

Village of Valemount, British Columbia

2018 Annual Report and Financial Report

For the year ended December 31, 2018



Prepared by: **Village of Valemount**

In cooperation with Finance, Public Works, Administration
and Economic Development Departments





Village of Valemount

2018 Annual Report and Financial Report

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VILLAGE OF
VALEMOUNT

Let the mountains move you

Village of Valemount

Annual Report and Financial Report

INTRODUCTORY

INFORMATION

Village of Valemount

2018 Annual Report and Financial Report

Message from the Mayor

I am pleased to present the 2018 Annual Report on behalf of the Village of Valemount Council.

2018 was an election year and I am happy to welcome Councillor Blanchette from the previous term and Councillors Gee, MacLean and Pearson to complete our team. I wish to thank former Mayor Townsend and Councillors Reimer and Salt for their contribution to our community.

Financially, the audit showed fiscal responsibility and steady growth in all budget reserves. Asset management and critical infrastructure replacement continues to be at the forefront of Council's Strategic Planning. We were very pleased to see the 5th Avenue Lift Station Upgrade come into service, which will provide a greater capacity to the increasing demand in that commercial district.

Grant funding plays a major role in small communities. We're so thankful for positive relationships with essential agencies. With Northern Development Initiatives Trust, we received economic and grant-writer support as well as the business façade program that improves commercial frontage throughout the Village. BC Air Access provided significant upgrades to airport lighting and the installation of a precision approach path indicator, which will greatly improve pilot (and passenger) safety. Columbia Basin Trust continues to support non-government groups throughout the Basin, including their extremely well sought out Community Initiatives and Affected-Area Program.

2017 and 2018 witnessed what is now being described as the new normal – increased risk of flood and wildfire. Council attended the Union of BC Municipalities convention in Whistler and met with provincial Ministers on the topics of emergency management, electrical grid redundancy, transportation corridor and communication infrastructure improvements and transition housing opportunities. To that end, we have dedicated staff to emergency planning.

Council received a delegation from the Valemount and Area Recreation Development Association (VARDA) upon the completion of their economic impact study of snowmobiling in the Valemount area. This report outlined the very positive outcome of our viable winter tourism sector and continues to be a focal point of discussion surrounding the federal Southern Mountain Caribou Section 11 Species-At-Risk Act Partnership Agreement.

We transitioned our Valemount Community Forest Company (VCF) into two limited partnerships, which provides more operating autonomy to VCF and lessens liability to the Village. We are pleased to continue to have a good working relationship with those organizations, their boards, and we are ready to experience the opportunities that present with the industrial park in 2019.

Through cooperation, we continue to have good relations with Simpcw First Nation and view Council-to-Council communication as invaluable. Council and staff uphold our vision to strive for a vibrant and balanced community and it is our mission to serve our community and embrace opportunity. We look forward to providing responsible conduct and open representation.



In your service,

A handwritten signature in blue ink, appearing to read "Owen Torgerson", with a long, sweeping horizontal stroke extending to the right.

Owen Torgerson, Mayor

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Mayor and Council Roles

It is the role of Council to act as the governing body of the municipal corporation; to make decisions necessary for the successful and continuing operation of the municipality; and to represent the interests of the citizens and of the municipality as a whole.

Council is a continuing body, notwithstanding changes in its membership by election or appointment, and exercises its powers through resolutions and bylaws passed in open meetings. Council acts as a collective body. It is important to note that the members of Council cannot make valid and binding decisions independently, unless express authority has been granted or legislated.

Council acts to foster economic and social opportunities for the community, and strives to advance the goals and objectives of the municipality.



Council: (l to r) – Councillor Sherri Gee, Councillor Hollie Blanchette, Mayor Owen Torgerson, Councillor Donnie MacLean, Councillor Pete Pearson.

Mayor:

The Mayor is the Chief Executive Officer of the municipality and a member of Council. The Mayor is responsible for providing leadership to Council, including recommending bylaws, resolutions and others measures that in the Mayor's opinion, may assist the peace, order and good government of the municipality. The Mayor's role is also to communicate information to Council; to preside at Council meetings; to provide, on behalf of the Council, general direction to municipal officers respecting implementation of municipal policies, programs and other directions of the Council; and to represent the interests of the citizens of the municipality.

Councillor:

Every Council member is responsible to contribute to the development and evaluation of the policies and programs of the municipality respecting its services and other activities; to participate in Council meetings, Committee meetings and meetings of other bodies to which a member is appointed; to carry out the duties assigned by Council; to consider the well-being and interests of the corporation, and to represent the interests of the citizens of the municipality.

2018 Council Remuneration

	<u>REMUNERATION</u>	<u>EXPENSE</u>	<u>TOTAL</u>
Townsend, Jeannette	\$ 16,723.38	\$ 6,580.61	\$ 23,303.99
Torgerson, Owen	\$ 9,563.03	\$ 2,545.62	\$ 12,108.65
Salt, Sandy	\$ 7,526.20	\$ 6,634.70	\$ 14,160.90
Reimer, Peter	\$ 7,526.20	\$ 5,488.43	\$ 13,014.63
Blanchette, Hollie	\$ 8,430.11	\$ 2,700.39	\$ 11,130.50
MacLean, Donnie	\$ 927.08	\$ 919.00	\$ 1,846.08
Pearson, Pete	\$ 927.08	\$ 722.67	\$ 1,649.75
Sherri, Gee	\$ 927.08	\$ 437.89	\$ 1,364.97
	\$ 52,550.16	\$ 26,029.31	\$ 78,579.47

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Council Appointments / Committees

Standing Committees

Columbia Basin Trust Community Initiatives and Affected Areas Programs	Councillor Gee
Parcel Tax Roll Review Panel	Councillor Blanchette Councillor MacLean Councillor Pearson
Tourism Valemount Committee	Councillor Pearson Councillor Gee - alternate

Select Committees

Direct Heat Use Committee	Councillor MacLean
Economic Development Committee	Councillor Pearson
Clean Air Task Force	Councillor Blanchette Councillor MacLean
Housing Committee	Councillor Blanchette

External Boards, Committees and Agencies

Regional District of Fraser Fort George Board of Directors	Mayor Torgerson Councillor MacLean - alternate
Valemount and Area Recreation Development Association (VARDA) Board of Directors	Mayor Torgerson
Valemount Historic Society Liaison	Councillor Pearson
Prince George Treaty Advisory Committee	Councillor Gee
Robson Valley Regional Marketing Initiative Steering Committee	Mayor Torgerson
Valemount Entertainment Society	Councillor MacLean
Trans Canada Yellowhead Highway Association	Councillor Pearson Mayor Torgerson – alternate
Municipal Finance Authority (MFA) of BC	Councillor Gee Mayor Torgerson – alternate
Municipal Insurance Association (MIA) of BC	Councillor Blanchette Councillor MacLean
Local Health Liaison (Northern Health)	Councillor Blanchette
Northern Development Initiative Trust Prince George Regional Advisory Committee	Mayor Torgerson
Canoe Valley Recreation Centre CC Committee	Councillor Pearson

Valemount and District Fire and Rescue
CC Committee

Councillor Blanchette

Simpcw First Nation Liaison

Councillor Gee

Columbia Basin Trust Board of
Directors

Mayor Torgerson

Columbia River Treaty Local
Government Committee

Councillor MacLean

Columbia Basin Regional Advisory
Committee

Councillor MacLean

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Annual Report Requirements



In accordance with Section 98 of the *Community Charter*, the Annual Report is due before June 30th. The Annual Report outlines the following:

- the municipality's audited annual financial statements for the previous year;
- a list of the permissive tax exemptions provided by Council and for each exemption, the amount of property tax that would have been imposed during the previous year if the exemption had not been granted;
- a report on the municipality's services and operations for the previous year;
- a progress report on the performance of the municipality with respect to established objectives and measures;
- a statement of objectives and measures that will be used as the basis for determining the municipality performance during the current year; and
- the details of any declarations of disqualification made against individual Council members during the previous year.

