



qathet REGIONAL DISTRICT

Strategic Plan 2019-2022

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1.0 Introduction

The qathet Regional District Board and senior staff gathered on June 26, 2019 to review the current strategic plan as there were 4 new Directors on the Board. The one day workshop was preceded by a series of separate meetings with Board and staff to review the results of a strategic plan survey and to a proposed selection of strategic goals proposed by the incoming Board. This report will outline the decisions made at the workshop and their impact on the existing strategic plan.

2.0 Vision Mission and Values

As part of the Check In for the day, participants were each asked to name what they thought was the key strategic issue that the Regional District had to face in the near future.

Strategic Issues from Check In	
<ul style="list-style-type: none">• Long term sustainable service delivery (4)• Communication with the public to listen (3)• Engagement in Communication/Clarity (2)• Climate Change (2)• Incomplete goals• Taxes and Service Delivery• Financial efficiencies	<ul style="list-style-type: none">• Defined priorities which match capability• Have a Plan for Council and Board• Parks Acquisition Plan• Fiscal planning• Environmental responsibility• Safety to include Occupational Safety• Costing of the Plan

Three specific strategic issues received multiple mentions. Communication was highlighted five times with the issues of ongoing public engagement and the need for clarity of communication from the Regional District. Many of the key strategic issues have been picked up in the resulting strategic goals. (See Section 4.0)

2.1 Vision

It was agreed in the earlier meetings with Board and staff that the vision statement was still relevant and of value and perhaps only required slight adjustment.

Existing Vision Statement
“Working collaboratively to support a thriving, inclusive, and sustainable community.”

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During the workshop, there was much discussion around the specific meanings of the concepts in the existing statement and whether there was any redundancies in language. It was agreed to expand the scope of the statement by adding the words “for the common good” to reinforce that the work the Regional District undertakes on behalf of their constituents is focussed on services that benefit the majority of constituents. The proposed statement now reads:

Proposed Vision Statement
“Working collaboratively for the common good to support a thriving, inclusive, and sustainable community.”

2.2 Mission

As with the vision statement the mission statement required a slight adjustment.

Existing Mission Statement
“Provide our community with a voice and deliver local government services”.

During the discussion, it was suggested that adding the concepts of “leadership” and “balanced services” could provide specific clarity around the role of the Regional District in executing this mission.

Proposed Mission Statement
“Provide our community with a voice and leadership in the delivery of sustainable local government services”.

2.3 Values

The existing Value Statement expresses three value concepts:

Existing Value Statement
Service Excellence: Consistent high quality service that is honest, ethical, respectful, and professional;
Community Support: A sustainable, inclusive community supported through respectful cooperation, communication and collaboration;
Accountability: Decisions and actions which are open, transparent, responsive and accessible.

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The discussion around values revealed that there was a difference of opinions around the meaning of these value statements. The following general comments were offered:

- The existing titles are unclear and somewhat ambiguous in that they hold a variety of interpretations.
- The values of fiscal prudence and affordability in response to public expectations are not evident enough in the plan or as a value.
- Some felt that the concepts were clear but needed to be communicated to the public to explain the plan sufficiently so that these values can be seen in the plan.
- The words “sustainable” and “affordable” were discussed as additions to many of these statements.

The following specific comments were offered during the table exercise assessing the values.

Specific Comments
Service Excellence
<ul style="list-style-type: none"> • Is Service excellence about customer service or delivery of service or both? • remove “high” and add “sustainable “ or “consistent, sustainable service quality, • Customer Service: Provide consistent, quality customer service that is honest, ethical, professional and sustainable/affordable/viable. • Community Service Provision: deliver necessary and desired community services in a sustainable, and fiscally prudent manner that takes into consideration long term costs and impacts.
Community Support
<ul style="list-style-type: none"> • Statement is repetitive; clear consistent community engagement change to open transparent, accessible and clear engagement with communities. • Community Engagement: conduct accessible, respectful, transparent, consistent and responsive public engagement • proposed change to “working collaboratively to support the needs and requirements of the common good, community”;
Accountability
<ul style="list-style-type: none"> • Live-stream meetings; responsive and accessible and addresses the common good

