



**REGIONAL DISTRICT
of Fraser-Fort George**

STRATEGIC PRIORITIES 2009- 2012

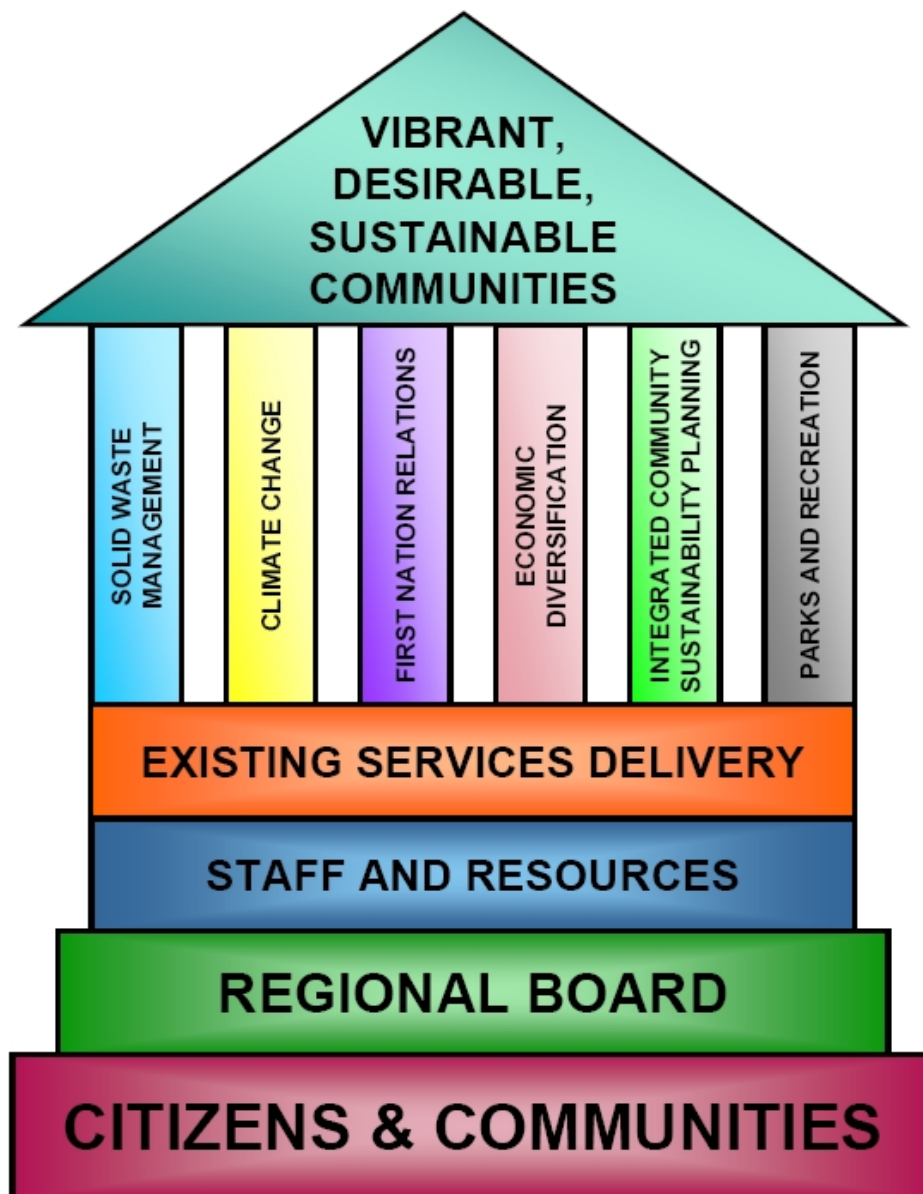


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About the Regional District of Fraser-Fort George

The Regional District of Fraser-Fort George (RDFFG) is home to approximately 100,000 residents who live within four municipalities and seven unincorporated areas (electoral areas). The RDFFG is within the traditional territory of a number of First Nations which have land, social, cultural and economic interests in the activities of the RDFFG.

