



COLUMBIA SHUSWAP REGIONAL DISTRICT

# 2019-2022 STRATEGIC PLAN

SEPTEMBER, 2019

## MESSAGE FROM BOARD CHAIR

On behalf of the Board of Directors, it is my privilege to present the Columbia Shuswap Regional District's *2019-2022 Strategic Plan*.

### Strategic Plan

The *Strategic Plan* sets out a series of priorities, presented as themes, to guide the Regional District's use of resources over the current Board term. Seven themes are identified, including:

- > Natural Disaster Mitigation
- > Action on Environment & Climate Change
- > Responsible Governance
- > Heathy Communities
- > Transportation Advocacy
- > Culture of Engagement
- > Partnerships & Economy

The themes were developed by the Board, with input from senior staff, over the course of two facilitated planning sessions in the first half of 2019. Taken together, the themes reflect the Board's sense of future challenges and opportunities, and speak to a shared vision for the Columbia Shuswap as region that is innovative, prosperous, and resilient in the face of change. Each theme is presented with an explanation of the topic — that is, "what we mean" by it. Specific actions — "what we will do" — accompany the themes. Also featured in the *Plan* are the Board's vision for the region, the Regional District's mission, and a set of values to guide the Board in its work.

Every year the Board will review the *Strategic Plan* to reflect on achievements and challenges, and to consider changes to the themes and actions based on information brought forward. All changes that are made will be identified in annual progress reports.

### Regional Community

Strategic planning is an important exercise for all local government organizations, regional districts included. For regional districts, however, strategic planning can be difficult to do. Each regional

### CSRD DIRECTORS

#### Electoral Area A

Karen Cathcart

#### Electoral Area B

David Brooks-Hill

#### Electoral Area C

Paul Demenok

#### Electoral Area D

Rene Talbot

#### Electoral Area E

Rhona Martin (Chair)

#### Electoral Area F

Jay Simpson

#### Town of Golden

Caleb Moss (Vice Chair)

#### City of Revelstoke

Gary Sulz

#### District of Sicamous

Terry Rysz

#### City of Salmon Arm

Kevin Flynn

Chad Eliason

board is a collective decision-making body comprised of a mix of electoral area and municipal directors. Electoral area directors rely on the regional district as the local government for their areas, responsible for anticipating and addressing the areas' local service needs. Municipal directors, by contrast, look primarily to their respective municipalities, not the regional district, to address local needs and priorities.

What electoral area and municipal directors have in common is a reliance on the regional district for regional services that are designed to address the shared needs and priorities of the broader regional community. Strategic planning for the CSRD is focused on this regional community. Similarly, the themes presented in this *Strategic Plan* were developed by the full CSRD Board, for the region as a whole.

Electoral area directors consult their local electors, and work with their electoral area colleagues, to identify local needs and priorities for their areas. Initiatives that are needed to address these local needs and priorities are brought forward to the Board each year for approval during the budget process. In future years, the CSRD will expand its strategic planning to include a parallel process aimed at identifying local themes and actions for the electoral areas. This process, to be clear, will complement rather than replace strategic planning for the broader regional community.

### **Moving Forward**

I would like to thank all CSRD Directors and staff who participated in the strategic planning sessions, and who helped to develop this *2019-2022 Strategic Plan* for the Regional District. Progress on the priorities set out in the *Plan* will help to achieve the Board's vision for the region and will position our regional community for continued success and prosperity.

Rhona Martin  
Chair



## VISION, MISSION, & VALUES

### VISION

The Columbia Shuswap Regional District is an innovative regional district, renowned for developing cost-effective, practicable solutions to local and regional service challenges. It is a responsible government, committed to strong fiscal stewardship and the careful management of public assets. It is an open and engaging body, proactive in its efforts to connect with residents, service participants, other orders of government, and key stakeholders.

The CSRD understands its important role as the local government for, and provider of local services to, the region's unincorporated areas. The Regional District is equally aware, however, of its role as the governing body and regional service provider for the region as a whole. It is in this vein that the Board remains keenly aware of the need for regional thinking.

The Secwépemc are important partners in economic development, service initiatives, and other endeavours aimed at achieving shared goals and addressing common needs. Member municipalities, provincial ministries, economic and regional development agencies, and community associations are also valued allies. The CSRD works closely with all of its partners, recognizing the importance of collaboration to the region's prosperity.

