

A process framework for Developing the **SLRD** Regional Growth Strategy



DRAFT

Submitted to:

The RGS Steering Committee:

District of Squamish

District of Lillooet

Resort Municipality of Whistler

Village of Pemberton

Ministry of Community Services

Submitted by:

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Summary

The objective of this report is to outline a process for developing the final SLRD Regional Growth Strategy (RGS). The report outlines the process, timeline and work plan (tasks) required to generate the remaining content for completion of the RGS. Work done to date, including the Memorandum of Understanding (MOU), the *Regional Issues, Vision and Goals* paper, and the *Base Case /Trends Analysis Report* represent significant progress toward the end product..

General consensus has been reached among the elected officials with respect to many aspects that will be articulated in the final RGS: a vision statement, smart growth principles, goals and objectives. Issue-specific strategies and actions have yet to be developed. In the original work plan, contracted issue-specific research and studies were to inform the content of the RGS, and allow us to make choices on strategic directions. The revised work plan uses multi-stakeholder dialogue and community engagement to develop issue-specific strategies.

A 1.5-day Strategies Symposium will bring together a broad cross section of stakeholders, including experts and residents in the spring of 2006. Based on the success of the Regional Ideas Symposium held in the fall of 2004, participants in the Strategies Symposium will develop informed strategies and actions for each of the key issue areas. In addition, participants will be encouraged to volunteer on advisory panels, so that they can engage with those substantive elements of the RGS as the content develops.

To gain local input on the land use aspect of the RGS, the SLRD will host a series of community meetings.

Before the final public review stage, the Intergovernmental Advisory Committee, First Nations and the Elected Officials Forum will have opportunity to comment on a complete draft of the RGS.

I Introduction

The objective of this report is to outline the next steps and work requirements / deliverables for the completion of the Regional Growth Strategy (RGS).

Over the past year the project has focused on creating a Memorandum of Understanding (MOU) designed to manage growth during the preparation of the RGS. In October 2004 elected officials directed the RGS Steering Committee to draft an MOU that would serve as an interim decision-making filter. The original work plan did not anticipate the task of developing and coming to agreement on an MOU. This initiative affected RGS progress in two ways: (1) it took almost a year to complete, and now the original work-plan is significantly behind schedule; (2) it pushed progress on the RGS ahead considerably, by forcing elected officials to consider and debate issues, principles, and concepts such as urban containment, that may not have otherwise been discussed this early in the process.

In the original work plan, contracted issue-specific studies were to inform the identification and analysis of options. Given the progress thus far, further research and analysis of the issues may not be necessary. A different approach, based on the success of the Regional Ideas Symposium which engaged stakeholders in the beginning to develop issue-specific strategies, will be employed. A 1.5 day Strategies Symposium, will be held in the spring of 2006, to mobilize local expertise to provide policy direction on the issues.

I.1. Background

The SLRD contracted James Pratt and Associates in 2004 to design and implement a consultation plan to inform the SLRD's regional growth strategy. James Pratt and Associates recommended a staged approach to developing the RGS (as outlined in the *Consultation Plan for the SLRD Regional Growth Strategy*) and the table and italicized text below:

	<i>Consultation Stage</i>	<i>Expected timing</i>
<i>1</i>	<i>Identification of key priorities, goals, and vision.</i>	<i>September - October 2004</i>
<i>2</i>	<i>Identification and analysis of options.</i>	<i>November – December 2004</i>
<i>3</i>	<i>Review and selection of options.</i>	<i>January-February 2005</i>
<i>4</i>	<i>Final public review.</i>	<i>March - April 2005</i>

Stage 1 of the Consultation Program focused on identifying growth management priorities, goals and objectives. The consultation in this stage included a Regional Ideas Symposium, a series of public engagement workshops, an Elected Officials Forum, an Intergovernmental Advisory Committee meeting, and various communications activities. The results of Stage 1 are presented in a report entitled: *Regional Issues, Vision and Goals – Draft for Discussion, December 2004.*

Stage 2 of the Consultation Program focused on reviewing the results of Stage 1. The primary consultation activity in this stage was the collection of feedback through feedback forms, which will focus on verifying the findings of the “Regional Issues, Vision and Goals” report. The results of Stage 2 are presented in a report entitled: *Stage 2 Consultation Report: A Summary of Feedback Received on Regional Issues, Vision and Goals, April 2005.*

Stage 3 of the Consultation Program focuses on reviewing and commenting on growth management options. Consultation in this stage was proposed to include extensive communications activities, a second series of public meetings, an online survey, an Elected Officials Forum, and an Intergovernmental Advisory Committee meeting. The results were to be used in selecting and developing preferred options.

Stage 4 of the Consultation Program involves a final public review of the draft Regional Growth Strategy. Consultation activities will include a final series of public engagement workshops, an Elected Officials Forum, an Intergovernmental Advisory Committee meeting and a well-publicized formal public hearing.

1.2 Progress to Date

To date, we have completed Phase I and Phase 2.

