

Columbia Shuswap Regional District

Strategic Plan

2008 – 2012

Final Draft



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1. FOREWORD BY MARTY BOOTSMA, CHAIR

The Columbia Shuswap Regional District (CSRD) Strategy Plan was prepared to reflect the vision statement articulated as follows:

“Residents and visitors to the Columbia Shuswap Regional District enjoy a diverse, complex and unique setting. There is a range of urban, suburban and rural lifestyles and opportunities. We will strive to provide all with a high quality of life through access to recreation opportunities, social and cultural activities and events. Quality balanced growth will be encouraged to take advantage of the region’s human and natural resources. We will strive to maintain, enhance and build on our natural and manmade environment whilst being committed to unity and sustainability and will provide responsible government balancing environmental, social and economic values over the entire region.”

The plan has been developed in consultation with municipal and rural directors, and with senior CSRD staff. When adopted, the Strategic Plan will be the regional district’s premier policy document, and is intended to provide a flexible framework through which the Board will provide leadership and responsible decision making.

It is an evolving plan that will continue to be developed in response to the needs and wishes of this very diverse community, and no doubt future Boards and staff will continue to improve this document maintaining the principles of social, economic and environmental sustainability that the current Board and staff obviously believe are essential to the benefit of all citizens.

In closing I would like to express appreciation for the enthusiastic participation and valuable expertise of the directors, staff, and facilitator in developing this plan and feel confident in our ability to move forward in our desire to provide the government our citizens deserve.

Marty Bootsma
Chair

2. MESSAGE FROM ALAN KUROYAMA, CHIEF ADMINISTRATIVE OFFICER

The Columbia Shuswap Regional District is located in the heart of the scenic southern interior of British Columbia. Our scenery is breathtaking and has a range of visual settings that is endless. Alpine mountains and glaciers together with the magnificent Canadian Rocky Mountains dominate the vistas in the eastern half of the Regional District. The internationally renowned Shuswap Lake system is the dominating feature in the western half. Rivers and waterfalls, evergreen forests and deciduous woodlands, dams and thriving communities are but a sampling of what constitutes the Columbia Shuswap Regional District.

Life in the Columbia Shuswap Regional district provides an abundance of social, cultural and recreational opportunities. Added to this is a stable economy that is based on the forestry, tourism and transportation sectors.

While the Columbia Shuswap Regional District is blessed with all of these attributes, this area can become even more enjoyable to live in, work in and visit. This document will greatly assist the Board of Directors and staff of the Regional District to maintain and enhance the values and lifestyle that this area has to offer.

This strategic plan is a key document for the Columbia Shuswap Regional District. It is a culmination of considerable effort provided by both the Board Directors and staff of this organization, resulting in a shared understanding of and a guide for what we are seeking to achieve.

Alan Kuroyama
Chief Administrative Officer

3. VISION AND GUIDING PRINCIPLES FOR THE COLUMBIA SHUSWAP REGIONAL DISTRICT (CSR)

Vision

“Residents and visitors to the Columbia Shuswap Regional District enjoy a diverse, complex and unique setting. There is a range of urban, suburban and rural lifestyles and opportunities. We will strive to provide all with a high quality of life through access to recreation opportunities, social and cultural activities and events. Quality balanced growth will be encouraged to take advantage of the region’s human and natural resources. We will strive to maintain, enhance and build on our natural and manmade environment whilst being committed to unity and sustainability and will provide responsible government balancing environmental, social and economic values over the entire region.”

Guiding Principles

Regional Collaboration

The CSR is a collective, working with all levels of local, provincial and federal government, acting in the interests of the electorate and communities within the regional district.

Social Sustainability

Promoting full access to healthcare for all;
Encouraging education;
Enabling a range of housing choices for all age groups;
Supporting & improving social interaction with the community.

Economic Sustainability

Managed growth strategies;
Financial accountability and fiscal responsibility;
Developing a diverse economy; forestry, mining, tourism, value added, small light manufacturing, resources and commercial enterprise.

