



VILLAGE OF LIONS BAY

CORPORATE STRATEGIC PLANNING

AND PRIORITY SETTING 3.0

November 2017

September 2018 Update

VILLAGE OF LIONS BAY CORPORATE STRATEGIC PLANNING AND PRIORITY SETTING 2016-2018

The Village of Lions Bay has been working on developing a strategic plan since early 2016. In February 2016 Council and senior staff held a workshop to explore the challenges and opportunities presented to Lions Bay and to begin to develop a process of prioritizing and addresses them.

In June of 2016 a second workshop was held to review the outcomes of the February workshop and to provide further detail on priorities for the remainder of the Council term. The outcome of the workshop was a roadmap for the remainder of the Council term which focused on key priorities and which guided the allocation of resources including Council energy, staff time and financial resources.

On November 14 and 15, 2017, a workshop was held to review the progress Lions Bay has made and to focus in on the priority work to be advanced and resourced in the last year of the Council term.

The workshop focused on completing several tasks including:

- Updates from staff on the status of the priorities identified in June 2016;
- Discussion of each of the five priority areas and actions; and
- Council direction to staff.

This document includes details of the discussion and Council direction.

STRATEGIC FOCUS AREAS, GOALS & PROJECTS/INITIATIVES

The overarching goal of the current Village of Lions Bay Council is to work towards ensuring the Village of Lions Bay is a strong and viable municipality. In setting this goal Council recognizes the significant challenges facing the Village including major infrastructure and planning needs.

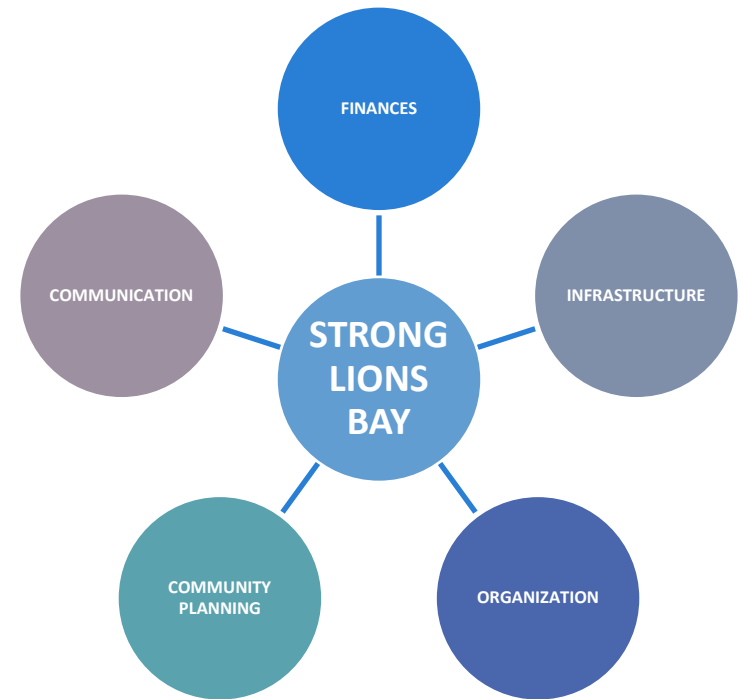
Since the February 2016 Strategic Planning and Priority Setting Workshop, Lions Bay Council has used five strategic priorities as the basis for the organization’s strategic planning:

- Maintained and Adequate Infrastructure**
- Financially Viable**
- Supported Community Planning**
- Informed and Engaged Public**
- Strong Village Organization**

As the graphic illustrates, the five key priority areas identified by Council all need to be addressed to achieve the goal of a strong and viable Village. Council recognizes the interdependency of the five strategic areas.

Tremendous progress has been made by the Village over the last two years to address infrastructure needs, improve the financial stability of the Village, to modernize Village planning regulations, improve communications with the public and to stabilize the organization. A few recent significant accomplishments of the organization include:

- Completed and adopted a comprehensive 30-year infrastructure master plan
- Secured voter approval for up to \$3M in loan funding for infrastructure
- Selling road-ends to fund acquisition of waterfront land for municipal needs, and to create a cash reserve for internal loans.



