

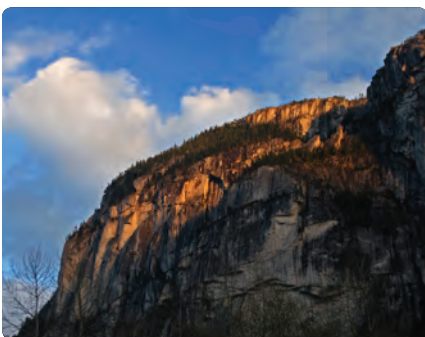
Squamish
the corporation



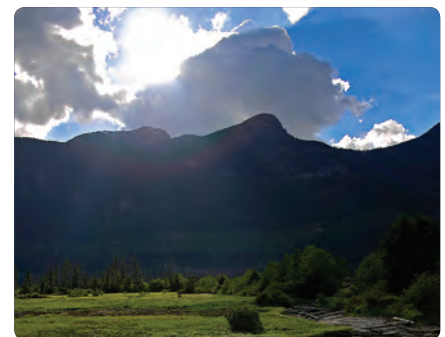
Squamish
the economy



Service
Squamish
Initiative



Squamish
the environment



Squamish
the community





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Mayor
Greg Gardner



Councillor
Patricia Heintzman



Councillor
Rob Kirkham



Councillor
Paul Lalli



Councillor
Corinne Lonsdale



Councillor
Doug Race



Councillor
Bryan Raiser

Council is proud to endorse the Service Squamish Initiative. It represents for us a profound change for the District of Squamish as we articulate how we will achieve excellence in governance for our residents, our investors and our employees. While it is Council who makes policy decisions, it is our employees who are tasked with implementing them. The Service Squamish Initiative is the result of the collaborative efforts of our new core leadership team and accurately reflects Council's priorities and direction to District staff.

The Service Squamish Initiative embraces our long-standing values and mission, while at the same time launching us into a new era of exceptional leadership, creativity, strategic growth, accountability, and ultimately superior performance as an organization.

We thank the hard work of our CAO and the core leadership team in developing this initiative. We look forward with enthusiasm to working together to optimize Squamish the environment, Squamish the economy, Squamish the corporation and to provide outstanding service to Squamish our community through the Service Squamish Initiative.

Sincerely,

For Paul Lalli Leg Leader
Corinne Patricia Kirkham

The Service Squamish Initiative is about envisioning, defining, and achieving excellence in local governance for our residents, investors, Council, and employees. It is about sustainable governance through which we structure and lead an organization that enhances Squamish the community, Squamish the place, Squamish the economy, and Squamish the corporation.

The Service Squamish Initiative was considered and conceptualized based on the District's Corporate Mission Statement. Adopted in 2004:

Our mission is to protect and enhance the livability and sustainability of our community, and to embrace and benefit from the opportunities before us. We will be successful in serving the needs of our community through:

- Visionary leadership
- Strong community partnerships
- Customer focused service
- Excellence in governance
- Sound financial management

The Service Squamish Initiative supports the strategic priorities of Council, as identified in 2010 (see appendix 4). These strategic priorities are consistent with Council's role to provide high-level direction, to make policy decisions, and to represent public interest.

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

2010 Council Priorities

Endorsed January 2010

1. Finalize the Official Community Plan
2. Complete a Financial Strategic Plan
3. Complete a long range Solid Waste Strategy
4. Measure and evaluate Service Levels and Process Expectations and develop efficiencies
5. Implement the Squamish Oceanfront Development Corporation Plan
6. Complete Proactive Strategic Communication Strategy
7. Ensure all decisions consider a Culture of Sustainability
8. Complete a Community Road Plan & Road Right of Way Standard
9. Complete a Bike Lane Strategy

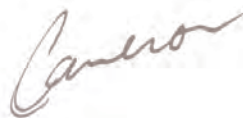
The development of the Service Squamish Initiative involved significant research and consultation. Input was received from the community, from stakeholders, from Council, from industry experts and from select union and management staff. The report considers local government best practices and provides a framework for the District of Squamish to become a leader in the Province.

The Service Squamish Initiative will redefine how the District provides the core services of local government while inspiring creative community leadership and fostering ingenuity. The Service Squamish initiative will position the District for long-term success as a corporation to the benefit of all that we serve. In particular, the initiative will improve District services in key areas and will strengthen performance for the benefit of all residents and stakeholders.

The District of Squamish must provide sophisticated and intelligent support in an efficient and effective manner. The organization needs to be responsive to the needs of internal staff, Council, residents, businesses, tourists, and all other stakeholders that impact the future of the community.

This Service Squamish Initiative report provides guidance to shift and transform the current organization to a higher performance level. Based on identified Core Values, the Service Squamish Initiative includes an Action Plan that details how we will: align resources; ensure strong leadership; streamline processes; provide effective communications; establish long-term strategies and goals; provide strategic financial management; and, to hold ourselves accountable. Accountability will be a critical element of the initiative, reinforced through Measuring Success, including benchmarking and surveys.

In summary, the Service Squamish Initiative is the starting point to transform local government services in Squamish, ensuring the optimization of taxpayer and stakeholder contributions and investments. The Initiative will exceed community expectations and allow for continual realignment of the connection between the community, Council, and staff.



C o r p o r a t e V a l u e s

Corporate values guide the broad direction and culture of an organization. The core values are the ideals that we repeatedly use as a basis for all decisions made within the organization. These values are the guiding principles for the Squamish Service Initiative.

Corporate values were carefully developed in 2004; they remain relevant now, and will continue to guide future corporate strategies and directions:

<i>Corporate Values</i>		endorsed in 2004
TEAMWORK	INTEGRITY	
SPEED	COMPETITIVE/MOTIVATED	
RESPECT	EXCELLENCE	

The following Detailed Corporate Values are intended to guide staff, Council, and/or the community, as appropriate. These value statements reflect the needs as identified in 2010, and are categorized into four distinct and defined areas, Squamish the Community, Squamish the Environment, Squamish the Economy, and Squamish the Corporation.