Environmental Sustainability

The environment will be respected;
Protection of resources will be encouraged;
Growth will consider natural resources.

4. A PROFILE OF THE COLUMBIA SHUSWAP REGIONAL DISTRICT (CSR D)

In 1965, the provincial government divided British Columbia into 29 regional districts. The CSR D was incorporated on November 30, 1965. More information on Regional Districts can be found here -

http://www.cserv.gov.bc.ca/lgd/gov_structure/library/Primer_on_Regional_Districts_in_BC.pdf

The CSR D Board consists of 11 Directors, one each from the municipalities of Sicamous, Revelstoke and Golden, two from Salmon Arm, as well as one each from six electoral areas (EA) (that are unincorporated, defined in area by the provincial government and identified separately by letters of the alphabet). Directors from the electoral areas are the successful candidates in an election and hold office for a three-year term. Municipal councils located within the regional district appoint a member of council to the regional board. The board elects its Chair annually from among all these directors.

Spanning both municipal and rural boundaries, regional districts deliver services to varying areas with common needs. Typically, regional districts may provide municipal-type services to unincorporated communities - such as Cedar Heights, Falkland and Eagle Bay Water Systems - and wide ranging services, like 9-1-1 and solid waste management, to expansive areas covering thousands of square kilometres.

The Board responds to local needs for services by consulting with the area residents. Where these services are undertaken, this cost is shared among those areas benefiting from the service, for example the Sicamous or Golden & District Recreation Centres. When a project proceeds, construction and operating costs may be covered through many avenues - taxation, user fees, public admission revenue and government grants.

Overall services undertaken by a regional district, such as recycling, are paid for in part by taxation, based on the value of property assessments.

Regional districts also function as regional hospital districts to provide capital financing for the building of new hospitals, improvements, major renovations, and machinery and equipment. This cost is usually shared on a 60% provincial - 40% regional hospital district basis.

The staff of the Regional District, who are responsible for the operations as well as implementing the decisions of the Board, comprise four departments: Administration, Financial and Corporate Services, Works Service and Development Services. The following provides an overview of these departments.

Administration

Administration investigates new services and, once implemented, provides a liaison between the Board of Directors and staff in the operation of the various departments. It acts as the principal liaison between the Regional District and the administration of other governments and all other entities dealing with the Regional District. Administration staff prepares Board agendas and attend all meetings of the Board, reporting to and providing advice and recommendations to the Board on matters within the Board's jurisdiction. Economic Development and Film Services also fall within the responsibilities of the Administration Department.

Economic Development and Film Services

The regional district has sub-regionalized the economic development function so that this service could be provided in all three of our sub-regions – the Shuswap, the Revelstoke area and the Golden area – in a manner suitable to the local Directors. In the Shuswap, the Economic Development service is overseen by a committee of Shuswap Directors and community representatives (this service does not include the City of Salmon Arm). A companion Tourism Marketing service also exists for this area and is overseen by a committee (with representation from the City). In the Revelstoke area, instead of committees, the service is overseen by a Commission consisting of representatives from the City and Electoral Area B. In the Golden area, the economic development service has been contracted out to be provided by the Golden and Area Community Economic Development Society. The Regional District Film Commission, with the goal of encouraging film, commercial and TV productions to undertake filming projects in the CSRD, is currently undergoing a change whereby the service will be provided throughout the region, except for Golden and Electoral Area A

Financial and Corporate Services

Financial and Corporate Services provides all accounting procedures, such as accounts payable, accounts receivable, payroll and financial statements. This department prepares all documentation required under the Financial Disclosure Act, the Freedom of Information and Protection of Privacy Act, prepares budgets as required under the Local Government Act, supervises the provision and management of insurance matters and co-ordinates with the auditors in the preparation of the financial audit. In addition, the Department is responsible for clerical services and support, Human Resources, Corporate Safety (Occupational Health and Safety), Information Technology, Emergency Preparedness Programs and the accounting requirements of the two Regional Hospital Districts.