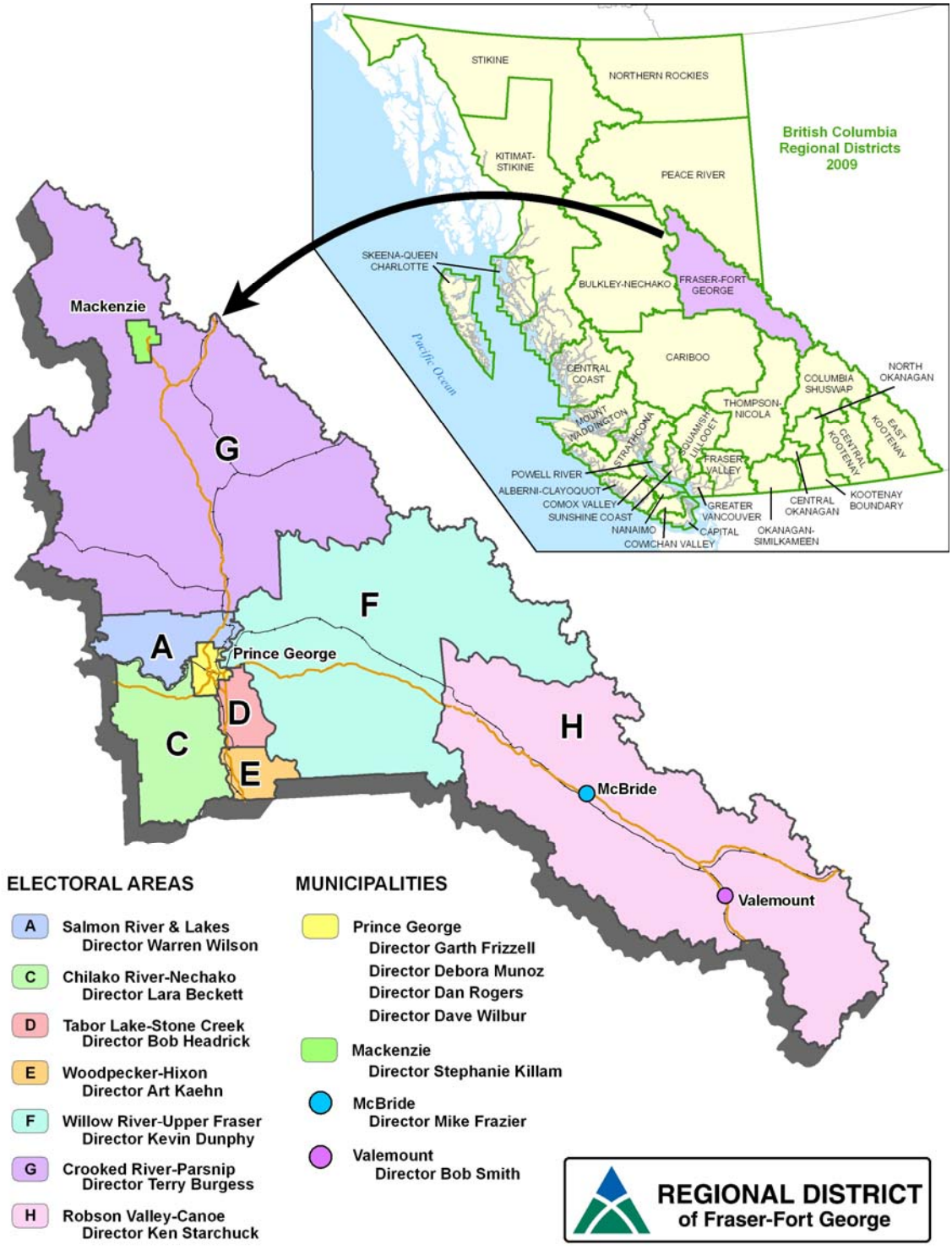
The RDFFG is a federation of electoral areas and municipalities who have a proud tradition of working together to take advantage of or create opportunities that benefit the region and rallying together to support each other where challenges have arisen that threaten the well being of our partners.

