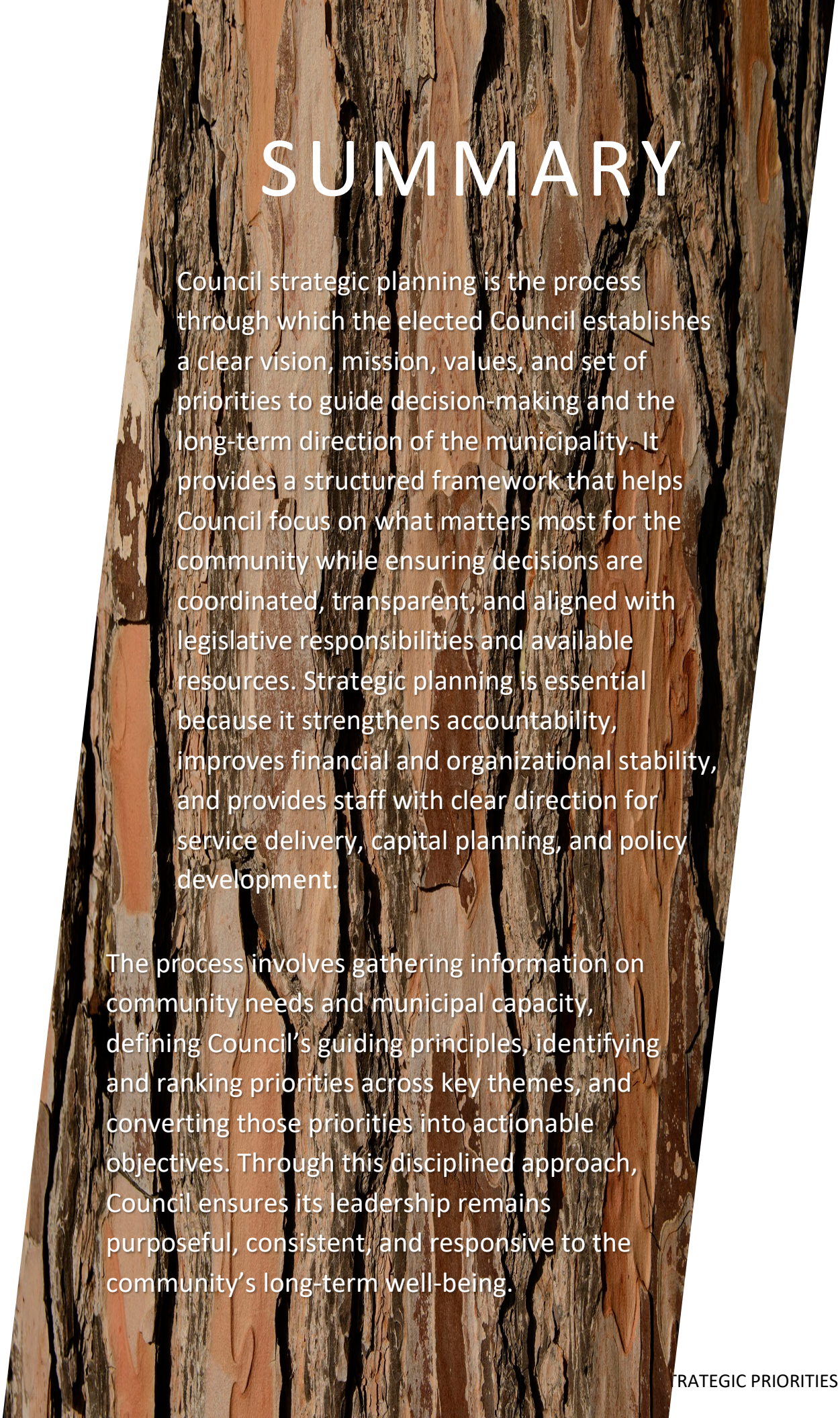


The Village of LIONS BAY

COUNCIL STRATEGIC PRIORITIES

2025-2026

VILLAGE OF LIONS BAY



SUMMARY

Council strategic planning is the process through which the elected Council establishes a clear vision, mission, values, and set of priorities to guide decision-making and the long-term direction of the municipality. It provides a structured framework that helps Council focus on what matters most for the community while ensuring decisions are coordinated, transparent, and aligned with legislative responsibilities and available resources. Strategic planning is essential because it strengthens accountability, improves financial and organizational stability, and provides staff with clear direction for service delivery, capital planning, and policy development.

