

# STRATEGIC PRIORITIES 2015



# Context

## Introduction

**Strategic Planning** is a process to define an organization's direction, determine long range planning goals and guide decision-making. Most strategic plans address high level initiatives and overarching goals. Metaphorically, a strategic plan is an organizational roadmap.

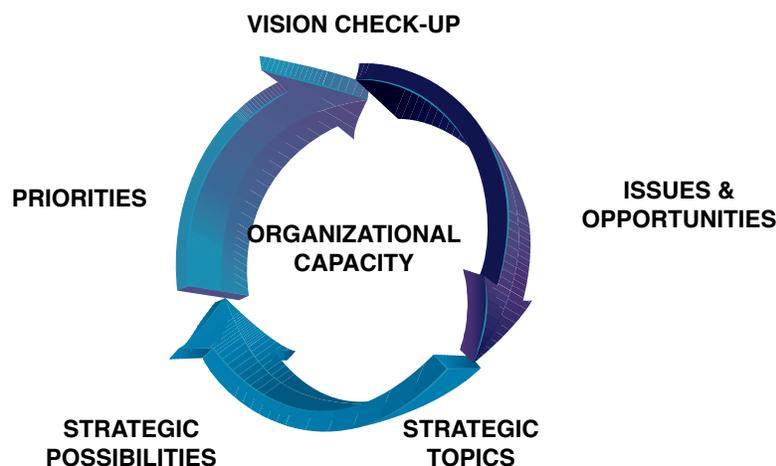
If strategic planning is the roadmap, **Strategic Priority Setting** is the vehicle to reach the destination. In fact, it is a tool to narrow the array of choices facing a local government amidst limited resources.

To assist Council in this process, the Village of Pemberton enlisted the services of Dr. Gordon McIntosh of the Local Government Leadership Institute to facilitate a **Priority Setting Workshop**. The outcomes of this February 2015 session resulted in specific priorities for Council attention NOW as well as NEXT and LATER as resources become available.

The purpose of this report is two-fold:

- To document the process as a reminder of how Council's strategic priorities were identified. Knowledge of the steps and tools used allow Council and Administration to replicate the process thereby keeping strategic priorities current and relevant.
- To document outcomes from the session providing Council with a synopsis of strategic priorities and operational action items along with a detailed work plan to allow for successful follow-up action.

The graphic below illustrates the ever flowing cycle of strategic priority setting. The process and products are documented in the following pages of the report.



## Council Vision

### ***Economic Vitality***

The Village values and supports a competitive and diversified economy with engaged corporate citizens.

### ***Good Governance***

The Village is committed to citizen engagement, being an open, honest and accountable government, and fiscal responsibility.

### ***Excellence in Service***

The Village is committed to delivering the highest quality of municipal services within the scope of our resources.

### ***Social Responsibility***

The Village strives to create a strong and vibrant community recognizing the importance and benefits of both healthy and engaged citizens as well as an accessible and well managed natural environment.

## Decision Making

There are three key documents that Council utilizes to set the strategic direction for the Village of Pemberton:

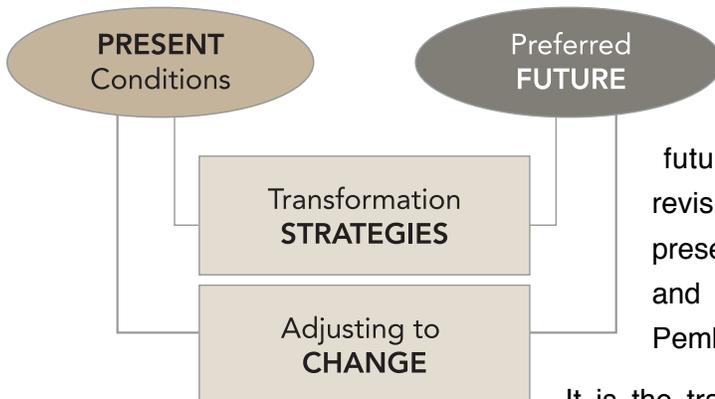
***Strategic Plan*** - sets the over-arching operational direction for the Village. It is reflected in the Annual Report and Council strategic priorities are identified in the annual budget.

***Five (5) Year Financial Plan*** - updated on an annual basis, the first year reflects the current operating budget. The following four (4) years identify essential projects and are re-evaluated as current budgets expire and new plans are developed.

***Official Community Plan*** - a dynamic document that guides Council decision making for all projects that involve land use, building and development. It touches on community priorities such as sustainability, trails, culture, recreation, agriculture and the local economy.

Source: Village of Pemberton  
Annual Report (2013)

# Process



Council's priority setting process followed the *open systems model* of strategic planning. Beginning with the end in mind, the preferred future is defined and the community vision is revisited. The next step is looking at the community's present conditions by highlighting the current issues and discussing opportunities facing the Village of Pemberton.

It is the transformation stage of the model where the gap between vision and reality is closed by defining achievable actions and setting priorities. Strategic priority setting steps involve identifying actions, developing strategies and making choices consistent with the mandate and available resources of the Village.

A final critically important element of the process is adjusting to change. Strategic priorities need to be regularly monitored and adapted to changing external conditions and organization capacity. Once priorities are completed, new ones can take their place. As well, policies and systems must be aligned for successful implementation of strategies.

