



## Organizational Review - Village of McBride

**Assessment and Report**  
**Prepared by the INNOVA Strategy Group**



September - November 2021



## Executive Summary

The Innova Strategy Group was commissioned to evaluate the operational effectiveness of the Village of McBride with a primary focus of aligning resources to achieve optimum performance.

In order to understand current practices and operations, Innova interviewed 13 employees, union officials, and elected officials in October of 2021 and undertook a thorough analysis of background data and information provided by the Village.

Current environmental conditions that were pertinent to this review include:

- COVID-19 has created significant pressure on the organization
- Taxation is a particular challenge for McBride
- Workload is a key concern for McBride employees
- Capacity to perform required work is lacking
- Leadership and staff turnover has created significant challenges over the past 5 years
- Council's Strategic Plan, grants and other initiatives have added additional pressures

Overall, this assessment finds that the Village of McBride is operating at a below average level, primarily due to a history of inadequate leadership and poor accountability. Since the introduction of a new CAO in 2021, the organization has made significant improvements, particular with financial systems and reporting. Compared to like-sized organizations previously reviewed by Innova, McBride is operating efficiently and effectively in some areas, but not all areas. Employee engagement is mixed across the organization and overall leadership capacity is not at an appropriate level, as yet.

The Village benefits from a committed Council that is dedicated to serving the community. Council has provided direction through the Strategic Plan and is also actively involved in providing direction through the pandemic. The relationship between staff and Council is generally positive and supportive however, there are some historical challenges with Council's interaction with senior staff.

In general, it was evident that the people who work for the Village, love McBride. They see what the public sees; a beautiful community with huge opportunities for recreation and a great place to raise a family. Most staff who work for the Village are long-term residents however, management staff are typically brought in from elsewhere.

The Village is in the fortunate position of having a CAO who brings high energy, business acumen, strong leadership skills, and a willingness to work with staff and Council to build a better organization. This "new" leadership provides a great opportunity to transform the organization and create capacity through team and organizational renewal.

The key issues that hinder the organization:

- The overall leadership capacity to complete the expectations of Council and the community is limited
- The current organizational structure is not working
- Organizational culture is varied throughout the Village. Key values such as accountability, trust, and working together are often misdirected, leading to overall reputational harm
- Employee development is lacking in several areas including succession planning, training, and performance management



- There is a lack of organizational coordination of capital works, studies, and grants as these are handled by managers already over-burdened in their operational work
- There are gaps in process efficiencies (records management, operations, capital construction, reporting)
- There is no comprehensive Asset Management plan in place

Key Recommendations:

1. Revise the current organizational structure and align business units
2. Build the leadership team into a cohesive, functional and trusted entity
3. Communicate, engage, and inspire the organization, targeting the relationships between Council, management, staff, and the community
4. Complete a comprehensive asset management plan, including full condition assessment of all Village infrastructure
5. Increase capacity in project management
6. Develop a comprehensive project management and capacity analysis program, linking Council priorities, internal projects, grants, and other key deliverables
7. Develop and implement a Village-wide employee performance development program, including opportunities for training and succession planning
8. Become an employer of choice, through a salary and compensation review, staff development, and strong leadership
9. Continue to evaluate opportunities for increasing revenues and decreasing expenses across the organization

Although these recommendations may seem daunting, once a full leadership team is in place and is operating as a cohesive unit, it will be much easier to find solutions to the operational, process, and procedural issues. Strong leadership will lead to increased efficiencies in the organization, freeing up capacity to increase service levels.

This report outlines the specific concerns and strengths and provides recommendation for the Village of McBride to achieve future success. It is important to recognize that the Village has tremendous potential to be a great organization and an employer of choice in the future. The Innova Strategy Group extends its best wishes to the Village as it implements the recommendations.

Ron Poole, MMC, BA  
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Innova Strategy Group Ltd.



## BACKGROUND

### OBJECTIVES & APPROACH

The Village of McBride Organizational Review was conducted by the Innova Strategy Group in the fall of 2021. The review included an examination and assessment of the overall leadership, management and operation of the local government organization considering existing and future challenges. Comparisons were made to local government best practices along with the specific economic drivers facing the community.

This review was intended to provide a broad overview of existing conditions along with recommendations for improvement. This information should assist the organization and Council for decisions on the future governance and operations of the Village. The review also provides findings and recommendations on key operational elements as identified through the process.

### APPROACH

Innova's approach to the project included collaborating with the CAO to develop organizational options considering the current state, community growth, and potential opportunities over the next 3 years. Emphasis was placed on reviewing potential changes to the structure that would result in personnel being effectively aligned with services along with integration amongst other departments. In addition, current exempt demands and workloads were evaluated against the proposed structure to fully rationalize future alignment. The assessment considered exempt staffing levels as part of verifying that positions are sufficient and appropriate based on current or recommended changes in responsibilities.

Five fundamental questions were considered throughout this review:

1. Are the current positions appropriate for the service levels required?
2. What staffing levels and organizational structure is necessary to manage growth along with Council and community expectations?
3. Is there a need for restructuring to improve efficiencies?
4. What options are available to enhance capacity in terms of funding new positions, realigning resources, and/or operational improvements?



## METHODOLOGY

The Innova Strategy Group utilized the following methodology:

1. **Research** – reviewed specific relevant Village information/data that detailed processes and interactions with stakeholders (strategic plans, operational plans, capital project plans, budgets, departmental plans, reviews/audits, staff surveys, etc.)
2. **Review Current Structure** – Understand current management job portfolios with a view to potentially make amendments and/or create any new position portfolios that are consistent with organizational changes recommended. Review similar like-sized local government organizational structure, alignment, and salary scales
3. **Engage & Consult** – engaged, listened, consulted, and documented stakeholder input to ensure a broad perspective was considered for key elements within an effective corporate business plan & measurement. Conducted confidential interviews with the mayor, 4 councilors, 4 exempt staff, 3 managers, and 1 contractor.
4. **Develop Options** - Utilizing industry best practices, developed potential reorganization options that:
  - align services
  - provide appropriate leadership control
  - encourage the marketability for attraction and retention of key leadership personnel
  - consider economies of scale
  - consider potential growth
5. **Confirm Options** – Reviewed findings and options with the CAO and considered proposed changes to the organizational structure. Adjusted as required.
6. **Final Report**



## ABOUT MCBRIDE

### HISTORY

McBride was founded in 1913 as Mile 90 of the Grand Trunk Pacific Railway.[3] The Village was named after the serving premier, Sir Richard McBride.

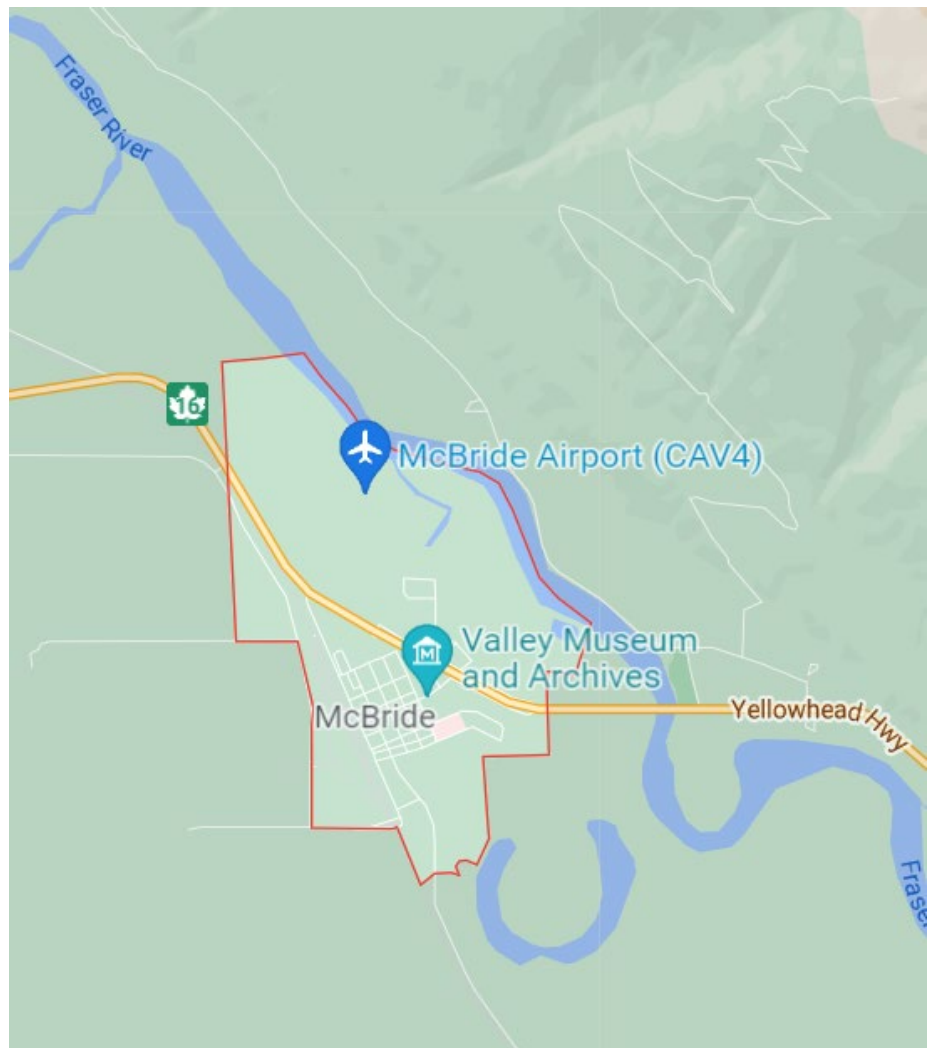
McBride's early industries were rail, shipping, forest harvesting and the agricultural development of the valley. In 1970 access to McBride changed with the opening of Highway 16 (Yellowhead), which enabled vehicles to travel through the valley. McBride is rich in farmland in the valley bottom, with a mix of forest and alpine surrounding the valley. This unique mixture allows McBride to be a prime location for many industries. Current industries for McBride are railroad, forestry, tourism, small businesses, and agriculture. Barley, oats, forage crops and pasture are the main agricultural activities.