Squamish the Community

We will partner with business, industry, community leaders, and neighbours to work together to create a community network demonstrating environmentally sustainable practices.

Strategic Community-Based Leadership

We will work strategically and with purpose to fulfill the visions for the community developed by Council in collaboration with the residents.

Service Based

We will provide exceptional service to our residents and outstanding customer service to everyone with whom we interact.

Collaborative and Engaging

We will creatively, meaningfully, and frequently engage the community on matters that affect our community and to capitalize on the knowledge, talents and skills of our residents.

Proactive and Progressive

We will seek out progressive and leading edge means and methods to deliver quality service to our residents and to guide the community.

Responsive/Proactive Balance

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

Accountable and Transparent

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

Efficient and Effective

We will maximize the resources available to us to ensure that all facets of the District are efficient and effective in providing service to the community.

Integrity

We will be open and honest, act ethically, and honour our commitments.

Squamish the Environment

The natural environment in and surrounding Squamish is what defines the community and the people who live, learn, work and play here. It is of critical cultural importance and provides our competitive advantage for economic growth and economic sustainability. The Service Squamish Initiative will consistently call attention to the interaction of our District corporation and the natural environment.

Environmentally Responsible	We will minimize environmental impacts and ecological footprint in our operations and decision-making.
Corporate Environmental Responsibility	We will consider our role and responsibility for maintaining a healthy natural environment through responsible operations and leadership.
Leaders in Environmental Sustainability	We will continue to demonstrate leadership in sustainability and will lead by example in delivering service that respects the natural environment.
Leaders in Environmental Stewardship	We will partner with business, industry, community leaders, and neighbours to work together to create a community network demonstrating environmentally sustainable practices.

Squamish the Economy

A strong, vibrant, and healthy economy is critical to the long-term sustainability of the corporation and the community. In local government, this means a healthy financial prospectus for both the corporation, and also for the community, as these two pillars are intimately linked to the overall economic sustainability of the District.

Fiscally Responsible	We will balance the costs of providing exceptional service with the responsibility of internal costs and respect for our tax base.
Transparent	We will welcome community input into the expenditure of tax dollars and will commit to demonstrating value for every dollar spent.
Innovative	We will innovate and take calculated risks to develop and apply creative solutions that seek out and capitalize on opportunities for community development.
Economic Development	We have a role in strengthening the District’s economy by developing and maintaining an attractive and welcoming business climate for local businesses and for those who may look to locate business in Squamish.
Strategic	We will be strategic in planning for and facilitating a healthy business climate in Squamish that capitalizes, but respects, our community values.
Welcoming	We will welcome prospective business into an environment of efficient government process and balanced regulation.

Squamish the Corporation

Passion, excitement, and empowerment among all District Council and Staff will be a hallmark trait of the Service Squamish Initiative. These traits will translate in the service we provide and will make Squamish an employer of choice in the region.

Empower	We will create a culture of empowerment where employees are entrusted and encouraged to demonstrate leadership throughout the organization.
Attract/Retain	We will create a workplace that rewards performance and inspires great people to come here to work, and inspires our great people to stay.
Governance Leadership	We will create a culture of leadership throughout the organization where all employees, at all levels, are encouraged to demonstrate leadership and excellence in local government services.
Fostering Growth	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.
Respectful	We will foster and expect a culture of respect among employees and the community where diversity is celebrated.
A Team Culture	We will all recognize our individual and collective roles in creating and implementing the strategic directions of the corporation.

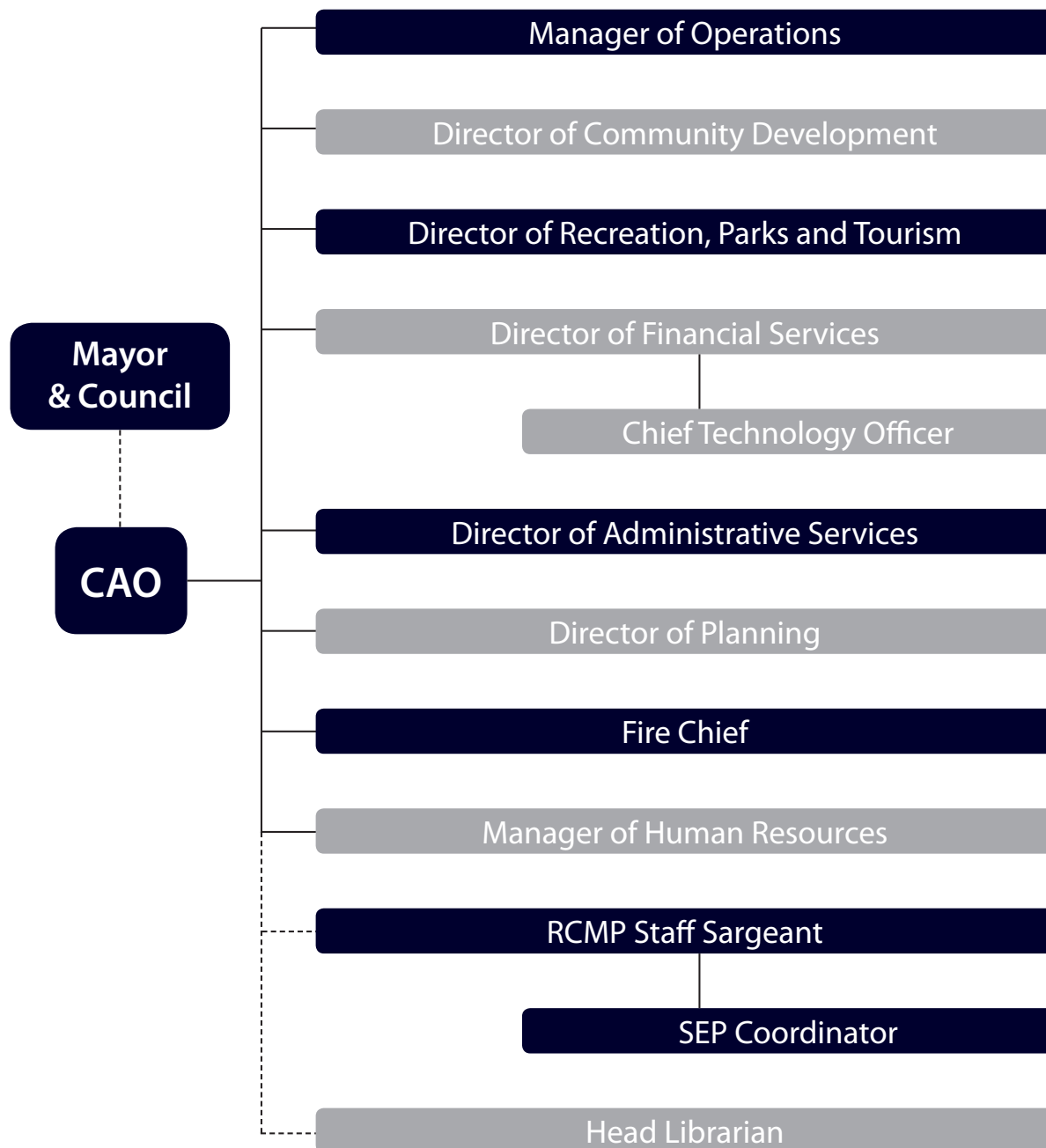
There are 7 primary elements of the initiative that will inspire the organization to reach the goal of excellence in local government. These actions support the Corporate Values, will ensure that Council Priorities are met, and will transform Squamish to meet community expectations.

