

# 2024 2026 Strategic Plan

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SQUAMISH - LILLOOET  
REGIONAL DISTRICT



# Table of Contents

- Overview
- Board of Directors
- Message from the Chair
- Purpose, Vision, Mission, Values
- Strategic Priority Areas
- Message from the Chief Administrative Officer



# Overview

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Regional districts are a unique model of government, bringing together rural communities and municipalities, providing representation and a voice for unincorporated electoral areas, alongside municipal governments.

Incorporated in 1968, the Squamish-Lillooet Regional District (SLRD) includes four member municipalities (District of Lillooet, Village of Pemberton, Resort Municipality of Whistler, District of Squamish) and four unincorporated Electoral Areas (A, B, C and D), delivering a range of local, subregional and regional services to approximately 50,496 residents (2021 Census) across the region.

The SLRD operates within the traditional, unceded territories of the Líl'wat, Skwxwú7mesh Úxwumixw (Squamish) and St'at'imc Nations.



# Board of Directors 2022-2026



Jen Ford  
Resort Municipality of  
Whistler  
(Board Chair)



Sal DeMare  
Electoral Area A



Vivian Birch-Jones  
Electoral Area B  
(Board Vice-chair)



Russell Mack  
Electoral Area C



Tony Rainbow  
Electoral Area D



Laurie Hopfl  
District of Lillooet



Mike Richman  
Village of Pemberton



Jack Crompton  
Resort Municipality of  
Whistler



Armand Hurford  
District of Squamish



Chris Pettingill  
District of Squamish



Jenna Stoner  
District of Squamish

# Message from the Board Chair

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**Jen Ford**  
Board Chair

It is my honour to present the Squamish-Lillooet Regional District's 2024-2026 Strategic Plan on behalf of the SLRD Board of Directors.

The plan highlights our strategic priority areas and helps to direct our work in these areas, as we work toward our Mission to “enhance the quality of life of constituents through the facilitation and delivery of regional and community services for the benefit of present and future generations.”

This plan helps to inform our corporate action plan and departmental workplans, with all projects supporting at least one of the key priority areas. The Board will review its priority areas annually, and plans will be adjusted accordingly.

The SLRD exists to provide services to our constituents and we are committed to building a culture of service excellence. Thank you to my colleagues on the SLRD Board of Directors, to our partners at all levels of government, to our communities and our team as we embark on this important work together.



# Vision

The Squamish-Lillooet Regional District will lead regional governance through collaboration, cooperation and engagement among its members, partners and all levels of government. Our vision for the region is one comprised of diverse, distinct and livable communities that work together and share a commitment to practice economic, social and environmental sustainability.

# Mission

To enhance the quality of life of constituents through the facilitation and delivery of regional and community services for the benefit of present and future generations.

# Values

- To govern with courage, integrity and respect in an open, honest and responsible manner, using the best available information.
- To respect social, environmental and economic values and limitations while maintaining a high quality of life in all areas of our diverse region.





## the WHY

### **Regional Growth Strategy**

20-year horizon; 5-year review cycle

Informs: Master plans, Official Community Plans

## the WHAT

### **Strategic Plan**

Establishes overall direction and priority areas for the Regional District, for a 4-year term. Provides high-level overview of what the Board wishes to accomplish during their term of office.

## the HOW

### **Corporate Action Plan**

Establishes corporate priorities, based on the Strategic Plan and Board priorities. Reviewed annually and adjusted accordingly.

## the DO

### **Workplans**

Establishes departmental and employee-specific workplans, based on the Corporate Action Plan. Reviewed regularly and adjusted accordingly.


# Strategic Priority Areas

In keeping with the goals outlined in the Regional Growth Strategy, key priority areas are identified through the strategic planning process at the beginning of each Board's mandate, and reviewed annually. The SLRD's annual Corporate Action Plan and departmental workplans are informed by the Strategic Plan, with all work aligned to the SLRD's Strategic Priority Areas.



## Community Well-being and Livability

- Affordable Housing
- Regional Transit



## Emergency Planning, Response & Recovery

- Fire Services Review
- FireSmart Program Implementation
- EOC Tabletop Exercises and Training



## Truth, Reconciliation & Relationships

- Indigenous Relations, UNDRIP
- Community Partnerships
- Government Partnerships



## Climate Action & Sustainability

- Environmental Sustainability
- Economic Sustainability
- Cultural Sustainability



## Responsible Governance & Service Excellence

- Performance Management
- Governance Excellence
- Service Capacity Alignment



## Advocacy

- Regional Transit
- Regional Health
- Rural Road Service



# Message from the Chief Administrative Officer

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**Heather Paul**  
CAO

The Strategic Plan is an evolving document to be used as a roadmap to guide the work of the regional district.

The Strategic Plan aligns with the goals set out in the Regional Growth Strategy and highlights the Board priority areas.

The Board priority areas help to direct the work of each department, as we aim to deliver on our mission, vision and values. The Strategic Plan is developed every four years, with each new Board mandate, and is reviewed annually to ensure that priority areas remain consistent, so that shifts in priorities can be incorporated into the plan and further reflected in all relevant documents.

As a guiding document, the Strategic Plan sets the SLRD on a course for collaborative, strategic and thoughtful work. We are excited to engage with our partners, working with all levels of government to deliver services to the communities in the region.