Phase I (completed September 2004 – December 2004), consultation efforts involved:

- Establishment of an RGS Steering Committee and creation of a regular schedule of monthly meetings;
- Establishment of an Intergovernmental Advisory Committee and first meeting held August 26, 2004;
- Circulation of over 2000 SLRD Newsletters across the region featuring information on the RGS in Summer 2004;
- Development of a list of key community stakeholders from a wide-range of community, environmental and business interests;
- Identification of issues and goals with key stakeholders and residents through a Regional Ideas Symposium and a series of public workshops held in September 2004;
- Convening the first Elected Officials Forum (EOF) on October 28, 2004 to discuss the issues and seek agreement on the goals contained in an early draft of the *Regional Issues, Vision and Goals Report*;
- Synthesis of the results of Phase I consultation efforts into the draft *Regional Issues, Vision and Goals*;
- Creation of two editions of an RGS Newsletter, distributed by email and in hard copy.

Phase 2 (completed January 2005 through December 2005) involved:

- Distribution of an update on the RGS through the Spring 2005 RGS Newsletter;
- Posting and distribution of the key issues report and an on-line survey (via the SLRD website) verifying the results of Phase I consultation efforts;
- Advertisements in four local newspapers inviting comment on the Phase I report;
- Face-to-face working sessions with member municipalities and the Electoral Area Directors Committee to review the draft vision statement and begin discussions of content to be included in the MOU;
- Preparation of the *Stage 2 Consultation Report*;
- Three Elected Officials Forums aimed at seeking agreement on principles to guide decision making on regional issues and a regional vision statement to be included in the MOU;
- Endorsement of the MOU by the Regional Board in Dec 2005;
- Informal discussions with First Nations in particular, Squamish and Lil'wat, in August 2005 with the MOU as a conversation starter.

2 Work Plan for Stages 3 and 4

The work plan outlines the expected requirements to carry out the next steps in completing of the RGS. The SLRD Project Team has been primarily resourcing this process to date. However, additional resources, including member municipality staff time and outside consultants, are required to complete Stages 3 and 4.

Stage 3: January 2006 – December 2006 (Amended March 24, 2006)

	Task	Date - 2006	Status
1	RGS Steering Committee Meeting - Squamish	Jan 19	completed
2	Plan and organize an Elected Officials Forum for the purposes of orientating newly elected officials	Jan - Feb	completed
3	Develop 'Preliminary RGS Draft Document for Discussion Purposes Only' based on work completed to date	Jan - March	completed
3	Form and recruit IAC members and other local experts to sit on 5 different Technical Working Groups to assist in further development of objectives and strategic directions	Jan - March	in process
4	RGS Steering Committee Meeting - Whistler	Feb 16	completed

5	Elected Officials Forum – Orientation for new leaders (Pemberton)	March 2	completed
6	Develop TOR and RFP for consultation consultant for Stage 3	March /April	in process
7	RGS Memorandum of Understanding – official signing & photo op at March Board Meeting	March 27	completed
8	RGS Steering Committee Meeting - Pemberton	March 30	completed
9	Internal Briefing Sessions with councils and electoral area directors	April	completed
10	Hold Tech Working Group meetings in various locations throughout the region	May	
11	Plan and organize an orientation for northern First Nations' (Upper St'at'imc Nation) Elected Officials	April / May	
12	RGS Steering Committee Meeting and meeting with Northern Elected Officials - Lillooet	May 25	
13	Plan and organize an Elected Officials Forum with the purpose of reviewing policies, objectives and strategic actions	May - June	
14	Elected Officials Forum – to further present work on goals, objectives and strategic directions (Mount Currie)	June 15 (tbc)	
15	Prepare and disseminate proceedings of Elected Officials Forum and post on SLRD web-site	June	
16	Work with Steering Committee incorporating consultation results into working draft	July – Aug	
17	Organize Regional Strategies Symposium to present working draft	July - Aug	
18	Regional Strategies Symposium – Pemberton Community Centre	Sept 14	
19	Dissemination of strategies symposium proceedings and plan community open houses	Sept / Oct	
20	Hold a series of community open house meetings, in each of the SLRD member municipalities, to review draft	Nov	
21	Modify the draft, based on feedback from public, elected officials and partner agencies	Nov/Dec	
22	Stage 4: Present draft to the Board for first reading	Jan 2007	

Stage 4: January 2007 to April 2007

	Task	Timing	Actual Date
1	Post the draft RGS on the SLRD website along with a survey form	Jan 07	
2	Disseminate a news release and other communications activities to inform residents and other stakeholders of opportunities to provide feedback on the draft RGS	Jan 07	
3	Hold a series of 4 community open houses to present the draft RGS to the public for comment	Jan/Feb 07	
4	Revise the draft and convene a Public Hearing	Feb/Mar 07	
5	Forward the draft to member municipalities for final review.	Mar/April 07	

Appendix A: Draft Agenda for Strategies Symposium – Spring 2006

- 9:00 Welcome and Opening Ceremony
- 9:15 Overview of the Symposium intent and agenda
- 9:30 Review of the Regional Growth Strategy intent and process
- 10:00 Overview of draft vision, goals and objectives
- 10:20 Instructions for breakout groups
- 10:30 Break
- 10:45 Groups: strategies, policies and actions
- 12:15 Lunch
- 1:00 Groups (continued)
- 2:30 Break
- 2:45 Report-back to plenary on group highlights
- 3:30 Plenary discussion and final remarks
- 4:00 Closing