## Vision Check-up

To begin the workshop process, Council and senior staff discussed what success would look like for the Village of Pemberton using five distinct areas of a sustainable community – Economy, Environment, Infrastructure, Social and Governance factors. The framework creates a Vision Checklist that articulates measurable outcomes that can be assessed in quantifiable terms such as amounts or percentages; observable benefits that can be seen or perceived such as feelings and experiences; tangible outputs that are produced such as services and programs delivered to the community.

The checklist was used as a tool to conduct a **Vision Check-up** 'what is working well' (factors that ought to be strengthened) and 'areas for attention' (factors that should be addressed).

Council can utilize this tool to monitor and assess the health and progress of the organization – either internally with staff or externally through public consultation processes. Involving stakeholders allows Council to understand community perspectives from residents, businesses and partners. It causes Council and the organization to think about the big picture not just recent issues, consider external not just internal interests and define measures of success for future analysis of strategic directions and priorities.

A Vision Check-up can be conducted annually as part of Council's priority setting process.

# VISION CHECK-UP

February 2015

## ENVIRONMENT: Success Indicators / Expectations

### Human Environment , Community Aesthetics, Natural Area Protection, Environmental Quality, Land Use, Energy Conservation

- Pemberton is the environment – natural and striving to maintain that feeling of small town, farm land, rural
- The foot print of Pemberton reflects the natural environment - good, strong and clean
- Natural area protection is paramount
- The community aspires to be environmental stewards
- One Mile Lake master plan as a living document
- Trail systems are developed in a way that acknowledges the protection of the natural environment
- Urban sprawl is avoided
- Site lines - community forest - is protected
- Solid planning principles
- Continue with the education to protect natural areas
- Community engagement, collaborative decision-making
- Enhancing community walkability
- Effectively merging the old and new Pemberton
- Connectivity as a community culture

WHAT WORKS WELL	AREAS FOR ATTENTION
<ul style="list-style-type: none"> <li>• Attention to environment / not taken for granted</li> <li>• Cultural focus - lens for planning</li> <li>• Fire protection - training</li> <li>• Leader in environmental stewardship</li> <li>• Community engagement</li> <li>• One Mile Lake</li> <li>• Continual striving for excellence</li> </ul>	<ul style="list-style-type: none"> <li>• Identify wetland areas - isolate and protect</li> <li>• Awareness between farmland/urban - land use planning</li> <li>• Diversion from landfill- decrease footprint</li> <li>• Visual improvements to buildings</li> <li>• Fire Smart - program and public awareness</li> <li>• Dyking system</li> <li>• Water conservation</li> <li>• Public transit</li> <li>• Walkable areas</li> <li>• Community forest protection</li> <li>• Public education on programs</li> <li>• Advocacy</li> </ul>

## VISION CHECK-UP

February 2015

### ECONOMY: Success Indicators / Expectations

#### Job Creation, Business Retention, Business Growth & Attraction, Community Image & Reputation

- Employment options for Pemberton
- Strong and diversified industries
- Desirable community to live and play and work
- Good community image
- Tourism destination
- Phased tax bylaw for the industrial park
- Reduction in business vacancies
- Service opportunities to tourism sector
- Leverage partnerships
- Quality, outdoor lifestyle as a promotional asset
- Open for business that fits
- Attraction of like-minded developers
- Supportive housing to Whistler community

#### WHAT WORKS WELL

- Pemberton Music Festival, Ironman
- Retail and restaurants
- Community image, reputation
- No box stores
- Strong, engaged business community
- Business friendly policies and procedures
- Great product to promote
- Protection of product
- Beautiful Barn

#### AREAS FOR ATTENTION

- Targeting / diversifying industry
- Increased employment in the Valley
- Tourism event to build on and grow
- Tech business attraction
- Support to local business / retention and prosperity
- Creatively compete with business down the road
- Branding and marketing
- Tourism - 'beyond Whistler'
- Building and development parameters and policies
- Balanced development
- Protection of unique core district
- Increase housing options
- Future model of economic development
- SLRD / industrial companies in agricultural lands
- Post secondary education - partnership with Lil'wat
- Independent school
- Coombs goats on the roof - similar program
- 100 Mile Diet - food security
- EDO working with partners
- Relationship with Chamber / Tourism Pemberton

## VISION CHECK-UP

February 2015

### INFRASTRUCTURE: Success Indicators / Expectations

#### Transportation, Utilities, Facilities, Community Systems, Quality Service Delivery

- Effective transportation networks - roads, trails and sidewalks
- Parks and green spaces throughout the community
- Efficient, quality water systems - security, waste water, sewer and dykes
- Well maintained facilities
- Asset management plan
- Adequate reserves for future / emergency projects
- Effective vehicle traffic flow, walkable community
- Infrastructure replacement plan / protection
- Infiltration and inflow plan / protection
- Unique / attractive downtown infrastructure

#### WHAT WORKS WELL

- Mid project - new reservoir
- Good sidewalks / sidewalks downtown
- Asset management plan underway
- New staff complementing existing staff
- Fire flow improvements
- Birch Street improvements
- Pemberton Hotel improvements

#### AREAS FOR ATTENTION

- Road improvements
- More sidewalks
- Park improvements - benchlands
- Downtown traffic flow
- Neighbourhood connectivity
- Municipal assets - efficiency improvements
- Reserve allocations
- Back up capacity for critical infrastructure systems
- Building improvements - priority list
- Shared resources - regionally
- Capacity for growth
- Shelf ready projects - ready to access funding
- Training and cross training
- Asset management plan

