

VILLAGE OF VALEMOUNT  
2011  
STRATEGIC PLANNING SESSION  
FINAL REPORT

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# INTRODUCTION

<u>How To Be Successful</u>	<u>Take Action</u>
<ul style="list-style-type: none"><li data-bbox="282 365 537 394">• <u>Communication</u>  Establish clear, honest, two-way communication to keep your team aligned and attuned</li><li data-bbox="282 585 672 615">• <u>Leadership and Teamwork</u>  Be deliberate in forming strong relationships and effective processes for dealing with inevitable challenges</li><li data-bbox="282 806 651 835">• <u>Inspiring Vision &amp; Goals</u>  Your inspiring vision of success will move people when the going gets tough</li><li data-bbox="282 1026 565 1056">• <u>Managing Change</u>  Anticipate and plan for change. When it comes, keep your vision in site and concentrate on your circle of influence</li><li data-bbox="282 1289 716 1318">• <u>Being Personally Accountable</u>  You own actions ... and inactions ... directly affect your levels of success</li></ul>	<ul style="list-style-type: none"><li data-bbox="904 365 1271 394">• <u>Create Your Own Vision</u>  Set an inspiring ideal for your own leadership and for your team's performance</li><li data-bbox="904 585 1393 615">• <u>Analyze Your Team Development</u>  What stage are you in and what do you need to do to reach high performance</li><li data-bbox="904 806 1398 877">• <u>Chart Your Concerns and Circle of Influence</u>  Then put your energy into things you can influence</li><li data-bbox="904 1026 1365 1098">• <u>Remember: Attitude Determines Altitude</u>  "Whether you think you can or think you can't, you're right" (Ford)</li><li data-bbox="904 1247 1409 1318">• <u>Be Responsible for Your Actions &amp; Accountable for Your Results</u>  The buck stops here</li></ul> <p data-bbox="854 1430 1414 1488">Frontier Team Building (<a href="http://www.frontierbuilding.com">www.frontierbuilding.com</a>) Summit Training (<a href="http://www.summittraining.com">www.summittraining.com</a>)</p>

## **Building a Strategic Plan**

### **Mission Statement**

To support economic development, enhanced community living and the cost effective and efficient delivery of public services through good government and responsible planning and management.

O.C.P BYLAW 595, 2006

### **STRATEGIC PLANNING**

The Village of Valemout is committed to acting in the best interest of the residents and businesses of Valemout through responsible, accessible, cooperative government which balances the needs and resources of our unique community, thereby maximizing our potential.

Strategic Planning is the process of determining a municipality's long term vision and goals, and developing an action plan for achieving those goals.

It is a good method for Council and Senior Management to communicate strategic priorities to staff and citizens.

It directs and drives funding decisions during the budget process.

The key reasons for developing a strategic plan are:

- To establish a collective vision
- To plan for the future
- To maximize and streamline resources
- To communicate priorities

## **VILLAGE RESPONSIBILITIES**

<ul style="list-style-type: none"> <li>• Roads</li> <li>• Parks and Recreation</li> <li>• Sewer</li> <li>• Water</li> <li>• Liability around Infrastructure</li> <li>• Fiscal Responsibility and Management</li> </ul>	<ul style="list-style-type: none"> <li>• Legislation – bylaws, meetings, policies</li> <li>• Records Management</li> <li>• Protective Services (Even though we pay through Regional District)</li> <li>• Planning and Land Use</li> <li>• Accountability and Listen To Residents (Transparency)</li> </ul>
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## **VILLAGE NOT LEGALLY RESPONSIBLE FOR**

<ul style="list-style-type: none"> <li>• Community Events</li> <li>• Private Maintenance</li> <li>• Land Use Outside Boundaries</li> <li>• Transit Issues</li> <li>• Community Forests</li> <li>• Societies and Associations</li> <li>• Library Services</li> <li>• Aboriginal Relations</li> <li>• Regional District/UBCM/NCLGA</li> <li>• Education</li> <li>• Health</li> <li>• Senior Housing</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Development</li> <li>• Garbage</li> <li>• Cemetery Services</li> <li>• Recreation (Rinks and Sport Fields)</li> <li>• Trails</li> <li>• Subsidized Housing</li> <li>• Extended Fire Protection</li> <li>• Justice (Policing)</li> <li>• Animal Control</li> <li>• Major Highways</li> <li>• Internet, High Speed and Cell Service</li> </ul>
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## **2010 PROJECTS REVIEW**