The Village offers a diversity of outdoor attraction for all seasons. During the winter months, McBride has a variety of cross-country skiing trails and world-famous snowmobiling trails and designated snowmobiling areas, as well as offering numerous locations for ice fishing. The warmer months in McBride allow for hiking, camping, fishing, and bird watching. Recreation sites in the area include Beaver Falls Recreation Trail, Beaver River Recreation Site, LaSalle Lake Recreation Site and McBride Peak Halfway Hut.

The Village has a ball field, community recreation centre, a regulation sized ice hockey arena, two curling sheets, a hospital, and an airport.

The McBride and District Public Library and the Valley

Museum and Archives are housed in a building on Main Street. A popular attraction among tourists, the Valley Museum and Archives presents a variety of touring exhibitions each year showing the unique history and culture of the Robson Valley. The library offers a variety of services to the







community and tourists, including workshops for all ages, internet access and computer stations, and a wide selection of media.

The Robson Valley Community Centre in McBride has a stage, dance floor and commercial kitchen and is available to rent for theatre performances, conferences, wedding receptions, tradeshow, or activities such as family reunions.

### McBride Community Forest Corporation

McBride Community Forest Corporation (MCFC) is a corporation that is owned by the Village of McBride. MCFC was set up in 2002 to manage community forest tenure for the Village and the surrounding area. The Community Forest license grants the Village exclusive rights to harvest Crown timber from approximately 60,000 hectares of land. MCFC is able to serve the social, economic and environment needs for McBride's forest industry. MCFC manages "the forest for all of its product potential rather than just timber."

### Regional District of Fraser–Fort George (RDFFG)

The RDFFG is bounded by the Alberta border to the east, the Columbia-Shuswap, and Thompson-Nicola Regional Districts to the south/southeast, Cariboo Regional District to the southwest, the Regional District of Bulkley-Nechako to the west, and the Peace River Regional District to the north/northeast. As of the Canada 2011 Census, the Regional District had a population of 91,879, and a land area of 51,083.73 km<sup>2</sup> (19,723.54 sq mi). The offices of the Regional District are located in Prince George.

The Regional Board is comprised of fourteen (14) directors elected or appointed by individual municipalities and electoral areas. McBride has

one seat on the Board. As the executive and governing body for the corporation, the Regional Board is responsible for establishing the corporate vision, for approving corporate policy, and for enacting all legislation (bylaws).







## First Nations

Archaeological evidence supports First Nation occupation of the area between 8,700 and 9,000 YBP (Years Before Present). There have been two excavations in the last forty years that have provided significant radio-carbon dates.

The governance system in the past was through the Bahtlats, a community involved process which provided for participatory decision making. The Bahtlats were also utilized for specific purposes such as: coming of age, marriage, death, sharing of wealth and/or food. There are several clan and sub-clans that each had a male (Dene zah) and a female (Tseke zah) head person.

The Village of McBride recognizes the Lheidli T'enneh (historically known as the Fort George Indian Band) and the Simpcw as the representative First Nations in the area.

### The T'enneh

T'enneh literally means "The People". They are a sub-group of the "Dakelh" people whose traditional territory includes the City of Prince George, British Columbia. The name "Lheidli" means "The People from the Confluence of the River" in the Carrier language, referring to how the Nechako River enters the Fraser River at Prince George.

Lheidli T'enneh elders, teachers, drummers, and other artists pass on their traditions and teachings to the next generation, keeping their culture alive and strong. The Lheidli T'enneh and their communities are built on the strength, guidance and leadership provided by their elders and on the passion, innovation, and motivation of their youth to move forward in positive ways and change the world.

As a people, the Lheidli T'enneh First Nations aspire to move ahead as an organized, highly motivated, determined, and self-reliant Nation. Consisting of over 400 members, they represent a proud, united peoples whose purpose is to ensure a future that will provide better quality of life while flourishing with their environment. Their tradition and cultural beliefs are the driving force of their success and destiny.

### The Simpcw

The Simpcw are part of the Secwepemc, or Shuswap, Nation - one of 17 Bands who historically (and currently) lived in the Thompson River Valley. Simpcw's lands covered an area of roughly 5,000,000 Ha: from North of McLure to the head waters of the Fraser River at McBride; to Jasper in the East and South to the head waters of the Athabasca River. Archaeological surveys have found winter sites and food cache pits throughout the region, including finds in Finn Creek, Vavenby, Birch Island, Clearwater, Little Fort, Chu Chua, Barriere, Louis Creek, Tête Jeune, and Jasper.

Simpcw people often interacted with other First Nations bands that lived nearby, as well. They actively traded with other Secwepemc bands, as well as other Nations throughout the area. Sometimes, they fought with other Nations from BC and Alberta, usually over natural resources and land.

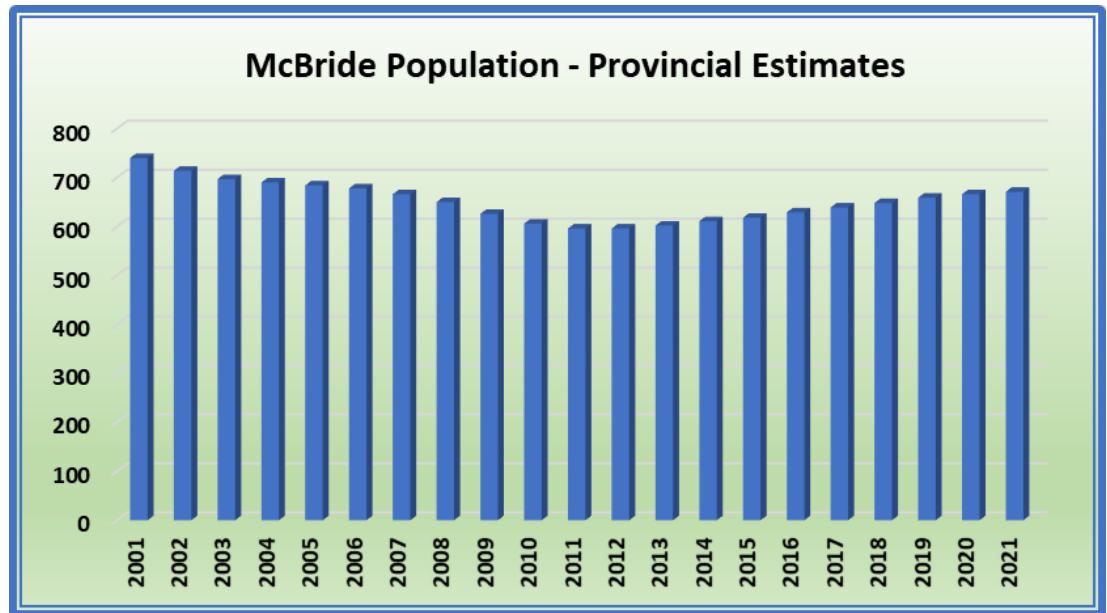
Currently, Simpcw First Nation has nearly 700 members, many of whom live in Chu Chua, the location of the main village of Simpcw First Nation. Many Simpcw members still practice and maintain traditional knowledge and customs, which are taught at Neqweyqwelsten School, along with the regular BC elementary school curriculum.



