development of individual asset management plans	Q1-Q2; 2020
	> Develop work plans for asset management plan development	Q2; 2020
	> Consistently budget funds required for the replacement/renewal of each asset	Ongoing
Additional Priorities	Key Actions	Start Date
> Staff Succession Plan	> Establish goals and priorities of staff succession planning	Q4; 2019
	> Create inventory of existing employees and skill sets required for operation	Q4; 2019
	> Engage staff to evaluate each employee's future potential	Q4; 2019
	> Budget additional funds needed for employee training and development	2020
	> Groom employees according to skill sets and potential	2020-2022

