



Fraser Valley Regional District



Strategic Plan 2014 - 2018

2014 BOARD OF DIRECTORS



Sharon Gaetz, Chair (Mayor, Chilliwack)
 Patricia Ross, Vice Chair (Abbotsford)

Dennis Adamson (Electoral Area B)
 Pam Alexis (Mission)
 Ray Boucher (Electoral Area F)
 Henry Braun, Mayor (Abbotsford)
 Kelly Chahal (Abbotsford)

Bill Dickey (Electoral Area D)
 Taryn Dixon (Electoral Area H)
 Orion Engar (Electoral Area E)
 Leo Facio, Mayor (Harrison Hot Springs)
 Moe Gill (Abbotsford)
 Jim Hinds (Mission)
 Dave Loewen (Abbotsford)
 Jason Lum (Chilliwack)

Alec Niemi (Electoral Area C)
 Ken Popove (Chilliwack)
 Terry Raymond (Electoral Area A)
 Ross Siemens (Abbotsford)
 Al Stobbart (Electoral Area G)
 John Van Laerhoven, Mayor (Kent)
 Wilfried Vicktor, Mayor (Hope)
 Sam Waddington (Chilliwack)

Squamish-
Lillooet RD

Thompson-
Nicola RD

The Fraser Valley Regional District is a place of active cities, peaceful rural communities, and everything in between. With robust economies in agriculture, tourism, education, health care and aerospace, the Fraser Valley is a region of opportunities and possibilities.

THE BOARD

The Fraser Valley Regional District is a local government that delivers over 100 separate services to some 292,000 residents in the beautiful Fraser Valley. Our communities include eight unincorporated Electoral Areas as well as the municipalities of Abbotsford, Chilliwack, Harrison Hot Springs, Hope, Kent and Mission.

The FVRD is the third most populous regional district, one of 28 throughout the province of British Columbia. The FVRD is governed by a 23 member Board with eight directors elected by Electoral Area residents and 15 appointed from municipal councils.

Okanagan-
Similkameen RD

Metro Vancouver

Mission

Harrison HS

Hope

B

Kent

D

G

Chilliwack

E

Abbotsford

H



EXIT

Agenda
1. Welcome
2. Presentation
3. Discussion
4. Q&A
5. Lunch
6. Closing Remarks

THE PLAN

Why do local governments create strategic plans? A strategic plan acts as a blueprint for the Regional District's future policy and budget decisions. It establishes long-term goals and short-term areas of focus that guide the FVRD's decision making and position us to effectively meet upcoming challenges. Quite simply, strategic planning helps the FVRD do a better job by ensuring everyone is working towards the same goals.

After the 2014 local government election, the new FVRD Board came together with senior staff to discuss its goals for the future. Led by a facilitator, the Board shared its ideas on how to create a strong, resilient plan for the Regional District.

The 2014-2018 Strategic Plan not only identifies the Board's priorities, but it also establishes the ability to measure our accomplishments. Going forward, the FVRD's strategic plan will be linked to monthly agendas, departmental work plans as well as the annual budget process. Each year, the Board will report to the community on the implementation of the strategic plan and demonstrate the progress being made.

A key component to a strategic plan is that it is dynamic and evolving. It is a continual work in progress. Over time, new opportunities, new demands and new challenges will emerge. The FVRD's strategic plan must be flexible so that we can respond effectively to changing directions. As part of the annual review process, the Board will ensure the plan accurately reflects current Board priorities and the changing needs of the communities we serve.

Working together with our municipal partners, Electoral Areas and community stakeholders, we will realize our shared vision by harnessing the potential and opportunities that exist in the Fraser Valley.

STRATEGIC PRIORITIES

In working through the process to identify strategic priorities for the 2014 to 2018 term, the Board understands that there are a number of activities taking place in the region that were not specifically identified. These activities are no less important, rather the organization is already actively engaged in these areas and the Board supports their continuance. An example given was the implementation of regional transit.