# VISION CHECK-UP

February 2015

## **SOCIAL: Success Indicators / Expectations**

**Arts & Culture, Support Network, Citizen & Property Safety, Healthy Lifestyles, Health Service Access, Sense of Heritage**

- Variety of recreation opportunities for locals and visitors
- Indoor /outdoor recreation facilities
- Seniors programming and services
- School age children programming and activities
- Roundabout art program
- Downtown gathering place for events
- Affordable/attainable housing options
- Low crime rate - safe community
- Supportive and recognized volunteers
- Quality medical services
- Engaged, networked community
- Self sufficient community - recognizable jurisdiction
- Appreciation / integration of cultural diversity

WHAT WORKS WELL	AREAS FOR ATTENTION
<ul style="list-style-type: none"> <li>• Community pride - helpful engaged citizens</li> <li>• Volunteer recognition - good community groups</li> <li>• BMX / Skateparks</li> <li>• Arts and culture - Barn</li> <li>• Active service clubs - get things done</li> <li>• Natural assets - trail systems</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships with stakeholders</li> <li>• Community safety - Portage Road</li> <li>• Social wellness - alignment improvements</li> <li>• Community group capacity building opportunities</li> <li>• Encourage volunteerism - STP's</li> <li>• Decrease reliance on Village</li> <li>• Public education - emergency information sharing</li> <li>• Build on / promote trail systems</li> <li>• Recreation services</li> <li>• Balanced, affordable services</li> <li>• Affordable / attainable housing - land purchase?</li> <li>• Community engagement - sharing creative ideas</li> <li>• Park development</li> </ul>

## VISION CHECK-UP

February 2015

### **GOVERNANCE: Success Indicators / Expectations**

#### **Strategic Direction, Effective Policies, Role Clarity, Agency Liaison, Public Communication**

- Citizen satisfaction with facilities, programs, processes and Council decision-making - positive feedback
- Community engagement and innovative input toward service provision and Village processes
- Clear direction from Council to the organization - good information/recommendations from staff to Council
- Clear understanding and adherence to roles and responsibilities
- Good inter-departmental and inter-municipal relationships
- Transparent decision-making to facilitate public support and education of Village services and processes
- Regional collaboration to reduce duplication and better serve residents
- Efficient and effective service provision focused on strategic direction and community priorities
- Good management of governance restructure / what works best for the community
- Inclusive attitude and programming to ensure benefit to all residents
- Teamwork and collaboration between members of Council as stewards of the community
- Alignment of plans and resources to implement priorities - get stuff done
- Credible and informational communication with residents and businesses
- Effective website communication
- Definition between required legislated services and discretionary services
- Fiscal responsibility

#### **WHAT WORKS WELL**

- Committed professional team / staff
- Strong, functional Council
- Good public engagement / outreach
- Proactive policies, procedures, bylaws
- Improving relationships with local authorities
- Communication and sharing the story
- Relationship building
- Building trust - working towards goals
- Good use of social media
- Bridge between Lil'wat and SLRD

#### **AREAS FOR ATTENTION**

- Boundary expansion
- Stakeholder relationships
- Make hard decisions that benefit the community
- Communication, collaboration, cooperation
- Clear strategic direction and follow through
- Council check-ins to ensure good decision-making
- Public education re: municipal services and decisions
- Governance restructuring - what does that look like?
- Fiscal responsibility
- Show case successes
- Friendship Bridge and trail location

## Issues and Opportunities

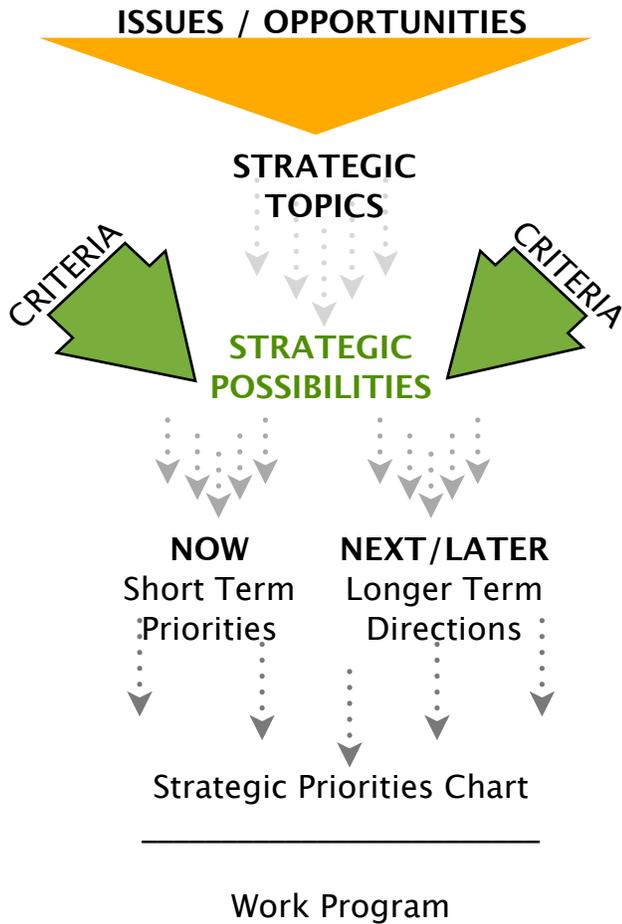
Before designing a building, architects survey the landscape – then they bring the client’s vision into existence. Following this notion, by surveying the landscape of the community Council is better prepared to address public expectations and needs. The end result is key strategic topics to be addressed in the priority setting process.

