

Skeena – Queen Charlotte Regional District

Report - Strategic Priorities **2015 - 2018**

This report outlines the work of the Board at its planning session in Haida Gwaii on Saturday & Sunday, April 25/26, 2015.

Strategic Priorities

The Board agreed to focus on four strategic priorities.

Organizational Development

Integrated Regional Planning

Regional Collaboration

Regional Leadership and Advocacy

Organizational Development

Board Champions: Chair Pages & Vice Chair Nobels

Objectives

Outcomes

To have a full complement of qualified staff to achieve the Organizational Priorities	<ul style="list-style-type: none">• Have a full time Planner• Have a full time Treasurer• Staff will be continuously increasing their knowledge and skills
To recruit and retain local competent employees	<ul style="list-style-type: none">• Attract and retain staff for a period of five years and beyond
To increase and diversify the District's revenue so it has the resources to complete its objectives	<ul style="list-style-type: none">• Diversify the revenue of the District• Have a grant writer securing grant funding for the Regional District
To improve Board and staff relationships	<ul style="list-style-type: none">• Annual staff survey reveals that all staff feel valued and recognized by their colleagues, management and Board
To find a permanent location for the Regional District's administrative office	<ul style="list-style-type: none">• Purchase a location that is cost effective for the Regional District
To change the name of the Regional District	<ul style="list-style-type: none">• A new name for the Regional District has been done
To examine how the Regional District can effectively enforce its by laws	<ul style="list-style-type: none">• Regional District has resolved how it enforces its by laws

Integrated Regional Planning

Board Champions: Director Brain, Director Bergman and Director Franzen

Objectives	Outcomes
To develop an integrated Sustainable Regional Plan for the Mainland, involving all key stakeholders	<ul style="list-style-type: none">• Have consensus from Regional District communities on developing the Plan• Researched various approaches and agreed upon an approach• Acquired the resources to develop the plan• Involved all the key stakeholders in developing the plan• Involved the various communities in meaningful consultation (Mainland C2C)• Produced a plan that addresses future land use, economic opportunities and environmental sustainability• Commitment by all key stakeholders to implement the Plan
To complete Official Community Plans (OCPs) for Areas A and C	<ul style="list-style-type: none">• Complete Area A OCP so that it achieves the goals of the local community and integrates economic development and environmental sustainability• Complete Area C OCP so that it achieves the goals of the local community and integrates economic development and environmental sustainability
To support the development of an effective emergency marine response strategy	<ul style="list-style-type: none">• Define the Region's marine response standards (e.g. what we mean by world class)• Have the knowledge, capabilities, resources and equipment to meet the marine response standards

Regional Collaboration

Board Champions: Director Gould and Director Brain

Objectives

Outcomes

To facilitate effective C2C regional forums	<ul style="list-style-type: none">• Agreement by the C2C members to an Integrated Sustainable Regional Plan• Complete the joint projects, established by the Forums (identify project champions) and communicate the progress to all appropriate groups and organizations
To engage First Nations in a meaningful manner with the Regional District	<ul style="list-style-type: none">• Decide how the Regional District and First Nations will work together in a meaningful manner
To work collaboratively with all levels of government on major developments within the Region	<ul style="list-style-type: none">• To be involved in the planning and development of LNG projects• To be involved in the implementation of the new marine plans• To be involved in major resource developments in the Region• Sharing of information and resources with member municipalities
To work collaboratively with the Prince Rupert Port Authority in its land and port development	<ul style="list-style-type: none">• To be involved in the planning and development of the Port's expansion

Regional Leadership and Advocacy

Champions: Director Beldessi, Director Racz and Director Martin

Objectives

Outcomes

To re establish affordable ferry rates and schedule, understanding that BC Ferries is an extension of the provincial highway system	<ul style="list-style-type: none">• Return the schedule for the Sandspit to Skidegate route to 2012 service levels• Increase the fall, winter and spring schedules from 2 to 3 trips from Skidegate to Prince Rupert per week• Decrease the ferry rates to 2010 levels
To maintain and enhance our health service levels	<ul style="list-style-type: none">• Reduce the current emergency response times to a maximum of one hour in the Regional District• Retain our health specialists and surgeons currently operating in Prince Rupert• Fully staffed paramedics in all communities on Haida Gwaii• Return the “medical sailing” back to Haida Gwaii
To improve airport access in Prince Rupert	<ul style="list-style-type: none">• Reduce the amount of time by half for travellers arriving or departing from the airport to Prince Rupert
To achieve a fair and equitable distribution of wealth for the resources that are taken from the Region	<ul style="list-style-type: none">• Implement a revenue sharing agreement
To develop multiple leadership and advocacy methods in advancing key regional issues for residents and businesses	<ul style="list-style-type: none">• To become more competent in addressing/resolving the issues mentioned above

Board Functioning and Agendas

The Board agreed to focus on its Strategic Priorities at each of its Board meetings.

This could occur on the Friday night meetings or on Saturday morning.

The Board will have a project management and work plan for each of the four areas with specific deliverables described and timelines identified.

It also agreed to examine the waste management operations and the landfill operation on the Islands as a specific agenda at one of its Board meeting in 2015.

Proposed Timelines for Board Priorities for 2015

2015

Agenda Item 1

Agenda Item 2

2015	Agenda Item 1	Agenda Item 2
May		
June		
August		
September		
October		
November		
December		

Barriers to Implementation

Board members identified three key areas that may impede the implementation of these objectives. They made suggestions on how to address these barriers.

Barriers	Suggestions
Be Focused and Efficient	<ul style="list-style-type: none"> • Design all Board agendas with Strategic Planning topics included • Have Board members assigned to specific topics • Have work plans for each strategic area and have regular progress reports • Share learnings as you progress
Be Effective Advocates	<ul style="list-style-type: none"> • Create the Board's guidelines for effective Advocacy (e.g. operate like a government; operate with a United Voice; use the media and social media more effectively; be knowledgeable of your allies and opponents...) • Study and learn from other successful Regional Districts - what are they doing to create credibility and influence senior levels of government
Increase our Financial Resources	<ul style="list-style-type: none"> • Use multiple methods and learn from others – use grants; examine fees and service; fair tax system...