Once completed the Annual Report must be made available for public inspection. After making the Report public, Council must wait a minimum of two weeks before holding an annual meeting on the Report. This provides citizens with time to review the Annual Report ask questions and prepare submissions. Council must give notice of the date, time and place of the annual meeting in accordance with Community Charter's requirement for public notice.

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Vision, Mission and Corporate Values

Vision:	Striving for a Vibrant and Balanced Community
Mission:	To Serve the Community and Embrace Opportunity
Corporate Values:	Approachable and Accountable, Passionate about the Environment, Committed to Innovation and Change, Transparent, Ethical and Professional and Committed to Service Excellence



Village of Valemount

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Profile



Valemount is the home of Mount Robson, the highest peak in the Canadian Rockies, and is in the watershed of the Fraser and Columbia basins. It is located on the Yellowhead South Highway 5, near the northern tip of Kinbasket Lake, 300 km south of Prince George, 320 km north of Kamloops, and 120 km west of Jasper.

Valemount is a rural community of approximately 1,021 residents on an area approximately 5 square km. Valemount is also the commercial centre for another 700 people who live in the Regional District of Fraser-Fort George (Area H), from Albreda to Small River.

Today Valemount's economy is based on tourism and forestry. Important tourist attractions include Cranberry Marsh, a designated Wildlife Management Area and sanctuary for wild birds, amazing snowmobiling, ski-touring, cross-country skiing and heli-skiing in winter, and hiking, camping, canoeing, white-water rafting, mountain biking, and trail riding in summer. Valemount offers natural beauty, quiet solitude, and clean mountain air.

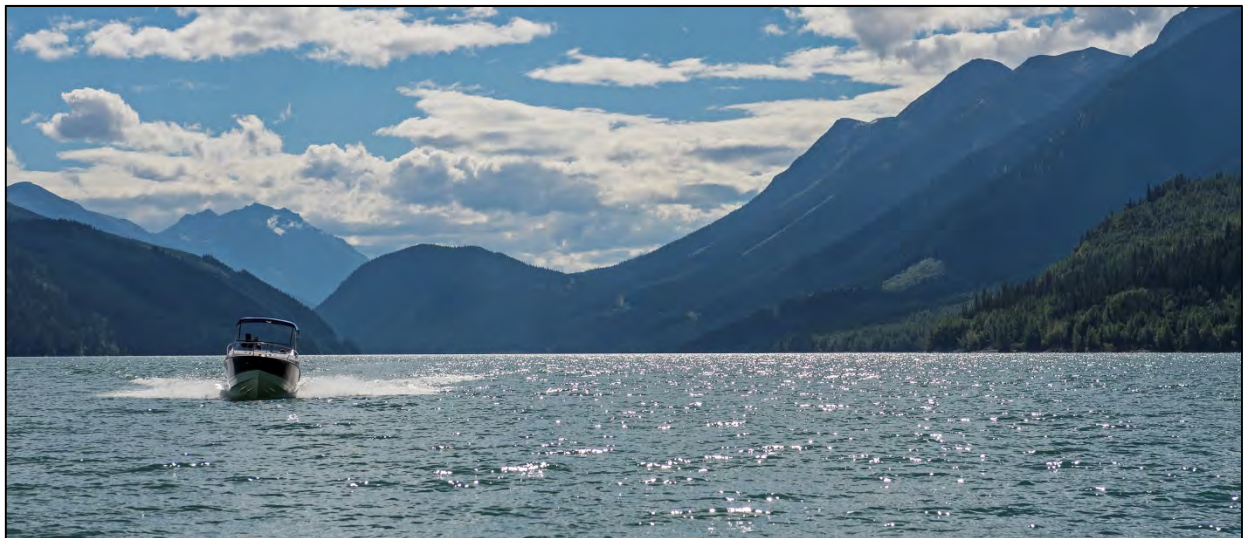
Valemount is nestled between three mountain ranges, the *Cariboo's*, *Monashee's* and *Canadian Rockies*. The topography primarily consists of Paleozoic or sedimentary and Proterozoic, sedimentary and minor volcanic rock. It is an area of glacial drift and colluviums with sandy deposits being the main glacial features.

The Village of Valemount is served by 911, the RCMP, a volunteer Fire Department, and BC Ambulance Service. The Valemount Community Health Centre is a full service health centre with a number of full-time doctors, support staff, lab technicians, and nurses. Additional services include a licensed daycare and pre-school, an elementary school and a high school. The Valemount Airport lies five kilometers to the west of town.

An active library and a museum housed in a former train station are additional attractions, as is the beautiful Visitor Information Centre near the entrance to Valemount.



Mica Dam operations commenced in 1974. Kinbasket lake lies 10 kilometres to the south of Valemount, which is part of the Canoe River, and is a tributary to the Columbia System.



Annual Community Events

A number of popular annual events occur in and around Valemount, as well as unique events organized each year. Annual events include the following.



Canoe Mountain Rodeo an event for the whole family.

High School Rodeo a regional event for teenage competitors



Valemountain Days
a summer festival with a parade, ball
tournament, logger's sports, dance, and more



Valemount Farmer's Market, vendors get together
weekly to provide fresh vegetables, gluten free
treats, local wares, concession, buskers and more!

Robson Valley Music Festival, with grass roots, multi-genre
musicians, artisan booths and a variety of ethnic foods.





Mount Robson Marathon a spectacular run route, with local music and artisans as well as a kid's fun run.

Valemount Craft Beer Experience
Craft beverage, live music, and delicious food at a block-style event at the Valemount airport.



Canada Day includes a variety of events at the Valemount Museum, Valemount & Mount Robson Visitor Centre and Village Sports Plex grounds; kid's activities, live entertainment, cake cutting, concessions, fireworks.

Northwest Mud Racing Event, with a mud pit for enthusiasts.



