

2019 > 2023

SUNSHINE COAST REGIONAL DISTRICT

STRATEGIC PLAN

Updated September 2021



The background of the entire page is a photograph of a coastal town, likely on the Sunshine Coast, with mountains in the distance. A stylized blue line graphic, resembling a coastline or a path, runs diagonally across the page from the top right towards the bottom right.

SUNSHINE COAST REGIONAL DISTRICT

OVERVIEW

The Sunshine Coast Regional District (SCRD) is made up of distinct small communities within the territories of the shíshálh and Sk̓wxwú7mesh Nations, each with their own identity and values, with a shared love of this beautiful place, a wealth of cultural activities, and a respect for our history and natural environment.

Managing development and population growth in an era of climate change will challenge us. We must sharply reduce our GHG emissions while building resilience and finding collaborative solutions for pressing issues such as our water supply, garbage disposal and land use planning.

OUR ROLE

The SCRD provides a variety of services that support our quality of life, protect our natural environment and foster economic growth. As a regional district, the SCRD is proactive and plays a leadership role in developing solutions to the regional challenges we face and encouraging the best use of our collective talent and resources.

OUR APPROACH

As we fulfill our roles and responsibilities as a regional district, the SCRD will be:

- **ENGAGED** with our communities by actively listening and sharing information
- **RESPECTFUL** of the views and interests of our residents, our peers, our partners and our staff
- **BOLD** and **DELIBERATE**, acting with courage and purpose

PURPOSE OF THE STRATEGIC PLAN

The 2019-2023 Strategic Plan reflects the collective vision of the SCRD Board of Directors and provides strategies to guide the SCRD's decisions and allocation of resources. The plan also supports and encourages collaboration among our partners and community stakeholders in the pursuit of regional goals and aspirations. Strategies will be implemented through annual budgets and Service Plans and we will monitor and measure the implementation of this plan through regular updates to the Board and our Annual Report.



A
Egmont/Pender
Harbour

B
Halfmoon
Bay

Sechelt Indian
Government
District

F
West Howe
Sound

District of
Sechelt

D
Roberts
Creek

E
Elphinstone

Gibsons

MESSAGE

FROM THE CHAIR & BOARD



The Sunshine Coast Regional District (SCRD) is pleased to present our 2019-2023 Strategic Plan. We are honoured to live, work and play on the traditional territories of the shíshálh and Skwxwú7mesh First Nations and we are grateful for their partnerships and generosity in sharing this beautiful place.

The election in Autumn 2018 brought many new voices to local government on the Sunshine Coast. These new perspectives are threaded throughout our Strategic Plan, bringing forward the concerns and the priorities we have heard from our community.

Many large issues face our coast as a whole and it is important that we tackle them with intention and purpose, while respecting diverse views and needs. Community resilience and climate change adaptation are quickly becoming top concerns for all citizens, and local governments must be part of the solution. This strategic focus area will be the lens that will guide our strategies and tactics under each of our five focus areas.

Responsible infrastructure management, including natural asset management, is a key responsibility of regional government. We will continue to effectively maintain, build and replace these investments for today and the future.

Advocacy to the provincial and federal governments and other agencies for our coast, our people, and our future is crucial for our continued success. Unifying our voices through regional collaboration and partnerships between all governments and stakeholders will build a strong foundation for all citizens.

This board is committed to being transparent and collaborative with our constituents and other local governments, including our First Nations partner of the shíshálh nation and building our relationship with the Skwxwú7mesh nation.

We cannot accomplish big goals without bringing everyone with us. Through consultation, conversation and community partnership, we will move forward together.

In June of 2021, the Board reviewed and reaffirmed the strategic focus areas included in this plan.

SUNSHINE COAST REGIONAL DISTRICT DIRECTORS

MUNICIPAL DIRECTORS

DISTRICT OF SECHELT

Darnelda Siegers (Chair)
Alton Toth

TOWN OF GIBSONS

Bill Beamish

SECHELT INDIAN GOVERNMENT DISTRICT

Selina August

ELECTORAL AREA DIRECTORS

AREA A

Egmont/Pender Harbour:
Leonard Lee

AREA B

Halfmoon Bay:
Lori Pratt

AREA D

Roberts Creek:
Andreas Tize

AREA E

Elphinstone:
Donna McMahon (Vice Chair)

AREA F

West Howe Sound:
Mark Hiltz

STRATEGIC FOCUS AREAS

ENGAGEMENT AND COMMUNICATION



ASSET STEWARDSHIP



COMMUNITY RESILIENCE AND CLIMATE CHANGE ADAPTATION



ADVOCACY



WORKING TOGETHER







ENGAGEMENT & COMMUNICATIONS

GOAL

To proactively engage with our residents, partners and staff in order to share information and obtain their input on issues and decisions that affect them.

