

SUNSHINE COAST REGIONAL DISTRICT

Strategic Plan

2023–2027



Sunshine Coast Regional District Overview

The Sunshine Coast Regional District (SCRD) is a local government partnership of municipalities, rural electoral areas and the shíshálh Nation Government District formed to collaboratively deliver services to the residents of the Sunshine Coast.



MISSION

Our Mission is to work together to deliver reliable services to our communities.



VISION

Our Vision is to support a healthy and vibrant Sunshine Coast with sustainable and affordable public services, and innovative partnerships.

The SCRD is made up of distinct small communities within the territories of the shíshálh and Skwxwú7mesh Nations, each with their own identities and values, a shared love of this beautiful place, a wealth of cultural activities, a respect for our history and an appreciation of our natural environment.

The SCRD is governed by an elected Board of Directors. SCRD Board members also sit as members of the Regional Hospital District Board.

OUR MAIN ROLES ARE TO:

1

Provide provincially mandated region-wide services such as emergency planning and solid waste management.

2

Provide governance for the rural areas.

3

Provide sub-regional services such as recreation facilities where residents of a municipality and residents in areas outside the municipality benefit from the service.



SUNSHINE COAST REGIONAL DISTRICT

BRITISH COLUMBIA

Squamish

Saltery Bay
skelhp

A
Egmont/Pender
Harbour *kalpilin*

B
Halfmoon Bay
xwilkway

shíshálh
Nation
Government
District

F
West Howe Sound

District of
Sechelt
ch'atlich

D
Roberts
Creek
xwesam

E
Elphinstone

Gibsons
Chkwelhp/
Schenk

West
Vancouver

GEORGIA STRAIT



Sunshine Coast Regional District Directors

MUNICIPAL DIRECTORS

DISTRICT OF SECHLT

Darren Inkster
Alton Toth

TOWN OF GIBSONS

Silas White

SHÍSHÁLH NATION GOVERNMENT DISTRICT

Philip Paul

ELECTORAL AREA DIRECTORS

AREA A EGMONT/PENDER HARBOUR

Leonard Lee

AREA B HALFMOON BAY

Justine Gabias

AREA D ROBERTS CREEK

Kelly Backs

AREA E ELPHINSTONE

Donna McMahon

AREA F WEST HOWE SOUND

Kate-Louise Stamford



Message from the Board

The Sunshine Coast Regional District (SCRD) is pleased to present our 2023-2027 Strategic Plan. We are honoured to live, work and play on the territories of the shishálh and Skwxwú7mesh Nations and we are grateful for their partnership and generosity in sharing this beautiful place.

In preparing this plan, the board met with a wide range of employees from across the SCRD to take an “environment scan” and learn about our organization’s challenges. We greatly appreciate staff’s energy, commitment and candour in educating us about both the obstacles and opportunities we face.

All local governments are feeling the stress of high public expectations for service, while the cost of delivering those services escalates rapidly. We live in turbulent times, confronted by an affordability crisis, a rapidly changing climate, and new provincial legislation that is expanding our responsibilities in areas such as emergency management and housing.

The vast majority of the SCRD’s services run smoothly in the background, such as provision of drinking water, transit, garbage collection, bylaw enforcement and recreation facilities. These services, and the 250 employees who make them happen, are all important to the Regional District. But we have to focus on the very highest priorities over the next four years.

Our two focus areas are water stewardship and solid waste solutions.

WATER:

Prolonged summer droughts and the resulting water shortages have challenged our residents. We must develop new supply sources and increase efficiency, while repairing and renewing our aging infrastructure.

SOLID WASTE:

The Sechelt Landfill is nearly full and a long-term solution for the Sunshine Coast’s garbage and recycling is urgently needed.

The SCRD Board approves funding for hundreds of projects each year. To help us make decisions on the best use of staff time and resources, we’ll use four key lenses: service delivery excellence, climate and environment, social equity and reconciliation, and governance excellence.

Working in partnership with staff and the community, your elected board is committed to making the best decisions we can for all residents of the Sunshine Coast, including future generations.

Top Row, Left to right: Director Philip Paul (shishálh Nation Government District), Director Silas White (Town of Gibsons), Director Kate-Louise Stamford (Area F - West Howe Sound), Board Chair / Director Leonard Lee (Area A - Pender Harbour/Egmont), Director Darren Inkster (District of Sechelt).