During the workshop, Council identified a list of current and emerging issues and opportunities facing the Village of Pemberton.

ISSUE / OPPORTUNITY	ISSUE / OPPORTUNITY
Limited financial resources	Communication – web presence
Balance the budget within means	Senior housing opportunities
Buildings infrastructure (civic)	Transit
Water supply, safety, potable	Affordable housing
Infrastructure upgrades	Recreation facilities
4 Levels of government (in 6kms)	First Nations relationships
Traffic flow/connectivity	Review joint services
Neighbourhood pedestrian connection	Agricultural parks plan
Asset management plan	Maintain affordability
Round-about art	Village assets programming
Wetlands designation	Encouraging land development
Portage Rd safety/signage	Zoning bylaw review
Minimize environmental footprint	OCP bylaw review
Building reserves	Lobbying of provincial government
Working with community groups	Grant sourcing

ISSUE / OPPORTUNITY	ISSUE / OPPORTUNITY
Eagle Drive remediation	Environmental stewardship
Council check In	Friendship trail bridge
Celebrating Successes	Leveraging existing events
Supporting a vibrant cottage industry	Downtown revitalization
Winds of Change committee	Completing lease negotiations
Tourism Development	Shelf ready projects
One mile lake	Signage improvements (clutter)
Fire Services Agreement	Cultural plan public art policy
Economic development officer	Employer of choice
Seniors committee creation	HR plan (employee manual)
Designated heritage zones	Community grants
Secondary Industry	Sign bylaw review/update
Rise & report on website	Wayfinding signage
Fire establishment bylaw	Procedural bylaw
Staff development/training	Pemberton Creek observation deck
Family opportunities	Welcome Sign
Protect natural areas	Community forest
Emergency management plan	Community engagement
Internal Communications	Governance restructure (BE)
Bylaw education & enforcement	Finding local revenue sources

# Issues and Opportunities to Priorities



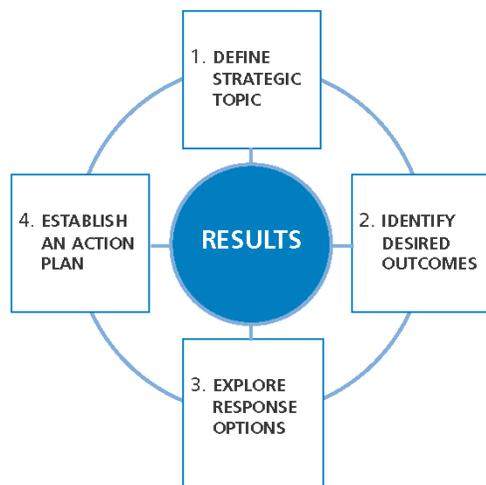
SHORT LIST
ISSUE / OPPORTUNITY
<b>GOVERNANCE RESTRUCTURE</b>
<b>BUILDING RESERVES</b>
WATER, SAFETY, SUPPLY, POTABLE
<b>INFRASTRUCTURE</b>
Emergency Management Program
Asset Management
<b>SHELF READY PROJECTS</b>
<b>FIRE SERVICE AGREEMENT</b>
RECREATION FACILITIES
ONE MILE LAKE
COMMUNITY FOREST
ECONOMIC DEVELOPMENT OFFICER
Transit
FRIENDSHIP TRAIL BRIDGE
BALANCE BUDGET
<b>BOLD CAPITALS = COUNCIL / STAFF COMMON ITEMS</b> CAPITALS = COUNCIL ITEMS and Title Case = Staff lead items

## Strategic Topics

The Issue and Opportunity Short List was reviewed and discussed. From this discussion, Council developed a list of Strategic Topics, which became the focus of the priority setting process. The Strategic Topic list is not the same as the issue short list. There may be several items captured within one topic. Council agreed to explore the following strategic topics:

1. Governance Restructure
2. Building Reserves
3. Asset Management
4. Water
5. Community Forest
6. One Mile Lake
7. Recreation Facilities
8. Shelf Ready Projects
9. Fire Service Agreement
10. Budget: Taxes
11. Friendship Trail and Bridge
12. Economic Development / Tourism
13. Lil'wat First Nation

To move from strategic topics to strategic priorities, a four-step process, the **Solution Seeking Model**, was utilized.



Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected.

The solution seeking discussion generated enough information to consider the strategic topics as *strategic possibilities*. This does not make them priorities – yet. There are too many of them given the organization's limited capacity. An organization's capacity box is not readily visible but does have limitations or boundaries. It is useful to look at organizational capacity as a box of balls. If the box is full then Council must be realistic about putting more initiatives inside. Some of the limitations include:

- Policy – procedures that define mandate and roles
- Finances – available net resources
- Culture – norms delineating acceptable behaviours
- Risk – tolerance for organization and legal exposure
- Human resources – available staff and competency levels

These capacity box elements are impacted by dynamic internal and external factors:

- Funding – available funding beyond day-to-day operations
- Scrutiny – level of visibility for organizational actions
- Demands – diverse requests from clients and the public
- Environment – conditions impacting the organization
- Support – legitimacy and trust among stakeholders