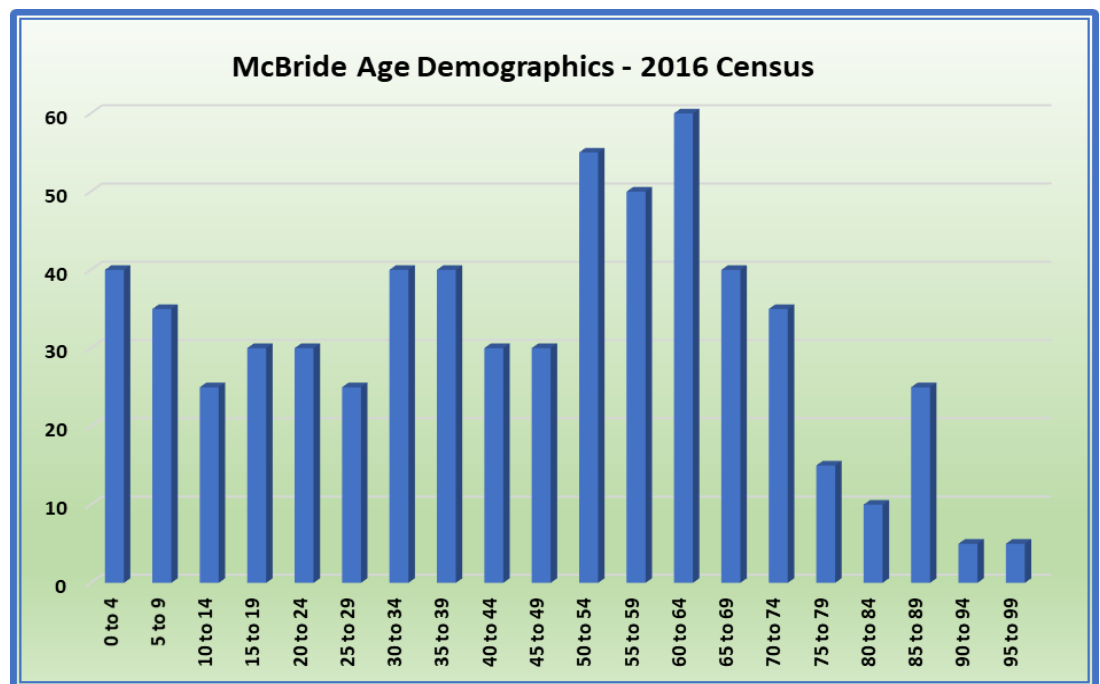
## McBride Demographics

There was a steady decline of resident population until 2011. Since 2011, the population has increased by approximately 50 residents.

The 2016 Census estimated that approximately 65 residents identified as having aboriginal heritage.



McBride age demographics are generally consistent with Canadian averages however, there is a strong cohort of youth that will require specific services in the future.



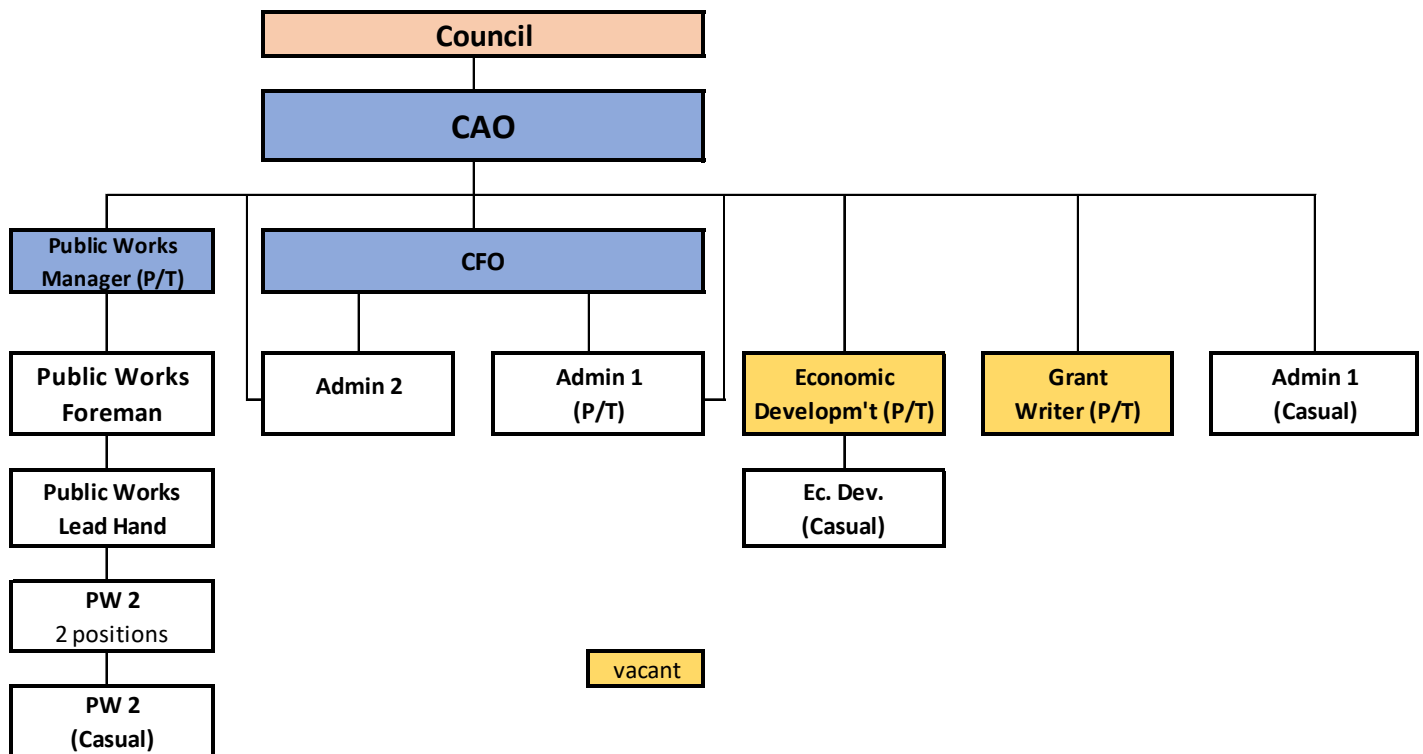


## THE ORGANIZATION

The Village of McBride is governed by an elected Mayor and 4 Councillors, typical of smaller communities in BC Local Government. The current Council (elected in November of 2018) have been active in driving strategic change in the community. This Council has provided clear direction through strategic planning, has actively pursued politically aligned funding opportunities, and has worked well with staff in achieving their goals.

McBride staff support the direction of the Mayor and Council through the leadership of the Chief Administrative Officer. This includes providing professional advice, operating the services of the Village, and financing the activities of the Village.

The current organization is structured as follows:



This structure is relatively standard in local government for smaller organizations and recognizes the need to modify and integrate organizational structure to simply “get the work done”.



## MCBRIDE FINANCES

A review of audited financial and internal budget statements was conducted to evaluate consistency with local government best practices, financial trends, and key indicators.

Overall revenues have increased dramatically over the past few years, primarily due to government grants received.



