

# Cultus Lake Park Board Strategic Plan



August 2017



# Contents

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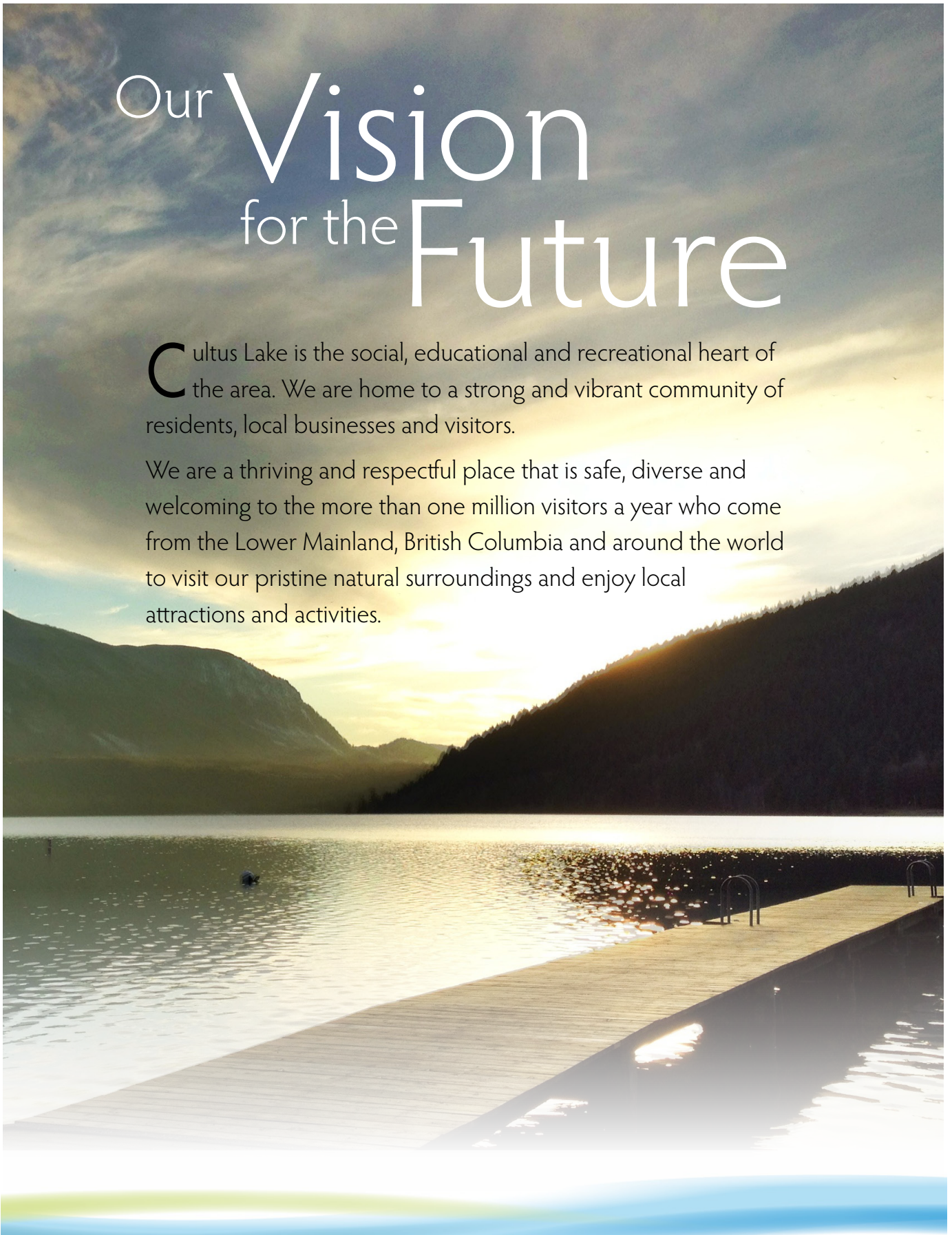
Our vision for the future .....	2
Message from the Board Chair .....	3
Cultus Lake Park Board Commissioners .....	4
Message from the Chief Administrative Officer .....	5
The plan.....	6
Strategic priorities.....	7
Measuring success .....	12
Bringing the strategic plan to life.....	13
Conclusion .....	14



# Our Vision for the Future

Cultus Lake is the social, educational and recreational heart of the area. We are home to a strong and vibrant community of residents, local businesses and visitors.

We are a thriving and respectful place that is safe, diverse and welcoming to the more than one million visitors a year who come from the Lower Mainland, British Columbia and around the world to visit our pristine natural surroundings and enjoy local attractions and activities.





