

DRAFTING THE
DISTRICT OF LILLOOET
ECONOMIC OPPORTUNITIES PLAN

A PRESENTATION TO THE
BOARD OF EXAMINERS
AT THE RICHMOND OFFICE OF
UNION OF BRITISH COLUMBIA MUNICIPALITIES
ON
DECEMBER 14TH, 2007
AT 1:00 p.m.

Presented by:

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EXECUTIVE SUMMARY

DRAFTING THE DISTRICT OF LILLOOET ECONOMIC OPPORTUNITIES PLAN

This case study and presentation looks at a specific period of time from when I started as the Chief Administrative Officer in April 2006 to when we delivered the District of Lillooet Economic Opportunities Plan to the Premier at the UBCM Convention in October 2006. It concentrates on my role in the development of this plan and the steps involved creating this document. The steps will include:

1. Meeting with Council and defining what the Premier's office was looking for in an Economic Opportunities Plan.
2. Reviewing the history of how we arrived at the position we were now in as a community and the importance of Lillooet to B.C.
3. Taking the Council through a process of identifying our Mission, Vision and Values for the District of Lillooet.
4. Taking 35 points that Council had put on a list as economic and infrastructure issues that were important to the District of Lillooet and prioritizing them.
5. Meeting with Council in a series of workshops to discuss plan concepts, establish categories, re-priorize the ideas and confirm that staff was on the right track.
6. Framing each of these ideas into some form of project.
7. Discussing new directions in the 2005/2006 Annual Municipal Report.
8. Holding regular managerial meetings to ensure that team members understood their role in the process.
9. Having a regular dialogue with our consulting engineers to ensure their contribution to the plan
10. Submitting a "draft" plan to Council for review and input in July 2006.
11. Publicizing the revised "draft" plan for public input in August 2006.
12. Holding a Town Hall meeting in September 2006 for further public input on the "draft" Plan.
13. Submitting a further revised "draft" to Council for review in September 2006.
14. Placing the Plan on a Regular Council Agenda for a Council resolution to adopt and support the plan.
15. Sending out the plan in advance of UBCM 2006 to support discussion points at 24 Ministerial and Senior Ministry Staff meetings.
16. Presenting the District of Lillooet Economic Opportunities Plan to the Premier at the UBCM on Wednesday, October 25, 2006.
17. Taking the District of Lillooet Economic Opportunities Plan and assigning time lines and measurements to create the District of Lillooet Corporate Strategic Plan 2007-2017 for January 2007.

Grant Loyer
Chief Administrative Officer
District of Lillooet

INTRODUCTION

To draft the District of Lillooet Economic Opportunities Plan for presentation to the Premier at the Union of British Columbia Municipalities Convention on October 25, 2006.

The District of Lillooet and the surrounding area has been at an economic standstill for many years. District councils witnessed a reduction in primary resource industries and centralization of government services from rural to urban centres. Reduced incomes and a reduction in the tax base created an unstable economic environment. Residents left the area to seek employment and were soon followed by their families. Services declined due to a lack of funding and the general quality of life for residents suffered. Successive Councils investigated ways to bring growth to the area with little success.

In September 2005, at the Union of British Columbia Municipalities Convention, the Premier of British Columbia met with the District of Lillooet Council to discuss economic issues of concern to Lillooet. Previously, the District had proposed the creation of the Bridge River/Lillooet Trust, an entity similar to the Columbia River Trust. Previous governments had given support to this idea but in a previous meeting, the Premier had stated that the Trust would not be created.

At the 2005 meeting the premier requested a list of Lillooet's Top Ten Economic Development Priorities and stated that his government would help Lillooet to make the priorities a reality.

OVERVIEW/ANALYSIS

On April 02, 2006 I was appointed as the Chief Administrative Officer (CAO) for the District of Lillooet. In the first thirty days after that appointment I began to work on drafting the District of Lillooet Economic Opportunities Plan.