WHY?

A commitment to public and staff engagement will enhance our residents' trust and confidence in the decisions of their local government and foster a more inclusive and rewarding work environment for our staff and volunteers.

STRATEGIES	TACTICS	TARGETS
1.1 DEVELOP PUBLIC OUTREACH AND ENGAGEMENT STRATEGY	Develop public engagement policy and review and update public participation toolkit	Q1 2023
	Provide training and ensure adequate resources for the planning and delivery of public engagement activities	Ongoing
	Develop displays, materials and other media to increase awareness of the other levels of government and SCRD programs and services	Ongoing
	Review role and mandate of advisory committees and commissions	2021-2023
1.2 ENSURE EFFECTIVE INTERNAL ENGAGEMENT	Enhance the distribution of internal communication to include elected officials, volunteers and staff including those without email	Ongoing
	Review and update employee recognition programs	Q4 2021
	Develop employee and volunteer engagement program	Q1 2022
1.3 ENHANCE ON-LINE TOOLS TO IMPROVE FUNCTIONALITY AND USER EXPERIENCE	Redesign and replace corporate website	2022
	Provide online access to services such as building permit applications and inspection scheduling, development applications, bill payments and facility bookings	2022
	Develop apps for services such as 'call for service' and waste/recycling collection	Ongoing





ASSET STEWARDSHIP

GOAL

To ensure that the SCRD's built and natural assets serve our residents now, and in the future.

WHY?

The SCRD manages hundreds of millions of dollars in infrastructure that delivers a range of services to residents. We must effectively maintain, replace and develop new infrastructure to meet current and future demands.

STRATEGIES	TACTICS	TARGETS
2.1 PLAN FOR AND ENSURE YEAR-ROUND WATER AVAILABILITY NOW AND IN THE FUTURE	Complete and adopt Water Sourcing Policy	2022
	Investigate and/or develop water supply plans for North and South Pender, Langdale, Soames, Granthams, Eastbourne, Cove Cay, Egmont and Chapman Creek water systems.	2023
	Investigate and/or develop water supply sources for North and South Pender, Langdale, Soames, Granthams, Eastbourne, Cove Cay, Egmont and Chapman Creek water systems.	2022-2024
	Review and update Drought Response Plan to ensure alignment with water supply capacity.	Ongoing
	Expand water conservation programs and increase engagement with residents and stakeholders on water conservation.	Ongoing
	Hold public engagement events to provide status update on water supply expansion initiatives and implementation water metering program, including timelines for community engagement.	2021-2022
	Complete development and implementation and plan for community engagement of a water metering program.	2023
2.2 CONTINUE TO DEVELOP AND IMPLEMENT COMPREHENSIVE ASSET STEWARDSHIP STRATEGY	Undertake a feasibility study to create a new regional service for the protection of watersheds and aquifers.	2022
	Develop and implement asset management plan components including asset inventory, condition assessments, levels of service, risk assessments, capital and operational maintenance plans and funding strategies.	2023
	Integrate asset management policies into growth management strategies/official community plans.	TBD
2.3 ACHIEVE SUSTAINABLE SOLID WASTE MANAGEMENT	Incorporate natural asset management into Corporate Asset Management Strategy.	2023
	Update and implement Regional Organics Diversion Strategy, including curbside collection services, outreach and education program and organics ban from landfill	2022
	Undertake Solid Waste Management Demand Analysis and develop options for long-term solid waste management approach for garbage, recycling, organics	2022
	Undertake effectiveness review of current Solid Waste Management Plan and update plan with future waste disposal strategies	2022-2023
	Re-establish Solid Waste Plan Monitoring Advisory Committee	2019





WORKING TOGETHER

GOAL

To lead, encourage and support our partners and stakeholders in working together to understand and address the opportunities and challenges facing our region.