These two departments either deliver or aid in the delivery of the following services:

Works Services: Works Services is responsible for development and delivery of external or “outside” services which include Solid Waste Management, Liquid Waste Management Planning, Waterworks, Rural Fire Suppression, 911 Emergency Fire Alerting, Aquatic and Terrestrial Weed Control, Airports, Street Lighting, Mosquito Control, Dog Control, Creek Maintenance and Building Management. Provision of services varies from very small service areas to those that are regional in nature – many involve collaboration with other levels of government. Each function carries its own specific budget within the CSRD’s Financial Plan.

Development Services: Development services is responsible for; preparation of long range plans including Official Community Plans (OCPs), zoning bylaws, development permit area guidelines, subdivision servicing bylaws, soil conservation bylaw, and other regulatory bylaws such as development cost charge (DCC) bylaws and building regulations bylaws; current planning, which involves processing of rezoning applications, development variance permit applications, agricultural land reserve applications, subdivision referrals and addressing public development and land use inquiries; parks and recreation planning, including parks and trails acquisition, capital development and maintenance, providing advice, service and administration to the various parks commissions, and in future developing recreation programs; building inspection and regulation; geographic information systems and mapping for corporate and public uses; bylaw enforcement; regional house numbering; and special projects such as the Shuswap Lake Integrated Planning Project.

Columbia Shuswap Regional District

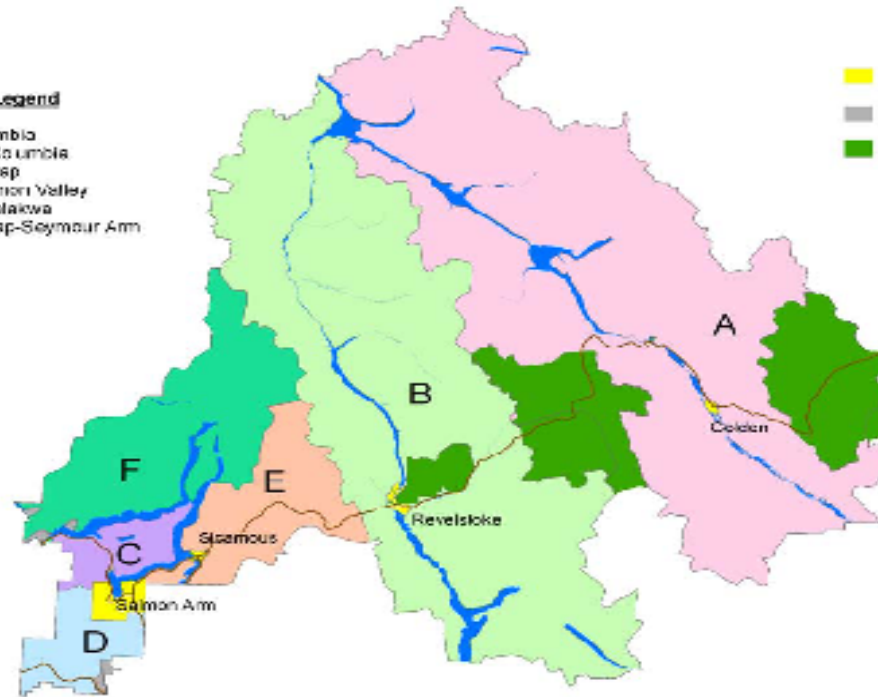


Electoral Area Legend

- A Golden Columbia
- B Revelstoke-Columbia
- C South Shuswap
- D Parkland-Salmon Valley
- E Sicamous-Melaikwa
- F North Shuswap-Seymour Arm

Legend

- Municipalities
- First Nations Land
- National Parks



Map by: J. L. Campbell

5. ROLE AND RESPONSIBILITIES OF THE BOARD

Every regional district is made up of municipalities, referred to as member municipalities and unincorporated areas, referred to as electoral areas. The individual jurisdictions that comprise a regional district work together to enable the organization to fulfill its purpose.