### McBride - REVENUES

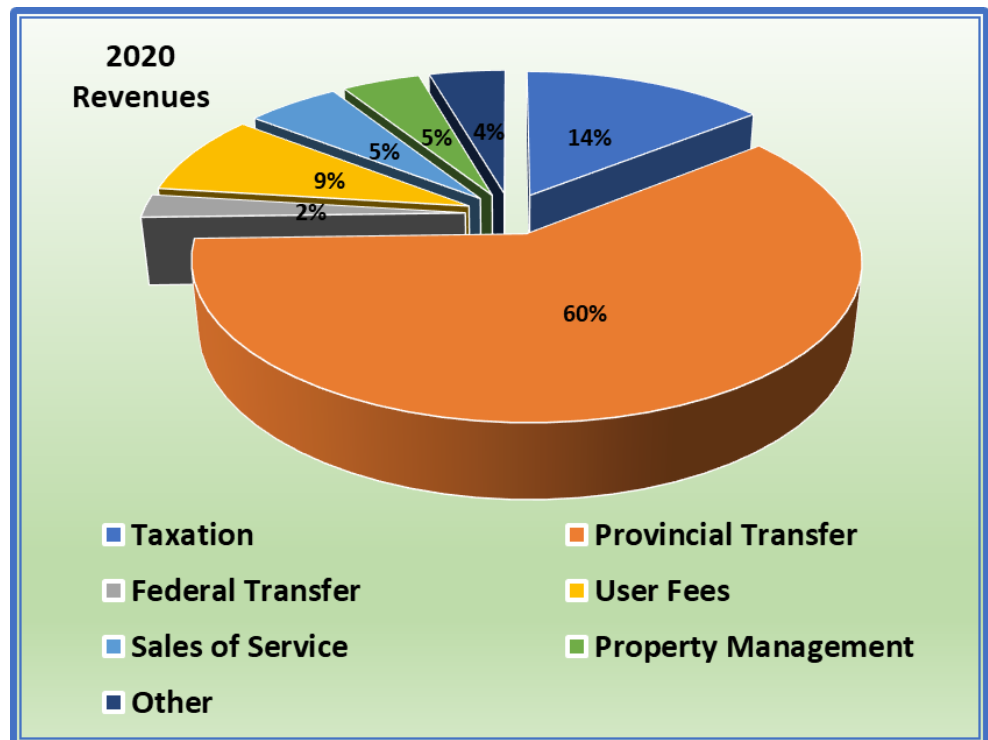
|                     | 2015           | 2016           | 2017           | 2018           | 2019           | 2020           |
|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Taxation            | 450048         | 399503         | 434358         | 458968         | 475375         | 481737         |
| Provincial Transfer | 378441         | 478102         | 861892         | 1390264        | 3319295        | 2022559        |
| Federal Transfer    | 74705          | 77220          | 77564          | 81018          | 162072         | 81066          |
| User Fees           | 180142         | 217258         | 242345         | 271934         | 281376         | 285976         |
| Sales of Service    | 131067         | 184002         | 164299         | 168560         | 168673         | 183751         |
| Property Management | 162887         | 141639         | 160060         | 175563         | 159932         | 154353         |
| Other               | 64482          | 85708          | 79356          | 95351          | 133293         | 150207         |
| <b>TOTALS</b>       | <b>1441772</b> | <b>1583432</b> | <b>2019874</b> | <b>2641658</b> | <b>4700016</b> | <b>3359649</b> |



Overall revenues have increased by 57% over the past 5 years, which is higher than most local government organizations in British Columbia.

| 2015 - 2020 - Revenue Changes |            |
|-------------------------------|------------|
| Taxation                      | 7%         |
| Provincial Transfer           | 81%        |
| Federal Transfer              | 8%         |
| User Fees                     | 37%        |
| Sales of Service              | 29%        |
| Property Management           | -6%        |
| Other                         | 57%        |
| <b>TOTALS</b>                 | <b>57%</b> |

The bulk of revenues (60%) are from Provincial Transfers





Expenditures have mirrored revenues over the past 6 years.



#### McBride - EXPENSES

|                                   | 2015           | 2016           | 2017           | 2018           | 2019           | 2020           |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| General Government                | 706987         | 646747         | 847782         | 1081761        | 1168901        | 1514573        |
| Protective Services               | 6735           | 4947           | 3484           | 22103          | 5125           | 6770           |
| Transportation Services           | 304607         | 249779         | 245421         | 307955         | 316869         | 314106         |
| Environmental and Public Health   | 72740          | 68473          | 82394          | 81219          | 83606          | 86784          |
| Recreational and Culture Services | 96193          | 89247          | 172827         | 279067         | 137598         | 105232         |
| Property Management               | 74666          | 49308          | 70666          | 58582          | 60139          | 46757          |
| Water                             | 158473         | 156271         | 185696         | 177377         | 153690         | 166979         |
| Wastewater                        | 174130         | 146784         | 111209         | 72333          | 93358          | 123341         |
| <b>TOTALS</b>                     | <b>1594531</b> | <b>1411556</b> | <b>1719479</b> | <b>2080397</b> | <b>2019286</b> | <b>2364542</b> |

Fire services and building inspections are provided by the Regional District and charged back to the Village.

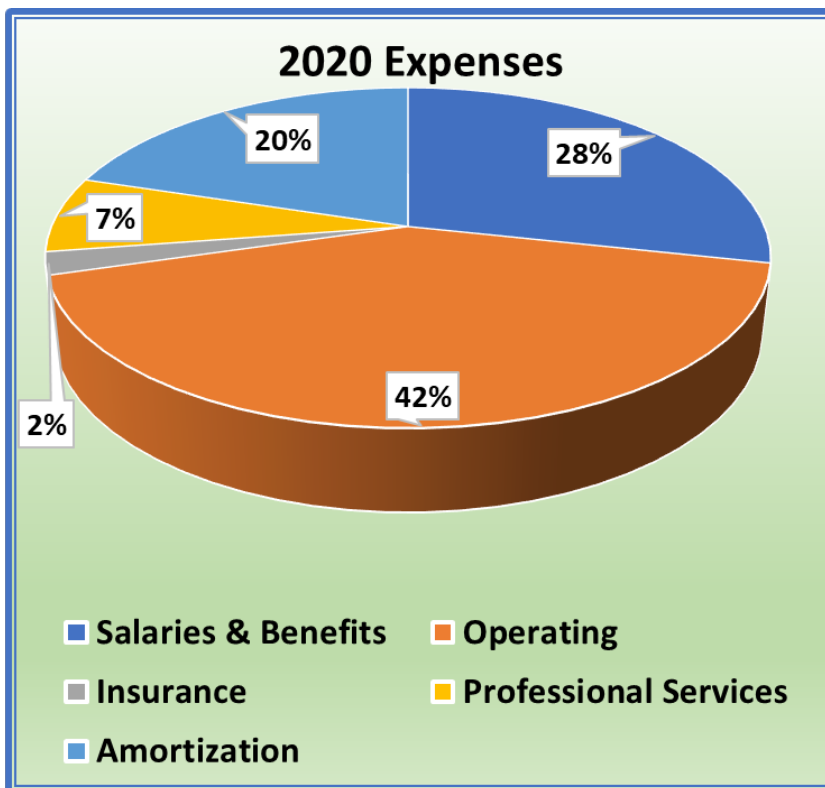




Overall expenses over the past 6 years have increased by 33%. Business areas exceeding the average include General Government, Wastewater, and Protective Services

Business unit expenses over the past 6 years are typical of like-sized local government organizations where average increases often exceed inflation. Increase costs can also be attributed to increases in services provided to the community.

| 2015- 2020 - Expense Changes      |            |
|-----------------------------------|------------|
| General Government                | 53%        |
| Protective Services               | 1%         |
| Transportation Services           | 3%         |
| Environmental and Public Health   | 16%        |
| Recreational and Culture Services | 9%         |
| Property Management               | -60%       |
| Water                             | 5%         |
| Wastewater                        | -41%       |
| <b>TOTALS</b>                     | <b>33%</b> |



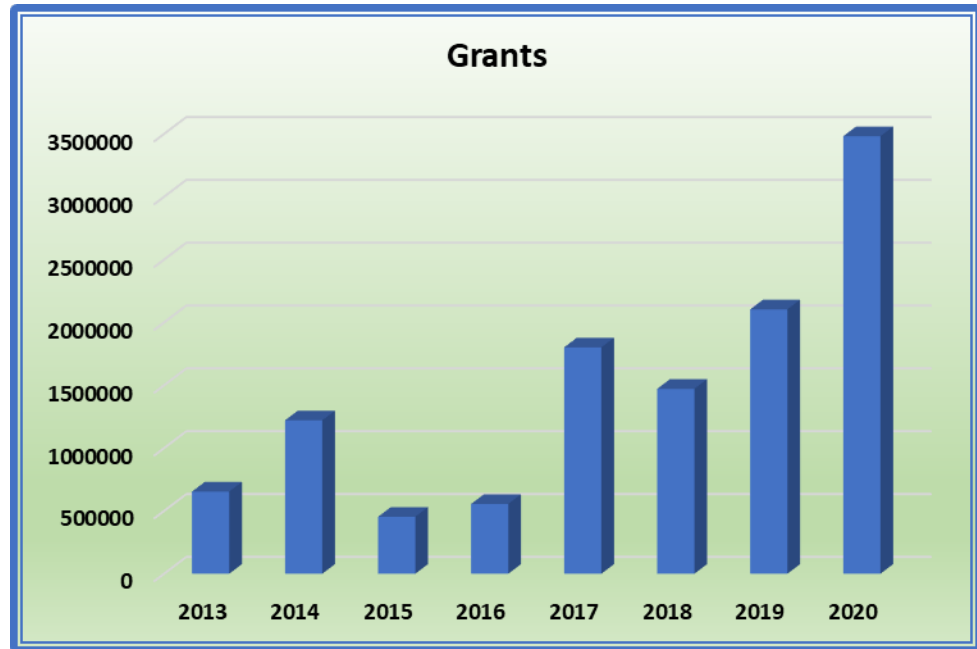
Based on an analysis of 2020 expenses compared to like sized municipalities, McBride expends a lower percentage on salaries and benefits however, this is likely due to the high percentage allocated to grant expenditures.

