

**DISTRICT OF CLEARWATER
STRATEGIC PLAN – PRIORITIES
2016-2018**



District of Clearwater

Strategic Planning Session 2016

Introduction



*Left to right (front row) Councillor Shelley Sim; Mayor John Harwood; Councillor Gord Heisterman;
Left to right (back row) Councillor Greffard; Merlin Blackwell; Barry Banford; Ken Kjenstad*

Clearwater is the service centre for the North Thompson and in the heart of Wells Gray Country, and the gateway to the world famous Wells Gray Provincial Park. Our community is surrounded by the Trophy Mountains, Raft Peak, Grizzly Peak and Dunn Peak, this rural community is the place for all seasons. Whether you plan to locate your business here, invest in the area, relocate your family or enjoy the abundant recreational opportunities, Clearwater has it all!

The District of Clearwater plays an important role in the daily lives of our residents. Whether it's determining how we will strengthen the economy, address our aging infrastructure, continue to improve our quality of life, we must manage the needs of today, while ensuring a resilient future.

MISSION STATEMENT

To ensure Clearwater is the “Best Place to live, work, and play” while maintaining a socially, culturally, economically and environmentally sustainable community.

Strategic Planning is an essential practice that assists local governments in defining expectations for the future, guides in decision making and, charts a course for dealing with changing conditions and community needs. It is premised on the understanding that Council (and the organization) cannot control change but rather, they can merely attempt to respond to it by:

- Identifying Change – scanning the environment to determine key influences
- Understanding Change – determining significant matters to be addressed
- Dealing with Change – developing strategies that achieve desired results

Strategic Priority Setting is all about determining *which strategic topics* will be acted upon within limited capacity. The process focuses on the ‘NOW’ strategic priorities. It also identifies those that will be acted upon ‘NEXT’ and ‘LATER’ as longer term strategic directions. To assist Council in this process, Council requested Leslie Groulx, CAO to facilitate a priority setting workshop in January 2016.

Preparing the 2016 Strategic Plan: Prior to the session Council and all District staff were given an opportunity to complete an online survey designed to answer questions on “How we are doing”? The feedback from the surveys was shared with Council prior to commencing this session. In addition, previous strategic plans and priorities were reviewed and considered to build on the work the District has done in prior years since incorporation.

In many strategic plans there are often gaps between expectations and reality. **Strategic Priority Setting** is about managing this gap. January 12, 2016, Council and senior staff met in a workshop setting to set short-term (or NOW) strategic priorities and longer-term (NEXT) strategic directions. Participants discussed what success would look like for the District in five areas of a sustainable community – Economic, Environment, Social, Cultural as well as attention to Infrastructure and Governance. These expectations led to a discussion of what is currently working well and areas that need attention in relation to the District’s vision and goals as outlined in the *District of Clearwater Goals, Objectives and Action - Progress Report for 2008-15* – handed out during that session.

The **strategic planning workshop** was held in January 12, 2016, where both Council and senior staff participated. The workshop focused on key issues facing the District and strategic priorities were chosen specifically to take advantage of opportunities as well as to further develop current assets – physical and intangible.

The first step was to identify and prioritize Council and staff’s core values – matching values are highlighted below:

Table 1: Core Values Identification

Council Values:	Staff Core Values
○ Honesty	○ Respect
○ Integrity	○ Honesty
○ Clarity	○ Integrity
○ Reliable	○ Fairness
○ Responsible	○ Responsible
○ Respectful	○ Having Fun
○ Innovative	○ Approachable

At the workshop held January 12, 2016, Council identified a significant number of initiatives that continue to support the strategic priorities identified during this session and to have attached timelines and measureables to those activities in the work plan.

Measuring plan process: Progress measurements have been attached to the strategic priorities, including:

- Identifying the resources required
- Identifying achievable timelines for each action/goal
- Identifying measures that show progress to goals
- Prioritizing activities within the plan
- Initiate tracking progress on a quarterly basis

Reporting on the plan: Staff will provide a quarterly report to Council, and on a quarterly basis Council will report to the community the progress of the work plan as tracked.

