

SUNSHINE COAST REGIONAL DISTRICT STAFF REPORT

TO: Finance Committee (Pre-Budget) – October 28 and 29, 2024

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

SUBJECT: **DRAFT CORPORATE WORK PLAN- EXISTING PROJECTS, STAFF CAPACITY AND PRIORITIZATION**

RECOMMENDATION(S)

THAT the report titled Draft Corporate Work Plan- Existing Projects, Staff Capacity and Prioritization be received for information.

BACKGROUND

As part of the 2024 Budget, the Board approved the development of a Corporate Work Plan. The Corporate Work Plan serves as a roadmap for local governments, helping them to focus on strategic priorities, allocate resources efficiently, and deliver services effectively to their communities.

The development of the Corporate Work Plan is still underway and is being facilitated by the Innova Strategy Group. The preliminary work includes establishing departmental resource plans, reviewing and updating past Board directives, and incorporating operational and Board approved projects.

The purpose of this report is to present a preliminary draft of the Corporate Work Plan to provide the Board with an initial illustration of the current projects and the associated staffing capacity in contemplation of new requests for 2025.

DISCUSSION

The draft Corporate Work Plan (Attachment A) is not yet complete. Projects which are currently identified as “within existing staff capacity”, or above the “red line”, have not been reviewed or verified by the Board. The outstanding Board directives have also not been incorporated, which will also need to be considered when prioritizing the projects within the draft Corporate Work Plan. This work is scheduled to be completed before the 2025 Round 1 Budget deliberations in November 2024.

It is important to note that the Corporate Work Plan will need to be continuously updated as projects are completed, and resources become available. This will reflect a change in the “red line”, however, there is acknowledgement that there is a large backlog of projects that the Sunshine Coast Regional District (SCRD) needs to get through. This may take a couple of years, depending on how many new projects are added.

The draft Corporate Work Plan does not reflect any new projects that might be added through the 2025-2029 Financial Planning process. In contemplating new proposals for 2025, staff are seeking direction from the Board on which projects they would like to come forward to 2025 Round 1 Budget and which ones could be deferred or abandoned.

The Board may also direct staff to bring back options on how certain projects could be facilitated. New 2025 proposals will further impact the draft Corporate Work Plan, potentially requiring a reprioritization of projects. These include adding additional staff or consultancy resources, deferring or abandoning existing projects, or abandoning current directives.

A revised version of the draft Corporate Work Plan will be provided throughout the Budget process and will be formalized when the 2025-2029 Financial Plan Bylaw is adopted.

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

The draft Corporate Work Plan provides an essential starting point for aligning the SCRD’s strategic priorities with its available resources. As the Corporate Work Plan continues to evolve, it will be refined based on Board feedback and the completion of outstanding directives. Given the backlog of projects and the limited staffing capacity, it will be important for the Board to make informed decisions about which projects to prioritize for 2025, and whether additional resources or adjustments are necessary.

The finalized Corporate Work Plan will play a key role in shaping the SCRD's long-term planning and will be integrated into the 2025-2029 Financial Plan once adopted.

Attachment:

A – Draft Corporate Work Plan as of October 19, 2024

Reviewed by:			
Manager		Finance	
GM	X - S. Gagnon X - R. Rosenboom X - I. Hall	Legislative	X - S. Reid
CAO		Other	