

2019-2022 STRATEGIC PLAN



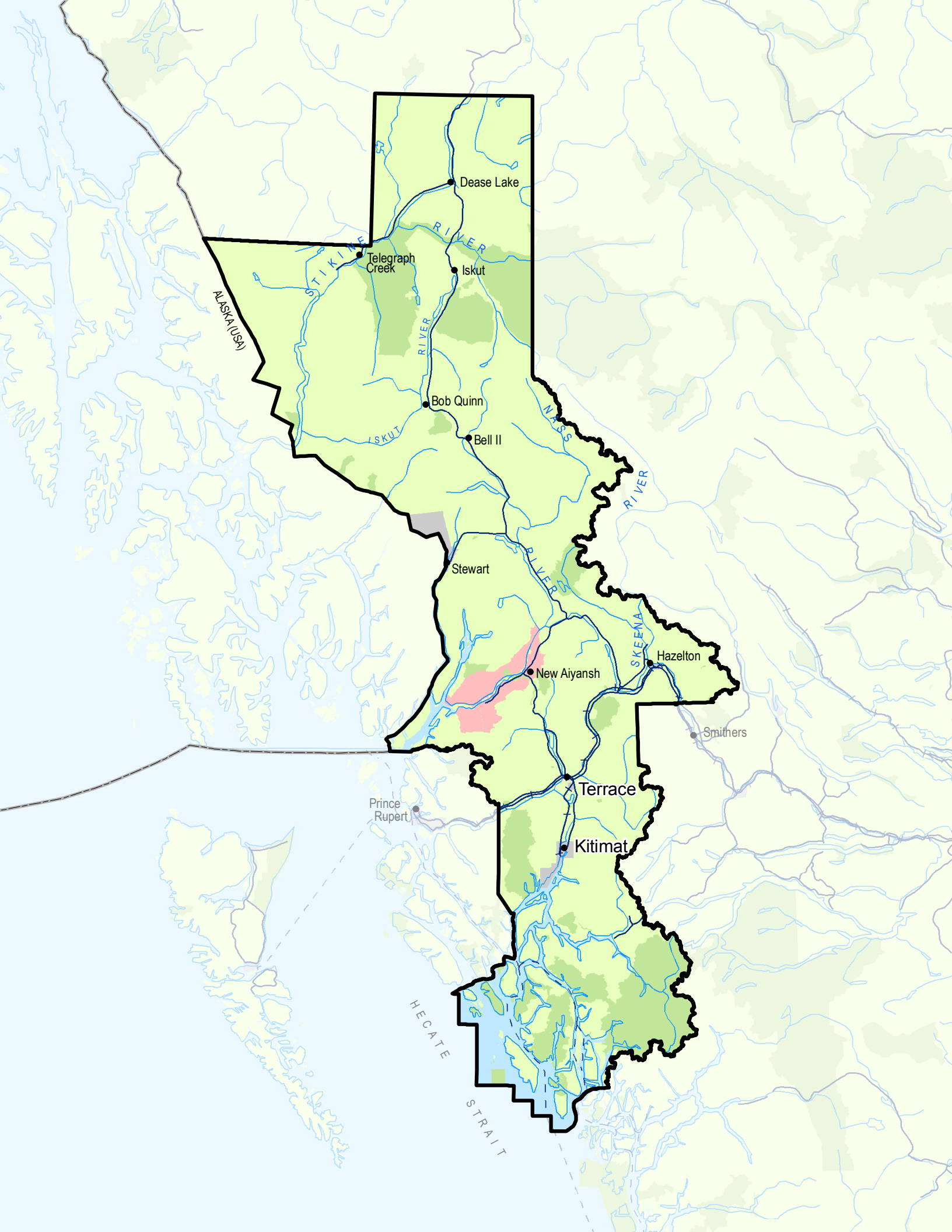
OUR REGION. OUR FUTURE.