The RDFFG provides the political forum for representation of regional residents and communities. It also enables partnerships among and between its participating jurisdictions to provide more than 90 local government services. Region wide services including 9-1-1, Solid Waste Management, Heritage Conservation, Regional Grants-in-Aid and Regional Parks are provided to all areas of the RDFFG.

The RDFFG provides the political and administrative framework for sub-regional service delivery through the creation of benefiting areas. Any combination of municipalities and electoral areas can jointly decide to provide a service and recover the associated costs from the beneficiaries. Examples include recreation facilities, water and sewer systems, fire protection, highway rescue, street lighting, cemeteries and a host of other services.

The RDFFG is also the local government for unincorporated areas. Services such as building inspection, official community plans, land use regulation, house numbering and bylaw compliance are provided by the RDFFG across the seven electoral areas.

Except where service is required by statute, services are provided at the request of the community seeking a service. Since its inception the Regional District of Fraser-Fort George has been true to its role as a service delivery agent and only implemented services where a community has identified a need and provided its support. Each service area of the RDFFG is intended to be self-funding and those who benefit from a service, pay for the service's associated costs. Reserve funds established for a particular service must be accounted for separately and used only for the benefit of that service.



Operating Principles

The Regional District of Fraser-Fort George is an independent, responsible and accountable order of government that values and operates under the following principles:

- open and transparent conduct of business
- open minded, flexible and adaptive decision making
- mutual respect and cooperation between elected officials, volunteers and staff who work as a team to deliver services and solve problems
- excellence and innovation in the delivery of cost effective, equitable, responsive, relevant and sustainable services
- steward of the current and future economic, social and environmental well being of our communities

2019 - A Vision of the Region

In ten years time, which should be the middle of what will be considered Northern BC's Golden Decade, Northern BC, our Region and our communities will have opportunities to become stronger, more vibrant and secure. The Board believes that by 2019 the following attributes will be evident:

Northern BC	The Corporation
<ul style="list-style-type: none"> • High tech sector is thriving • Oil & gas industry is active along with an expanding alternative energy sector • Agricultural community is strong, stable and profitable • The transportation network is dynamic and a key link in the Asia-Pacific Gateway logistics network • Quality of life has measurably improved for all its citizens 	<ul style="list-style-type: none"> • Recognized for its leadership in region wide integrated community sustainability planning • Boasts of the highest standard for the delivery of local government services in Canada • Strong and predictable fiscal management • Corporate activities are Carbon Neutral • Service partnerships with First Nations are meaningful and mutually beneficial
The Region	Our Communities
<ul style="list-style-type: none"> • 30,000 more residents within the region • Recognized for its heritage • Presence of a strong tourism sector with a foundation in culture and recreation tourism • Is the most sustainable region in North America and is a model of regional self-sufficiency • Recognized as a progressive educational centre that attracts and retains professionals • Well on its way to attaining zero waste management goals • Is one of the most desirable regions to live 	<ul style="list-style-type: none"> • Each community has the best available connectivity to the world wide web • Rural communities have established and secure education centres • Municipalities and rural settlement areas have thriving centres or downtown cores • All communities are able to capitalize on their many outdoor recreation opportunities • Recognized for clean air sheds and the strategies employed to achieve low emission objectives in industrial developments • Communities are developed in a manner that minimizes greenhouse gas emissions • Change is achieved through open and engaging processes with the citizens that are impacted by that change

Strategic Priorities

The Regional District Board of Directors held a workshop in April 2009 to develop its priority areas of focus for the next three years. Six areas of strategic priority emerged allowing for a long term focus for the corporation with a goal to ensure our communities are vibrant, desirable and sustainable.

