



# 2025 Strategic Plan Progress Report Q1

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April, 2025

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# VISION

The Squamish-Lillooet Regional District (SLRD) 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 responsive 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.

## 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



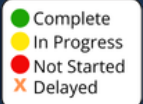
### Advocacy

- Regional Transit
- Regional Health
- Rural Road Service



# Strategic Plan Progress Report

## COMMUNITY WELL-BEING & LIVABILITY



PROJECT	LOCATION	TIMELINE	STATUS	COMMENTS
Anderson Lake North Park	Area B	TBD		Reviewing project next steps with Ts'al'ah Chief & Council.
<a href="#">Sea to Sky Trail</a>	Area C	Q4		Gord's Garden to Nairn - Requires re-route in 2025 due to Ministry of Transportation and Transit gravel reserve. Cheakamus Canyon section is currently in design phase.
<a href="#">Friendship Trail</a>	Area C	Ongoing		Continue with obtaining right-of-way access from property holders for friendship trail access and maintenance.
<a href="#">Design and construction of Catiline Creek Debris Flow Mitigation Structure at Lillooet Lake Estates</a>	Area C	Q4 2027		The detailed design phase is completed. Staff is currently preparing for the tender of construction services phase.
Partnering Agreement with Pemberton Valley Dyking District	Area C	Q1		The SLRD and Pemberton Valley Dyking District have entered into a partnering agreement whereby the SLRD is providing three types of assistance - Provincial stream channel permit, Emergency Authorization Fund requests and grant funding applications.
Black Tusk Water and Wastewater Service Establishment	Area D	Q3 2026		Black Tusk Strata signed a Letter of Intent with the Request for Transfer of Black Tusk Village Water and Wastewater Systems to the SLRD. SLRD awaiting additional information and reports from Black Tusk Strata as outlined in the Letter of Intent.
Squamish Library Service Establishment	Area D District of Squamish	TBD		The potential to establish a financial contribution tax service to Area D to support library services provided by the Squamish Public Library. Next step in the process will be a board prioritization review of all proposed service establishments waiting to be actioned.
Squamish Food Policy Council Service Establishment	Area D District of Squamish	TBD		The potential to establish a financial contribution tax service to Area D and potentially in conjunction with the District of Squamish to support the ongoing work of the Squamish Food Policy Council. Next step in the process will be a board prioritization review of all proposed service establishments waiting to be actioned.
Britannia Beach Community Association Service Establishment	Area D	TBD		The potential to establish a financial contribution tax service to residents of Britannia Beach to support the operations of the Britannia Beach Community Association including its management and operation of the Britannia Beach Community Centre. Next step in the process will be a board prioritization review of all proposed service establishments waiting to be actioned.
<a href="#">Review/ Streamline of Pemberton and District Initiative Fund Policy No. 16-2020</a>	Area C Village of Pemberton	Q2		The Board directed staff to undertake a review of the Pemberton and District Initiative Fund Policy to identify and incorporate increased efficiencies.
Review Payment of Stipends for Advisory Committees	Regional	TBD		This relates to a May 2023 Board resolution for staff to look at options for providing stipends to members of SLRD advisory committees and associated financial impacts.



# Strategic Plan Progress Report

## COMMUNITY WELL-BEING & LIVABILITY



PROJECT	LOCATION	TIMELINE	STATUS	COMMENTS
Website Accessibility Training		Q2	●	Working with website developer to deliver internal training to website user group to improve accessibility of website content. Initial training complete; training to be incorporated into onboarding program for relevant staff.
Develop Film Permit Process	Regional	Q4	●	Staff is developing a film permit program for the Board's consideration at a future Board meeting.
<a href="#">Gates Lake Upgrades &amp; Maintenance</a>	Area C	Q4	●	Gates Lake Potable Water design in progress. Gates Lake maintenance service RFP required by end of year for new contractor.
2025 Northern Development Initiatives Trust Grant Management	Area A Area B	Q1 2026	●	The application, oversight, reporting and administration of Northern Development Initiative Trust Granting opportunities, including the business facade improvement program, third-party economic development supports, and grant writing.
Preliminary Exploration of a Potential Municipal Restructure of Howe Sound Communities	Area D	Q2	●	Provincial feedback and Board review determined that Britannia Beach and Furry Creek are not considered to be candidates for provincial grant funding to study the impact of municipal restructuring on fiscal, political representation and service delivery issues.



