# Cultus Lake Park Board

## Strategic Planning Session
May 11, 2009

## Detailed Report

# Desired Session Outcome

- A plan and set of goals to work towards as a Board and a community
- Working in the same direction
- A plan we agree on and will work together to accomplish
- Strong team committed to meeting objectives
- A working plan in place
- A plan for future of Cultus Lake
- General sense of time well-spent on tangible goals – that we can use to gauge success
- Getting to know Board and what they want to achieve in the next 3-5 years

# Cultus Lake Park Board Context Map

## Local Gov't Trends

- Governance & provincial election & relationship with City of Chilliwack
- Lack of intervention of other government bodies (financial & decision-making consent)
- Active relationships with local, regional & provincial representatives
- Inability to access funding

## Other Gov't Levels

- Land development (Sunnyside highest in BC)
- Not getting fair "bang for buck"; promote fairness for share (why can't we go to governments?)
- Future uncertainty/ governance
- First Nations input; land claims

## Population & Demographics

- Aging population & care of elder people
- Base is <u>not</u> growing; flat growth
- Lot of people on fixed income (defer taxes?)
- Cottages to multi-level houses – impact on uniqueness of area
- More diverse; less transient

## Local Economic Base

- Shoulder season not developed
- Realistic parking-user fees
- Deferred tax system?
- Commercial lease fees tied to value

## Citizen Expectations/Values

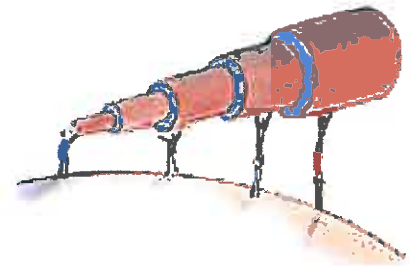
- Very high expectations to the point of being unrealistic? (e.g. garbage)
- Desire more input into park governance
- Increase in committee involvement
- Absentee landlords
- Transparency – want ownership and accountability

## UNCERTAINTIES

- Governance issue resolution
- Access to government funding

## Technology Factors

- New software
- Implement municipality accounting software
- Crucial that website and systems are current
- All stationery to list website



# External Trend Scan
## Context Map

**Purpose:** *To examine the most important external context areas likely to impact the Cultus Lake Park Board over the next 3-5 years.*

**MUNICIPAL/LOCAL GOVERNMENT FACTORS & TRENDS**

- Governance and provincial election - relationship with Chilliwack – With change of MLA's,"Back to square one"; Sense of "stalling" by provincial government (√)
- Lack of any intervention of other bodies (financial and decision-making consent) (√)
- Relationship with local, regional and provincial representatives – active (√)
- Inability to access funding (√)
- Involvement of community (government factor) and trust of the community
- Governments cutting back operations budgets, especially their parks operations
- If City took us over, would we operate like Vancouver Park Board?

**POPULATION BASE & DEMOGRAPHIC FACTORS**

- Aging population – age and responsibilities of taking care of elder people (3√)
- Base is not growing; flat growth (√)
- Lot of people on fixed income (defer taxes??) (√)
- Less transient
- More "diverse" (e.g. Family situations, financial – shift from city to recreational and retired commuters
- Holding uniqueness of area is becoming more important
- Cottage to multi-level houses
- Community school: not encouraging young families to have children and raise kids
- Everybody of working age is a commuter – issue: road access?

**CITIZEN EXPECTATIONS/PUBLIC VALUES**

- High (very high) expectations, to the point of being unrealizable – unrealistic values, e.g. garbage week (2√)
- People need to take on more personal responsibility (√)
- More public scrutiny

**CITIZEN EXPECTATIONS (Cont'd)**

- More input in park governance
- Transparency – want ownership and accountability
- An increase in the involvement of committees
- Would be nice if people looked past their own personal issue for "good of community"
- We are here so we can plan for these concerns
- Absentee landlords – renters are the causers of problems – and owners need to be contacted to address issues
- More effective penalty system??