First and foremost, regional districts are local government service providers. They exist to play three roles:

- They are the **local governments** for their electoral areas, responsible for providing basic local services such as community planning, water supply, fire protection and nuisance regulation.
- They are **inter-jurisdictional service bodies** that provide local government sub-regional services across jurisdictional boundaries to different combinations of municipalities and electoral areas.
- They are **regional service bodies**, responsible for providing important regional services to their entire regional communities.

Regional districts establish and provide their local, sub-regional and regional services in direct response to the expressed needs, desires and instructions of the municipalities and electoral areas that comprise the region. The regional district **Board of Directors**, on which all electoral areas and member municipalities are represented, serves as the political forum in which these needs, desires and instructions are expressed.

There are certain services that every regional district is required by provincial law to deliver – general government administration electoral area planning and solid waste management planning are perhaps the most notable. The number of required services, however, is small, both in absolute terms and relative to the number of voluntary services most regional districts choose to provide, in keeping with the wishes of their members.

The range of **voluntary services** provided by different regional districts is vast. It includes water and sewer utilities, recreation programs and facilities, community and regional parks, libraries, regulatory services such as building inspection, emergency planning and fire protection, economic development and film industry promotion, regional growth management, airports and even television rebroadcasting. Some of these services are provided locally to individual jurisdictions, while others are provided to and on behalf of groups of municipalities and electoral areas that jointly choose to receive the services. Still others are provided regionally to every municipality and electoral area in the regional district. Any member jurisdiction or combination of jurisdictions can choose to provide services through their regional district.

Voting and Governance

Unlike municipalities where each council member votes a single time on any one issue, the voting on regional district boards is more complicated. There are situations where some board directors vote and others do not. There are also situations where certain board directors have more than one vote. These voting situations arise when a regional district provides services to the entire regional district, some services to a combination of municipalities and electoral areas, or where the regional district provides services to unincorporated communities located within electoral areas.

Generally only those municipalities and electoral areas that participate in a service are entitled to vote on issues involving that service. However, there are some board decisions of such importance that directors representing the more populous municipalities or electoral areas are entitled to more than one vote. These decisions are typically financial in nature.

6. ABOUT THIS PLAN

The strategic plan sets out the objectives and directions for the Board and management of the Columbia Shuswap Regional District for the period 2008 – 2012 and beyond. It should be reviewed in conjunction with the annual operating plans and budgets for the CSRD.

This plan identifies issues that affect the entire CSRD and presents specific long term goals with activities to address the issues.

The focus of this document is on the priorities of the CSRD as a whole, established by the CSRD Board as it performs its local government leadership role for a widespread and diverse region within British Columbia. The Board will pursue the goals and outcomes within the strategic plan in a variety of ways:

- Directly, as an authority and provider of services;
- Collaboratively through partnerships;
- Indirectly as an advocate for the CSRD's and constituents interests.

As a guiding document, the directions outlined in the Strategic Plan will be implemented through an annual planning process with progress tracked against measurable outcomes which will be regularly reported.

The Strategic Plan will continue to evolve to ensure that the Board responds effectively to the changing needs of the regional district. The plan will be reviewed annually and all measured targets will be reported upon.

7. THE KEY AREAS OF FOCUS

The Strategic Plan comprises nine key focus areas that collectively encompass all of the Regional District activities, operations and responsibilities. They are:

- 1) Health
- 2) Recreation and Parks
- 3) Culture
- 4) Heritage
- 5) Environment
- 6) Financial
- 7) Land Use
- 8) Community and Social Wellbeing
- 9) Community Economic Development

All items in the strategic plan have been agreed by the Directors and Senior Management Staff as key to achieving the vision for the region. No priority should be inferred by the numbering of the key focus areas.

Additionally, the strategic planning process has identified the need for 3 internal CSRD Strategies:

- A People Strategy;
- A Communications Strategy;
- A Technology Strategy – which will be completed later.

