



## 2015-2018 Strategic Plan

*A smart growth community with a high quality of life and a commitment to its financial, environmental, and social health.*

**Plan Approval – 2015**  
**(Reviewed Quarterly)**

**Robin Smith, Mayor**

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**Al Smith, Councillor**

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**Garry Youd, Councillor**

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**Claire Newman, Councillor**

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**Charlie Weir, Councillor**

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**June Waddell, Councillor**

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**Jim Noble, Councillor**

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**Randy Lambright, CAO**

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## Vision

*A smart growth community with a high quality of life and a commitment to its financial, environmental, and social health.*

## Mission

*Providing progressive leadership to the citizens of Logan Lake.*

## Our Values

- Accountable & Transparent
- Fair & Compassionate
- Respectful & Truthful
- Progressive & Thoughtful

## Our Key Goals

- A. Improving Organizational Effectiveness
- B. Addressing Facility Needs
- C. Improving Asset and Capital Management
- D. Improving Quality of Life
- E. Promoting Economic Development

## 2015 – 2018 Strategic Plan

### LEGEND

Shading indicates completion
White indicates outstanding

A) Improve Organizational Effectiveness				
Short Term Action	Sponsor	Target	Comments	Date Completed
<b>Hire CAO</b> <ul style="list-style-type: none"> <li>Advertise Position</li> <li>Short List Candidates</li> <li>Interviews</li> <li>Select Candidate</li> </ul>	RD / Exec Com	March 2015		March 31/15
	RD	March 2015		March 31/15
	RD / Exec Com	Feb/15		March 31/15
	RD / Exec Com	Feb/15		March 31/15
	Council	March/15		March 31/15
<b>Finalize CUPE Agreement</b> <ul style="list-style-type: none"> <li>T o R from Council</li> <li>Finalize /Council</li> </ul>	RD/DOF/CO	Feb/15		March 31/15
	RD	Jan/15		March 31/15
	RD	Feb/15		March 31/15
<b>Review LLCFC Governance</b> <ul style="list-style-type: none"> <li>RFP for new Manager</li> </ul>	RD / Council	Feb/15	Forsite Consulting hired	March 31/15
	CAO	Feb/15	CAO managing finances	March 31/15
<b>Review District Grant Criteria</b>	CAO COTW	1 <sup>st</sup> Q/15	Council Approval	March 31/15
<b>Project Priority List for External Funding</b> <ul style="list-style-type: none"> <li>Priority List</li> <li>Consider LED Sign</li> </ul>	CAO/CO Exec Com	1 <sup>st</sup> Q/15		March 31/15
			3 <sup>rd</sup> Q/16	-Funding rqstd from HVC -LL Lions contributing \$500 - NDI application for \$19K submitted
<b>Review EDO Position</b> <ul style="list-style-type: none"> <li>Renew NDT Grant</li> <li>Review Position</li> </ul>	CAO	Feb/15		March 31/15
	CAO Econ Dev Com/Council	1 <sup>st</sup> Q/15	Ec Dev Consultants hired to initiate the Ec Dev Plan	July 14/15
<b>Initiate Golf Club Business Review</b> <ul style="list-style-type: none"> <li>Implement Recommendations</li> </ul>	RD/DOF Council	Jan/15	LLCFC grant approved; NDI grant pending; MOU completed	July 14/15

A) Improve Organizational Effectiveness				
Short Term Action	Sponsor	Target	Comments	Date Completed
Committee Structure /Function	Exec Com CAO	Feb/15		March 31/15
<ul style="list-style-type: none"> <li>Consider Council Liaisons with Key Groups</li> </ul>	CAO Council	4 <sup>th</sup> Q/15		Dec/15
<ul style="list-style-type: none"> <li>Initiate Service Agreements with Key Groups</li> </ul>	CAO Council	1 <sup>st</sup> Q/16		Jan/16
<ul style="list-style-type: none"> <li>Review Committee Structure, Meeting times</li> </ul>	CAO/DCA Council	4 <sup>th</sup> Q/17	Return to committees in '18	Oct/17
<b>Review Org. Structure and Staffing Needs</b>				
<ul style="list-style-type: none"> <li>File Report w/Council</li> <li>Implementation</li> </ul>	RD	March/15		March 31/15
<ul style="list-style-type: none"> <li>Implement Fulltime CO</li> </ul>	RD	March/15		March 31/15
<ul style="list-style-type: none"> <li>Review Visitor Centre/ Campground Mgmt</li> </ul>	CAO/Council	1 <sup>st</sup> Q/16		March 1/16
	CAO/CO	Revisit 3 <sup>rd</sup> Q/16		Nov. 15/16
<b>Refine Mission, Vision and Values</b>				
	CAO Exec Com	2 <sup>nd</sup> Q/15		July 14/15
<b>Review Solid Waste Schedule &amp; Procedures</b>				
	DPWR PWs Com	2 <sup>nd</sup> Q/15		October 13/15
<b>Develop Industrial Taxation Strategy</b>				
<ul style="list-style-type: none"> <li>Create Council Task Force</li> </ul>	CAO/DCA Council	2Q/18	Initial mtg Feb/17 New mtg: Oct 26/17	<i>HVC &amp; DLL to hold Opportunity framing workshop to determine future sustainability</i>
<b>Create Grant/Project Priority List</b>				
	CAO Council	1 <sup>st</sup> Q/15		July 14/15