## STRATEGIC POSSIBILITIES

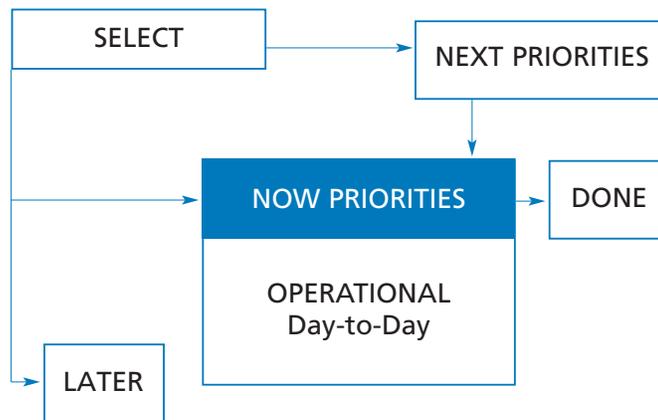
STRATEGIC TOPIC	ACTION
<b>1. GOVERNANCE RESTRUCTURE</b> <i>PVUS</i> <i>Boundary Extension</i> (COUNCIL NOW & ADVOCACY)	<ul style="list-style-type: none"> <li>• Review PVUS terms of reference with SLRD.</li> <li>• Meet with partners and create a list of potential joint services.</li> <li>• Identify land area for potential extension and provide analysis to Council.</li> </ul>
<b>2. BUILDING RESERVES</b> <i>Gas Tax Grant</i> (COUNCIL ADVOCACY ITEM) <i>Social Reserve Fund</i> (Operational Item)	<ul style="list-style-type: none"> <li>• Joint local government efforts to achieve greater funding for infrastructure need from senior government.</li> <li>• Provide report to Council with recommendations relating to the development of a social reserve that address social amenities.</li> </ul>
<b>3. ASSET MANAGEMENT</b> <i>Capital Strategy</i> (COUNCIL NEXT ITEM)	<ul style="list-style-type: none"> <li>• Assess and prioritize existing and future infrastructure needs and align timing with projected funding.</li> </ul>
<b>4. WATER</b> <i>Sewer Fees</i> (COUNCIL NEXT ITEM) <i>I&amp;I Outflow Inspections</i> <i>Water Reservoir Completion</i> <i>Water Looping</i> <i>Water Service Agreement</i> (Operational Item)	<ul style="list-style-type: none"> <li>• Review sewer fees and develop cost recovery formula.</li> <li>• Conduct infiltration and inflow inspections to determine flow levels.</li> <li>• Complete water reservoir upgrades.</li> <li>• Secure water looping permit.</li> <li>• Negotiate water service agreement with Lil'wat Nation.</li> </ul>
<b>5. COMMUNITY FOREST</b> <i>Feasibility Study</i> (COUNCIL NOW PRIORITY)	<ul style="list-style-type: none"> <li>• Issue request for proposals to undertake a feasibility study prior to budgeting for the project.</li> </ul>
<b>6. ONE MILE LAKE</b> <i>Master Plan</i> (COUNCIL NEXT ITEM) <i>Site Repairs &amp; Amenities</i> (Operational Item)	<ul style="list-style-type: none"> <li>• Review current plan and develop terms of reference for plan update.</li> <li>• Create list and work plan for 2015 action items.</li> </ul>
<b>7. RECREATION FACILITIES</b> <i>Recreation Service Delivery</i> (COUNCIL NEXT ITEM)	<ul style="list-style-type: none"> <li>• Review and explore with SLRD the business and recreation service delivery.</li> </ul>
<b>8. SHELF READY PROJECTS</b> <i>Project Selection</i> (COUNCIL NOW PRIORITY)	<ul style="list-style-type: none"> <li>• Select top five shelf ready projects that match funding criteria.</li> </ul>
<b>9. FIRE SERVICE AGREEMENT</b> <i>Agreement Negotiation</i> (COUNCIL NEXT ITEM)	<ul style="list-style-type: none"> <li>• Review current agreement and determine funding formula, options for combining fire and rescue services and development of an agreement with Lil'wat Nation.</li> </ul>
<b>10. BUDGET: TAXES</b> <i>Capital Strategy</i> (COUNCIL NEXT ITEM) <i>Budget Education</i> (Follow-up Action Item)	<ul style="list-style-type: none"> <li>• Identify capital priorities for the 2016 budget.</li> <li>• Provide public communication piece that informs citizens of the rationale and specific projects related to tax increase.</li> </ul>
<b>11. FRIENDSHIP TRAIL</b> <i>Trail Bridge</i> (COUNCIL NOW PRIORITY)	<ul style="list-style-type: none"> <li>• Apply for grant funding to construct the bridge for safe passage and connection between three communities.</li> </ul>
<b>12. ECONOMIC DEVELOPMENT</b> <i>Economic Development Strategy</i> (COUNCIL NEXT ITEM)	<ul style="list-style-type: none"> <li>• Develop terms of reference for the creation of an Economic Development Strategy that involves partners, stakeholders and the Chamber of Commerce.</li> </ul>
<b>13. LIL'WAT FIRST NATION</b> <i>Share Services</i> (COUNCIL NEXT ITEM)	<ul style="list-style-type: none"> <li>• Meet with Lil'wat First Nation to identify and explore shared service opportunities.</li> </ul>

# Results

## Strategic Priorities

Based on the number of topics, organizational capacity and the application of the reality, urgency and responsibility criteria, the strategic topics were translated into five **strategic priorities** to be addressed NOW (see Strategic Priorities Chart, next page).

