



THE MUNICIPALITY OF THE VILLAGE OF LIONS BAY

**COUNCIL STRATEGY COMMITTEE
OF THE VILLAGE OF LIONS BAY
HELD ON MONDAY, NOVEMBER 25th and TUESDAY, NOVEMBER 26th at 5:30 PM
COUNCIL CHAMBERS, 400 CENTRE ROAD, LIONS BAY**

AGENDA

- 1. Call to Order**
- 2. Adoption of Agenda**
- 3. Public Participation**
- 4. Review & Approval of Minutes of Prior Meetings**
 - A. Council Strategy Committee Meeting – February 7, 2019
THAT the Council Strategy Committee Meeting Minutes of February 7, 2019 be approved as circulated.
- 5. Business Arising from the Minutes**
- 6. Unfinished Business**
- 7. Reports**
- 8. New Business**
 - A. Information Report: Strategic Planning & Priority Setting Workshop
- 9. Public Questions & Comments**
- 10. Closed Council Meeting**

Proposed topics for discussion in the absence of the public:

 - A. Status Update of Potential Disposition of Land and Development Opportunities
 - B. Status of Boundary Discussions
 - C. Labour Relations Updates

THAT the meeting be closed to the public on the basis of matters to be considered under the following sections of the *Community Charter*:

90 (1) A part of a council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;

(c) labour relations or other employee relations;

(d) the security of the property of the municipality;

(e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the municipality, which it does;

(f) law enforcement, if the council considers that disclosure could reasonably be expected to harm the conduct of an investigation under or enforcement of an enactment, which it does;

(g) litigation or potential litigation affecting the municipality;

(h) an administrative tribunal hearing or potential administrative tribunal hearing affecting the municipality, other than a hearing to be conducted by the council or a delegate of council;

(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;

(j) information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the Freedom of Information and Protection of Privacy Act;

(k) negotiations and related discussions respecting the proposed provision of a municipal service that are at their preliminary stages and that, in the view of the council, could reasonably be expected to harm the interests of the municipality if they were held in public, which it does;

(l) discussions with municipal officers and employees respecting municipal objectives, measures and progress reports for the purposes of preparing an annual report under section 98 [annual municipal report];

(m) a matter that, under another enactment, is such that the public may be excluded from the meeting;

(n) the consideration of whether a council meeting should be closed under a provision of this subsection or subsection (2);

(o) the consideration of whether the authority under section 91 [other persons attending closed meetings] should be exercised in relation to a council meeting.

90 (2) A part of a council meeting must be closed to the public if the subject matter being considered relates to one or more of the following:

b) the consideration of information received and held in confidence relating to negotiations between the municipality and a provincial government or the federal government or both and a third party.

Council does not anticipate reconvening the open meeting for any purpose other than to adjourn the meeting generally and report out, if applicable.

[OR]

Council anticipates reconvening the open meeting to discuss the following item(s):

11. Reporting Out from Closed Portion of Meeting

12. Adjournment



THE MUNICIPALITY OF THE VILLAGE OF LIONS BAY

Type	Information Report		
Title	Strategic Planning and Priority Setting for 2020		
Author	Peter DeJong	Reviewed By:	
Date	November 21, 2019	Version	
Issued for	November 25, 2019 Council Strategy Committee Meeting		

Recommendation:

THAT the Information Report, “Strategic Planning and Priority Setting for 2020” be received.

Attachments:

- (1) Draft Council Workshop Agenda for November 25 and 26, 2019;
- (2) Strategic Planning Goals and Priorities Introduction;
- (3) Draft Strategic Goals – 2020 Priorities (tracked change updates from 2019);
- (4) Appendix A to draft Strategic Goals – 2020 Priorities

Key Information:

Strategic planning and priority setting is a process that takes place each year in virtually every local government. It is a process wherein Council and staff review all ongoing, previously identified, and potential new projects, over and above the core work involved with operating a municipality, and within the framework of Council’s overarching goals and objectives, determine which matters are going to be prioritized in terms of the financial and staff resources required to advance them. This helps shape the budget process, which swings into high gear through the peak of winter, ultimately leading to adoption of the budget for the year, along with the five year financial plan, in late April or early May.

Council Strategy Committee meetings have been set up for November 25 and 26, 2019, from 5:30 pm to about 9:30 pm each evening. These workshop meetings are open to the public save and except the Closed portion of the meeting scheduled for the end of the second session. A draft Agenda Schedule is attached along with tracked change updates to the 2019 Strategic Goals and Priorities document, including discussion topics requested by Council and/or the public.



**Village of Lions Bay
Strategic Planning-Priority Setting Workshop
Council Chambers
November 25 & 26, 2019**

Monday, November 25, 2019	
5:00 pm – 5:30 pm	Dinner
5:30 pm – 5:45 pm	Commence CSC Meeting with Agenda preliminaries. Welcome & Introduction to Strategic Planning and Priority Setting 2020 What do you want to produce tonight & tomorrow night? Priorities for 2020 & beyond? Updated Strategic Plan to share with community? Other?
5:45 pm – 6:00 pm	Check in – Roles & Responsibilities – Council/Staff policy/operations model Core Work – What is it? What is staff capacity over and above core work?
6:00 pm – 6:15 pm	Where are we at? Five priorities: Infrastructure, Finance, Community Planning, Communication & Organization – still valid? Proposed Workshop Process: Status update, “Doability” & Council direction
6:15 pm – 7:15 pm	Infrastructure <ul style="list-style-type: none"> • Where are we at? Staff status report on Current/Potential Infrastructure Priorities • Council direction on each of the potential priorities
7:15 pm – 7:30 pm	Break
7:30 pm – 8:30 pm	Finance <ul style="list-style-type: none"> • Where are we at? Staff status report on Current/Potential Finance Priorities • Council direction on each of the potential priorities
8:30 pm – 9:30 pm	Communication/Public Engagement <ul style="list-style-type: none"> • Where are we at? Staff status report on Current/Potential Communication Priorities • Council direction on each of the potential priorities
9:30 pm – 9:45 pm	Homework: Reflect on tonight’s discussion & think about Community Planning, Organization and Miscellaneous Projects (Core Work+)
Tuesday, November 26, 2019	
5:00 pm – 5:30 pm	Dinner
5:30 pm – 6:00 pm	Conversation carry-over: Anything left unsaid last night?
6:00 pm – 7:00 pm	Community Planning <ul style="list-style-type: none"> • Where are we at? Staff status report on Current/Potential Community Planning Priorities • Council direction on each of the potential priorities
7:00 pm – 7:30 pm	Organization <ul style="list-style-type: none"> • Where are we at? Staff status report on Current/Potential Organization Priorities • Council direction on each of the potential priorities
7:30 pm – 8:00 pm	Miscellaneous Projects (Core Work+) <ul style="list-style-type: none"> • Where are we at? Staff status report on Current/Potential Miscellaneous Projects (Core Work+) Priorities • Council direction on each of the potential priorities
8:00 pm – 8:15 pm	Break
8:15 pm – 9:00 pm	Closed Portion of the CSC Meeting
9:00 pm – 9:15 pm	What’s next - Wrap up