**McBride- Segmented Expenses - 2020**

|                       | \$                  | %           |
|-----------------------|---------------------|-------------|
| Salaries & Benefits   | \$ 672,143          | 28%         |
| Operating             | \$ 993,582          | 42%         |
| Insurance             | \$ 51,371           | 2%          |
| Professional Services | \$ 170,821          | 7%          |
| Amortization          | \$ 476,625          | 20%         |
| <b>TOTALS</b>         | <b>\$ 2,364,542</b> | <b>100%</b> |



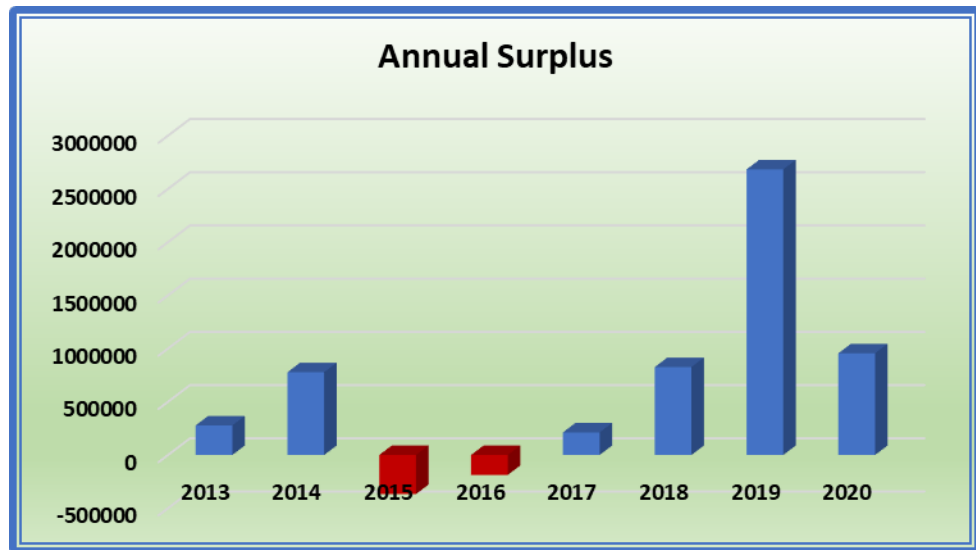
Grants are a significant revenue source for McBride.



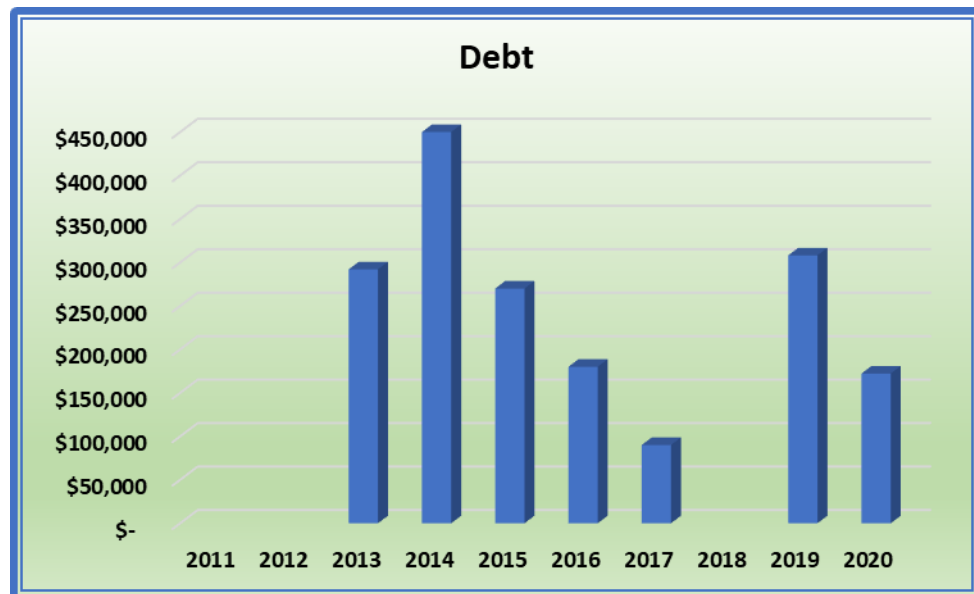
|                                       | 2013          | 2014           | 2015          | 2016          | 2017           | 2018           | 2019           | 2020           |
|---------------------------------------|---------------|----------------|---------------|---------------|----------------|----------------|----------------|----------------|
| BC Air Access                         |               |                |               |               |                |                | 401687         |                |
| Capital projects                      |               |                |               |               | 285000         | 666639         |                | 297082         |
| COVID-19 Safe Restart Grant           |               |                |               |               |                |                | 366000         |                |
| Grants in lieu                        |               |                |               | 71372         | 35824          | 32478          | 34562          | 40839          |
| Miscellaneous                         |               |                | 14076         | 28880         | 103289         | 85828          | 93136          | 71067          |
| Northern Capital Planning Grant       |               |                |               |               |                |                | 519000         | 2389000        |
| Northern Development Initiative Trust |               |                |               | 30894         | 63899          | 68000          | 93300          | 65500          |
| Rural dividend grant                  |               |                |               | 10000         | 29593          | 181138         | 78029          | 40864          |
| Union of BC Municipalities            |               |                |               |               |                |                | 36650          | 36813          |
| Small communities                     |               |                | 364365        | 336956        | 344287         | 356181         | 400195         | 378130         |
| Gas tax                               |               |                | 74705         | 77220         | 939456         | 81018          | 81066          | 162072         |
| Federal Operating Grants              | 6401          | 6028           |               |               |                |                |                |                |
| Provincial Operating Grants           | 465477        | 703468         |               |               |                |                |                |                |
| Provincial Capital Grants             | 181829        | 511233         |               |               |                |                |                |                |
| <b>TOTALS</b>                         | <b>653707</b> | <b>1220729</b> | <b>453146</b> | <b>555322</b> | <b>1801348</b> | <b>1471282</b> | <b>2103625</b> | <b>3481367</b> |



The annual surplus varies from year to year but has exceeded \$800,000 in each of the last three years.

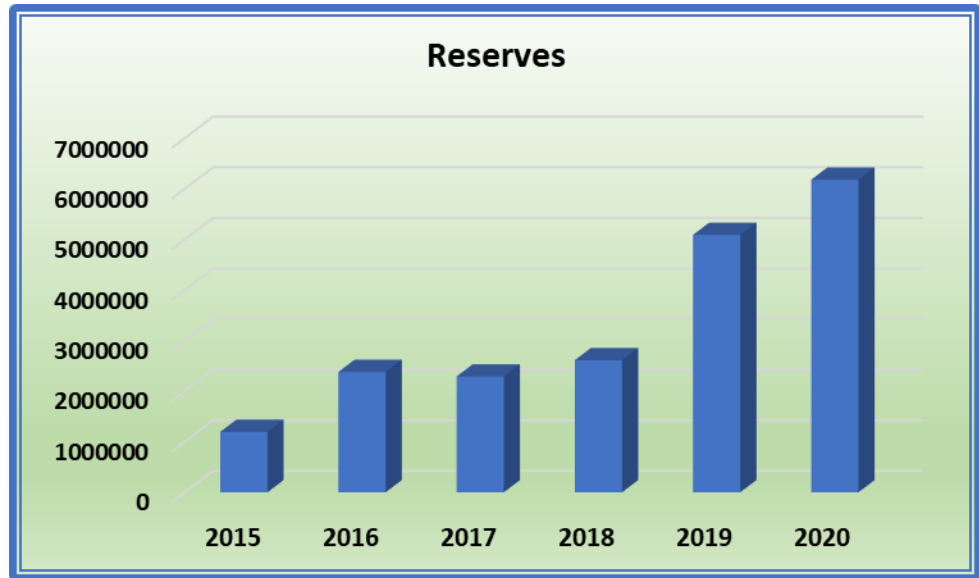


The Village's debt is currently \$170,000. This is lower than like-sized municipalities.