- Multiple operating improvements in water infrastructure (new pressure relief valves at PRV stations and new chlorine & turbidity analyzers at both treatment plants), safety improvements, a new infiltration gallery at Magnesia Creek Intake and reconstruction of the Harvey Intake weir both through NBCF2 grant funding (66% of \$369K), water storage facility and network upgrades through CWWF grant funding (83% of \$2.71M), a 50% reduction in water waste through leakage control and pressure management, elimination of Boil Water Advisories, improved SCADA, Outdoor Water Use Bylaw and Water Shortage Plan, strategic water supply planning via a long-term hydrology study in cooperation with UBC; water pipeline feasibility research; property purchased for a future desalination plant if necessary; and shovel-ready plans for Bayview Drainage & Road Improvement Project (DRIP)
- Modernized zoning bylaw: marine parks, cottages, Community Amenity Contributions, regulated Short Term Rentals

- Improved community communications: new website, new and improved communications media, improved consultation framework and processes
- Stabilization of organization and consolidation of all bylaws

At the November 2017 workshop Council began with a proposed set of goals and priorities which build on and provide further detail of the goals and priorities of the previous strategic planning work.

Each of the strategic focus areas with goals and priority actions is outlined below.

MAINTAINED AND ADEQUATE INFRASTRUCTURE

| GOALS | PRIORITY ACTIONS | TARGET TIMELINE | SEPTEMBER 2018 UPDATE |
|---|--|---|--|
| <p>Adequately resource maintenance of existing Lions Bay infrastructure and infrastructure spending based on the long-range priorities of the Infrastructure Master Plan.</p> <p>Identify and meet service standards and best practices appropriate to the needs of Lions Bay</p> <p>Meet critical standards and industry best practices as they continue to evolve.</p> | a. Manage CWWF1-funded Water Network Project to completion. | 2018 number 1 priority beyond core work | Significant time and resources have been put into the project by all staff, with rev'd tender to go out Sept.2018 - complete by Dec.2019. |
| | b. Plan and apply for CWWF2 grant priority Mid-Bayview Road/Drainage/Watermain, which includes two PRV Replacements. | 2018 | This application under the delayed ICIP fund has now been submitted, seeking grant funding for CWWF items that were trimmed from the original project. Expected completion late 2019. |
| | c. Progress cell tower project | Beyond 2018 to complete, but commence work in 2018* | Staff has spent considerable time on the SBA proposal and is working with legal counsel, expecting to have a stage 1 counter-proposal for discussion with SBA by the end of September, 2018. |
| | d. Complete review of SCADA technical communications study. | | AECOM reviewed SCADA communications as part of the preparation for the initial tender of the CWWF project and have identified a lower overall capital and operational cost for Cellular communications. Tied into the cell tower project, AECOM believes a cellular SCADA communication system to be the best option for the Municipality. |
| | e. Implement Phase 1 of Lions Bay Beach Park improvement project, using Water-Access Capital Reserve funds where possible. | | Significant progress on Phase I improvements is underway, with the Concept Drawing Display Board expected to be erected in time for the Fire Fighters BBQ weekend September 8, 2018. |
| | f. Complete funded Public Landscaping Plan | | The Municipal Complex landscaping, funded through an MOU with MOTI, has now been completed. |
| | g. Support the UBC long-range watershed hydrology study; complete feasibility study for pipeline supply from Metro. | | Staff have provided support for this project through the year and the Mayor coordinated an informational video with the Metro communications department. Staff have had preliminary discussions with Metro staff regarding information required for a pipeline study. |
| | h. Review service levels. | 2018* | A follow up report was provided in January 2018 regarding the Core Service Level Review, with recommendations provided by staff. |

* Requires additional resources which are subject to budget consideration.

