



REGIONAL DISTRICT
of Fraser-Fort George

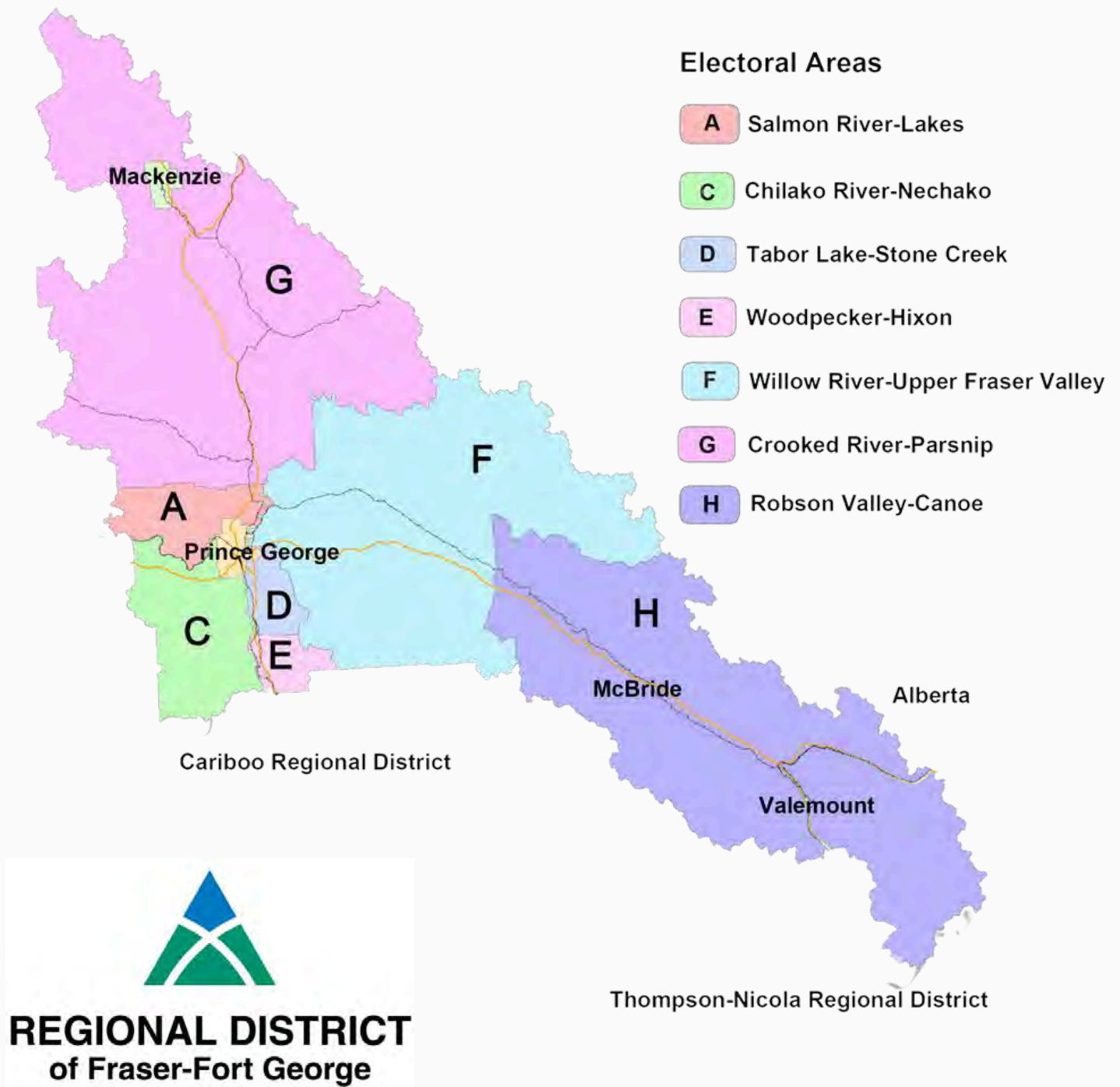
2024 TO 2028

Strategic Priorities



ELECTORAL AREAS

Regional Map



ABOUT

Regional District of Fraser-Fort George

The Regional District of Fraser-Fort George, located in central British Columbia, includes seven rural electoral areas, the District of Mackenzie, the Village of McBride, the Village of Valemount and the City of Prince George. It provides regional decision making on issues that impact rural and urban communities.

