



November 2012

**DISTRICT OF LILLOOET**  
**COUNCIL STRATEGIC PLAN**  
**2012-2016**





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## **OUR MISSION**

“Lillooet will provide excellent public services to enhance our quality of life and address our community needs.”

## **A VISION FOR LILLOOET**

“We believe that diversity is our path to growth and our goal is to deliver excellence every day. Lillooet strives to be a complete community.”

## **OUR VALUES**

### **Customer Focused**

Our customers include our residents and visitors. We supply service in a responsive and courteous manner.

### **Honest, Ethical and Fair**

Credibility comes from treating citizens, staff and partners honestly, fairly and equitably. Be attentive to all. Understand our community.

### **Responsive and Accountable**

Follow up on complaints. Return calls. Answer letters. Be part of the solution. We are accountable to our community.

### **Committed to Developing Leadership in Local Government**

Foster and promote leadership. We understand that a title is not the measure of leadership. Great ideas come from both inside and outside our organization and community.

### **Innovative**

Embrace new thinking and ideas. Allow for the possibility that an idea may be ahead of its time and that the person offering the idea is a visionary.

### **Action-Oriented**

We build teamwork because the whole is greater than the sum of the parts. Actions speak louder than words.



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## **Council Strategic Plan**

The District of Lillooet Council Strategic Plan guides the work of the municipality. It is the tool by which our resources and energies will be focused on issues that are critical to moving Lillooet forward toward our shared vision for the entire District.

### **1. What we as Mayor and Council would like to accomplish during this term?**

- **Complete the Water treatment plant**
- **Fix the wastewater treatment plant**
- **Boundary expansion (governance issue – and a way to address budget shortfall by 2013 including PILT funding)**
- **Complete water meter installation**
- **Solve flooding in the Mountain View Road area and resolve Mountain View Road issues**
- **Complete storm water management planning**
- **Show the community that Council supports staff – and ensure that staff are not an issue for the next election**
- **Complete a corporate review of the organization**
- **Celebrate project accomplishments and communicate appreciation to staff**
- **Resolve Town Creek Drainage Issues**
- **Create a Northern SLRD Regional Economic Development Function**
- **Initiate Dialogue on a new “Economic Trust” Proposal for The Northern SLRD**
- **Implement Control of Crown Lands within the boundaries of The District of Lillooet**
- **Investigate Bringing Crown Lands Outside Our Boundaries Within The Boundaries of The District of Lillooet for Economic Development Purposes**
- **Initiate strategic planning for an Information Centre located in Cayoosh Park**
- **Plan for a five year beautification program for the whole of Lillooet with a goal to involve citizen groups, service groups and interested individuals (summer 2013 or spring 2014)**
- **Move forward with the Myazaki House initiative**

### **2. I'd like the Community to see me as a Mayor / Councillor who:**

- **Embraces core values**
- **Helps the Council demonstrate their leadership to the community**
- **Is a great leader who listens, makes good decisions, and leads**
- **Gives honest answers when asked and is prepared to have an open discussion**



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- Promotes open access for citizens to their local government with honour
  - Use correct procedures at Council
  - Speak for no more than 3 minutes each at Council, to ensure everyone has a chance to participate in discussions – avoid back and forth exchanges
3. What Council can do to ensure we are an effective leadership team for Lillooet and to help staff and the Community move forward?
- Establish a can-do attitude to support, encourage, and enable economic development
  - Learn what are important quality of life needs and take actions to facilitate improvements and encourage population increase
  - Partner with First Nations – build trust and an effective relationship
  - Have senior management team work on making junior employees feel they are part of the team
  - Encourage staff to build a better relationship with the community – overcome attitudes and reach out to people like the B+ group
  - Get the tennis courts going
  - Support the Volunteer fire department
  - Establish a method for regular input from the community
  - Let the Management Team defend itself
  - Bar-B-Q for all staff – Council serves it
  - Five year beautification program with community involvement
4. What could staff do to be more effective?
- Improve communication with the public – help people understand why we do things
  - Improve communication amongst staff
  - Manage the workload better and advise Council when there is ‘too much to do’
  - Get better at doing our jobs – more education and training
  - Learn to say no – set ‘achievable’ deadlines
  - Build team - solve the disconnect (feeling of not being in the loop) between managers and hourly employees
5. What can staff do to help Council and the community move forward and provide effective leadership for the community?
- Get things done – have more visible achievements
  - Help Council and the community celebrate their achievements