FINANCIALLY VIABLE

| GOALS | PRIORITY ACTIONS | TARGET TIMELINE | SEPTEMBER 2018 UPDATE |
|--|--|----------------------------|---|
| Ensure the municipality has adequate long-term financial resources to sustain core work and strategic priorities. | a. Apply for Infrastructure Planning, FCM, Clean Water Wastewater Fund (CWWF), rail crossing and asset management grants for potential projects. | 2018 | Applications have been made for most of these grant opportunities, with success so far in the CWWF program and the Asset Management Planning program. |
| | b. Accelerate budget timeline by 4 weeks over 2017. | 2018 | This was effectively accomplished in 2018. |
| Pursue a capital reserve policy to meet the requirements of a comprehensive Asset Management Plan. | c. Advocate for small community concessions on gas tax and rural allowances. | Started (Council Advocacy) | Staff met recently with the FLNRO Regional Mngr. for Economic Operations to discuss potential opportunities under the Rural Dividend Fund and is awaiting a request for eligibility to this restricted Economic Development fund. |
| Utilize grant and debt funding for spending on new and replacement assets for future generations, and eligible funding for operating costs and addressing the infrastructure gap. | d. If CWWF2 grant is awarded, prepare borrowing bylaw for next available issue of Municipal Finance Authority funding. | 2018 | The phase 2 program (ICIP) was delayed in BC and staff have just submitted our application for this lower funded program, seeking to complete some of the items trimmed from the original CWWF project. If the grant application is successful, staff will submit for the Spring MFA borrowing. |
| | e. Commence work on a comprehensive Asset Management Plan. | | This work has commenced with our consultant, Urban Systems, who also assisted with the grant application. |
| | f. Complete sale of municipally-owned lot at 52 Brunswick. | | This property continues to be listed for sale, with a reduced price of \$2.7M to account for current market conditions. |
| | g. Proceed with sale of municipally-owned lot in Upper Kelvin Grove. | | Road Closure Bylaw approved by MOTI and ready for adoption at Sept.4, 2018 meeting, along with contracts for preparing the new lot for sale. |
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* Requires additional resources which are subject to budget consideration.

SUPPORTED COMMUNITY PLANNING

| GOALS | PRIORITY ACTIONS | TARGET TIMELINE | SEPTEMBER 2018 UPDATE |
|--|--|-----------------|--|
| <p>Continue to enhance and implement the Official Community Plan (OCP) in order to produce a prosperous, diverse and vibrant complete community, accessible to residents and welcoming to visitors.</p> | <p>a. Adopt a new local Building Bylaw complying with new provincial Building Act and commence consultation on measure for energy conservation, future greenhouse gas target enforcement, water conservation, fire hazard mitigation, etc.</p> | | <p>Staff had been waiting for the completion of the draft model Building Bylaw, a joint project of the MIABC and Lidstone & Associates. It was presented at the MIABC conference workshops this spring, attended by the CAO, and copious notes were taken in preparation for work on this project when time can be set aside for it.</p> |
| | <p>b. Apply for provincial License of Occupation for W2 Water Zones.</p> | | <p>Staff had been hoping for assistance on this project from a part-time planner, but recruitment efforts to date have not born fruit.</p> |
| | <p>c. Build relationships with local First Nations.</p> | | <p>Letters inviting consultation on both our zoning bylaw and OCP amendment bylaw were not responded to by First Nations, but there was consultation and input from both the Squamish and Tsleil-Waututh Nations regarding our Archaeological Overview Assessment for the CWWF project.</p> |
| | <p>d. Consider natural hazards Development Permits and associated OCP amendment; complete Community Amenity Contribution (CAC) policy.</p> | | <p>Staff spent considerable time and effort to bring forward two alternate methodologies for dealing with natural hazards in the context of new development. At Council's direction, further research will be done to compare these approaches with those taken in other jurisdictions and a report will be brought back to Council. Similarly, the proposed CAC policy was refined but will be compared to the approaches of other communities.</p> |
| | <p>e. Develop and implement initiatives to keep Lions Bay School open.</p> | | <p>Some progress was made on this matter through talks with School District 45 and others.</p> |
| | <p>f. Establish a Trail Management Policy</p> | | <p>Some preliminary research has been done on this matter, but it requires significantly more time and resources.</p> |
| | <p>g. Further develop the Emergency Management plan.</p> | | <p>Again, some work was done to prepare for putting out an RFP for some identified work, but additional time and resources needs to be devoted to this matter. Staff is also monitoring the Evacuation Plan work being done by Squamish & Whistler.</p> |