Reserves have increased dramatically over the past 6 years, recognizing Council's commitment to asset management.



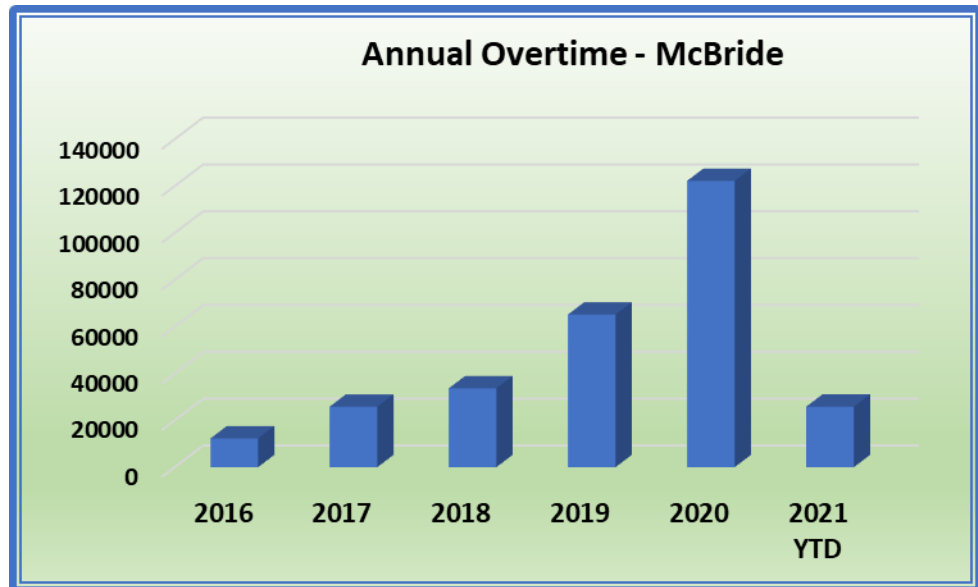
#### McBride - RESERVES

|                                 | 2015           | 2016           | 2017           | 2018           | 2019           | 2020           |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| General Fund -Unrestricted      | 15             | 1421228        | 1694701        | 1865645        | 1705506        | 1999753        |
| General Fund - Restricted       | 890343         | 531413         | 442960         | 707348         | 708810         | 668772         |
| Water Utility Fund              | 76841          | 117332         | -231431        | -244899        | -161833        | -70048         |
| Sanitary Sewer Fund             | 178504         | 260155         | 309063         | 148035         | 203762         | 395785         |
| Equipment Replacement           | 40000          | 40000          | 65318          | 66378          | 59023          | 68366          |
| Land development                | 7762           | 7762           | 7762           | 7888           | 8843           | 9064           |
| Sewer asset management          |                |                |                |                | 6578           | 6823           |
| Carbon credit                   |                |                |                |                | 3826           | 8069           |
| Gas Tax                         |                |                |                |                | 133099         | 157746         |
| Northern Capital Planning Grant |                |                |                |                | 2420597        | 2935327        |
| Community foundation            | 823            | 823            | 823            | 836            |                |                |
| UBCM                            |                |                |                | 59906          |                |                |
| <b>TOTALS</b>                   | <b>1194288</b> | <b>2378713</b> | <b>2289196</b> | <b>2611137</b> | <b>5088211</b> | <b>6179657</b> |

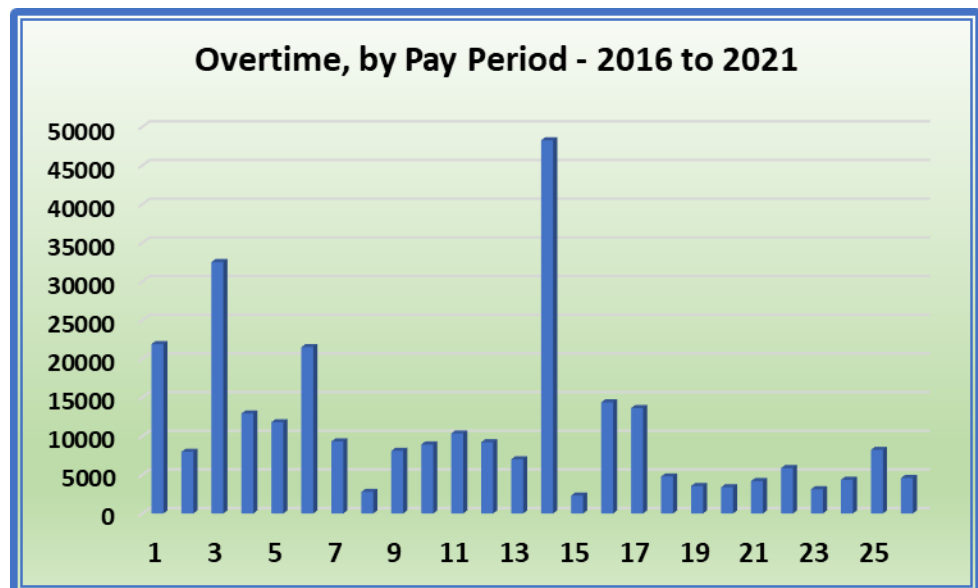


## Overtime

For an organization the size of McBride, overtime is very high compared to like-sized municipalities. 2020 overtime was the equivalent of 2 extra positions in the organization.



Overtime over the past 5 years was consistently higher in the first half of the year.



Some employees earn an extraordinary amount of overtime. The Public Works Foreman consistently receives between \$10,000 and \$20,000 / year in overtime.



Exempt employees are typically not reimbursed for overtime worked. In the first 8 months of 2021, the CAO and CFO averaged between 50 and 60 hours / week.

| <b>EXEMPT EMPLOYEE UNPAID OVERTIME</b> |               |                  |                        |
|--|---------------|------------------|------------------------|
| <b>NAME</b>                            | <b>HOURS</b>  | <b>VALUE</b>     | <b>Salary Hours/pp</b> |
| CAO*                                   | 903.7         | \$ 42,202        | 70                     |
| CFO*                                   | 437.7         | \$ 20,517        | 60                     |
| Op's Manager**                         | 310           | \$ 13,020        | 48                     |
| <b>TOTALS***</b>                       | <b>1651.4</b> | <b>\$ 75,740</b> |                        |

*\*Note: CAO & CFO have no OT allowances within their contracts*

*\*\*Note: Ops Manager can flex up to 40 hours into their bank, cannot be paid out*

*\*\*\*Note: Totals based on January 1-November 11, 2021*

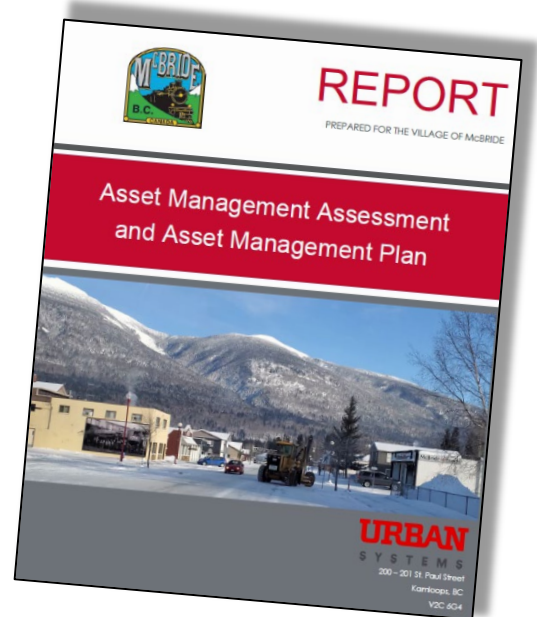




## McBride Asset Management Program

In 2020, Urban Systems completed a comprehensive asset management study to assist the Village with long term asset planning. This report is a general regurgitation of other reports by the consultant and does not provide clear direction specific to the Village. The broad-based recommendations include:

1. Short Term Objective: Understand Operations and Data Management:
  1. Operations and Maintenance Practices and suggest Changes
  2. Develop Document Management Approach
  3. GIS Development
2. Medium Term Objective: Understand Capital and Funding Priorities:
  1. Create Infrastructure Reinvestment Schedules
  2. Create a Meaningful 10 Year Capital Plan
3. Long Term Objective: Improve Knowledge and Information Management:




McBride's current asset management status is as follows:

- The Village has yet to complete the first steps in its asset management program by assessing its current practices and creating and adopting an Asset Management Investment Plan (AMIP).
- The Village has not completed all condition assessment of assets and does not know the potential cost for replacement or the costs for best-practice maintenance.
- The Village has taken strides to collect asset replacement funds to provide a reserve for future works.
- There is no long-term financial plan that includes asset management as a key component.
- The Village has recently received a grant to assist with moving the asset management program forward.



