



STRATHCONA REGIONAL DISTRICT

STRATEGIC PLAN

2020 - 2024

Strathcona
REGIONAL DISTRICT



STRATHCONA REGIONAL DISTRICT

OVERVIEW

GOVERNANCE - The SRD is a federation of five municipalities and four electoral areas and is governed by a 13-member Board of elected officials.

HISTORY - Established in 2008, the SRD is in its 12th year of operation.

GEOGRAPHY - The SRD's administrative boundaries include approximately 22,000 square kilometers (8,517 square miles).

The borders extend from the Oyster River in the south to Gold River, Sayward, Tahsis, Zeballos and Kyuquot-Nootka in the north and west, and east to Cortes Island, Quadra Island and the Discovery Islands as well as a portion of the adjacent mainland north of Powell River.

The administrative boundaries lie within many traditional First Nations territories and the SRD works closely with 10 local First Nations communities.

SERVICES - The SRD provides approximately 44,000 residents with a diverse range of services, including water & sewage systems, fire protection, land use planning, parks, bylaw enforcement, recreation, broadband, emergency planning and response.



OUR VISION + VALUES

VISION

We are a connected region, where people, businesses, our environment and unique communities thrive. We are resilient and self-sufficient and diversity is valued and honoured as a key strength. We seek opportunities to leverage our collective strength to work on common goals and lend support to individual community initiatives.

We are innovative and open to new ways of working and delivering services. We build partnerships and are willing collaborators. We support reconciliation with First Nations communities within the region. We are active stewards of our natural environments.

VALUES

In fulfilling our vision, we are guided at all levels by the core values of teamwork, respect, integrity, effectiveness and accountability. We adhere to the following principles:

We work as a committed team in a spirit of collaboration and community.

We are caring and respectful in all our interactions and relationships.

We are open and honest. We adhere to the highest standards of ethical conduct.

We deliver effective public service through professionalism and creativity.

We are accountable to the region as a whole, as well as our individual constituents.

FROM THE BOARD CHAIR

As we reflect on the successes and challenges of the previous Strategic Plan, a number of important questions were identified by the Board for further examination:

- What are the legislative mandates of Regional Districts?
- How do we service our member communities within our mandate?
- How do we prioritize and resource those needs?

While examining the aforementioned questions, rather than setting multiple goals and achieving mediocrity, the Board deliberately chose to strive for excellence by focussing on four high level Strategic Priorities:

- | | |
|--------------------------------|-------------------------|
| 1) Community Well-Being | 3) Environment |
| 2) Service Delivery | 4) Relationships |

Specific projects related to each one of the Strategic Priorities can now be correctly resourced through the Board's financial planning process and operationally through our CAO's organizational staffing structure. This will allow us to measure, report and be accountable to the constituents of the Strathcona Regional District so they can better understand the direction of the Board and benefit from the services that we provide.

Through the very robust strategic planning process that brought forward individual Director's views and varying community priorities and needs, we came to the agreement that the diversity of our Regional District is one of our biggest challenges, but also an attribute that should be celebrated as a unique asset.

I believe that we have now built a new set of Strategic priorities that are not only relevant to all Directors, but also reflect the collective needs of our constituents. It is my pleasure to present the 2020-2024 Strathcona Regional District Strategic Plan to the citizens of our picturesque and diverse region.

Michele Babchuk
Chair

STRATHCONA REGIONAL DISTRICT

2020 BOARD OF DIRECTORS



BACK ROW LEFT TO RIGHT (STANDING)

KEVIN JULES - Ka:'yu:'k't'h/
Che:k'tles7et'h' - Associate Member
RON KERR - City of Campbell River
NOBA ANDERSON - Cortes Island (Area B)
JULIE COLBORNE - Village of Zeballos
JOHN MACDONALD - Village of Sayward
GERALD WHALLEY - Kyuquot/Nootka-
Sayward (Area A)
ANDY ADAMS - City of Campbell River
MARTIN DAVIS - Village of Tahsis
CHARLIE CORNFIELD - City of Campbell River

FRONT ROW LEFT TO RIGHT (SEATED)

CLAIRE MOGLOVE - City of Campbell River
BRAD UNGER - Village of Gold River (Vice Chair)
MICHELE BABCHUK - City of Campbell River
(Chair)
JIM ABRAM - Discovery Islands- Mainland Inlets
(Area C)
BRENDA LEIGH - Oyster Bay-Buttle Lake (Area D)



MICHELE BABCHUK
BOARD CHAIR



BRAD UNGER
BOARD VICE CHAIR



DAVID LEITCH
CAO

STRATEGIC PRIORITIES

In 2020-2024, we will focus on building better connections; in our communities, with our environment, through service delivery and in our internal and external relationships.

Community Well-Being

- Improve broadband and cellular infrastructure as well as digital initiatives that enable our communities to access the benefits of being more connected to each other and the world.
- Identify and support transportation initiatives that safely move people, goods and services between our communities and beyond.
- Support initiatives that develop robust and diverse economic conditions for our communities with income-generating opportunities for our residents.
- Identify and support initiatives that improve health and well-being in our communities.
- Support housing diversity so that our residents, young and old, can grow and stay in our communities.

Service Delivery

- Value and respect the region's diverse service needs and have regard for our impact on each other's fiscal capacity.
- Build sound and efficient systems to protect the region's assets and records and sustain service levels in a fiscally responsible way.





Environment

- Support and advocate for waste management initiatives that are both fiscally and environmentally responsible.
- Support adaptation and mitigation of climate change through local and sub-regional initiatives.
- Improve our understanding and ability to respond to flooding (sea level rise and storm surge) and wildfire.



Relationships

- Prioritize good governance that recognizes the diversity of our region and focuses on areas of common interests.
- Continue to build relationships with First Nations communities within the region and explore areas of shared focus and opportunity.
- Utilize our collective voice to advocate for issues of importance to our region.
- Find ways to better lend our support to individual community needs.
- Develop a proactive approach to engaging with our communities and communicating our decisions to the public.



PROCESS TO BUILD **OUR STRATEGIC PLAN**

Step 1 - Collecting individual thoughts and ideas

In building this plan, Board members were individually asked to identify opportunities and challenges and provide feedback on where the community and organization were performing well and/or needed assistance. Previous strategic priorities were reviewed as well as comments gathered from public meetings.

Step 2 - Get together

Board members and senior management attended a workshop with an external facilitator. The results of the previous step were shared. Board members had robust discussion about key issues and uncertainties facing the Region. They identified emerging themes as well as the need to maintain priorities that are currently well in hand.

Step 3 - Draft plan

Notes were compiled and used to develop a preliminary plan that was reviewed by senior management and presented to the Board.

Step 4 – Approval and implementation

Once the Board has considered and approved the plan, management will identify current activities that support the Board's focus areas and recommend steps to make progress against new themes.

Step 5 – Reporting

Management will provide an annual report to the Board and public on progress against focus areas.

SOME OF OUR KEY
PROJECTS + INITIATIVES

RECREATE
STRATHCONA GARDENS

www.recreatesg.ca

CONNECTED COAST

www.connectedcoast.ca



**STRATHCONA
COMMUNITY
HEALTH NETWORK**

www.strathcona-chn.net

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2020 - 2024

STRATHCONA REGIONAL DISTRICT

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