



SPECIAL CORPORATE AND ADMINISTRATIVE SERVICES COMMITTEE

**Thursday, January 19, 2017
SCRD Boardroom, 1975 Field Road**

AGENDA

CALL TO ORDER: 10:30 a.m.

AGENDA

1. Adoption of Agenda

PETITIONS AND DELEGATIONS

REPORTS

2. Chief Administrative Officer – Strategic Plan Overview

VERBAL

Attached for Reference:

- Strategic Plan 2015-2018
- Strategic Planning Policy 13-6430-2

Pages 1-12
Pages 13-15

3. Round Table (Open) Discussion

4. Chief Administrative Officer – Report Back Process

VERBAL

COMMUNICATIONS

IN CAMERA

ADJOURNMENT

Sunshine Coast Regional District 2015-2018 Strategic Plan





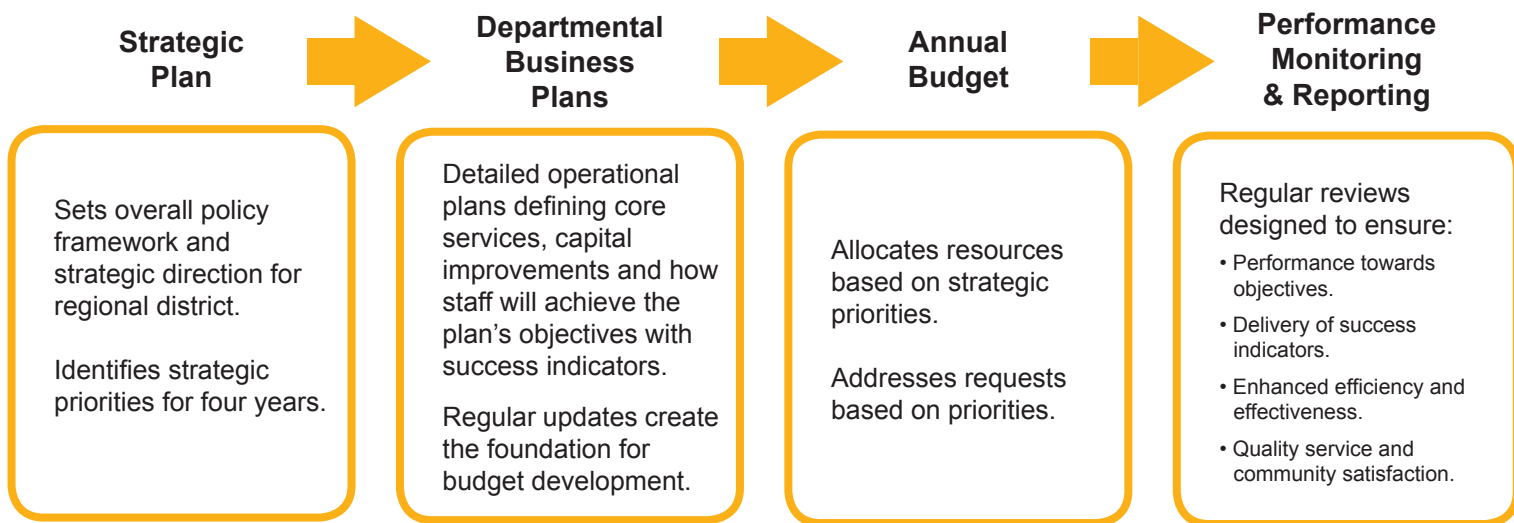
Message from the Chair and Board

The Sunshine Coast Regional District (SCRD) is pleased to present our 2015-2018 Strategic Plan.

We are “A community for all generations connected by our unique coastal culture, diverse economy and treasured natural environment”. This vision will guide the SCRD and provides the foundation for the Board when making decisions which will strengthen the Coast now and into the future.

Our Strategic Plan outlines why we exist, what we are trying to accomplish and how we will achieve it. Using the Regional Sustainability Plan “We Envision” as a lens, the Strategic Plan considers emerging trends and issues that affect the entire Sunshine Coast, from Egmont to Port Mellon and the islands. We are committed to provide leadership and quality services to our community through effective and responsive government.

The SCRD is committed to working together to foster a vibrant and resilient community for all generations.





VISION

What we want for the future of the Sunshine Coast

A community for all generations connected by our unique coastal culture, diverse economy and treasured natural environment.

MISSION

Our unique purpose and mandate

To provide leadership and quality services to our community through effective and responsive government.



VALUES

The organization's commitments on how we will act

Collaboration – we facilitate working cooperatively within the organization and externally with all levels of government, First Nations, the public and community groups and organizations.

Equity – we ensure appropriate and affordable service levels and have the costs for those services shared fairly.