### MISSION

The mission of the CSRD is twofold:

- > it is the local government for the electoral areas of the Columbia Shuswap, responsible for providing cost-effective services to meet local service needs
- > it is the regional federation that brings together electoral areas and member municipalities to identify shared needs and opportunities, and to collaborate in the development of regional service initiatives

### REGIONAL THINKING

*The Regional District plays an important role as the governing body and regional service provider for the regional community. It is in this vein that the Board remains keenly aware of the need for regional thinking.*

## VALUES

Important values guide the CSRD Board of Directors in all that it does.

### Board of Directors Guiding Values

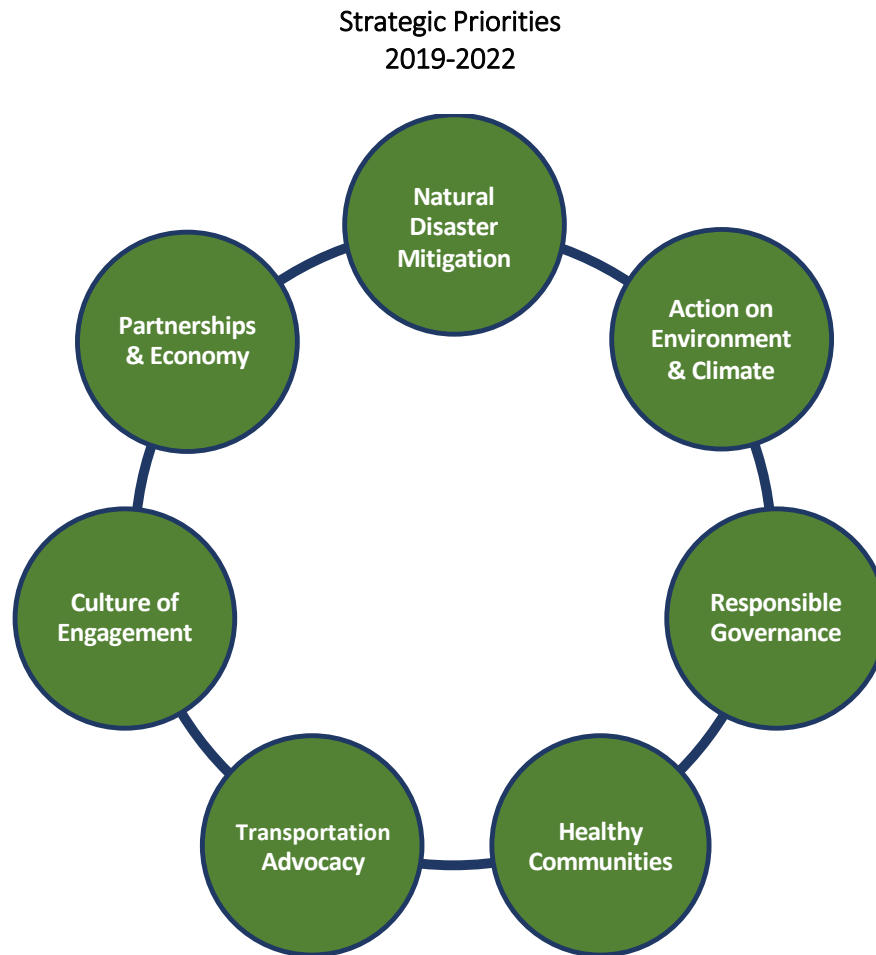
INTEGRITY	We work to ensure that our conduct, the actions we take, and the decisions we make as elected officials live up to the expectations of the communities we serve, and honour the trust they have placed in us.
ENGAGED	We value and provide opportunities for two-way dialogue with each other, and with the residents we serve.
FAIR	We recognize that equitable cost-sharing and governance set a foundation for strong inter-jurisdictional relationships and long-term collaboration.
RESPECT	We recognize the value of different perspectives in the decision-making process, and work to create an atmosphere in which all Directors and stakeholders feel welcome to express their views.
INNOVATION	We push ourselves and the organization to develop new approaches to service delivery and problem solving.
POSITIVITY	We are champions of the Columbia-Shuswap Regional District, and work to build support for and confidence in the Board, the Regional District administration, and Regional District services.
EMPATHY	We recognize that each of us and our respective jurisdictions face unique challenges; we support each other in our efforts to address these challenges.