# Strategic Plan Progress Report

## EMERGENCY PLANNING, RESPONSE & RECOVERY



PROJECT	LOCATION	TIMELINE	STATUS	COMMENTS
Community Evacuation Mapping Tools and Resources	Regional	Q2 2026		In collaboration with community response organizations and fire departments, this project intends to develop and deliver consistent mapping resources tools to support community evacuations and other emergency response activities.
<a href="#">Mount Meager Monitoring Project</a>	Area C	Q3 2026		Funded through the UBCM Community Resiliency Investment Fund, this project will install landslide monitoring equipment on Mt Meager so that technology can be developed to provide early warning of landslide hazards that might impact communities in the Pemberton Valley.
<a href="#">2025 Residential Wildfire Preparedness and Mitigation Program</a>	Regional	Ongoing		Partially funded through a UBCM CRI grant, the 2025 program aims to empower all SLRD residents to create and maintain resilient homes and communities. This program includes FireSmart Passements, Neighbourhood Recognition Program, Farm and Ranch Wildfire Preparedness programming, a Rebate Program, and Fuel Mitigation initiatives.
SLRD Structure Protection Unit Capacity	Regional	Q1 2028		Funded through a multi-year CRI grant, this project will result in the procurement of an SLRD owned structure protection that will service the communities protected by the Britannia Beach VFD and Garibaldi VFD.
SLRD Critical Infrastructure Wildfire Resiliency	Regional	Q1 2026		This project is being undertaken to ensure that SLRD owned infrastructure is being hardened against wildfire risks.
FireSmart Surge Mutual Aid Agreement	Regional	Q4		Working with FireSmart programs across the region, this project intends to establish a regional FireSmart surge capacity that can be deployed to support individuals and communities who need to take immediate action to increase the survivability of their property due to wildfire risk.
Next Generation 911	Regional	Q1 2027		This project is being undertaken to ensure that communities in the SLRD are ready to transition to the CRTC mandated Next Generation 911 service.
Howe Sound East Radio Project	Area D	Q2		Funded through the Growing Communities Fund, this project aims to address gaps in radio coverage for first responders in the Britannia Beach Fire Protection service area.
WedgeWoods Fire Protection Agreement Renewal	Area C	Q2		This project is being undertaken to ensure that the community of Wedgewood Estates continues to receive affordable and effective fire services.
<a href="#">Long-term Fire Protection Agreement and Fire Hall Lease Agreement with Tsal'alh for Seton Portage Service Area</a>	Area B	Q1		This project aims to establish a long-term agreement to support fire protection in the community of Seton Portage.
Strengthening SLRD Fire Service Delivery and Support	Regional	Q2 2026		This project is being undertaken to addresses the issues and opportunities outlined in the 2024 Fire Services Review. The project aims to strengthen and support fire protection agencies in the region.
Energy Industry Response Emergency Exercise	Area D	Q1		Working with industry to practice response protocols and interagency coordination in response to an emergency event in Furry Creek. SLRD EOC staff and the Britannia Beach Volunteer Fire Department participated alongside industry and Provincial partners.