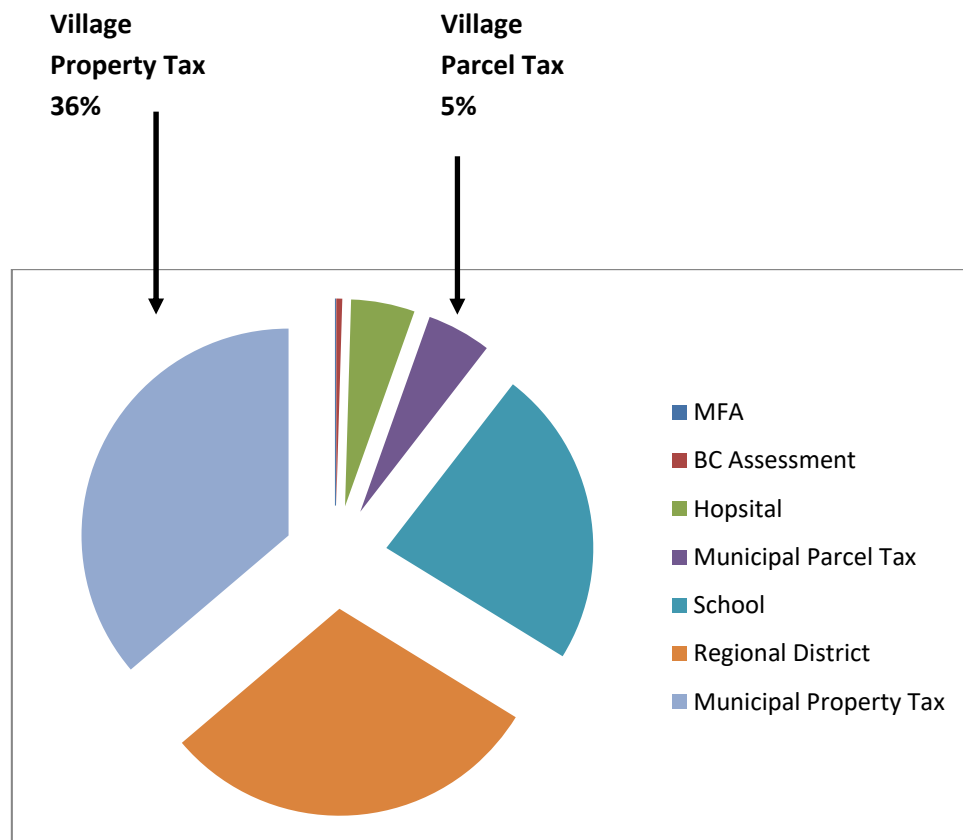
Annual Fishing Derby - Fun for the whole family on Kinbasket Lake; Labour Day weekend.

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Municipal Services Overview

Tax payers and residents are often unaware of the volume and value of services provided by their local governments. While a great number of services are provided by local governments, often less than half of the property tax bill goes to the municipality.



Some of the services provided within the Village of Valemount include:

Streets and Roads

Paving, pot hole patching and crack repairs, maintenance of sidewalks and shoulders, maintenance and installation of signage, line painting, maintenance of public parking areas, snow removal, street sweeping, ditch and storm drainage maintenance, signage, and lighting.

Water Systems

Provision of treated and safe drinking water, provision of water and hydrants for fire protection purposes, and water conservation initiatives.

Sewer Systems

Collection, treatment and disposal of domestic sanitary sewage.

Garbage Collection

Residential and commercial garbage (solid waste) collection and disposal, and cardboard recycling pickup provided by Public Works.

Parks Facilities

Maintenance of community owned parks and facilities (and contract maintenance of some Regional District park facilities); includes parks equipment maintenance and upgrading.

Cemetery Services

Maintenance of community cemetery is provided by Public Works equipment and staff hours. Maintenance of community cemetery database and mapping is provided by Village office staff.

Animal Control

Provision of animal control services (primarily dog control and licensing).

Building Inspection and Fire Inspection

Provision of building inspection services to provide compliance with Provincial building, plumbing and fire code regulations.

Subdivision Approvals

Subdivision approvals to ensure compliance with local land development regulations and provide consistency in land servicing.

Zoning and Land Development Permitting

Provision of regulations for compliance with zoning, consistency, and advance indication of land uses.

Bylaw Services

Education and enforcement of local land use, nuisance and related regulations, with education and enforcement initiated upon citizen complain and proactively.

Economic Development

Policies and programs to provide community infrastructure and to improve the business climate through specific efforts—in other words, economic development may be defined as creating the right conditions for retaining existing business and attracting new business.

Tourism Development

Operation of Tourist Information Centre and promotion of tourism development and tourist attraction opportunities.

Recreation Programs

The Village assists in the promotion of recreational programs in the community through provision of facilities, advertising and assistance with program delivery.

Grant Writing Services

The Grant Writer not only seeks out funding opportunities for the Village to benefit our community members, but also provides grant writing assistance to non-profit organisations also seeking financial assistance through grants

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2018 Important Projects Review



Visitor Centre Operations

In 2017, Adventure Management retired from operating the Visitor Information Centre which provided the Village the opportunity to combine municipal and tourism services. The purpose of the Visitor Centre is to increase the tourism dollars generated in the community, region and Province by encouraging longer stays and repeat visits. In addition to promoting all that the area has to see and do, the

Valemount Visitor Information Centre provides the additional services of making accommodation reservations and selling activity tickets, making it easy for the visitor to decide to stay in the area.

Housing Committee

Mayor and Council expressed the desire to follow a list of recommendations expressed in the *Valemount Affordable Housing Needs and Demands Assessment* study prepared for the Village by Housing Strategies Inc., in January 2016.

A Housing Committee was formed in the fall of 2016 and continues to deal with housing data collection, strategic planning, funding of projects, society forms to deal with housing, and zoning and bylaws. In 2018, a consultant was hired to identify an adequate property for an affordable housing project and a survey was completed to identify potential renter groups. The committee also met with CBT and BC Rural Centre staff members to discuss community land trusts and alternative financing options.

Economic Development Committee

Mayor and Council resolved to form a select committee of Council to deal with economic development planning and prioritizing. The committee started to meet in May 2016. The guiding principles of the committee are expressed in the *Robson-Canoe Valleys Economic Opportunities Plan* prepared by Millier Dickinson Blais for the Regional District of Fraser-Fort George in 2010.

Valemount Information Centre Upgrades

Upgrades to the air conditioning unit and back decking were completed

Rick Hanson Accessibility Certification

The Village entered into a Service Agreement with the Rick Hanson Foundation in order to have the Village's public buildings accessibility rated. These ratings focus on resolving issues around public accessibility and improving access in the built environment for those with a physical disability. Staff is now reviewing those ratings and seeking funding to enhance accessibility.

Child Care Planning Study

Funds were approved from UBCM – Community Child Care Planning Program in order to conduct an action plan that will identify the needs of the community to assist in creating new child care spaces and improve access to affordable, quality child care.



Community Emergency Preparedness Fund

The Village received funding from the Community Emergency Preparedness Fund – Emergency Social Services for the purpose of purchasing emergency supplies and equipment, and training for staff and volunteers. Courses included Northern Emergency Support Service Training, Introduction to Reception Centres and Reception Centre Applied Learning and Registration & Referrals.

Village of Valemount Airport

The Village was successful in receiving funding from BC Air Access Program and NDIT Economic Diversification Infrastructure Program towards upgrades to the lighting system. The Lighting Rehabilitation Project included all new LED runway and edge lighting, all necessary upgrades/repairs to the electrical system, and installation of precision approach path indicator (PAPI) lighting. These upgrades created a facility that can function 24 hours a day for local pilots, visitors, and medevac services.

Integrated Asset Management Plan Work Program

The Village was approved for a grant from the Union of BC Municipalities-Gas Tax Strategic priorities Fund. This grant allowed the Village to work with Urban Systems to develop a plan which includes some of the following components:

- Prioritize road rehabilitation work
- 20 year integrated asset management plan for water, sewer, and roads;
- To develop a financial policy for funding capital assets
- Assess the impact on user rates, taxation, and development cost charges

Valemount Children's Activity Society

Funds were secured from the Child Care Capital Grants used for renovations to the daycare facility in order to provide additional multi age daycare space.

Grant Writer

In 2018 Northern Development Initiative Trust and Valemount Community Forests provided funding to allow the Village to hire a part time grant writer. With the aid of the grant writer the Village was able to apply for and achieve grants that otherwise could not be obtained.