Communicating the plan: Council will adopt the plan at a regular council meeting and the document will be hosted on the District website, and available at the front counter.

Priority Setting Process: The priority setting process involves the following steps and products:

- **Identify Strategic Topics** – identifying current and emerging challenges to the District and the organization for workshop discussion;
- **Explore Strategic Topics** – developing each item as a potential priority (strategic possibilities);
- **Determine Strategic Priorities** – applying reality, urgency and responsibility criteria to determine which strategic possibilities should be pursued over the next 12 months to two years;
- **Confirm Strategic Work Program** – understanding outcomes, options and requirements to implement the action plan to address each strategic priority (NOW) and longer term direction (NEXT/LATER) (Appendix 1)
- **Establish Strategic Priorities Chart** – assigning responsibility for all priorities and strategies with target dates for regular monitoring and updating (Appendix 1)

Council / Sr. staff created a long list of items (Table 2) which was then scored with both Council and staff choosing their ‘top five’ from the list. The facilitator extracted the overall top ranked items forming a short-list of Strategic Topics to focus on.

Round Table – Strategic Topics: Each of the participants were asked to provide Five (5) key priorities that they felt were important to accomplish in this next three (3) years. These are listed below in Table 2 in no particular order:

Table 2: Identification of Priority Items:

Council’s Priority Items	Sr. Staff’s Priority Items
○ Succession Planning	○ Business Licensing program in 2016
○ Simplify bureaucracy - Creating clear, simple communication	○ Re-organization and updating of District’s website
○ “Shelf-ready” grant projects up-to-date and ready	○ Energy (conservation)
○ Financial Reserves	○ Records management and file storage space
○ Protect water supply	○ Economic development
○ Public Works - Infrastructure updates	○ Succession planning for District staff
○ Expand/maintain Trails system	○ Complete development bylaws
○ Assisted living/Affordable housing/Campus of Care	○ Housing strategy
○ Urban planning (OCP) – new ways to build housing; heating costs; Bioenergy – how to save money and expand system	○ Expand recreation programs
○ MRDT – best use of tax dollars for Tourism	○ Develop financial procedures
○ Protective Services (Fire Department)	○ Excel database reporting

○ Complete existing projects before moving on to new ones	○ Staff Training/utilizing staff skills
○ Economic development – new and existing; reduce “red tape”; better understanding of who lives here?	○ Develop tax and Reserves policies
○ Revitalization of Brookfield/Flats	○ Aligning firefighters training program with “Playbook” requirements
○ Healthy living components – Parks/Rec, events, programs	○ Recruiting and retaining firefighters
○ Implement IT (computer system), bring staff online/train staff	○ Maintenance of firefighter training equipment
○ Lobby new/existing businesses	○ Updating operating guidelines (Fire Department)
○ Complete bylaws (started) to create a stable base	○ Develop plan for (Firefighters) training site
○ Communication – newsletter/website – consistent messages	○ Backup power for water system – improved fire flows
○ Food security (entire North Thompson Valley)	○ Asset management
	○ Equipment/repairs upgrades
	○ Folder structure on server
	○ Capital Plan
	○ Community/coming events
	○ Safety

Budget Priorities: Councilors then identified **KEY** budget priorities for 2016 by placing a sticker on their “top five” priorities:

1. **Core Services (water, sewer, recreation services)**
2. **Parks/Community recreation healthy living**
3. **Staffing – training/efficiencies**
4. **Completing Capital projects already identified**
5. **Surplus / Reserves – maintaining**

Further to identifying budget priorities the Council and Sr. staff narrowed down the strategic priorities list and focus of the District for the coming years (3), participants were asked to prioritize the list by putting their designated stickers on their “top five” strategic priorities which are listed below.

Five (5) Key Strategic Priorities:

Communication (internal and external) – it was a group decision to have Communication as an overarching priority and goal.