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| | h. Implement a Boulevard Bylaw to address encroachment and vegetation. | | Problem areas and various considerations are being noted by staff in preparation for bringing forward a report outlining what would be involved with moving forward on this matter and what kind of consultation would be recommended. |
| | i. Implement a long-term strategic parking plan by mid-May, 2018. | 2018 | While progress has been slow due to a variety of factors, staff is nearing completion of the signage installation program in accordance with the parking signage designation plan. It is anticipated that tweaking of the plan will continue through the fall of 2018. |
| | j. Negotiate long-term provincial lease at Upper Brunswick, plan move of Public Works Yard there, complete community consultation for redevelopment of the existing site. | | Staff have been working on the site plan and management plan for this project and hope to put forward an application to the Province before the end of the year. Preliminary discussion have been had with FLNRO and MOTI officials and MOTI has agreed to amend the terms of their gravel pit reserve to permit access and use of the upper portion of Brunswick Hill for the PW Yard. Community consultation on redevelopment of the current PW Yard site will require additional planning resources. |
| | k. Support initiatives protecting glass sponge reefs in Howe Sound, establishing Howe Sound as a UNESCO Biosphere Region, promoting a Howe Sound National Park. | | Council passed resolutions in support of these initiatives and committed financial resources to further associated mapping initiatives. |
| | l. Through advocacy and representation, address high noise and excessive accident risk on the Sea-to-Sky Highway. | | Council supported the Provincial initiative to replace the vegetated median with a concrete barrier to try and reduce crossover accidents on Provincial Hwy.99 between Alberta Creek and Magnesia Creek. Mayor Buhr has also made significant progress on persuading the Province to consider Average Speed Over Distance as a means to slow down traffic through Lions Bay and the Sea to Sky corridor, winning over converts up the corridor and beyond, with a motion to come before UBCM in September, 2018. |
| | m. Work with Sea-to-Sky communities towards intra-region transit. | | Staff have had some preliminary discussions with planners from both Translink and BC Transit to ensure Lions Bay's interests will be included in consideration of this initiative. |
| | n. Work with TransLink on the Lions Bay micro-shuttle pilot project. | | Unfortunately, due to factors beyond our control, the pilot project was shifted to Bowen Island. |

* Requires additional resources which are subject to budget consideration.

INFORMED AND ENGAGED PUBLIC COMMUNICATIONS

| GOALS | PRIORITY ACTIONS | TARGET TIMELINE | SEPTEMBER 2018 UPDATE |
|---|--|-----------------|--|
| <p>Facilitate an informed and engaged public by proactive and transparent communication.</p> | <p>a. Utilise outside consultants for select community consultations.</p> | | <p>This has not been done to date, but perhaps ought to have been considered for the development in hazardous conditions amendments to the OCP.</p> |
| | <p>b. Develop a manual or guide for internal and external communications including standard formatting, usage and style.</p> | | <p>Staff was challenged to find the time to make headway on this matter, but Mayor Buhr has provided an initial draft that staff is working on for the second meeting in September, 2018.</p> |
| | <p>c. Undertake a community signage makeover of directional, advisory and naming signage.</p> | | <p>An RFP was put out based on Mayor Buhr’s draft Community Signage Makeover Plan. The first draft from the successful proponent has been received and will be presented to Council for feedback to go along with staff feedback.</p> |
| | <p>d. Plan and execute a wood heat campaign in light of Metro Vancouver’s upcoming wood smoke reduction measures.</p> | | <p>Efforts are required to undertake some research regarding current wood heat use by Lions Bay residents in order to enable this initiative.</p> |
| | <p>e. Plan and execute a Secondary Suite registration campaign.</p> | | <p>Staff prepared and distributed a Secondary Suite brochure in the spring of 2018, encouraging residents to register their suites and have them inspected for safety compliance. A significant increase in the number of registered suites has been achieved and safety inspections are continuing.</p> |

* Requires additional resources which are subject to budget consideration.

