

Thompson-Nicola Regional District

2020-2022

STRATEGIC PLAN



The Region of BC's Best

tnrd.ca

OVERVIEW

OUR ROLE

The [Thompson-Nicola region](#) encompasses 44,449 sq. kms. in BC's southern interior and is home to an estimated 136,700 residents. This resource-rich region fosters investment and employment in the agriculture, mining and forestry sectors, as well as education, health, tourism, transportation and distribution.

As a regional government, the TNRD provides and administers [more than 115 services](#).

For the region, [Community Services](#) manages all

[rural emergency response](#), 8 fire departments, [3 community halls](#), 3 cemeteries and [8 parks](#). The department also coordinates (via contract) dangerous dog control and the river buoys system on the South Thompson River, and works with BC Hydro to provide hydro in certain rural areas. Environmental Health Services incorporates best practices in [recycling and garbage disposal](#). Utility Services operates and maintains 11 [community water systems](#) and two [community waste water systems](#). Development Services provides [planning](#) and [building inspection services](#) to the electoral areas and, by contract, to seven municipalities for building permitting and three municipalities

for planning. The [Geographic Information Services](#) department assigns [civic addresses](#) to unincorporated communities, and maintains and updates [myRegionView](#) - a comprehensive interactive mapping system. Finally, the TNRD funds services and programs such as the [film commission](#), a communications department, and [nuisance mosquito reduction](#) and [invasive plant management](#) programs. The [Thompson-Nicola Regional Library](#) boasts 13 locations, a multiple award-winning Mobile Library, and a Library Home Service that together support the lifelong learning, reading and the informational needs of residents.

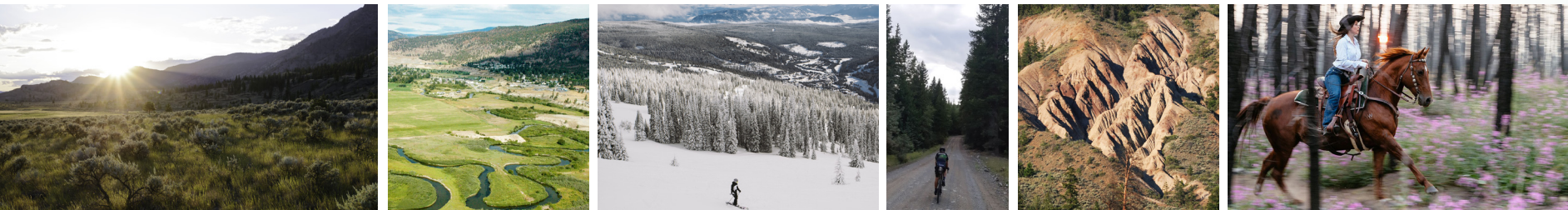
OUR COMMITMENTS

Our commitments as the TNRD Board of Directors and TNRD staff as we fulfill our roles and responsibilities, and collectively work together as a regional government, are:

- Represent and support our constituents in a professional manner
- Be fiscally responsible with tax payers money
- Provide opportunities for residents to stay informed
- Consult and collaborate with our partners, all levels of government and First Nations
- Support and respect one another
- Consider different points of view, new ideas and change
- Embrace best practices and efficiency in everything we do

PURPOSE OF PLAN

The purpose of the strategic plan is to foster a common understanding of the issues facing the region, and establish a strategic approach to addressing our priorities and challenges. The plan aligns with current policies and ongoing projects, and provides a roadmap for new initiatives with our vision of the future top of mind. The plan is a tool for determining the allocation of financial and human resources. It will help the Board with decision-making, and provide direction for staff. The plan will also enable the tracking and measuring of tactics and actions in order to confidently report out successes and challenges to our citizens and stakeholders.



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MESSAGE

FROM THE CHAIR & BOARD

Progress and Prosperity

The year 2020 was a tumultuous year due to the [COVID-19 pandemic](#) and the subsequent lock-down, and travel and socializing restrictions. More than ever, it was a time to listen and communicate with our constituents in order to fully understand the ramifications of the pandemic and assist where we could. Staff strived to sustain the TNRD's services in a rapidly changing social and office environment, mostly working from home when possible. The Board was able to [meet virtually](#), and later in-person, for our [regular scheduled Board meetings](#). Plus, collectively with staff, we were able to determine a vision for the future and develop a strategic plan.

Our vision for the next few years is progress and prosperity. To meet the challenges of addressing COVID, unemployment, businesses and agencies struggling to adapt and survive, climate change, and the move to use the internet for almost everything, we identified [six focus priority areas](#) with actions and tactics to reach the desired outcomes.