VILLAGE OF LIONS BAY CORPORATE STRATEGIC PLANNING -PRIORITY SETTING

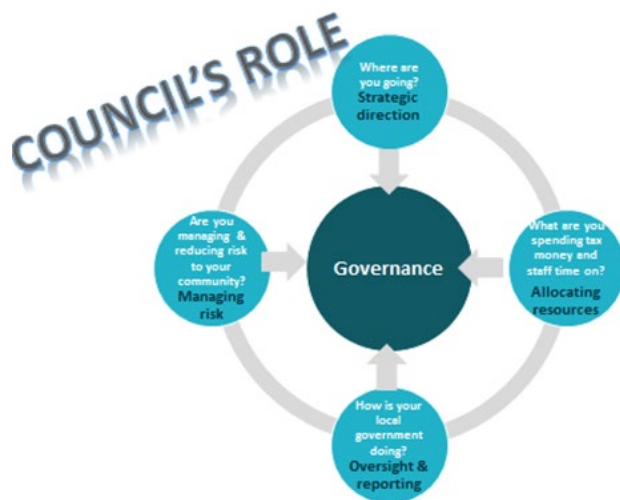
Why do we do strategic planning - priority setting?

- Sets the strategic direction & goals
- Establishes shared values and standards/expectations.
- Prioritizes initiatives/work
- Provides a roadmap to follow
- Guides the use of resources
- Provides a basis for evaluating progress



Strategic planning and priority setting is a process that takes place each year in virtually every local government. It is a process wherein Council and staff review all ongoing, previously identified, and potential new projects, over and above the core work involved with operating a municipality, and within the framework of Council's overarching goals and objectives, determine which matters are going to be prioritized in terms of the financial and staff resources required to advance them, which also helps shape the budget process.


COUNCIL'S ROLE



There are four key components of council's governance role:

- setting the corporations strategic direction,
- allocating the organization's resources both human and financial,
- managing risks to the organization, and
- oversight and reporting.

In order for the organization to be high performing Council must focus its attention on its governance roles and on advancing its strategic priorities. This generally is much harder than most think. Distractions are everywhere for all councils and staying focused on the most important things rather than operational matters can be exceptionally challenging for many elected officials.

<p style="text-align: center;">Core work versus new work</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p style="text-align: center;">Core Work</p> <p>Continuous or ongoing work</p> <p>Examples:</p> <ul style="list-style-type: none"> • Maintenance of facilities & infrastructure • Processing planning applications • Preparing agendas for council meetings </td> <td style="width: 50%; vertical-align: top;"> <p style="text-align: center;">New Work</p> <p>Infrequent – or one time work</p> <p>Examples:</p> <ul style="list-style-type: none"> • Constructing new facilities & infrastructure • Reviewing your OCP • Elections/referenda </td> </tr> </table>	<p style="text-align: center;">Core Work</p> <p>Continuous or ongoing work</p> <p>Examples:</p> <ul style="list-style-type: none"> • Maintenance of facilities & infrastructure • Processing planning applications • Preparing agendas for council meetings 	<p style="text-align: center;">New Work</p> <p>Infrequent – or one time work</p> <p>Examples:</p> <ul style="list-style-type: none"> • Constructing new facilities & infrastructure • Reviewing your OCP • Elections/referenda 	<p>Core work generally consumes the vast majority of the resources of local governments. This is particularly true in the case of small communities where staff is small and frequently fully consumed by statutory and operational activities.</p>
<p style="text-align: center;">Core Work</p> <p>Continuous or ongoing work</p> <p>Examples:</p> <ul style="list-style-type: none"> • Maintenance of facilities & infrastructure • Processing planning applications • Preparing agendas for council meetings 	<p style="text-align: center;">New Work</p> <p>Infrequent – or one time work</p> <p>Examples:</p> <ul style="list-style-type: none"> • Constructing new facilities & infrastructure • Reviewing your OCP • Elections/referenda 		
<p style="text-align: center;">What is your Corporate capacity?</p> <div style="text-align: center;">  </div>	<p>Given that small local governments are often fully committed to core work their capacity to take on new work is typically limited. It is essential that Council ensure sufficient and appropriate resources both human and financial are allocated to its priorities. Failure to allocate sufficient resources will likely result in frustration, poor staff morale and failure to complete priority work.</p>		

Over the course of the next two evenings, Council and staff will review some of the accomplishments that have been achieved over the past few years, what our current Strategic Planning and Priorities documents look like, get a status update on these matters from staff, and consider whether goals and priorities, and timelines attached to these matters have changed, whether there are new matters to include in the mix and what their priorities may be, and what resources, both financial and human, are required to advance all of Council’s goals and priorities.