**LOCAL ECONOMIC TAX BASE**
***(Economics, Business, Tourism, etc.)***

- Develop shoulder season (3√)
- Realistic parking, user fees (2√)
- Deferred tax system - look into (2√)
- Lease fees tied to value (√)
- More joint venture (√)
- Weddings (√)
- Promo sales – t-shirts (√)
- More merchant involvement
- Innovative ideas
- FVRD taxes

**OTHER GOVERNMENT LEVELS & REGULATION *(Local, Regional, Provincial, Federal)***

- Land development (Sunnyside highest in BC) (3√)
- Don't think we get fair bang for buck – taxes (3√)
- Promote fairness for share - Why can't we go to government? (2√)
- Governance hold up (√)
- Future uncertainty (√)
- Provincial and federal land claims; First Nations input (√)
- Approach government for eligibility of funding
- Mistrust of City of Chilliwack
- Information and governance mortgages

**TECHNOLOGY**
***(including Information/ Automation)***

- Implement municipal accounting software (3√)
- New software (3√)
- Crucial we stay current re: website (3√)
- Correspondence to list website (all stationary) (2√)
- Advertising on website? – hot button (√)
- Basic computer system now
- Keeping computers up to date
- Wi-Fi Risk

# CULTUS LAKE PARK BOARD - SPOT ANALYSIS

CURRENT/INTERNAL

FUTURE/EXTERNAL

## STRENGTHS

+ Staff – management
+ Great employees & new CAO
+ Paradise - location
+ Accessibility
+ Committed Board
+ Diverse group committed to do what is best for Park

## OPPORTUNITIES

- Opportunities for increased fees – parking, leases, funding
- Potential to attract business; Board-owned lots
- Year-round activities: weddings; conferences
- Legislate value from thin air
- Uniqueness of Park
- School/ seniors facilities

## PROBLEMS

– Financial picture – MFA – MIA – government grants
– Financial maneuverability
– Lack of consistent approach
– Follow up with current issues
– Bylaw enforcement
– Lack of government support

## THREATS

- Financial insolvency
- Financial shortfall
- Infrastructure costs
- Law suits – inconsistent application of rules, by-laws and plans
- Main beach boat rental
- Government-imposed boundary expansion
- Governance

# S.P.O.T. Analysis: Strengths, Problems, Opportunities & Threats

**Purpose:** *To analyze the current internal Strengths and Problems and the future Opportunities and Threats arising from the external context.*

**Strengths**

- Commitment to do what is best for the park
- Great employees and new experienced CAO
- Accessibility: members are available
- Paradise/location (4√)
- Staff (3√)
- Management - committed Board (2√)
- Transparency (√)
- CLPB – Act and Local government Act – public perception (√)
- Diverse group! (many eccentricities) – Board
- Longevity: 76 year track record!
- Communication: website, meeting format, newsletter
- Access to MFA and MIA – financial picture (5√)
- Follow up on current issues until surveyed (2√)
- Lack of consistent approach (2√)
- Main Beach boat rental – cover case (√)
- Answers to government funding issues (√)
- Organizational organization (√)
- Resident expectations (√)
- Staff changes (√)
- Water and sewer not separate utilities
- Lack of long-range planning
- Feelings of mistrust
- Absentee landlords
- Internal staffing issues

**Problems**

- Financial maneuverability
- Bylaw enforcement: consistency; enforcement; signage
- Lack of government support!

**Opportunities**

- Uniqueness of our community – attractions to outside world
- Legislate value from thin air!

**Opportunities** (Cont'd)

- School as a focal point for community relations; seniors services to support them living here
- Wedding destination; year-round activities; conferences (4√)
- Opportunities for increased parking fees; revision of all funding/leases, etc. (4√)
- Potential to attract development; board-owned lots (3√)
- Promotional sales (√)
- Certainty of revenue base
- Knowledge base of CAO and senior management
- 14 beautiful lots for sale!
- Millions of visitors
- Community help
- Using technology as a tourism tool

**Threats**

- Financial shortfall (3√)
- Governance (2√)
- Main beach boat rental i.e. government (2√)
- Infrastructure costs (2√)
- Building code and enforcement (2√)
- Public undermining Board operations (√)
- Financial insolvency
- Law suits! Inconsistent application of rules, bylaws ad plans
- Government-imposed boundary extension
- Province sees Cultus Lake as a problem
- First Nations
- Special interest groups undermining our authority
- Single road access; forest fire threat – isolation

Cultus Lake
Ours to Protect & Preserve

# 2009-2014
## Cultus Lake Park Board
## Five-Year Vision Goals

- Professionally Managed Organization
- Financial Sustainability
- Destination Location with Enhanced Amenities
- Open Government At All Levels
- Governance Issues Resolved
- High Level of Staff Satisfaction