Council:

1. Succession Planning (Staff training, recruiting and retention)
2. Infrastructure
 - a. water
 - b. sewer
 - c. roads
3. Housing Developments (Campus of Care, assisted living, affordability)
4. Economic Development (website, supporting and attracting businesses and ec. planning)
5. Parks & Recreation & Healthy Living

Operational:

1. Succession Planning (Staff training, recruiting and retention)
2. Asset Management (Reserves and Infrastructure)
3. Energy Savings
4. Financial

Strategic Capacity: It is useful to look at the organizational capacity as a “box of balls”. If the box is full then Council must be realistic about setting some of initiatives aside.

Some of the limitations to consider in assessing capacity 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 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 stakeholder, citizens, clients and the public in general
- Environment – conditions impacting the organization
- Support – legitimacy and trust among stakeholders

Further, in April 2016 the Council and Sr. staff held a second session to identify – Objectives; action steps while taking into account the current realities in line with that goal.

APPENDIX 1: STRATEGIC PRIORITIES / WORK PROGRAM

Council: Communication (overarching goal)			Owner (*SPA):
<p>The District will engage best practices to enhance our communication with our residents</p> <ul style="list-style-type: none"> • Community survey on expectation of municipality • Implementation of communication strategy 			
Action	Work plan	Timing	Resources required
Implementation of the District's Corporate Communication Strategy	<ul style="list-style-type: none"> • Bring in Jan Enns to work with Council and Staff to review communication strategy • Ongoing website improvement, explore other tools • Digitally share information used for Open Houses and Public Information meetings • Community calendar – keep fresh and up to date • Share access for Administration Outlook Calendar • Internal calendar updated for staff reference • Ensure communications are distributed through the District's newsletter, website, social media and in local newspaper • Continue to ensure that residents have access to information that affects them 	<p>2016-2017</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>ongoing</p>	<p>Council/ CAO</p> <p>Corporate Services</p> <p>IT Services</p> <p>Council/CAO</p>
Communicate more effectively with constituents through electronic means	<ul style="list-style-type: none"> • Facilitate Council members' community outreach and ensure successful internal and external communications • Clean up website – develop introductions to departments • Train staff in house for website development • Engage Department Heads to draft introductions to municipal functions pertaining to them 	2016-17	<p>Council/CAO</p> <p>Department Heads</p>
Improve Two-way communication	<ul style="list-style-type: none"> • Social Media – utilize social media tools to build the community's knowledge in order to enhance communication and engagement 	2016	Staff
Survey community members re: customer satisfaction survey, expectations around communications from Council	<ul style="list-style-type: none"> • Develop and distribute a customer satisfaction survey to the community • Collate information collected and distribute recommendations to Council for further action on high priority items identified 	<p>Sept 2016</p> <p>Fall 2016</p>	<p>Council/CAO</p> <p>CAO</p>

Current Realities:

1. Completed communication strategy and policy – not fully implemented at this time
2. Council and staff are working through what types of social media posts should be responded to
3. Taxation increases are a concern – efficiencies within departments need to be found
4. Website difficult to navigate; information mixed up and missing; some departments has no information ie: Finance, etc

Measurable:

1. Citizens are more engaged in District
2. Community groups use District calendar to register their events, activities
3. Number of visitors to the District's website
4. Increase in facebook traffic

Council: Economic Development Objectives: The District will work towards developing mechanism to facilitate and promote long term community economic prosperity <ol style="list-style-type: none"> 1. Proactively pursue economic opportunities 2. Refresh District Website 3. Support Municipal Regional District Tax (MRDT) application 4. Promote Tourism 5. Implementing goals from Community Economic Development Strategic Plan 			Owner (*SPA):
Action Steps:	Work plan:	Timing	Resources required
Proactively pursue economic opportunities	<ul style="list-style-type: none"> • Continue to implement goals established in Community Economic Development Strategic Work Plan • Support development of a sustainable resource sector and retail business sector • Implement Business Licensing Bylaw • Promote a wide variety of sizes, scales and types of businesses to offer greater opportunities for personal and professional fulfilment 	2016-17 ongoing 2017 ongoing	Council/CAO Corporate Services
Support Tourism Wells Gray with application for - MRDT	<ul style="list-style-type: none"> • Council to address deliverables from TWG re: MRDT • Provide a support letter for MRDT application • Sign a Service Agreement with TWG regarding deliverables • Review objectives and policy statement within the Official Community Plan Bylaw with regards to tourism 	Jan 2016 March 2016 2017	Council/CAO
Solicit Northern Development Trust Initiative (need Order in Council)	<ul style="list-style-type: none"> • Met with Southern Interior Development Trust CEO • Work with District of Barriere on this initiative • Work with local MLA and lobby government for consideration to be realigned with NIDIT • Pursue an Order in Council for change 	2017	Council/CAO
Develop Tourism – work with stakeholders re: GeoPark	<ul style="list-style-type: none"> • Work Simpcw, TNRD, District of Barriere, Village of Valemount to garner support • Provide TNRD a support letter for Rural Dividend funding application 	2016-17 May 2016	Council/CAO

