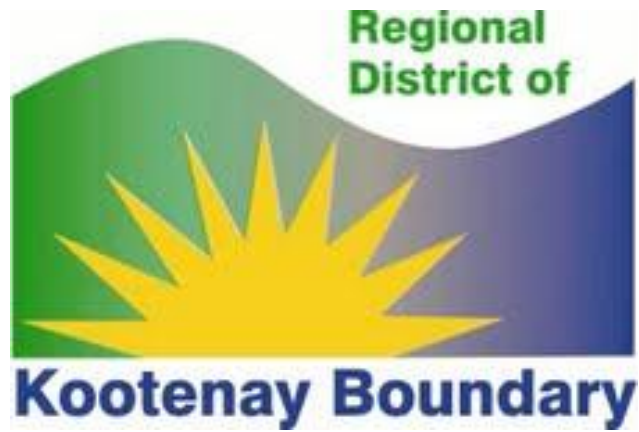


REGIONAL DISTRICT OF KOOTENAY BOUNDARY



STRATEGIC PLAN 2012-2015



RDKB STRATEGIC PLAN



Exceptional Cost Effective And Efficient Services

- We will distinguish between those services that are "core" and discretionary
- We will review and measure service performance
- We will ensure we are responsible and proactive in funding our services



Environmental Stewardship/Climate Preparedness

- We will continue our focus on waste management
- We will actively plan and advocate on behalf of our watershed
- We will plan for climate change adaptation and mitigation



Improve And Enhance Communication

- We will ensure the messages we are delivering within our region are clear and easily understood
- We will continue to advocate on issues that affect our region
- We will continue to focus on partnerships that advance the interests of the Region



Continue To Focus On Organizational Excellence

- We recognize the key role that our staff play in delivering services in the region
- We will review our internal processes to remove any barriers to economic growth
- We will continue to focus on good management and governance

REGIONAL DISTRICT OF KOOTENAY BOUNDARY STRATEGIC PLANNING SESSION 2012



Preparing to Plan

In preparing for the Strategic Planning workshop, pre-work was done to review previous planning sessions, Board meetings and agendas as well as workshops held by the Board. Further, a number of preparatory conference calls were held, and previous documentation was reviewed in preparation.

The Planning Workshop

The workshop was attended by all Board members as well as 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.

In the workshop the Board was very clearly focused on issues, as opposed to action items identified by department, and was disciplined in choosing priorities that were critical to the region, even deciding what NOT to do in recognition of the finite resources of the organization and the need to deploy them wisely.

Building the Plan

The notes of the workshop were compiled by Paragon Strategic Services Ltd., and form the basis of this report.

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 – usually on a quarterly basis. The nature and structure of this report should be agreed upon in advance by the Board and staff. We have attached to this report some sample tracking reports that might be of use.

Communicating the Plan

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

WHAT DO WE STAND FOR?

MISSION

- Our mission is to provide a professional level of governance and advocacy both responsive and accountable to the needs of our regional community.