The priority six areas are:

Solid Waste Management

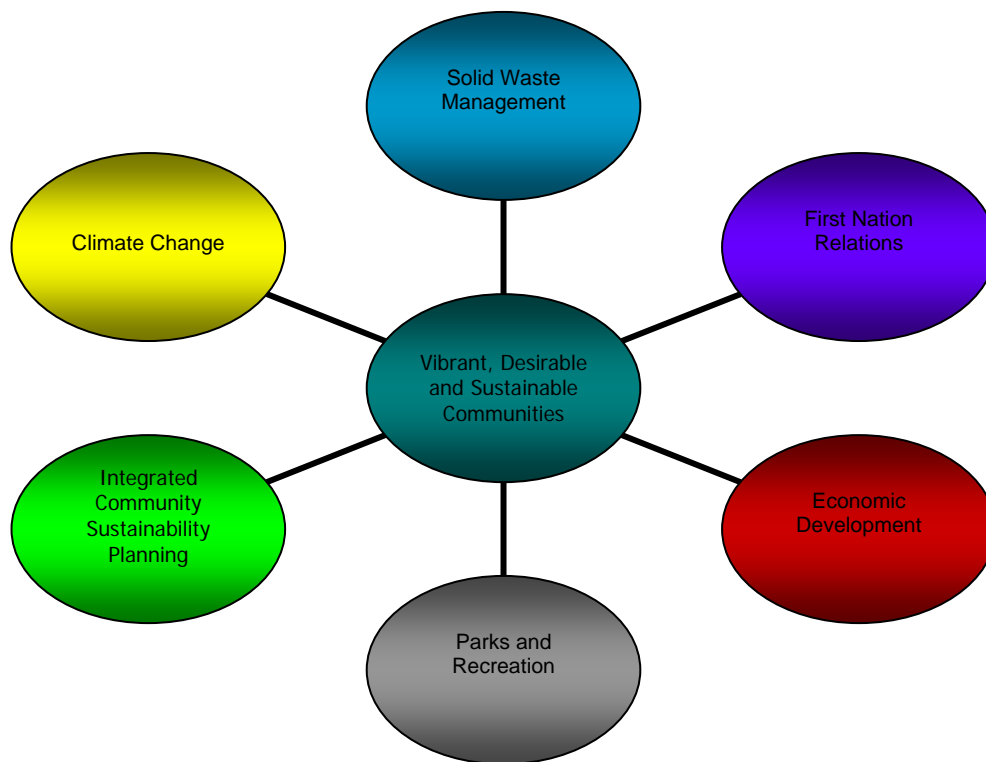
Climate Change

First Nation Relations

Economic Diversification

Integrated Community Sustainability Planning

Parks and Recreation



Solid Waste Management

One of the largest and most prominent region wide services provided by the Regional District is the Solid Waste Management Service. This service provides for a variety of waste reduction initiatives and residual management operations. The objectives of the Solid Waste Management Service are to reduce waste to landfill, enhance the environmental protection aspects of solid waste management and improve the way we manage residual waste destined for landfill disposal. The first *Regional Solid Waste Management Plan* was adopted by the Regional District in 1997. In 2008, the Plan was reviewed and revised by the Board of Directors. In July 2009 the updated Plan received the approval of the Minister of Environment. With this approval implementation of the Plan can proceed and the Board has identified the implementation of the Plan recommendations as a corporate priority.

Objective: To implement the *Regional Solid Waste Management Plan* recommendations and meet the goals established within the Plan.

Action	Outcome
Develop a long term financial plan to support the implementation of the <i>Regional Solid Waste Management Plan</i>	Board has had an opportunity to approve a financial policy regarding the funding of the solid waste service.
Increase waste reduction education & promotion activities.	Expansion of residential waste reduction / reuse promotional activities.
	Implementation of business focused waste reduction / reuse promotional campaign.
	Introduction of an extended producer responsibility awareness campaign for the disposal of Household Hazardous Wastes.
Develop and advocate policy that diverts waste from landfill.	Introduction of material bans, can limits and use pay systems.
	Continuation of Advocacy Role for expansion of materials regulated under the Extended Producer Responsibility legislation.
Improve residual management operations.	Preparation of a Design and Operation Plan for the Legrand Select Waste Landfill meeting regulatory requirements.
	Completion of a review transfer station system with recommendations on service improvements and system efficiencies.
	Continuation of rural landfill final closure work so closed landfills are capped to meet provincial regulatory requirements.