The process involves gathering information on community needs and municipal capacity, defining Council's guiding principles, identifying and ranking priorities across key themes, and converting those priorities into actionable objectives. Through this disciplined approach, Council ensures its leadership remains purposeful, consistent, and responsive to the community's long-term well-being.

INTRODUCTION

WHAT IS A STRATEGIC PLAN?

A Council Strategic Plan is a high-level guiding document that outlines the community's priorities and the key objectives Council intends to advance over its term. It provides a clear framework that connects Council's vision with concrete goals, ensuring municipal decisions, budgets, and initiatives align with the long-term interests of the community.

WHY IS IT IMPORTANT?

A Strategic Plan is essential because it provides focus, stability, and accountability. It allows Council to clearly communicate priorities to residents, staff, and other levels of government, helping everyone understand where the municipality is headed and why. It also supports effective resource allocation by ensuring time, funding, and staff capacity are directed toward the most important community outcomes.

HOW IS IT USED?

The Strategic Plan informs annual budgeting, departmental work plans, policy development, and service delivery planning. Municipal staff use it as a roadmap to guide operational decisions and track progress, while Council uses it to measure performance and ensure municipal efforts remain aligned with community priorities. It is also shared with the public to support transparency and encourage ongoing community engagement.



COUNCIL MESSAGE:

"Our commitment to the community drives every decision we make, and through thoughtful strategic planning, we ensure that our services meet residents' needs today and into the future."



VISION, MISSION, &VALUES

VISION

Lions Bay is committed to being a resilient, connected, and thriving community that balances environmental stewardship, community well-being, and responsible governance. We are committed to being a safe, vibrant, and inclusive community where residents of all ages feel supported, engaged, and proud to call Lions Bay home—today and for generations to come.

MISSION

The Village of Lions Bay provides transparent, responsible, and community-focused governance that strengthens the resilience, safety, and well-being of our community. We steward public resources wisely, deliver high-quality services and infrastructure, and foster meaningful engagement with residents and volunteers. Guided by integrity, collaboration, and a commitment to long-term sustainability, we work to ensure Lions Bay remains a thriving, inclusive, and connected community.

VALUES

1. **Integrity** – We act with honesty, transparency, and fairness in all that we do.
2. **Respect** – We value diverse perspectives and treat all individuals with dignity and consideration.
3. **Accountability** – We take responsibility for our actions, decisions, and outcomes.
4. **Stewardship** – We responsibly manage public funds, physical and natural assets, and resources to serve current and future generations.
5. **Collaboration** – We work collaboratively, across differences, toward the common good of the community.
6. **Excellence in Service** – We are dedicated to delivering high-quality municipal services and supporting staff in their professional commitment to the public.
7. **Community Engagement** – We foster meaningful participation and harness volunteer energy to strengthen inclusion and belonging.

PROCESS & ORGANIZATION

OVERVIEW

Development of the Council Strategic Plan followed a structured, iterative, and collaborative process designed to ensure clarity, alignment, and a shared organizational direction. The process was conducted in two phases, each incorporating both data gathering and collective decision-making to ensure the resulting priorities reflect the full breadth of Council's and staff's insights, values, and aspirations for the community.