They are provided in detail in this document for your perusal.

About The Board

The [TNRD Board of Directors](#) consists of 26 members representing 11 municipalities (2 cities, 2 districts and 7 villages) and 10 Electoral Areas. In all cases, the Mayor was chosen by their respective municipal councils to be their representative on the TNRD Board. Based on population size, the [City of Kamloops](#) has its Mayor and five appointed city council members on the Board. The region's 10 electoral areas are

represented by one elected EA Director each. Every year the Board elects a Chair and Vice Chair. The Chair appoints Directors to serve on [internal standing committees](#) such as the Economic Development and Recreation Services, and Regional Solid Waste Management committees while the Board elects Directors to serve on [internal committees](#) such as the Fire Services Advisory, and external committees such as the Shuswap

Watershed Council and Kamloops Airport Authority Society, to name a few. The TNRD also administers the Thompson Regional Hospital District Board. A comprehensive list of committees can be found at www.tnrd.ca.



FOCUS AREAS

Priority Areas



**Economic
Sustainability
& Resiliency**



**Livability,
Connectivity
& Infrastructure**



**Strategic
Relationships
& Partnerships**



**Dynamic
Communication
& Branding**



**Emergency
Planning
& Response**



**Climate Action
& Environmental
Stewardship**





STRATEGIC FOCUS AREA 1

ECONOMIC SUSTAINABILITY AND RESILIENCY

GOAL

To facilitate regional economic development and rural sustainability initiatives, while pursuing effective advocacy for TNRD priorities to government and external organizations to secure long-term funding and investments in our region.

WHY

We need to ensure that development creates stable local jobs, attracts investment, and sustains livable communities. It is important that the region's interests are clearly stated and understood in order to take every opportunity to influence the policies and practices of senior government that impact our residents and our communities.

REGIONAL DISTRICT STRATEGY	ACTIONS	TARGET
Capital Projects to Support the Economy	Film Commission Film Studio Feasibility Study.	2021 Q1: Develop RFP
	Continue to focus and source grant funding opportunities.	2021 Q2-Q3: Monitor study 2021 Q4 Present study to Board
Regionally Focused Economic Development Initiatives	Support TNRD businesses in developing economic recovery strategies.	Ongoing
	Create a communication hub to enable TNRD citizens and businesses to access relevant and timely information about the TNRD and its initiatives, and our Community.	Ongoing
Regional Partnerships to Support Economic Resilience	Support DER3 - Innovate BC program in helping regional businesses shift to digital platforms.	2021
	Promote local economies by marketing and bringing awareness to Buy Local.	Ongoing
	Research and create a Community Forest Feasibility Report to be presented to the Board.	2021
Financial Sustainability	Develop an Asset Management Plan.	Ongoing
ELECTORAL AREA STRATEGY	ACTIONS	TARGET
Specific Priorities	Investigate expanding the Gas Tax criteria.	2021
	Enable and support Community Trails initiatives.	2021



STRATEGIC FOCUS AREA 2

LIVABILITY, CONNECTIVITY AND INFRASTRUCTURE

GOAL

To provide and maintain services and amenities, and develop and manage infrastructure projects, that support livable and sustainable communities throughout our region.

WHY

The primary needs of our residents, such as access to affordable and high-quality housing, water, transportation, digital infrastructure and health care, are crucial to enhancing residents' quality of life and attracting new people and business to our region.