WHY?

Sunshine Coast residents are served by multiple local governments, First Nations governments, Islands Trust, School District 46, Vancouver Coastal Health and a variety of other agencies and organizations. We need to share information and work together.

STRATEGIES	TACTICS	TARGETS
3.1 ENHANCE FIRST NATIONS RELATIONS AND RECONCILIATION	shíshálh Nation: Meet at the governance and administration levels to discuss opportunities for collaboration and process improvement	Ongoing
	Squamish Nation: Enhance corporate and community knowledge and awareness of First Nations history and culture	Ongoing
	Enhance corporate and community knowledge and awareness of First Nations history and culture	Ongoing
	Develop or update protocol agreements with First Nations governments	Ongoing
3.2 DEVELOP GROWTH MANAGEMENT PLAN	Pursue regional planning framework for local governments and First Nations to address regional growth with consideration to economic, social, and environmental values and impacts. Phase 1.	2022
3.3 INCREASE INTERGOVERNMENTAL COLLABORATION	Strive to align processes and policies across jurisdictions	Ongoing
	Identify and implement opportunities for joint initiatives, collaboration and information sharing between local governments	Ongoing





COMMUNITY RESILIENCE AND CLIMATE CHANGE ADAPTATION

GOAL

In the face of a global climate emergency we must move swiftly to reduce GHG emissions and enhance our region's resiliency to the effects of a changing climate.

WHY?

We are already seeing the impacts of climate change, including increasingly severe seasonal drought, sea level rise, wildfires and extreme weather events. We must put plans and measures in place to inform and prepare our citizens and protect and adapt our infrastructure.

STRATEGIES	TACTICS	TARGETS
4.1 DEVELOP CLIMATE CHANGE ADAPTATION STRATEGY	Review climate change projections and complete climate change impact mapping	2022
	Undertake risk/vulnerability assessments for communities and infrastructure	2022
	Develop and implement adaptation strategies and measures including emergency plans, for priority risk areas.	2022-2023
4.2 UPDATE COMMUNITY ENERGY AND EMISSIONS PLAN	Update community emissions inventory	2022
	Set community emission reduction targets	2022-2023
	Develop community partnership model for emission reduction projects	2023
4.3 ACHIEVE CARBON NEUTRALITY (CORPORATE)	Update corporate emissions inventory and set new targets	2021
	Undertake steps to achieve Climate Action Revenue Incentive Program (CARIP) Level 4 (carbon neutrality)	2022
	Develop corporate fleet management strategy	2022-2023
4.4 ENHANCE COVID-19 RESILIENCE	Review programs/facilities/services and in accordance with public health directives implement methods to deliver programs/services remotely	Ongoing
4.5 PROMOTE SOCIAL EQUITY	Active commitment to fairness, justice and equality in the formulation and implementation of public policy, distribution of public services and management of all institutions serving the public directly or by contract	Ongoing
	Develop a social equity lens - mission - Checklist/framework for social equity for consideration when making board decisions.	2022