1. **Align Resources**
2. **Strong Leadership**
3. **Streamline Processes**
4. **Effective Communications**
5. **Long-Term Strategies**
6. **Strategic Financial Management**
7. **Accountability**

1. Align Resources

The current organizational structure of the District of Squamish does not efficiently support our corporate culture or our current priorities. The reporting structure has too many direct reports to the Chief Administrative Officer (CAO), tying up critical leadership resources. The community and stakeholders are sometimes confused by the structure, as it does not provide intuitive nomenclature and does not emphasize business unit functions appropriately.

Current Organizational Structure

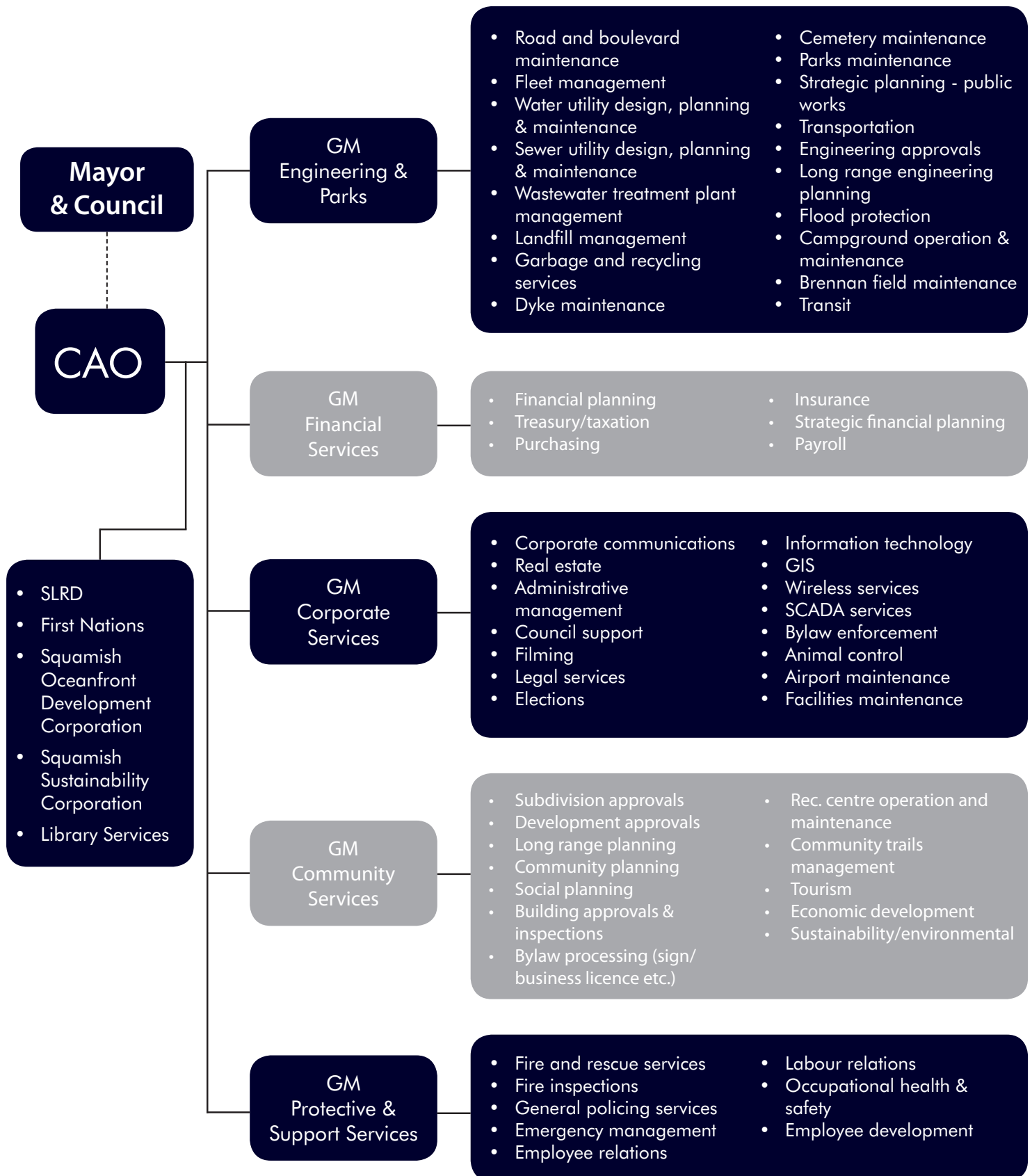


The new structure is created along business lines and business functions and provides more focused structure aligned with the needs of Council and the community. This more efficient structure will enable staff to quickly adapt to the progressive needs of the community. The structure emphasizes leadership, team work and integrated service delivery, with approachable and transparent leaders for the community to access.