VILLAGE OF LIONS BAY

CORPORATE STRATEGIC PLANNING AND 2020 PRIORITY SETTING 4.0

VILLAGE OF LIONS BAY CORPORATE STRATEGIC PLANNING & PRIORITY SETTING

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.

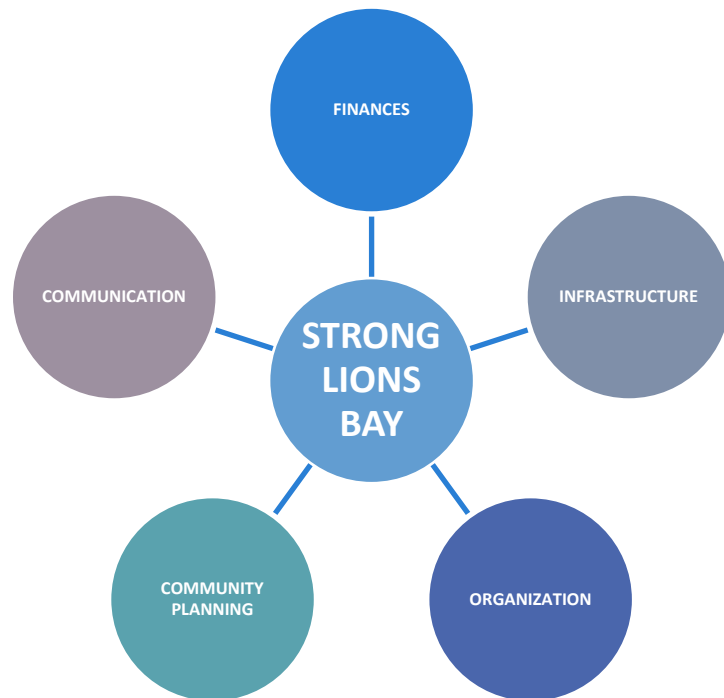
Since the February 2016 Strategic Planning and Priority Setting Workshop, Lions Bay Council has used five strategic priorities as the basis for the organization's strategic planning:

- 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 three 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, 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, created emergency notification system, improved consultation framework and processes
- Completed a core services review for Public Works
- Stabilization of organization and negotiation of new collective agreement
- Consolidation of all bylaws
- Completed review of SCADA technical communications study
- Completed public landscaping plan funded through agreement with MOTI
- Implemented strategic changes to parking in Lions Bay
- Engaged community in consultation process for revitalization of Lions Bay Beach Park

At the December 2018 workshop, Council began with a proposed set of goals and priorities for 2019 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 with target timelines set out as:

- Short Term – 1-2 years
- Medium Term – 2-4 years
- Long Term – over 4 years (next Council).

MAINTAINED AND ADEQUATE INFRASTRUCTURE

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
<p>Adequately resource maintenance of existing Lions Bay infrastructure and infrastructure spending based on the long-range priorities of the Infrastructure Master Plan <u>and the Asset Management Investment Plan.</u></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.	Short Term
	b. Apply for ICIP grant for a portion of the remainder of the CWWF1 project <u>Incorporate PRVs into CWWF project and fund from remainder of grant/loan (consult public re. 3rd PRV funding).</u>	Short Term
	c. Apply for next round of infrastructure grant funding <u>– confirm Bayview DRIP project</u>	Short Term
	d. Progress cell tower project <u>– support public consultation process and move project toward completion in 2020.</u>	Short Term
	e. Implement Phase 1 of Lions Bay Beach Park improvement project, using Water-Access Capital Reserve funds where possible. <u>– await grant funding for Phase 2.</u>	Phase 1 - Complete Phase 2 – Short to Medium Term
	f. Support the UBC long-range watershed hydrology study <u>– coordinate UBC equipment on cell tower</u>	Ongoing
	g. Kelvin Grove WWTP replacement study <u>– Select proponent for RBC “like-for-like” replacement, manage project to completion in 2020.</u>	Short Term
	h. Develop Stormwater Management Plan <u>– extrapolate from the ISL study on Oceanview to extent possible</u>	Short to Medium Term

FINANCIALLY VIABLE

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
<p>Ensure the municipality has adequate long-term financial resources to sustain core work and strategic priorities.</p> <p>Pursue a capital reserve policy to meet the requirements of a comprehensive Asset Management Plan.</p> <p>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.</p>	a. Apply for all suitable Infrastructure Grants	Ongoing
	b. Advocate for small community concessions (eg: on-gas tax, and rural allowances, <u>Metro issues, Translink, etc).</u>	Short Term
	c. Complete work on a comprehensive Asset Management Plan. <u>(Phase 2 of AMIP underway)</u>	Short Term
	d. Complete sale of municipally-owned lot at 52 Brunswick. <u>completed</u>	Short Term
	e. Proceed with <u>Complete</u> sale of municipally-owned lot in Upper Kelvin Grove.	Short Term
	f. <u>Support PRV projects under expanded CWWF through loans under current Loan Authorization bylaw.</u>	<u>Short Term</u>
	g. <u>Determine options for funding Kelvin Grove WWTP project and implement best option.</u>	<u>Short Term</u>
	h. <u>Consider proceeding with Road Closure Bylaws for Oceanview site and for Brunswick Beach Point.</u>	<u>Short to Medium Term</u>
	i. <u>Consider additional sources of revenue to address long-term financial sustainability and what is required to implement them</u>	<u>Short Term</u>