NDIT Business Façade Improvement Program

In partnership with the Northern Development Initiative Trust and the Valemount and Area Chamber of Commerce, the Village of Valemount administered the Business Façade Improvement program for downtown businesses in 2018. Northern Development's Business Façade Improvement program provides municipalities with \$20,000 which can be accessed by local businesses to complete exterior improvements to their storefronts. Businesses are eligible for a 50% reimbursement of the total project cost, up to \$5,000. In 2018, two businesses participated in the program and successfully completed exterior renovations:

- Rocky Mountain Goat Media
- A Cut Above

Love Valemount

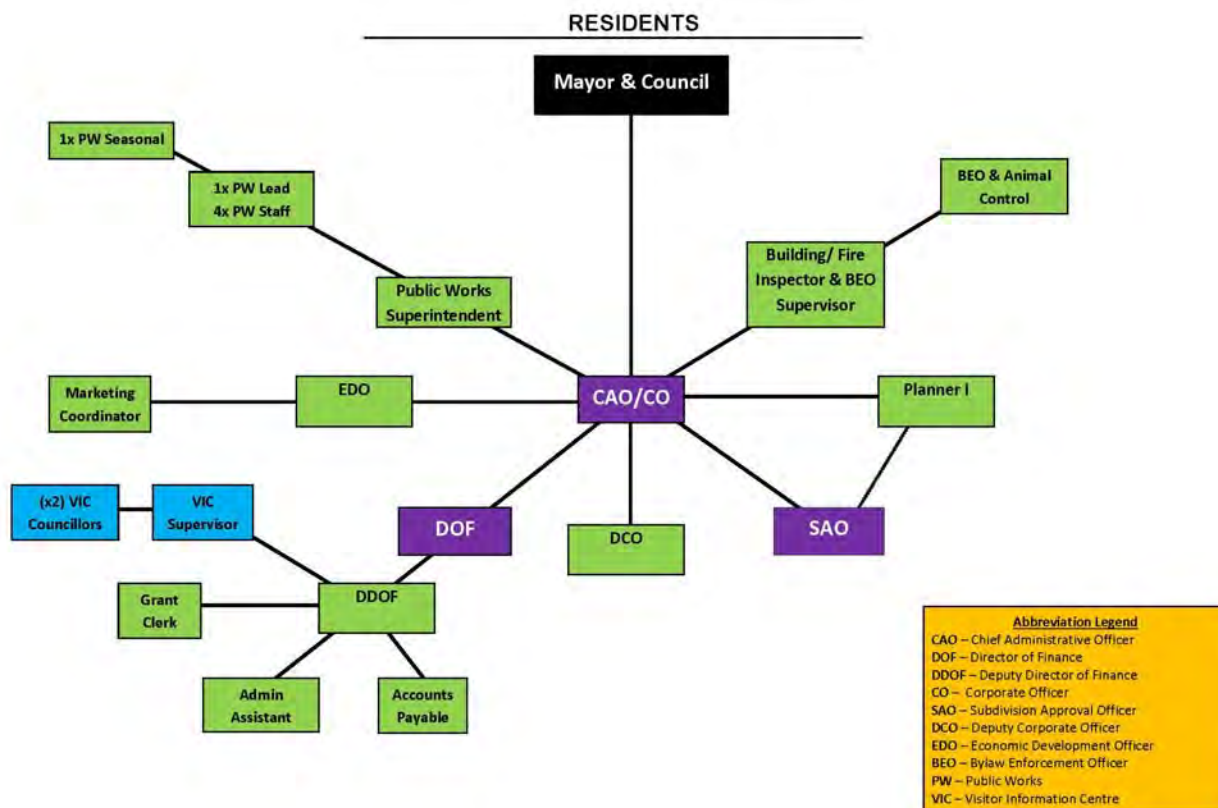
The Village of Valemount partnered with the Northern Development Initiative Trust in 2013 to serve as a pilot community for the Small Town Love program. Small Town Love is a unique marketing campaign that celebrates locally-owned, independent businesses with an aim to strengthen their competitiveness and keep more dollars in the local economy. Since the launch of the program in 2013, over 37 local businesses have come on board and now have their products, services and stories featured through the unique community web portal, www.lovevalemount.ca.



Columbia Basin Trust Community Initiatives Program

The intent of the CIP/AAP Programs are to provide additional value to support Basin communities and to benefit the broad community and public good. The Village currently has a contract with CBT for 2016/2017 – 2020/2021 in the amount of \$248,852 each year.

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2018 Organizational Chart



Village of Valemount

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2018 Departmental Organizations

Chief Administrative Officer/ Corporate Officer – Adam Davey, Gord Simmons, Doug Fleming

The Chief Administrative Officer is responsible for providing leadership to and oversight of all Village operations, implementing the strategic vision established by Council, establishing relationships with other levels of government and other corporate bodies, and providing guidance and recommendations to Council to most effectively serve the Village.

Deputy Corporate Officer– Carleena Shepherd

The Deputy Corporate Officer is responsible for assisting the Corporate Officer with corporate services functions within the Village, and manages special projects and initiatives, as required.

Director of Finance – Lori McNee

The Director of Finance is responsible for control and supervision over all financial affairs of the municipality, preparation of budgets, provision of financial advice, oversight of insurance and contracts, and administration of the taxation cycle.

Deputy Director of Finance/Emergency Management Coordinator – Suzanne Bloodoff

The Deputy Director of Finance is responsible for assisting the Director of Finance with financial services within the Village, and manages special projects and initiatives, as required. The Emergency Management Coordinator is responsible for the overall coordination and functions for the Emergency Operations.

Subdivision Approving Officer – Gord Simmons, Doug Fleming

The Approving Officer processes and approves the subdivision of land. They ensure local bylaws and policies are followed in subdivisions, as well as all applicable legislation and regulation.

Planner II – Megan Vicente

Land use planning guides development within the municipality, and considers the impact on the community and the input of the community to ensure the public interest is respected and achieved. Land use planning seeks to have the most livable, vibrant and efficient community possible, while balancing different uses such as residential, commercial, light industrial and park land

Public Works Superintendent – Trevor Pelletier

The Public Works Superintendent is responsible to plan, direct, manage and oversee the activities and operations of the Public Works Department, to administer the budget, staff and physical facilities of the Public Works Department, and to coordinate assigned activities with other municipal departments and outside agencies.

Economic Development Officer – Silvio Gislimberti

The Economic Development Officer acts as the municipality's primary economic development contact and implements economic initiatives of the municipality. The Economic Development Officer's role includes work at a strategic, operational and implementation level such as seeking funds, developing partnerships, creating and implementing plans, and managing projects.

Building Inspector & Bylaw Officer – Dean Schneider

The Building Inspector is responsible for inspection and regulatory work involving inspecting and checking buildings and on-site requirements for compliance to the design, materials, workmanship and safety plans with relevant bylaws, regulations and codes.

Bylaw/Animal Control Officer– Chris Dolbec

The Bylaw Officer enforces municipal bylaws. Animal control officers are responsible for capturing and impounding dangerous or stray animals, investigating cases of animal cruelty, enforcing licensing laws, providing expert testimony in court cases, rescuing trapped animals, writing incident reports, and providing humane care to animals under their supervision.



