TNRD STRATEGIC PLAN
2015-2018 OVERVIEW OF PRIORITIES

**FOCUS ON COMMUNICATION**
- Learn more about our stakeholders & how they wish to be communicated with
- Provide information on the services we provide & related costs
- Ensure communication opportunities exist on items that affect stakeholders

**FOCUS ON EXCELLENCE IN GOVERNANCE & MANAGEMENT**
- Regionally focused board decision-making
- Continue to strive to be an employer of choice
- Actively track our assets & plan for the financial impacts of repair & replacements
- Foster our relations with stakeholders inclusive of First Nations, member municipalities, neighbouring RDs, & senior levels of government
- Develop business continuity plan

**FOCUS ON PROVIDING SERVICES THAT INCREASE VALUE TO OUR RATEPAYERS**
- Continue to improve customer service and understanding
- Ensure that services are being delivered in an efficient & cost effective fashion
- Continue our focus on regional solid waste management
- Focus on community and public safety
- Provide safe, reliable drinking water for our utility services

**ACTIVELY PROMOTE ECONOMIC GROWTH IN THE REGION**
- Create an environment that is attractive to existing & new businesses
- Continue to leverage the impact of the film commission

**ADVOCATE ON KEY ISSUES IMPACTING OUR REGION**
- Actively engage to improve health care delivery in the region
- Continue to leverage advocacy avenues to further TNRD’s regional interests
Preparing to Plan

The Strategic Planning Process undertaken by the TNRD Board was heavily invested in preparation – the Board members and key staff completed online surveys to identify the strengths, weaknesses, opportunities and threats facing the organization. The feedback from these surveys was shared with the Board prior to commencing the session (see copies attached).

In addition, previous planning documents were reviewed and considered to build on the work the organization has done in prior years and preparatory conference calls were held.
The Planning Workshop

The workshop was attended by the majority of the Board as well as selected senior staff. The workshop focused on the key issues facing the organization and the strategic priorities were chosen specifically to take advantage of opportunities as well as to protect the organization against threats.

Building the Plan

The notes of the workshop were compiled by Paragon Strategic Services Ltd., and form the basis of this report. It was recognized that in the final year of the four year term the focus would be shorter term with a more robust planning process being undertaken after the next election.

Measuring Plan Progress

The next step for staff will be attaching measures to the strategic priorities, including:

- Identifying the staff member accountable
- Identifying achievable timelines for each action/goal
- Identifying measures that show progress to goals
- Prioritizing activities within the plan
- Tracking progress on at least a quarterly basis

Reporting on the Plan

The Board and staff need to agree on a reporting frequency to ensure that progress to goals is tracked on a regular basis – a suggested timeline is at least two times a year. The nature and structure of this report should be agreed upon in advance by the Board and staff.

Communicating the Plan

Attached to this report are draft graphics that can be used to aid the organization in communicating the plan through posters, handouts or on the web.
WHERE ARE WE NOW?

STRENGTHS

- Competent Staff
- Strong Library System
- High Functioning Board
- Geographic Diversity
- Wide Range of Services
- Strong Relationships in the Region
- Attractive Location
- Film Commission

WEAKNESSES

- Geographic Size
- Rural Urban Inequities
- Bylaw Enforcement is Uneven
- Services Hard to Provide in Such a Large Area
- External Communication
- Health Care Services

PREPARED BY TRACEY LEE LORENSON PARAGON STRATEGIC SERVICES LTD.
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KEY DISCUSSIONS

The Board spent significant time on three key themes at the workshop (see attached detailed summary notes):

COMMUNICATION WITH RESIDENTS
- WHAT DOES SUCCESSFUL COMMUNICATION LOOK LIKE?
- WHAT CONCERNS DO WE HAVE?
- WHAT’S WORKING?

ECONOMIC GROWTH
- WHAT DO WE MEAN BY "ECONOMIC DEVELOPMENT"?
- WHAT IS THE TNRD'S ROLE?
- WHAT SPECIFIC AREAS WOULD WE LIKE TO EXPAND?

ADVOCACY
- SPECIFICALLY IMPROVEMENTS TO HEALTH CARE
- DISCUSSION OF THE TNRD'S ROLE
- CONNECTIONS THE BOARD AND REGION HAVE TO FACILITATE "VOICE"
Each of these discussions identified focuses for this Strategic Plan, with the main thrusts being:

**Communication**

Create a task force with a short term mandate to evaluate:

1. How do stakeholders prefer to be communicated with?
2. How are we currently doing?
   a. What communication methods are the most successful?
   b. Do we in fact have a specific problem around communication or do we continue to inform and educate our residents?
3. What (if any) changes might we make?