# Strategic Plan Progress Report

## EMERGENCY PLANNING, RESPONSE & RECOVERY



PROJECT	LOCATION	TIMELINE	STATUS	COMMENTS
Emergency Communications & Public Notification Plan	Regional	Q3	In Progress	This project is funded through the Community Emergency Preparedness Fund. Working with a consultant to develop an emergency communications/public notification plan to deliver time sensitive, accessible and transparent notifications in event of an emergency.
Seton Firehall Expansion	Area B	Q3 2026	In Progress	Concept plan underway; discussions with Tsal'alh First Nation and Emergency Health Services as tenants are ongoing
Regional Disaster Debris Management Plan	Regional	Q3 2026	In Progress	This project will develop an emergency plan for SLRD disaster debris infrastructure and for the management of large-scale disaster debris disposal.
Emergency Social Service Capacity Project	Regional	Q4	In Progress	Partially funded through the Community Emergency Preparedness Fund, this project is designed to work in agreement with Canadian Red Cross in order to build the SLRD capacity to Emergency Social Services response in the region.
Community Emergency Plans	Regional	Q4	In Progress	This project is to update the Community Emergency Plans for all communities in the SLRD. These plans outline community specific hazards and risks, and corresponding response capacity, considerations, and processes.
24/7 Emergency Response On-call Capacity	Regional	Q2	In Progress	By establishing a dedicated 24/7 emergency response on-call capacity, the SLRD will be better positioned to delivery timely and effective response to potential and actual emergency events occurring in the region.
Agriculture Emergency Plan and Agriculture Disaster Resilience Education Materials	Regional	Q2	In Progress	Funded through an Investment Agriculture Foundation of BC grant, this project will result in the development of a SLRD Agriculture Emergency Plan and agriculture disaster resilience education materials for farmers and ranchers.



# Strategic Plan Progress Report

## TRUTH, RECONCILIATION & RELATIONSHIPS



PROJECT	LOCATION	TIMELINE	STATUS	COMMENTS
Indigenous Relations, Truth & Reconciliation Framework	Regional	Q4		Following up on the SLRD's 2016 declaration to become a Regional District of Reconciliation, the Framework project will act as a catalyst for the desired changes outlined in the SLRD strategic plan. The work aims to establish a regional vision for reconciliation, working with the Nations whose territories the SLRD operates on to foster mutual understanding, respect Indigenous rights and enhance collaboration in the service of building a thriving and resilient region.
Emergency Disaster Management Act Indigenous Engagement Project	Regional	Q4		Supported through EMCR grant funding, this project intends to support the SLRD in meeting its Indigenous engagement requirements provided under the Emergency Disaster and Management Act and building an emergency program that furthers the SLRDs commitments to truth and reconciliation.
2025 Nukw7ántwai Regional Gathering	Area C	Q2		Elected officials and senior staff from Lílwat Nation, Samahquam, Village of Pemberton and the SLRD convene to deepen relationships and advance shared priorities and reconciliation (May 23, 2025).
2025 Northern SLRD/ Lillooet/ Northern St'át'imc Gathering	Area A Area B	Q2		Elected officials and senior staff from the District of Lillooet, Lillooet Tribal Council, P'egp'íg'lha Council (T'ít'q'et), Sekw'el'was, Tsal'alh, Ts'kw'aylaxw, Xáxl'p, Xwísten and the SLRD convene to strengthen relations and confirm a mandate and process for improved intergovernmental collaboration.