2.3.1 Observations on Values Discussion

This section analyses the discussion points and proposes an approach to making changes to the Value Statement. By way of a definition, values, in the context of an

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organization, relate to the high ideals of behaviour or practice that define an organization for those who would do business with them. They are broad definitions of the qualities that the organization places importance on and how it and its employees conduct themselves and their business. They should apply to all aspects of an organizations' work and relationships, whether that be internally between employees, or externally with their constituents, clients or customers.

Service Excellence: The point can be made that Service Excellence does not need to be divided into customer service or service delivery. According to the existing value statement, service provided internally to each other within the organization or in the delivery of service to constituents will be of high quality, will be done honestly, ethically, responsibly and professionally. Separate statements defining "service" implies that the value of Service Excellence is not inclusive of any and all service.

With respect to the desire to include the words "sustainable", and "affordable" throughout the plan, the point can be made, that with the Four Pillars of Economic, Environmental, Social and Cultural Sustainability as a backdrop and foundation of the plan, the repeated use of the words "sustainable" and "affordable" throughout the plan become unnecessary and redundant. However, the discussion strengthens the point about the need for proper communication with the public to properly explain the structure of the plan and how the Sustainability Pillars support it.

Community Support: The changes offered from the discussion do not significantly alter the main values of the existing statement. To restrict the definition to community engagement alone limits the ways that the Regional District could support the community. The existing value of Community Support implies that the Regional District will respond with respectful cooperation, communication and collaboration to whatever the Community may require in the way of support. However, it is possible to capture this sentiment by including "respectful engagement" in the definition.

Accountability: Comments provided did not require alteration of the existing statement as "common good" is included in the overall vision statement of the plan.

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Proposed Value Statement
Service Excellence: Consistent high quality service that is honest, ethical, respectful, and professional;
Community Support: Supporting a sustainable, inclusive community through respectful cooperation, communication, collaboration and engagement.
Accountability: Decisions and actions which are open, transparent, responsive and accessible.

3.0 Strategic Priorities

During the individual preparatory meetings with Board and staff there was some consensus that the existing strategic priority headings were still relevant with the exception of the Transportation Priority. There was an agreement that transportation can become part of the Social Planning Priority as it relates to improving access to jobs for those without their own transportation. In both of the separate meetings on Priorities with Board and staff, Communication/Public Engagement was highlighted as a new Priority in as much as it can assist with informing the public regarding what is done with their tax money as well as demonstrating the corporate value of Accountability.

Therefore the Strategic Priorities remain as six albeit with a different focus for the next planning period:

Climate Change, Economic Development, Parks Recreation and Culture, Public Safety, Social Planning and Communication and Engagement

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4.0 Strategic Goals

An interview matrix process was used to drive out the strategic goals from participants. In this process each participant is interviewed and given dedicated time to describe their views on the key goals for each priority. Interviews are collated and cross referenced against the strategic priorities to find the consensus among participants on the key goals. The entire list is contained in Appendix A. This list highlights the initiatives that participants mentioned frequently as the most important strategic goals for the new priorities.

Strategic Goals	
4.1 Climate Change <ul style="list-style-type: none"> • Develop and implements GHG reduction strategy • Develop and implement Climate action plans • Develop a Drinking water management plan 	4.2 Economic Development <ul style="list-style-type: none"> • Define Economic Development for qathet Regional District • Develop an Economic Development strategy • Promote regional collaboration through C3 groups
4.3 Parks, Recreation and Culture <ul style="list-style-type: none"> • Implement Park Acquisition Strategy • Develop process for using grants in aid to support multicultural events • Implement regional trails plan 	4.4 Social Planning <ul style="list-style-type: none"> • Conduct a regional Housing Needs assessment • Improve rural transportation access to City • Develop and prioritize Social Planning Goals
4.5 Public Safety <ul style="list-style-type: none"> • Complete OH&S Program • Develop Emergency Evacuation Plans • Develop Firesmart/Wildfire Protection Strategies 	4.6 Communication/Engagement <ul style="list-style-type: none"> • Develop a Regional Communication Strategy with evaluation measures/ framework • Evaluate Human Resources capacity and staff training for regional communication and engagement strategies • Develop a Community education/ awareness strategy for Regional District Strategic Plan priorities and goals.