SUPPORTED COMMUNITY PLANNING

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
<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 <u>and advancing Municipal policy objectives (use law firm for bulk of the work)</u></p>	<p>Short Term Staff to review and bring recommendations for new <u>Building Bylaw suitable for Lions Bay policy objectives</u></p>
	<p>b. Apply for provincial License of Occupation for W2 Water Zones.</p>	<p>Long Term</p>
	<p>c. Consider natural hazards Development Permits and associated OCP amendment;</p>	<p>Short Term</p>
	<p>d. Complete Community Amenity Contribution (CAC) policy.</p>	<p>Short Term</p>
	<p>e. Develop and implement initiatives with SD45 to keep <u>help support</u> Lions Bay School open</p>	<p>Ongoing</p>
	<p>f. Scope the effort to inventory, assess condition and manage trails in Lions Bay</p>	<p>Short Term</p>
	<p>g. Develop a Boulevard Encroachment Bylaw to address encroachment and vegetation.</p>	<p>Short Term</p>
	<p>h. Further develop the Emergency Management Plan <u>Program to meet our municipal legal obligations and policy objectives -</u></p>	<p>Short Term</p>
	<p>i. Negotiate long-term provincial lease at Upper Brunswick, plan move of Public Works Yard there, complete community consultation for redevelopment of the existing site.</p>	<p>Short Term</p>

	j. Support initiatives protecting glass sponge reefs in Howe Sound, establishing Howe Sound as a UNESCO Biosphere Region, promoting a Howe Sound National Park.	Ongoing
	k. Work with Sea-to-Sky communities towards intra-region transit.	Ongoing <u>Medium Term</u>
	l. Work with TransLink on the service improvements to Lions Bay micro-shuttle pilot project transit.	Short to <u>Medium</u> Term (Advocacy)
	m. Through advocacy & representation, address high noise and excessive accident risk on the Sea-to-Sky Hwy.	Short Term (Advocacy)
	n. Work with <u>owners</u> /developers regarding potentially developable properties (<u>small lot subdivisions, Kelvin Grove lands, PW Yard, etc</u>)	Short Term Medium Term
	o. Council Consideration of options for future of Oceanview Road ROW (<u>see h. in Financially Viable section above</u>)	Short Term
	p. Boundary Discussions with: <ul style="list-style-type: none"> • <u>West Van re. amalgamation</u> • <u>Metro re. VoLB expansion</u> • SLRD re. support for VoLB expansion 	Long Term
	q. <u>Hire a consultant to draft DCCs and Subdivision Servicing Bylaws</u>	<u>Short Term</u>
	r. <u>Hire a consultant to do a Housing Needs Assessment (required for grant funding through BC Housing) (UBCM grant for next year)</u>	<u>Short Term</u>
	s. <u>Start planning for undertaking a major update to the OCP by budgeting an amount each year over the next 4 years</u>	<u>Ongoing</u>
	q.t. <u>Electric Vehicle Charging Station Project</u>	<u>Short Term</u>

INFORMED AND ENGAGED PUBLIC COMMUNICATIONS

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
Facilitate an informed and engaged public by proactive and transparent communication.	a. Utilise outside consultants for select community consultations. <u>eg: DPAs, Blvd. Bylaw, Infrastructure Financing</u>	Ongoing
	b. Promote <u>Website</u> , Village Update and Lions Bay Alert	Ongoing

ADDITIONAL AGENDA ITEMS FOR DISCUSSION AND CONSIDERATION

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
As proposed by Arash Iranshahi	Undertake development of a “View Bylaw”	
Items put forward by Councillor Abbott	Community Planning: Climate Action Initiatives Community Planning: Metro - Wood Smoke Bylaw Community Planning: Metro - Urban Containment Boundary Public Communications: Communications Strategy Infrastructure and Financial Viability: Capital Expenditures Focus Community Planning: Emergency Planning Organization: Core Service Review Update Organization: (Closed)	See Appendix A

STRONG VILLAGE ORGANIZATION

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
<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. Continue to build staff skills in customer service, communication, administration, planning, finance, IT, records management & emergency management.</p>	<p>Ongoing</p>
	<p>b. Hire a part-time emergency planning coordinator. <u>Completed</u></p>	<p>Short Term</p>
	<p>c. Commence strategic planning for LBFR service levels.</p>	<p>Short Term for Burn Bldg. Medium Term for LBFR Strategic Planning</p>
	<p>d. Build relationships with local First Nations</p>	<p>Ongoing</p>

MISCELLANEOUS PROJECTS (CORE WORK+)

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
<p>Initiate and manage various projects to support the goals and objectives of the key strategy areas.</p>	<p>a. Policies: Purchasing, Communications, Trails Management, Risk Management, Volunteers, Fire Service Level</p>	<p>Short Term and Ongoing</p>
	<p>b. Bylaws: Delegation, Blvd. Encroachment, Indemnification, Noise, <u>Outdoor Water Use, Pesticide, Trees et al.</u>, Civic Addressing, Water, Sewer, Solid Waste and Fees</p>	<p>Short Term and Ongoing</p>
	<p>c. Asset Management Plan refinements – <u>Phase 2</u></p>	<p>Short Term and Ongoing</p>
	<p>h<u>i</u>. <u>Hire a consultant to draft DCCs and Subdivision Servicing Bylaws(Moved To Planning)</u></p>	<p>Medium Term</p>
	<p>d<u>e</u>. <u>Records Management project (mapping and document scanning and reorganization of paper and digital records per LGMA Manual)</u></p>	<p>Ongoing</p>
	<p>e<u>f</u>. <u>Initiate part-time RCMP position – Leave on for reconsideration</u></p>	<p>Short Term</p>
	<p>e<u>f</u>. Business Licensing</p>	<p>Medium Term</p>
	<p>f<u>g</u>. Lions Bay Alert</p>	<p>Short Term</p>
	<p>g<u>h</u>. Brunswick Hill Landfill Closure</p>	<p>Medium Term</p>
	<p>h<u>i</u>. Subdivision and Cottage Applications</p>	<p>Short Term</p>
	<p>i<u>j</u>. Risk Mgmt. Plan for 63 Brunswick</p>	<p>Medium Term</p>
	<p>j<u>k</u>. <u>Hazard mitigation: Intake Access Roads, Alberta Ck./Timbertop, Upper Bayview</u></p>	<p>Core<u>Ongoing, Short Term and Medium Term</u></p>

	k.l. LBFR Burn Building	Short Term
	l.m. Oceanpoint, <u>Strachan and Montizambert</u> fire protection	Medium Short Term

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.