STRATEGIC FOCUS AREA 5



ADVOCACY

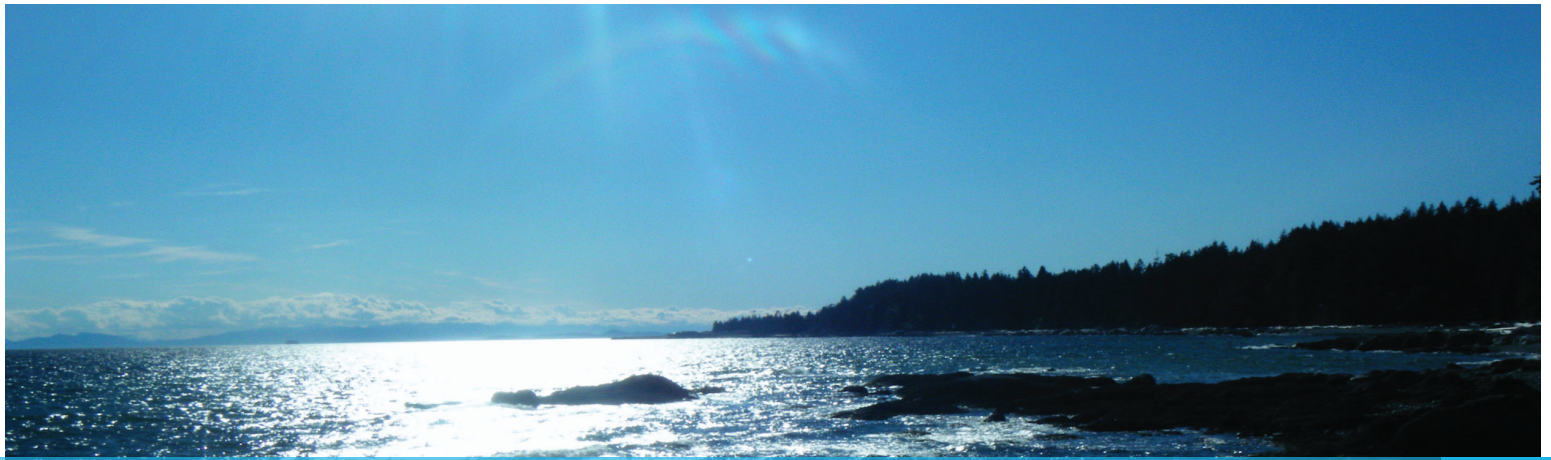
GOAL

To advance a collective voice to represent the interests of the region with the Provincial and Federal governments and other agencies responsible for providing governance and services in our region.

WHY?

We need to influence government policies and practices that impact our residents and our communities. Strive to align advocacy efforts with neighbouring local governments and First Nations.

TOPIC	AUDIENCE
5.1 TRANSPORTATION improvements to highway infrastructure, development of cycling/pedestrian infrastructure, ferry service	Ministry of Transportation and Infrastructure, BC Ferries, Transport Canada, Member of the Legislative Assembly, Member of Parliament
5.2 REGIONAL LAND USE AND RESOURCE PLANNING WITH PROVINCE AND FIRST NATIONS opportunities to participate in collaborative planning	Ministry of Forests, Lands and Natural Resource Operations and Rural Development, Ministry of Indigenous Relations and Reconciliation, Ministry of Municipal Affairs and Housing, Ministry of Transportation and Infrastructure, Indigenous and Northern Affairs Canada, Member of the Legislative Assembly, Member of Parliament
5.3 WATERSHED GOVERNANCE opportunities for improved protection of watersheds	Ministry of Forests, Lands and Natural Resource Operations and Rural Development, Ministry of Transportation and Infrastructure, Ministry of Environment and Climate Change Strategy, Department of Fisheries and Oceans, Member of the Legislative Assembly, Member of Parliament
5.4 HEALTH CARE service improvements across health care spectrum	Ministry of Health, Vancouver Coastal Health, Member of the Legislative Assembly, Member of Parliament
5.5 CLIMATE EMERGENCY	Ministry of Environment and Climate Change Strategy, Member of the Legislative Assembly, Member of Parliament
5.6 CHILD CARE funding to support child care facilities and services, and increased wages for workers and subsidies for users.	Ministry of Children and Family Development, Ministry of Education, Member of the Legislative Assembly, Member of Parliament
5.7 MARINE PROTECTION derelict vessels, habitat restoration	Fisheries and Oceans Canada, Coast Guard, Member of the Legislative Assembly, Member of Parliament
5.8 HOUSING funding and partnership for affordable housing initiatives	Ministry of Municipal Affairs and Housing, Canada Mortgage and Housing Corporation, Member of the Legislative Assembly, Member of Parliament
5.9 ADVANCED EDUCATION funding and partnership opportunities for delivering post-secondary courses	Ministry of Advanced Education Skills and Training, Capilano University, Vancouver Island University, School District 46, Ministry of Education, Member of the Legislative Assembly, Member of Parliament
5.10 MENTAL HEALTH AND ADDICTION Cumulative effect of pandemic is drug addiction/homelessness and more intervention/treatment and support need for municipalities affected	Ministry of Health, Vancouver Coastal Health, Ministry of Mental Health and Addiction, Member of the Legislative Assembly, Member of Parliament
5.11 Local Government Structure and Regulation, Public process, Governance, Regulatory framework, Intergovernmental relations, Cumulative impact on decision making	Ministry of Municipal Affairs and Housing, Member of the Legislative Assembly, Member of Parliament



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