application (TNRD, TWG and member municipalities)			
<p>Current Realities:</p> <ol style="list-style-type: none"> 1. Adequate capacity to implement economic development plan 2. Capacity to apply for grants, economic planning, intern help 3. TWG – lacks stakeholder confidence for MRDT support 			
<p>Measureable:</p> <ol style="list-style-type: none"> 1. Number of business development enquiries (web hits, telephone, walk-in, and email transactions) 2. Number of business development completions 3. Number of jobs created through assistance of small business 4. Businesses proactively signup for business licensing 5. TWG is successful with MRDT application 			

Council: Encourage Housing Development			Owner (*SPA):
Objectives: To encourage housing development through public and private avenues			
Action Steps:	Work plan:	Timing	Resources required
Revitalization a) Strawberry Flats b) Brookfield Centre	<ul style="list-style-type: none"> Review challenges related to floodplain and lack of sanitary sewer servicing Support and encourage small scale agricultural use in Strawberry Flats Apply for grant when comes available to expand sewer services to Brookfield Centre Support mixed commercial, residential and industrial residential developments 	2017-18 When applicable	Council Engineers Council
Implement Campus of Care Study	<ul style="list-style-type: none"> Research funding opportunities Secure property for location of assisted living Work with Evergreen Acres Seniors' Society, Interior Health, BC Housing, and the province to build an assisted living facility Work with public and private sector stakeholders to explore the feasibility of developing a seniors' housing complex 	2016-17 2016 2016	Council/CAO Campus of Care Steering Committee
Affordable Housing	<ul style="list-style-type: none"> work with proponents to encourage affordable housing projects work with private developers to encourage the building of smaller, low maintenance senior friendly housing, and low rental accommodations complete check list for encouraging secondary suites 	2016-17 Ongoing 2016	Council/CAO Staff
Current Realities: 1. Community is lacking affordable housing, low cost, multi-family dwellings 2. Community is lacking assisted living for seniors 3. Housing stock in general is lacking and could be refreshed			

Measurable:

1. Number of affordable housing units created
2. Long-term care services – number of beds created
3. Assisted living - Long term care facility built
4. Mixed use properties developed – Brookfield Centre
5. Small scale agriculture lots – Strawberry Flats

Council: Infrastructure Improvements			Owner (*SPA):
Objectives: To ensure priority recommendations for infrastructure capital upgrades are at the forefront			
Action Steps:	Work Plan:	Timing	Resources required
Water:	<ul style="list-style-type: none"> • Resubmit grant application for Well#3 • Continue to maintain and upgrade municipal water services <ul style="list-style-type: none"> ○ Complete Cross Connection control program bylaw and policy ○ Water modeling – development driven ○ Complete SCADA ○ Refine Water Regulations – sampling, etc ○ Energy savings on water operations ○ Complete leak detection program • Water Conservation <ul style="list-style-type: none"> ○ Watering restrictions ○ Education of the public ○ Follow communication strategy/policy 	March 2016 2016-17 Fall 2016	Engineers CAO/PW Staff Engineers Council/CAO
Sewer:	<ul style="list-style-type: none"> • Rapid Infiltration Basins cleaned out • Repairs to Robson Street sewer line • Expansion – development to Dutch Lake Subdivision, Riverside Centre (grant driven) • Headworks for treatment of solids (Lagoon) 	2016 2017 2018	Engineers
Roads:	<ul style="list-style-type: none"> • Review contract and extend contract • Redefine service levels • Priority setting – moving forward on capital upgrades • DOC capabilities = using existing DOC services; plough on dump truck, etc • Address run off for storm water 	Sept 2016	Council/CAO
Facilities:	<ul style="list-style-type: none"> • Develop maintenance procedures • Long term planning – Fire Hall • Building reserves for improvements • DLCC: ceiling fans; heating / cooling system; Parking lot 	2016-2018	Facilities Manager