The reorganization will focus the organization by creating a smaller core leadership team (6) who together will coordinate the organization to achieve overall vision and goals. New Departments include groupings of key service areas under the leadership of General Managers resulting in sharing of resources and knowledge and efficient delivery of services. This structure creates a shortened and concise hierarchical chain that emphasizes empowerment and clear lines of communication between Council, the CAO, General Managers, Managers, and employees in their functional areas. The organizational structure is composed of five key service areas, each led by a General Manager:

Engineering and Parks Services <i>Bob Kusch</i>	Public Works, Engineering, Transportation, Field Maintenance, and Parks Maintenance
Financial Services <i>Joanne Greenlees</i>	Financial Strategy and Services
Corporate Services <i>Robin Arthurs</i>	Legislative Requirements, Elections, By-Law and Animal Control, Corporate Communications, Administrative Support, Information Technology, Real Estate and Facility Maintenance
Community Services <i>Cameron Chalmers</i>	Community Planning, Development, Building, Sustainability/Environmental Services, Economic Development, Recreation, Community Trails and Tourism
Protective and Support Services <i>Linda Glenday</i>	RCMP, Fire, Emergency Services, and Human Resources

Proposed Organizational Structure



Key Features of the New Alignment

Newly aligned functions will mirror community and stakeholders needs and provide synergies that can increase capacity and efficiency in the organization:

- Engineering and parks design, construction, and maintenance are combined
- Community support functions (planning, building, recreation services, and economic development) are aligned together
- Protective service functions are aligned together
- Corporate support functions (administration, communications, information technology, and real estate) are aligned together
- The General Manager of Protective & Support Services will provide direct supervision, in partnership with RCMP supervisors, of all District of Squamish employees who interface with and support RCMP functions (Community Policing Coordinator, Victim Services Coordinator, Records personnel, Client Services personnel, and Operations Support personnel).
- The General Manager of Protective & Support Services will provide direct supervision of the Emergency Management program
- Facilities operations and maintenance is aligned with Real Estate in Corporate Services
- Sustainability will be prevalent throughout the organization. Coordination and compilation of information will be lead by Community Services
- Transit will be aligned with Engineering & Parks Services
- District janitorial staff will be aligned with Corporate Services (with initial support from Human Resources)

The Art of Creating Functional and Aligned Relationships

A leadership team that works closely together ensures that the members of the organization are all part of one team, working toward a common set of strategies and objectives. The dependence on one another and expectation that all are responsible as a whole for the delivery of public service creates dependence and supportive relationships through the entire organization. Clear understanding of each other's deliverables, technical and leadership support required and how the leaders all work concurrently and together creates functional relationships.

Specific goals to create those functional relationships include:

- Commitment from leaders to support different functional areas to deliver services
- Communication across functional areas through face to face, group, enhanced technology and access to leadership team
- Establishing joint goals across functions
- Identifying causes of conflict and learning to resolve them
- Developing collaborative, not competitive relationships
- Understanding what drives our municipal business and how to keep up an accelerated pace by focusing on positive relationships and meeting customer needs
- Formal team building with the leadership team and the greater management team

Align Resources - Deliverables

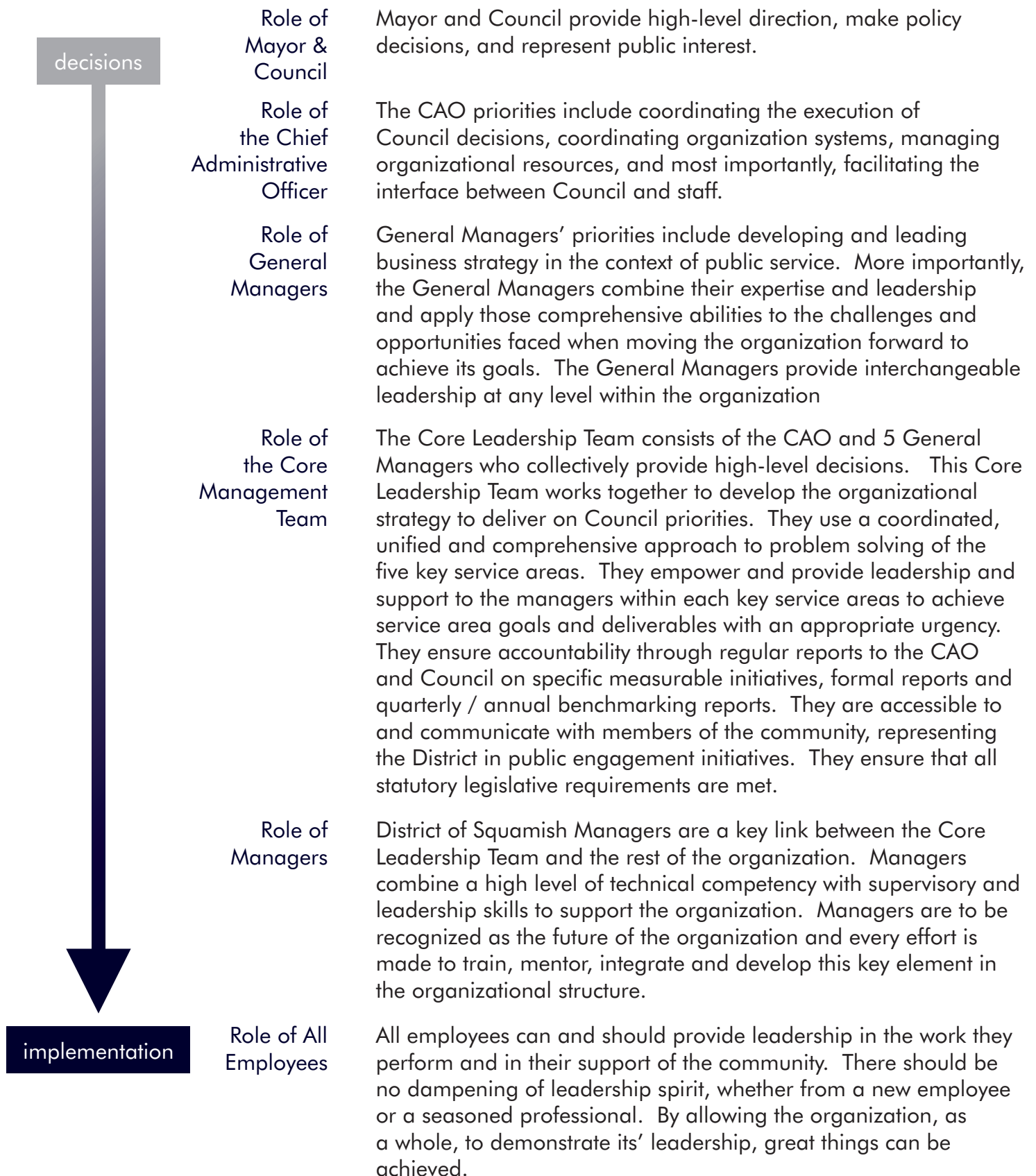
Phase 1	Provide effective communication and change management to move from the CAO > Director/Manager model to the CAO > General Manager model. Ensure expectations of the organization are clearly understood and defined.
Phase 2	General Managers and Core Leadership Team to review structure of new departments and coordinate internal departmental reorganization, as necessary.