Bottom Row, Left to right: Director Alton Toth (District of Sechelt), Director Justine Gabias (Area B – Halfmoon Bay), Director Kelly Backs (Area D – Roberts Creek), Director Donna McMahon (Area E – Elphinstone)

Our 2023-2027 Strategic Plan at a Glance

The 2023-2027 Strategic Plan reflects the collective vision of the SCRD Board of Directors and guides the SCRD's decisions and allocation of resources. The Strategic Plan will be implemented through annual budgets, departmental work plans, and daily practice.

We will monitor and measure the implementation of this plan through regular updates to the Board and our Annual Report, as well as ongoing dialogue to capture successes and work through challenges.

The Board has identified two service delivery focus areas and four lenses for the 2023-2027 period.

The two Service Delivery Focus Areas are mission-critical challenges that need to be urgently prioritized for the health and safety of our Sunshine Coast communities.

The four lenses provide a framework for how we should approach all SCRD services, initiatives, and projects, in order to meet the economic, social, and environmental challenges of the day.

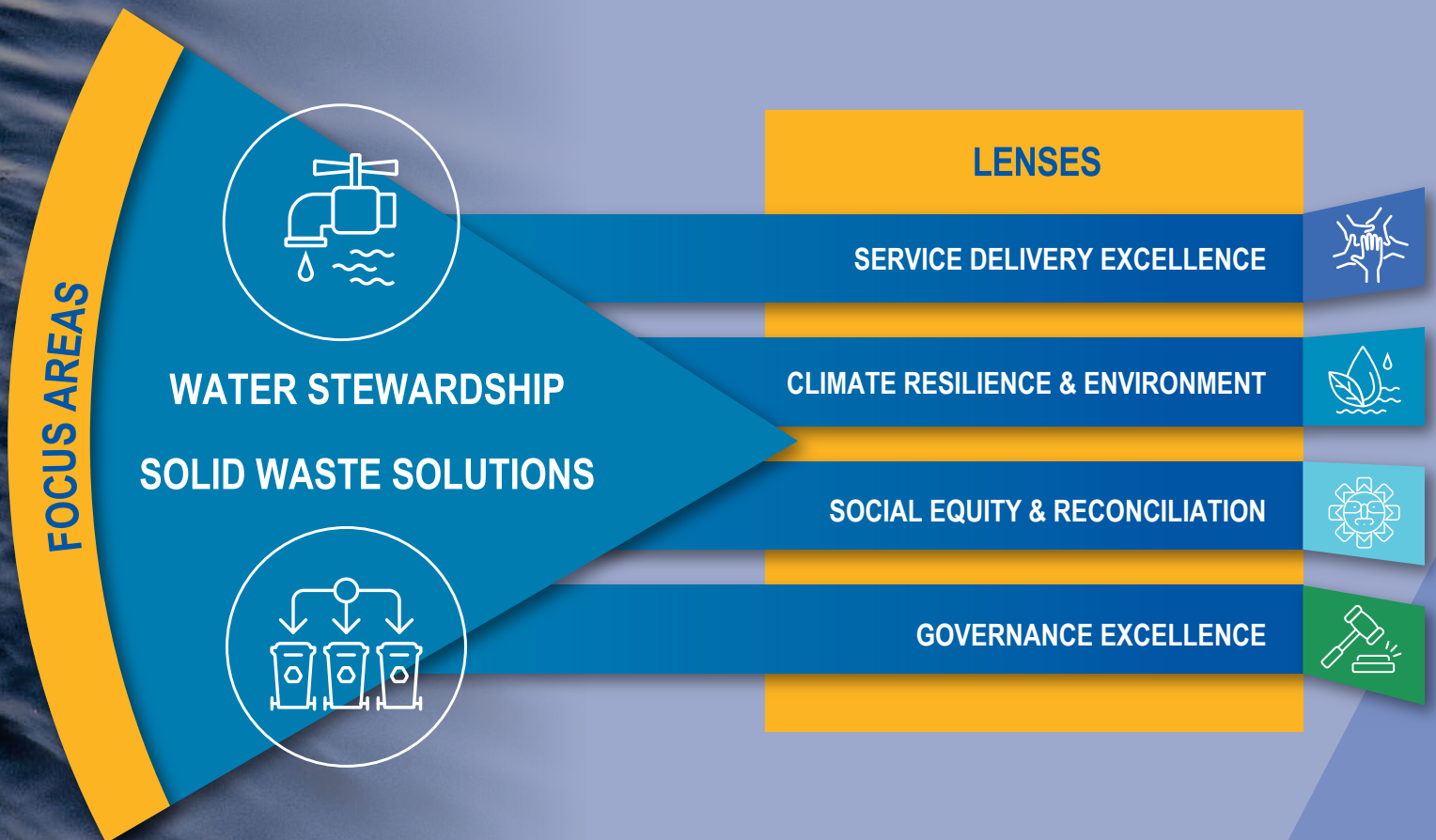
Photo: Tom Patmore

FOCUS AREAS

Service Delivery
Focus Areas clarify
our strategic and
operational priorities.