The Strategic Priorities Chart captures Council's priorities and operational strategies at the time of the February workshop. Items listed in **BOLD CAPITALS** indicate priorities Council wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with Council direction. Items listed in CAPITALS indicate priorities that will be addressed NEXT or when a NOW item is completed. **Bold** items indicate Organizational Improvements to maximize Council and staff capacity as well as excellence in governance.



In addition to Council priorities, there are other strategic matters receiving the attention of Administration. These Operational Strategies are noted in regular font on the Strategic Priorities Chart.

The utility of the priority setting process is evident in the number of items that can truly be acted upon as **Strategic Priorities**. The focus is on **five** NOW priorities. When these are completed, one-by-one they are replaced with NEXT items. LATER items or NEW items are not lost. They are reviewed using specific criteria and move up the list as resources become available or as new needs emerge. Accomplishments are achievable - not just words on paper.

To this end, the Strategic Priorities Chart should be reviewed regularly as a reminder of the organization's capacity to make adjustments, change priorities and celebrate achievements. It should be included in every Council meeting agenda as a constant reference, updated monthly by the CAO (Chief Administrative Officer) with Council and reviewed quarterly by the CAO with Council and with staff.

# STRATEGIC PRIORITIES CHART

February 2015

## CORPORATE PRIORITIES (Council/CAO)

<p><b>NOW</b></p> <ol style="list-style-type: none"> <li>1. <b>FRIENDSHIP TRAIL BRIDGE: Application</b></li> <li>2. <b>COMMUNITY FOREST: Feasibility</b></li> <li>3. <b>BOUNDARY EXTENSION: Analysis</b></li> <li>4. <b>PVUS: Joint Governance Review</b></li> <li>5. <b>SHELF READY PROJECT: Selection</b></li> </ol>	<p><b>TIMELINE</b></p> <p>February</p> <p>June</p> <p>March</p> <p>June</p> <p>June</p>
<p><b>NEXT</b></p> <ul style="list-style-type: none"> <li>• CAPITAL STRATEGY</li> <li>• RECREATION SERVICE DELIVERY</li> <li>• ECONOMIC DEVELOPMENT STRATEGY</li> <li>• SEWER FEES</li> <li>• FIRE SERVICES AGREEMENT</li> <li>• ONE MILE LAKE PLAN</li> <li>• FIRST NATION SHARED SERVICES</li> </ul>	<p><b>ADVOCACY / PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>• <i>Gas Tax Grant</i></li> <li>• <i>Friendship Trail Bridge Grant</i></li> <li>• <i>PVUS Joint Governance Review</i></li> </ul>

## OPERATIONAL STRATEGIES (CAO/Staff)

<p><b>CHIEF ADMINISTRATIVE OFFICER</b></p> <ol style="list-style-type: none"> <li>1. <b>FRIENDSHIP TRAIL: Application - Feb.</b></li> <li>2. <b>PVUS: Joint Governance Review - June</b></li> <li>3. <b>BOUNDARY EXTENSION: Analysis - Mar.</b></li> </ol> <ul style="list-style-type: none"> <li>• <b>SHELF READY PROJECT: Selection</b></li> <li>• FIRE SERVICES AGREEMENT</li> </ul>	<p><b>FIRE</b></p> <ol style="list-style-type: none"> <li>1. Fire Truck Specifications - April</li> <li>2. Fire Hall Design - June</li> <li>3. FUSS Report: Review Priorities - Mar.</li> </ol> <ul style="list-style-type: none"> <li>• Training Ground Upgrades</li> <li>•</li> </ul>
<p><b>CORPORATE &amp; LEGISLATIVE SERVICES</b></p> <ol style="list-style-type: none"> <li>1. <b>COMMUNITY FOREST: Feasibility - June</b></li> <li>2. Council Procedure Bylaw - April</li> <li>3. Employee Manual - Sept.</li> </ol> <ul style="list-style-type: none"> <li>• ECONOMIC DEVELOPMENT STRATEGY</li> <li>• Chamber Welcome Sign</li> </ul>	<p><b>OPERATIONS</b></p> <ol style="list-style-type: none"> <li>1. Reservoir - June</li> <li>2. Water Looping - Sept.</li> <li>3. I&amp;I and Outflow inspections - May</li> </ol> <ul style="list-style-type: none"> <li>• ONE MILE LAKE: Projects &amp; Plan</li> <li>• Eagle Drive Remediation</li> </ul>
<p><b>FINANCE / ADMINISTRATION</b></p> <ol style="list-style-type: none"> <li>1. CAPITAL STRATEGY: Priorities - Oct.</li> <li>2. SEWER FEE: Analysis - Nov.</li> <li>3. Admin fee Bylaw Review - Sept.</li> </ol> <ul style="list-style-type: none"> <li>• Expense Policy Review</li> <li>•</li> </ul>	<p><b>DEVELOPMENT</b></p> <ol style="list-style-type: none"> <li>1. Barn Program - April</li> <li>2. Agricultural Parks Plan - Sept.</li> <li>3. Development Procedure Bylaw - June</li> </ol> <ul style="list-style-type: none"> <li>• Zoning Bylaw</li> <li>• OCP Review</li> </ul>

**CODES:** **BOLD CAPITALS** = NOW Priorities; **CAPITALS** = NEXT Priorities; *Italics* = Advocacy; Regular Title Case = Operational Strategies

## Strategic Priorities Work Program

As the final stage in the solution seeking process, an action plan was developed that identifies resources and responsibilities to implement Council's priorities. The Strategic Priorities Work Program is used to determine the activities and resources required to implement strategic priorities. It is necessary for:

- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not it should move to NEXT status.
- **Work Planning** – the CAO will be better equipped to assign work knowing the time and effort required of staff to implement Council priorities.
- **Performance Monitoring** – Council will be able to perform its oversight role better if there are timeframes to monitor progress and results.