2. Strong Leadership

Each layer of the organization requires strong, vibrant, strategic, and loyal leadership. Each and every employee is expected to provide organizational and community leadership in the course of their work. Strong leadership with the District of Squamish will ensure ongoing success and allow for excellence throughout. To allow for this leadership to occur, attention must be paid to attracting, retaining, and engaging the very best.



Leadership Roles and Responsibilities



Succession Planning

A succession plan identifies and develops employees who are capable and willing to grow and fill critical leadership positions when those positions become available. Succession planning accelerates the transition of qualified employees from individual contributors to managers and organizational leaders. In the process, star employees are engaged, motivated and retained. A succession plan retains the organization's knowledge base and ensures service and leadership continuity.

The succession plan identifies the key leadership competencies required for succession through the organization. It considers the transition from current positions through to Bargaining Unit Supervisors, Managers, General Managers, and the CAO. Leadership competencies for these positions will be clearly defined in job descriptions.

Employees who are capable and willing to be developed and perform in those roles in the future will be identified and developed. Establishing mentoring relationships, allowing for the opportunity to work in an acting role, providing specific formal training and education are all methods that are applied in the succession of our internal employees. The development of employees considers Collective Agreements and bargaining unit expectations but ensures that proven leaders fill leadership positions.

In addition to the succession planning of internal employees, the leadership team, through conferences and industry groups, network and maintain relationships with external candidates who show excellent potential for key organizational positions.

Ensuring Strong Leadership – Deliverables

- Provide leadership training and team building for the Core Leadership Team.
- Provide leadership training and team building for the full management team.
- Develop and implement a long-term succession planning strategy, including training, mentoring, and developmental objectives.
- Develop leadership competencies for all supervisory positions with the District.

3. Streamline Processes

The goal of combining functional departments into five key service areas led by one team will create synergy. The entire organization will be operating as a whole, with the understanding of how each functional area contributes and ties in with the other. Communication and understanding of each area's responsibilities, contributions and expectations will be leveraged for delivering services in the most efficient and streamlined way. Delivery of service to our stakeholders requires the efforts of all areas working together. The cross-area learning and understanding will lead to creative problem solving and innovation.

To streamline processes, a complete understanding of the organization, by the Core Leadership Team, is necessary. To achieve this, General Managers will actively review the roles, functions, and budgets of the business lines in their Departments. In addition, a formal Core Service / Shared Service Review will be undertaken with the goal of finding efficiencies, combined service opportunities, shared service opportunities, service level needs, and staffing needs.

Core Service / Shared Service Review Process

A review team will systematically evaluate business units over a one to three week period. Review teams will consist of the CAO (where appropriate), the General Manager, a technical expert, and a manager from an unrelated business unit. Where necessary, consultants may be used to enhance the review. Each review will consist of formal interviews with staff and stakeholders, a review of financial information, a review of policies and procedures, and comparisons to local government best practices. Each review will take into consideration:

- Service levels – current and best practices
- Staff organization and structure
- Staff efficiency
- Staff morale
- Opportunities for sharing and/or alignment with other business units
- Financial strengths and weaknesses

The review team will complete analysis and produce a final report, for consideration by the Core Leadership Team. The report will provide recommendations to improve performance, to balance service levels, to streamline processes, to combine processes, and to improve morale.

Core Service / Shared Service Review – Business Function Priorities

High Priority	Medium Priority	Lower Priority
April to October 2010	November 2010-March 2011	March 2011-May 2011
<ul style="list-style-type: none"> • Parks & Engineering Operations • Parks & Engineering Design and Construction • Building • Economic Development • Tourism • Communications • Information Services 	<ul style="list-style-type: none"> • RCMP support functions • Emergency Management • Bylaw Enforcement • Recreation Services • Administrative Services • Planning 	<ul style="list-style-type: none"> • Real Estate • Fire Rescue

Streamlining Processes – Deliverables

- Complete Core/Shared Services reviews of all functions, including a final report and recommendations for improvement
- Implement recommendations from the completed Core/Shared Services reviews, as appropriate
- Increase efficiency levels through leveraging the ability to combine and share services
- Develop a clear understanding of optimum service levels and the resources required to meet the service level objectives
- Improve the efficacy, efficiency and quality of the building and development application review process.

4. Effective Communications

One of the most important components to ensure the success of Service Squamish is communication. Whether internal or external, strategic communication is a priority in Squamish.

A Strategic Communication Plan will be established in 2010. This plan will align resources, will engage the public, will be responsive to external pressures, and will guide the organization to achieve excellence. This major project is expected to be completed by November 2010 and will include emphasis on both internal and external communications.

A Strategic

Communication Plan

will be

established

in 2010.