<ul style="list-style-type: none"> <li>• Water Treatment Plant</li> <li>• Deceleration Lane</li> <li>• Pedestrian Hwy 5 Signage</li> <li>• Bylaws Review</li> <li>• Policy Review</li> <li>• Downtown Revitalization</li> <li>• Wildfire Protection/Prevention</li> <li>• Senior Housing</li> <li>• Courthouse Paving &amp; Reno's</li> <li>• Robson Canoe Valley Study</li> <li>• Industrial Site Pre-Feasibility Study</li> <li>• Kinbasket Lake Weir</li> <li>• Air Quality</li> <li>• West Side Sewer Extension</li> <li>• Curling Rink – Lease and Operations</li> <li>• Ash Street Lift Station Project</li> <li>• Administrative Changes</li> <li>• Community Hall Renovations</li> <li>• Olympic Event</li> <li>• Occupational Health &amp; Safety</li> <li>• Public Works Shop Expansion</li> </ul>	<ul style="list-style-type: none"> <li>• Learning Centre Renovations</li> <li>• Back Hoe Repairs (2009)</li> <li>• Info Centre Handicap Access (2009)</li> <li>• Public Works Equipment Lease payouts (2009)</li> <li>• Stay Focused on 2010 Budget</li> <li>• Staffing Review</li> <li>• Professional Development</li> <li>• SAAS FEE Project</li> <li>• Affordable Housing</li> <li>• Government and Community Relations</li> <li>• Council Procedures</li> <li>• Fire Hall Expansion</li> <li>• Committee Review (Wildfire, Tourism, VCF)</li> <li>• Job Creation &amp; Family Retention</li> <li>• Columbia Basin Trust Water Smart</li> <li>• Columbia Basin Trust Initiatives</li> <li>• Leases Review and Completion</li> </ul>
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## **COUNCIL RESOLUTIONS**

There have been 243 Council Resolutions up to October 26, 2010.

There are 12 Resolutions which have not been fully completed up to October 26, 2010.

## **CURRENT OUTSTANDING PROJECTS**

- Water Treatment Plant
- Downtown Revitalization
- Deceleration Lane
- Bylaws Review
- Policy Review
- Occupational Health & Safety
- West Side Sewer Extension
- Ash Street Lift Station Project
- Community Hall Renovations
- Learning Centre Renovations
- Columbia Basin Trust Initiatives
- Columbia Basin Trust Water Smart
- Columbia Basin Video Conferencing
- SAAS FEE & other Developers
- Entrance Sign
- Valemout Traffic Pattern Review
- Robson Canoe Valley Opportunities Plan
- Wildfire Protection Projects
- Lift Station Upgrade II
- Vehicle Lease
- Budget 2011 (Stay Focused)
- Leases Review
- Building Inspector
- Bylaw Officer
- Professional Development
- Cemetery Review