## Message from the Board Chair

The Cultus Lake area is – and has always been – an exceptional place. The natural beauty around every bend; the sparkling splendour of the lake; hiking trails that deliver spectacular views; forests that call you; and, at the heart of it all, the warm, friendly and welcoming nature of the people who make up our

community. It is this combination that makes Cultus Lake one of the best places in the world to live, work and visit.

Cultus Lake Park Board provides governance to the community, which includes more than 1,500 residents, 21 commercial businesses and Sunnyside campground, with almost 600 campsites.

The Board is accountable for the protection and preservation of the 640 acres of park land surrounding a small stretch of beach on the eastern shores of the lake. Residential services and the infrastructure necessary to support the local homes and commercial businesses are provided by the Park Board and are funded by our annual capital and operating budgets. It is our honour to act as your representatives for Cultus Lake, working in partnership with the City of Chilliwack and the Fraser Valley Regional District in serving the people of this community. We take this responsibility very seriously and are committed to supporting our residents, businesses, campers and visitors.

The Board's Strategic Plan clearly sets out our direction and priorities for the next two years. This planning provides strategic direction for Park Board staff, as we move forward in a sustainable, effective and efficient way.

In the less than two years since Chief Administrative Officer Bonny Bryant came on board to lead our organization, we have seen

significant positive changes. In addition to increased operational efficiencies, we have also focused on building a positive internal culture and expanding our connection with you, our community.

In January 2017, we released the final version of Plan Cultus, a comprehensive document that outlines the shared vision for Cultus Lake Park as a more livable community for the next 20 years.

Our strategic plan will provide transparency, communication and engagement with you.

We are committed to transparency. This means sharing information with you – in good times and bad. It means acknowledging what we are doing well; what we can do better; and when there are challenges or an issue, we will tell you what happened, why it happened, and what has been put in place to ensure that it doesn't happen again.

Regarding communication, we plan to share details of upcoming events and activities with the hope that you will attend. We will also provide timely, relevant and useful news and updates on infrastructure, operations and financial matters. While there will be times that you might not agree with our decision, we pledge to communicate on a regular basis. We want to improve how we engage, communicate and connect with you. We hope you will see it as a two-way street and will tell us your ideas, feedback and, maybe, what we are doing right.

We want you to know that the Board is your park board. We encourage you to drop by the office and meet our team, to have a cup of coffee or a hot chocolate, and to talk to us. We never forget that we work for and in service to this great community. We hope that you will connect with us as we reach out to build a stronger relationship with you, our neighbours, our friends and our fellow Cultus Lake residents and business owners.

The Board and staff look forward to connecting with you. Together, we will make sure that Cultus Lake stays exceptional as we continue to grow, evolve and prosper.

David Renwick

## Cultus Lake Park Board Commissioners

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From left to right: David Renwick (Chair), Joe Lamb (Vice-Chair), Rose Turcasso, Darcy Bauer, Larry Payeur



# Message from the CAO

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Our Board Chair is right. Cultus Lake is a very special place. I felt this when I came on board, in September 2015, and I feel it every day that I have the pleasure and honour to lead this great organization.

Typically, the work that we do happens behind the scenes. It can be difficult work, often done under pressure – such as during a windstorm or a snowstorm. It can be challenging work to ensure that the infrastructure runs smoothly for our residents and business owners. We are also charged with making sure that Cultus Lake is a safe, fun and welcoming destination for visitors.

I know, first-hand, how committed the Board is to our community. Since the day that I walked through the door in my leadership role, they have leaned in, stepped up, and embraced a new way of ensuring that we're operating effectively – in a way that is transparent, inclusive and collaborative.

The people who come to work here each day bring their best. They are dedicated, smart, skilled, and care about Cultus Lake. I am proud to call them my colleagues and my friends.

We are excited about the strategic priorities that are outlined in this plan and about increasing engagement with you, as we bring each initiative to life.

A handwritten signature in black ink that reads "B. Bryant." The signature is written in a cursive style.

# The Plan

A strategic plan is an important document. It acts as a blueprint for future policy and budget decisions. It identifies long-term goals and immediate areas of attention that will guide our Park Board in their decision-making process. This plan effectively positions the Board in moving confidently forward towards a bright future, knowing that we are working together, focused on clearly defined goals and measurement of our progress.

In the fall of 2016, the Commissioners came together with senior staff to discuss the Board's goals for the future. Led by a facilitator, the Board and senior staff shared ideas on how to best create a smart, timely, relevant and useful future plan for Cultus Lake.

This strategic plan identifies the Board's priorities and provides us with the ability to measure our accomplishments and report back to you. This plan becomes the road map for the next two years. It will be linked to monthly agendas, departmental plans and the annual budget – as well as to key performance indicators that will show what we have achieved at identified milestones.