Environmental Leadership – we strive to protect, sustain, restore and enjoy our land, air, water and biodiversity.

Respect & Equality – we welcome the contributions and diverse viewpoints from within our organization and community to inform and deliver service.

Transparency – we promote openness and clarity in decision-making.



Key Strategic Priorities 2015-2018

Key areas where we will focus our efforts



Strategic Priority:

Ensure Fiscal Sustainability



Objectives

(what we will achieve)

Success Indicators

(measures of our progress)

Update the current financial sustainability policy.

- Board has updated the financial sustainability policy and incorporated it in their decisions.
- Asset management plan has been incorporated into the financial planning process.

Create an integrated five-year service plan that incorporates all major plans.

- Five-year plans have been created for each service and plans include annual priorities.
- Completed five-year service plan is reviewed and updated annually.

Align service levels with the sustainable funding policy.

- Board has updated and defined service levels.
- Specific results are reported using new software and technology.

** Fiscal Sustainability is the ability to sustain current spending, tax and other policies without threatening solvency or defaulting on liabilities or promised expenditures.*





Strategic Priority: **Embed Environmental Leadership**

Objectives *(what we will achieve)*

Define and articulate our environmental values.

Create and use an “environmental lens” for planning, policy development, service delivery and monitoring.

Success Indicators *(measures of our progress)*

- A corporate environmental policy and targets have been developed.
- An environmental report card that describes how we have achieved our targets on an annual basis is in place.

- SCRD “environmental lens” is established.
- Environmental considerations are incorporated in all major reports to the Board.
- Employees are continuously learning and applying innovative practices for environmental planning and stewardship.

** An “Environmental Lens” is a decision-making tool to ensure that policies and behaviours are analyzed and modified based on their environmental impact.*



Strategic Priority: Support Sustainable Economic Development



Objectives <i>(what we will achieve)</i>	Success Indicators <i>(measures of our progress)</i>
<p>Approve and implement a regional economic development charter.</p>	<ul style="list-style-type: none"> • A memorandum of understanding has been signed by all local governments for agreement on structure and funding. • A regional economic development entity has been created and is reporting on its progress.
<p>Support existing community & economic development organizations.</p>	<ul style="list-style-type: none"> • Growth and retention of local economic development organizations has increased. • Supported and funded organizations are reporting on the progress of their economic health and diversity.
<p>Incorporate land-use planning and policies to support local economic development.</p>	<ul style="list-style-type: none"> • Local official community plans have incorporated policies that support sustainable economic development.





Strategic Priority: Enhance Collaboration with the shíshálh and Sk̓wx̓wú7mesh Nations

Objectives *(what we will achieve)*

Success Indicators *(measures of our progress)*

Enhance our understanding of our First Nations' Cultures.

- Educational and shared cultural gatherings and opportunities have increased.
- Greater understanding regarding the reconciliation process and it's impacts.

Strengthen communication, planning and collaboration with the shíshálh Nation.

- A water service agreement has been completed incorporating roles and responsibilities between SIB and SCRD.
- Collaboration regarding land-use planning and development has increased.

Strengthen communication, planning and collaboration with the Sk̓wx̓wú7mesh Nation.

- A protocol agreement with the Sk̓wx̓wú7mesh Nation has been completed.



Strategic Priority: Facilitate Community Development



Objectives

(what we will achieve)

Collaborate with community groups and organizations to support their objectives and capacity.

Increase, retain and celebrate the work of our volunteers.

Success Indicators

(measures of our progress)

- Participation in community and cultural events and activities has increased.
 - Participation and attendance in SCRD facilities, parks and recreation has increased.
 - Land use policies and regulations are supporting affordable housing.
 - Affordable housing and alternative transportation have increased.
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- A volunteer recruitment and recognition program is implemented.
 - A diverse group of volunteers has increased.

**Community Development is a process of planned change that helps build healthy communities. A community organizes itself to identify and solve its own problems, adopting a self-help approach. The process enhances people's capacities to control their own lives by defining, analyzing and acting upon their own problems to their own solutions.*





Strategic Priority: **Recruit, Retain and Acknowledge Staff**

Objectives *(what we will achieve)*

Success Indicators *(measures of our progress)*

Be an “Employer of Choice”.

- Qualified staff are seeking employment with the organization.
- Staff and volunteers are expressing satisfaction on surveys.
- Staff attendance and engagement has increased.

Celebrate the work of our staff.

- Quality work is being acknowledged and shared.
- A peer-driven recognition system has been implemented.

Enhance succession planning.

- Internal hiring/promoting has increased.
- Every promotional position has a succession plan.
- Staff are continuously enhancing their knowledge and skills.
- Staff have opportunities for professional growth and career advancement.