Internal Communications

Communication will be established within and between all functional areas that have been grouped into key service areas. The on-going informal and accessible communication within the Core Leadership Team, Managers and Supervisors will emulate the informal and accessible communication style with team members. Face to face will be prioritized and we will leverage technology to build on communication opportunities including the use of intranet and web conferencing. A culture of constant, clear and consistent communication clarifies assumptions, “gets it done”, and creates a great team. The leadership team will be accessible and transparent to the organization. Systems for formal communication will be established to clearly communicate and engage throughout the organization:

- Weekly Leadership Team meetings
- Bi-weekly Management Team meetings
- All Staff meetings
- Formal and informal communiqués to employees
- Labour Relations Committees
- Occupational Health and Safety Committee
- Accessible leaders in each key service area

External Communications

We currently utilize a number of communications modes to engage the public and stakeholders, including Council meetings, webcasts, Town Hall meetings, the Mayor's email list, weekly newsletters, and through the media.

These external communications must be enhanced to consider the changing communications methodologies such as blogs, tweets, and remote interface with staff and Council. For all external communications, we must be comprehensive, far-reaching and clear and must ensure that the accurate messages are relayed to our citizens. We must find ways to leverage technology and our employees to provide accessible opportunities for information sharing for all community members and stakeholders. We will empower employees to communicate with the public – handle issues, discuss interests and pass on public communication to the organization for information follow-up.

Effective Communications - Deliverables

- Complete a detailed Strategic Communications Plan
- Establish schedules / meetings with media
- Provide communications training to key Managers and Council

5. Long-Term Strategies

We will determine short and long term goals and objectives. We will develop deliberate and measured strategic process to succeed at meeting the short and long-term goals of the organization. The goals and objectives will assist in our long-term strategy to reach our vision and will align with community values. To be successful, we must make valued financial decisions with a complete understanding of any and all long-range implications.

Economic Development Strategy	This will coordinate the economic development effort into a strategic plan that defines the District's economic development objectives and aspirations. It will address the structure, role, purpose and relationships of our economic entities and then coordinate their efforts to ensure maximum value. This will necessarily involve an assessment of the role of tourism development and its place in economic development.
Parks & Recreation Master Plan	A full review of existing facilities (both the Recreation Centre facilities and playing surface facilities) for estimated lifespan and a program for future development. The plan will also address recreation programming available to the community, identification of gaps in service, fees & charges, and a plan for filling the gaps and expanding service. A human and financial resource review would have to be undertaken simultaneously to determine the capacity of the existing resources.
Facilities Long-Range Plan	An analysis of all civic buildings including maintenance and replacement schedules.
Utilities and Infrastructure Long-Range Plan	A detailed time-to-failure analysis of all water, sewer, dyke, drainage, road, sidewalk, lighting, fields, trails, treatment facilities, etc., including maintenance and replacement schedules.
Equipment & Fleet Long-Range Plan	An analysis of all District-owned equipment including maintenance and replacement schedules.
Strategic Financial Plan	See following section.
Solid Waste Strategic Plan	An analysis of all waste streams including household waste, green waste, forest sector waste, demolition waste, and recommendations on reducing the loading on the landfill through contemporary diversion techniques. Specific attention will be paid to the business model for the landfill, considering regional and local issues.

Long-Term Strategies - Deliverables

- Complete long-range plan – Utilities and Infrastructure
- Complete long-range plan – Facilities
- Complete long-range plan – Equipment and Fleet
- Complete long-range plan – Solid Waste
- Complete long-range plan – Sustainability
- Complete Strategic Financial Plan
- Complete Economic Development Strategy
- Complete Community Recreation Master Plan

6. Provide Strategic Financial Management

The District needs a comprehensive financial strategy to ensure short and long-range financial planning considering all factors, including community expectations. Each year Squamish adds new building inventory and related taxation; service levels need to mirror the increased requirements. It is imperative that the financial plan encompasses:

- Borrowing
- Reserves
- Operating budget contingencies
- Development Cost Charges
- SLRD cost sharing
- Squamish Nation cost sharing
- Budget reporting

Attention to financial issues, both broad and detailed, will inevitably result in significant short-term and long-term savings. Although difficult to quantify, savings and/or resource reallocations are estimated to be substantial. The Service Squamish Initiative should result in financial savings that can be utilized in a number of ways, such as reduction in taxation, increases in levels of service, or the introduction of new services.

Strategic Financial Management - Deliverables

- Complete and implement the Strategic Financial plan
- Increase in District cost recovery
- Methodologies for approaching the budget process for the 2011 budget

7. Accountability

To create an environment of accountability, short and long term goals and objectives must be articulated to all staff. If staff are accountable for their actions, then they are likely to deliver on them. If staff do not understand their obligations, their roles, and corporate expectations, then they will likely feel a lack of interest and, most certainly, will not feel engaged in the needs of the organization.

We will assign specific tasks to staff, give them ownership and make them accountable for delivering on those tasks. We will provide particular attention to Council priorities.

We will also implement a performance management system to measure staff achievements and quality of work with the goal of enhancing a sense of accountability. We will reward those that exceed expectations and we will performance manage those who do not meet the minimum expectations.

Ensuring Accountability - Deliverables

- Measure the work environment through benchmarking
- Provide clear and documented direction for staff including assigning specific tasks with specific expectations around performance.
- Initiate a performance management system
- Conduct yearly staff developmental reviews

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

The Service Squamish Initiative positions the District for long-term success as a corporation to the benefit of all that we serve. In order for Council to determine if the new corporate structure is a success, new performance indicators will be implemented and measured monthly, bi-annually and annually, aligned with Council's priorities.

Service Squamish seeks to improve and expand public access to local government services and, with the imminent implementation of a strategic communications plan, the District will engage feedback through regularly conducted customer surveys on the website, via the Mayor's email list and through regular business and development channels. As a result, Departments will be able to develop, implement and communicate set service levels, implement benchmarks, so we know when we have hit targets, and conduct ongoing performance monitoring.

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

Benchmarking

Benchmarking is the process of sharing ideas and discoveries between related services with the goal of optimizing performance. Tracking processes will be implemented across the organization to measure performance on everything from development applications, building permits, metres of pipe replaced, tonnes of material in the landfill/ diverted from the landfill, agendas prepared, recreation programs enjoyed, newsletters distributed and licences sold, to name a few. Every department is now tracking deliverables for monthly reports and to assist with the preparation of the legislated Annual Report in June.