Current Realities:

1. Infrastructure Master Plan – developed needs to be prioritized and implemented with budget support
2. Asset Management Plan – needs to be developed and track asset upgrade needs
3. 72km of road to maintain

Measurable:

1. Operating costs for water sources reduced
2. Annual costs of water main breaks reduced
3. Operating costs for road maintenance is reduced or maintained per km of road
4. Upgrades to DLCC are complete

Council: Parks and Recreation / Healthy Living Objectives: To ensure Parks and Community Recreation/Healthy Living thrive 1. To dispose of undeveloped parklands that are a liability 2. To review expectation of service levels for community parks 3. Enhance and grow the CRHL program to serve all ages and stages of life			Owner (*SPA):
Action Steps:	Work Plan:	Timing	Resources required
Dispose of undeveloped parklands	<ul style="list-style-type: none"> Staff report to Council outlining the steps to disposing of community park land – dedicated and fee simple (requirements & legislation) Obtain assessment value of land Develop bylaw for disposition Draft advertisement requirements Dispose of land 	2016 2017 2017	Council/CAO
Citizen Satisfaction Survey – health living program	<ul style="list-style-type: none"> hold discussion with Council on expectation for service levels to community parks – mowing frequency, etc complete a community survey re: service level expectations; programming levels, etc for Community Recreation / Healthy Living Program 	Fall 2016	CAO/Rec Coordinator
Grow and develop CRHL program to serve all citizens	<ul style="list-style-type: none"> continue to improve programming survey public expectations review staffing levels to match program demands 	2016-17	CAO/Rec Coordinator
Current Realities: 1. Too many parks – developed and undeveloped – total of 22 parks for small community 2. Citizens expectations on service levels – hard to match funding to keep parks flush and in top shape ie: minor ball wants park use for free 3. CRHL program is growing leaps and bounds – staffing level doesn’t match expectations			
Measurable: 1. Park land is disposed of – 5 identified 2. Survey is complete and recommendations are complete and presented to council 3. Programming is revised based on customer feedback			

Operational: Succession Planning			Owner (*SPA)
Objectives: Ensure continuity in the District through development of an organizational succession plan			
Action Steps:	Work Plan:	Timing	Resources required
Actively support professional development/ training/cross training	<ul style="list-style-type: none"> • Complete professional development policy; • Ensure adequate budget for professional development opportunities • Formalize opportunities for staff to mentoring within • Complete individual performance improvement programs through existing annual reviews 	2016-17 2017 ongoing	CAO/ Sr. staff
Develop desk and operation and procedures manuals for all departments	<ul style="list-style-type: none"> • Each department head to draft procedures • Ensure records are in order – ie: access to information; use of records management system 	2016-17	CAO/Sr. staff
Ensure adequate staffing levels to provide desired service level to respond to application/ demand/requests/queries/legislative requirements	<ul style="list-style-type: none"> • Comprehensive staffing review • Evaluate existing staff – their assets and utilize employees where their skill level allows for success • When hire internally and externally ensure recruitment efforts to hire experienced, qualified staff 	2016-17 2016-17 ongoing	CAO/Sr. staff
Current Realities: <ol style="list-style-type: none"> 1. Ageing staff – 10 employees over the age of 55 2. Staff in jobs that require certain level of certification by external parties 3. Ever changing and downloading of responsibilities from other levels of government 4. Lack of adequate staffing levels to provide service desired service levels 			
Measurable: <ol style="list-style-type: none"> 1. Every staff member will feel adequately trained to perform their job 2. Staff retirements provide an opportunity for internal promotions 3. Adequate budget for professional development 			