A) Improve Organizational Effectiveness				
Long Term Action	Sponsor	Target	Comments	Date Completed
Review Zoning Bylaw	CAO/DCA Council	1Q/18		
Review Business License Bylaw	CAO/DCA Council	1Q/18		
Develop Citizen Communications Strategy	CAO Exec Com	2 <sup>nd</sup> Q/16		October 13/15
Prepare Annual State of District Report	CAO/DOF Exec Com	4 <sup>th</sup> Q/16	Annual Reports	October 13/15
Engage Skeetchestn and Cooks Ferry for Protocol Agreement	CAO / 1 <sup>st</sup> Nations Com	1Q/18	Draft Agreement w Skeetchestn complete, pending disc w SSN; initial mtg w Cook's Ferry July 29/16	
- C2C Forum	CAO/DCA/ Council			March 31/16
- Develop agreement w Skeetchestn	CAO/Council	1Q/18	Draft Agreement complete; possible signing meeting late January	
- Engage Cooks Ferry (ongoing)	CAO/Council	2nd Q/2017	Potential C2C funding; initial mtg w Cook's Ferry July /16	
Encourage Corporate Sustainability <ul style="list-style-type: none"> <li>Electronic Council Agenda</li> </ul>	CAO/DCA/AS /Council	1 <sup>st</sup> Q/18	E-agendas for Council and COTW fully launched Apr. 2017. Electronic internal reports and minutes scheduled for implementation summer 2017.	
District Energy Feasibility Study	CAO/DPWR/ DOF	2018	Partnership w 1 <sup>st</sup> Nations? (LNIB onside for \$10K) Clarify: Pursue this	

			specifically or pursue getting District buildings off grid first?	
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## B) Address Facility Needs

Short Term Action	Sponsor	Target	Comments	Date Completed
<b>Complete New Fire Hall</b>				
• Loan Authorization	DL/DOF	1 <sup>st</sup> Q/16		March 31/15
• Design Review	CAO/FC	4 <sup>th</sup> Q/15		Dec/15
• Tenders	CAO/FC	4 <sup>th</sup> Q/15		March 4/16
• Construction	CAO/FC	2 <sup>nd</sup> Q/16		May/17
• Completion	CAO/FC	2 <sup>nd</sup> Q/17		May/17
<b>Facility Needs Assessment</b>				
• Secure Archive Space	CAO/DCA/ CDO	2018	Work with Heritage Soc. Potential partnership w 1 <sup>st</sup> Nations & Lions Locate at truck/shovel?	
<b>Complete Campground</b>				
• Overflow and ½ South Campground	DPWR	2 <sup>nd</sup> Q/15		July 14/15
• Review Designs	DPWR	2014		March 31/15
• Tenders	DPWR	2014		March 31/15
• Construction	DPWR	May/15		July 14/15
	DPWR	Aug/15		July 14/15
<b>Identify Outstanding Parks Master Plan Items</b>				
• Prioritize Park Upgrades	DPWR CR Com	1 <sup>st</sup> Q/15		July 14/15
	DPWR CR Com	1 <sup>st</sup> Q/15		July 14/15

## B) Address Facility Needs

Long Term Action	Sponsor	Target	Comments	Date Completed
<b>Complete Rec Centre Improvements</b>				
	DPWR CR Com	Ongoing	5 year plan	
<b>Cemetery Improvements</b>				
• Approve Concept Design	DPWR PWs Com	1 <sup>st</sup> Q/15		March 31/15
• Set up reserve	DPWR/DOF	1 <sup>st</sup> Q/18	Deferred at prov. budget	
<b>Climate Action Goals</b>				
• Develop Climate Action	DOF/CAO Council	2017-18	Consider hiring consultant w/2018	

Strategy			budget	
Upgrade Visitor Centre <ul style="list-style-type: none"> <li>Combine w new CG office</li> </ul>	CAO/DPWR	2Q/18	\$150K Gas Tax revenue; 150K NDIT	Under Construction
Public Washrooms in Downtown	DPWR	3Q/18	Consider including in Municipal hall retrofit	
Municipal Hall retrofit	CAO	3Q/18		