Strategic Priority: Enhance Board Structures and Processes



Objectives

(what we will achieve)

Enhance our governance policies, procedures and practices.

Success Indicators

(measures of our progress)

- A revised procedure bylaw.
- Quality decisions are based on current and timely information.
- Board and committee structure and processes have been examined and updated as required.
- Committee recommendations are delivered within terms of reference.
- Efficient use of Board liaison and staff with advisory committees.
- Board and committees are completing their own performance reviews on an established schedule.





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Sunshine Coast Regional District

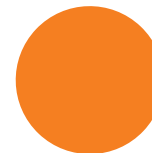
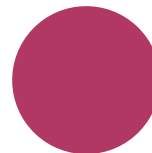
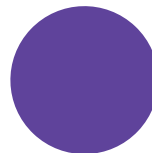
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Sunshine Coast Regional District

BOARD POLICY MANUAL

Section:	Administration	13
Subsection:	Strategic Planning – General	6430
Title:	Strategic Planning	2

1. PURPOSE

- 1.1. Strategic planning is a critical process for any organization in order to maintain its current operations, in managing future growth and in addressing increasing demands and expectations for services.
- 1.2. Strategic planning looks primarily at the future - in the context of the changing environment, the challenges and opportunities facing its residents, businesses and communities, as well as its internal operations. It assists the organization to be proactive in responding to changing circumstances and moving away from managing crises.
- 1.3. Strategic planning establishes long term goals and annual objectives. It sets targets to monitor and report on its progress. It allows everyone in the organization to work together on a common direction and to build a stronger sense of teamwork between the Board and staff.
- 1.4. An effective strategic plan is crisp, clear and concise on what needs to be accomplished by when.

2. POLICY

- 2.1. The SCRD will prepare a strategic plan at the beginning of each Board's term and will update the strategic plan throughout its term. The strategic plan will address the key policy priorities and will be the key focus of the Board's work for our communities.

3. REASON FOR POLICY

- 3.1. The majority of the SCRD's resources are committed to maintaining its current programs, services and infrastructure in order to support the residents and businesses on the coast.
- 3.2. It takes time to readjust current priorities or major initiatives, therefore, it is critical that the Board establish early in its mandate what it would like to accomplish during its three-year term.

4. PROCEDURE

- 4.1. It is proposed that in the first six months of a new Board's election, the Board will meet to establish goals for the next three years. Furthermore, the Board will meet yearly thereafter to review and where necessary modify and add to the strategic goals identified by the Board. Throughout the year, all proposed amendments will be forwarded to the annual review meeting for consideration with the entire package of goals contained within the Strategic Plan. This process will guide the work of the Board and staff over the three years.
- 4.2. In establishing these goals, the Board will consult all the elected Council members on the coast [as well as consider other jurisdictions], asking them to reflect on the changing environment and seeking their thoughts and ideas on the priority issues the SCRD should address for our communities.
- 4.3. In establishing the Board's three-year goals, the proposed planning process will incorporate the following key steps:
- Reviewing the current SCRD Vision Statement and revising it, if appropriate
 - Reviewing the guiding principles or operating values and revising them, if appropriate
 - Incorporating an environmental scan - an analysis of the changing external and internal environments, as well as the trends that are occurring on and off the coast. This analysis should result in a deeper understanding of the opportunities and threats facing the organization now and in the future.
 - Establishing the three-year goals and annual objectives
 - Developing and implementing the annual objectives. This includes ensuring the Board has the necessary human and financial resources required to successfully achieve their objectives.
 - Reporting and monitoring its progress. This includes quarterly reports to the Board on how each of the objectives is being achieved. This also allows time to modify the objectives, if required.

4.4. Proposed Annual Planning and Budgeting Cycle

The *Local Government Act* requires the Regional District to complete their budgeting process by March 31st of each year. Here is a proposed annual planning and budgeting cycle:

Board Strategic Planning – environmental scan and establishing proposed goals/annual objectives	April - May
Proposed departmental goals and objectives	September
Annual Budget – Preparation of Discussion Packages	October - November
Three Rounds of Budget Discussions	January - March
Finalize work plans in support of Strategic Plan	January - March

Reporting on Annual Objectives	June and October
Variance Reporting	Quarterly*
Variance Reporting – estimate of surplus/(deficit)	January as part of budget

*Quarterly variance reporting will be done on all functions/budgets and by exception, where there is a significant budgetary variance, a report will be forwarded to the Corporate and Administrative Services Committee. The Board has also directed that detailed quarterly variance reports be completed for Transit [310], Recreation Facilities [616-621], Building Inspection [520] and Solid Waste [351-353].

Approval Date:	November 12, 2009	Resolution No.	457/09 Rec. No. 10
Amendment Date:	July 28, 2011	Resolution No.	323/11 Rec. No. 12