Back row: (l to r)

Dave McRae (Public Works), Rob Bustin (Public Works), Megan Vicente (Subdivision Approving Officer/Planner), Dean Schnieder (Building Inspector), Melanie Hystad (Public Works), Adam Davey (Chief Administrative Officer)

Middle row: (l to r)

Suzanne Bloodoff (Deputy Director of Finance/Emergency Management Coordinator), Sandy Janum (Public Works), Lori McNee (Director of Finance), Carleena Shepherd (Deputy Corporate Officer), Silvio Gislimberti (Economic Development Officer)

Front row: (l to r)

Jennifer Robinson (Marketing Coordinator), Dan Schnell (Public Works), Krista Ety, (Grant Clerk), Trevor Pelletier (Public Works Superintendent)



Back row: (l to r)

Dan Schnell (Public Works), Wayne Robinson (2019 Chief Administrative Officer/Corporate Officer), Trevor Pelletier (Public Works Superintendent)

Front row: (l to r)

Heather Funk (Visitor Information Centre Supervisor), Alex MacDonald (Visitor Centre Counsellor), Lori McNee (Director of Finance), Krista Etty (Grant Clerk), Cassandra Knelson (Accounts Payable, Visitor Centre Counsellor), Jennifer Robinson (Marketing Coordinator), Carleena Shepherd (Deputy Corporate Officer), Megan Vicente (Subdivision Approving Officer/Planner)

Staff Missing from Photos:

Sarah Boyd (Visitor Center Supervisor)

Tatjana Cinnamon (Visitor Centre Counsellor)

Tracey Dennis (Administrative Services Coordinator)

Chris Dolbec (Bylaw Officer)

Doug Fleming (Interim Chief Administrative Officer)

Danielle Jerome (Grant Clerk)

Vivian Kenkel (Visitor Centre Counsellor)

Melissa MacDonald (Accounts Payable)

Sherri Malone (Visitor Centre Counsellor)

Alan McMaster (Grounds Keeper)

Gord Simmons (Interim Chief Administrative Officer/ Subdivision Approving Officer)

Tamey Wood (Visitor Centre Counsellor)



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STATISTICAL

INFORMATION

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Public Input, Declarations of Disqualification, & Permissive Tax Exemptions

Declarations of Disqualification

Declarations of Disqualification Made Under Section 110 of the Community Charter.

NONE

Permissive Tax Exemptions

Permissive Tax Exemptions are granted at Council's discretion upon written application prior to the adoption of the Permissive Tax Bylaw.

For 2018, Village Council adopted the Tax Exempt Property Bylaw No. 774, 2017 which provided permissive tax exemptions for the following properties. Also shown is the amount of property taxes that would have been imposed on the properties in 2018 year if the properties were not Tax Exempt.

Organization	Value of Exempt Taxes
VARDA	\$2,362.48
Valemount Curling Rink	\$2,448.09
Valemount Lions Club	\$1,005.67
Royal Canadian Legion	\$2,901.64
Valemount Senior's (Golden Year's)	\$6,997.52
Valemount Senior's (Prov Rental Hsing)	\$9,271.80
United Church of Canada	\$1,304.08
Roman Catholic Bishop	\$1,368.88
Valemount New Life Centre	\$1,157.75

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Statistics

2018 Valemount Animal License Statistics	
Total Animal Licenses issued	150

2018 Valemount Business License Statistics	
Home Based Businesses	29
Standard Businesses	148
Short Term Vacation Rentals	6
Non Profit	9
Street Vendor	5
Total	197

2018 Building Permits	(Building Values)
Decks	\$8,000
Additions	\$199,500
New Construction	\$6,167,000
Woodstove Inspections	\$138,000
Sheds & Garages	\$147,000
Roofs	\$0
Other Renovations	\$1,000
Total	\$6,660,500

2016 Census Data Summary for Valemount, BC		
Population and dwelling counts	Valemount	British Columbia
Population in 2011	1,020	4,400,057
Population in 2016	1,021	4,648,055
2011 to 2016 population change (%)	.01	5.6
Total private dwellings	586	2,063,417
Private dwellings occupied by usual	499	1,881,969
Population density per square kilometre	197.4	5



CORPORATE **STRATEGIC PLAN**

Village of Valemount

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APPENDIX I

2018–2022 Strategic Plan



VILLAGE OF VALEMOUNT

STRATEGIC PLANNING CONCEPT

Adam Davey, CAO

October, 2017 (Version 2.0 – *Original* – August, 2017)

NOTE

This is the working document that underwent revision following Council's strategic planning session on September 14, 2017. This document was brought before Council at the October 24 In-Camera Council Meeting to approve implementation of the Strategic Plan, 2018-22. This document is conceptual in nature; it forms the basis of the Strategic Plan, located at Annex A.

Now finalized, this plan will be read-out at the first November Council Meeting.

BACKGROUND

The Village of Valemount implemented a list of twenty strategic priorities in or around November, 2015.¹ These twenty strategic priorities were re-assessed in the fall of 2016 and remain as the current Strategic Plan, 2015-19. As we approach 2018, it is advised that Council examine strategic planning as a macro-guidance tool to orient the Village through the current period of growth and change. In order to provide clear direction to staff and communication to residents, it will warrant consideration of a reduction and/or consolidation of the current twenty priorities into five or six.² Senior staff held an internal strategic planning session and have identified six 'strategic pillars,' each with two or three corporate deliverables, based upon the current list of twenty. *Council held a strategic planning session on September 14, 2017 based off of the Senior Staff planning session. The remainder of the below document has been updated to reflect Council's preferences.*

At present, the Village is facing a 'commitment-capability' gap, whereas our current internal capabilities cannot match our existing and emerging commitments. This is a result of significant proposed growth within the Village, and many more opportunities on the horizon. In order to achieve on-going success, Council shall have to decide what *not* to do. As the Village grows and expands its tax-base, capabilities may increase with additional staff, and acquiring further specialized competencies, such as urban planning. However, in the interim, the Village must be well-prepared to meet the immediate dual requirements of current service maintenance, with the additional pressures of growth management occurring from development opportunities.

Strategic planning is an on-going activity, with regular check-ins and updates, to meet the needs of changing situations. Therefore a codified strategic plan with precise specifics is less important than engaging in the planning activity – emphasis on *planning*, not making the *plan*. It is important to note a few aspects of strategic planning. First, the contradictory notion of strategy that was eloquently stated by Sir Winston Churchill, "plans are of little importance, but

¹ List of current strategic priorities is located on page 4-5 of this document.

² Why only five or six? In general, folks cannot remember more than five or six strategic pillars off hand. Additionally, there are five working days in the week. Therefore one priority for each day (in addition to daily operations), on average, may be achievable.

planning is essential.” This suggests that rigid plans do not survive implementation; however, the mindset that goes into planning is paramount. Second, codifying a strategy ensures consistency moving forward – everyone is on the same page, and where disagreements over priorities exist can be clarified and (hopefully) decided upon. Finally, strategic planning orients an organization towards the future and acts as a springboard for change, as resources can be allocated accordingly, rather than in ad hoc fashion.