Phase 1: Establishing Vision, Mission, and Organizational Values

The first phase focused on defining the foundational elements of the Strategic Plan which includes Council's organizational vision for the future, the mission that guides day-to-day governance, and the core values that shape decision-making. This began with the development of a Council Priorities Workbook, a structured tool that enabled Council and staff to efficiently capture key information across four thematic areas:

- Social and cultural considerations
- Environmental opportunities and challenges
- Economic conditions and constraints
- Municipal and administrative capacity

This exercise helped participants identify and articulate the full spectrum of organizational values, pressures, and priorities. The collected material then formed the basis of a values and priorities mapping and ranking workshop, where Council and staff worked together to clarify shared principles and identify areas of alignment. Using this information, Council undertook a formal ranking exercise to determine a consolidated vision, mission, and set of values for the organization.

Phase 2: Priority Identification and Validation

Building on the foundation established in Phase 1, the second phase applied a similar approach of information gathering and prioritization, this time focused specifically on Council's strategic priorities for the remainder of the current term. Council and staff reviewed the thematic data previously captured, identified potential strategic focus areas, and participated in structured ranking activities to determine the most important priorities for the municipality.

The final step in the process was a consensus-based Council review and confirmation of priority rankings. This ensured that the resulting strategic priorities reflect the collective judgment of Council and are grounded in clear, shared rationale.

ORGANIZATION OF THE STRATEGIC PLAN

The Strategic Plan is organized around the core elements established during this process:

- **Vision and Mission**, which provide the long-term direction and operational purpose of the municipality.
- **Organizational Values**, which guide how Council and staff conduct their work and interact with the community.
- **Strategic Priorities**, which represent the key focus areas Council has identified as essential to advancing the community's well-being and organizational resilience over the remainder of the Council term.

The following sections present Council's confirmed strategic priorities. These priorities serve as the framework for decision-making, resource allocation, and progress evaluation throughout the duration of this term.

SOCIAL/ CULTURAL
STRATEGIC PRIORITIES

Objectives:

- ***Establish*** *clear municipal support frameworks, including, grant-in-aid guidelines, and recognition programs, to ensure consistent, transparent support for community organizations.*
- ***Enhance*** *volunteer recruitment and retention by developing policies for training, onboarding, and risk management consistent with municipal liability and duty-of-care requirements.*
- ***Facilitate*** *collaboration between the municipality and community groups through structured engagement channels to improve coordination, reduce duplication of effort, and strengthen community resilience.*
- ***Implement*** *a standardized public engagement policy, aligned with best-practice principles of procedural fairness and transparency.*
- ***Utilize*** *formalized engagement tools—such as structured town halls, surveys, and advisory committees to provide residents with clear, accessible opportunities to participate in decision-making processes.*
- ***Strengthen*** *public understanding of municipal authority, constraints, and statutory obligations by improving communication materials, ensuring that public information is accurate, and timely.*
- ***Develop*** *and implement a municipal framework that supports community-led arts and cultural initiatives consistent with municipal jurisdiction and budget policies.*
- ***Integrate*** *cultural identity considerations into municipal planning processes, including public space design, signage, and community event programming.*
- ***Support*** *partnerships with local artists, cultural groups, and regional organizations to expand cultural programming while ensuring responsible use of public funds.*

1. STRENGTHEN COMMUNITY ORGANIZATIONS & VOLUNTEERISM

Provide strong and visible support to major community groups and expand opportunities for volunteer involvement, recognizing their essential contribution to community identity and resilience.

2. FOSTER MEANINGFUL COMMUNITY DIALOGUE & ENGAGEMENT

Advance structured, respectful community discussions on key municipal topics including land use, short-term rentals, aging in place and public projects to build trust, understanding, and cohesion.

3. ENHANCE ARTS, CULTURE,& LOCAL IDENTITY

Promote and invest in arts, cultural activities, and community-led initiatives to reinforce Lions Bay's social vibrancy and strengthen its cultural identity.