Operational: Asset Management			Owner (*SPA):
Objectives: Ensure Management of District assets through development of a long term Asset Management Plan			
Action Steps:	Work Plan:	Timing	Resources required
Complete data collection for Asset Management Plan	<ul style="list-style-type: none"> • Review inventory of all documentation for assets • Work on assessment and implementation strategy • Asset management policies • Work with Council on asset management plan • Parallel systems ready to operate for Financial Statements • Development of Asset Management Plan 	2016 2017 2017-18	Finance Engineering
Purchase Asset Management software	<ul style="list-style-type: none"> • Implementation and transfer of data to new software program • Develop asset management mapping • Develop procedures to track Service Request into Asset management program 	2017-18	Finance GIS mapping
Current Realities:			
<ol style="list-style-type: none"> 1. The higher level of government is requiring an Asset Management Plan for municipalities to be eligible for grant funding 2. The District has completed an Infrastructure Master Plan 			
Measureable:			
<ol style="list-style-type: none"> 1. Inventory input in software 2. Ability to provide reporting from software program 			

Operational: Energy Savings			Owner (*SPA):
Objectives: To reduce budget expenditures by realizing energy savings throughout the organization			
Action Steps:	Work Plan:	Timing	Resources Required O
Energy audit on District facilities	<ul style="list-style-type: none"> • Commission an audit on <ul style="list-style-type: none"> ○ Dutch Lake Community Centre ○ Centennial Hall ○ Fire Hall ○ Sportsplex ○ Well #1 & 2 • Street lighting 	2016-17 2017	Facilities Manager Roads Manager
Complete a Business Plan for District energy	<ul style="list-style-type: none"> • Complete a District Energy business plan to determine the viability of creating a district energy utility for the District • Apply for a grant to convert the North Thompson Sportsplex to Bio Energy system 	2017 July 2016	Council/CAO CAO
Implement Community Energy Emissions Plan	<ul style="list-style-type: none"> • Review items that are appropriate to move forward in the plan • Work with BC Hydro / CEEP to provide information on energy savings for community residents 	2016-18	Council/Staff
Current Realities:			
<ol style="list-style-type: none"> 1. Higher use of Well #1 has created higher than anticipated energy costs 2. Street Lighting is costing \$80k per year – there is new technology 3. BC Hydro controls street lighting – DOC pays the bill 4. North Thompson Sportsplex propane use is at 53,000 liters for a 7 month operating season 5. Bio fuel (wood chips) are accessible at this time 			
Measureable:			
<ol style="list-style-type: none"> 1. Business plan is complete for District Energy 2. Community facilities are on energy savings 3. NTSP is converted to bio-energy plant 			

Operational: Financial			Owner (*SPA)
Objectives: To ensure long term financial sustainability 1. Proactively plan for replacement of our infrastructure 2. Determine levels of service and properly fund 3. Develop policies to address financial resiliency			
Action Steps:	Objectives / Work Plan	Timing	Resources Required
Long Term Financial plan	<ul style="list-style-type: none"> Affordable sustainability must take into account infrastructure maintenance, safety services, operations as well as funding community programs Exercise discipline by focusing on priorities and when undertaking new services Regular consideration of ongoing and related costs as decisions are made and/or projects approved Complete Long-Term capital improvements based on the Infrastructure Master Plan – while working within our means 	Ongoing	Finance and Audit committee
Review Service Contracts	<ul style="list-style-type: none"> Ensure all contracts provide value for money Review fee for service agreements, Review fees and charges – cemetery, recreation, facility user fees Department heads review programs for savings within their departments 	2016-17	Finance/ Department Heads
Develop financial policies	<ul style="list-style-type: none"> Draft Reserve Policy Draft Tax Rate Policy Tax revitalization bylaw 	2016-18	Finance
Current Realities: 1. Surpluses are being used to supplement tax increases 2. Tax rates need to be stabilized 3. User fees are very low creating a situation where tax payers are subsidizing programs			
Measurable: 1. Receivables increase to reflect user fee increases; 2. Annual tax rates stabilize; 3. Surpluses and reserves are sustained			