The Work Program lays out what is necessary from staff and / or partners to implement a strategic priority. The Work Program clearly itemizes Council expectations in terms of:

- **Who** – responsibility for implementation and decisions
- **Why** – success indicators to monitor progress and results
- **What** – specific task and activities that need to be done
- **When** – sequencing of activities with target dates
- **How** – human, material and fiscal resources required

The Strategic Priorities Work Program defines the desired outcomes for each priority (column 1), options for achieving the priority (column 2) and actions, responsibility and timelines (column 3).

Regular updating of the chart ensures that everyone is '**on the same page**'. Roles are clear, the focus is defined and progress is monitored and celebrated. Extracted from the report, the Strategic Priorities Chart and Work Program are intended to be working documents, updated regularly.



### Strategic Priority Work Program

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>NOW</b>		
<p><b>1. FRIENDSHIP TRAIL BRIDGE</b> (CAO)  <i>How do we move forward on the construction of the connecting bridge?</i>  <b>* Funding Application</b></p> <ul style="list-style-type: none"> <li>• Connect three communities</li> <li>• Safe passage between communities</li> <li>• Agreement on location and alignment</li> <li>• Federal funding to bridge the gap</li> <li>• Enhance active lifestyles of residents</li> <li>• Symbolic of community connections</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li>   <li>• VOP</li> <li>• SLRD</li> <li>• Lil'wat</li> <li>• <b>Combination</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Confirm design and location</li> <li>2. Submit application for federal funding - Feb.</li> <li><b>3. Confirm funding for 2015 'go or no go' - June</b></li> </ol>
<p><b>2. COMMUNITY FOREST</b> (Corporate)  <i>How do we proceed to best realize the potential of a community forest?</i>  <b>* Feasibility Study</b></p> <ul style="list-style-type: none"> <li>• Show environmental leadership / stewardship</li> <li>• Potential revenue</li> <li>• Job creation</li> <li>• Value added secondary industry</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• <b>Consultant</b></li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Issue RFP for feasibility study to inform budget - Mar.</b></li> <li>2. Confirm budget - May</li> <li>3. Seek potential partner - June</li> <li>4. Review report - June</li> <li>5. If favorable, hold community consultation - Sept.</li> <li>6. Management plan - Sept.</li> <li>7. Partner agreement - Sept.</li> <li>8. Application - 2017</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p><b>3. BOUNDARY EXTENSION</b> (CAO)  <i>How do we plan for community growth and improve services?</i>  <b>* Analysis</b></p> <ul style="list-style-type: none"> <li>• Clarity of vision</li> <li>• Land area for future growth</li> <li>• Regional support</li> <li>• Planning ability for future infrastructure needs</li> <li>• Developer certainty</li> <li>• Affected resident support</li> <li>• Collaborative process</li> <li>• Common goals</li> <li>• Sense of identity</li> <li>• Equity for taxpayer</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• <b>Combination</b></li> </ul>	<ol style="list-style-type: none"> <li><b>1. Analysis - Mar.</b></li> <li>2. Public consultation</li> <li>3. Application</li> </ol>
<p><b>4. PVUS JOINT GOVERNANCE REVIEW</b> (CAO)  <i>How do we ensure Pemberton Valley Utilities &amp; Services effectively represents Pemberton's interests?</i>  <b>* Joint Service Review</b></p> <ul style="list-style-type: none"> <li>• Effective decision-making</li> <li>• Proportional representation</li> <li>• Good staff liaison</li> <li>• Information sharing</li> <li>• Cost / benefit analysis</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li> </ul> <ul style="list-style-type: none"> <li>• <b>Joint Review</b></li> <li>• Village Proposal</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Review PVUS terms of reference - Mar.</b></li> <li>2. Determine VOP interests - Mar.</li> <li>3. Request review of position - Mar.</li> <li>4. Meet for joint service review - June</li> </ol>
<p><b>5. SHELF READY PROJECT</b> (CAO)  <i>How do we ensure we can capitalize on funding opportunities?</i>  <b>* Project Selection</b></p> <ul style="list-style-type: none"> <li>• Readiness for applications</li> <li>• Meet community needs</li> <li>• Aligned with priorities</li> <li>• Be proactive</li> <li>• Alternate source of revenue</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Review infrastructure needs - Mar.</b></li> <li>2. Select top five targets - Mar.</li> <li>3. Assess readiness of each - April</li> <li>4. Select three projects - June</li> <li>5. Prepare scope as required - Sept.</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>NEXT</b>		
<p>CAPITAL STRATEGY (Finance)  <i>How do we allocate current and future capital funding and what are the priorities?</i></p> <p><b>* Capital Priorities</b></p> <ul style="list-style-type: none"> <li>• Current and future needs assessed</li> <li>• Operating and maintenance costs known</li> <li>• Funding sources identified</li> <li>• Priorities determined</li> <li>• Comprehensive inventory</li> <li>• Efficient and safe systems and facilities</li> <li>• Inventory of projects</li> <li>• Capital priority list</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Develop list of capital priorities - June</b></li> <li>2. Prioritize list - June</li> <li>3. Assess funding capabilities - Aug.</li> <li>4. 2016 budget consideration - Oct.</li> <li>5. Develop long term strategy - Dec.</li> </ol>