The Regional District provides a variety of local services for rural unincorporated areas, as well as sub-regional and region-wide services to the nearly 100,000 residents who call this region home.

Electoral area and municipal representatives work together through the Board of Directors to provide regional local governance.



MESSAGE

From the CAO

As we unveil the Regional District's new strategic priorities for 2024 to 2028, I am proud that we will be guided by a focus on Indigenous and Intergovernmental Partnerships, Organizational Strength and Adaptability, Quality Service Delivery, Awareness and Engagement, and Environmental Stewardship and Climate Action.

These pillars are critical to achieving our vision which is to support, build and create a one-of-a-kind region of diverse opportunities where people choose to be. This plan is more than a guiding document; it is a promise to work together. I am excited about the opportunities ahead and confident in our collective ability to make meaningful progress.

Chris Calder

Chief Administrative Officer



MESSAGE

From the Board Chair

The 2024 to 2028 Regional District of Fraser-Fort George Strategic Priorities are a recommitment to services for residents, support and direction for employees, actions to deal with the escalating climate crisis, and a recognition of evolving relationships with Indigenous Nations.

I look forward to working with board members, employees, volunteers and residents as we continue to do our best for our communities.

Lara Beckett

Board Chair



Executive Summary

In 2019, the Regional District of Fraser-Fort George adopted a set of strategic priorities used to guide the organization over the past four years.

During the spring of 2024, the Regional District revisited its priorities to ensure they were well-positioned to address current challenges and prepare for future opportunities. They took an informed and engaged approach to their strategic priorities planning process, including perspectives of board members, staff and the public through surveys and extensive interviews.

The resulting data was used as a foundation to develop new strategic priorities that will continue to meet the needs of the communities they serve.



Research Summary

Methodology and Primary Research

Between June 7 and 18, 2024 the Regional District of Fraser Fort-George circulated customized surveys containing between eight to 16 questions on their strategic priorities, values, governance and principles. A variety of question styles including a mix of binary choice, balanced scale and free-form questions.

An online survey link was shared primarily through email, but it was also on the website and social media to invite the public to participate. The survey gathered anonymous feedback from 54 members of the public, 30 general staff, 13 managers, and nine members from the Board of Directors.

Primary research was also solicited through one-on-one interviews conducted with members of the Regional District of Fraser-Fort George Board of Directors and management between June 14 and 17, 2024. Detailed interviews, prompted by more than 50 questions, provided in-depth feedback and background on the Regional District's strategic priorities and processes, challenges on the horizon and celebrated successes.

Secondary Research

Secondary research was conducted through a review of past strategic planning documents, former organizational priority summaries, guiding documents, research into best practices among other regional districts and discovery meetings.

Data from open-ended questions, comments and the interviews was prepared for analysis and reporting through review and tabulation. High level results and noteworthy trends were included in a What We Heard Report presented to the Board of Directors during their Board meeting on June 20, 2024. All raw data and summary of findings were included in a report circulated to the Board of Directors and management in advance of a focused, two-day Strategic Priority planning session.

While the Regional District is a partner or resource on many initiatives, research emphasized an opportunity to focus strategic priorities on activities and services where the Regional District has jurisdiction, resources, demand and funding.

Research also revealed that not all earlier strategic priorities were still relevant. Many respondents believed that some should shift to become goals instead.

Most board members and staff believe there is value in strategic planning and they occasionally or often reflect on the strategic priorities in their work and decision making.

Many respondents suggested tying employees' work to the strategic priorities on a more regular basis using clear metrics to strengthen their influence over the organization.

We heard clearly that one of the key strengths of the Regional District is their ability to partner with, and lend support to, community-led initiatives. This was a point of pride and dedication for many respondents.