## INTEGRITY

*We work to ensure that our conduct, the actions we take, and the decisions we make as elected officials live up to the expectations of the communities we serve, and honour the trust they have placed in us.*

# STRATEGIC THEMES

Strategic themes speak to important needs and opportunities on which the Board wishes to focus the organization's resources. The themes are Identified in the accompanying graphic; additional details are provided in the pages that follow.



## PLANNING FRAMEWORK

*The priorities set out in this Strategic Plan inform the decisions made by the Board in the CSRD's annual financial plan. The financial plan, in turn, is used by the administration to create annual work plans for departments.*



## NATURAL DISASTER MITIGATION

### WHAT WE MEAN

We will initiate measures, and press others to take action, aimed at protecting our communities from the impacts of natural disasters.

### WHAT WE WILL DO

We are committed to ensuring that all necessary efforts are taken to protect our communities from natural disasters, including wildfires and floods. We will directly undertake initiatives to mitigate and guard against disasters that fall within the Regional District's areas of responsibility. We will be careful, however, to not take action aimed at addressing natural hazards for which responsibility rests with the provincial government and its agencies. On these matters, we will advocate strongly on behalf of our communities for provincial government action.

Specific actions we will undertake this term include:

- > Reviewing and amending, as necessary, Development Permit Areas, Development Permit Guidelines, floodplain mapping and related documents based on current hazard assessments
- > Developing an approach to wildfire hazard reduction in interface areas
- > Pressing the provincial government to address flooding concerns and the need for flood mitigation efforts

### PROVINCIAL JURISDICTION

*We will be careful to not take action aimed at addressing natural hazards for which responsibility rests with the provincial government and its agencies. On these matters, we will advocate strongly on behalf of our communities for provincial government action.*

## ACTION ON ENVIRONMENT & CLIMATE

### WHAT WE MEAN

We will pursue climate change mitigation and adaptation programs, including carbon neutrality, and will work in partnership with others to reduce the environmental footprint of communities throughout the Regional District.

### WHAT WE WILL DO

As the regional federation, the CSRD is well-positioned to provide leadership on climate change and environmental issues that concern all jurisdictions across the Columbia Shuswap. On our own and in collaboration with others, we will develop the strategies, plans, and actions required to manage solid wastes, protect our watersheds from liquid waste contamination, and work towards achieving carbon neutrality.

Specific actions for the CSRD this term include:

- > Conducting a review of the *Salmon Arm and Golden Landfill Design and Operations Plan*
- > Promoting and setting out actions to achieve zero waste
- > Identifying and assessing opportunities for implementation of the CSRD Water Acquisition and Sewer Acquisition Strategies
- > Developing initiatives for the reduction of corporate greenhouse gas emissions in order to achieve carbon neutrality

### REGIONAL SCALE

*The CSRD is well-positioned to provide leadership on climate change and environmental issues that concern all jurisdictions across the Columbia Shuswap.*



## RESPONSIBLE GOVERNANCE

### WHAT WE MEAN

We will develop a framework of policies, practices, and procedures to guide decision-making, promote collaboration among member jurisdictions, pursue asset management, and demonstrate transparent financial planning.

### WHAT WE WILL DO

The CSRD has a long-standing commitment to sound fiscal management, forward-looking financial planning, and effective service delivery. Building on our strengths, we will develop new approaches to better manage the public assets that have been placed in our care. We will also pursue new regional and sub-regional initiatives to address common needs through collaborative governance and a sharing of resources.

We recognize that as local communities in our electoral areas change over time, expectations related to local decision-making and service provision may also change. We will work with our communities in these cases to explore governance solutions, including, in the case of Sorrento and Blind Bay, the potential for incorporation.

Specific actions for the CSRD this term include:

- > Implementing a new electronic corporate records management system, complete with proper document retention schedules
- > Developing an asset management strategy, based on a complete inventory and assessment of existing Regional District infrastructure and equipment
- > Reviewing the *Development Services Procedures Bylaw* to streamline the CSRD's development application process
- > Undertaking, with support from the Ministry of Municipal Affairs, the Blind Bay/Sorrento incorporation study

### *EFFECTIVE USE OF RESOURCES*

*The CSRD has a long-standing commitment to sound fiscal management, forward-looking financial planning, and effective service delivery.*

## HEALTHY COMMUNITIES

### WHAT WE MEAN

We will pursue initiatives, and support the efforts of others, aimed at promoting recreation, leisure, and cultural opportunities, and improving social determinants of health.