ENVIRONMENTAL
STRATEGIC PRIORITIES

Objectives:

- ***Ensure*** *Climate Action Committee and Infrastructure Committee recommendations are introduced to Council decision-making through formal Council reporting processes.*
- ***Ensure*** *that capital planning, land-use decisions, and service delivery are evaluated for greenhouse gas impacts, environmental risk, and long-term sustainability.*
- ***Maintain*** *compliance with provincial climate and environmental legislation by incorporating climate adaptation considerations into statutory plans, bylaws, and municipal operations.*
- ***Promote*** *best practices for septic system maintenance through education, monitoring, and alignment with provincial wastewater regulations to protect public health and environmental quality.*
- ***Encourage*** *responsible water use and conservation through policy development, and public education.*
- ***Strengthen*** *environmental protection by ensuring development applications comply with riparian, slope stability, and environmentally sensitive area regulations.*
- ***Facilitate*** *an all-hazards risk assessments on municipal and Crown lands to inform regulatory tools, emergency planning, and infrastructure investment decisions.*
- ***Apply*** *consistent, evidence-based land-use controls including development permit areas, geotechnical requirements, and bylaw enforcement to mitigate landslide, flooding, and wildfire risks.*
- ***Enhance*** *environmental stewardship by supporting habitat conservation, promoting responsible land management, and expanding public education on natural hazards and climate adaptation.*

1. ADVANCE CLIMATE ACTION & CONSIDER COMMITTEE RECOMMENDATIONS

Consider Climate Action Committee and Infrastructure Committee recommendations in respect of municipal decisions to align growth, operations, and infrastructure with environmental sustainability objectives.

2. SUPPORT SUSTAINABLE ON-SITE SERVICING & ENVIRONMENTAL PRACTICES

Recognize the environmental and economic effectiveness of well-maintained septic systems and promote best practices for water conservation, environmental protection, and responsible development.

3. STRENGTHEN NATURAL HAZARD RESILIENCE & ENVIRONMENTAL STEWARDSHIP

Conduct or otherwise facilitate all-hazards assessments on Crown and municipal lands, promote slope stability through responsible land-use and development control, and apply measured, consistent approaches to risks such as wildfire.

Objectives:

- ***Pursue*** *senior government grants and cost-sharing opportunities in accordance to reduce reliance on local taxation.*
- ***Implement*** *long-range capital and financial planning practices that align infrastructure needs with available funding and statutory financial reporting obligations.*
- ***Evaluate*** *alternative procurement, partnership, and delivery methods to optimize lifecycle costs and ensure responsible stewardship of public funds.*
- ***Assess*** *and advance additional water sources such as creeks and groundwater through feasibility studies, regulatory approvals, and environmental assessments.*
- ***Strengthen*** *operational resilience by maintaining compliance with provincial drinking water standards, treatment requirements, and system redundancy expectations.*
- ***Integrate*** *long-term water supply diversification into capital planning and asset management strategies to support sustainable growth and community safety.*
- ***Explore*** *Zoning and Official Community Plan amendments that support gentle, context-sensitive residential densification and commercial.*
- ***Assess*** *opportunities for village-centre revitalization and limited commercial growth consistent with infrastructure capacity, policy direction, and community character.*
- ***Evaluate*** *fiscal impacts of different land-use scenarios to ensure informed financial decision-making and alignment with long-term municipal sustainability.*

ECONOMIC/ FINANCIAL STRATEGIC PRIORITIES

1. INFRASTRUCTURE AFFORDABILITY

Pursue external grants and innovative funding strategies to advance critical infrastructure projects while maintaining long-term affordability for residents.

2. WATER SUPPLY

Strengthen community water security by diversifying supply sources, including the use of multiple creeks and potential well development.

3. BROADEN TAX BASE

Explore gentle and targeted residential densification, along with village centre development opportunities, to broaden and stabilize the municipal tax base while preserving community character.