# Strategic Plan Progress Report

## CLIMATE ACTION & SUSTAINABILITY



PROJECT	LOCATION	TIMELINE	STATUS	COMMENTS
Regional Growth Strategy Climate Action Prioritization and Implementation Strategies	Regional	Q4	<span style="color: red;">●</span>	Aligning the Climate Action strategic priority into an overall strategy, with the goal of including Climate Action Strategic Directions as an addendum to the Regional Growth Strategy.
Solid Waste Resource Management Plan 10-year Update	Regional	Q4 2027	<span style="color: red;">●</span>	The current Solid Waste Resource Management Plan was completed in 2016 and approved by the Ministry of Environment in 2019. The required 10-year plan update will be initiated in 2025.
Pemberton North Water Metering	Area C	Q4 2027	<span style="color: yellow;">●</span>	Through a grant from the BC Ministry of Housing and Municipal Affairs for water metering, the SLRD is implementing universal water metering for all properties in the Pemberton North Water Service Area as part of its participation in the BC Water Meter Pilot Project. This initiative is aimed at collecting detailed water usage data to support conservation, leak detection, and long-term planning.
<a href="#">Bralorne Sewer – Marmot Main &amp; Whiting Avenue Tie-ins</a>	Area A	TBD	<span style="color: yellow;">●</span>	Old sewer system must be decommissioned by January 1, 2031. There are 15 properties remaining to be tied in to the new system. Letters were mailed to all residents on Whiting Ave in 2024 but did not get any response. Staff will go door-to-door in 2025 hoping for more engagement.
Britannia Beach Wastewater Bylaw Update	Area D	Q2	<span style="color: yellow;">●</span>	In 2025 the Board directed staff to amend the service establishment bylaw to include acceptance of out-of-service area wastewater.
Pemberton Valley Flood Risk Reduction Option Analysis	Area C Village of Pemberton	TBD	<span style="color: yellow;">●</span>	Funded through the Emergency Management and Climate Readiness Disaster Resilience & Innovation Fund, this Village of Pemberton-led project will develop an options analysis to help guide future flood risk reduction projects and decision-making to manage flood risk for communities in the Pemberton Valley.



# Strategic Plan Progress Report

## RESPONSIBLE GOVERNANCE & SERVICE EXCELLENCE



PROJECT	LOCATION	TIMELINE	STATUS	COMMENTS
Update Communications and Social Media Policies	Regional	Q4	<span style="color: yellow;">●</span>	Review and update of current policies, with goal to amalgamate into one policy. Research phase complete; moving into Board engagement phase in Q2 with a new policy coming to the Board for consideration in Q4.
Board and Committee Report Template Project	Regional	Q2	<span style="color: yellow;">●</span>	Developing streamlined and consistent templates for staff reports to the Board, to improve decision-making, community information sharing, and transparency.
Employee Communications and Engagement Plan	Regional	Q3	<span style="color: red;">●</span>	Developing an internal employee communications and engagement plan to improve internal communication, collaboration, staff retention, and performance.
Sea to Sky Regional Hospital District Communications Plan	Area C Area D Village of Pemberton Resort Municipality of Whistler District of Squamish	Q3	<span style="color: red;">●</span>	Develop communications plan to increase community awareness of Sea to Sky Regional Hospital District role and activities.
Budget and Annual Reporting Lifecycle Project	Regional	Q3	<span style="color: yellow;">●</span>	Improving annual budgeting process and related communications, and developing an annual report to align with the budget lifecycle and annual adoption of audited financial statements.
Area C OCP Major Review Project	Area C	Q4	<span style="color: red;">●</span>	This is a legislated requirement and is scheduled for 2025/2026 and involves a major update to the Electoral Area C Official Community Plan.
Area B OCP Minor Updates	Area B	Q2	<span style="color: yellow;">●</span>	This update to the Electoral Area B Official Community Plan includes minor edits and place name changes.
Regional Growth Strategy 5 Year Review	Regional	Q1	<span style="color: green;">●</span>	This bylaw is a legislated requirement and the associated bylaw was adopted at the January 29, 2025 Board meeting.
Regional Growth Strategy Indicator Monitoring Project	Regional	Q4	<span style="color: yellow;">●</span>	The Regional Growth Strategy requires regular monitoring of RGS indicators. This project occurs every two years. A consultant has been hired and work will occur in 2025.
Tiger Bay Rezoning Adoption	Area D	Q4	<span style="color: yellow;">●</span>	This rezoning application is for a large project at Britannia Beach south. There are a number of conditions that are outstanding.
Wildfire Protection Policy Work	Regional	Q4	<span style="color: yellow;">●</span>	This work involves update development permit requirements and other planning documents to reflect best practices in wildfire protection.
Area C Zoning Bylaw Major Review	Area C	Q3	<span style="color: red;">●</span>	The Electoral Area C Zoning Bylaw is in need of a major review and update. This will occur in concert with the Electoral Area C OCP update.
Area D Zoning Bylaw Updates	Area D	Q4	<span style="color: red;">●</span>	The Electoral Area D Zoning Bylaw requires updates to align with changes made by the Agricultural Land Commission.
Area D OCP Bylaw Updates and Edits	Area D	Q4	<span style="color: red;">●</span>	The Electoral Area D Official Community Plan requires some minor updates and edits.
Records Management Audit	Regional	Q4	<span style="color: red;">●</span>	Evaluation of the existing records management practices within the SLRD and development of an organizational improvement plan.
Procedure Bylaw Review Including Electronic Meetings/ Delegations Provisions	Regional	Q3	<span style="color: yellow;">●</span>	In 2024 the Board prioritized a review of the existing Procedure Bylaw. Procedure bylaws are legislatively required and are one tool to support the governance process so that the public, board members and local government staff understand how decisions are made and what to expect at meetings.



