

FRASER VALLEY REGIONAL DISTRICT 2020 - 2022 STRATEGIC PLAN



INTRODUCTION

The 2018-2022 Board term has been marked by unexpected challenges in the Fraser Valley Regional District, culminating with the current global pandemic. Strategizing in a time of uncertainty is difficult when the future seems unclear. However, the Board of the FVRD is committed to engaging in a planning effort that will ensure a healthy future for the region. While the world around us may seem different, our vision has not changed: **Serving citizens and communities first**. The community remains at the forefront of everything we do.

The 2020-2022 Strategic Plan identifies where the FVRD will direct its focus for the remainder of the Board term, including both immediate and long-term goals. Using the FVRD's 2014-2018 Strategic Plan and the draft Regional Growth Strategy (RGS) as guides, this "refresh" sets practical goals and realistic actions for the coming years.

The Board and senior staff met several times in 2020 to establish actions around the following areas that align with the goals of the RGS:



How will we know if we are successful? Continuous monitoring of the strategic actions, as well as bi-annual reporting, will ensure that progress is made in achieving the goals established by the FVRD Board.

Organizational Effectiveness



- » Develop a long-term financial strategy that is sustainable and affordable
- » Update corporate policies and bylaws to identify gaps and mitigate risk
- » Upgrade the FVRD's technology with an emphasis on business continuity and data security
- » Advance online/mobile opportunities for the public to conduct FVRD business

Governance & Advocacy



- » Invest in health care capital infrastructure
- » Advocate for support on regional and electoral area issues from senior governments
- » Enhance collaboration with Indigenous communities

Rural Sustainability



- » Encourage the development of sustainable and complete communities
- » Increase broadband connectivity for rural communities
- » Implement FireSmart/ Wildfire Protection initiatives for priority areas
- » Continue to strengthen emergency management program

Transportation



- » Increase access to interregional transportation options

Living Well



- » Continue to improve access and quality of FVRD outdoor recreation assets

Energy & Climate Change



- » Continue to work toward carbon-neutral operations
- » Encourage reduction of waste and help communities work toward Zero Waste

ORGANIZATIONAL EFFECTIVENESS

Develop a long-term financial strategy that is sustainable and affordable

- » Revise Investment Policy..... Q2/2021
- » Develop Fleet Replacement Policy Q2/2021
- » Review internal systems and financial controls and related processes and implement efficiencies Q4/2021
- » Develop asset management policy Q1/2022
- » Conduct inventory and condition of FVRD-owned assets Q4/2022
- » Determine service expectations..... Q2/2023
- » Prepare Capital Reserve Fund Policy to meet funding targets for asset replacement and renewal.... Q4/2023
- » Develop a 10-year Capital Plan Q4/2024

Update corporate policies and bylaws to identify gaps and mitigate risks

- » Finalize internal audit of policies and implement new policies Q4/2021

Upgrade technology to emphasize business continuity and data security

- » Invest in new VoIP telephone system Q4/2021
- » Invest in additional laptops, desktops to enable remote work for emergencies Q4/2021

Advance online/mobile opportunities for the public to conduct FVRD business

- » Expand myFVRD service option..... Q2/2021
- » Initiate online engagement tool..... Q4/2021



GOOD GOVERNANCE & ADVOCACY

Invest in health care capital infrastructure

- » Complete MSA and Bradley Centre long-term care projects Q1/2024

Advocate for support on regional issues from senior governments

- » Engage regularly with the Ministry of Health and Fraser Health Authority to improve health care delivery in the Fraser Valley Ongoing
- » Identify shared regional concerns to bring forward as resolutions for FCM, UBCM, LMLGA, etc. Ongoing
- » Work with member municipalities, Electoral Areas, and Indigenous communities to further development of sub-regional intergovernmental working groups for collaboration on issues of shared concern Q4/2022

Enhance collaboration with Indigenous communities

- » Identify opportunities for negotiating formal service agreements with First Nations (i.e. fire protection) Q4/2022
- » Identify opportunities to build upon existing relationships, both formal and informal, and to build new relationships with First Nation leadership and communities in the region Ongoing



TRANSPORTATION

Increase access to interregional transportation options

- » Extend Fraser Valley Express to Lougheed Station Q4/2022
- » increase connections on the north side of the Fraser River..... Q4/2022
- » Expand the West Coast Express Q4/2024

LIVING WELL

Continue to improve access and quality of FVRD outdoor recreation assets

- » Complete the Outdoor Recreation Management Plan..... Q4/2021
- » Develop a policy for designation of future parks and trails..... Q3/2021
- » Initiate Regional Land Acquisition Strategy and funding plan..... Q4/2024
- » Explore partnerships with the City of Chilliwack for shared assets along the Vedder Rotary Trail that support Vedder River Campground Q4/2022

ENERGY & CLIMATE CHANGE

Continue to work toward carbon-neutral operations

- » Complete Energy Management Assessment..... Q4/2021
- » Complete heat exchange energy project at Hope & Area Recreation Centre Q4/2024

Encourage waste reduction and help communities achieve Zero Waste

- » Complete Advanced Recycling Feasibility Report Q2/2021



RURAL SUSTAINABILITY

Encourage the development of sustainable and complete communities

- » Complete OCP Update for Electoral Area D Q2/2021
- » Initiate OCP Update for Electoral Area C Q2/2021
- » Develop phased action plan to complete OCP updates for all electoral areas Q4/2021
- » Complete OCP Updates for Electoral Areas Q4/2030
- » Update development variance permit process Q4/2022
- » Finalize Housing Needs Report Q1/2021
- » Implement actions from FVRD Housing Needs Report Ongoing

Increase broadband connectivity for rural communities

- » Complete Rural Broadband Connectivity Study Q2/2021
- » Work with service providers to address gaps in cell/Internet coverage Ongoing
- » Apply for grants (where feasible) to implement actions in affected communities Ongoing

Implement FireSmart/Wildfire Protection initiatives for priority areas

- » Apply for grants to conduct assessment and prescription development and treatment of the areas identified in the three Community Wildfire Protection Plans Ongoing
- » Apply for grants to develop evacuation plans for Sunshine Valley, Hemlock Valley Ongoing
- » Apply for grants to complete formal FireSmart assessments by a Qualified Professional for all FVRD critical infrastructure Ongoing

Continue to strengthen emergency management program

- » Provide Emergency Management roles & responsibilities training to elected officials Q4/2021
- » Develop an Emergency Support Services (ESS) strategy Q4/2022
- » Assess community risks and hazards and ensure Emergency Management Plan addresses current identified risks Q4/2024
- » Increase formalized partnerships and mutual aid agreements with nearby local governments, First Nations and external stakeholders Ongoing
- » Work with the Lower Mainland Flood Management Committee toward flood risk mitigation Ongoing





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