The Kitimat-Stikine, located in Northwestern BC, is a geographically vast region with an abundance of natural resources that support a robust economy and provide a spectacular setting for those who reside here and for those who come to visit. Our rich First Nations history and the pioneering spirit of those who settled this region continues to influence the independence, perseverance and diversity of our communities.

As we look to the future, we envision a diverse and stable economy that supports a high quality of life for our citizens and a resource benefits agreement that will ensure our communities are financially

sustainable. Other primary goals include ensuring health and social services are readily accessible, housing is affordable, communities are connected by telecommunications and transportation infrastructure and our residents have access to the municipal services they require. Families and workers are staying and thriving in their communities and seniors have the supports necessary to age comfortably where they reside.





ALASKA (USA)

STIKINE RIVER

ISKUT RIVER

ISKUT RIVER

BULKLEY RIVER

BULKLEY RIVER

NASS RIVER

SKEENA RIVER

Dease Lake

Telegraph Creek

Iskut

Bob Quinn

Bell II

Stewart

New Aiyansh

Hazelton

Smithers

Prince Rupert

Terrace

Kitimat

HECATE STRAIT

HECATE STRAIT

OVERVIEW

OUR ROLE

The Regional District of Kitimat-Stikine (RDKS) provides a range of municipal services to 37,000 residents over an area of 100,000 km² in northwestern British Columbia. As the second largest regional district in British Columbia, member jurisdictions include six electoral areas, several First Nations communities, and the municipalities of Kitimat, Terrace, Stewart, Village of Hazelton and New Hazelton.

The Regional District administers over 52 separate functions such as rural land use planning, community water and wastewater systems, fire protection, libraries, emergency preparedness, solid waste services, dog control, recreation facilities and parks.

Our strength lies in working together for the benefit of the entire region, speaking with a united voice and advocating for the needs of our residents and communities.

OUR COMMITMENTS

As we fulfill our roles and responsibilities as a regional government, we will:

- Represent our constituents in a professional manner
- Collaborate with our partners, First Nations and other levels of government
- Consider all points of view in our decision-making
- Be fiscally responsible with taxpayer's money
- Provide opportunities for residents to stay informed
- Support and respect our staff

PURPOSE OF PLAN

The purpose of this strategic plan is to foster a common understanding of the issues facing the region and establish a strategic approach to addressing our most important opportunities and challenges. The strategic plan will guide the allocation of financial and human resources, provide clear direction to staff and align decisions and policies of the Board with our vision for the future. It will also enable us to track and measure our progress and success over time and report to our citizens and stakeholders.

MESSAGE FROM THE CHAIR



On behalf of the Board of the RDKS, I am pleased to present our 2019-2022 Strategic Plan. This document outlines the Board's shared perspectives on the direction for our region's future. This plan will help guide the RDKS and provide the basis for informed and directed decision making. The plan ensures collaboration with staff and the community to accomplish shared goals.

Over the next 3 years the Board will be working towards:

- ensuring operations and policies are consistent;
- developing capacity in order to accomplish goals
- enhancing the effectiveness of service delivery

- pursuing partnerships with First Nations, community groups and other levels of government
- providing effective communication to our citizens and encouraging feedback
- delivering core services to the region's residents that meet community needs
- ensuring representation at the Provincial and Federal government levels that advance the interests of our region.

In the plan you will see that the Board has identified 6 key objectives in order to guide the organization in a focused direction. We are committed to the values of financial stability, community engagement, transparency and accountability in our processes and decision-making in order to be successful.

Like many plans, ours will be reviewed on a regular basis and revised as needed. We want flexibility in order to address the growing needs that our region will undoubtedly face in the future. Our commitment is towards sustainability in order to pass on a healthy and vibrant region for future generations to enjoy.

STRATEGIC FOCUS AREAS

1 Northwest British
Columbia Resource
Benefits Alliance



2 Engaging and
Communicating with
our Citizens



3 Partnerships with
Communities and
First Nations

6 Advocacy



5 Provision of
services in rural
areas



4 Organizational
Capacity



STRATEGIC FOCUS AREA 1

NORTHWEST BRITISH COLUMBIA RESOURCE BENEFITS ALLIANCE

GOAL To attain a long-term funding agreement with the Province to support economic development in the northwest and ensure that an appropriate share of resource revenues remain in the region.

