



2016-2018 COUNCIL STRATEGIC PRIORITIES

Mid Term Statements of Municipal Objectives for the 2015-2018 Political Term Effective September 2016

Strategic Priorities are established by Council to provide for short term direction of the corporation, while keeping with a longer term vision to address critical issues of political, policy, and operational natures. Strategies are intended to be tactically interpreted by staff into projects and initiatives that have achievable results. They are therefore both goal and task oriented, being understandable, and measurable. While they are politically and policy driven, they are also logical, administrative goals for the corporation.

Council's Strategic Priorities accompany other incremental and cyclical corporate activities. Ongoing public works and recreational services; higher level government reporting; development services; program management; communications; ongoing contracts and project implementation; permitting, licensing, collecting; and internal management also occupy the corporation. The Strategic Priorities represent key policy based tactics that fit into an overall directional shift or theme for the organization.

Strategic Priorities meet a requirement of the *Community Charter*, being statements of municipal objectives including measures used to determine progress upon them that must be included in the corporation's annual report.

Council's Priorities are divided into two categories; those grouped under NOW are targeted for significant completion or portions thereof within 12 months, and those grouped under NEXT within 24 months, or the end of the current political mandate.

CORPORATE STRATEGIC PRIORITIES AND GOALS

NOW (0-12 months)

Sustained Corporate Priorities

- CONNECTIVITY INITIATIVES
Continue improving and developing 'all ages' community connectivity for cyclists and pedestrians
- ZONING BYLAW AMENDMENTS
Target specific areas for pragmatic zoning amendments

New Corporate Priorities

- ASSET MANAGEMENT POLICY AND STRATEGY
Complete a review and update of this corporate policy and create an asset management strategy
- BYLAW NOTICE SYSTEM IMPLEMENTATION
Attain system implementation with targeted focus in regulatory regimes
- COMMUNITY BEAUTIFICATION
Attain a higher level of capacity and increase public space maintenance and enhancement for aesthetics and functionality associated with a resort community

NEXT (0-24 months)

Sustained Corporate Priorities

- **ASSET MANAGEMENT PLANS**
Establish for each of the asset registers including strategies for renewals and capital expenditure requirements.
- **FISCAL POLICIES**
Establish necessary fiscal policies associated with ensuring corporate financial health.
- **CONNECTIVITY INITIATIVES**
Continue improving and developing 'all ages' community connectivity for cyclists, and pedestrians.

New Corporate Priorities

- **INFRASTRUCTURE MANAGEMENT IMPLEMENTATION:**
Accomplish meaningful progress on targeted (original 18) project(s) in current infrastructure strategy
- **RECREATION PROGRAM STABILITY**
Establish long term use, occupancy strategies, and management regimes for key public facilities
- **OCP RENEWAL PREPARATIONS**
Undertake targeted initiatives to inform a renewal process post 2018
- **BUSINESS DISTRICT PARKING STRATEGY**
Establish a simpler, business friendly and pragmatic regulatory regime around parking requirements
- **PUBLIC COMMUNICATION**
Attain and maintain increased information dissemination and pro-active community engagement

ADVOCACY/PARTNERSHIPS PRIORITIES AND GOALS

This grouping of priorities represent areas of specific emphasis for Council alone, wherein significant political capital will be spent researching and advocating for the listed initiatives beyond what the corporation's administrative body is able. That said there may be an administrative component to these priorities to complement the political activity.

Sustained Priorities

- ***HIGH SPEED INTERNET***
Attain increased community capacity in internet connectivity
- ***FLOOD MITIGATION***
Attain greater Provincial support and metrics to implement mitigative initiatives to guard against seasonal freshets and ice flows.

New Priorities

- ***SUSTAINABLE INFRASTRUCTURE FUNDING***
Attain a permanent, cyclical funding stream from higher level governments for infrastructure renewal
- ***STRONG FISCAL FUTURES***
Attain greater depth of revenue sources through recommendations of this UBCM position paper

OPERATIONAL STRATEGIES AND TACTICS

The following represent by department, the administration's response to Council's Strategic Priorities being the projects and tactics offered to meet them. They represent the measurable component by which the success of each priority's goal will be assessed within the 12-24 month period.

