



SQUAMISH

HARDWIRED *for* ADVENTURE

District of Squamish 2014-2016 Service Plan





Message from the CAO

It is my pleasure to introduce the 2014 – 2016 Service Plan that articulates how the corporation of the District of Squamish organization will continue to strive for excellence in service to our residents, investors and employees.

I am immensely proud of and inspired by the culture shift that is taking place among employees across the organization. This shift – to Deliver Outstanding Service – has been building since 2010, beginning with the penning of the Service Squamish Initiative, and now evolving even further with this 2014 – 2016 Service Plan.

Leadership; innovation; empowerment; communication. Moving from good to great! We as an organization are committed to being leaders in customer service delivery both within our own community, and amongst local governments across British Columbia.

This document outlines exactly how we plan to achieve this by being accountable to our citizens while working to optimize Squamish the Community; Squamish the Environment; Squamish the Economy; and Squamish the Corporation. This Plan focuses on meeting the needs of our citizens in an efficient, effective, and financially sound manner today, while planning for and managing the ongoing growth and ultimate success of our community tomorrow.



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Chief Administrative Officer

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Executive Summary

The 2014 - 2016 Service Plan is about Delivering Outstanding Service through excellence in local governance service for our residents, investors, Council, and employees. It is about sustainable governance that enhances Squamish: the Community, the Environment, the Economy, and the Corporation.

The Plan's predecessor, the Service Squamish Initiative, was developed following significant research. It considered local government best practices and provided a strong framework for the District of Squamish to provide better service and become a leader in Local Government excellence.

The 2014 -2016 Service Plan builds on the Service Squamish Initiative, reflecting on the successes of the initiative, and then outlining the next phase of the Plan, based on the community's Vision and the District's Mission and Organizational Values. The Plan articulates how we will provide the services of local government, how we will help improve organizational effectiveness to serve the needs of the community, and how we will inspire creative community leadership.

The Plan supports the creation of an inspirational environment that outlines the goals, objectives, and action plans needed to create a strong culture of service and excellence in local government. A primary goal is to continue to improve the provision of District services and strengthen organizational performance for the benefit of all residents and stakeholders. The plan details how we will strengthen our customer service, continue to improve our internal business processes, plan for organizational capacity to meet growth and service goals, maintain financial stewardship, and hold ourselves accountable.

This 2014 -2016 Service Plan provides the guidance and leadership direction needed to continue to shift and transform the current organization to achieve an optimal level of performance in the provision of local government services in Squamish. This will allow the District to Deliver Outstanding Service to benefit our customers and stakeholders and strengthen the connection between the community, Council, and staff.

Celebrating Success

The previous Service Squamish Initiative (SSI) was developed following significant research, consultation and input from the community, stakeholders, Council, industry experts and District employees. The initiative introduced a significant transition for the District of Squamish as it set the stage for the organization to achieve excellence. It was based on four pillars of Squamish: the Community, the Environment, the Economy, and the Corporation. It defined the District's operating environment, and provided detailed organizational goals that helped frame the expectations for the organization going forward. Considering local government best practices, it provided a strong framework for the District of Squamish to become a leader in Local Government excellence. This section highlights some of the key accomplishments of the SSI.

Resource Alignment

- In 2010, the organization was realigned from a CAO > Director/Manager reporting structure to a CAO > General Manager reporting structure. The change aligned services more closely along organizational business lines and functions. The Core Leadership Team comprised of the CAO and five General Managers. This Core Leadership Team has led the transitions within the organization.

Effective Communications

- A detailed communications strategy was developed and implemented.
- Internal communications are now supported with regular formal leadership and team meetings, and more informal communications, as well as enhanced Labour Relations and Occupational Health and Safety meetings.
- External communications are supported by a new Communications Manager, an enhanced website, and the use of Facebook, Twitter, YouTube and newsletters to provide information to the public.
- The District prioritizes information sharing with the media, and in doing so, has an improved relationship with the media.