# Strategic Plan Progress Report

## RESPONSIBLE GOVERNANCE & SERVICE EXCELLENCE



PROJECT	LOCATION	TIMELINE	STATUS	COMMENTS
Job Evaluation Plan Project	Regional	Q4		Project will include the development of a job evaluation plan to ensure that the internal hierarchy and classification of jobs is up to date, and the development of a new compensation policy, which will support internal pay equity, and pay transparency goals and objectives.
Respectful Workplace Policy	Regional	Q2		Staff have initiated the development of a more comprehensive Respectful Workplace Policy to replace the existing Workplace Bullying and Harassment Policy and Procedures.
Directors Remuneration Review	Regional	Q3		Staff have initiated the review of remuneration and expenses for SLRD Elected Officials prior to the next election and in preparation for the 2026 budget process. This will include a broader review of the Squamish-Lillooet Regional District Directors Remuneration Bylaw No. 1501-2016.
Employee Handbook Revision	Regional	Q1 2026		The SLRD Employee Handbook (adopted in 2003) requires substantial updates. Staff are aiming to initiate this work at the end of 2025.
<a href="#">Pemberton &amp; District Recreation Service Transfer to the Village of Pemberton</a>	Area C Village of Pemberton	Q4		Reorganization of Pemberton & District Recreation Service including a new financial contribution agreement with the Village of Pemberton for recreation services.
Board Code of Conduct Review	Regional	Q2		In 2024 the Board directed staff to develop a new Code of Conduct bylaw which incorporates the foundational principles within the UBCM Model Code of Conduct and has defined breach of conduct provisions. A second draft of the bylaw will be presented to the Policy Development and Review Committee in June 2025.
Aster Street Shared Occupancy Agreement (SLRD Administration Building)	Regional	TBD		This project will be initiated after completion of the Pemberton Recreation Service Transfer.
New Financial Policy Development	Regional	Q3		Development and Improvement of various SLRD financial policies including grants, investments, administration charges, Community Works Funds, BC Hydro PILT, permissive tax exemptions and per diem policies.
Financial Software Optimization and Performance	Regional	Q4		Software upgrades and process improvements for the SLRD's financial ERP system to improve report functionality for department managers and enhance and optimize annual budgeting processes.
Maximum Requisition Increases	Regional	Q4		Ten SLRD services have reached their current maximum requisition limit and increases are required to ensure sufficient funding for continuation of service levels. Staff will prioritize services requiring increases and complete the increase process, which requires provincial inspector approval.
Long-term Capital Plan	Regional	Q2		Project to develop a long-term capital plan using the organizations asset management systems and data to improve asset management and sustainable capital planning processes within the SLRD.
Information Technology Security and Infrastructure Improvements	Regional	Ongoing		In alignment with the IT workplan: protect assets/ ensure cyber security compliance while building and maintaining resilient infrastructure to ensure reliability.