One of the first challenges was to decide what was in an Economic Opportunities Plan. In discussions with the previous interim CAO he had stated that he had no idea what an Economic Opportunities Plan would look like. Over my first thirty days I had meetings with Council and my management team to get their thoughts on the content of the Lillooet Economic Opportunities Plan. With information from these initial meetings I drafted an Estimate of the Situation attached as Appendix "A" and a Time Appreciation attached as Appendix "B". These two documents gave outlines of the questions that I needed answered to draft the District of Lillooet Economic Opportunities Plan and the time frame that I had to work within.

Research and Data for the Plan

In April and May of 2006 I conducted research on history that may have affected the plan and gathered data to support the process. I attended a series of meetings and workshops with Council and staff to discuss their thoughts on the proposed plan, met with the

electoral area directors from Area "A" and Area "B" of the Squamish-Lillooet Regional District to get their views and took copious quantities of notes on what I had heard. I started to form some thoughts on what the plan might look like but resisted coming to final conclusions.

My meetings with my management team were critical to the success of the project. I must stress that I promoted the team concept aggressively in these sessions. I challenged each of the staff to contribute to the process. Time was short and we had to deliver a product. The view around the table was that Lillooet had one change to get this process right. I agreed with that view and choreographed the process to move forward in an efficient manner.

The meetings with Council produced some interesting points of view. In the first meetings I asked Council about a Mission Statement, a Vision of the direction of the community and Values that were important to each of them and members of the community. Each Councillor had views but they had never thought as a group about what a Mission, Visioning and Values were about or what they represented. We spend a day discussing these points, taking breaks to think and confer and came away with a District of Lillooet Mission, Vision and Values statements. They are attached as appendix "C"

Another area that took several workshops and staff briefings was setting Council priorities. In my research into the CAO position for Lillooet I had received a list of thirty six points that the Council had identified as their goals/objectives priority list for 2006. There was no concept on how to implement each of the goals or an analysis of costs. There had been no discussion on a realistic time frame to implement the points. They were prioritized to some degree. The list is attached as Appendix "D"

Another Council workshop was scheduled to discuss the list of Council goals. I came away with some understanding on how and why the list was created and Council came away with the knowledge that a lot more work had to take place to turn these statements into reality. After the Council workshop I met with my management team to discuss what resources we had available and what work had to be done to implement the goals/objectives. The issues were divided amongst the team for framing into projects and budget numbers were assigned to accomplish the task.

The management team met again to discuss progress and confirm that we had the resources to start implementation on the Council goals/objectives priority list. Many of the items could be included in the 2006 budget. I reported this to Council and they approved their inclusion in the budget. The 2006 budget was the start of providing public information on a change in Council direction and discussion of issues in the proposed Economic Opportunities Plan.

I also scheduled a meeting with the Area "A" and "B" Directors of the S.L.R.D. Council wanted the Directors to be included in the process and it was important to brief them on our progress. They provided a different point of view on economic priorities for our area and I included their input in developing the Economic Opportunities Plan.

Drafting the Plan

In the June/July 2006 time period I gathered the research and data that had been generated over the past two months and started framing the information into some semblance of order. Our management team met weekly to discuss the content of the plan and how to present it in a document. During this period I brought our engineering and planning consultants into the process to provide advice on infrastructure requirements and economic issues. The consultants were from TRUE Consulting Group and they had been employed by the District for several years. Their advice in this process was invaluable.

As previously stated we utilized the tools at hand to get information out to the public. Initially we used the 2006 budget process. Another area where we identified new ideas and concepts was in the Annual Municipal Report. We reported on our accomplishments in the 2005 budget year and listed a number of new initiatives for 2006 and subsequent years.

A series of meetings took place between the management team members to discuss the content of the plan. During this period of time I kept the Mayor and Council apprised of our progress. I had drafted an initial framework for the plan that included the following headings:

- Executive summary
- District of Lillooet Mission, Vision and Values
- History
- Lillooet's Value to BC
- What we are doing to help ourselves
- What we need to do to secure our future lists as ten goals including
 1. Improve Infrastructure
 2. Strategic Transportation Issues
 3. Aboriginal Partnerships
 4. Maximize Agriculture and Crown Land Opportunities
 5. Create Economic Development Opportunities
 6. Market Lillooet and it's Tourism Industry
 7. Promote Partnerships with Business/Industry and Investigate Commercial Opportunities
 8. The District of Lillooet – Culture for Success
 9. 2010 Olympic Opportunities
 10. Lillooet Social Priorities

- Conclusions

I took some liberty in liberally interpreting what the Premier had meant when he told the Council to bring forward the Lillooet top ten economic priorities.