The 2020 review and self-assessment concluded that the Village was at a level 1 and level 2 rating using the AssetSMART system:



ASSETS

Base Assessment - 2020

Projected Assessment

|  | LEVEL 1  | LEVEL 2  | LEVEL 3  | LEVEL 4  |
|--|--|--|--|--|
| <div>1</div> <div>Location</div>           | Accurate location data is available for fewer than half of the assets and is in a format or location that is generally inaccessible to those who need it. <div></div>      | Accurate location data is available for at least 50% of the assets. <div></div>  | Complete and accurate data is available for most assets, including all critical assets. Data is easily accessible to all who require it. <div></div>               | Complete and accurate data is available for all assets, including new assets. Data is easily accessible to all who require it. <div></div>                                     |
| <div>2</div> <div>Key Attribute Data</div> | Accurate attribute data is available for fewer than half of the assets and is in a format or location that is generally inaccessible to those who need it. <div></div>     | Accurate attribute data is available for at least 50% of the assets. <div></div>   | Complete and accurate data is available for most assets, including all critical assets. Data is easily accessible to all who require it. <div></div>               | Complete and accurate data is available for all assets, including new assets. Data is easily accessible to all who require it. <div></div>                                     |
| <div>3</div> <div>Install Data</div>       | The installation date is available for fewer than half of the assets and is in a format or location that is generally inaccessible to those who need it. <div></div>       | Asset installation date is available for at least 50% of the assets. <div></div>   | Accurate install date is available for most assets, including all critical assets. Data is easily accessible to all who require it. <div></div>                    | Complete and accurate data is available for all assets, including new assets. Data is easily accessible to all who require it. <div></div>                                     |
| <div>4</div> <div>Historic Cost</div>      | Accurate historic cost data is available for fewer than half of the assets and is in a format or location that is generally inaccessible to those who need it. <div></div> | Accurate historic cost data is available for at least 50% of the assets. <div></div>   | Complete and accurate historic cost data is available for most assets, including all critical assets. Data is easily accessible to all who require it. <div></div> | Complete and accurate historic cost data is available for all assets, including new assets. Data is easily accessible to all who require it. <div></div>                       |
| <div>5</div> <div>Natural Assets</div>     | No consideration is given to natural assets in planning for sustainable service delivery. <div></div>  | There is general awareness of the services provided by natural assets, but natural assets are not included in planning or decision making. <div></div> | Some natural assets have been identified and the value of service is partially understood. <div></div>   | All significant natural assets have been identified and the value of service they provide is understood. This value is considered in decision making and planning. <div></div> |



## STRATEGIC DIRECTION

The Village of McBride 2019 – 2021 Strategic Priorities and Initiatives is an excellent document that provides clear direction to staff and the community. There are 4 strategic priorities that form the basis for the document:

- **INCREASE ECONOMIC CAPACITY & COMMUNITY DEVELOPMENT**
- **FISCAL & CORPORATE HEALTH**
- **ASSET MANAGEMENT & RISK MANAGEMENT**
- **GOOD GOVERNANCE**

| Village of McBride 2019 – 2021 Strategic Priorities and Initiatives  |   |   |   |
|--|---|---|---|
| STRATEGIC PRIORITY   | STRATEGIC PRIORITY  | STRATEGIC PRIORITY  | STRATEGIC PRIORITY  |
| <b>INCREASE ECONOMIC CAPACITY &amp; COMMUNITY DEVELOPMENT</b><br><b>DESIRED RESULTS:</b><br>The Village will strive towards long term resiliency and sustainability, as well as maintaining community vibrancy and well-being<br><b>INITIATIVES:</b><br>*Capitalize on economic development initiatives as the opportunities arise<br>*Support local groups when they have economic advantage initiatives<br>*Access NDIIT funds to build capacity<br>*Implementation of NDIIT to support the promotion of McBride<br>*Pursue services, assisted living and affordable housing opportunities<br>*Research high speed broadband services<br>*Successful grant applications and expenditure of projects<br>* <b>Obtain Age Friendly designation</b><br>*Coordinate meetings with Regional group stakeholders to collaboratively coordinate project development<br>*Report and retain Citizen (Government) services<br>*Create a positive atmosphere for business development and investment<br>*Create a Rehabilitation Tax Exemption<br>*Inventory underemployed land and pursue future development<br>*Encourage sustainable power sources: pursue funding for feasibility study | <b>FISCAL &amp; CORPORATE HEALTH</b><br><b>DESIRED RESULTS:</b><br>The Village will strive to be a leader in financial stewardship amongst small rural communities and realize a healthy cash flow<br><b>INITIATIVES:</b><br>*Increase the property tax base<br>*Reduce unnecessary costs<br>*Investigate efficiencies and cost savings<br>*Staffing restructuring review<br>*Records management overhaul and digitization<br>*Continue to invest in infrastructure rehabilitation and replacement<br>*Balance fiscal operating budget to reducing operating deficiency<br>*Generate new revenue streams<br>*Consciously build reserves<br>*Work with other levels of government to address the broadened issue | <b>ASSET MANAGEMENT &amp; RISK MANAGEMENT</b><br><b>DESIRED RESULTS:</b><br>The Village will seek to follow best practices in asset management, with a priority on community health and public safety and risk management<br><b>INITIATIVES:</b><br>*Incorporate Asset Management Plan objectives into long term financial management plan & policy<br>*Determine the remaining life cycle of all Village assets<br>*Support Asset Management training for Council & staff<br>*Support mentoring and training of staff to ensure current OH&S practices<br>*Update risk management training and development<br>*Update Community Emergency Plan<br>*Establish an Emergency Social Services (ESS) Committee<br>*Establish an Emergency Evacuation Plan for the community<br>*Reduce wildfire risks & impacts | <b>GOOD GOVERNANCE</b><br><b>DESIRED RESULTS:</b><br>The Village will strive to develop and maintain comprehensive governance protocols, support transparency, openness and community involvement as well as build strong stakeholder relationships<br><b>INITIATIVES:</b><br>*Review and Update Village bylaws and policies for best practices<br>*Engagement Committee of the Whole (COW) meetings<br>*Host at least two (2) Open House and/or Townhall meeting each year<br>*Develop and expand communication to the community<br>*McBride Community Forest Corporation invitation to a Limited Partnership<br>*Research and develop a MOU between NRC and the Shareholder<br>*Participate in Community 2 Community meetings with First Nation Neighbors<br>*Develop strategies under the BC Climate Action Charter to become carbon neutral |

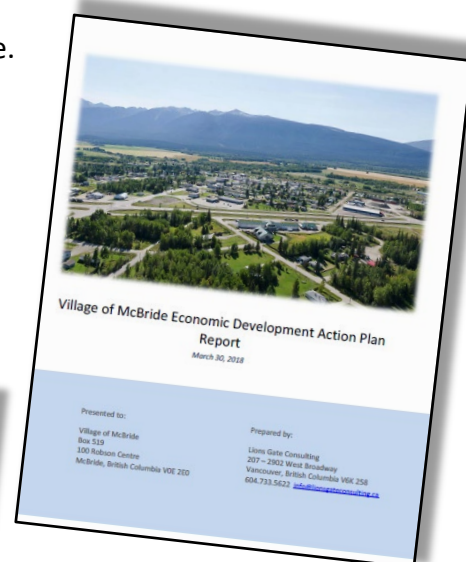
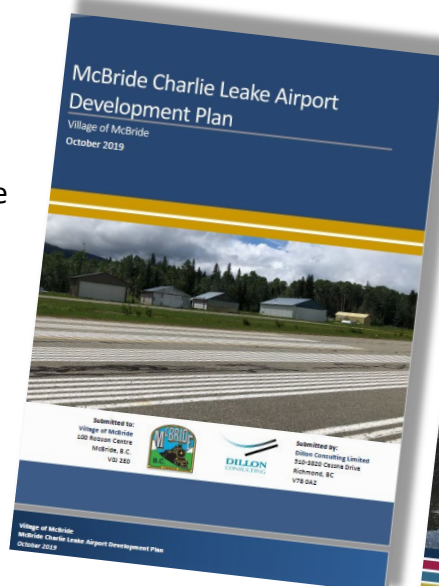
The Plan also has identified a number of key initiatives that support the strategies and prioritized 16 from the overall list of 42:

1. Modernize Official Community Plan and Zoning Bylaw
2. Develop partnerships for the procurement and delivery of high-speed broadband services
3. Retain and expand face-to-face Provincial Government services
4. Strengthen relationship with NDIIT by capitalizing on funding opportunities for economic development and capacity building
5. Organizational structure review
6. Records management overhaul and digitization
7. Reduce unnecessary costs and investigate efficiencies and cost savings
8. Consciously build reserves
9. Incorporate Asset Management Plan objectives into long-term financial planning, develop a comprehensive asset management plan, and determine the remaining life cycle of all Village assets
10. Continue to invest in infrastructure rehabilitation and replacement
11. Support Asset Management training for Council and staff as well as education for the public
12. Support mentoring and training of staff to ensure current OH&S practices
13. Host at least two (2) Open House meetings each year and expand communication to the community
14. Create calendar of cyclical yearly requirements of Administration and Council
15. Review and Update Village bylaws and policies for best practices
16. Develop collaborative relationships with surrounding local governments, communities, and First Nation Neighbors



McBride utilizes other strategic documents to plan for the future.