### C) Improve Asset and Capital Management

Short Term Action	Sponsor	Target	Comments	Date Completed
Increase Utility Reserve Funds	DOF Council	1 <sup>st</sup> Q/15	Policy revised ongoing contributions	March 31/15
Complete Ironstone Phase II	DPWR	2 <sup>nd</sup> Q/ 15	Subdivision Plans to Land Titles	July 14/15
Complete Water Looping System <ul style="list-style-type: none"> <li>Apply for Grants</li> <li>Obtain LNIB Support</li> </ul>	DPWR	Feb/2015	Not approved	March 31/15
	Council	Feb/2015		March 31/15
<ul style="list-style-type: none"> <li>Source grants</li> </ul>	DPWR	2016	District successful in obtaining grants	Complete
Upgrade Distribution System <ul style="list-style-type: none"> <li>Apply for Grant</li> </ul>	DPWR	Feb/2015		March 31/15
<ul style="list-style-type: none"> <li>Obtain LNIB Support</li> </ul>	Council	Feb/2015		March 31/15
<ul style="list-style-type: none"> <li>Source grants</li> </ul>	DPWR	2016	In progress	Complete

### C) Improve Asset and Capital Management \_4<sup>th</sup>Q Update

Long Term Action	Sponsor	Target	Comments	Date Completed
Finalize 5-10 Year Asset Management Plan/Program (AMP)	DPWR	MAR 2018	In Progress	
Base line Assessment, Self-Assessment - DLL Organization (AMP)	DPWR	AUG 2015	Funded DLL & 2015/16 UBCM Grant	August 31/15
Introduction to Asset Management - CNL Presentation (AMP)	DPWR	FEB 2016	Funded DLL & 2015/16 UBCM Grant	February 2/16



Develop Asset Management - POLICY (AMP)	DPWR	FEB 2016	Funded DLL & 2015/16 UBCM Grant	February 2/16
Develop Asset Management - STRATEGY (AMP)	DPWR	MAR 2016	Funded DLL & 2015/16 UBCM Grant	March 1/16
Develop Asset Management Framework for Roads, Water, Sewer, Storm, Roads (AMP)	DPWR	4Q/19	Funded DLL & 2016/17 UBCM Grant	
Develop Risk/Criticality Analysis for Water, Sewer (AMP)	DPWR	4Q/19	Funded DLL & 2016/17 UBCM Grant	
Detailed Capital Asset Summary (AMP)	DPWR	4Q/19	Funded DLL & 2016/17 UBCM Grant	
Implement TRUVIAN Software - Platform to store all asset information Collected (AMP)	DPWR	4Q/19	Pending 2017 Budget Approval	
Capital Asset Replacement Plan 5-10 Year (AMP)	DPWR	4Q/19	Funded DLL & 2016/17 UBCM Grant	
• Roads	DPWR PWs Com	4Q/19	In progress	
• Sewer	DPWR PWs Com	4Q/19	In progress	
• Water	DPWR PWs Com	4Q/19	In progress	
• Storm	DPWR PWs Com	4Q/19	In progress	
Develop Long-Term Asset Management Financial Investment Plan (AMP)	DPWR	4Q/19	Pending UBCM 2017/18 Grant Success and 2017 Budget Approval	

D) Improve Quality of Life				
Short Term Action	Sponsor	Target	Comments	Date Completed
Acquire Local Doctor	Mayor Council	1 <sup>st</sup> Q/16		March 1/16
Complete Seniors Housing Study <ul style="list-style-type: none"> <li>Commission CMHC Study</li> <li>Finalize Study</li> </ul>	CAO	June/2015		July 14/15
	Econ Com	Jan/2015		March 31/15
	CAO/TRU Eng	June/2015		July 14/15
Implement Seniors Accessibility at Arena	DPWR/DOF	3 <sup>rd</sup> Q/15		October 13/15
Improve Seniors Access to Arena	DPWR	3 <sup>rd</sup> Q /15		October 13/15
Seniors Accessibility Improvements to Rec Centre	DPWR/DOF	Ongoing		

D) Improve Quality of Life				
Long Term Action	Sponsor	Target	Comments	Date Completed
Develop Internal Trails System Plan	DPWR CR Com	3Q/18		
Coordinate External Trails Plan	DPWR CR Com	3Q/18		
Needs and Gap Assessment on Recreation/Social Needs	CR Com	2018	Current WHY analysis/planning may address	
Engage community in health care planning	Council/CDO	Ongoing	Resolution passed at SILGA/UBCM '17	