Appendix "A"

Agenda Items Put Forward by Councillor Abbott for Strategic Planning Session:

1. Climate Action Initiatives – renew Village’s commitment
 - a. Review of CARIP report for 2018 – short term goals
 - i. Start reporting GHGE
 - ii. Create a plan towards Carbon Neutrality
 - b. Outstanding Commitments to Metro & others
 - i. BC building step code
 - ii. Howe Sound Community Forum Commitments
2. Wood Smoke Bylaw
 - a. Implications of Metro CAC’s decision
 - b. Status our commitments after the survey for 5 additional actions
 - i. Public Education – what else can we do?
 - ii. Revise building bylaw
 - iii. Question of exclusion from UCB or Metro
 - iv. Motivation to Hydro to review 2 Tier rates
 - v. Motivation to Fortis re opportunities for natural gas
3. Urban Containment Boundary Discussion
 - a. Review of our Regional Context Statement
 - b. Future Implications of bylaws like Wood Smoke
 - c. Rural Dividends Program Implications
4. Communications Strategy – discussion of 1st draft of high level strategy document.
(I will have something to present).
 - a. Review of Goals
 - b. “Have your say”
 - c. Update of Village website
5. Capital Expenditure Focus
 - a. Review of grant opportunities & related projects
 - b. Identify projects to be explored outside of grants
 - c. Service agreement strategy for roads & drainage
6. Emergency Planning
 - a. Evacuation Plan
 - b. Set up of committee
 - c. Establish EOC volunteer program
 - d. Expansion of Neighbourhood Watch
7. Core Service Review Update
 - a. a. Maintenance goals & progress
8. Fiscal Initiatives
 - a. Forecast 2020-2022, what will this Council’s legacy be?

Additional discussions in Closed session.



THE MUNICIPALITY OF THE VILLAGE OF LIONS BAY

COUNCIL STRATEGY COMMITTEE

OF THE VILLAGE OF LIONS BAY

HELD ON THURSDAY, FEBRUARY 7, 2019 at 7:00 PM

COUNCIL CHAMBERS, 400 CENTRE ROAD, LIONS BAY

MINUTES

In Attendance:

Council: Mayor Ron McLaughlin
Councillor Neville Abbott
Councillor Fred Bain
Councillor Norm Barmeier
Councillor Jaime Cunliffe

Staff: Chief Administrative Officer Peter DeJong (Recorder)
Chief Financial Officer Pamela Rooke
Public Works Manager Nai Jaffer

Other: Cory Sivell, Urban Systems

Public: 1

1. Call to Order

Mayor McLaughlin called the meeting to order at 7:00 p.m.

2. Adoption of Agenda

Moved/Seconded

THAT the agenda be adopted as circulated.

CARRIED

3. Public Participation

4. Review and Approval of Minutes of Prior Meetings

A. Council Strategy Committee Meeting – October 16, 2018

Moved/Seconded

THAT the Council Strategy Committee Meeting Minutes of October 16, 2018 be approved as circulated.

CARRIED

5. Business Arising from the Minutes

None

6. Unfinished Business

None

7. Reports

8. New Business

A. Asset Management Presentation by Urban Systems

Cory Sivell of Urban Systems provided a presentation of the draft Lions Bay Asset Management Investment Plan.

9. Public Questions & Comments

10. Adjournment

Moved/Seconded

THAT the meeting be adjourned.

CARRIED

The meeting was adjourned at 8:30 p.m.

Mayor

Corporate Officer

Date Approved by Council:	
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Towards Better, Consistent, Transparent Communication in our Village

The following is a high level, draft strategy document I would ask Council to consider as guidance for how we, council, as representatives of all Villagers, communicate with residents. If we are in agreement I will bring a cleaned up version to an upcoming Council meeting for adoption. I specifically want to discuss use of the "Have Your Say" (HYS) banner and process, which we've already started using as a tool for Council to consult with residents. More recently it has been used by staff without input from Council, and with an increase in frequency. Over use will dilute the process and result in dwindling responses, but using the process wisely will result in an engaged, informed community.

If we can agree on this high level strategy, I can flesh it out with your suggestions and further detail. There are other communications we need to look at that are not covered in this document (eg Village website).

Five Goals

(as outlined to the Community in a Village Update early 2019)

1. Reach more of the community.
2. Improve feedback both qualitative and quantitative from residents.
3. Create an environment where people are engaged and informed.
4. Streamline procedures to minimize or reduce impact on staff workloads (#4 not included in the public VU piece)
5. Investigate opportunities for any tools, including possibly social media, to improve our communications.

Public Consultation: Have Your Say

I would like to see this banner used for requests from Council for Public Participation where legislation requires Public Notice and engagement (see Part 4 of the Community Charter "Public participation and Council Accountability"), and other issues with approval from Council.

Administrative and "housekeeping" notices from the office should be clearly identified as coming from Staff and should use other headlines.

HYS notices must:

- Be approved by Council – all councilors should have an opportunity to review and respond
- Be used for key decisions only – we should discuss other reasons to consult, and decide how best to ask for and encourage feedback
- Be delivered to residents by whatever method(s) will ensure they know what is being considered, and enable them to respond in whichever way is most convenient and acceptable to them. This means ensuring those who are not on the VU mailing list or even on email receive the message.
- Be included in the Village Update, inserted into mailboxes, available on notice boards and from the Office
- Accept responses wherever possible via a questionnaire that includes a section for additional comments (use software re wood smoke?), FEEDBACK, paper copies

- State the facts objectively and allow residents to form an opinion
- Re-instate the mailbox in the store so to allow for anonymous submissions: abusive/inappropriate emails will be ignored regardless of if they are signed or not. Is there any evidence that people abused the opportunity to drop a response in the mailbox?
- Follow the core values of Public Participation, don't forget #6 & #7.

HYS notices process;

- One issue under discussion at a time
- Timing is crucial, asking residents for input after a decision is made is not acceptable
- No rushing the process to meet a deadline
- Councilors should not respond, we are expected to enter discussion with open minds and allow that resident opinion will sway our decision. This is impossible to do if you have already publicly stated a position.