Another meeting was held with Council to discuss the plan headings and content. Council provided input to staff and I took this information back to my management team for inclusion into the "draft" plan.

Over the next two weeks I spent the majority of my time drafting the District of Lillooet Economic Opportunities Plan. I continued to receive data from many sources and the support from our consultants made the task much easier to accomplish. In the last week of July I brought a "draft" of the Lillooet Economic Opportunities Plan forward to the management team for final input. Amendments were made to the "draft" plan and it was then forwarded to Council for review.

Council spent the next week individually reviewing the plan. A staff briefing to Council was scheduled to discuss the plan in detail and include Council input into the "draft" document. Council publicly received the "draft" District of Lillooet Economic Opportunities Plan at a regular meeting held in the second week of August 2006. The plan was now out in the public for comment.

Public Input into the Plan

During August and September 2006, we took the "draft" plan to the public for comment and input. The "draft" was published on the District of Lillooet Web Site for public review. A press release was issued to inform the public of the location of the plan. Copies of the plan were made available for the public to take away for review.

I also proposed two other methods to publicize the "draft" plan. The first was to send out a district wide newsletter listing the points covered in the plan and asking for public comment. An area of the newsletter was specifically left open to allow the public to submit written comment. Residents were encouraged to submit comments on line or drop comments off at the District office. This newsletter also led into a second way to publicize and receive input for the "draft" plan. It announced a date, time and location for a Lillooet Town Hall meeting where staff would make presentations and Council would be available to receive public input. A copy of the newsletter is attached as Appendix "E".

A Lillooet Town Hall meeting was scheduled for Tuesday, September 12, 2007 at 7:00 P.M. in the REC Centre. Approximately 40 residents attended the meeting. The Mayor led the night off with an outline of why the District of Lillooet was creating the Economic Opportunities Plan and what the District hoped to achieve from it. I made a power point presentation on the content of the "draft" plan. Our Economic Development Officer made a power point presentation on what residents should expect from the economic development process. We received many comments about sections of the "draft" plan and I amended the "draft" document to include this data. The feeling that Council and staff received from the public input process and plan content was favourable.

Another staff briefing to Council was scheduled to discuss the final content of the Lillooet Economic Opportunities Plan. Council made several suggestions on a change in sections of the plan and staff revised the "draft" plan. The plan went back to Council and at the regular meeting held on October 02, 2006 the District of Lillooet Council passed a

resolution adopting the plan. The District of Lillooet Economic Opportunities Plan was now ready for circulation to the Provincial Government.

UNION OF BC MUNICIPALITIES CONVENTION 2006

The Union of BC Municipalities Convention was held from October 23-27, 2006 in Victoria, B.C. The District of Lillooet Economic Opportunities Plan formed the basis for discussion of Lillooet issues at twenty four scheduled meetings with Provincial Ministers and senior staff. On October 25, 2007 at a meeting scheduled for 12:15 P.M., Mayor Roshard formally presented the District of Lillooet Economic Opportunities Plan to Premier Campbell.

OUTCOMES

1. The District of Lillooet Economic Opportunities Plan set a new direction for the municipality and identified future activities.
2. The reputation of the District of Lillooet rose in the eyes of Provincial Government Ministers and staff. We had a plan. We promoted ourselves based on the plan. We requested support based on issues raised in the plan.
3. The District of Lillooet Economic Opportunities Plan was the enabling document for the District of Lillooet Corporate Strategic Plan. The Strategic Plan proposed a ten year implementation calendar for initiatives and measurables for accomplishments.
4. The District of Lillooet Economic Opportunities Plan was the directing document for Lillooet to submit nine project applications in January –March 2007 to various federal and provincial programs.
5. The Plan identified key funding requirements that need community commitment for the municipality to progress.