Important areas to focus on in the future include:

- diversity in leadership
- collaboration between municipalities and regional districts
- balancing priorities with operational tasks

Challenges Ahead

The biggest challenges ahead for the Regional District*:

- solid waste management
- staffing and retention
- healthcare and funding
- climate change and adaptation
- increased cost of living
- scope creep and downloaded costs from government
- escalating costs and increased pressure on tax base
- aging infrastructure

Opportunities Ahead

The biggest opportunities ahead for the Regional District*:

- balancing political considerations with bold action
- partnerships with First Nations
- modernizing technology and innovation including AI
- increased tax base with people moving into the region, too expensive in urban areas
- making Regional District the best employer, fostering morale, succession planning
- community partnerships and collaboration
- proactively demonstrating adaptability in tackling regional challenges

**As pulled from the research data.*

OUR **Mission**


We are committed to
responsive leadership,
fostering relationships and
delivering quality
community-driven services





OUR Vision

A region of diverse
opportunities where
people choose to be



OUR

Organizational Principles

1. Open and accountable in how business is conducted
2. Mutual respect between elected officials, staff and volunteers who work as a team to deliver services and solve problems
3. Excellence in delivering quality community-driven services
4. Strong partners in the environmental, social and economic well-being of our region

OUR

Leadership Values

1. Open-minded, flexible and proactive decision-making
2. Committed to building strong relationships with First Nations
3. Embracing inclusion, diversity, equity and accessibility
4. Innovative and adaptable

OUR Strategic Priorities

Legend



Provide

We will lead the work.



Partner

We will partner with others to deliver.



Facilitate

We will convene organizations, individuals and other levels of government and jurisdictions to deliver.



Advocate

We will advocate to senior levels of government and other agencies to deliver.

Provide

Partner

Facilitate

Advocate

Strategic Priority 1

Indigenous and Intergovernmental Partnerships

GOALS

- ▲▲ 1. Advance Truth and Reconciliation in all of our work
- ▲ 2. Enhance current government-to-government partnerships and foster new ones
- ▲▲ 3. Advocate for regional needs
- ▲▲ 4. Work with the four orders of government regularly to collectively address regional issues

Provide

Partner

Facilitate

Advocate

Strategic Priority 2

Organizational Strength and Adaptability

GOALS

- ▲ 1. Utilize technology to create operational efficiencies and best practices
- ▲ 2. Be a preferred employer
- ▲ 3. Create a robust health and safety culture
- ▲ 4. Expect and support accountability, forward-thinking and bold leadership from the Board of Directors
- ▲ 5. Consider all financial and economic decisions through a sustainable and long-term lens
- ▲▲ 6. Establish resources and capacity to provide responsive leadership to emerging regional issues

Provide

Partner

Facilitate

Advocate

Strategic Priority 3

Quality Community Services

GOALS

- ▲ 1. Implement a Corporate Asset Management Plan
- ▲ 2. Deliver an environmentally sustainable waste management program
- ▲ 3. Continue to advance community safety and emergency management
- ▲ 4. Advance healthcare in the region

Provide

Partner

Facilitate

Advocate

Strategic Priority 4

Awareness and Engagement

GOALS

- ▲▲ 1. Work towards a better understanding of our communities through information gathering, research and engagement, to inform our decision-making
- ▲▲ 2. Communicate clearly to develop an understanding of the Regional District's roles, responsibilities and services
- ▲▲ 3. Develop an internal and external communications plan to deliver consistent and effective communications
- ▲▲ 4. Regularly engage communities using a variety of accessible mediums
- ▲▲ 5. Communicate in a clear and transparent way that is responsive to the needs of our people

Provide

Partner

Facilitate

Advocate

Strategic Priority 5

Environmental Stewardship and Climate Action

GOALS

- ▲▲ 1. Implement the Corporate Climate Action Plan
- ▲▲ 2. Draft and implement a Corporate Environmental Sustainability Plan
- ▲▲ 3. Implement the Regional Agriculture Strategy focusing on sustainable agriculture and food sovereignty
- ▲▲ 4. Maintain and update the Regional Solid Waste Management Plan



REGIONAL DISTRICT
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155 George Street
Prince George, BC
V2L 1P8
rdffg.ca

Connect with us