Principles

- Yes we are neutral or at least we should always start that way
- Do not make false promises or raise expectations that may not be able to be met
- Adopt and promote the IAP2's 7 Core Values of Public Participation (I have written permission from the IAP2 to use these, including in the Village Update)
- Messaging approved by council – council needs to be given enough time to read and respond (plan ahead)
- Timing – avoid busy periods of the year for residents eg before and during Christmas, school year end, spring break, over the summer, when conducting consultation (planning)
- If not enough input gathered, relook approach – making decisions based on minimal input is not acceptable

Village Update vs Community News

The Village Update was intended as a means to communicate important council and municipal information (“hard news”), instead of sending multiple emails throughout the week. Including “soft news” takes away from often critical information. The stats show not all recipients open the emails, so it is important to deliver information in a form convenient to readers and the most valuable real estate is at the top of the VU. All salient points should be included in the VU without requiring click throughs to information elsewhere (every link to online info or attached pdfs means that info is less likely to be seen).

Suggestions

- Since there is no longer a community newspaper, separate the soft news (warm and fuzzies) like high school graduations from critical information like water outages that appears in the VU. Should these be separate publications? Failing that, ALL soft news should be after the important items
- Promote and develop the Community Calendar on the website and keep it up to date – include more detailed information about the events on the calendar, especially since we have many new residents.

From: Neville Abbott <councillor.abbott@lionsbay.ca>
Sent: Monday, November 25, 2019 12:54 PM
To: Council <council@lionsbay.ca>
Cc: Nicole Dumas <office@lionsbay.ca>
Subject: Fw: Urban Containment Boundary Discussion

I added one more file the UCB map.

Hi Nicole, could we get some on table items.

Neville

From: Neville Abbott <councillor.abbott@lionsbay.ca>
Sent: November 24, 2019 9:35 PM
To: Council <council@lionsbay.ca>
Subject: Urban Containment Boundary Discussion

Hello All,



Find attached a few files for tomorrows discussion on UCB.

As happened with the Wood Burning bylaw, I believe if we want to stop Lions Bay being include in bylaws intended for Urban Centres we should rethink why we are inside the UCB.

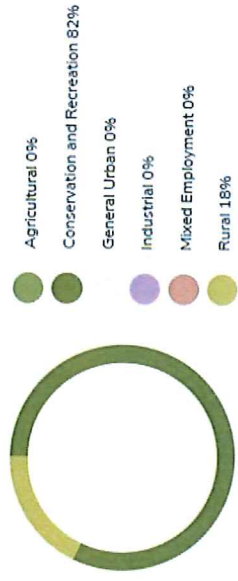
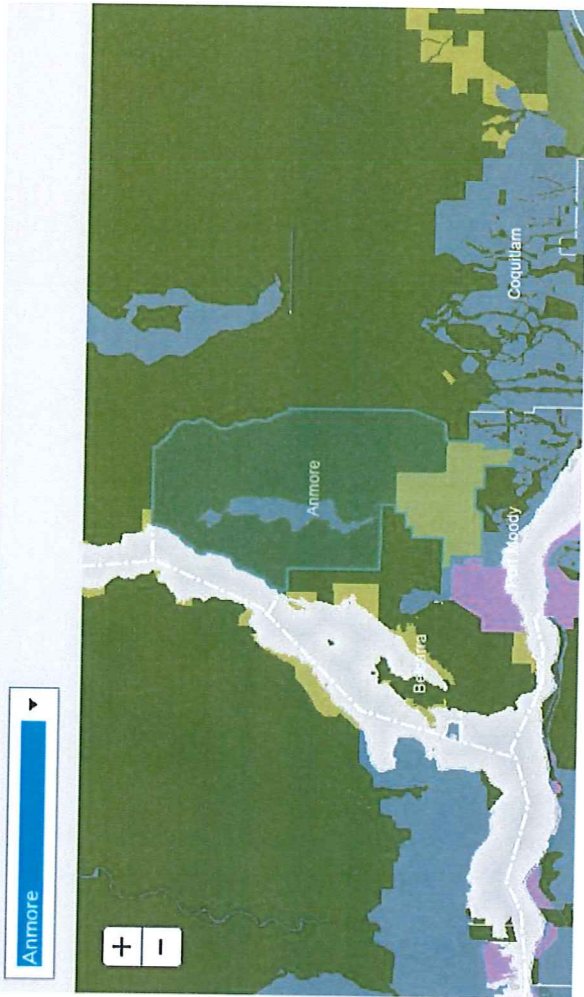
The screen shots come from Metro's 2040 website. Interesting that we are the only Municipality in this group that identifies as 100% Urban. The definitions screenshot alludes to the solution.

The spreadsheet is numbers I pulled from Stats.Can something just seems odd. I have no idea if the areas used by Stats.Can are the same as the ones on the Metro 2040 website but when I drive to the Park Royale park&ride, as I do most mornings, I do not get the feeling I am heading into an area that is less dense than where we live. Likewise, when I drive down the S2Sky heading out to Canadian Tyre I feel I heading into town not out of it.