Strong Leadership

- A culture of leadership development has been infused throughout the organization with the initiation of regular training and development for staff. This includes quarterly learning opportunities, as well as training and development plans for all employees. Managers and Supervisors receive more targeted supervisory and management training programs.
- Succession plans have been developed for some key positions.

Streamline Processes

- Core Service Reviews were conducted in every service area, providing recommendations for organizational changes and service improvements across the organization.
- The final service review was completed in May 2014.
- The service reviews resulted in significant realignments of operating structures and processes throughout the organization. In some departments, the changes were profound. In others, the changes have been more difficult to implement, requiring continuous monitoring and management to support the process.

Long-term Strategies

- The Asset Management Plan was completed in 2010 to assess the inventory of District Infrastructure and includes the master plan for Utilities and Infrastructure and Equipment and Fleet. The recommendations are incorporated into annual capital, upgrade, construction and maintenance plans, future development plans, and annual fleet replacement purchases, and contribution to the fleet reserve fund.
- A Parks & Recreation Master Plan was completed in 2013. Recommendations from the plan are being incorporated into annual work programs.
- The Facilities Long-Range Plan was initiated with an assessment of all buildings, and a recommended maintenance plan for facilities to maximize the life of all facilities. A preliminary plan for long-term facilities is in the planning phase in conjunction with a Real Estate strategy planned for completion in 2015.
- In 2010 a review of Economic Development resulted in recommendations that have led the District to enhance the Squamish Brand and to realign the Economic Development function. A number of key recommendations have been accomplished.
- The Long-Range Financial Plan is substantially complete, with the establishment of long-term guiding principles for financial planning. The model will forecast the long-term needs of the organization, and is expected to be completed in 2015. The Financial Planning process is gradually incorporating the policy changes in order to minimize the financial impact of tax increases to support the long-term health of the organization and services provided.
- The Solid Waste Long-Range Plan was presented in 2010 and has resulted in enhancement of the recycling program, implementation of green yard waste collection and support for Squamish ReBuild. The Environmental Upgrade to the landfill nears completion, which ensures we meet requirements for managing leachate. The landfill was expanded to manage the future growth of the community, and the depot area was upgraded to divert waste from the landfill.
- The Sustainability Plan and Zero Waste Strategy are yet to be developed. Staff anticipates developing the plans over the next three years, aided by the addition of a Sustainability Coordinator in 2014.

Accountability

- The organization has improved the format and readability of the Annual Report to provide better access to the key organizational activities. The District plans to continue to add information to this report, and through other reporting mechanisms, in order to demonstrate accountability for the resources used to provide services. Communication channels have increased to ensure that projects, Council decisions, and District business are accessible and distributed more widely.
- A regular employee performance review process was developed to set employee performance goals and provide feedback to employees on the attainment of these goals.
- An employee development program was established to help all employees set goals for personal development to help support the organization.

Vision, Mission and Values

An Organization's Vision, Mission, and Values statement frames the work of the organization so that it knows where it is going, the path it is going to take, and how it is going to behave along the way.

Vision (OCP)

The Squamish vision is where the community sees itself in the future. Squamish's vision is outlined in the Official Community Plan. The corporate organization is tasked with helping the community achieve this vision.

We...

are a spectacular seaside mountain community where people come to live, learn, work and play in harmony.

are multicultural, compassionate, vibrant and diverse.

are leaders in fostering social integrity, economic development, and environmental sustainability.

Values

Corporate values guide the culture of an organization. The core values are the ideals that we use as a basis for all decisions made within the organization. The corporate values were refreshed in 2014 to guide the current and future direction of the organization.

We...

Think Beyond Today

Work Together

Act with Courage and Enthusiasm

Do the Right Thing

Do Better Every Day

Create community

Deliver outstanding service

Mission

The mission is more closely aligned with the corporate organization. It specifies how the organization is going to focus its efforts in helping achieve the vision.

Our mission is to protect and enhance the livability and sustainability of our community, and to embrace and benefit from the opportunities before us.

The 2014 - 2016 Service Plan

A primary goal of the 2014 - 2016 Service Plan is to continue to improve the provision of District services and strengthen organizational performance for the benefit of all residents and stakeholders.