It is important to understand that the best and most effective strategic plans are “alive” – they are dynamic and evolving. And they are always a work-in-progress. New opportunities and challenges will emerge throughout the time frame of this document, so we are flexible enough to respond to necessary changes in direction.

We have put an annual review process in place to review the strategic plan. This is done so that the Board can report to the community on the implementation of the initiatives identified in the plan and to demonstrate the achievements and the progress that has been made throughout the year. Within that review process, the Board will reaffirm that the plan accurately reflects the current priorities and the needs of the Cultus Lake Park.





## Strategic Priorities

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In strategic planning, our strategic priorities were identified.

They are:

- Residential Leases
- Parking Review
- Communications
- Foreshore
- Plaza Redevelopment
- Short-Term Rentals
- Forestry
- Staff/Board Relations
- Infrastructure
- Events

These strategic priorities will be our focus over the next two years. Each area has specific outcomes that have been defined and the results will be measured and regularly reported to the Board.



## Residential Leases

With 485 residential leases held by the Cultus Lake Park Board, the management of the leases is an important part of the work we do. This will include digitization of the leases and the development of new leases.

## Parking Review

We know that parking can be an issue at Cultus Lake. It affects everyone – residents, business owners and visitors. We are currently undertaking a review of the parking inventory and policy so that we can more fully understand the challenges and identify potential solutions.

## Communications

Making communications one of our strategic priorities signals a change in the culture of our organization. We know that communication is a two-way street between the Board, with our stakeholders and especially with our residents. We are committed to increasing the Board's level of communication and, as a part of this, we have had a strategic communications plan developed that provides a road map for moving forward. In addition, the local Bulletin Boards have been upgraded and we will be making a great deal of use of them to keep you updated on news, information and some of the fun, family-friendly events we have planned.

You can find more information on our website:

**[www.cultuslake.bc.ca](http://www.cultuslake.bc.ca)**

or come by our office at

**4165 Columbia Valley Highway**





## Foreshore

Our lake (and its foreshore) is at the heart of our community. It is one of the big draws for both residents and visitors. Managing its assets is a crucial role for the Board. Our foreshore planning includes docks, buoys, erosion and, in 2018, the weir.

## Plaza Redevelopment

The Cultus Lake Plaza is a hub for activity, especially in the busy summer months. In 2018, we will undertake a visioning and planning process regarding future opportunities for this central location in Cultus Lake.

## Short-Term Rentals

Short-term rentals are another key consideration in the culture and growth of our community. We will be taking an inventory on these and developing a policy that meets the needs of our community.





## Forestry

Like our lake, our forests are an important part of who we are – as a community and as a tourism destination. In 2018, we will be developing a tree management plan that will allow us to understand the current state of our forests and to plan for the future.

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## Staff/Board Relations

A high-functioning team requires a strong staff/Board relationship. In order to build on the current positive staff/Board relationship, we have established a staff/Board protocol policy and have created Board Report templates that provide effective ways to ensure that the Board is up to date on the work being done by staff. We have also reviewed the effectiveness and efficiency of the organizational reporting structure of how the staff reports to the Board and are formalizing the process through the development of an official organizational chart.



## Infrastructure

Infrastructure planning and management is critical. In 2018, we will develop an asset management plan. This tactical plan for managing our infrastructure and other assets will assist in delivering the standard of service expected by the community.

## Events

Events provide us with the opportunity to come together and enjoy the beauty of Cultus Lake. Our events bring in visitors and engage residents. They are an important part of who we are as a community. We have hired a manager of marketing and events and are in the process of developing a strategic events plan and defining a sustainability plan for volunteers.



## Measuring Success

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The success of the strategic plan will be measured in a number of ways at the operational level. Our progress will be reported to the Board and to the community. This will allow staff to monitor progress, identify opportunities and challenges, and to keep the plan on track as they work on tasks required to implement the 10 strategic priorities.



A strategic plan can only achieve success when it is brought to life; otherwise, it is only "good ideas on paper." Once the Board and senior staff identified the strategic priorities, a work plan was created to identify the tasks, tactical actions and timelines necessary to implement it.

Over the next two years, the strategic priorities will be accomplished through a series of actions specific to each priority. Measurement for each element is in place and regular reports will be made to the Board, with updates shared publicly via the website.



# Conclusion

We are committed to bringing this strategic plan to life and improving upon a range of areas that affect residents, local businesses and visitors. The future of Cultus Lake is bright and we look forward to supporting our community as it grows, evolves and thrives.

If you have any questions about the strategic plan or other Cultus Lake Park Board initiatives, please contact us at: [info@cultuslake.bc.ca](mailto:info@cultuslake.bc.ca), call: 604-858-3334, or drop in for a coffee or a hot chocolate. We encourage you to come and meet us – we'd love to connect with you.