### SUPPORTS

- Great employees & new CAO
- Potential to attract business; year-round activities
- Diverse Board – committed to best for the Park
- Paradise – uniqueness of location
- Accessibility

### BOLD STEPS (STRATEGIC DIRECTIONS)

5. Protecting Our Lake
4. Fostering Communication and Collaboration
3. Broadening Business Opportunities
2. Expanding Our Revenue Sources
1. Enhancing Organizational Effectiveness

### CHALLENGES

- Financial picture
- Bylaw enforcement
- Infrastructure costs
- Lack of other levels of gov't support
- Governance issue not resolved
- Inconsistent approach

# Five-Year Vision

- Governance Issues Resolved
- Destination Location with Enhanced Amenities
- Professionally-Managed Organization
- Financial Sustainability
- Open Government at all Levels
- High Level of Staff Satisfaction

# Five-Year Vision Background Ideas

**Governance Issues Resolved**

- Status quo chosen by leaseholders/residents
- Update park/land usage plan
- Governance issue finally dealt with! (village status permitted) (2√)

**Destination Location with Enhanced Amenities**

- Cultus Lake a destination: weddings; reunions; conventions; day visitors (shoulder season)
- Non-motorized boat rental/concession open
- Attracted business to fund internal projects
- Sustainability, destination resort, business opportunities! (RV/boat storage?)
- Partnered with P3 groups for seniors
- Park enhanced: hiking trails; safe swimming/boating
- Beautiful pristine lake

**Professionally-Managed Organization**

- CAO has a firm hand on his job
- Operation more efficient; result of management
- Refresh/update Board policy
- Bylaw rules are clear and followed
- Effective bylaw enforcement and consequences

**Financial Sustainability**

- Built up financial reserves and cash balances
- Total financial stability
- Water and sewer operating as utilities
- Entire revenue process reviewed
- New budget and financing process
- Provided water supply for adjacent areas
- Maintain infrastructure
- All leases reviewed with payments reflecting assessed value
- Government grants now accessible! Access to grants; MIA & MFA
- Succeeded in obtaining funding/grants
- Achieved government funding

**Open Government at all Levels**

- Communication! Suggestion box on website and in front office; satisfaction surveys
- Transparent communications – all questions answered before even asked
- Report progress on board motions
- Openness and response times to queries
- Effective working relationship with CLCA
- Increased level of community ownership and responsibility
- Community satisfaction improved dramatically
- Better relationships with City, RDFC, First Nations
- Improved partnerships with other governments and municipalities
- More meetings in public
- Commitment to openness – committee work – residents hands on
- Public meetings re new development

**High Level of Staff Satisfaction**

- More staff events: Christmas, golf, etc.
- Align goals and incentives of staff
- More interaction with staff
- Staff morale is re-established (Incentive awards issued!)
- Recognition to all for hard work and service

# Summary: Bold Steps & High Impact Strategies & Priorities

| Bold Step | High Impact Strategy | Immediate Priority for Action |
|---|---|---|
| ***Expanding Our Revenue Sources*** | • Financial Strategy | 3 |
| | • Revenues, Grants And Other Funding Generation Strategy | 3 |
| | • Lease Process Review | 2 |
| ***Protecting Our Lake*** | • Lake Use Strategy | 1 |
| | • Milfoil Plan | |
| ***Enhancing Organizational Effectiveness*** | • Organizational Update | 7 |
| | • Staff Involvement Program | 3 |
| | • Bylaw Enforcement Policy | 3 |
| ***Fostering Communication and Collaboration*** | • Meeting Management | 1 |
| | • Communication Strategy | 4 |
| | • Governance Strategy | 3 |
| | • Dispute Resolution Strategy | 1 |
| ***Broadening Business Opportunities*** | • Year-Round Promotional Strategies | 4 |

# Bold Steps, High Impact Strategies & Priorities*

### BOLD STEP #1: EXPANDING OUR REVENUE SOURCES

**Financial Strategy (3)**
- Purchase new finance software: train; encourage accountability; investigate grant access!
- Develop a 5 Year Financial Plan - Educational program
- Create schedule of desired infrastructure enhancements
- Commissioners fluent on financial strategy and budgets – learn how reserves work
- Ask Chilliwack for Section 18 permission