Perception of performance success and the response received from our customers is a direct indicator of whether or not, as a corporation, we are listening to customers. Satisfaction of those customers through improved service levels and new channels of communication is the goal.

Opportunities for our customers to rate our performance based on delivery of Council's priorities and goals will be welcomed and encouraged. When feedback indicates revisions to policy may be necessary, Council reports will be brought forward promptly.

A dynamic organization is not willing to fall behind. Through continual monitoring of both internal and external satisfaction and by comparing ourselves to our peers and to relevant private sector areas, we will be able to track our improvements and successes.

Service Squamish will also be a management system for developing, implementing, and managing strategy at all levels by linking corporate objectives, initiatives, and measures to Council's priorities and goals and the Community's priorities and goals. Clear benchmarking of corporate goals and necessary associated budget discipline is increasingly a best practice of local government.

Surveys

Customer Service Surveys

Establish a set of benchmarks and standards for responding to customer inquiries for both e-mail and phone. This includes an action plan and resource analysis to improve responsiveness. Understanding the level of satisfaction of residents and businesses with the services the District provides.

Employee Engagement Surveys

Employee engagement surveys are a recognized tool to measure the morale, health, performance, and understanding of organizations. Surveys will typically support areas that are functioning well and areas that require change. Providing these surveys on a regular basis also determines improvements to deficient areas and can be linked to performance measurement by business unit or by the City overall. Employee engagement surveys can also be compared to similar organizations allowing for comparisons and the exchange of best practices.

Organizational Assessment

Periodically, assessments must be made of the health of the organization, from an internal and from an external perspective.

- 360 degree / Organizational assessment feedback
- External stakeholder group interactions
- External stakeholder group surveys
- Community surveys

**This is an
opportunity for
staff to excel and
contribute at the
highest level in the
performance of
their duties.**

The District of Squamish, as a local government entity, has undergone many changes since incorporation in 1948. Growth, industry, employment, demographics, economies, development pressures, community expectations, and the impacts of Provincial and Federal adjustments have affected these changes. The community expects the District of Squamish to adapt to change and to deliver an exceptional and valued service.

The Service Squamish Initiative is the catalyst for transforming traditional government services provided to residents, businesses, and visitors. This is an opportunity for staff to excel and contribute at the highest level in the performance of their duties. There will be challenging steps to achieve our goals but attention will be paid to effective change management.

The Initiative relies on strong leadership, Council support, community integration, and staff engagement. Collectively, we can transform the District of Squamish into a world-class municipal government that can achieve the greatest of goals.

Appendix 1 – Core Leadership Team Bio's

**Chief
Administrative Officer**
Kevin Ramsay

Kevin brings over twenty-five years of municipal government experience to the role of CAO. During the last 15 years he has worked in a senior leadership role for the City of Vancouver in both Operational and Administrative capacities. Most recently, as a member of the Corporate Management Team, he held the position of General Manager of Human Resources and previous roles include Manager of Waterworks, Manager of Streets, Manager of Sanitation and Director of Emergency Management. As a strategic thinker Kevin brings proven success at business strategy, community engagement, change management along with the ability to inspire others to achieve a collective vision. Mr. Ramsay is a dynamic, passionate and progressive leader.

Kevin is a self-confessed hockey lout, and, when not on the ice, loves hanging out with his wife and three great children.

**General Manager of
Corporate Services**
Robin Arthurs

Robin has enjoyed a progressive and dedicated career in local government for over twenty-two years. Joining the District in 1999, she has been leading the Administrative Services team at the District of Squamish since 2002 beginning as Deputy Clerk and as Director of Administrative Services in 2006, ensuring that all legislative obligations are met at the Council and staff level. Robin's leadership shone when she embraced her tenure as Acting CAO during the recruiting phase for a new city manager. Robin holds a certificate in Local Government Administration from Capilano University, an Associate in Criminology, parliamentary designations, and leadership development courses from BC Institute of Technology and the Justice Institute of BC.

Robin spends her time off keeping up with her two great teenagers, and supporting the family business with her husband.

**General Manager of
Community Services**
Cameron Chalmers

Leading the District's planning efforts since 2002 Cameron and his Planning Team have been responsible for the policy and long-range planning as well as the development approvals process. A recent significant accomplishment is the development of the Official Community Plan (OCP). Before joining the District, Cameron spent five years learning and working in Calgary, Alberta. He holds a Bachelor of Arts (First Class Honours) from Simon Fraser University and a Masters of Environmental Design (Planning) from the University of Calgary. Cameron is also a graduate of the Leadership Sea-to-Sky program and the Aspen Institute's Executive Seminar.

Cameron lives in Squamish with his family, and is often seen enjoying local parks and trails with his daughter.

**General Manager of
Engineering Services**

Bob Kusch

Bob has committed his career to local government and the leadership of recreation and parks services in the communities of West Vancouver, Whistler and Squamish. Bob has led with enthusiasm the Recreation Parks and Tourism Department for the District of Squamish since 2004. Most recently he successfully led his team to stage both the Olympic and Paralympic torch relays for Squamish. Bob holds a Bachelor of Arts (Recreation) from the Central Washington University.

Away from work Bob loves to camp with his family, or pursue his other passion, slow-pitch.

**General Manager of
Protective and Support
Services**

Linda Glenday

Linda has been leading the Human Resources team for the District of Squamish since 2007. Previous to the District, Linda worked primarily in the private sector. Leadership roles included Corporate Trainer for Whistler Blackcomb (Intrawest) and Regional Director of Human Resources for ResortQuest. The transition to local government was a natural fit for her, matching her passion for public service. Linda is a graduate of the Leadership Sea to Sky Program, holds an Honours Bachelor of Science from the University of Waterloo and obtained her MBA from Royal Roads University in 2003.

In her time away from work Linda loves to be outside, and can be found skiing or mountain biking the trails in Squamish with her husband.

