



# VILLAGE OF LIONS BAY

## CORPORATE STRATEGIC PLANNING AND 2019 PRIORITY SETTING 3.0

### 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.

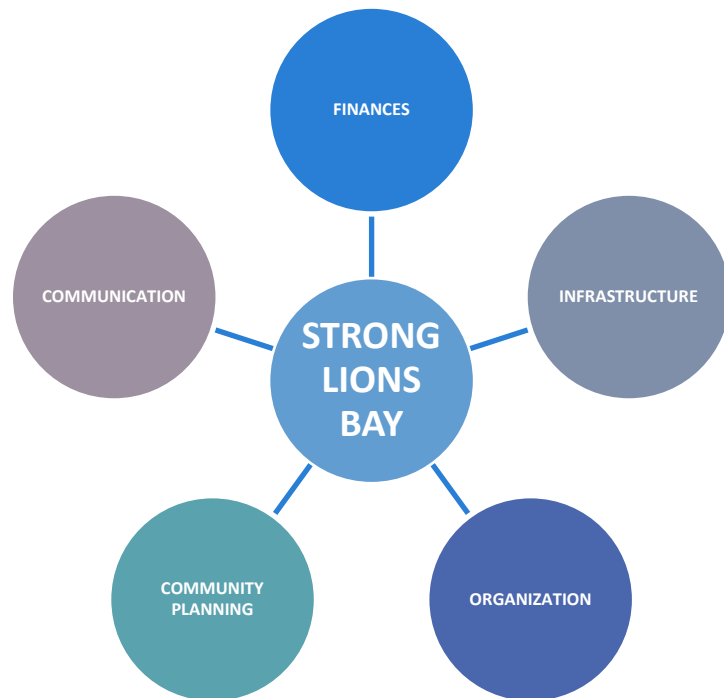
Since the February 2016 Strategic Planning and Priority Setting Workshop, Lions Bay Council has used five strategic priorities as the basis for the organization's strategic planning:

- 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 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, 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, 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><b>Adequately resource maintenance of existing Lions Bay infrastructure and infrastructure spending based on the long-range priorities of the Infrastructure Master Plan.</b></p> <p><b>Identify and meet service standards and best practices appropriate to the needs of Lions Bay.</b></p> <p><b>Meet critical standards and industry best practices as they continue to evolve.</b></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	Short Term
	c. Apply for next round of infrastructure grant funding (expected Spring 2019)	Short Term
	d. Progress cell tower project	Short Term
	e. Implement Phase 1 of Lions Bay Beach Park improvement project, using Water-Access Capital Reserve funds where possible.	Phase 1 - Complete Phase 2 – Short to Medium Term
	f. Support the UBC long-range watershed hydrology study	Ongoing
	g. Kelvin Grove WWTP replacement study	Short Term
	h. Develop Stormwater Management Plan	Short to Medium Term

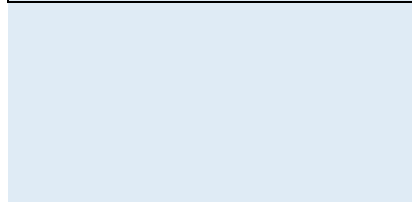
**FINANCIALLY VIABLE**

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
<p><b>Ensure the municipality has adequate long-term financial resources to sustain core work and strategic priorities.</b></p> <p><b>Pursue a capital reserve policy to meet the requirements of a comprehensive Asset Management Plan.</b></p> <p><b>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.</b></p>	a. Apply for all suitable Infrastructure Grants	Ongoing
	b. Advocate for small community concessions on gas tax and rural allowances.	Short Term
	c. Complete work on a comprehensive Asset Management Plan.	Short Term
	d. Complete sale of municipally-owned lot at 52 Brunswick.	Short Term
	e. Proceed with sale of municipally-owned lot in Upper Kelvin Grove.	Short Term

## SUPPORTED COMMUNITY PLANNING

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
<p><b>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.</b></p>	<p>a. Adopt a new local Building Bylaw complying with new provincial Building Act.</p>	<p>Short Term Staff to review and bring recommendations for new Building Bylaw suitable for Lions Bay.</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 Lions Bay School open.</p>	<p>Short Term re. next steps</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.</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>
	<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.</p>	<p>Ongoing</p>
	<p>k. Work with Sea-to-Sky communities towards intra-region transit.</p>	<p>Ongoing</p>
<p>l. Work with TransLink on the Lions Bay micro-shuttle pilot project.</p>	<p>Short Term (Advocacy)</p>	

	m. Through advocacy & representation, address high noise and excessive accident risk on the Sea-to-Sky Hwy.	Short Term (Advocacy)
	n. Work with developers regarding potentially developable properties	Short Term Medium Term
	o. Council Consideration of options for future of Oceanview Road ROW	Short Term
	p. Boundary Discussions with: <ul style="list-style-type: none"> <li>• West Van re. amalgamation</li> <li>• SLRD re. support for VoLB expansion</li> </ul>	Long Term



## INFORMED AND ENGAGED PUBLIC COMMUNICATIONS

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
<b>Facilitate an informed and engaged public by proactive and transparent communication.</b>	a. Utilise outside consultants for select community consultations.	Ongoing
	b. Promote Village Update and Lions Bay Alert	Ongoing

## STRONG VILLAGE ORGANIZATION

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
<p><b>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.</b></p>	<p>a. Build staff skills in customer service, communication, administration, planning, finance, IT, records management &amp; emergency management.</p>	<p>Ongoing</p>
	<p>b. Hire a part-time emergency planning coordinator. [Review staffing levels]</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><b>Initiate and manage various projects to support the goals and objectives of the key strategy areas.</b></p>	<p>a. Policies: Purchasing, Communications, Trails Management, Risk Management, Volunteers, Fire Service Level</p>	<p>Short Term and Ongoing</p>
	<p>b. Bylaws: Indemnification, Delegation, Noise, Civic Addressing, Blvd. Encroachment, Water, Sewer, and Solid Waste</p>	<p>Short Term and Ongoing</p>
	<p>c. Asset Management Plan refinements</p>	<p>Short Term and Ongoing</p>
	<p>d. Hire a consultant to draft DCCs and Subdivision Servicing Bylaws</p>	<p>Medium Term</p>
	<p>e. Initiate part-time RCMP position</p>	<p>Short Term</p>
	<p>f. Business Licensing</p>	<p>Medium Term</p>
	<p>g. Lions Bay Alert</p>	<p>Short Term</p>
	<p>h. Brunswick Hill Landfill Closure</p>	<p>Medium Term</p>
	<p>i. Subdivision and Cottage Applications</p>	<p>Short Term</p>
	<p>j. Risk Mngt. Plan for 63 Brunswick</p>	<p>Medium Term</p>
	<p>k. Intake Access Roads</p>	<p>Core</p>
	<p>l. LBFR Burn Building</p>	<p>Short Term</p>
	<p>m. Oceanpoint fire protection</p>	<p>Medium Term</p>



## 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.