LESSONS LEARNED

1. Good planning and analysis are critical to ensuring the success of the Lillooet Economic Opportunities Plan.
2. Communication with the public is difficult to accomplish and we must continue to publicize our message for citizen input. This practice is critical for success.
3. Inclusion builds a team. Our team was strengthened by participation in drafting the District of Lillooet Economic Opportunities Plan. Council, staff and the public worked together to make this project successful.
4. We must have patience. It would be great to have everything accomplished overnight but we must be realistic in our expectations. Some issues take a long time to resolve.

Estimate of the Situation

Mission Analysis

Any issues implied by the Provincial Government

1. History
2. Strategic Planning
3. First Nations discussions
4. Previous meeting with the Premier

Aim

To draft the District of Lillooet Economic Opportunities Plan for presentation to the Premier at the Union of British Columbia Municipalities Convention on October 25, 2006.

Factors

1. What direction is the District of Lillooet taking?
 - a. Mission.
 - b. Vision.
 - c. Values.
2. Historical Data that may affect the direction that we are taking?
 - a. A previous proposal for the Bridge River\Lillooet Trust.
 - b. Previous discussions with the Premier and provincial officials.
3. What value does Lillooet have for the Province of British Columbia?
4. What is the District of Lillooet doing to help itself?
5. What did the Premier say to the previous Council?
6. What has the Council done to date?
7. What does the District needs to do to secure our future?
8. Plan Content?
9. Staff input?
10. Council input?
11. Public Input?

Courses Open and Tasks

1. Status quo or move forward.
2. Conduct research on each of the factors.
3. Ask questions about Lillooet
 - a. District Staff
 - b. District Council
 - c. Lillooet Citizens
 - d. Regional District Staff
 - e. Regional District Electoral Area Directors
4. Complete a time appreciation.
5. Arrange Council Workshop to discuss a concept plan for action

Plan

To draft the District of Lillooet Economic Opportunities Plan

Appendix "B"

Lillooet Economic Opportunities Plan
Time Appreciation Estimate
April to October 2006

Task	Date/Time
Present the District of Lillooet Economic Opportunities Plan to the Premier at the UBCM	Oct 25, 2006
Send out the plan in advance of UBCM 2006 to support discussion points at 24 Ministerial and Senior Ministry Staff meetings	Oct 2006
Plan goes on a regular Council meeting agenda for adoption	Oct 2006
Plan revised and sent to Council for further input. Discussion at a staff briefing to Council.	Sep 2006
Management team meeting to revise plan	Sep 2006
Draft plan to Council for review	Sep 2006
Town Hall meeting to gather further public input on the plan	Sep 2006
Publicize the "Draft" Economic Opportunities Plan to receive public input	Aug 2006
Submit the "Draft" Plan to Council for review	July 2006
Forward the plan to the District Consulting Planner and Engineers for review and input	July 2006
Management team meeting to discuss the draft plan	July 2006
First Draft of the Lillooet Economic Opportunities Plan	July 2006
Discuss new directions in the 2005\2006 Annual Municipal Report	June 2006
Management team meeting	June 2006
Frame ideas into some form of project	June 2006
Meeting with the Electoral Area Directors from Area "A" and "B" of the Squamish-Lillooet Regional District	May 2006
Council workshop to discuss plan concepts	May 2006
Council workshop to prioritize 35 points that Council had listed as economic development and infrastructure issues that were important to the District	May 2006
Management team meeting	May 2006
Take Council through a process of identifying our Mission, Vision and Values for the District of Lillooet	May 2006
Management team meeting	April 2006
Review history of how we arrived at the position we were now in as a community and the importance of Lillooet to BC	April 2006
Meeting with Council to define what the Premier's office was looking for in an Economic Opportunities Plan	April 2006
Management team meeting to discuss their thoughts on an Economic Opportunities Plan	April 2006

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 staff, citizens 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.