## 2010 COUNCIL WISH LIST

<ul style="list-style-type: none"><li>• Complete Current Projects</li><li>• Budget Focus</li><li>• Senior Housing Complete</li><li>• Clean Water &amp; Sewer</li><li>• Sufficient Staffing Levels</li><li>• Rebuild Surplus</li><li>• Job Creation &amp; Importation of Families</li><li>• Professional Development</li><li>• SAAS FEE</li><li>• Affordable Housing</li><li>• Tools – Capacity to do own jobs</li><li>• Municipal Equipment R&amp;M</li><li>• Municipal Property R&amp;M</li><li>• Proper Studies before implementation</li><li>• Communication – Committee-Association- Communication Officer/Policy – Linking Organizations</li><li>• Planning/Planner – CAO</li><li>• Old Dump Site – Upgrade – Review – RD Tourism</li><li>• Walking/Bicycle Trails</li><li>• Support Education</li><li>• Arena &amp; Fire Hall back to Village</li><li>• Tourist Information Centre – Management &amp; Admin</li></ul>	<ul style="list-style-type: none"><li>• Kinbasket Lake Weir</li><li>• Downtown Revite Phases II &amp; III</li><li>• Review Downtown Commercial</li><li>• Review Commercial/Residential Ratio</li><li>• Review Parking Requirements</li><li>• Hwy 5 Pedestrian Crossing</li><li>• Encourage Downtown Merchants to Comply with Mountain Theme</li><li>• DCC Review</li><li>• Need Office Space – Staff/Storage</li><li>• Maintain/Enhance Relationships with other Governments</li><li>• Centennial Park Equip &amp; Upgrade</li><li>• Study on Ash Street (Concept Plan)</li><li>• Airport – Feasibility – Future Study Use</li><li>• Council Procedures – (Governance)</li><li>• Environmental (Wood Smoke)</li><li>• Emergency Plan – Exercise – Review – Update</li><li>• Fire Hall Expansion</li><li>• Hospital/Health Centre – New</li><li>• Emergency Services Bylaw</li><li>• Cemetery Review and Expansion</li><li>• New Industry – Jobs &amp; Other E.D.</li><li>• Boundary Expansion</li><li>• West Side Sewer Extension</li></ul>
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## 2011 COUNCIL WISH LIST

<ul style="list-style-type: none"> <li>• Budget Focus</li> <li>• Sufficient Staffing Levels</li> <li>• Rebuild Surplus</li> <li>• Job Creation &amp; Importation of Families</li> <li>• Professional Development</li> <li>• Affordable Housing</li> <li>• Municipal Equipment R &amp; M</li> <li>• Municipal Property R &amp; M</li> <li>• Proper Studies before Implementation</li> <li>• Planning/Planner - CAO</li> <li>• Old Dump Site – Upgrade - Review</li> <li>• Walking/Bicycle Trails</li> <li>• Support Education</li> <li>• Arena &amp; Fire Hall back to Village</li> <li>• Tourist Information Centre</li> <li>• Downtown Revite Phase II</li> <li>• Road Systems – Traffic Pattern Study</li> <li>• Information Centre Parking Lot Enhancement</li> <li>• Village Webpage Upgrade</li> <li>• Cranberry Marsh Park and Trail</li> <li>• Bylaw Officer/Building Inspector Review</li> <li>• Clean Intake Channel</li> <li>• Asphalt Pile</li> <li>• Playgrounds</li> </ul>	<ul style="list-style-type: none"> <li>• Review Downtown Commercial</li> <li>• Review Parking Requirements</li> <li>• Encourage Downtown Merchants to Comply with Mountain Theme</li> <li>• DCC Review</li> <li>• Maintain/Enhance Government Relations</li> <li>• Centennial Park Upgrade</li> <li>• Ash Street Study (Concept for Village Property)</li> <li>• Airport feasibility &amp; future use study</li> <li>• Environmental – Wood Smoke</li> <li>• Emergency Plan – Review – Update - Exercise</li> <li>• Hospital/Health Centre - New</li> <li>• Emergency Services (Fire Department etc) Review</li> <li>• Cemetery Review &amp; Expansion</li> <li>• New Industry – Jobs and Other E.D.</li> <li>• Boundary Expansion</li> <li>• West Side Sewer Extension</li> <li>• Lane Ways Maintenance Review</li> <li>• Trail Under Swift Creek Hwy Bridge</li> <li>• Robson Canoe Valley Study Implementation</li> <li>• Lift Station Phase II</li> <li>• Unsightly Premises</li> <li>• Purchase of New Grader</li> <li>• Court House Maintenance</li> <li>• Fire Hydrant Maintenance Program</li> </ul>
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## **VISION FOR THE FUTURE**

What is important to you?

What do you want to see completed or undertaken by 2011?

What are Council's priorities?