The Board initially identified 14 strategic priority areas. This list was narrowed down to five Strategic Priorities that staff should focus their efforts on first. The five Strategic Priorities are:

- Waste Management
- Air and Water Quality
- Flood Protection and Management
- Tourism
- Outdoor Recreation

Other areas discussed included: health care (including mental health and addiction issues), technology infrastructure, economic development, First Nations relations, and internal/external corporate relations.

Staff have taken these five strategic priorities and combined them with the services and activities in which the FVRD is already engaged to establish four overarching Strategic Areas of Focus.

STRATEGIC AREAS OF FOCUS



Each of these Strategic Areas of Focus has its own unique direction statement and principle, along with specific strategic actions to ensure that the vision is achieved. These strategic actions are a representative sample of the many initiatives planned and underway at the Fraser Valley Regional District. There is a high degree of interconnectedness between these Strategic Areas of Focus, which reinforces the importance of collaborative actions in strengthening and enriching regional relationships.

Brainstorming



Facilitated discussion



Setting priorities



Most strategic plans incorporate an organization's mission, vision and values. The FVRD's vision is the direction toward which our entire strategic plan is focused. Our mission describes both our purpose and our practices. It recognizes that the Regional District serves many stakeholders, and all of their interests are important. Our mission also acknowledges our staff, without whose effort and contributions we could never achieve our goals.

OUR VISION

Serving citizens and communities first.

People are at the centre of everything we do. Whether you're a citizen living in one of our Electoral Areas or in our member municipalities, the FVRD must always strive to put the needs of those we serve at the forefront of our day to day work. We work hard to exceed your expectations and find creative, innovative solutions that work for our communities.

OUR MISSION

Working together with its communities, the Fraser Valley Regional District is committed to providing high quality services through sound fiscal management in an open and transparent manner.



For our plan to have significant impact, it must also be accompanied by deliberate plans of action to move us toward our desired future. This will provide a framework to help guide decision making and resource allocation. The following tables identify existing programs and services and how they align with the Board's Strategic Areas of Focus.

REGIONAL PROGRAMS

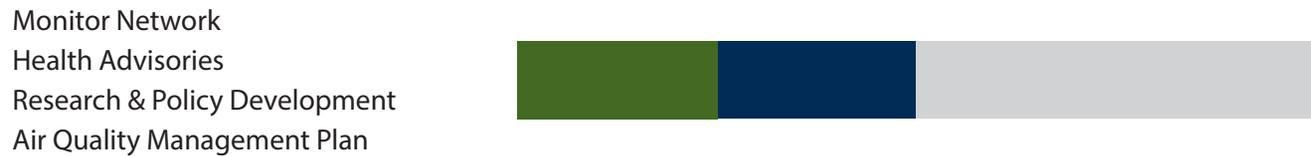


Service/Program

ABORIGINAL RELATIONS



AIR QUALITY



ANIMAL CONTROL



EXPERIENCE THE FRASER



INVASIVE WEEDS





REGIONAL PROGRAMS



Service/Program

MOSQUITO CONTROL



TRANSIT



REGIONAL PARKS



SOLID WASTE MANAGEMENT



STRATEGIC PLANNING & INITIATIVES





LOCAL SERVICES

Environment

Economy

Community

Service
Delivery

Service/Program

COMMUNITY SERVICES

Canyon Lanes Bowling Alley
Yale Community Hall
Boston Bar TV/Cable Services



EA PLANNING & DEVELOPMENT

Building Permits
Development Applications
Long Range & Policy Planning for EAs
Bylaw Complaints & Resolutions
Public Outreach
Deroche Office



EMERGENCY MANAGEMENT

Business Continuity Planning
Response & Recovery Planning



FIRE SERVICE

Fire Protection Operations
Fire Protection Planning



FLOOD PROTECTION & MITIGATION

Operations & Maintenance
Hazard Identification
Long Term Planning
Regional Coordination