Appendix "D"

<i>Item</i>	<i>Project</i>	<i>Priority for Economic</i>	<i>Priority for Infrastructure</i>
E	Encourage & promote long-term Economic Development in Lillooet and area	1	
E	Establish and plan working relationships with the Province regarding Economic Development	1	
E	Hiring an EDO	1	
E/A	Establish a Working Relationship with A&B & First Nations on a Variety of issues	1	
E/I	Develop Affordable utility services for East Lillooet including water	2	1
E/A/I	Transportation Improvements - \$40m for Highway 99 Improvements - Highway 12 Slide Area - School Property (Maintenance Site - School) - Public Transportation	3	5
E/I	Airport Expansion	3	
E/T	Train Shuttle - extend it	3	
E	St'at'imc Cultural Centre	4	
E/I	Public Washrooms	5	6
E/I	Assisted Living Units	6	
E/I	Gateway Project - conformity of signage - hill planting	7	
E/I	Communities in Bloom	8	
E/A	Development of Web Page for Tourist Promotion	9	
E	Brochure on Properties owned by District as well as privately owned lands that are underdeveloped	10	
E	Vacant School Properties	10	
E/A	Underutilized commercial property	10	
E	Continue with mining initiative (Geosciences)	11	
E	Grape Project	12	
E/I	Phair Creek - Enterprise Creek - IPP	13	
E	Grizzly Bear Study	14	
E	Co-Gen Plant	15	
I	Finish off sidewalk at Fire Hall. Mark line on Asphalt to delineate a sidewalk to the mall		2
A/I	Planning process for North Lillooet. Direction of Development for North Lillooet		3
I	Lights & Sidewalks on the Hop Farm		3
I	Emergency Access from VLA		4
	Potential community water source		7
I	Old Bridge (get info from MOT)		8
A	Bylaw Enforcement		
A	Animal Resource Committee - (Control - LAPS) (Deterrent)		
A	Policy to meet quarterly with A & B, Lytton, Etc. First Nations		
A	Continue with monthly Mayor's column or quarterly news letter		
E	Market Lillooet as a Business Investment and Destination		
E	Leverage the NDI Funds		
E	Make Most of Olympic Opportunities		
E	Hotel Tax		
E/A	Video (CD) and presentation for Mayor to take to CFJC in Kamloops - Painted Valley (Highway 99)		
A - Administration / I - Infrastructure E - Economic Development / T - Transportation			



DISTRICT OF LILLOOET

NEWSLETTER #1

This is the first of several newsletters that the District of Lillooet will distribute. We want to talk to local residents about issues and opportunities in our community and we are seeking public input about how we deal with them. The first concept that the District invites comment on is our Lillooet Economic Opportunities Plan.

The Plan consists of ten priorities that we feel will economically diversify and revitalize our community. These issues are strategic in nature and we invite your ideas or comments. We will submit the plan to the Premier's office in late September 2006.

We have developed ten categories to structure the Lillooet Economic Opportunities Plan. They include:

1. **INFRASTRUCTURE**
Example: Water, Wastewater, Drainage, Roads, Buildings, Parks, Recreation.
2. **TRANSPORTATION**
Example: Highway 40, 99 and 12, Airport, Rail, Public Transportation.
3. **ABORIGINAL PARTNERSHIPS**
Example: Joint ventures, Service sharing, Tourism development, Cultural Centre.
4. **AGRICULTURE**
Example: Agri-tourism, Viticulture, Organic crops, Ranching.
5. **ECONOMIC DEVELOPMENT**
Example: Business retention, attraction and expansion, leakage.
6. **TOURISM AND MARKETING**
Example: Promotion, Projects, Public Washrooms, Resorts, Tours
7. **INDUSTRY/COMMERCIAL PARTNERSHIPS AND OPPORTUNITIES**
Example: Forestry, Mining, Wine Industry, Film industry, Independent Power Production
8. **THE MUNICIPALITY**
Example: Plan instead of react, Refresh the Official Community Plan, Reconcile bylaws.
Be innovative. Take the initiative. Be business-friendly.
9. **2010 OPPORTUNITIES**
Example: Re-energize the Spirit of 2010 committee, Optimize funding programs,
Take advantage of global marketing, Think past 2010.
10. **OPEN CATEGORY FOR PUBLIC DEVELOPMENT - What have we missed?**
Example: ?