Neville Abbott
Councillor

The Village of Lions Bay
PO Box 141, 400 Centre Road, Lions Bay, BC V0N 2E0, Canada
Tel: (604) 922-5290  | Cell: (604) 363-2667  | www.lionsbay.ca

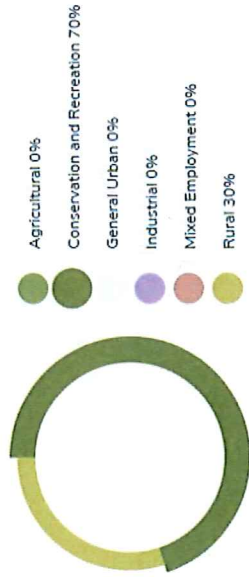
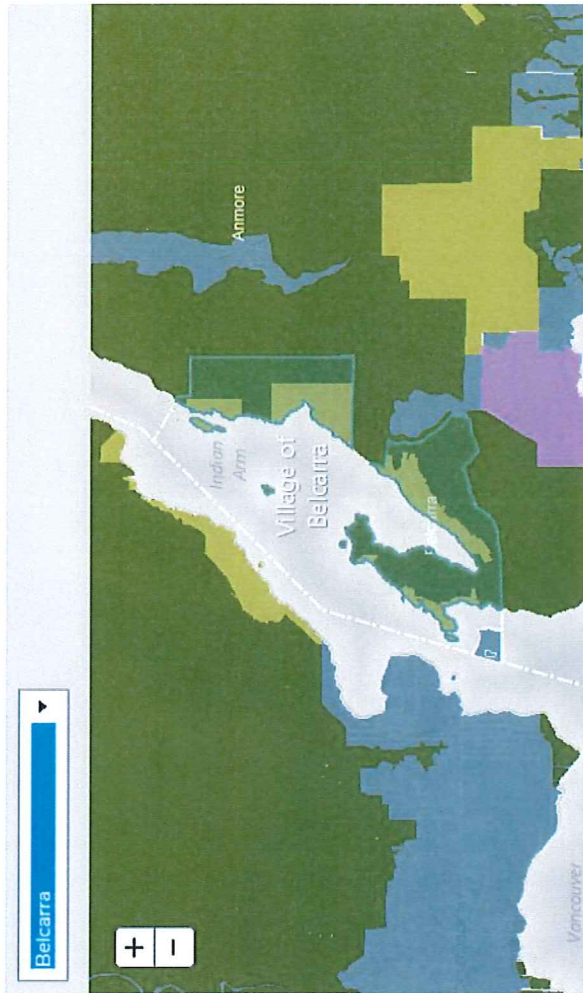
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	2018
Agricultural	0 hectares
Conservation Recreation	2243 hectares
General Urban	2 hectares
Industrial	0 hectares
Mixed Employment	0 hectares
Rural	505 hectares
Total	2750 hectares

[EXPLORE DATA](#)

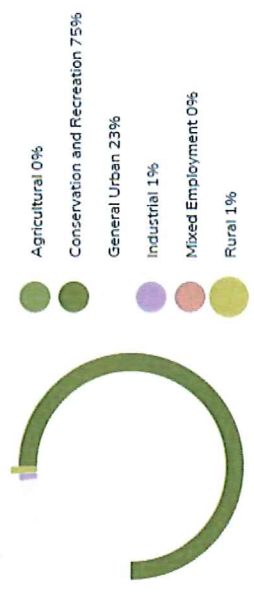
Map data provided by Esri



Belcarra 2018

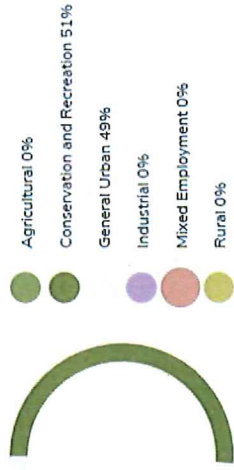
Category	Value
Agricultural	0 hectares
Conservation and Recreation	370 hectares
General Urban	0 hectares
Industrial	0 hectares
Mixed Employment	0 hectares
Rural	160 hectares
Total	530 hectares

[EXPLORE DATA](#)



North Vancouver District	2018
Agricultural	0 hectares
Conservation Recreation	12255 hectares
General Urban	3763 hectares
Industrial	185 hectares
Mixed Employment	0 hectares
Rural	123 hectares
Total	16326 hectares

[EXPLORE DATA](#)

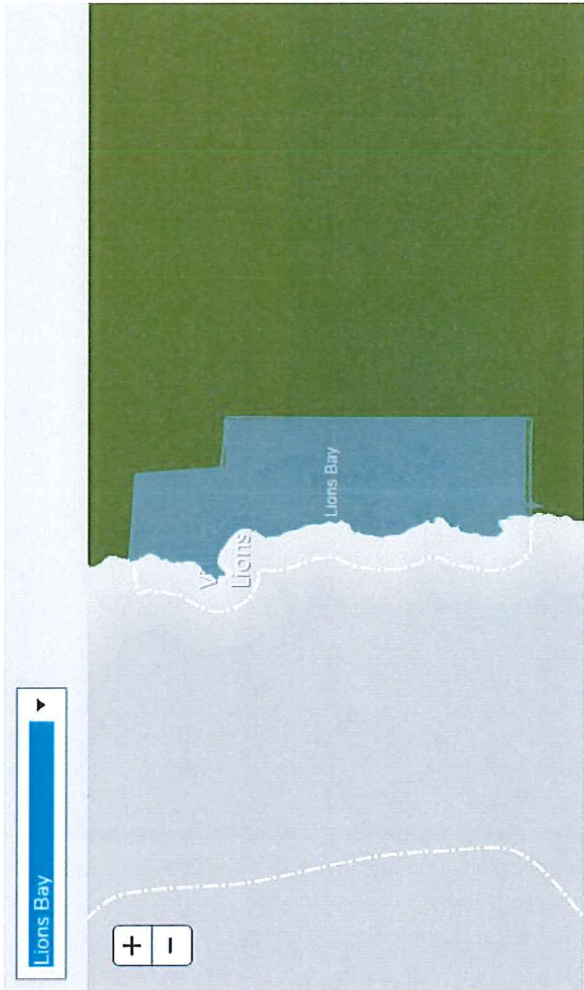


West Vancouver

2018

Agricultural	0 hectares
Conservation Recreation	4559 hectares
General Urban	4463 hectares
Industrial	0 hectares
Mixed Employment	0 hectares
Rural	0 hectares
Total	9022 hectares