1) HEALTH

The CSRD will advocate for public health and services for all.

<p>1.1 Encourage healthy lifestyles</p>	<ul style="list-style-type: none"> • By providing leadership through a CSRD “wellness” program and partnering with other local authorities to promote wellness. CSRD to initiate and support joint programs/challenges with member municipalities • Following conclusion of park plan preparation for all EAs, commence recreation programs in all EAs • Investigate formation of regional parks and recreation service • Provide grants in aid to community groups that promote health/wellness/recreational objectives • Implement Air Quality Initiatives
<p>1.2 Play an active role with hospital boards representing the interests of the community</p>	<ul style="list-style-type: none"> • Integrate the activities of Regional Hospital Districts (RHD role = planning/financial body / Regional Director’s role political lobbying body) • Include semi annual meeting minutes of RHDs/Interior Health Authority (IHA) on board agenda
<p>1.3 To ensure that development is designed and built to standards that protect human safety.</p>	<ul style="list-style-type: none"> • Complete Official Community Plans (OCP) and zoning bylaws for all developed areas of the CSRD • Implement waste management plans across CSRD. • Liaise with appropriate authorities (Ministry of Transport, Ministry of Environment, etc) to ensure public infrastructure is coordinated with CSRD planning initiatives • Complete and implement the Water Acquisition Strategy • Strive to implement building regulations in more of the developed areas of the CSRD

2) RECREATION AND PARKS

The CSRD will expand, provide and support a wide range of recreational facilities, programs and opportunities, working within the region, in collaboration with other levels of government and interested parties for the benefit of all communities within the CSRD

2.1	To implement each electoral area parks plans recognizing short, medium and long term priorities.	<ul style="list-style-type: none"> • Initiate EA “B” Plan • Develop implementation strategy and set priorities for completed plans for EA “A”, “C”, “D”, “E” & “F” • Provide ongoing public information and dissemination & consultation • Ensure sufficient resources to implement plans
2.2	To provide opportunities for sports and children’s play areas	<ul style="list-style-type: none"> • Assume role of recreation function • Develop fully functioning recreation programs • Investigate partnerships with municipalities/clubs/non government organizations
2.3	To develop an integrated trail system that provides safe opportunities suitable for people of all ages and abilities.	<ul style="list-style-type: none"> • Investigate extended service for regional trails • Develop partnerships with non government organizations e.g. snow mobile/cycling clubs • All new developments to have pathways through new subdivision servicing bylaw • Gain Provincial buy in for establishing trails • CSRD will invest resources in grant applications • Support development of Greenways throughout CSRD
2.4	To support and encourage private recreation developments provided that they conform to the regional district’s OCPs and parks plans.	<ul style="list-style-type: none"> • Encourage public private partnerships for recreational development

3) CULTURE

The CSRD will advocate for the cultural wellbeing of its citizens.

3.1	To encourage all residents to become involved in arts and cultural activities suited to the character of the community	<ul style="list-style-type: none"> • Identify and list all Arts and Culture groups in the CSRD • Promote all activities and events CSRD wide • Provide grants in aid where appropriate
3.2	To support venues for the arts	<ul style="list-style-type: none"> • Assist in finding other sources of funding to support Arts and Culture groups
3.3	To provide opportunities for cultural events	<ul style="list-style-type: none"> • Make CSRD facilities available for Arts and Culture events

4) HERITAGE

To identify, protect, preserve and enhance heritage facilities, structures and sites throughout the region

4.1	Protect, preserve, enhance identified and significant heritage sites	<ul style="list-style-type: none"> • Introduce Heritage Designation through OCP processes • Identify heritage sites, facilities and structures • Coordinate with existing heritage committees in the region • Adopt legislative incentives to protect/encourage heritage preservation (e.g. density bonuses) • Provide public awareness and education e.g Revelstoke Railway Museum, Falkland Heritage Park, Last Spike Site • Seek funding sources to meet goals. • Invest resources into grant funding applications
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5) ENVIRONMENT

The CSRD will become a leader in environmental stewardship working with all stakeholders and implement practices that use fewer resources, reduce climate change and reduce the CSRD's ecological footprint.