### WHAT WE WILL DO

Healthy communities are those that provide opportunities for active living, connecting to nature, celebrating cultural identity, and interacting with one another. We will continue to strive to help all of our communities — unincorporated and incorporated — remain healthy.

Specific actions for the CSRD this term include:

- > Updating the Regional District's *Parks and Trails Master Plans*; and enhancing parks infrastructure in accordance with the updated *Plans*
- > Initiating feasibility studies for new recreation facilities in response to demonstrated community need
- > Creating a parkland acquisition and development strategy; and exploring opportunities for acquisition and development in accordance with the strategy
- > Identifying and exploring opportunities to collaborate with community agencies and member municipalities to provide recreational and cultural programming

### COMMUNITY HEALTH

*Healthy communities are those that provide opportunities for active living, connecting to nature, celebrating cultural identity, interacting with one another.*

## TRANSPORTATION ADVOCACY

### WHAT WE MEAN

We will secure, through strong advocacy directed at the provincial government, transportation improvements throughout the Regional District.

### WHAT WE WILL DO

The Regional District is not responsible for roads or other transportation infrastructure in the Columbia Shuswap. As the regional governing body, however, we are well-positioned to identify local and regional transportation needs, and to advocate on behalf of our communities for the necessary resources and actions.

Specific actions for the CSRSD this term include:

- > Advocating for safety enhancements and other improvements to the Trans-Canada Highway
- > Advocate for improvements to rural roads and rural road standards, including for the inclusion of active transportation corridors
- > Advocating for improvements to winter maintenance on rural roads
- > Investigating opportunities to collaborate with local agencies in the development of inter-community transportation services

### *IMPROVING MOBILITY*

*The CSRSD is well-positioned to identify local and regional transportation needs, and to advocate on behalf of our communities for improvements to local and regional transportation networks.*

## CULTURE OF ENGAGEMENT

### WHAT IT MEANS

We will regularly engage stakeholders in decision-making, communicate with residents on matters that affect them, and build trust among the CSRD member municipalities, electoral areas, and our partners.

### WHAT WE WILL DO

Our residents, member jurisdictions, and partner agencies expect us to be open and transparent in our decision-making processes and provision of services. Openness and transparency are achieved through engagement. We will continue in our efforts to build a culture of engagement at the Regional District — a culture in which information, input, education, and open communication are valued.

Specific actions for the CSRD this term include:

- > Creating policies aimed at achieving greater communication with, and engagement of, residents and stakeholders
- > Implementing a variety of methods for gathering community input, including advisory committees, surveys and other tools
- > Informing residents and stakeholders of Board decisions on a regular basis using news releases, online newsletters, social media, and other mechanisms

### OPENNESS AND TRANSPARENCY

*Our residents, member jurisdictions, and partner agencies expect us to be open and transparent in our decision-making and provision of services. Openness and transparency are achieved through engagement.*

## PARTNERSHIPS & ECONOMY

### WHAT WE MEAN

We will provide services, pursue joint opportunities, and build prosperity throughout the Columbia Shuswap in collaboration with the Secwépemc, member municipalities, economic and regional development agencies, and others.

### WHAT WE WILL DO

We recognize that the long-term prosperity of our communities depends on our ability to collaborate with one another, and to partner with others, in the pursuit of joint economic and service initiatives. To that end, we will continue to develop frameworks for cooperation, and will build mutually-beneficial relationships with all willing parties.

Specific actions for the CSRD this term include:

- > Working with Secwépemc communities, Community Futures, chambers of commerce, member municipalities, and others to identify and pursue joint economic development initiatives
- > Strengthening shared economic development functions in the CSRD's sub-regions
- > Planning and developing the Sicamous to Armstrong rail trail in cooperation with the fifteen participating stakeholder groups
- > Partnering with economic and regional development agencies (e.g., Columbia Basin Trust) to expand broadband internet across the Regional District

### ECONOMIC DEVELOPMENT

*The long-term prosperity of our communities depends on our ability to collaborate with one another, and to partner with others, in the pursuit of joint economic and service initiatives.*