- Official Community Plan (2010)
- Broadband Strategy – 2021
- Water Conservation Plan – 2010
- Economic Development Action Plan - 2018
- EDI McBride Station Conservation Plan - 2019
- McBride Cycling Development Plan – 2018
- McBride Tourism Master Plan – 2020
- McBride Charlie Leake Airport Development Plan – 2019
- McBride Child Care Action Plan – 2021
- McBride Age-Friendly Plan – 2021



Another report that is relevant to this review and important when evaluating the history of the organization is from 2017. In 2016, following the resignation of 3 Councilors, Isabelle Hadford was asked, by the province, to assist in fixing governance and organization issues, along with hiring a new CAO. Her report *“STATE OF THE VILLAGE OF MCBRIDE AND PATH FORWARD”* is an excellent document that provides positive recommendations for McBride to move forward. Many of these recommendations remain relevant today, particularly as related to Council roles.



## MAJOR PROJECTS

The Village's 2021 – 2025 Capital Plan is a comprehensive document outlining the projects expected to be completed over the next 5 years. Over 100 projects are expected to be completed during this period at a total cost of \$18.3 million, broken down into the following service areas:

- General Government - \$129,000
- Airport - \$870,543
- Public Works - \$4,113,010
- Parks & Trails - \$470,691
- Water - \$3,419,618
- Sanitary - \$9,731,986

This is a massive undertaking for a community the size of McBride.

## Citizen Satisfaction Surveys

McBride has not conducted standardized Citizen Satisfaction Surveys but did conduct a staff-initiated Age-Friendly Survey in late 2020. The survey was open to all community members living in and outside of the Village of McBride. It was open from early November 2020 and closed in early January 2021. A total of 100 community members participated in the survey.

Although the survey provided some key indicators regarding the community's perception, it is not statistically valid and should not be relied on to determine the future of the community. Although 100 replied to the survey, there is no way to know if they represent the appropriate demographic segments of the community, or if they collaborated to sway a particular area of interest.





### CURRENT TRENDS / CHALLENGES FACING THE VILLAGE OF MCBRIDE

Like most local government organizations, McBride is faced with changing expectations for the delivery of services. Many of these changes are related to government downloading of services and other financial challenges which complicate the expectations for service delivery. Many municipalities are challenged with determining what is local government responsibility and what should the Province and Federal Government be supporting. Key issues facing local government and McBride include:

- **COVID-19 has created significant pressure** on the organization as the Village provides key services to the public. COVID-19 created immediate barriers and the Village had to pivot quickly, including reallocation of staff, working from home, and closing some services. By all accounts staff is doing an outstanding job of servicing the needs of the community through the pandemic without disruption of core services. Discretionary services (recreation, parks, etc.) are being assessed and matched to provincial policy to ensure public safety.
- **Taxation is a particular challenge for McBride** compared to other similar sized organizations. The community's ability to pay is limited while costs continue to escalate. Federal and Provincial government downloading, salary increases, asset replacement, and significant increases to goods and services contribute to annual budget increase requirements of 4%-6%, which is significantly higher than inflation rates. The CAO, Chief Financial Officer (CFO) and Council are regularly challenged with balancing the community's needs with an appropriate taxation level. Although this is a common challenge in Canada, McBride is particularly vulnerable due to its remote location and limited ability to generate increased revenues through means other than general taxation.
- **Attracting Exceptional Leaders** - Although there are many great reasons to work for the Village of McBride, the Village is in competition with all local government organizations who want to attract the best leaders possible. Unfortunately, there is not an abundance of competent local government leaders, particularly in the areas of engineering, planning, and Chief Administration.
- **Housing Choices** - Social and affordable housing is a primary focus of many municipalities. Although some municipalities financially support subsidized housing, many municipalities consider this to be the responsibility of other levels of government.
- **Economic Development** - The Village emphasizes the importance of economic development however, it is in direct competition with other municipalities who all want economic growth in their communities.
- **Growth** – In the last five years, school age populations have risen significantly as more young families move into the community. This signals the changing needs / expectations of a younger demographic.
- **Asset Management** – McBride does not have a complete idea of the future challenges with managing the existing assets.





## IMPLEMENTATION PLAN

This implementation plan summarizes and organizes the recommendation portions of this report.

| NO. | CATEGORY  | ACTION ITEM   | PRIORITY |
|-----|---|---|----------|
| 1.  | People & Structure                                | Revise the current organizational structure and align business units  | High     |
| 2.  | People & Structure                                | Implement a formal succession planning program  | High     |
| 3.  | People & Structure                                | Update all job descriptions   | High     |
| 4.  | People & Structure                                | Celebrate the organizations' successes  | High     |
| 5.  | People & Structure                                | Implement performance management  | High     |
| 6.  | People & Structure                                | Update policies and procedures  | High     |
| 7.  | People & Structure                                | Institute a formal training program for staff   | High     |
| 8.  | People & Structure                                | Develop an administrative department headed by an exempt Executive Assistant/HR Coordinator                 | High     |
| 9.  | People & Structure                                | Conduct a formal compensation and benefits review   | Medium   |
| 10. | People & Structure                                | Incorporate Records Management into the operations  | Medium   |
| 11. | Technical – Strategy, Service Delivery, Processes | Initiate a master project list for all major projects   | High     |
| 12. | Technical – Strategy, Service Delivery, Processes | Incorporate proper project management into the organization   | High     |
| 13. | Technical – Strategy, Service Delivery, Processes | Develop key performance indicators to evaluate services   | Medium   |
| 14. | Financial   | Finance should manage the overall asset management program  | High     |
| 15. | Financial   | Develop long-term financial plans/strategies for asset maintenance and replacement                          | High     |
| 16. | Financial   | Incorporate a comprehensive capital project strategy, linked directly to a refined asset management program | High     |
| 17. | Financial   | Continuously evaluate opportunities to increase revenues and decrease expenditures                          | High     |
| 18. | Financial   | Introduce a business case model for all projects  | Medium   |
| 19. | Financial   | Review the Fees and Charges Bylaw   | Medium   |
| 20. | Communications                                    | Use social media and print media to increase awareness of services.   | Medium   |



| NO. | CATEGORY                 | ACTION ITEM   | PRIORITY |
|-----|--------------------------|---|----------|
| 21. | Communications           | Establish a media relations strategy to ensure information reported is accurate.  | Medium   |
| 22. | Communications           | CAO to increase staff awareness of Council direction and organizational happenings  | High     |
| 23. | Communications           | Commission a citizen satisfaction survey  | High     |
| 24. | Leadership / Supervision | CAO to provide Council with regular organizational briefings  | High     |
| 25. | Leadership / Supervision | Eliminate the resolution and action tracker list from the Council agenda  | High     |
| 26. | Leadership / Supervision | Adopt a Council Code of Conduct Policy  | High     |
| 27. | Leadership / Supervision | Provide annual orientation training for Council and Senior staff  | High     |
| 28. | Leadership / Supervision | Develop a 5-year operational plan that ties in with Council's strategic plan  | High     |
| 29. | Leadership / Supervision | Initiate celebrations of success  | High     |
| 30. | Leadership / Supervision | Ensure the leadership team schedules time to discuss strategic issues (versus regular meetings to discuss transactional / operational issues) | Medium   |
| 31. | Leadership / Supervision | Budget and install the electronic infrastructure to allow for live streaming of Council meetings.   | High     |

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