5.1	To use the provisions of the <i>Local Government Act</i> , Provincial and Federal legislation to enhance and protect the natural environment.	<ul style="list-style-type: none"> • Create appropriate bylaws
5.2	To protect the environment and human health and safety by striving to achieve clean and safe water, land and air;	<ul style="list-style-type: none"> • Develop and implement liquid waste management plans • Implement community water and sewer systems. • Develop and implement Storm Water Management Plans (STM) • Partner with senior governments in groundwater monitoring • CSRD will ensure Best Management Practices in all CSRD facilities • CSRD will reduce it's own carbon footprint • Implement Air Quality Initiatives • Inventory and mitigate Methane/Carbon Dioxide/Green House Gases from landfills • Create and implement a water conservation strategy and link with a water system acquisition strategy • Sign on to the Climate Action Charter • Reduce erosion through appropriate studies at development approvals stage(s) • Use OCPs to promote efficient and sustainable use of land and water resources • Perform 5yr reviews of Solid Waste Management Plans (SWMPs) & Development & Operational plans • Identify hazard areas in OCPs • Cooperate with senior governments to reduce pollution from agricultural activities

5.3	To enhance environmental awareness and promote activities that protects and restores the natural environment.	<ul style="list-style-type: none"> • Cooperate with senior government to protect... (e.g. Riparian Area Regulations)
5.4	To protect sensitive plant, wildlife and fish habitats, as well as lands that include distinctive geologic features as environmentally sensitive areas (ESAs);	<ul style="list-style-type: none"> • Through adoptions of OCPs containing Development Permit Areas with clear guidelines
5.5	To ensure that new development is respectful of environmentally sensitive areas, including significant plant, wildlife, and fish habitats.	<ul style="list-style-type: none"> • Adopt clear waste management principles • Broaden education programs in partnership with senior government and provide consistent messaging
5.6	In the CSRD's own activities to provide leadership through reducing it's carbon footprint.	<ul style="list-style-type: none"> • Sign on to Climate Action Charter • Establish benchmark criteria then inventory carbon footprint and take formal steps to reduce • Implement green purchasing strategy

6) FINANCIAL

The CSRD facilitates the provision of services in a transparent and accountable fashion, utilizing efficient financially appropriate and administratively sound practices.

6.1	Become forward thinking, planning beyond the 5yr financial plan	<ul style="list-style-type: none"> • Develop 10 year financial plans for services having capital/infrastructure requirements. • Implement and maintain the tangible capital asset plan
6.2	Strive to simplify financial reporting terms	<ul style="list-style-type: none"> • Communicate financial reports to the general public in a more user friendly fashion • Create public brochures on: <ul style="list-style-type: none"> - Regional District Tax Requisition Process - Regional District Budgeting Process - Regional District Financial Reporting Process
6.3	Investigate Public Private Partnerships (P3) for capital infrastructure projects	<ul style="list-style-type: none"> • Attend appropriate P3 educational forums • Work with and learn from other local governments which have participated in P3 ventures
6.4	Acquire land for affordable housing and community services as highlighted in OCPs	<ul style="list-style-type: none"> • Integrate into the 5yr financial planning process • Investigate opportunities to acquire Crown Land for affordable housing

7) LAND USE

The CSRD is committed to promoting and establishing land uses that are environmentally, socially and economically sustainable that provide for a healthy, liveable and diverse community with efficient infrastructure.