LOCAL SERVICES

Environment

Economy

Community

Service
Delivery

Service/Program

RECREATION, CULTURE & AIRPARK

- Arena
- Aquatics
- Airfield
- Recreation Services
- Special Events



REFUSE AND RECYCLEABLES

- Waste Transfer Station
- Operations & Maintenance
- Landfill
- Operations & Maintenance



UTILITIES

- Water Systems
- Operations & Maintenance
- Sewer Systems
- Operations & Maintenance
- Drainage Systems
- Operations & Maintenance
- Street Lighting Services
- Water Systems/Watershed Protection Plans





CHEAM

 Fraser Valley
Regional District
4800 Cheam Avenue



THE BEST COMMUNITY
WALKS AND BIKES
4800 CHEAM AVENUE
FRASER VALLEY REGIONAL DISTRICT

Fraser Valley
Regional District

ADMINISTRATION

Environment

Economy

Community

Service
Delivery

Service/Program

COMMUNICATIONS

Branding
Media Relations
Public Engagement
Strategic Planning
Corporate Projects



CORPORATE ADMINISTRATION

Legislative Services
Administrative Services
Freedom of Information
Procurement & Purchasing



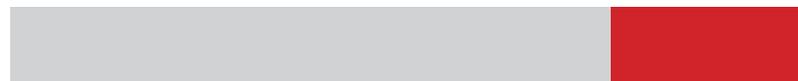
FINANCE

Accounts Payable
Budget
Financial Reporting
Investments
Payroll
Risk Management



HUMAN RESOURCES

Employee Relations
Organizational Restructuring
Occupational Health & Safety





SUPPORT ENVIRONMENTAL STEWARDSHIP

Environmental issues are at the forefront of the Board's strategic priorities in the Fraser Valley. We are fortunate to have a rich biodiversity and an abundance of natural assets and the FVRD is committed to the ongoing stewardship of our air, water, soil, and wildlife. The Fraser Valley Regional District will take action to promote, protect, enhance, and better understand our natural assets, our treasured watersheds, and our sensitive airshed. The FVRD will take action in the following areas:

- Guiding the region toward Zero Waste as indicated in our Solid Waste Management Plan (Strategic Priority 1)
- Protecting air quality (Strategic Priority 2)
- Climate change mitigation and adaptation
- Ecosystem health

Strategic Actions

- Facilitate the development of Advanced Materials Recovery capacity for our region
- Lead the development of a region wide organics diversion program
- Develop and begin to implement new Air Quality & Climate Protection Plan
- Assist in the expansion of scientific knowledge in air quality to inform policy development
- Improve reporting mechanisms for air quality monitoring data
- Expand public awareness of the importance and implications of air quality
- Active participation on interagency staff committees that guide provincial policy
- Support initiatives of the Fraser Valley Watersheds Coalition



FOSTER A STRONG AND DIVERSE ECONOMY

The Fraser Valley Regional District will help build a strong, diverse economy that provides citizens and businesses with opportunities to realize the region's significant economic potential. Recognizing our economic strengths and building on them is key to ensuring a healthy economy in the future. To that end, the FVRD will take action in the following areas:

- Efforts to attract and retain a diverse range of business activities
- Flood protection and management (Strategic Priority 3)
- Innovative partnerships for tourism and outdoor recreation (Strategic Priorities 4 & 5)
- Promotion of the Fraser Valley as a place to live, work, play and visit (Strategic Priority 4)
- Support for the broader agricultural economy
- Partnerships with post secondary institutions to facilitate initiatives that will contribute to the diversification of the region's economy and ensure a stronger labour force