Introduce new recycling opportunities and enhance existing opportunities to increase diversion rates.	Enhancement of residential recycling collection in Prince George.
	Completion a yard waste curbside collection study for the City of Prince George providing recommendations regarding service provision, processing facility expansion and market opportunities.
	Introduction of seasonal yard & garden waste collection program in Mackenzie.
	Expansion of yard waste composting facility at the Foothills waste management facility.
	Introduction of a yard waste composting facility at the Mackenzie waste management facility.
	Completion of a Demolition, Landclearing, and Construction waste reduction Needs Assessment with recommendations for waste reduction strategies and tools.

Financial Considerations

The action items presented in support of the Solid Waste Management objective will be funded within the Solid Waste Management budget. The Regional Solid Waste Management Plan includes capital and operating cost estimates for the variety of initiatives that it contains. Prior to implementation of any of the Plan recommendations the Board will have an opportunity to consider expenditure commitments during annual budget deliberations.

Climate Change

The Regional District is a signatory to the British Columbia Climate Action Charter. Through this commitment the Regional District has agreed to work with the Province and the Union of British Columbia Municipalities to pursue the reduction of greenhouse gas emissions. Specifically the Regional District will: become carbon neutral in its corporate operations; annually measure and report on the region's greenhouse gas emissions profile; and facilitate community development that contribute towards greenhouse gas emission reductions.

Objective: The Regional District will meet its obligations under the BC Climate Action Charter.

Action	Outcome
Develop and Implement a <i>Corporate Climate Change Action Plan</i> to meet obligations of being Carbon Neutral by 2012.	Implementation of Board approved Plan to meet Carbon Neutral commitments.
	Preparation of annual reports on the progress in reduction of corporate carbon emissions.
Explore opportunities for obtaining Carbon Offsets.	Introduction of options for obtaining Carbon Offsets.
Adopt land use strategies, guidelines and regulations that reduce carbon emissions.	Revision of Official Community Plans through regular review process to meet greenhouse gas reduction objectives.
	Revision of Zoning bylaw to reflect low carbon emission development.

Financial Considerations

The action items presented in support of the Climate Change objective will be funded from any of a number of service budgets and federal and provincial grant programs. The *Corporate Climate Change Action Plan* will include capital and operating cost estimates for recommended actions which will require Board support prior to acceptance. Other action items identified in support of the objective are expected to have nominal budget impacts at this time. The Board will have an opportunity to consider expenditures on an annual basis during budget deliberations.

First Nation Relations

The Regional District values its relationships with the Lheidli T'enneh First Nation and the McLeod Lake Indian Band and understands that a strong and sustainable region requires meaningful and mutually beneficial partnerships with First Nations. The Regional District will continue to maintain its strong connections with the Lheidli T'enneh First Nation and the McLeod Lake Indian Band while pursuing similar partnerships with other First Nations and their supporting organizations.

Objective: The Regional District will continue to foster, and where possible, build on existing First Nation relationships while attempting to foster new relationships with other First Nations that have an interest in the Regional District.

Action	Outcome
Coordinate Community-to-Community Forums.	Forums are hosted on a regular basis resulting in productive and strengthened political and administrative relationships.
Pursue service agreements.	Mutually beneficial agreements are in place for the provision of services.
Assist with First Nation Administrative capacity building.	Mentoring and job shadowing is occurring in Regional District operations with Lheidli T'enneh First Nation and McLeod Lake Indian Band members.
Invite and Host Chief / Elder at UBCM.	Political relationships continue to strengthen.
Facilitate Lheidli T'enneh First Nation and McLeod Lake Indian Band participation in regional governance.	Implementation of annual joint meetings of Band Councils, member municipalities and RD Board.
	Participation of First Nation Partners on the Regional District Board.
Continue to provide staff support for the Prince George Treaty Advisory Committee.	PGTAC functioning.