Projects listed in CAPITALS are associated with a Strategic Priority; projects in ITALICS as associated with an Advocacy/Partnership initiative; and projects in lower case represent significant items for the corporation that may be associated with a past Strategic Priority or otherwise high administrative priority.

EXECUTIVE ADMINISTRATION (CAO)

- CONNECTIVITY INITIATIVES
Identify and implement tactical projects to reach results
- COMMUNITY BEAUTIFICATION
Orchestrate RMI renewal process; increase corporate capacity for more emphasis on community aesthetics
- *HIGHWAY 95 BRIDGE*
Lead administrative negotiations and municipal engagement in process
- *FLOOD MITIGATION*
Submit flood/river associated infrastructure projects for grant opportunities; investigate long term solutions for higher municipal authority and privilege for flood control.
- Shared Services Review
Facilitate select committee deliberations to attain reasonable results
- GAI Dissolution and New Visitor Service Centre
Lead and implement the multi stakeholder process of the BCVC@G divestiture and the new VIS Centre

LEGISLATIVE SERVICES

- Corporate Bylaw Review
Establish and implement a Council review process of bylaws for amendment or repeal.
- Corporate Policy Review
Establish and implement a Council process of policies for amendment or repeal.
- Records Management Review
Establish a targeted plan for records management strategies and tactics based on third party review.

FINANCE

- ASSET MANAGEMENT POLICY AND STRATEGY
Update and provide a draft to Council for approval.
- ASSET MANAGEMENT PLANS
Establish for each of the asset registers including strategies for renewals and capital expenditure requirements.
- FISCAL POLICIES
Establish necessary fiscal policies associated corporate best practices.
- RECREATION PROGRAM STABILITY
Implement a point of sale (POS) system for key recreation facilities managed by the municipality

RECREATION SERVICES

- RECREATION PROGRAM STABILITY
 - Investigate interior redevelopment of Rec Plex; secure occupancy, and external funding commitments
 - Investigate and establish rationale for longer term management of the Civic Centre
 - Implement a point of sale (POS) system for key recreation facilities managed by the municipality
 - Develop corporate policy associated with new and existing programs' development and maintenance
- PUBLIC COMMUNICATION
Attain and maintain increased information dissemination and pro-active community engagement

DEVELOPMENT SERVICES

- BYLAW NOTICE SYSTEM IMPLEMENTATION
Attain system implementation with targeted focus in Council approved regulatory regimes
- OCP RENEWAL PREPARATIONS
 - Develop new Community Architectural (Form and Character) Guidelines
 - Develop an administrative strategy and tactics to address Short Term Rentals
- ZONING BYLAW AMENDMENTS
Targeted amendments to definitions and specific areas including 9th Street North
- BUSINESS DISTRICT PARKING STRATEGY
Develop a simpler and pragmatic regulatory regime around parking requirements in the business district
- *FLOOD MITIGATION*
Re-develop the Flood Plain Bylaw complete with new mapping.
- *HIGHWAY 95 BRIDGE*
Provide administrative guidance to negotiations and municipal engagement in process

PROTECTIVE SERVICES

- Administrative Review
Propose a targeted plan to meet the recommendations of a third party review of the department.
- Establishment Bylaw
Produce for Council service establishment bylaw validating current departmental purpose.
- Corporate Policy Development
Produce corporate policy documents associated with the establishment bylaw.

OPERATIONS

- INFRASTRUCTURE MANAGEMENT IMPLEMENTATION
Implement a slip lining program to eliminate sewer component of current capital infrastructure replacement initiatives; prioritize and implement road base projects.
- CONNECTIVITY INITIATIVES
Identify and implement tactical projects to reach results
- *FLOOD MITIGATION*
Assist in garnering and implementing greater Provincial support for mitigative infrastructure development
- *HIGHWAY 95 BRIDGE*
Provide administrative guidance to negotiations and municipal engagement in process
- Grant and Project Management of Infrastructure Priorities
Assure professional implementation of approved projects