**Revenues, Grants and Other Funding Generation Strategy (3)**
- Apply for grant to update Park Use Plan
- Investigate grants, funding, FVRD, etc.
- Actively lobby government for improved funding
- All revenue sources to be reviewed

**Lease Process Review (2)**
- Complete review of lease process

### BOLD STEP # 2: PROTECTING OUR LAKE

**Lake Use Strategy (1)**
- Lake use strategy keep Cultus Lake beautiful and pristine

**Milfoil Plan**
- Milfoil Plan – we contribute but nothing is done

### BOLD STEP # 3: ENHANCING ORGANIZATIONAL EFFECTIVENESS

**Organizational Update (7)**
- Carry out an organizational review
- CAO provide budget (or other) updates at open meetings
- Empower CAO to manage the organization

**Staff Involvement Program (3)**
- Develop performance goals for staff
- Involve staff for input
- Link financial incentives to job performance
- Incentives for cost-saving ideas
- Establish Cultus Lake Park Board/Operations Committee to promote job satisfaction
- Have an open mind to innovative ideas

**Bylaw Enforcement Policy (3)**
- Collect statistics on bylaw infractions
- Check permit value – check up on inspectors and their knowledge
- Review role of bylaw officer (empower to do job)
- CAO: clarify bylaws & enforcement; update Board policy
- Park security review

* *The number in parentheses (#) behind the High Impact Strategies represents the total votes given as an indication of priority for immediate action over the next 12-18 months.*

### BOLD STEP # 4: FOSTERING COMMUNICATION AND COLLABORATION

**Meeting Management (1)**

- Limit in-camera meetings
- Control public input after board meetings to limit questions, i.e., (name of individual) should be dealt with by CAO

### BOLD STEP # 4 (Cont'd.)

**Communication Strategy (4)**

- Develop a consistent Communications Strategy: staff; Board meetings; public; other levels
- Increase website use! Easy Buttons: Commercial; Contacts; Services
- Collaborate with CLCA on open meetings (Park Use Plan Review)

**Governance Strategy (3)**

- Provide information to public re: governance
- Assume status quo (governance)
- Lead some of the governance process!

**Dispute Resolution Strategy (1)**

- Resolve MBBR dispute

### BOLD STEP # 5: BROADENING BUSINESS OPPORTUNITIES

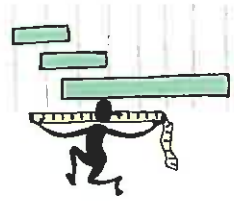
**Year-Round Promotional Strategies (4)**

- Promotional program
- Promote special events: wakeboard competition; triathlons; Dragon boat Festival
- Establish a task force to increase "shoulder" and winter activities

* *The number in parentheses (#) behind the High Impact Strategies represents the total votes given as an indication of priority for action.*

# Priorities For Action
# 12-18 Month Priorities

| Priority Rating | High Impact Strategy |
|---|---|
| 7 | • Organizational Update |
| 4 | • Communication Strategy |
| 4 | • Year-Round Promotional Strategies |
| 3 | • Governance Strategy |
| 3 | • Financial Strategy |
| 3 | • Revenues, Grants And Other Funding Strategy |
| 3 | • Staff Involvement Program |
| 3 | • Bylaw Enforcement Policy |
| 2 | • Lease Process Review |
| 1 | • Lake Use Strategy |
| 1 | • Meeting Management |
| 1 | • Dispute Resolution Strategy |
| -- | • Milfoil Plan |



# Session Evaluation

**What Were the Major Outcomes of This Session?**

- It was great having the 7 of us together to promote a better understanding of our role
- Direction and rating of the jobs to be done (√)
- Priority List – focused list of priorities

**What Insights and Learnings are you Taking Away?**

- My vision for the future is much more focused
- Small steps to accomplish the big picture (√)
- How to reduce individual thoughts – summon

**What Were the Highs?**

- Seeing us resolve differences in a respectful manner
- Similar ideas for Visions and Objectives
- Camaraderie with colleagues

**What are Some Things to Improve?**

- Continue to work on communication
- Avoid getting hung up on single issues

**OVERALL SESSION RATINGS**

| | Excellent | Good | Fair | Poor |
|---|---|---|---|---|
| **Overall session results** | 5 | | | |
| **Location** | 4 | 1 | | |
| **Food** | 1 | 4 | | |
| **Facilitator** | 5 | | | |
| **Other (specify)**** | | | | |

**Comments:** *None*