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- Engage the community, non-profits, and First Nations more
- Promote community spirit by putting community pictures and art on vacant buildings and in public places
- Help Council develop their leadership skills
- Communicate better with Council

## 6. Creating ‘made in Lillooet’ leadership . . . a game plan for moving forward

The following actions were identified as ways to improve Council’s leadership

### A. Council procedures and decorum

- Establish Council as an honourable institution
- Show understanding and respect in Council at all times
- Carry ourselves with dignity
- Maintain focus on ‘prime directive’
- Know and respect the strategic plan and policies
- Arrangement of the room is important (separate Council from staff)
- Always speak through the chair – stop uncontrolled back and forth
- Model appropriate and respectful behaviour at all times
- Deal with all personal issues between members of Council in private

### B. Celebrate successes

- Identify Lillooet Council/staff successes and achievements
- Help residents understand what is happening and what is being achieved
- Identify ways to publicize community successes and achievements in a public way (e.g. photographs of winning teams in REC centre)
- Publish achievements in the District Newsletter

### C. Better communication

- Be open and transparent with District business
- Councillors should provide written reports
- Use press releases to control messages and words
- Investigate contracting with a communications consultant
- Expand on the newsletter
- Create “Positive Lillooet” and “Public Information and Education Lillooet” websites or Facebook pages.
- Investigate using social media to promote Lillooet



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- Consider using surveys, focus groups and world café processes

#### D. Inclusion of citizens

- Consider ways to include members of the public in achieving our goals (e.g. task force)
- Partner with service groups in providing amenities to the community
- Consider creating and invite participation in committees of Council
- Consider reintroducing a structured question period into the Procedure
- Consider sponsoring workshops on local government and public interest topics

#### E. Move Council forward and staff back

- Overcome perception that staff is leading Council
- Produce more Council-introduced initiatives
- Always have the Mayor or designated Councillor speak on behalf of Lillooet in public venues or in response to queries from the press or the public.

### 7. Establishing priorities – What are the District’s existing major commitments?

**(Priority . . . A = 2012 . . . B = 2013 – 14 . . . C = after 2014)**

- Boundary expansion/PILT funding (A)
- Address Mountain View Road flooding (A)
- Corporate reviews (A)
  - Fire Department review
  - Core/Operational District of Lillooet review
- Finish plan for landfill site (A)
- Water treatment plant (B)
  - Water meters (A)
  - Wells(B)
  - Piping under tracks and over hill to camp ground (A)
  - Treatment Building(B)
- Fix sewer treatment plant (B)
- Prepare a wildfire protection plan (B)





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**8. Establishing priorities – Are there any significant emerging opportunities?**

**(Priority . . . 1 = high . . . 2 = medium . . . 3 = low)**

- Storm water upgrades (1)
- First Nations (1)
  - Build a better relationship
  - Partner on a cultural centre and information centre in Lillooet
- Acquire school sites that become available (1)
- Tennis courts (1)
- Improve community integration / how the District does business (1)
- Create activities which complement the apricot festival (1)
- Take advantage of 1 hour bus stopovers (1)
- Promote community through pictures and art on buildings and in public areas (1)
- Develop City lands (2)
- Enhance tourism (1)

**9. Establishing priorities – Are there any emerging needs?**

**(Priority . . . 1 = high . . . 2 = medium . . . 3 = low)**

- Planning for community facilities and a public works yard (1)
- Emergency services facilities – including fire hall – part of core review (1)
- Replace recreation center roof – find external funding (1)
- Prepare a policy / plan for parking – include existing and new development (1)
- Agricultural planning (1)
- Integrated Community Sustainability Plan (ICPS)
  - For questions / positioning / researching consultants (1)
  - For implementation (2)
- Plan for (find) new sources of energy (2)
- Airport expansion (3)

**10. Establishing priorities – Wish list**

**(Priority . . . 1 = high . . . 2 = medium . . . 3 = low)**

- Seasonal or Special Event Passenger train (1)
- Bus service (1)
- Increase broadband capability (1)



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- Housing for people over 55 years old - Survey Lillooet residents and define needs of non-residents (1)
- Outdoor programs (1)
- Improve and develop radio (2)
- Bridge to bridge trail (3)
- Skateboard park repair or new park (3)
- Expand mountain bike opportunities at hangman's park (3)
- Water Park (3)

**The Council Strategic Plan is the enabling document to initiate the District's financial planning process and is reviewed on an annual basis.**