## **COUNCIL 2011 PRIORITY LIST**

1. Municipal Entrance Sign Upgrade
2. Grader Purchase
3. Centennial Park Upgrade
4. Bylaw Officer/Building Inspector
5. Village Property (School Area) Review
6. Information Centre Parking Area Usage
7. Rebuild Surplus
8. Lift Station Phase II
9. Community Hall Renovations
10. Learning Centre Renovations
11. Courthouse Renovations
12. Cemetery Review
13. Downtown Revite Phase II
14. Airport Review
15. Village Vehicle Purchase

## **GOALS & OBJECTIVES SETTING**

- Creating S.M.A.R.T. Goals
  - Specific
  - Measurable
  - Attainable
  - Realistic
  - Timely

## **PRIORTIZING GOALS**

(TOP FIVE GOALS AND OBJECTIVES OF COUNCIL FOR 2011)

1. Grader Purchase
2. Centennial Park Upgrade
3. Bylaw Officer/Building Inspector Review
4. Lift Station Project Phase II
5. Cemetery Review

## **ACTION PLANNING**

### 1. Grader Purchase

<b>Goal:</b>	To purchase a replacement grader
<b>Objective:</b>	To replace the existing grader which currently is very hard to repair and may not make the winter?
<b>Activities:</b>	Listed below
<b>Responsible:</b>	Victor LaBoucane
<b>Deadline:</b>	September 30, 2011
<b>Expenses:</b>	Estimated amount \$150,000
<b>Resources:</b>	Loans and Operating Budget
<b>Measure:</b>	Monthly Senior Staff Meetings and Budget

### **BRAINSTORMING SESSION**

- Estimations by January 3, 2011
- Current Grader may make it through this winter
- Possible contracting out instead
- Contracting out may not be reliable
- Limit the size of the grader
- Look at lease, purchase options (MFA)
- Look at new/used and no older than 3 years
- Look for back up plan
- September 30, 2011 for final purchase
- Have resolution by March 2011 for borrowing
- Trade-In existing

## **ACTION PLANNING**

### 2. **Bylaw Officer/Building Inspector Review**

<b>Goal:</b>	Create a Bylaw Officer and a Building Inspector Position
<b>Objective:</b>	Create two positions to improve service to the public and provide longer coverage.
<b>Activities:</b>	Listed below
<b>Responsible:</b>	Tom Dall
<b>Deadline:</b>	January 31, 2011
<b>Expenses:</b>	Approximately \$30,000
<b>Resources:</b>	Operating and Fees
<b>Measure:</b>	Monthly Senior Staff Meetings and Budget

### **BRAINSTORMING SESSION**

- Bylaw position currently ½ day per week
- Building Inspection currently 1 day per week
- RCMP records indicate they have dealt with 588 Municipal Bylaw issues since January 2010.
- Possibly make two positions
- Estimated budget for both would be \$30,000
- Advertise for positions
- January 3, 2011 to have positions in place
- November 26, 2010 is the deadline with current position
- Meeting with Clearwater to discuss some options re: Building Inspection
- Contract out for two positions

## **ACTION PLANNING**

### 3. Lift Station Project Phase II

<b>Goal:</b>	To complete the next phase of the lift station upgrades as per ICI Engineering report
<b>Objective:</b>	To complete the upgrade's to at least two more lift stations by the end of the year.
<b>Activities:</b>	Listed below
<b>Responsible:</b>	Tom Dall/Lori McNee/Victor LaBoucane
<b>Deadline:</b>	December 31, 2011
<b>Expenses:</b>	Approximately \$500,000
<b>Resources:</b>	Towns for Tomorrow and Gas Tax Grants
<b>Measure:</b>	Monthly Senior Staff Meetings and Budget

### **BRAINSTORMING SESSION**

- Estimations by January 3, 2011
- Towns for Tomorrow Funding available through application
- Gas Tax Funding (guaranteed funds and second pool)
- Businesses are now purchasing generators and creates extra work for public works due to lift stations filling up and have to clean out manually when power is out.
- 5<sup>th</sup> Street Lift Station Upgrade should be considered as next site
- Dogwood Street Lift Station should be updated with subdivision project
- Could do more than one based on what funding we could get from Towns for Tomorrow
- Need to get grant application in as soon as possible (December 15, 2010)
- Have report from ICI to follow so have plan ready
- Have applied through Towns for Tomorrow for first grant so have template.