Given this, from a local governance standpoint, it is worth looking at strategic planning from three points of view, from bottom-up rather than top-down. At the bottom level, are *daily operations* – the activities a municipality *must do*. These include basics such as snow removal, water and sewerage operations, repairs and maintenance, tax collection, business licenses, permits, and numerous other activities. These daily operations are not affected by strategic planning and vice versa, unless a given activity becomes more than routine. For example, if a municipality had to undertake a major upgrade of the sewerage system, this would be much more than simply daily operations – this would then warrant significant additional resources, thereby placing it in the category of strategic planning (costing, deep-dive analysis, multi-year planning, budget horizon, and so forth). The second point of view can be described as *corporate deliverables*. Using our sewerage system example, an Asset Management Plan (AMP) would best accommodate an all-encompassing overview of where resources would be best allocated towards the sewerage system expansion. Finally, at the top level, a *strategic pillar* consolidates and simplifies the aim – “Public Health – Water, Sewer and Air (PH - WSA).” Reversing this process, there is a congruent flow from strategic to daily operations:

Strategic Pillar	Corporate Deliverable (2018/19)	Daily Operations
PH - WSA	Asset Management Plan (AMP)	R&M; allocate and gather resources to accommodate AMP (budget, staff)

WHERE WE CURRENTLY ARE

As previously mentioned, the Village currently has twenty undefined strategic priorities, illustrated below in Figure 1.1. Therefore current resource allocation is based upon a tactical decision-making cycle, described as reactive short-term with a ‘flavour of the week’ approach. In static status quo times, this is an appropriate course of action. Additionally, with significant senior staff turn-over in recent years, there has not been an ability to build and implement a strategic plan in an extended period of time. Given the expected growth trajectory that Valemount is beginning to undergo, disciplined and focused prioritization will act as an inhibitor of growth and momentum to foster the community’s path forward. If handled correctly, the Village will be an enabler; if handled incorrectly - in a hasty fashion - it is a reasonable

expectation that the Village's capabilities will lack our commitments and we may become a passive disabler, in certain instances.³

Figure 1.1

Council's Priorities November 5, 2015		
NO.	Project	Percentage (support)
1	Public Health Water and Sewer	100.00%
2	Zoning Bylaw Updates	100.00%
3	VGDR support	98.00%
4	Streamline Development Procedures Bylaw	98.00%
5	Prezoned Land Issue- R1 Servicing and Development Expectations	96.00%
6	Finances and Taxes	94.00%
7	Water resource	92.00%
8	Exploring Geothermal	90.00%
9	Financial Reserves	88.00%
10	Clean up properties	86.00%
11	Emergency Planning	84.00%
12	Community Engagement	82.00%
13	First Nations Relationships	78.00%
14	Engage Youth	76.00%
15	Engage Chamber and local businesses	74.00%
16	Update Public Facilities	72.00%
17	Human Resources-Development	72.00%
18	ICSP- Use	68.00%
19	Valemount Community Forest	62.00%
20	Geopark (Clearwater and North Thompson)	46.00%

³ For example, suppose 'Land Use and Planning' was not codified as a strategic priority, this would signal a status quo approach – no additional resources (staffing, expertise, budget) would be allocated to this domain. During periods of low or moderate growth, this is not an issue. However, during periods of strong growth – say multiple developments occurring at the same time – the Village would not be able to service all requests in a timely manner, thus resulting in friction points delaying growth, rather than a path of flow enabling growth.

Over the previous six months I have conducted an environmental scan that formulates the basis for the following SWOT analysis. A SWOT Analysis is a qualitative and simple analytical tool that is widely used in aiding both private and public sector organizations in planning. It consists of an organizational review of internal *Strengths* and *Weaknesses*, within an external review of potential *Opportunities* and *Threats*. It must be noted however that SWOT Analysis is fundamentally subjective, based upon the analyst's own learned opinion. The following is only a brief overview; it is not intended to be a detailed deep-dive:

(Internal) Strengths:

- Strong staff at all levels – no negative HR matters at present;
- Several staff have served many years – excellent experience and knowledge of local matters and infrastructure;
- Also good mix of new and keen staff with experienced and steady staff;
- Willingness of staff to learn, conduct PD opportunities and venture into different domains;
- Council open for business and strives to grow the village;
- Solid relationships at both the political and staff levels with the RDFFG; and
- Well-conducted Council meetings free of hostilities (currently an issue in some BC municipalities)⁴

(Internal) Weaknesses:

- Lacking in capacity of specialized expertise – Planning and Engineering;⁵
- Previous high senior staff turn-over resulting in decrease in morale, efficiencies, productivity and organizational reputation;
- Current lack of strategic direction and quantitative decision making (CBA);
- Emerging commitment-capability gap likely to widen if not managed;
- Budget restraints preventing 'staffing-up' to meet expected future growth; and
- Insufficient reserve funds for major projects.

(External) Opportunities:

- Expected major growth in the Valemound corridor – VGDR will significantly impact the area;
- First new significant subdivision growth in several years;

⁴ See *Responsible Conduct for Local Elected Officials – Working Group on Responsible Conduct* (March 2017, LGMA, et al.) available at http://www.lgma.ca/assets/Resources~and~Publications/Documents/ResponsibleConduct%20Consult_Paper_Mar_ch302017.pdf for more details.

⁵ To be clear – current staff are capable and an internal HR Development strategy is being worked on to ensure staff are supported to receive professional accreditation, however, given the expected pace of change and scope complexity of potential projects (airport expansion, for example), outsourcing some competencies will likely be required (with internal staff assistance).

- First new significant commercial growth in several years (restaurants, expected hotels, etc);
- Major pipeline expansion project to bring substantial economic activity until in or around 2020; and
- Many other projects – Mountain Bike Park expansion, potential geothermal opportunities, growth at Valemount Community Forest, and numerous others).

(External) Threats:

- An economic downturn occurring prior to major construction could drastically impact many planned activities (thus emphasis placed on ‘breaking ground’);
- ‘First-mover’ requirements: there are lots of interest and land purchases, however, most projects remain in the planning phase – once developments become operational, a ‘domino-effect’ can be expected (threat becoming an opportunity);
- Political and economic uncertainty at senior levels of government in terms of growth appears to may have dampened some prospective entrepreneurs;
- Local scepticism regarding major projects – until significant construction occurs, the social atmospherics suggests local folks are taking a cautious approach forward (largely as a result of past experiences); and
- The below ‘MLNA Quadrant’ offers a basic yet arguably accurate overview of societal expectations of governance within not only British Columbia, but arguably among the Western World. Needless to say, it is not a realistic or achievable proposition.

<p>M</p> <p>-Citizens want “MORE.”</p> <p>- An increasing desire for greater levels of service and services (in addition to traditional municipal services, new ones such as housing and social issues)</p>	<p>L</p> <p>-Citizens want more services for “LESS.” (taxes – people do not want to pay more, generally speaking)</p>
<p>N</p> <p>-Citizens want more services for less taxes delivered “NOW.” (Immediacy does not mix well with long-term strategy)</p>	<p>A</p> <p>-Citizens want more services for less taxes delivered now with greater “ACCOUNTABILITY.” (Increased transparency is synonymous with red-tape)</p>

Given our current and expected future environment, our strengths and opportunities vastly outweigh our weaknesses and threats. This is an outstanding position to be in; therefore it must be carefully managed at our level to ensure the Village is well-positioned to enable progress.