Chief Financial Officer

Joanne Greenlees

Joanne brings over thirty years of municipal finance experience to her role. She was an integral part of the Financial Services Department at the District of Squamish from 1977-2000. Since 2001, Joanne has been leading the finance team at Bowen Island, most notably through the challenging start-up of that municipality, incorporating services such as Fire, Sewer and Water Improvement Districts. Joanne is a Certified General Accountant (CGA).

During time off Joanne loves to enjoy the outdoors in Squamish, camping, hiking or cooking (mostly eating!).

Appendix 2 - Benchmarking

Priority	Description	Measurement
Engineering		
1	DVP's (Building or Engineering)	# days / permit # / month / year
2	Servicing Agreements	# days / permit # / month / year
3	Site Alteration Permits	# days / permit # / month / year
4	Watercourse Permits	# days / permit # / month / year
5	Business Licences	# days / permit # / month / year
6	Building Permits	# days / permit # / month / year
7	Sign Permits	# days / permit # / month / year
Human Resources		
1	Overtime	hours / month / year \$ / month / year departmental overtime employee overtime
2	Safety	incidents/month/year time loss/month/year cost/month/year
3	Absenteeism - sick, WCB, LOA	incidents/month/year time loss/month/year cost/month/year
4	Turnover	# / year
5	Recruiting - postings, applications	# / year
6	Grievances (number, step, resolved)	# / year
7	Training	hours / employee / year
8	Payroll cost/transaction	\$ / transaction

Priority	Description	Measurement
Recreation		
1	Attendance	- Public Skates # / month / year - Public Swims # / month / year - Arena Program enrollees # / month / year - Recreation Program enrollees # / month / year - Aquatic Program enrollees # / month / year - Seniors Program enrollees # / month / year
2	Complaints/Comments	# received # responded to
3	Fields / Parks / Cemetery / Campground	users / month / year maintenance hrs / month / year
Finance		
1	cash transactions at the Front Counter	# day / month / year
2	electronic cash transactions - telephone & internet banking	# day / month / year
3	A/P invoices processed	# day / month / year
4	A/R invoices processed	# day / month / year
5	tax penalties	# day / month / year
6	interest	# day / month / year
7	property tax receivable balance at year end	# day / month / year
8	return on investments	# day / month / year
Operations		
1	Preventable Equipment damage	\$ / month / year \$ / employee / year
2	Water	overall / month/ year quality / month / year
3	Boil water advisories	# / month / year
4	Watermain failures	# / month / year
5	Pump failures	# / month / year
6	Hydrant maintenance	# day / year
7	Biosolids	volume / day / week / month / year
8	Roads - pot hole repairs	\$ / sq. metre
9	Signs	# replaced / month / year
10	Complaints	# / year response time / year
11	Catchbasin cleaning	\$ / catch basin

Priority	Description	Measurement
Planning		
1	General inquiries/customer contacts	# / day / week / month / type
2	Planner's time allocations	hours / day / type
3	Policy initiatives	hours / policy
4	Development applications	# days / application, by type
Fire Rescue		
1	Public Education	events / month / year, by type
2	Inspections	# / month / year
3	Responses	# / month / year, by type # / time of day
4	Training	hours / FF /year
5	Vehicle maintenance	inspections / month / year out-of-service hours / year / unit
Real Estate		
1	Leases	Revenue / year # completed / year
Information Services		
1	Service	response time / year
Sustainability		
1	District energy costs	\$ / month / year, by type
Emergency Management		
1	Responses	# / month / year, by type \$ / response volunteer hours / month / year
Corporate		
1	Legal Fees	\$ / year / firm

Appendix 3 - Major Projects

Item		Completion
1	Organizational Realignment	Spring 2010
2	Official Community Plan	Spring 2010
3	Transportation Plan	Winter 2010/2011
4	Solid Waste Strategy	Fall 2010
5	Strategic Financial Plan	Fall 2010
6	SODC Sub-Area Plan	Summer 2010
7	Strategic Communications Plan	Winter 2010/2011
8	Community Road & ROW Standards	Fall 2010
9	Bike Lane Strategy	Winter 2010/2011
10	Enhance Squamish Nation Relationship	Ongoing
11	Water Loss Survey	Winter 2010/2011
12	Upper Mamquam Blind Channel Study	Summer 2011
13	Zoning Bylaw	Spring 2011
14	Long-range plan – Utilities and Infrastructure	Winter 2010/2011
15	Long-range plan – Facilities	Winter 2010/2011
16	Long-range plan – Equipment and Fleet	Winter 2010/2011
17	Long-range plan – Sustainability	Fall 2010
18	Economic Development Strategy	Summer 2010
19	Community Recreation Master Plan	2011
20	Subdivision / Development Control Bylaw	Winter 2010/2011
21	Trails Master Plan	Summer 2010

Appendix 4 - Council Priorities - 2010

2 0 1 0 COUNCIL PRIORITIES

Guiding Principles: Consider sustainability impacts on every decision (environmental including climate change, economic, social)

TOP 9

1. Finalize the Official Community Plan
2. Complete a Financial Strategic Plan – Operating & Capital / 3, 5, & 10 yr plan / project goals to tax & debt increases
3. Complete a long range Solid Waste Strategy
4. Measure and evaluate Service Levels and Process Expectations and develop efficiencies
5. Implement the SODC Plan
6. Complete a Proactive Strategic Communication Strategy
7. Ensure all decisions consider a Culture of Sustainability
8. Complete a Community Road Plan & Road Right of Way Standards, including priorities for construction and options for costing (could turn into developer pay for new dev / sidewalks) (part of DCC bylaw)
9. Complete a Bike Lane Strategy, including standards, priorities, costs, signage, enforcement, etc.

ON DECK

- Maximize Grant Opportunities
- Social Planning / Housing
- Water Conservation
- Trails Master Plan - Implementation
- Harbour Authority
- Squamish Nation Relationships
- Subdivision and Development Control Bylaw
- Update Zoning Bylaw
- Upper Mamquam Blind Channel Planning Process –Completion
- Recreation Master Plan