REGIONAL DISTRICT STRATEGY	ACTIONS	TARGET
Digital Infrastructure	Adopt new weigh scale software and eco-card system.	2021
	Assess Remote Access/Virtual Private Network (VPN) - implement multihomed internet connection with High-Availability VPN system (Central Office)	2021 Q4
	Conduct an overall review of Internet bandwidth, providers, and requirements for TNRD remote sites with goals to: • Reduce to one internet connection per site. • Review throttling of bandwidth requirement.	2021-2023
	Review and make recommendations of GIS Systems and Architecture Strategy.	2021 Q2: Begin 2021 Q4: Develop strategy and roadmap for next 2 - 3 years
	Investigate and execute an Agenda/Meeting Management software system.	2021
	Explore broadband connectivity with TMX (Trans Mountain Pipeline Project).	2021-2022
Infrastructure Projects	Identify and prioritize TNRD Civic Building maintenance projects.	2021-2022
	Begin process of Royal Inland Hospital Phase 3 and parking project planning	2021-2022
	Investigate new TNRD boardroom in the Civic Building.	2021
	Continue site procurement and infrastructure plans for new South Kamloops Library.	2021-2022
	Implement upgrades at Ashcroft and Clearwater libraries.	2021 Q2 - 2022 Q3
Utility Systems Operations & Water Conservation Measures	Implement and complete installations of inside and outside water meters on all TNRD community water systems.	2021 Q4
ELECTORAL AREA STRATEGY	ACTIONS	TARGET
Specific Infrastructure Projects	Execute the Loon Lake Fire Hall construction.	2021
	Initiate the Blackpool Fire Hall upgrade.	2021
	Explore Tobiano Fire Hall build.	2022
	Expand Library Home Service to rural communities.	2021 Q4 - 2022 Q1
Specific Environmental Health Projects	Complete construction of a new Eco-Depot in Cache Creek / Ashcroft.	2022 Q1
	Explore and seek out grant funding for water filtration on TNRD surface water systems.	Ongoing
	Complete detailed design of Pritchard Water Treatment plant (Grant funding has been secured).	2021 Q4
	Complete pre-design report for a future Vavenby Water Treatment Plant.	2022 Q2
	Complete public assent process for mosquito reduction service in Blue River.	2021 Q2



Lac du Bois
Electoral Area J



Wells Gray Provincial Park,
Electoral Area A



STRATEGIC FOCUS AREA 3

STRATEGIC RELATIONSHIPS AND PARTNERSHIPS

GOAL

Foster stronger relationships with all levels of government, businesses and other regional agencies in order to deliver superior services and amenities for our region. This also includes building strong and meaningful relationships with our staff and leadership teams in the TNRD organization.

WHY

We are stronger when we work together. Collaboration with our partners can help us 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, businesses and team.

REGIONAL DISTRICT STRATEGY	ACTIONS	TARGET
External Partnerships & Reconciliation	Explore and develop an engagement strategy and a partnership process in consultation with First Nations.	Ongoing
	Continue to maintain and strengthen our relationships and partnerships with other levels of government.	Ongoing
	Continue to maintain and strengthen our relationships and partnerships with other BC Regional Districts.	Ongoing
Organizational Excellence & Internal Engagement	Implement the TNRD's 2020 Employee Recognition Strategy through enhancement to long service recognition, and embedding a culture of ad hoc peer-to-peer recognition.	2021: Implementation 2022: Sustainment
	Implement a Succession Planning Strategy through identification of risk areas and development of an action plan.	2021: Identification of risk areas and plan development 2022: Review actions, adjusting as needed
Citizen Engagement Strategy	Support the Board Directors' efforts in engaging with their constituents and communities, and in advocating on their behalf.	Ongoing
	Develop an annual Board presentation detailing metrics about employee compositions and labour relations as a tool to measure success and challenges, and link these metrics to the people strategies of the TNRD.	2021 Q4: Preparation of the metrics and tie-in to the people strategies 2022 Q1: Deliver presentation
ELECTORAL AREA STRATEGY	ACTIONS	TARGET
Specific Priorities	Promote further engagement and enhance relationships with nearby First Nations .	2021
	Continue to build and strengthen municipal relationships and partnerships.	2021
	Continue to advance the interests of residents and communities through advocacy and engagement, and with staff support as required.	2021
	Increase voter engagement and participation in public approval processes and elections.	2021



STRATEGIC FOCUS AREA 4

DYNAMIC COMMUNICATION AND BRANDING

GOAL To improve outreach and community engagement.

WHY It is important that we openly communicate with our communities to build strong relationships.

REGIONAL DISTRICT STRATEGY	ACTIONS	TARGET
Public Awareness Strategy	Create and distribute a Semi-Annual Newsletter to provide education and transparency on TNRD activities to residents and taxpayers within the TNRD.	2021
	Provide Board with strategic plan progress updates and key metrics.	Q1 and Q3 Annually
	Increase the understanding of the TNRD and the areas served through enhanced TNRD Branding.	2021-2022
	Explore designing, budgeting and executing a TNRD Road Entrance Sign Program that consists of having TNRD signage along major highway corridors, and report findings to the Board.	2021-2022
Internal Systems to Aid in Communication	Implement GIS Open Data Strategy - allowing comprehensive maps, applications, data, and metrics to be available to internal and external stakeholders.	2021 Q4
	Create new Film Commission website.	2021 Q2-Q3
	Complete and continue to enhance TN Library website and incorporate with integrated Library System.	Q1 - Complete
	Implement electronic Corporate Records Management system.	2021-2022
ELECTORAL AREA STRATEGY	ACTIONS	TARGET
Specific Priorities	Conduct CAO-Electoral Area monthly conference calls to enhance communication, projects and future planning.	2021-2022
	Continue to engage and inform residents through public consultation processes in a meaningful way.	2021-2022
	Implement new methods for gathering community input.	2021-2022
	Consistently share service- and budget-related factual content to inform and educate residents through social media, traditional media and meetings.	2021-2022