ADMINSTRATIVE STRATEGIC PRIORITIES

Objectives:

- ***Enhance*** *communication by developing and maintaining diverse, accessible, and user-friendly platforms and policies, to ensure residents receive timely and relevant information about municipal decisions, projects, and planning initiatives.*
- ***Increase*** *resident participation by implementing structured opportunities for meaningful public input, such as surveys, town halls, advisory committees, and online engagement tools, to actively involve residents in municipal decision-making processes.*
- ***Promote*** *transparency and accountability by providing clear, concise, and regularly updated reporting on municipal activities, decisions, and outcomes, ensuring residents understand how input is considered and how decisions align with community priorities.*
- ***Enhance*** *financial forecasting and long-term planning in accordance with the Community Charter requirements for balanced budgets, reserve management, and asset stewardship.*
- ***Modernize*** *reserve and asset management policies to support transparent, evidence-based financial decisions and ensure adequate long-term funding for municipal assets.*
- ***Expand and diversify*** *municipal revenue sources, including user fees, grants, and partnerships.*
- ***Complete*** *a comprehensive review and modernization of bylaws to ensure alignment with current legislation, best practices, and enforceability standards.*
- ***Develop and implement*** *internal policies and procedures to support consistent staff decision-making, reduce organizational risk, and clarify roles and responsibilities.*
- ***Improve*** *Council governance through enhanced meeting procedures, clear delegation frameworks, and transparent documentation consistent with statutory requirements.*

1. PUBLIC ENGAGEMENT

Strengthen public engagement and transparency by maintaining clear, timely, and accessible communication with residents regarding municipal decisions, projects, and planning initiatives.

2. FINANCIAL SUSTAINABILITY

Enhance long-term financial sustainability by strengthening strategic financial planning, advancing comprehensive asset and reserve management practices, and pursuing diversified revenue opportunities to support stable and resilient municipal operations.

3. STRENGTHEN GOVERNANCE SYSTEMS, POLICIES, & BYLAWS

Modernize bylaws and formalize clear internal policies and procedures that reflect best practices, reduce organizational risk, and support consistent, transparent decision-making.

WHAT'S NEXT

Next Steps for Implementation

With the adoption of the Council Strategic Plan, the municipality now moves into the implementation phase where strategic direction is translated into coordinated action across the organization. The following next steps outline how Council and staff will operationalize the Plan to ensure its priorities are advanced effectively, transparently, and in alignment with statutory obligations and available resources.

"Our Strategic Plan is a reflection of our community's special character and priorities, guiding Council to make decisions that protect our environment, support community engagement, and ensure Lions Bay remains a safe, vibrant, and connected place to live."

Mayor Ken Berry

1. Development of a Corporate Work Plan
Staff will prepare a detailed Corporate Work Plan that links each strategic priority and objective to specific initiatives, timelines, departmental responsibilities, and required resources. This work plan will serve as the operational roadmap for implementing Council's direction and will be reviewed and updated regularly to reflect progress and evolving conditions.

2. Alignment of Budgeting and Financial Planning
The Plan will directly inform the annual budget and long-term financial planning processes. Capital projects, service levels, and policy development will be prioritized based on alignment with Council's strategic objectives. This ensures that financial decisions are proactive, sustainable, and grounded in long-term organizational needs rather than reactive pressures.

3. Integration into Departmental Work Programs
Municipal departments will incorporate relevant strategic priorities into annual work programs. This internal alignment ensures consistent progress across the organization and enables clear tracking of responsibilities, interdepartmental coordination, and required support.

4. Monitoring, Reporting, and Accountability
To ensure transparency and accountability, staff will provide periodic progress reports to Council and the community. These updates will outline achievements, challenges, and adjustments to the work plan, reinforcing the Plan as a living document that guides ongoing decision-making.

5. Community Engagement and Communication
The municipality will communicate key elements of the Plan and its progress to residents through the Village Update, the municipal website, and community meetings. Clear communication fosters transparency, builds understanding of Council's priorities, and strengthens trust in the governance process.

6. Mid-Year Review and Adjustments
Recognizing that community needs and external conditions evolve, Council may consider undertaking a mid-year review of the Strategic Plan. This review will assess progress, confirm or adjust priorities, and ensure the Plan remains responsive, realistic, and aligned with the municipality's overall vision.