7.1	The CSRD will create and complete OCP's for all Electoral Areas.	<ul style="list-style-type: none"> • Complete current OCP processes • Draw up plans for OCPs in areas that as yet do not have OCPs • OCP's will be based on balance of input from community members, staff and professional guidance, and political leadership.
7.2	Direct community development in an organized and desirable manner utilizing sound and sustainable planning principles that reflect the community's requirements.	<ul style="list-style-type: none"> • Introduce land use regulatory bylaws for Zoning / Development Cost Charges / Subdivision Servicing / Development Approvals • Development Permit Guidelines • Investigate amenity bonuses • Regional Growth Strategies after OCPs are in place in RD • STM Plans in OCP areas • Cooperate with senior levels of government to mitigate and minimize adverse environmental impacts
7.3	Ensure there is sufficient land designated in the OCP's to meet anticipated land use requirements.	<ul style="list-style-type: none"> • Through OCPs identify and protect agricultural land base
7.4	Ensure that housing occurs in an efficient and sustainable fashion, enhancing settlements areas and introducing mixed use densities utilizing sound planning principles.	<ul style="list-style-type: none"> • Develop implementable affordable housing plans • Strive to implement building regulations in more of the developed areas of the CSRD

8) COMMUNITY AND SOCIAL WELLBEING

The CSRD aims to provide all with the opportunity to participate in community life believing that communities that are active and involved provide greater social and economic outcomes.

8.1	To plan for a range of housing types and tenures to meet the needs of all residents of the community	<ul style="list-style-type: none"> • Implement OCPs in all electoral areas
8.2	To improve awareness of the Emergency Programs.	<ul style="list-style-type: none"> • Organize annual set of public activities for “Emergency Preparedness Week” which will include all emergency service providers • Organize/attend community meetings to present emergency program information • Create range of communication media such as web/leaflets/newspaper articles • Schedule, attend and present emergency program overview to member municipalities at least once every 3yrs • Provide overview workshops to new Directors, Councillors and Senior Staff every 3 yrs • Assist communities to establish emergency plans
8.3	To work with other community service providers (school districts, colleges, social service providers, Fire Departments, RCMP etc) with CSRD in meeting needs of current and future populations	<ul style="list-style-type: none"> • Invite community service providers to Board meetings on an annual basis to share information in a public forum • Establish working committees with other community service providers on issue specific topics
8.4	To encourage adequate levels of daycare that is affordable to residents.	<ul style="list-style-type: none"> • Advocate and lobby for “daycare issues” of a sub-regional or regional context • Daycare facilities and provisions to be planned within OCPs

8.5	To encourage adult education opportunities to allow for self Improvement and continuous education throughout adult life.	<ul style="list-style-type: none"> • Continue to support local colleges and school districts in the provision of adult education services. • Provide leadership by encouraging and facilitating CSRD Board and staff development
8.6	To strengthen volunteerism and encourage residents to take an active role in caring for and enriching the community.	<ul style="list-style-type: none"> • Provide a specific section on the CSRD website informing the public of volunteer opportunities within CSRD and other community groups. • Attend workshops with regard to recruitment and retention of volunteers. • Create specific volunteer appreciation programs • Promote and participate in “Volunteer Appreciation Week” • Work in collaboration with community service providers to encourage “sharing” of volunteers • Identify training opportunities for volunteer groups • Provide grants in aid where appropriate

9) COMMUNITY ECONOMIC DEVELOPMENT

The CSRD works to encourage proactive, collaborative and diverse economic development, which is strategic in nature, responsive to regional and community needs and seeks to ensure economic stability, while achieving environmental and social balance.

9.1	To support employment in the CSRD encourage further diversity in the economy	<ul style="list-style-type: none"> • Identify and promote new business opportunities for all areas of the CSRD • Provide public forum to bring economic development issues to public and senior government attention • Lobby for regulatory change when appropriate • Continue to provide business development solutions e.g. business plan reviews and government process understanding • Create a CSRD Economic Development Strategy 2008 – 2020 • Support and work with regional tourist associations to increase region wide opportunities and to capitalize on joint advertising and funding programs • Work collaboratively with specific tourism operators (i.e. houseboat assn. / snow mobile assn.) to promote tourism opportunities in the region.
9.2	Promote CSRD as a great place to live	<ul style="list-style-type: none"> • Distribute “Relocation Packages” • Work with community groups such as Chamber of Commerce, Welcome Wagons etc • Develop websites

8. COLUMBIA SHUSWAP REGIONAL DISTRICT (CSRD) INTERNAL STRATEGIES

A) A Strategy for People

Goal:

To be recognized as an employer of choice by 2012

Strategies:

i) Regional District Board Development

Recognizing the Board is the executive of the CSRD, ensure they provide the leadership to the organization.