To be successful, the organization must be responsive to the needs of Council, residents, businesses, visitors, District employees, and other stakeholders that are interested in the future of the community. The organization must provide efficient and effective services that meet the needs of our customers in a professional and supportive manner. Through a balanced business planning lens, the 2014 - 2016 Service Plan details how we will support the four pillars of Squamish through strong customer service, efficient internal business processes, organizational capacity to address growth and service expectations, strong financial stewardship, and how we will hold ourselves accountable to our stakeholders.

The Service Plan is built on the four measures of the organization to ensure a balanced approach to providing service.

The four pillars:

1. The **Community** of Squamish is comprised of a variety of people, social and cultural groups, businesses, industry and recreational opportunities. We will continue to help foster and support a diverse and sustainable community.
2. The Natural **Environment** in and around Squamish is what makes Squamish so unique. We will consistently call attention to the interaction with and protection of the natural environment.
3. A strong, vibrant, healthy and diversified **Economy** is critical to the long-term sustainability of Squamish. We will continue to work to support the economy of Squamish.
4. The **Corporation** of the District of Squamish provides many services that support the Community, the Environment and the Economy, as well as providing local governance. The Corporation will be supported by the passion, excitement, and empowerment of District Council and Staff that will be evident in the service we provide. The District's provision of services must be done in a financially sustainable manner.

The measures:

Customer - Satisfaction

As a service-driven organization, with both discretionary and non-discretionary services and internal and external services, the organization requires a strong focus on Delivering Outstanding Service and satisfying customer service needs.

Internal Business Processes - Efficiency

With ever-changing technologies, the organization requires a strong focus on improving the businesses processes to deliver our external and internal services.

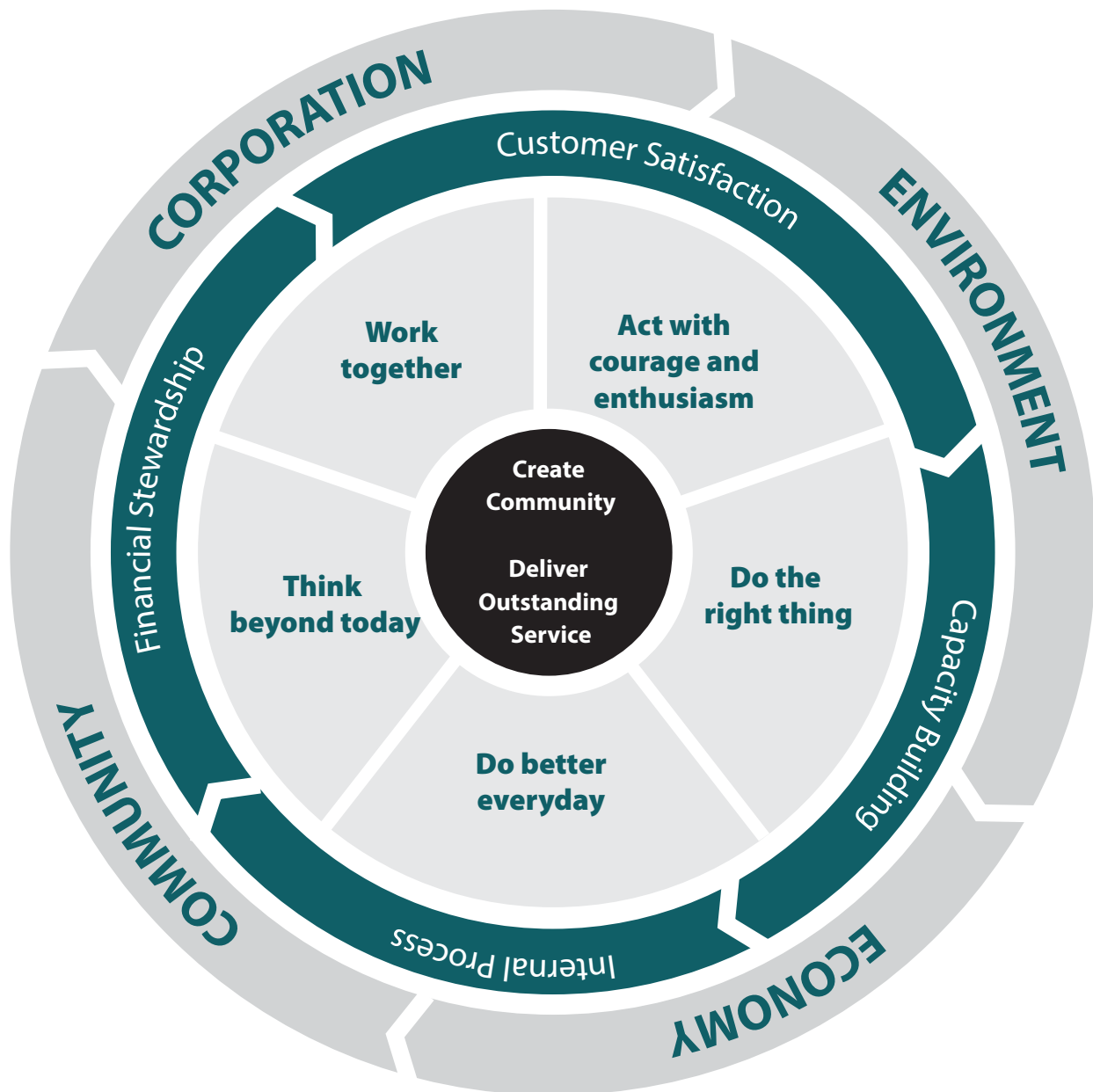
Organizational Capacity – Knowledge and Innovation