**Economic Growth**

The discussion focused around the region’s unique openness to resource based businesses that other communities may not be welcoming.

The priorities the Board ended up discussing were:

1. Creating an environment that is attractive to new and existing businesses
2. Facilitating connections between the TNRD, communities and other organizations with an economic impact
3. The importance of the Film Commission was reinforced by the Board.

**Advocate for Improvements to Access to Health Care in the Region**

The Board identified how critical health care access (beyond simply doctor retention) is to the region. While it is clear that the Regional District cannot “fix” this issue, it remains so fundamental to community livability that it is a key advocacy priority over the next few years. This is not simply a rural issue, it affects all areas of the TNRD, but is most acute in those areas where safe access to ongoing or emergency care is either absent or at risk.

The Board also identified that the connections individual Board members have can assist in ensuring the TNRD issues are heard at both other levels of government and at organizations like UBCM.
STRATEGIC PRIORITIES

Through the online survey and discussion at the workshop, the following five themes have been identified. You will see that each “theme” has a series of priorities within it. Finally, activities (with timelines and measures) will need to be attributed to each priority.
FOCUS ON COMMUNICATION
WE ENSURE OUR RESIDENTS HAVE INFORMATION AND VOICE ON ISSUES THAT AFFECT THEM

LEARN MORE ABOUT OUR STAKEHOLDERS AND HOW THEY WANT TO BE COMMUNICATED WITH
• CREATE A COMMUNICATIONS AD HOC COMMITTEE FOR A LIMITED DURATION TO REVIEW OUR CURRENT COMMUNICATION STRATEGIES
• CONSULT ON HOW PEOPLE WANT TO RECEIVE INFORMATION
• LEARN FROM OTHER REGIONAL DISTRICTS, MEMBER MUNICIPALITIES AND ORGANIZATIONS

PROVIDE INFORMATION ON THE SERVICES WE PROVIDE AND RELATED COSTS
• ENHANCE INFORMATION PROVIDED AT PUBLIC MEETINGS
• BASED ON PUBLIC CONSULTATION, EXPLORE OTHER COMMUNICATION CHANNELS OUTSIDE OF PUBLIC MEETINGS
• ENSURE OUR DIRECTORS ARE WELL INFORMED SPOKESPEOPLE WHO HAVE A CLEAR MESSAGE ON SERVICES, KNOW WHERE TO FIND INFO & ARE COMMUNICATION WELL BETWEEN EACH OTHER

ENSURE COMMUNICATION OPPORTUNITIES EXIST ON ITEMS THAT AFFECT STAKEHOLDERS
• EXPLORE OPPORTUNITIES TO DOVETAIL ON MEETINGS & OTHER MEANS OF COMMUNICATION THAT ARE BEING HELD IN OTHER FORUMS
• DEVELOP A TNRD COMMUNICATION PLAN
# Focus on Governance and Management

*We ensure the TNRD is focused on strong management and the board is focused on strong governance.*

## Regionally Focused Board Decision-Making

- Ensure board decisions consider regional impacts
- Adopt policies that reflect regional diversity
- Ensure the board undertakes & participates in activities that develop an understanding of rural/urban diversity

## Continue to Strive to Be an Employer of Choice

- Proactively plan for employee succession
- Invest in the training and development of our human assets
- Foster a corporate culture that positively impacts organizational performance

## Actively Track Our Assets and Plan for the Financial Impacts of Repair and Replacement

- Develop an asset management plan
- Ensure financial plan incorporates expenditures related to replacement and renewal of assets

## Foster Our Relations with Stakeholders, Inclusive of First Nations, Member Municipalities, Neighbouring Regional Districts and Senior Levels of Governments

- Be aware of the interests of our stakeholders
- Identify opportunities for shared services and partnerships
- Board & staff to seek opportunity for Indigenous cultural competency training
- Continue to engage in relationship building activities with member municipalities

## Develop a Business Continuity Plan

- Development of baseline information
FOCUS ON SERVICE

CONTINUE TO FOCUS ON PROVIDING SERVICES THAT INCREASE VALUE TO OUR RATEPAYERS

CONTINUE TO IMPROVE CUSTOMER SERVICE
- Implement method of receiving customer feedback
- People are able to easily access the services they need and receive timely and quality services
- Education of directors re: TNRD bylaws & jurisdiction
- Need to ensure that directors understand process related to complaints