SENIOR MANAGEMENT TEAM (SMT) STRATEGIC PLANNING SESSION

The SMT conducted an internal strategic planning session to generate a framework for Council's consideration, based upon where the SMT perceive Council's future intent is, balanced with where current resources are being deployed on a daily basis. It must be noted that current capacity is overextended (significant overtime is the current norm). The SMT strived to incorporate most of the current twenty priorities into six strategic pillars each with two to three corporate deliverables. There was disagreement amongst the SMT, as is expected. Figure 1.2 illustrates the approximate current allocation of resources (pie chart). Figure 1.3 illustrates the proposed 'strategic house.' Figure 1.4 illustrates the three levels – Strategic Pillars, Corporate Deliverables, and Daily Operations. *At the September 14 Council strategic planning session, Council also had some areas of disagreement / uncertainty over the selection of strategic pillars. As such, staff have striven to reach a balanced compromise without increasing the commitment-capability gap. Thus, pillars 6 & 7 have been reduced in scope and combined to ensure only 6 pillars remain. Red now indicates the changes.*

Figure 1.2

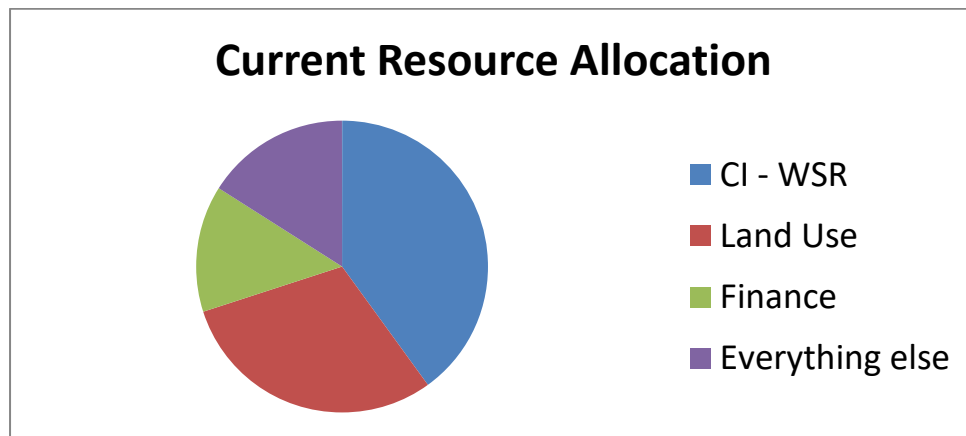


Figure 1.3 Strategic Pillars

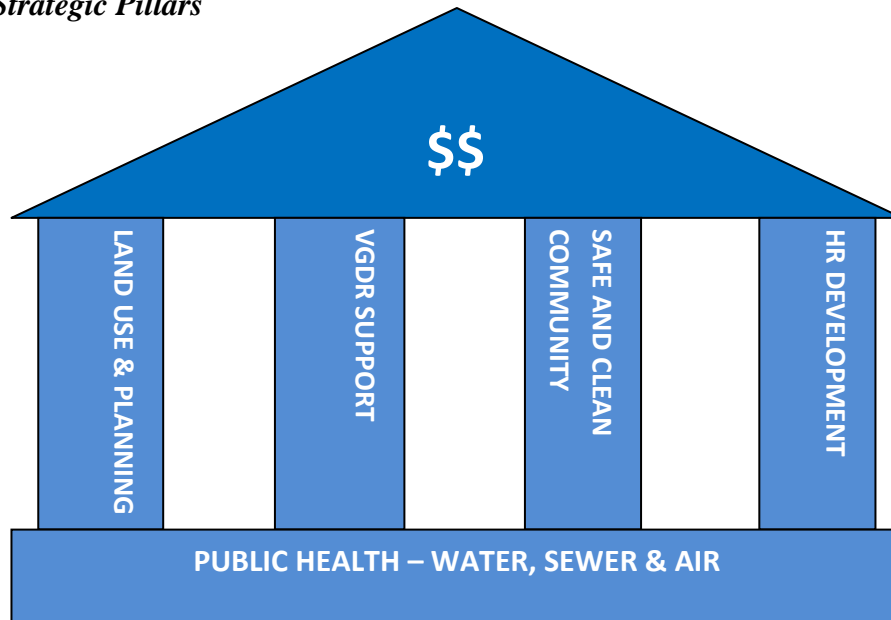


Figure 1.4

Priority (aggregate of old priorities)	Strategic Pillar	Corporate Deliverable 2018/19	Daily Operations	Remarks
1 (1, 7)	Public Health WSA	-Pursue grant(s) for AMP; RFP, Award contract and conduct AMP -Additional sewerage capacity – lift stations for proposed developments? -Clean Air Strategy (working group?)	-R&M (pipes, systems, etc); -PW operations; -Snow removal / accessibility / safety	Decision Point (DP) – Council indicated a preference for 'Public Health – WSA' at the planning session.
2 (17)	HR Development	-Organizational review -Staff PD plan to organically achieve recognized professional accreditation -5 year forecast to	-Training time and costs; -Hiring / retirees -Succession planning -Redundancy / cross- training -Vacation / sick time -Team development	-Emerging gap in Planning, Engineering and Corporate (currently stop-gap measures with staff double-hatted, outsourcing and

		meet potential VGDR expansion -2019-2024 pay grid	-General HR	‘making do’) -unsustainable work load (OT)
3 (3, 12, 13)	VGDR Support	-Boundary Expansion Study -Airport Expansion project	-Assist consultant as required on a daily or weekly basis -Conduct initial airport expansion meeting (likely require a consultant to prepare a work plan, provided higher political support is received)	-Consultant will rely on staff to provide knowledge and documentation -Expanding an airport requires outsourcing – significant specialized expertise required
4 (2, 4, 5)	Land Use / Planning	-DCC Bylaw rewrite -Zoning Bylaw rewrite -Outsourced Planning expertise to support planned and expected major developments	-Permits -Support to businesses and residents -Variances -Subdivision approval / support / work -Bylaw enforcement	-DCC Bylaw is 15 years old and has not been adequately tested – requires significant rewrite (requires Provincial approval – major project) -large developments, one at a time can be dealt with, however, multiple developments concurrently is beyond our capability
5 (6, 9)	\$\$ (Budget, Tax, Reserves) <i>*Note: this priority restrains the ambition of the other 5</i>	-5 year budget forecast -Build strategic reserve -Long-term tax planning	-Payroll, claims -Budget / audit -taxes -accounts payable -finance bylaws	-Current budget climate is reactive given the current pace of change -Building a rainy-day fund for expected and unexpected matters
6 (10, 11)	Safe & Clean Community	-Begin build of EM Plan (dedicated budget and staff, training, time) -Clean-up unsightly	(EM) -occasional purchase of new supplies -training opportunities, PD,	EM – iterative process, not a ‘project’ – no start and end

properties and community beautification plan (Increase Bylaw staffing and budget, build and prioritize a plan, communications strategy, etc)	design and build of plans and products (1 day per week dedicated) (Clean-up) – communications with residents ('boots on the ground') -identification, planning of systematic approach to clean-up -dedicated Bylaw staffing	Clean-Up – high reward (visual impact), high cost in terms of managing residents, legal, staff, etc
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DECISION PROCESS

Council will note that some important items, such as VCFCo. (Priority #19) have not been quantified as a strategic pillar. The reason for this is due to the VCFCo.'s ongoing success; it is operational and the Village is not involved in operations and management. This is not to suggest the Village will not assist VCFCo., but rather acknowledging that VCFCo. has long ago achieved autonomous and self-sustaining operations, and the Village, as the shareholder, provides input on an 'as-required' basis.⁶ Similarly, 'Exploring Geothermal,' (Priority #8) is not listed as a strategic priority as at this time there is no deliverable associated with it that has been tasked to the Village. In other words, it is 'situation no change;' the Village continues to offer support until such time that opportunities emerge that the Village may become directly involved with. Finally, the Visitor Information Centre is another matter that in the short-term requires significant Village resources to plan and execute a long-term plan to ensure this public good continues to be provided as a vital tourism tool. However, it is expected that this matter will become operational and thus minimize Village resources prior to summer, 2018.

