

## Pillar 1: Resilient and Diversified Economy

To attract and retain residents of all ages, a strong and diversified economy is key, where possible in the current economic climate.

INDICATOR (what is to be measured)	TARGET (what is the goal by 2020-within the mandate of the City of Williams Lake)
<p><b>BUSINESS GROWTH and TAXATION</b> Diversifying the economy to help create increased revenue for meeting City objectives</p>	<p>Positive trend in new business licenses</p> <p>Positive trend in number of residents</p> <p>Positive trend in local employment</p> <p>Increased tax contributions</p> <p>Increased support for business attraction and retention</p>
<p><b>ECONOMIC DEVELOPMENT for a DIVERSE ECONOMY</b></p>	<p>Approved Business Investment Strategy</p> <p>Increased occupancy of all commercial buildings</p> <p>Positive trend in attracting business (i.e. manufacturers, agriculture-based, value added, tourism, wood products)</p> <p>Increased support for value-added products</p> <p>Increased advocacy with key partners to increase business opportunities</p> <p>Increased diversity of businesses and traffic at Airport (land development), with support for existing businesses</p>
<p><b>HIGH QUALITY OF LIFE</b> Demonstrated commitment to a wide range of amenities that could include an enhanced industrial park, seniors housing, enhanced trail network, indoor sports facility, new museum, performance arts centre, First Nations Cultural Centre, Heritage Park, outdoor fitness park, community gathering places, increased access to the lake</p> <p>Demonstrated commitment to a Vibrant Downtown Core that could include support for new restaurants, recreation/lifestyle activities, community events</p>	<p>Funding approved for key amenities based on Development Plan</p> <p>City amenities increase or are enhanced annually</p> <p>City promotes and partners with downtown core activities annually</p> <p>Increased advocacy with other key partners to support diverse city amenities</p>
<p><b>RESPONSIBLE ENVIRONMENTAL STEWARDSHIP</b></p>	<p>City looks for ways to set a good example with environmentally responsible initiatives</p> <p>City supports attraction of green technology and businesses</p> <p>City supports local non-profit organizations to assist in making our community greener where feasible</p>

## Pillar Two: Strong Community Relationships

Relationships with neighbouring communities, partners, community leaders and others are key to a strong, attractive community, as well as building networks, sharing information, and celebrating local successes. Strengthening linkages with neighbouring First Nations supports mutual economic, social and educational growth. By 2020, the City of Williams Lake will demonstrate strong partnerships across the community.

INDICATOR (what is to be measured)	TARGET (what is the goal by 2020 within the mandate of the City of Williams Lake)
<p><b>PARTNERSHIPS and COMMUNITY</b>            Formal partnerships/agreements with key community partners including First Nations, such as: business, cultural, recreation, youth and senior, social support (health/harm reduction)</p> <p>Partnerships with neighbouring community leaders on mutually beneficial issues such as: economic planning, shared fire services, shared transit planning, shared initiatives, education and communication, rural health</p> <p>Strong advocacy for shared community needs including: expanded hospital and increased health care, services for aging population, Traditional Medicine Health Care Centre of Excellence, expanded and new programs at educational institutions</p>	<p>Increase communication (including meetings) and strengthen partnerships with key partners including:</p> <ol style="list-style-type: none"> <li>a. First Nations</li> <li>b. CRD</li> <li>c. non-government organizations</li> <li>d. government</li> <li>e. private sector</li> </ol> <p>Increase in number of collaborative community issues supported by City such as health care, child care, aging, homelessness, etc.</p> <p>Increase participation and recognition of volunteers</p>
<p><b>CULTURAL DIVERSITY/AWARENESS</b>            Find meaningful ways to highlight our local First Nations heritage and other local cultural groups</p> <p>Sharing information across organizations and using influence to benefit programs such as recreation programs, youth at risk, homeless programs, mental health</p>	<p>Increase in number of events that promote diversity and celebrate inclusion</p> <p>Increase in youth program participation</p> <p>Increase in number of community events that are directly supported by the City</p>

### Pillar Three: Financial Stability & Sound Asset Management

Stable financial management is essential; financial planning, especially for infrastructure, must be managed with a long-term view. The City’s diverse range of capital assets are integral to meeting the safe operations and services for the community and require scheduled maintenance and replacement. Taxpayers need a clear understanding of how their taxes are spent and where increased taxation is allocated.