Eleanor Lake,
Blue River, Electoral Area B



Frolek Ranch
Electoral Area L



STRATEGIC FOCUS AREA 5

EMERGENCY PLANNING AND RESPONSE

GOAL

To adequately prepare for, respond to and mitigate emergencies across our region, including wildfires, flooding and mudslides, while proactively managing post-emergency recovery.

WHY

Emergencies and disasters are unavoidable and are happening more and more frequently in British Columbia. Through comprehensive planning and timely responses to such situations, our region will be prepared to tackle future challenges head-on.

REGIONAL DISTRICT STRATEGY	ACTIONS	TARGET
Emergency Management Partnership	Establish Memo of Understanding with 7 Emergency Management member municipalities partners regarding roles and responsibilities.	2022
	Expand TNRD EM program and conduct needs analysis of Merritt as a new EM municipal partner.	2021
	Consult with First Nations to explore an Emergency Management Joint Command structure.	2021
	Pre-plan for a potential joint response partnerships efforts with neighbouring First Nations.	2021
Education & Training	Expand TNRD EM education & training to participating municipalities to twice yearly.	2022
	Expand training for TNRD Fire Service - provide Emergency Management and Emergency Operations Centre training to TNRD Fire Service staff and volunteers.	2021
	Provide Emergency Support Services (ESS) Modernization by providing equipment, education and training to TNRD ESS teams (currently 5) on new online tools for evacuee support.	2021
ELECTORAL AREA STRATEGY	ACTIONS	TARGET
Specific Projects	Explore Road Rescue and First Response through TNRD Fire Departments - complete a feasibility study exploring the possibility of TNRD Fire Departments conducting road rescue and first response under the direction of the new provincial policy changes.	2021-2022
	Continue to explore solutions to challenges in having Emergency Support Services in Chase.	2021



CLIMATE ACTION AND ENVIRONMENTAL STEWARDSHIP

GOAL

To address the global climate emergency by championing policies and actions regarding climate change adaptation and reducing negative environmental impacts across our region.

WHY

With our region experiencing greater disruptions due to wildfires, flooding, and extreme weather events, we must proactively do our part to mitigate actions fueling the climate crisis and encourage citizens to follow suit.

REGIONAL DISTRICT STRATEGY	ACTIONS	TARGET
Execution of our 10 year Regional Solid Waste Management Plan (RSWMP). Implement measures to promote zero waste approaches and support a circular economy.	Increase recycling in industrial, commercial and institutional (ICI) sector by implementing a disposal ban on commercial cardboard to reduce waste generation per capita.	2022 Q1
	Finalize Plan Monitoring Advisory Committee (PMAC) membership and hold inaugural PMAC meeting.	2021 Q2
	Support Hazardous Household Waste (HHW) facility established and operating year-round in conjunction with City of Kamloops.	2022 Q4
Maintain leadership in coordinating Invasive Plant (IP) control within the TNRD.	Lobby and explore opportunities for continued and increased program funding for invasive plants (IP) control, and expand IP education/outreach initiatives.	Ongoing
Climate Change Mitigation, Planning & Preparedness	Expand Climate Change education/outreach initiatives.	2021-2022
	Reduce the greenhouse gas emissions associated with the TNRD Civic Building.	2021-2022
	Explore the implementation of the findings in the Solar Feasibility Report and the TNRD Civic Building roof.	2021-2022
Corporate Carbon Emissions Reduction Strategy & Action Plan	Use information in Climate Action Revenue Incentive Program (CARIP) Report detailing source and amount of emissions and emission trends as well as other input as necessary to creating a corporate emissions reduction action plan to meet Board commitment under Climate Action Charter.	2021-2022
	Focus on reduction of paper consumption by implementing a digital record management process.	2021-2022
ELECTORAL AREA STRATEGY	ACTIONS	TARGET
Specific Priorities	Subscribe to Union of BC Municipalities grants that promote best practices in reducing climate change.	Ongoing



Upper Hat Creek Valley
Electoral Area I



The Region of BC's Best

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Upper Nicola Valley
Electoral Area M



Kentucky - Alliyene
Provincial Park
Electoral Area N



Adams Lake,
Squam Bay School
Electoral Area O