VISION

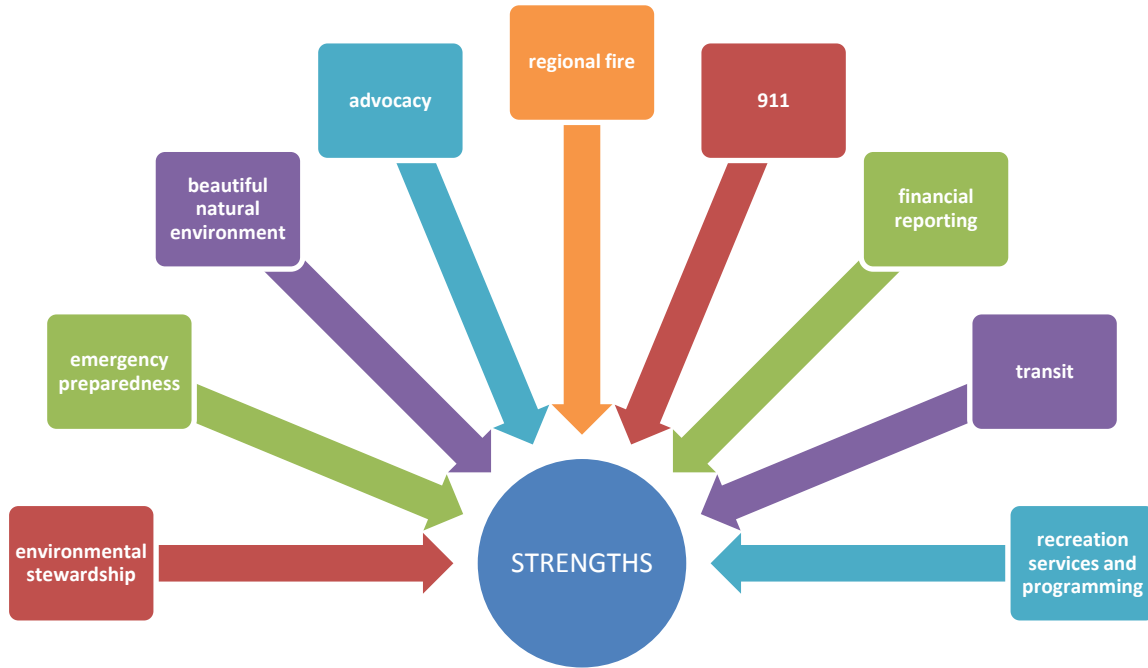
- We shall be valued as an essential level of government which coordinates and distributes regional services in an effective, equitable and responsible manner

VALUES

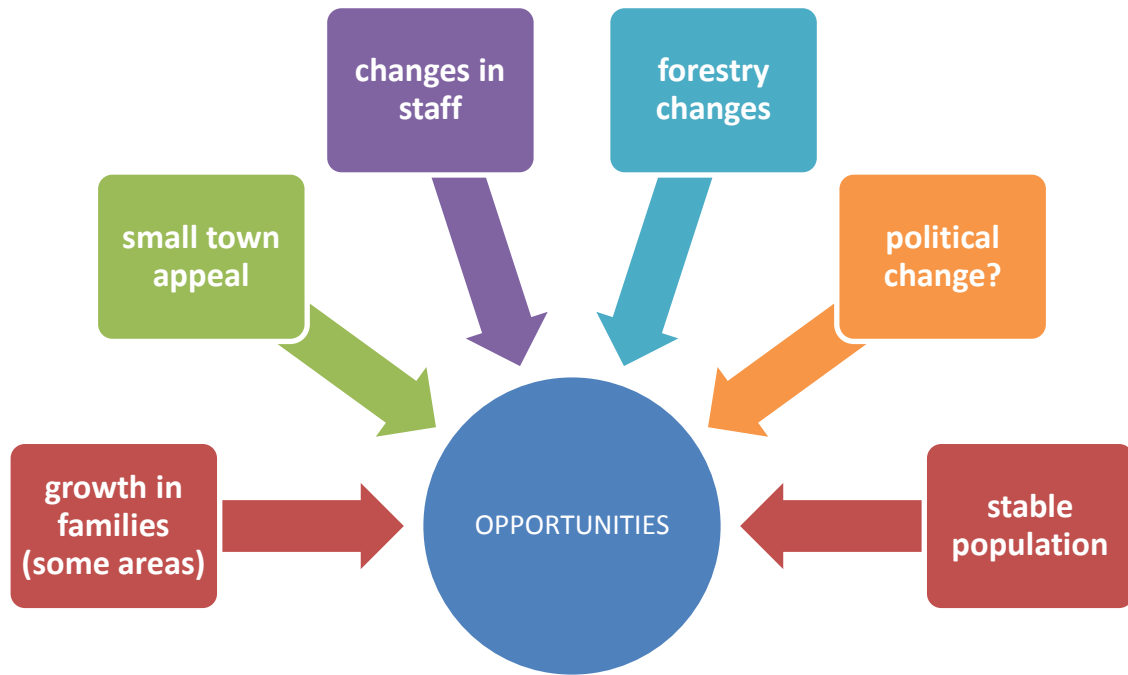
- Respectful
 - Efficient
 - Transparent
 - Responsive
 - Professional
 - Innovative
- Ethical
 - Sustainable
 - Consistent
 - Approachable
 - Passionate