Financial Considerations

The action items presented in support of the First Nation Relations objective have traditionally been funded by grant support from the Provincial government. The actions identified are expected to have minimal budget impacts as the action items are staff time commitments.

Economic Diversification

The Regional District can play an important role in promoting economic diversification throughout the region. The Regional District can facilitate the strengthening of relationships between existing economic development agencies and partner with these agencies to pursue opportunities that benefit an electoral area, sub-region or the region as a whole. The Regional District is committed to participating in and supporting efforts to diversify the region.

Objective: The Regional District will be a catalyst to opportunities that enhance the economic prosperity of the region and will define its ongoing role in regional economic development.

Action	Outcome
Clearly define the Regional District's role in economic development.	The Board has defined a position and strategy on its role in economic development.
Undertake an assessment of current Regional District services / programs that contribute towards economic development.	Preparation of a report for Board's consideration on the current Regional District services and initiatives that contribute to local and regional economic development.
Facilitate collaboration of activities of public agencies delivering economic development services to prevent unnecessary overlap of services.	Coordination of a meeting of agencies with an objective to encourage dialogue and strengthened partnerships between economic development agencies.
RDFFG will develop, promote and celebrate the region's heritage and cultural attractions.	Recognition cultural attraction visitation rates increase, participation by other attractions in the RDFFG program increases and the successes of the RDFFG is recognized by others.
RDFFG will support and advocate for the Asia Pacific Gateway Initiative and the required infrastructure improvements.	Advocacy work is initiated as required.

Financial Considerations

The action items presented in support of the Economic Development objective are expected to have minimal budget impacts as the action items are mainly staff time commitments. The action item regarding heritage and cultural attraction promotion is supported within the Culture and Heritage budget.

Integrated Community Sustainability Planning

The long-term health and well being of our communities depends upon a strong and sustainable region as a whole. Through a more holistic approach the Regional District will consider the linkages between different plan development processes and their intended outcomes to ensure that Plans are supportive of each other and integrate the delivery of services and programs based on the sustainability pillars of economic development, environmental protection, social and cultural viability and sound governance.

Objective: Ensure that all Plans and strategies developed by the Regional District and its member municipalities are collaborative and integrated with each other and consider economic, environmental, social and governance implications in their development and implementation in the context of producing a Regional Integrated Community Sustainability Plan (ICSP).

Action	Outcome
Review available ICSP initiatives that are relevant to the preparation of a Regional District ICSP.	The Board and staff have a common understanding of the purpose of ICSPs in their context to Regional Districts and are able to develop a process for preparation of a Regional District ICSP.
ICSP Development.	The Board has had an opportunity to consider and endorse an ICSP process.

Financial Considerations

The action items presented in support of the Integrated Sustainability Plan objective are expected to have minimal budget impacts as the action items are staff time commitments. When the Board has an opportunity to consider a process for ICSP development, budget implications will be provided for the Board's consideration.

Parks and Recreation

The purpose of the Regional District's Regional Parks Program is to provide recreational, educational, heritage and conservation opportunities and services throughout the Region. The current regional parks system consists of 11 regional parks encompassing a total of 330 ha of land which meet one or more of the above stated purposes.

The Parks Plan is being reviewed in 2009 with an objective to update the Plan and provide recommendations on enhancing the current services along with consideration for new services in response to public needs.

Objective: To develop a new Regional Parks Plan with broader consideration for services, facilities and programs that embrace recreation opportunities and fosters new economic opportunities in recreational and eco-tourism.

Action	Outcome
Review and Revise the Regional Parks Plan.	Board has had an opportunity to consider and approve a new Parks Plan.
Regional Parks Plan recommendations implemented.	Relevant services introduced as recommended in the new Parks Plan.

Financial Considerations

The financial implications of the action items presented in support of the Parks and Recreation objective are unknown at this time as the parks plan review is currently underway. A component of the review is the provision of a long term financial plan in support of Plan recommendations. The Plan will require support of the Board prior to implementation and the Board will have an opportunity to consider expenditures on an annual basis during annual budget deliberations.