1. Board to develop a leadership philosophy for our most important asset – our people;
2. As part of initial induction to the role of CSRD Board member, Directors to receive training on respecting, empowering, leading, supporting staff in a safe environment;
3. Board to develop an annual review process to self evaluate their performance.

ii) Competing for Talent

To recruit and retain a capable and talented workforce who are committed to delivering excellent services to the constituents of the CSRD.

1. Equip Managers to make the right hiring decisions;
2. Target and attract suitable applicants;
3. Create positive recruitment initiatives;
4. Create an attractive employment package;
5. Create a range of employment options – salaried/contract/part time;
6. Retain experienced and skilled employees;
7. Develop a succession plan for key roles and employees.

iii) Being fit to manage

To develop skilled managers to meet their responsibilities to colleagues and to the constituents of the CSRD

1. Train and develop managers to be effective;
2. Create career development paths;
3. Grow our own leaders;
4. Provide easy access to information.

iv) Learning and Development to help people meet their potential

1. Managing learning, development and performance
 - a. Create a culture of continuous learning and improvement;
 - b. Learning and performance objectives to be set and reviewed regularly;
 - c. All to have personal development plans;
 - d. Provide range of opportunities for learning; both courses and on the job;
 - e. Develop people for the next job.
2. Effective Communication
 - a. Coordinated strategy for internal communication;
 - b. Feedback of ideas, questions and concerns;
 - c. Access to management, directors for informal discussion.
3. Developing the CSRD organization
 - a. Embrace change – to provide better and more cost effective services;
 - b. Review services, delivery methods and costs;
 - c. Review the organization design – structure/size/deliverables;
 - d. Provide best value for our constituents;
 - e. Invest in management, organizational and team development;
 - f. Support sustainable principles;
 - g. Provide a safe working environment, free of discrimination or harassment.

B) A Strategy for Communications

Goal:

To provide effective communication between the CSRD, and the principle constituent organizations:

Residents;

Business and Industry;

Media;

Potential residents, investors and developers;

Other government organizations including; municipalities, school districts, hospital districts, federal and provincial governments.

Strategies:

1. Develop a communications toolkit to ensure consistency of communication and key messaging
 - a. Toolkit will include how to write in plain English;
 - b. What to include in a great communication.
2. Internal Communications
 - a. Develop consistent processes for internal communications;
 - b. Identify key areas of communication that employees would like to be involved with.
3. External Communications
 - a. Develop consistent processes for external communications;
 - b. Identify tools to communicate with and hear from the satisfied majority as well as the vocal minority.
4. Media Relations
 - a. All directors and senior managers to undergo media relations training;
 - b. Identify key media contacts across CSRD;
 - c. Provide targeted media with regular and appropriate communications and press releases.

C) A Strategy for Technology

Work in progress, which will be completed by CSRD staff, as part of the implementation planning phase.

9. IMPLEMENTATION PLANNING

The implementation of this plan has been discussed in great detail throughout the planning process. Staff and directors have made recommendations as to how to ensure that this plan does not sit and gather dust, but gets implemented, reviewed and updated on a regular basis.

Implementation Approach:

1. The “Key Areas of Focus” will be divided among each of the different CSRD departments. Individual plans will be developed by each department manager detailing how they will implement the focus areas and the relevant timelines, budgets, desired outcomes and other details.
2. All staff reports to directors for the monthly board meeting will outline the specific relevance of any application, proposal or plan to this strategic plan.
3. The CAO will review progress against this strategic plan with management staff on a semi annual basis and report back to the board.