ENSURE THAT SERVICES ARE BEING DELIVERED IN AN EFFICIENT & COST EFFECTIVE FASHION
- Review technology strategy & infrastructure
- Library services review
- Plan for future changes to library services

CONTINUE OUR FOCUS ON REGIONAL SOLID WASTE MANAGEMENT
- Solid waste strategy review of current operations
- Refresh of SWMP

FOCUS ON COMMUNITY AND PUBLIC SAFETY
- Prepare for the impact of legislative changes on rural fire delivery
- Implement consistent and predictable bylaw enforcement
- Ensure we provide effective & responsive coordination of emergency response

PROVIDE SAFE, RELIABLE DRINKING WATER FOR OUR UTILITY SERVICES
- Develop a water master plan
- Consistency of equipment & policies between systems
- Develop, review & renew water conservation plan

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FOCUS ON ECONOMIC GROWTH

WE ACTIVELY PROMOTE ECONOMIC GROWTH IN THE REGION

CREATE AN ENVIRONMENT THAT IS ATTRACTIVE TO EXISTING & NEW BUSINESSES

• ENSURE THE TNRD IS “EASY TO DO BUSINESS WITH”
• ENHANCE MyRegionView APP/PORTAL
• PREPARE FOR THE IMPACT OF SIGNIFICANT RESOURCE INDUSTRY PROJECTS
• ENHANCE INVEST THOMPSON-NICOLA WEB PORTAL
• FACILITATE CONNECTIONS BETWEEN COMMUNITIES & GROUPS THAT IMPACT ECONOMIC GROWTH, SUCH AS VENTURE KAMLOOPS, TOURISM KAMLOOPS, COMMUNITY FUTURES, NDIT AND SIDIT

CONTINUE TO LEVERAGE THE IMPACT OF THE FILM COMMISSION

• ENSURE FILM COMMISSION STAYS CURRENT WITH FILM/MEDIA RELATED TECHNOLOGY
• CONTINUE TO ENHANCE EXTERNAL PRESENCE OF THE FILM COMMISSION THROUGH VARIOUS MEANS SUCH AS MARKETING SYMPOSIUMS & CREATIVE BC MEETINGS
FOCUS ON ADVOCACY

WE ADVOCATE ON KEY ISSUES IMPACTING OUR REGION

WHILE ADVOCACY IN GENERAL IS FUNDAMENTAL TO REGIONAL GOVERNANCE — HEALTH CARE WAS THE TOP PRIORITY

ACTIVELY ENGAGE TO IMPROVE HEALTH CARE DELIVERY IN THE REGION

- SUPPORT RECRUITMENT & RETENTION OF DOCTORS PARTICIPATING IN THE FAMILY PHYSICIAN RESIDENCY PROGRAM
- CONTINUE TO INVEST IN HEALTH CARE CAPITAL INFRASTRUCTURE
- WE ADVOCATE FOR IMPROVEMENT IN PATIENT CARE THROUGH CHANGES TO THE RULES THAT LIMIT ACCESS TO HEALTH PROFESSIONALS
- LIAISE WITH IHA TO UNDERSTAND THE CHANGING ROLE OF HEALTH CARE

CONTINUE TO LEVERAGE ADVOCACY AVENUES TO FURTHER TNRD’S REGIONAL INTERESTS

- CONTINUE ACTIVE PARTICIPATION IN FCM, UBCM, SILGA, C2C FORUMS, MEMBER MUNICIPALITY MEETINGS, REGIONAL EDUCATION DAYS, ETC.
- CONTINUE TO DEVELOP RELATIONSHIPS BETWEEN TNRD BOARD DIRECTORS AND MLAS, MPS, AND FIRST NATIONS LEADERS
NEXT STEPS

In order to ensure that the plan is utilized by the Board we recommend the following:

1. Detailed review of the Plan above to ensure it captures the intent of the Board during the workshop [MANAGEMENT/BOARD]
2. Assign specific action items under each strategic priority – these do NOT need to be new initiatives and may in fact be already underway [MANAGEMENT – APPROVED BY BOARD]
3. Assign measures and time frames to these activities so staff and the Board can ensure progress towards the strategic priorities [MANAGEMENT – APPROVED BY BOARD]
4. Set regular meetings to review the strategic priorities and to identify any changes that need to be made [BOARD]
5. Ensure the strategic priorities drive regular Board decision making – if an initiative is brought to the Board there should be a review of the its alignment with the priorities selected by the Board [BOARD]
6. Communicate the priorities to staff and the community. [MANAGEMENT]