WHY Major resource development projects will benefit our regional economy and will also impact our communities. We need to ensure that development creates stable, local jobs as well as sustainable, livable communities.

STRATEGIES	ACTIONS	TARGET
1.1 RBA PROJECT MANAGEMENT	Provide administrative and logistical support to the RBA on behalf of the alliance partners	Ongoing
1.2 RBA BUSINESS CASE	Participate in development of a business case for Provincial Government investment in the RBA: • continue discussions with the Province of BC	Ongoing
1.3 COMMUNITY AND STAKEHOLDER ENGAGEMENT	Inform and engage local communities and stakeholders to build support for, and awareness of the benefits of the RBA	Ongoing



STRATEGIC FOCUS AREA 2

ENGAGING AND COMMUNICATING WITH OUR CITIZENS

GOAL To improve awareness of the Regional District's role and obtain feedback from our citizens on services we provide.

WHY It is important that we build relationships with our communities. Input from our citizens will result in informed decisions while improved communications and access to information will prevent misunderstanding and help to build the public's trust and confidence in the Regional District.

STRATEGIES	ACTIONS	TARGET
2.1 WEBSITE IMPROVEMENTS	Develop a new website with improved functionality to better serve the needs of residents and website visitors:	
	• Staff Project Team, Website RFP, Content Development, Go Live	Nov 2019
	• Once website is launched, provide Board with a presentation to raise awareness of tools and capacity of site	Nov 2019
	• Promote the new website with news article; actively engage departments for current projects for updates useful as "News" on the website; continue to build website information using feedback from staff and public on consistent, accurate, convenient information flow	Ongoing
2.2 PUBLIC ENGAGEMENT POLICY	Develop a comprehensive policy to guide engagement and communications activities of the RDKS:	
	• Research and develop a framework to support best management practices prior to development of a policy	April 2020
	• Facilitate the update of the master stakeholder registry which includes agencies within all levels of government, community groups, businesses, and First Nations contacts with current contact information and share this registry with all member municipalities. This may be used for future, targeted stakeholder engagement	July 2020
	• Draft Policy for CAO review	Aug 2020
2.3 LIVE STREAMING OF BOARD MEETINGS	Investigate the costs and logistics of implementing live streaming technology for Board meetings:	
	• Assist Executive Assistant to determine feasibility, systems and costs	Dec 2019
	• Provide funding in the 2020 budget to purchaser live streaming equipment	Jan 2020



STRATEGIC FOCUS AREA 3

PARTNERSHIPS WITH COMMUNITIES AND FIRST NATIONS

GOAL Partner with our First Nations and communities to deliver services and amenities.

WHY We are stronger when we work together. Collaboration with our partners can leverage funding, create efficiencies and economies of scale, strengthen relationships, reduce duplication and enhance the effectiveness and viability of projects, services and programs for our citizens and businesses.

STRATEGIES	ACTIONS	TARGET
3.1 UPDATE PARTNERSHIP AGREEMENTS	Review and update existing partnership agreements to ensure they reflect current interests of all parties:	
	• Develop database of all agreement, both written and verbal, determine expiry and renewal dates	Dec 2019
	• Identify critical agreements; verbal, unsigned, requiring immediate attention	Dec 2019
	• Create priority list for review based on expiry	Dec 2019
	• Designate an individual/department to lead the process	Dec 2019
	• Identify gaps, opportunities to add agreements not in place	Ongoing
3.2 NEW PARTNERSHIP OPPORTUNITIES	Identify new opportunities to partner with other local governments, First Nations and other agencies for the provision of services and programs:	Ongoing
	• Prioritize gaps identified in strategy 3.1 • Schedule meetings to begin process	

WORKS

ERY
BAKEHOUSE

1920

KATE RYAN BLDG

TOASTER MUSEUM CAFE

CLOSED



STRATEGIC FOCUS AREA 4

ORGANIZATIONAL CAPACITY

GOAL To ensure we have the organizational capacity to deliver quality service and effectively respond to demands and opportunities as they arise.

