

## SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

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**TO:** Finance Committee (Round 1 Budget) – November 25 and 26, 2024

**AUTHOR:** Tina Perreault, Chief Administrative Officer / Chief Financial Officer

**SUBJECT:** DRAFT CORPORATE WORK PLAN UPDATE

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### RECOMMENDATION(S)

**THAT the report titled Draft Corporate Work Plan Updated be received for information.**

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### BACKGROUND

At the October 28, 2024, Finance Committee Pre-Budget meeting, the Board reviewed a Draft Corporate Work Plan (the “Plan”). This Plan serves as a strategic guide for local governments, focusing on setting priorities, allocating resources efficiently, and delivering effective services to their communities.

Preliminary work on the Plan involved establishing departmental resource plans, updating past Board directives, and incorporating “extraordinary” operational and Board-approved projects. “Extraordinary” projects are defined as those that:

- Represent an increase or enhancement of service levels.
- Introduce a new service.
- Require high technical expertise, such as engineering or electrical knowledge.
- Have significant costs.
- Are complex.
- Involve considerable risk.
- Have long life cycles.
- Require collaboration with other divisions (e.g., Legislative Services for electoral approvals)

This report presents a revised Draft Plan in preparation for the addition of new projects as part of the 2025 Budget.

### DISCUSSION

The Draft Plan is a key tool for aligning the Sunshine Coast Regional District’s (SCRD) priorities with available resources. It will be refined through Board feedback, project completion updates, and outstanding directives. Given the existing project backlog and limited staff capacity, the Plan helps guide decisions on project prioritization for 2025, as well as the need for additional resources or adjustments.

The updated Draft Plan (see Attachment A for “Project Rating” and Attachment B for “Department”) reflects several revisions since the Pre-Budget meeting:

- **Project Rating:** The initial version only rated projects based on percentage completion. The revised version includes criteria such as:

1. Type of Project-aligns with current budget categories:

Rating	Points
Mandatory/Regulatory	5 points
Strategic Plan	4 points
Priority, Business continuity/	3 points
Board Directive	2 points
Discretionary	1 point
Not recommended/Other	0 points

2. Projects that have a grant deadline-yes/no (5/0 points).

3. Magnitude of risk for not proceeding with project:

Consequence	Points	Criteria / Examples
Catastrophic	5	- Major problem from which there is no recovery. - Significant damage to SCRD credibility or integrity. - Complete loss of ability to deliver a critical program.
Major	4	- Event that requires a major realignment of how service is delivered. - Significant event which has a long recovery period. - Failure to deliver a major political commitment.
Moderate	3	- Recovery from the event requires cooperation across departments. - May generate media attention.
Minor	2	- Can be dealt with at a department level but requires Executive notification. - Delay in funding or change in funding criteria. - Stakeholder or client would take note.
Insignificant	1	- Can be dealt with internally at the branch level. - No escalation of the issue required. - No media attention. - No or manageable stakeholder or client interest.

4. Criticality

		Points
Critical / Essential service	MUST	5 Points
Important to the service/critical component or element, no other way to retain service	SHOULD	3 Points
Not required, but would restore maintain current service level, would be good to complete	COULD	1 Point

5. Percentage Complete

Percent Complete	Points
75-100%	5 points
50-75%	4 Points
25-50%	3 Points
0-25 %	2 Points
Not Started	0 Point

- **By Department and by Rating:**

1. The Corporate Plan has now been segregated “By Department”. This better aligns with the Regional District model to represent the services and available resources to the associated projects.
2. The “Total by Rating” worksheet is an overall representation of all the SCRD projects based on their current rating.

- **Outstanding Board Directives:**

1. Directives that are deemed “extraordinary” in nature were added. Directives that related to a project listed on the corporate plan above were not added.
2. At this time, the directives have not been rated based on criteria of projects as listed above.
3. Directives have not all been assessed for resource implications.

- **Red Line-Capacity / Resource Implications**

1. The “red line,” previously shown at Pre-Budget on the overall list to denote staff capacity versus required project hours, is now presented by department, aiding in departmental-level capacity assessments.
2. At this time, the red line does not take into account the Outstanding Board Directives work required.

There is recognition of the significant project backlog facing the SCRD, which may take years to address depending on the addition of new projects. The red line indicator will support decision-making regarding new and existing projects, including the need for additional resources.

Currently, the Draft Plan does not account for new projects that could emerge from the 2025-2029 Financial Planning process. Future additions may require adjustments to the Plan, such as hiring more staff, bringing in consultants, deferring or canceling projects, or reconsidering current directives. Updates to the Plan will be provided throughout the Budget process, culminating in its formal adoption as part of the 2025-2029 Financial Plan Bylaw. The Plan will be updated continuously as projects progress and resources become available.

## **STRATEGIC PLAN AND RELATED POLICIES**

The 2023-2027 Strategic Plan aligned projects with the Board’s Focus Areas. Bylaws and Policies are related to rate setting and base budget proposals.

## **CONCLUSION**

This report presents an updated Draft Corporate Work Plan, encompassing current projects and Board directives, while considering staffing capacity for new 2025 requests. The finalized Plan will guide SCRD’s long-term strategic planning and be integrated into the 2025-2029 Financial Plan upon its adoption.

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**ATTACHMENTS:**

A – Draft Corporate Work Plan as of November 18, 2024 (by Project Rating)

B – Draft Corporate Work Plan as of November 18, 2024 (by Department)

Reviewed by:			
Manager		Finance	
GM		Legislative	
CAO		Other	