A culture of learning and innovation is needed to ensure the organization has the capacity to improve business processes to further support increased efficiency and customer service.

Financial Stewardship – Performance

The District's provision of services must be done in a financially sustainable manner.

The four pillars of the community are considered in each of the four measures as we develop programs to deliver services.



The Measures

Customer Stakeholder Satisfaction

As a service-driven organization, the District will continue to focus efforts on Delivering Outstanding Service to our citizens, businesses, taxpayers and other stakeholders, and to strive to clearly understand all of our customer needs as we design, develop and deliver our services.

External Customers

The District currently provides a variety of services external to the Corporation such as: water, sewer, and solid waste utilities; streets, sidewalks, trails, and transit; recreation amenities; land development oversight through planning, building inspection, environmental planning, and engineering; and governance of the community through an elected Mayor and Council.

The District will establish standards that ensure high quality services are provided in an efficient and effective manner in order to meet or exceed service expectations on a regular basis. In order to ensure we can meet high external service expectations, we need to understand the external customer's expectations.

Internal Customers

The focus on internal customer service ensures that support services are readily available to internal departments in order to deliver high quality service to our external customers. Examples of internal service departments include Financial Services, Information Technology, Human Resources, and Communications.

While all internal services provide support to other departments of the organization, most are connected to external customer services at some point. Examples of these include financial services through utility and tax billing and the financial planning and reporting process, or Information Technology and Communications through the website and the use of social media platforms. Standards for internal customer services help ensure that the provision of service to our external customers is well supported by the entire organization. As such, working together to provide outstanding service to internal customers is equally important.

Community	We will support the community by Delivering Outstanding Service to our residents and everyone with whom we interact.
Environment	We will take responsibility for maintaining a healthy natural environment in our operations and leadership.
Economy	We will partner with other organizations to support programs and services that will meet the needs of business.
Corporation	<p>We will support a culture of leadership throughout the organization where all employees, at all levels, are entrusted and encouraged to demonstrate leadership and excellence in the provision of local government services.</p> <p>We will ensure the services we provide today will not compromise the services we will provide tomorrow.</p> <p>We will meet the needs of our customers.</p>
Goals and Objectives	Empower a culture of service within the organization.
Action Plan	<p>Update the Delivering Outstanding Service program to:</p> <ul style="list-style-type: none"> • Reflect the District's refreshed values; • Incorporate continuous improvement to internal business processes, • Develop organizational capacity through knowledge and innovation; • Develop service standards for the delivery of all services; • Build a stronger focus on external customers; • Build a stronger focus on innovation in the delivery of service; • Build a stronger relationship between internal customers and external customers. <p>Develop a Squamish Customer Service program for the community:</p> <ul style="list-style-type: none"> • In partnership with other organizations: • To support community goals for growth in tourism and business, and supporting residents. <p>Gather regular feedback from citizens, businesses, and taxpayers on the services received from the District. Use the feedback for continuous service refinement and improvement.</p> <p>Gather regular feedback from internal customers on the services received from other departments. Use the feedback for continuous service refinement and improvement.</p>