INDICATOR (what is to be measured)	TARGET (what is the goal by 2020)
<b>FINANCIAL PLAN for 5 and 10 years</b>	<p>Long-term Financial Plan approved including infrastructure, capital and programs, with clear annual priorities and targets</p> <p>Annual operating budget meets strategic plan priorities</p> <p>Focus on self-sufficiency through increased diversity of revenue streams (including grants and licenses) to help ensure City’s ability to deliver services in a sustainable and financially responsible manner</p>
<b>LONG-TERM INFRASTRUCTURE ASSET MANAGEMENT PLAN that drives a 5-year plan and annual plans</b>	<p>Infrastructure Management Plan approved by 2020 (including water, roads, etc.) that is linked to Capital Plan</p> <p>Sustainable and responsible use of potable water</p> <p>Increased use of grey water</p> <p>Resources allocated annually to meet Infrastructure Management Plan</p>
<b>RESERVE FUNDS</b>	<p>Capital reserve established</p> <p>New DCC Bylaw approved</p> <p>Reserve Funds bylaws/policy approved</p>
<b>PROACTIVE TAX POLICY</b> Competitive taxation approach that diversifies revenues and is attractive to businesses	<p>Taxation levels cover annual increased costs of operations</p> <p>Increased revenue diversity (including provincial/federal/grants)</p> <p>100% fee for service rates cover costs with exception of specified costs (eg. recreation, policing)</p>
<b>CLEAR FINANCIAL CONTROLS FOR OPERATIONS</b>	<p>Financial costs of City operations linked to tax revenue</p> <p>Increase financial management support including support for grant applications</p>

**Pillar Four: Positive Community Image**

Increasing the public profile of Williams Lake as a safe community is key for attracting and retaining residents, professionals and businesses. Proactive, positive branding will help attract people who recognize that the community is safe, vibrant and growing.

<b>INDICATOR (what is to be measured)</b>	<b>TARGET (what is the goal by 2020)</b>
<b>SAFE, WELCOMING COMMUNITY</b>	<p>Consistent, accurate reporting on community safety</p> <p>Positive trend in partnerships in community safety, including policing</p> <p>Diverse range of resources and programs including fire, police and bylaws</p> <p>Positive trend reflecting perceived safety level in communities</p> <p>Increased proactive approach to bylaw enforcement</p> <p>Develop sound relationships/partnerships with service providers and neighbouring communities to support vulnerable population</p>
<b>CONSISTENT, POSITIVE BRANDING</b>	<p>Increase in market awareness of Williams Lake with focus on amenities and lifestyle</p> <p>Wayfinding signage distinct and consistent</p> <p>Positive brand guidelines in place and integrated into communication</p>
<b>COMMUNICATION PLAN</b>	<p>Communication policies reviewed/updated annually and supported by Council and staff</p> <p>Increase positive reputation</p> <p>Increase in public relations (i.e. positive press releases and social media posts)</p> <p>Increased use of technology for all aspects of City operations, where it adds value</p>

## Pillar Five: Healthy and Inclusive Workplace

By aiming to be an employer of choice, the City of Williams Lake will retain and attract strong, innovative and leading-edge staff. With a robust community as the foundation, the City will provide an excellent workplace that attracts employees from across the province.

<b>INDICATOR (what is to be measured)</b>	<b>TARGET (what is the goal by 2020)</b>
<b>PROFESSIONAL DEVELOPMENT</b>	Annual completion of training and development goals for all staff  Increased number of apprenticeships, internships, internal advancements and training opportunities supported annually  Succession plans approved for staff
<b>HEALTHY/INCLUSIVE WORKPLACE and SOCIAL ENGAGEMENT</b>	Effective Human Resource policies and procedures are in place  Effective labour relations  Respectful workplace demonstrated across Management, Union, and Council  Wellness initiatives in place
<b>EMPLOYEE ATTRACTION and RETENTION</b>	City of Williams Lake recognized as an Employer of Choice