Please let us know if there are any questions concerning this summary. Thank you!
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<td>STRATEGIC THEME</td>
<td>STRATEGIC PRIORITIES</td>
<td>ACTIVITIES</td>
<td>STAFF RESPONSIBLE</td>
<td>TARGET DATE</td>
<td>STATUS</td>
<td>NOTES</td>
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<tr>
<td>ADVOCATE ON KEY ISSUES IMPACTING OUR REGION</td>
<td>ACTIVELY ENGAGE TO IMPROVE HEALTH CARE DELIVERY IN THE REGION</td>
<td>SUPPORT RECRUITMENT &amp; RETENTION OF DOCTORS PARTICIPATING IN THE FAMILY PHYSICIAN RESIDENCY PROGRAM</td>
<td>SUKH GILL</td>
<td>ONGOING</td>
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<td></td>
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<td>CONTINUE TO INVEST IN HEALTH CARE CAPITAL INFRASTRUCTURE</td>
<td>SUKH GILL</td>
<td>ONGOING</td>
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<td></td>
<td>WE ADVOCATE FOR IMPROVEMENT IN PATIENT CARE THROUGH CHANGES TO THE RULES THAT LIMIT ACCESS TO HEALTH PROFESSIONALS</td>
<td>SUKH GILL</td>
<td>ONGOING</td>
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<td></td>
<td>LIAISE WITH IHA TO UNDERSTAND CHANGING ROLE OF HEALTH CARE</td>
<td>SUKH GILL</td>
<td>ONGOING</td>
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<tr>
<td>CONTINUE TO LEVERAGE ADVOCACY AVENUES TO FURTHER TNRD’S REGIONAL INTERESTS</td>
<td>CONTINUE ACTIVE PARTICIPATION IN FCM, UBCM, SILGA, C2C FORUMS, MEMBER MUNICIPALITY MEETINGS, REGIONAL EDUCATION DAYS, ETC.</td>
<td>CONTINUE TO DEVELOP RELATIONSHIPS BETWEEN TNRD BOARD DIRECTORS AND MLAS, MPS, AND FIRST NATIONS LEADERS.</td>
<td>SUKH GILL</td>
<td>ONGOING</td>
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</table>
WHAT IS WORKING?

- Social Media is working well (especially during emergency events)
- Webmapping
- For the most part, the website works well
- The current
- Utility newsletter that goes out to users
- Solid waste info is really great; workshops; composting etc
- Library communications

Positive projects we have done in the areas (successful outcomes from projects)

- More press releases about programs ie library programs, etc
- Communication during emergency situations
- Staff politician interaction works work
- We aren’t doing terrible, we just want to do better
- Reports from staff are good (just need to roll it out to the region)
- Film commission communications

Prepared by Tracey Lee Lorenson www.paragonstrategic.com
LEVERAGING COMMUNICATION FROM MUNICIPALITIES & INCLUDE RD INFO IN EXISTING COMMUNICATION PRACTICES

THE FEEDBACK THAT WE GET FROM CONSTITUENTS WILL BE DIFFERENT IN NATURE AND INDICATING THAT SATISFACTION IS IMPROVING

IF THE CONSTITUENTS IN THE TNRD UNDERSTAND THE STRUCTURES OF GOV’T AND HOW THE TNRD FITS IN

MEASURE/TRACK WEBSITE ACTIVITY

MORE PERSONAL CONTACT FROM DIRECTORS TO CONSTITUENTS

BETTER PUBLIC ENGAGEMENT

HIGHER VOTER TURNOUT

EDUCATING OUR CITIZENS SO THEY CAN PARTICIPATE IN A MORE EFFECTIVE WAY

OTHER RDS ARE CALLING US TO FIND OUT OUR COMMUNICATIONS/ENGAGEMENT STRATEGY

WE NEED TO FIND A WAY TO MEASURE SATISFACTION, PERHAPS THROUGH VOTER TURNOUT, COMPLAINT LEVELS WILL DECREASE

SURVEY PEOPLE TO FIND OUT WHAT TOPICS WE SHOULD COMMUNICATE ON

WHAT DOES SUCCESSFUL COMMUNICATION LOOK LIKE?