EXPLORE DATA

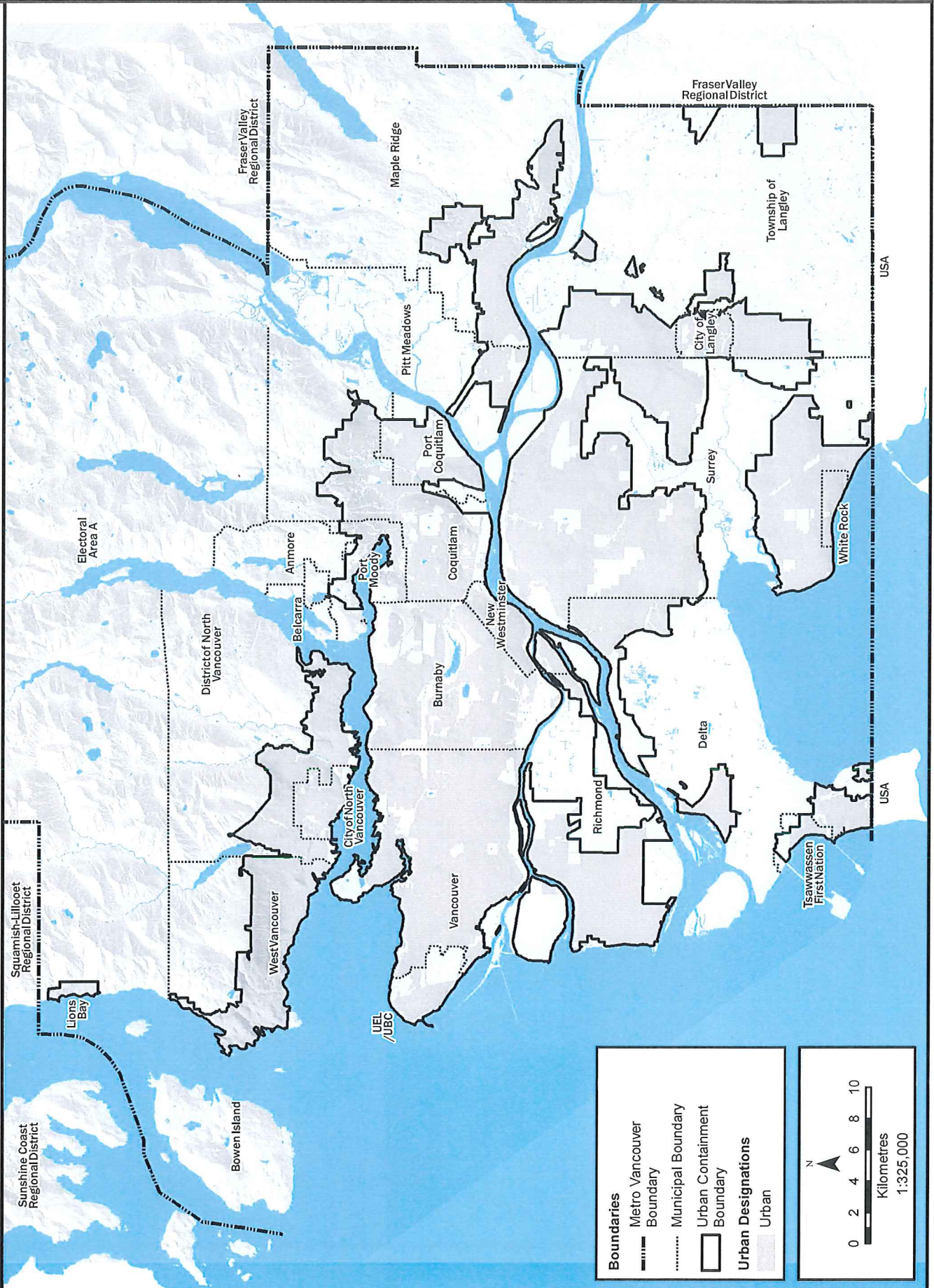


Lions Bay	2018
Agricultural	0 hectares
Conservation Recreation	0 hectares
General Urban	269 hectares
Industrial	0 hectares
Mixed Employment	0 hectares
Rural	0 hectares
Total	269 hectares

[EXPLORE DATA](#)

W/ku da daciannations ehannu?

Map 3: Urban Containment Boundary and General Urban Areas



- Industrial
- Recreation
- Mixed Employment
- Rural

Agricultural areas are intended primarily for agricultural uses, facilities and supporting services with an emphasis on food production.

Conservation and Recreation areas are intended to protect significant ecological and recreation assets, including: drinking watersheds, conservation areas, wildlife management areas and ecological reserves, forests, wetlands, riparian corridors, and other tourist recreation areas.

General Urban areas are intended for residential neighbourhoods and centres, and are shopping, services, institutions, recreational facilities, and parks. Urban Centres and Frequent Transit Development Areas are generally located in General Urban areas.

Industrial areas are primarily intended for heavy and light industrial activities, and appropriate accessory uses. Residential uses are not intended.

Mixed Employment areas are intended for industrial, commercial, and other employment-related uses that complement employment uses in Urban Centres and Frequent Transit Development Areas. Residential uses are not intended.

Rural areas are intended to protect the existing character of rural communities, landscapes, and environmental qualities. Rural areas are not intended as future urban development areas, and generally will not have access to regional sewer services.

Proportion of Overall Land Area

Why do designations change?

The regional land use designations are intended to reflect municipal and regional commitments and aspirations. Municipalities can propose to amend the designations. The Metro Vancouver Board will convene a dialogue to review any proposal for consistency with Metro 2040 and the regional implications, then decide whether to approve or not approve the proposed amendment.

Other resources

- [Metro Vancouver Decisions on Metro 2040 Amendments](#)
- [Metro Vancouver Interactive Land Use Designation Map](#)

Municipality	Population	Density (per sq.km)	Area (sq.km)
Lions Bay	1,334	526	2.5
Anmore	2,210	80	28.2
Belcarra	643	117	5.5
W.Van	42,000	487	87.3
Bowen Islnd	3,680	73	54.0
D.N.Van	84,000	525	161.0
N.Van	48,000	4,073	11.8