Strategic Actions

- Continue to build relationships with First Nation communities for the economic and social benefit of all
- Continued data collection, analysis and dissemination in support of economic development
- Participate in the Lower Mainland Flood Management Committee
- Support local tourism boards and First Nation communities to further enhance the promotion of the Fraser Valley
- Undertake a Tourism Strategic Plan in partnership with the tourism industry, First Nation people and communities, local governments and others
- Continued support of the Experience the Fraser initiative
- Provide internship and work placement opportunities for post secondary students



SUPPORT HEALTHY & SUSTAINABLE COMMUNITIES

An important factor in maintaining a high quality of life is the ability of residents to preserve an adequate level of physical and mental health that enables them to enjoy the many cultural, recreational, and social opportunities the region has to offer. The Fraser Valley Regional District will offer programs and services that promote the wellbeing of its citizens and continue to strengthen the partnership with Fraser Health to ensure the region's health care needs are being met. The FVRD is committed to, and is strengthened by, supporting healthy communities. The FVRD will take action in the following areas:

- Regional Growth Strategy
- Electoral Area Community Services; Planning & Development Services
- Regional Parks Strategic Plan (Strategic Priorities 4 & 5)
- Recreation, Culture & Airpark Services Strategic Plan (Strategic Priorities 4 & 5)
- Capital projects and regional health initiatives through Fraser Health and Fraser Valley Regional Hospital District Board
- Expanded regional public transit

Strategic Actions

- Complete and implement the updated Regional Growth Strategy
- Monitor the development of compact, complete and sustainable communities including housing affordability
- Complete the Cultus Lake Liquid Waste Management Plan
- Implement age friendly rural communities - gap analysis for Electoral Areas
- Complete and implement Official Community Plan Updates for Electoral Areas C & D
- Assist Cultus Lake Park with development of Cultus Lake Park Plan
- Implementation of geotechnical studies for community health and safety
- Complete park within the East Sector Lands in Harrison Hot Springs and enhance Hillkeep Regional Park
- Participate in and support local community events and initiatives
- Develop recreational programming for growing seniors' population in the FVRD
- Pursue higher efficiency Green alternatives for aging infrastructure
- Fund Fraser Health capital projects including MSA Redevelopment (Abbotsford), CGH Residential Care and major equipment needs
- Advocate for increased Federal and Provincial action on homelessness, mental health, and addictions issues
- Work with BC Transit and local government partners to increase transit opportunities and ridership



PROVIDE RESPONSIVE & EFFICIENT PUBLIC SERVICES

The FVRD currently provides over 100 services at the local, sub-regional and regional level. The FVRD is an organization that prides itself on the quality of services it provides to its members, but increasing demands for services are challenging, given the region's geographic extent and diversity. In its commitment to provide a high level of service in a cost effective and efficient manner, the Regional District will provide high quality services that meet the needs of the communities it serves by taking action in the following areas:

- Local government for Electoral Areas
- Customer service culture
- Citizen engagement
- Transparent governance
- Efficient resource utilization
- Service integration

Strategic Actions

- Responsive and efficient local government service provision
- Continue to enhance www.fvrd.ca with greater service information accessibility
- Provide multiple access points for citizens and member municipalities
- Ensure that customer service is a core competency
- Seek input on service improvement and modify processes as required
- Undertake review of Auditor General Reports and incorporate relevant recommendations
- Ensure that routinely available records are available to the public
- Continue to develop and increase the potential for online transactions, e-solutions and mobile applications
- Explore opportunities for shared and/or combined services with municipal and First Nation partners
- Explore potential for integration of software systems and technologies
- Upgrade emergency communications infrastructure



MEASURING SUCCESS

How will we know if we are successful? The success of the strategic plan will be measured by the level of transformation and energy that we will be able to see, feel and hear all around us. Our success will be measured in a number of ways. An annual progress report will be delivered to the Board and the community to help monitor progress and to keep the plan on track.

As the FVRD implements the strategic plan, we will continue to work closely with our municipal and community partners to ensure that their voice is heard and that we stay grounded in the key actions that support our goals.