WHY Having adequate capacity within the organization ensures we can fulfill our administrative requirements, allows us to meet the expectations of the communities we serve, supports a healthy work environment for our employees and enables us to effectively respond to emerging issues and opportunities.

STRATEGIES	ACTIONS	TARGET
4.1 ORGANIZATIONAL REVIEW	<p>Undertake a comprehensive third-party review of the RDKS administration to assess capacity and identify areas for improvement in service delivery:</p> <ul style="list-style-type: none"> • Consultant selected and review completed • Presentation to Board • Implementation of final review 	<p>Aug 2019</p> <p>Sept 2019</p> <p>Ongoing</p>
4.2 ORGANIZATIONAL PERFORMANCE TRACKING	<p>Identify appropriate program for tracking and reporting on corporate objectives and activities:</p> <ul style="list-style-type: none"> • Provide semi-annual updates to the Board • Review Strategic Plan annually 	<p>April 2020</p> <p>Oct 2020</p>
4.3 UPDATE POLICIES AND BYLAWS	<p>Review and update all policies and bylaws as necessary to ensure they reflect current standards and best practice and are effective in achieving their objectives:</p> <ul style="list-style-type: none"> • Utilize consulting firms as needed • Departments to identify policy gaps and prioritize 	<p>Ongoing</p> <p>Ongoing</p>
4.4 RECORDS MANAGEMENT ASSESSMENT	<p>Undertake an assessment of the corporate records management system and establish new processes/electronic records system, as necessary:</p> <ul style="list-style-type: none"> • Stage 1 Hire Consultant to undertake a current state assessment • Stage 2 Review what needs to be done before issuing an RFP • Prepare and issue RFP • Implement RMS 	<p>Dec 2019</p> <p>May 2020</p> <p>May 2020</p> <p>Oct 2020</p>



STRATEGIC FOCUS AREA 5

PROVISION OF SERVICES IN RURAL AREAS

GOAL To provide and maintain services and amenities that support livable and sustainable communities throughout our region and protect our natural values and assets.

WHY The availability of services and amenities in our rural communities enhances the quality of life for our residents, supports the retention of workers and families, and attracts growth and development.

STRATEGIES	ACTIONS	TARGET
5.1 NEW SERVICE REQUIREMENTS IN RURAL AREAS	<p>Undertake service gap/risk assessments in rural areas to identify the requirement for new or enhanced services:</p> <ul style="list-style-type: none"> • Develop a process for reviewing the potential to offer a new service: 	Jan 2020
5.2 BUSINESS CASES TO SUPPORT GRANTS	<p>Proactively identify and prepare appropriate business cases to support funding proposals/applications:</p> <ul style="list-style-type: none"> • Staff to complete business cases and prioritize projects • Staff to tie grant funding to identified services 	Ongoing Ongoing
5.3 UTILITY ACQUISITION POLICY	<p>Develop a policy to guide and establish standards for the RDKS acquisition of water and wastewater systems:</p> <ul style="list-style-type: none"> • Works & Services Manager to develop a new policy 	Spring 2020



STRATEGIC FOCUS AREA 6

ADVOCACY

GOAL To advance a collective voice that represents the interests of the region to the Provincial and Federal governments and other governmental agencies responsible for providing services in our region.

WHY It is important that the region's interests are clearly stated and that we take every opportunity to influence the policies and practices of senior government that impact our residents and our communities.

TOPIC	TARGET
1. RESOURCE BENEFITS AGREEMENT	Province
2. BROADBAND AND CELLULAR CONNECTIVITY	UBCM, Province, Connectivity Study
3. RETENTION OF WORKERS, FAMILIES AND SENIORS	UBCM, Province, Workforce Attraction Initiative
4. HOUSING AFFORDABILITY/AVAILABILITY	UBCM, Province, Regional Housing Strategy
5. DAYCARE	UBCM, Province

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