Internal Business Process - Efficiency

In order to effectively serve the needs of our customers in a timely manner, the District must align business processes with service expectations.

Continuous process improvement is about constantly reviewing the services we provide to ensure we do better every day to deliver efficient and effective services. To do this, the organization must be poised to seek out and employ innovative approaches to service delivery in order to better serve customer needs.

Community We will be responsive to the needs of our community, while being proactive in anticipating community needs before they arise.

We will partner with business, industry, community leaders, and neighbours to improve the delivery of service to the community.

Environment We will incorporate environmental review and protection processes into our service processes.

Economy We will develop efficient government process and balanced regulation to support business activity in Squamish.

We will work to make information and business data available to support businesses decisions.

Corporation We will seek out progressive and leading-edge means and methods to deliver quality service to our residents.

We will create a workplace that inspires great people to come here to work, and inspires our great people to stay.

We will minimize the bureaucratic approach to services and move to a customer-centric service approach.

Goals and Objectives

Empower a culture of innovation and continuous improvement in all business processes.
Support the use of technology to streamline business processes.

Action Plan

Invest in infrastructure to support computer systems and technology in order to streamline services, improve information collection processes, and to share information.

Conduct regular reviews of departmental activities. Review, update, or re-conduct all departmental core reviews within the next three years to support a state of continuous service improvement to our customers.

Complete process mapping for all major activities in every department. Search for opportunities to streamline and automate services and activities, and to eliminate redundant activities.

Invest in training and education for employees to utilize new technology and processes.

Gather regular feedback from citizens, businesses and taxpayers on the services received from the District. Use the feedback for continuous service refinement and improvement.

Organizational Capacity - Knowledge and Innovation

Organizational capacity is about ensuring the organization can continue to meet our customer / stakeholder service expectations as they change over time.

With both a dynamic and changing workplace due to shifting demographics as represented in our employees and the community, as well as a greater expectation for the use of technology to receive services, it is imperative that the District embrace a culture that supports and encourages learning and innovation. Supporting the development of organizational capacity is about investing in employee growth and development, investing in new technology, and ensuring the organization is properly aligned to provide service beyond today.

In 2010, the District refined its organizational structure based on business lines and business functions to better serve the needs of Council and the community. The structure emphasized leadership, team work and integrated service delivery, with approachable and transparent leaders for the community to access. The most recent change to the organization's structure incorporates a stronger alignment of the strategic and corporate business planning through the addition of a Deputy CAO. The structure remains based on a Core Leadership Team of six (6) senior leaders – the Chief Administrative Officer, a Deputy Chief Administrative Officer, and four General Managers.

Community

We will seek out best practices and information to support a sustainable community.

We will innovate and take calculated risks to develop and apply creative solutions that seek out new opportunities for community development.

Environment

We will research and implement initiatives that will minimize our impact on the environment.

We will continue to research and implement new processes to enhance and protect the environment.

Economy

We will implement new tools, methods, and opportunities to support business growth and development.

Corporation

We will be an organization that thrives on innovation and learning in order to better meet service needs and expectations.

We will seek and endorse new and innovative processes to support and inspire our employees in order to anticipate and meet the needs and expectations of our citizens.

We will create an environment that encourages employees to continue to develop personally and professionally through formal, informal, and life learnings from our successes and failures.

We will ensure our organization is aligned to efficiently provide services to the community.