The above mission, vision and values came from previous planning sessions. This planning process did not spend time revisiting those statements or principles as they were largely acceptable to the group.

WHERE ARE WE NOW?



WHERE ARE WE NOW?



STRATEGIC PRIORITIES



EXCEPTIONAL COST EFFECTIVE AND EFFICIENT SERVICES

We will distinguish between those services that are "core" and discretionary

- Perform an assessment of what services and identify those that we are not mandated and or funded to perform.
- Review our service delivery processes to see if we can manage them more efficiently and to prevent service "creep"
- Evaluate new service requests through a filter of whether they are core or discretionary

We will review and measure service performance

- Develop performance metrics for each services, using other communities as benchmarks
- Track current performance to identify gaps between current and ideal service delivery
- Identify strategies to bridge the gap between current and desired service levels

We will ensure we are responsible and proactive in funding our services

- Develop measurements that allow for a "value for money" assessment for each of our services
- Develop plans to address aging infrastructure in our services to ensure sustainable services
- Develop an action plan that directs board and staff actions in advocating for our region's share of resource revenues

ENVIRONMENTAL STEWARDSHIP/CLIMATE PREPAREDNESS

We will continue our focus on waste management

- Develop a plan to incorporate Provincial Environmental Stewardship initiatives to maximize non organic waste diversion and minimize waste disposal
- Develop a plan to implement organic waste diversion throughout the Regional District

We will actively plan and advocate on behalf of our watershed

- Take a leadership role in protecting the quality and quantity of water in the Regional District through changes in governance, riparian area protection and citizen engagement
- Continue our efforts and participation in the Kettle River Watershed Study, recognizing the importance of this resource to our region

We will plan for climate change adaptation and mitigation

- Deepen our understanding of the risks of floods in our communities in this time of climate change
- Ensure that our emergency planning is up to date and that we have acquired or identified sources for the resources and services that we need in order to effectively respond to emergencies
- Review our regulatory bylaws to ensure that they reflect up to date information and consider our changing environment during this period of climate change
- Continue our efforts to reduce our use of energy, and thereby reduce our carbon footprint

IMPROVE AND ENHANCE COMMUNICATION

We will ensure the messages we are delivering within our region are clear and easily understood

- Develop a formal Communications Plan for the RD
- Examine available technology for options to enhance our ability to communicate within our organization and with our public
- Develop communication tools to share needed and wanted information with our public

We will continue to advocate on issues that affect our region

- Ensure steady, sustainable source of funding to attack the local government infrastructure deficit
- Obtain provincial assistance for Fuel Management on Crown Land and large lot private holdings
- Continue to ensure boundary definitions best serve our region

We will continue to focus on partnerships that advance the interests of the Region

CONTINUE TO FOCUS ON ORGANIZATIONAL EXCELLENCE

We recognize the key role that our staff play in delivering services in the region

- Develop a succession plan for key positions
- Develop a staff training and development plan
- Develop a formal performance management process
- Evaluate technology to support staff in providing information and services to the Region

We will review our internal processes to remove any barriers to economic growth

- Identify key bylaws impacting economic growth and assess if they can be streamlined
- Review approval processes to streamline decision making

We will continue to focus on good management and governance

- Design systems and structures to improve communication between Board and Staff
- Review and clarify staff roles and relationships with regard to the various stakeholders represented by the Regional District
- Employ robust and responsive operating systems with the Region

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VISION

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VALUES

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Sustainable
Consistent
Approachable
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