LENSES

Lenses provide a framework
for how we should approach all
SCRD services, initiatives, and
projects.



Our Service Delivery Focus Areas

Service Delivery Focus Areas are defined by the Board of Directors, and will be the SCRD's areas of focus over the 2023-2027 period.

Water Stewardship

Continue to secure reliable and diverse water sources across the Sunshine Coast and support efficient water use while fostering responsible stewardship of this critical resource.



WHY IS THIS IMPORTANT?

- We need sufficient water for people, food production, firefighting and the environment.
- Water is critical to sustaining delivery of our services.
- Our climate is changing, leading to changing weather patterns and significant drought.

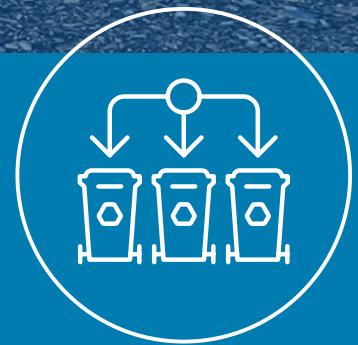
HOW WE PLAN TO ACHIEVE IT

1. Continually improve the operations of all the Regional District's aging water systems.
2. Improve water demand management and increase the efficiency of water use by completing installation of water meters and implementing volumetric billing.
3. Adopt the SCRD Water Strategy to confirm the strategic priorities, objectives and actions that will guide the future planning and delivery of SCRD water services.
4. Work with the shíshálh Nation Government District and Skwxwú7mesh Úxwumixw (Squamish Nation) to define participation/role in the SCRD's shared water services.
5. Work with the shíshálh Nation and the Province of BC to ensure the SCRD is able to utilize effective drought response approaches.
6. Continue to explore, enhance and develop groundwater and surface water sources.



Solid Waste Solutions

Urgently pursue long-term solid waste initiatives with an emphasis on local solutions.



WHY IS THIS IMPORTANT?

- Solid waste is a required service of Regional Districts, as well as critical to public health and safety and the environment.
- Our landfill will close soon and we need options to replace it.
- We need to improve our waste management and increase waste diversion.

HOW WE PLAN TO ACHIEVE IT

1. Update and adopt the Regional Solid Waste Management Plan that includes new diversion targets and optimization of service delivery.
2. Optimize use of Sechelt Landfill site to bridge to future long-term waste disposal solutions
3. Review and confirm a new regional landfill site or select an alternative solution.
4. Enhance diversion and recycling programs and look for ways to reduce costs.

Our Lenses

As a service delivery body, the vast majority of Regional District resources are allocated to maintaining day-to-day core business. Providing consistent services at a time when the environment is changing quickly and unpredictably adds extra challenges to operations.

In the 2023–2027 Strategic Plan, the Sunshine Coast Regional District (SCRD) has identified four key lenses through which the organization will consider every issue, providing a framework for how we should approach all SCRD services, initiatives and projects.

1

Through the Service Delivery Excellence Lens, we will always consider organizational/staff capacity, fiscal sustainability, asset management and risk to ensure our services to the public are relevant, efficient, responsive and well-communicated.



2

Through the Climate and Environment Lens, we will reduce the carbon impact of all our services and activities, and take action to protect, adapt and restore the environment that sustains us, especially watersheds and aquifers. We will also build our capacity to respond to and recover from emergencies.



3

Through the Social Equity and Reconciliation Lens, we will embrace compassion and reconciliation, and expand opportunities to meet the needs of all people regardless of age, ability, gender, income, education level, culture or background.



4

Through the Governance Excellence Lens we take leadership in advancing and modelling an organizational culture of civility, collegiality and continuous improvement; and will ensure our governance processes reflect clear priorities set by the Board and support effective, efficient and informed decision-making.





Photo: Julia Cook





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