# Strategic Plan Progress Report

## RESPONSIBLE GOVERNANCE & SERVICE EXCELLENCE

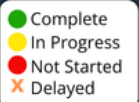


PROJECT	LOCATION	TIMELINE	STATUS	COMMENTS
Potential Financial Contribution Service Establishment to District of Squamish Towards its Recreation Services, Assets and Amenities	Area D District of Squamish	TBD	In Progress	This project is currently in the information-gathering stage and will come to the Board in the coming months.
Performance Management Program Implementation	Regional	Q3	In Progress	The procurement and implementation of an enterprise system to manage SLRD projects and initiative. Implementation, staffing, and projected ongoing administration costs have delayed the project. Staff are currently revisiting needs assessment and evaluating return on long term investment.



# Strategic Plan Progress Report

## ADVOCACY



PROJECT	LOCATION	TIMELINE	STATUS	COMMENTS
Regional Transit	Area C Village of Pemberton Resort Municipality of Whistler District of Squamish	Ongoing		Advocating for a Provincial funding model and effective transit commission that would action the delivery of regional transit in the Sea to Sky corridor, connecting all regional communities from Lil'wat Nation to Vancouver.
Residents Affected by Natural Disasters	Regional	Ongoing		Provide provincial advocacy with regard to residents affected by natural disasters.
Sea to Sky Regional Hospital District – Harrow Road Project	Area C Village of Pemberton	Q2		SSRHD has allocated funding to support the S2SCS Harrow Road Community Hub Project, pending provincial approval as a designated Health Facility.
Supporting Seniors' Retirement Project in Lillooet	Area B District of Lillooet	Q1		Through advocacy letters, supporting Xwísten (Bridge River Indian Band), in Xwísten's Seniors' Retirement Project.
Reliable Emergency Healthcare for Northern communities	Area B District of Lillooet	Q1		Working with the Northern St'át'imc Nations and the District of Lillooet, the SLRD is advocating to the Province of BC and Interior Health regarding ongoing Lillooet Hospital closures.
Connecting Communities through broadband upgrades	Regional	Q1		Through the Connecting Communities BC Program, advocating to provide improved broadband connectivity to approximately 87 households in the Squamish-Lillooet Regional District.
Supporting Buy Local Agriculture	Regional	Q1		Advocacy to Minister of Agriculture, highlighting the significant costs and challenges that farmers and growers face in selling their products locally, requesting the prioritizations of low barrier buy-local agricultural and food initiatives.
Rural Transit Solutions	Area B District of Lillooet	Q1		Supporting both Xwísten (Bridge River Indian Band) and Village of Pemberton in their separate pursuits for funding to establish or improve year-round public transit bus service for their surrounding areas.
Safe Active Transportation Highways	Area B District of Lillooet	Q1		Advocating to Ministry of Transportation and Transit regarding improving the highway shoulders in the Lillooet area to allow for safe cycling and pedestrian walkways.
All-season Marble Canyon Access	Area B	Q1		Advocating to the Province of BC for Marble Canyon Provincial Park to be open during the winter months.
Jack Webster Bridge	Area D	Ongoing		The Jack Webster Bridge connects Provincial leaseholder properties in Area D to Paradise Valley Road (in DOS). Community concerns extend to the environmental impact commercial and private traffic is having on the areas adjacent to the bridge. Due to a lack of any other body owning the maintenance of the bridge and road, the SLRD has defaulted to supporting the community and ensuring the Bridge and road are accessible and maintained.
Area A BC Hydro Trust	Area A	Ongoing		To advocate to the Province of BC the creation of a BC Hydro Trust for SLRD Area A, seeking compensation related to the Bridge River Power Generation Project for the residents and property owners of the Upper Bridge River Valley such as occurred in many other power projects in BC.