## **ACTION PLANNING**

### 4. Centennial Park Upgrade

<b>Goal:</b>	To have the park and equipment upgraded
<b>Objective:</b>	To complete an engineered report on what it would take to upgrade the park and equipment so when grants are available we have shelf ready projects.
<b>Activities:</b>	Listed below
<b>Responsible:</b>	Sandy Salt, Silvio Gislimberti, Tom Dall
<b>Deadline:</b>	December 31, 2011
<b>Expenses:</b>	Requires research
<b>Resources:</b>	Requires research
<b>Measure:</b>	Monthly Senior Staff Meetings and Budget

### **BRAINSTORMING SESSION**

- Estimations by January 3, 2011
- Create a water park
- Need current equipment evaluation
- Tennis court evaluation
- Replacement of existing equipment
- Code Requirements
- Material under swings
- Merry – go – round
- **Engineered plan – Shelf Ready for grant applications**
- MIA standards and previous evaluations
- CBT – possible funding
- Removal Expenses
- Underground Sprinkler Systems
- CBT Water Smart Funding
- Soil Base needs to be reviewed for better water retention
- Could be a Village ICON

## **ACTION PLANNING**

### 5. Cemetery Review

<b>Goal:</b>	To upgrade the administrative functions and to seek alternative location for a cemetery site.
<b>Objective:</b>	To develop an upgraded cemetery bylaw and to follow the requirements of the Provincial Government for cemeteries and to set aside another cemetery site for the Village
<b>Activities:</b>	Listed below
<b>Responsible:</b>	Tom Dall
<b>Deadline:</b>	December 31, 2011
<b>Expenses:</b>	Requires research
<b>Resources:</b>	Requires research
<b>Measure:</b>	Monthly Senior Staff Meetings and Budget

### **BRAINSTORMING SESSION**

- Completion by December 31, 2011
- New Bylaw and Rates
- Sell lots to locals only (should be considered)
- Upgrade to Ministry Standards
- Not covering our costs (overtime costs especially)
- Look for new location for second cemetery
- Bylaw to cover removal of flower arrangements
- Maintenance of cemetery
- ID and mapping of all individual sites
- Kiosk for mapping and other information
- Columbarium
- Unknown sites Memorial Board
- Review Trust Funds

## COMMITTEES AND ASSOCIATIONS

• VCF	Valemount Community Forest	• NH	Northern Health
• UBCM	Union of BC Municipalities	• BCWWA	BC Water and Waste Assoc.
• FCM	Federation of Cdn Municipalities	• TOTA	Thompson Okanagan Tourism Association
• MIA	Municipal Insurance Association	• CBT	Columbia Basin Trust
• MFA	Municipal Finance Association	• VARDA	Valemount Area Recreation Development Association
• NCLGA	North Central Local Government Association	• ICIS	Integrated Cadastral Information Society
• RDFFG	Regional District Fraser-Fort George	• CNC	College of New Caledonia
• VHS	Valemount Historic Society	• VACC	Valemount and Area Chamber of Commerce
• OBAC	Omineca Beetle Action Coalition	• DU	Ducks Unlimited
• MUTN	Measuring Up The North	• NT	Nature Trust
• NWIPC	North West Invasive Plant Council	• VCAS	Valemount Children's Activity Society
• NDIT	Northern Development Initiative Trust	• BCOS	BC One Stop
• BCCFA	BC Community Forest Association	• VWPPC	Valemount Wildfire Protection /Prevention Committee
• LGMA	Local Government Management Association	• VTC	Valemount Tourism Committee
• NCLGMA	North Central Local Government Management Association		
• LGFOA	Local Government Financial Officers Association		

## **OTHER ISSUES**

- Committee of the Whole Concept
- Vehicle Lease
- Mapping
- Committee Liaisons
- Airport Review
- Village Land Review
- Assisted Living
- Village Traffic Pattern Review
- Learning Centre (Sell)
- Developer Process
- Regional Funding Review
- Fire Department Review
- Solid Waste Review
- Committee Review
- Budget 2011
- Hydro – Reliable Power
- Newsletter