REDUCTION IN THE NUMBER OF CALLS/COMPLAINTS, LESS NEGATIVE INTERACTIONS

ANNUAL MAILOUTS

CAPITALIZE ON SCHEDULED MEETINGS, OPENING UP MTGS FOR MORE THAN ONE TOPIC

EVERYONE KNOWING THE 1MINUTE “ELEVATOR PITCH” ABOUT THE CORE SERVICES OF THE RD

INCREASED IT TRAINING, FINANCIAL AND OTHER RESOURCES

ASSIST EAS IN COMMUNICATION & NEIGHBOURING MUNICIPALITIES

HAVING THE PROPER TOOLS TO COMMUNICATE

PUT OUT QUALITY INFORMATION; HAVE “CAMERA READY” INFORMATION

MAKING SURE THE INFO IS EASY TO ACCESS AND UNDERSTANDABLE

HAVING REALISTIC EXPECTATIONS

DIRECTORS ARE WELLVERSED IN WHERE INFORMATION CAN BE FOUND SO THEY CAN DIRECT CONSTITUENTS TO THE RIGHT PLACES

CREATE AWARENESS IN THINGS WE’VE ALREADY SUCCEEDED IN

PREPARED BY TRACEY LEE LORENSON WWW.PARAGONSTRATEGIC.COM
WHAT IS THE CONCERN ABOUT COMMUNICATION?

- The TNRD doesn't have "a newspaper" as we are very fractured and large in geography.
- Interactions with the public may be to do with regulation and may be negative.
- People are hesitant to volunteer and get involved because of liability.
- People don't think of partnership opportunities first.
- People don't know who their area directors are.
- Our citizens aren't educated on the function of the RD.
- We don't what people are thinking? Where do we get the best information on what PPL are thinking? (We are finding out in person to person interactions, mainly.)
- We can't blame this miscommunication on the customer, it's our problem to solve.
- Distrust; idea that the TNRD isn't reliable; apathy.
- One message is not going to work for everyone, huge diversity in our population.

WHAT IS THE CONCERN ABOUT COMMUNICATION?

- People don't know what we do.
- Directors don't know how to use their surfaces.
- Lots of directors don't know how to use their TNRD email addresses.
- EAS and municipalities need to communicate amongst each other.
- Gap between EAS and municipalities - sharing resources that shared between munis and rural areas.
- People call RD because they will help instead of just passing the buck (not a communications problem... people just keep calling who they get good service from... the problem is managing expectations).
- We have a lack of uptake with the communication tools we currently have.
- Many people who live in the RD live there because they don't want a lot of gov't interaction.
- There are many things “in the hopper” and we can’t communicate about some things until they are nearly launched.
- People don’t understand when we’ve already done consultation.

Prepared by Tracey Lorenson www.ParaonStrategic.com
WHAT DOES SUCCESS LOOK LIKE?

APPROPRIATE INPUT AND INVOLVEMENT IN REGIONAL DEVELOPMENT THAT BENEFITS THE REGION

ATTRACT NEW INDUSTRIES

HEALTHY CLIMATE FOR EXISTING BUSINESSES

SEEK NEW MARKETS

REDUCTION OF UNEMPLOYMENT

INCREASE IN BUSINESS LICENSES

COMMERCIAL BUSINESS CONSTRUCTION

INCREASED INVESTMENT IN THE REGION

INCREASE INFRASTRUCTURE

INCREASE PEOPLE (MORE TAXES AND BETTER SERVICES)

INTERNET TO ALL

CONDUCTIVE INFRASTRUCTURE AND REGULATIONS TO ATTRACT BUSINESS

FOCUS ON RELATIONSHIP BUILDING (USE CONNECTIONS WE ALREADY HAVE)

BUY LOCAL INITIATIVES

AGRICULTURE PLAN

SLAUGHTERHOUSE

CANNING

WASTE BY RAILWAY

RESOURCE EXTRACTION

ALTERNATIVE ENERGY

WIND

RIVER

HOSPITALITY/TOURISM

TRANSPORTATION

TECHNOLOGY

MOUNTAIN BIKE TRAILS

RAIL/HIGHWAY DISTRIBUTION CENTRE

TECHNOLOGY HUB

WINERIES

MORE SMALL BUSINESS/RETAIL

PROMOTE RD AS A WHOLE

CONTINUE TO ADVOCATE FOR BACKBONE IMPROVEMENTS

FACILITATE DISCUSSIONS BETWEEN RURAL AREAS AND MUNICIPALITIES

MAKE SURE WEBSITE IS SUPPORTED

“INVEST THOMPSON NICOLA”

GET QUARTERLY REPORTS

MEASURE RETURN ON INVESTMENT FROM THE WEBSITE

FACILITATE

INVEST IN ECON DEVELOPMENT PROFESSIONAL SERVICES

WHAT TYPES OF ECONOMIC DEVELOPMENT ARE WE

ECONOMIC DEVELOPMENT DISCUSSIONS

PREPARED BY TRACEY LEE LORENSON WWW.PARAGONSTRATEGIC.COM