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5.0 Key Success Factors:

Throughout the workshop, participants were asked to suggest the Key Success Factors that should be measured /evaluated to assess whether the vision, mission or values are being accomplished. The Regional District will have to choose to develop measures along these lines to be able to assess progress towards the accomplishment of their plans in achieving their expressed vision.

Suggested Key Success Factors for Evaluating the Strategic Plan

- Measure the amount of engagement initiatives and analysis of feedback and surveys;
- Measure the amount of advocacy for issues outside of our jurisdictional authority/jurisdiction;
- Measure the degree of protest/opposition; Fewer complaints
- Evidence of good relationships; trust, respect, no surprises;
- Evidence of free unbridled communication
- Evidence of province region and City working together;
- Evaluate the number of services that support the majority of constituents.
- Measure the amount of new business, investment, and jobs;
- Develop an analytical tool/framework;
- Develop and evaluate a comprehensive asset management program;
- Develop benchmarks for level of service and evaluate compliance;
- Measure # of grants applied for versus those received;
- Evaluate against The Five Capitals of Sustainable Development: natural, human, social, manufactured and financial assets;
- Monitor feedback: What are we hearing back, What are we enabling/supporting;
- Evidence of balanced demographics; culture/age/gender etc;
- Evidence of affordability;
- the Ballot box,
- feedback from social media and public meetings and supported through celebrations and public thank yous.
- reviewing public feedback, complaints, request for information, respectful communication;
- How many calls did we get?;
- Customer satisfaction surveys;
- Measured through surveys and response to public meetings;
- sustainable asset management program;
- develop customer satisfaction framework or tool;
- details the vision statement by splitting elements into segments

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Appendix A:

Based on the Interview Matrix Process, this chart contains all of the proposed goals and the number of times they were proposed.

Strategic Goals	
4.1 Climate Change	4.2 Economic Development
<ul style="list-style-type: none"> • GHG reduction strategy (7) • Climate action plans (3) • Drinking water management plan (3) • Community education/ awareness (3) • Zero Waste strategies (2) • Carbon neutrality (2) • Natural Hazard identification (2) • Improve regional transportation • Carbon sequestration 	<ul style="list-style-type: none"> • Develop an ED strategy (13) • general clarity around ED (11) • regional collaboration through C3 groups (4) • Separate from grants In Aid (2) • Public engagement strategy for ED goals • Target specific sectors • Develop matrix/measures
4.3 Parks, Recreation and Culture	4.4 Social Planning
<ul style="list-style-type: none"> • Implement Park Acquisition Strategy (12) • Using grants in aid to support multicultural events (5) • Implement regional trails plan (2) • Shoreline Protection 	<ul style="list-style-type: none"> • Housing Needs assessment (9) • Improve rural transportation access to City (5) • Prioritization of Social Planning Goals (4) • Social Asset List (service providers, resources, etc) • Develop Early Childhood Education Inventory • Access to Education and Training
4.5 Safety	4.6 Communication/Engagement
<ul style="list-style-type: none"> • OH&S Program completion (5) • Emergency Evacuation (4) • Firesmart/Wildfire Protection (3) • Fire Department Culture (3) • Fire Dept Compliance (2) • Road Maintenance • LIFD PPlan 	<ul style="list-style-type: none"> • Develop Communication Strategy with evaluation measures/frameworks (8) • Identify Human Resources capacity and staff training (5) • Annual report • Encourage open communication between staff and Board

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