NEXT STEPS

Council codified and implemented the new *Strategic Plan, 2018-22*, at the October 24, 2017 Council Meeting. Attached as Annex A ("The Plan"), it remains as the 'living' document that can be updated and used as a template for future plans.

⁶ It must be noted that the Village is currently working closely with the VCFCo. on a number of proposed activities. Until this process is complete, significant senior staff time is required for completion. This process is expected to conclude in 2018.

Annex A

October, 2017

Strategic Plan 2018-22

OVERVIEW:

The Village of Valemount has a team of approximately 15-18 staff (including part-time and seasonal), and an approximate annual budget of \$2.7M. In comparison to similar sized municipalities, the Village is adequately resourced. However, Valemount has significant opportunities on the horizon which adds major impact to current available staff and budget resources. Additionally, the Village has the distinction of being one of 14 members of the 'Resort Municipalities Collaborative' of British Columbia.

BACKGROUND:

Prior to this plan, The Village of Valemount did not have a strategic plan in place. This *Strategic Plan 2018-2022* aims to orient Village resources towards Council's objectives in a coherent and effective manner over a five year time horizon. This plan shall be reviewed and corporate deliverables shall be established on an annual basis.

VISION:

Striving for a Vibrant and Balanced Community.

MISSION:

To Serve the Community and Embrace Opportunity.

INTENT:

To orient Village resources towards the achievement of annual objectives within the six strategic pillars as decided by Council.

MAIN EFFORT:

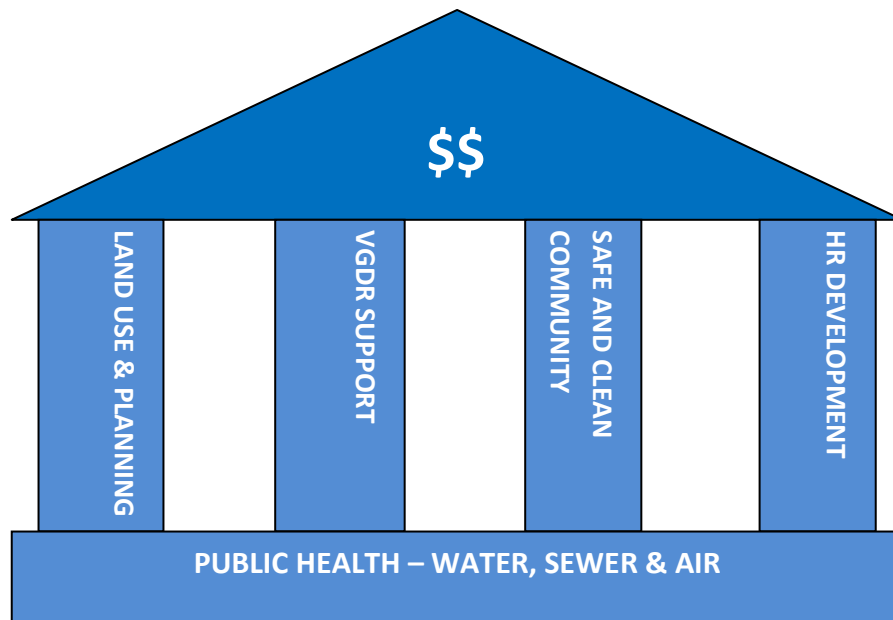
Public Health – the maintenance and good order of our public water and sewer systems.

FACTORS ANALYSIS:

An environmental scan conducted by the Chief Administrative Officer (CAO) and Senior Management Team (SMT) between February and August, 2017, resulted in the *Strategic Planning Concept* report. This included an overview of current resource allocation, availability and expected future distribution. Additionally, two strategic planning sessions, one conducted by the SMT, and another by the CAO, Mayor and Council, based upon the previous list of 20

strategic priorities from 2015-2019, formed the basis of the factors analysed in the development of this plan.

STRATEGIC PILLARS:



The Village of Valemount Strategic Plan 2018-2022 is based upon six strategic pillars:

- ✓ Public Health – Water, Sewer & Air
- ✓ Finance – Budget, Taxes, Reserves
- ✓ Land Use & Planning
- ✓ Support to Valemount Glacier Destination Resort (VGDR)
- ✓ Safe & Clean Community
- ✓ Human Resources (HR) Development

Each strategic pillar has 1-3 specific deliverables associated with each pillar for completion in 2018. The respective corporate deliverables for 2018 associated with each strategic pillar are:

CORPORATE DELIVERABLES:

Strategic Pillar	Corporate Deliverable 2018/19	Daily Operations
Public Health WSA	1. Conduct Asset Management Plan (grant dependent) 2. Identify additional sewerage and water infrastructure requirements for new developments 3. Initiate a Clean Air Strategy	-R&M (pipes, systems, etc) -Public Works daily, seasonal and routine operations
HR	1. Staff Professional	-Training time and costs

Development	Development (PD) plan to achieve recognized professional accreditation 2. 5 year staff forecast to meet potential VGDR expansion 3. 2019-2024 staff pay grid	-Hiring / retirees -Succession planning -Redundancy / cross-training -Vacation / sick time -Team development -General HR
VGDR Support	1. Boundary Expansion Study 2. Airport Expansion project 3. inter-organization liaison / support for project	-Assist consultant as required -Initiate development of a long-term airport expansion project plan -Staff time to support project
Land Use / Planning	1. DCC Bylaw rewrite 2. Zoning Bylaw rewrite 3. Outsourced Planning expertise to support planned and expected major developments, as required	-Permits -Support to businesses and residents -Variances -Subdivision approval / support / work -Bylaw enforcement -Zoning Amendments, Official Community Plan (OCP), etc
\$ (Budget, Tax, Reserves) <i>*Note: this priority restrains the ambition of the other 5</i>	1. 5 year budget forecast 2. Build strategic reserve	-Payroll, claims -Budget / audit -taxes -accounts payable -finance bylaws, policies
Safe & Clean Community	1. Begin build of Emergency Management (EM) Plan 2. Clean-up unsightly properties and community beautification plan	(EM) -occasional purchase of new supplies -training opportunities, PD, design and build of plans and products (Clean-up) – communications with residents ('boots on the ground') -identification, planning of systematic approach to clean-up -dedicated Bylaw staffing

DAILY OPERATIONS:

In addition to annual corporate deliverables, 'daily operations' continue as status quo.

DECISION ANALYSIS:

This Strategic Plan was built to reflect a realistic achievement of deliverables given current resources. There are a number of areas that are not part of the strategic pillars / corporate

deliverables. In successive years moving forward, different objectives may be introduced and move up and down the list, as Council deems fit.

ASSESSMENT (REGULAR CHECK-INS):

This plan will be regularly assessed to ensure progress towards the achievement of deliverables remain on target. Unexpected circumstances may change this, from time to time, and will be noted. Council will receive a quarterly update from staff throughout 2018. In the fall of 2018, another Council planning session will occur to re-assess the current plan and adjust corporate deliverables.



Village of Valemount
2018 Annual Report and Financial Report

FINANCIAL
INFORMATION

(available upon request)

APPENDIX II

2018 Financial Statements and Auditor's Report

APPENDIX III

5 Year Financial Plan Bylaw No. 782, 2018