<p>RECREATION SERVICE DELIVERY (CAO)  <i>How can we meet public expectations re: recreation services in a sustainable and fiscally responsible fashion?</i></p> <p><b>* Services Review</b></p> <ul style="list-style-type: none"> <li>• Philosophical alignment</li> <li>• Cost recovery</li> <li>• Taxpayer fairness / value for money</li> <li>• Increased recreation opportunities</li> <li>• Regional perspective</li> <li>• Accountable, effective partner contributions</li> <li>• Greater control to meet community needs</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li>   <li>• <b>Village service</b></li> <li>• SLRD service</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Review / analyze existing services</b></li> <li>2. Confirm delivery interest</li> <li>3. Develop business case for delivery</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>ECONOMIC DEVELOPMENT (Corporate &amp; Legislative Services)  <i>How do we diversify the economy, leverage our natural assets and promote our community?</i>  <b>* Economic Development Strategy</b></p> <ul style="list-style-type: none"> <li>• Clear definition / role and vision</li> <li>• Promote community recreation</li> <li>• Community engagement</li> <li>• Tourism and marketing strategy</li> <li>• Base for community branding</li> <li>• Visitor / business friendly</li> <li>• Fill industry sector gaps</li> <li>• New business attraction</li> <li>• Increased tax base</li> <li>• Diverse economy</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• <b>Combination</b></li>   <li>• Council</li> <li>• Business Community</li> <li>• Chamber of Commerce</li> <li>• <b>Combination</b></li> </ul>	<ol style="list-style-type: none"> <li><b>1. Develop Terms of Reference / budget</b></li> <li>2. Undertake community- based process</li> <li>3. Complete strategy development</li> </ol>
<p>SEWER FEES (Finance)  <i>How do we ensure sustainability of the sewer system?</i>  <b>* Sewer Fee Analysis</b></p> <ul style="list-style-type: none"> <li>• Capacity for future growth</li> <li>• Operating and capital costs identified</li> <li>• Fair and equitable formula</li> <li>• Funding sources identified</li> <li>• Intake reduction</li> <li>• Infiltration mitigation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Assess cost recovery - Sept.</b></li> <li>2. Determine required fees - Oct.</li> <li>3. Determine 2016 fee increase - Nov.</li> </ol>
<p>FIRE SERVICES AGREEMENT (CAO)  <i>How do we fund the service?</i>  <b>* Updated Agreement</b></p> <ul style="list-style-type: none"> <li>• Funding formula</li> <li>• Scope defined</li> <li>• Geography defined</li> <li>• Service levels defined</li> <li>• Combined fire and rescue services</li> <li>• Agreement with Lil'wat Nation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li><b>1. Review current agreement</b></li> <li>2. Determine VoP interests</li> <li>3. negotiate new agreement</li> <li>4. Approval - Dec. / 2015</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p>ONE MILE LAKE (Operations &amp; Development Services) <i>How do we continue to enhance this amenity for resident and visitor enjoyment?</i></p> <p><b>* One Mile Lake Plan</b></p> <ul style="list-style-type: none"> <li>• Community attraction</li> <li>• Recreation / tourist destination</li> <li>• Remediation of the beach</li> <li>• Planned enhancements</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li> </ul>	<p><b>Short Term</b></p> <p><b>1. Identify 2015 action items - April</b></p> <p><b>Longer Term</b></p> <p><b>1. Review 2004 Master Plan</b></p> <p>2. Conduct community consultations</p> <p>3. Determine future projects</p>
<p>FIRST NATIONS (CAO) <i>How do we work with our First Nation partners for the benefit of our communities?</i></p> <p><b>* First Nation Shared Service Opportunities</b></p> <ul style="list-style-type: none"> <li>• Good neighbours</li> <li>• Regional sustainability</li> <li>• Service efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li> </ul>	<p><b>1. Meet with First Nation</b></p> <p>2. Identify shared areas of interest</p> <p>3. CIPP program completion - March 2016</p>
<b>ADVOCACY</b>		
<p><b>GAS TAX</b> <b>* Grant Approval</b></p>	<ul style="list-style-type: none"> <li>• <i>Join other communities (UBCM) to lobby for increased funding to local governments.</i></li> </ul>	
<p><b>FRIENDSHIP TRAIL</b> <b>* Bridge Grant Approval</b></p>	<ul style="list-style-type: none"> <li>• <i>Seek funding approval to leverage donations to construct the bridge.</i></li> </ul>	
<p><b>PEMBERTON VALLEY UTILITIES &amp; SERVICES</b> <b>* Joint Governance Review</b></p>	<ul style="list-style-type: none"> <li>• <i>Review the PVUS terms of reference and joint governance structure with SLRD.</i></li> </ul>	

**Bolded** items indicate the Council **priority**, the preferred **option** to achieve the outcome and the primary **action** necessary to address the priority. The question used by the Council to focus their priority setting discussion is *italicized*.