STRONG VILLAGE ORGANIZATION

| GOALS | PRIORITY ACTIONS | TARGET TIMELINE | SEPTEMBER 2018 UPDATE |
|---|--|--|--|
| <p>Support a motivated, fulfilled, high-functioning and stable staff organization capable of innovatively meeting the core work and statutory requirements of the organization and Council's strategic priorities.</p> | <p>a. Build staff skills in customer service, communication, administration, planning, finance, IT, records management & emergency management.</p> | <p>Started</p> | <p>A variety of courses were taken by all staff within the past year, adding to staff knowledge, skills, qualifications and ability for delivery of municipal services.</p> |
| | <p>b. Expand relationships with other local, regional, provincial and federal government entities.</p> | <p>Started</p> | <p>Relationships have continued to be enhanced through the Small Metro Municipalities group, through meetings and conferences attended by staff, through meetings with RCMP, transit officials, provincial staff and others.</p> |
| | <p>c. Hire one more Public Works member, a part-time planner and a part-time emergency planning coordinator.</p> | <p>Nai, please edit as you see fit or let me know if fine.</p> | <p>The initial efforts to recruit a PW member and a planner were unsuccessful, but a subsequent process for a PW member appears promising with a narrowing of candidates and interviews to take place in September 2018. Other avenues are being pursued for potential planning assistance and staff will be looking to define the role of a part-time emergency planning coordinator once the Emergency Planning consultant has identified recommended tasks.</p> |
| | <p>d. Issue temporary use permits for all operation short-term rental units, and register and inspect all secondary suites, in use or not.</p> | | <p>Significant time and resources were spent to refine the TUP policy and procedures and applications are now being received for review by staff. Registration and inspection of secondary suites is noted in the section above.</p> |

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| | <p>e. Commence strategic planning for LBFR service levels.</p> | | <p>A concerted effort has been made over the past year to improve administrative support for LBFR and ensure that training resources are sufficient to meet the needs of the department. Municipal managers and the Fire Chief enjoy a strong relationship as we jointly continue to meet the challenges faced with staffing a volunteer department, training, replacement of LBFR classroom facilities and completing the burn building facility.</p> |
| | <p>f. Continue records management and digitization initiative.</p> | | <p>Progress on this front is slow but moving in the right direction.</p> |
| | <p>g. Promote mutual respect between staff, Council and community.</p> | | <p>Advances have been made on this topic with staff completing a WCB mandated course for a respectful workplace. There is a healthy respect by staff for Council and the (essentially volunteer work) that Council does on behalf of the community, and a professional attitude in dealing with the public.</p> |
| | <p>h. Complete collective agreement negotiations with CUPE.</p> | | <p>Negotiations with CUPE, Local 389 were successfully completed earlier in 2018 and a new collective agreement was ratified by the union and by Council for a 4 year period.</p> |

* Requires additional resources which are subject to budget consideration.

Next Steps

This strategic planning and priority document is another step in developing a long term strategic plan for the Village of Lions Bay.

Council's next step is to consider and affirm the priorities noted in the plan and allocate adequate resources to them.

The priority actions proposed in this document should be further developed by staff into work plans for each of the Village departments. The work plans for the remainder of the Council term should identify scheduling and estimated costs of the work to be done. Target dates for completion and resources needed will assist Council in allocating appropriate resources at budget time and will set realistic expectations about when work will be completed.