E) Promote Economic Development				
Short Term Action	Sponsor	Target	Comments	Date Completed
Upgrade Website <ul style="list-style-type: none"> <li>Conclude Audit</li> <li>Commission Rebuild</li> </ul>	CAO	Jan/15		March 31/15
	Council	Feb/15		March 31/15
	CAO	4 <sup>th</sup> Q/15		March 9/16
<ul style="list-style-type: none"> <li>Complete - go live</li> </ul>	CAO	4 <sup>th</sup> Q/15		March 9/16
<ul style="list-style-type: none"> <li>Explore webcam option w TV Society/ MOTI</li> </ul>	DPWR	1Q/18	Raised at UBCM	
Continue to Liaise with First Nations <ul style="list-style-type: none"> <li>Bi Annual Meetings w/LNIB</li> </ul>	CAO/Council	Ongoing		
Boundary Expansion (LNIB)	CAO/Council	Ongoing	On Hold	
Implement Economic Development Plan <ul style="list-style-type: none"> <li>Prepare Plan</li> <li>Refer to Council Retreat/Budget</li> </ul>	CAO	Jan/15		March 31/15
	CAO/Com	Feb/15		March 31/15
<ul style="list-style-type: none"> <li>Endorse Plans</li> </ul>	CAO/Council	Ongoing		
<ul style="list-style-type: none"> <li>Implementation</li> </ul>	CAO/CO	Ongoing		
Market Chartrand Commercial Property	CAO/DOF/Com	Ongoing	Passive approach as per Aug. 3/16 EC mtg	
Community-wide internet upgrade	Council/CAO	2Q/18	Consulting with Nicola Net	

E) Promote Economic Development				
Long Term Action	Sponsor	Target	Comments	Date Completed
Enhance and Promote Community Events <ul style="list-style-type: none"> <li>Consider Marketing Plan</li> </ul>	CAO/Com	1 <sup>st</sup> Q/17	Draft Plan approved by Council at budget	April/17
Review Options for Crown Land Acquisition/ Usage	CAO/ Council	2018	Lakeshore/ Acreage developments: Review w/LNIB	

## **Appendix A – Survey Results**

### **Key Goals**

- A. Improving Organizational Effectiveness
- B. Addressing Facility Needs
- C. Improving Asset and Capital Management
- D. Improving Quality of Life
- E. Promoting Economic Development

### **Strengths**

#### **1. Administration & Governance**

- Knowledgeable Staff
- Strong Council
- Adaptability
- Teamwork
- Transparency & Accessibility

#### **2. Financial Stability**

- HVC Tax
- Financial Position with low taxes
- Good Infrastructure
- Low Taxes & No Debt
- Cost Effective Services

#### **3. Quality of Life**

- Outdoor Recreation/Clean Air
- Proximity to Shopping
- Affordable Housing
- Volunteerism and Spirit
- Community Pride & Safety

### **Weaknesses**

#### **1. Economy**

- Business Diversification and Expansion
- Mine Sustainability
- Business Leakage
- Mining and Retirement Stigmatization
- Low Population Growth
- Promoting Logan lake
- Job Opportunities

## 2. Quality of Life

- Population inadequate
- Services to Women and Children (Families)
- Limited Medical
- Declining Families
- Increasing Demographic

## 3. Organizational Effectiveness

- Staff Training and Succession
- Too many Part Timers
- Non Residency of Staff
- Attraction and Retention of Professionals

## 4. Infrastructure

- Water Pressure (Jasper/Ironstone )

## 5. Financial

- Low Reserve Funds

## Opportunities

### 1. Non Tax Revenue Sources

- LLCF Grants
- HVC
- Other Grants

### 2. Economy

- Efficient Water and Sewer Systems
- Improving Medical Service
- 1<sup>st</sup> Nations Relationships
- Campground
- Community Events
- Tourism Marketing / Promoting Sunshine
- Commercial and Residential Growth Opportunity
- Developing Ironstone
- 5 Year Capital Plan

### 3. Quality of Life

- Attracting Younger Families
- Outdoor Recreation
- Ironstone Attraction
- Seniors Assisted Living
- Affordable Housing
- New Fire hall

## **Threats**

### **1. Economic Growth**

- Sustainable Growth
- HVC Closure
- Declining Provincial Revenues and Services / Doctor shortage

### **2. Financial Stability**

- Natural Disaster Impacts
- Loss of Grants
- Budget Challenges / More Debt
- Ironstone Failure

### **3. Organizational Effectiveness**

- Lack of Planning and Preparedness
- LT Staffing
- 1<sup>st</sup> Nations Relations

### **4. Quality of Life**

- Apathy
- New Drug & Alcohol Ctr.
- Seniors Housing Squeeze
- Declining Students
- Public Transportation
- Declining Population
- Higher Demographics
- Loss of Golf course