Core leadership team

CAO - Corien Speaker

Organizational leadership and implementing Council’s direction through the organization.

Deputy CAO - Linda Glenday

Municipal Corporations, Strategic and Corporate Business Planning, Major Initiatives

Corporate Services General Manager - Robin Arthurs

Legislative Services, Bylaw and Animal Control, Squamish Fire Rescue Communications, Information Technology, Filming and Events

Financial Services General Manager - Joanne Greenlees

Financial Services, Human Resources, RCMP, Library

Business and Community Services General Manager - Randy Stoyko

Economic Development, Real Estate, Recreation

Development Services & Public Works General Manager - Pending

Development Services, Environment, Public Works, Engineering

Goals and Objectives

Ensure organizational capacity matches community growth needs and expectations and supports the continuous improvement in service delivery.

Empower a culture of learning, innovation, and leadership within the organization.

Action Plan

Invest in technology to support better internal business processes.

Conduct an in-depth technology review in order to identify needs and incorporate more technology-based systems. The review should search out systems to support efficiencies and cost savings, in addition to improving services.

Establish a cross departmental IT review team to support the IT review, and to develop, prioritize, and oversee the program to invest in and implement the IT upgrades.

Update the core competencies for all employees to reflect the District’s values and the focus on customers, business processes, knowledge and innovation, and financial stewardship.

Develop strong leadership competencies for all supervisory positions within the District.

Develop and implement a formal long-term succession planning strategy, including training, mentoring, and developmental objectives.

Continue to develop training programs to support innovation and learning.

Develop a corporate-wide Risk Management Program.

Financial Stewardship - Financial Performance

Maintaining a healthy financial state for the betterment of the community includes a number of factors, including well-defined short-and long-term financial plans that consider all factors as well as community expectations.

Squamish is experiencing unprecedented interest from potential businesses and residents researching opportunities to live or work in the community. New tourism products, new residential and business developments, and significant interest in making Squamish home to international businesses and industries is putting pressure on the services the District provides. The District must understand those pressures and prepare

to meet the challenges to support the growth and development, while ensuring services to current residents and the community at large are maintained and enhanced as required.

The 2014 Financial Planning process identified the need to develop a growth management plan for the organization to ensure the organization can meet the challenges.

Community We will strive to sustain the community's long-term financial health.

Environment We will strive to minimize the financial impact of protecting the environment.

Economy We will work to support the development of a diversified economy, and minimize the financial impacts on the community that occur during economic downturns.

Corporation We will balance the costs of providing exceptional service with the responsibility of controlling costs.

We welcome community input into the financial planning process.

We will be accountable for every dollar collected and spent.

Goals and Objectives

Consistently provide fiscally responsible services.

Continue to empower a culture of finding the most cost effective means to deliver services.

Action Plan

Continue implementation of the Long-Term Strategic Financial plan.

Develop an organizational growth management plan considering future fees and tax revenues to support growth. Incorporate the growth management plan into the financial planning models.

Develop a streamlined and integrated financial planning process to better support the organization.

Ensure increased support and training to District employees managing budgets.

Incorporate financial benchmarking and reporting that includes comparable information from other municipalities.

Accountability

It is the responsibility of the District to account for and accept responsibility for our activities and use of resources, and to disclose results and information in a transparent manner.

The accountability and benchmarking program will be streamlined and developed into a sustainable program that will measure relevant information that can be compared to other municipalities and best practices. The information gathered will be used to help inform decisions to streamline operations to be more efficient in the delivery of services, and to ensure our services effectively meet the needs of our customers.

We will accept accountability for our actions and report on our successes and failures.

Goals and Objectives

Empower a culture of accountability throughout the organization.

Action Plan

Develop an Accountability Framework that includes:

- Service goals, objectives, and expectations;
- Measuring service efficiency and effectiveness;
- Benchmarking against other organizations;
- Gathering regular feedback from citizens, businesses, and taxpayers on the services received from the District through informal and formal surveys;
- Providing regular reports to the public;
- Providing regular communications to all staff and the public on progress to improve our Customer Service.



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