



VILLAGE OF LIONS BAY

CORPORATE STRATEGIC PLANNING AND 2022 PRIORITY SETTING

LOCAL GOVERNANCE AND THE BC COMMUNITY CHARTER

The British Columbia Community Charter outlines the key purposes of every municipality in BC, including:

- providing for good government of its community
- providing for services, laws and other matters for community benefit
- providing for stewardship of the public assets of its community
- fostering the economic, social and environmental well-being of its community

WHAT IS STRATEGIC PLANNING AND PRIORITY SETTING?

Strategic planning is used by local governments to support councils and boards in fulfilling their governance roles. Further, strategic planning helps the elected representatives to focus on the strategic direction of the organization and communicating that strategic direction to staff so that staff can fulfil their operational and implementation roles.

- Sets the strategic direction and goals
- Establishes shared values and standards/expectations
- Provides a road map to follow
- Guides the use of resources
- Provides a basis for evaluating progress

WHAT IS THE ROLE OF COUNCIL?



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

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

In order for a municipal 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.

WHAT IS THE ROLE OF STAFF?

Under the BC model of governance, Council has but one employee: the Chief Administrative Officer (CAO). The CAO leads the professional staff of the organization in accordance with the goals and objectives of the Council as expressed in the corporation's strategic plan. Through the CAO, staff are responsible for the day to day operations of the organization and advancing the strategic priorities of Council. Much of the day to day operations of a municipality involve "core work", which generally involves maintenance of facilities and infrastructure, responding to inquiries and processing applications, and preparing and processing legislative requirements, such as bylaws, agendas and minutes. This typically consumes the vast majority of the resources of local governments. This is particularly true in the case of small communities where staff complements are small and frequently fully consumed by statutory and operational activities.

WHAT IS THE ROLE OF THE PUBLIC?



Elected Council-Staff-Public Partnership

The concept of a council-staff-public partnership builds on the idea of the interdependency of the roles. Quite simply Council cannot perform its role of policy and decision making without the support of staff and staff cannot perform its role of advising and implementing without clear council direction. Further, the public needs to participate and communicate with council and staff in order for the policy direction to be informed and aligned with the public's preferences.

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 on this page 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. Each of the strategic focus areas with goals and priority actions is outlined below with target timelines set out as:

- Immediate Term – Next 7-9 months for commencement and completion;
- Short Term – 1-2 years for commencement and substantive progress, if not completion;
- Medium to Long Term (not commenced within Short Term);
- Ongoing.

MAINTAINED AND ADEQUATE INFRASTRUCTURE

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
<p><i>Adequately resource maintenance of existing Lions Bay infrastructure and new infrastructure spending based on the long-range priorities of the Infrastructure Master Plan and the Asset Management Investment Plan.</i></p> <p><i>Identify and meet service standards and best practices appropriate to the needs of Lions Bay.</i></p> <p><i>Meet critical standards and industry best practices as they continue to evolve.</i></p>	a. Lions Bay Beach Park Revitalization Project	Short Term
	b. Klatt Emergency Building Expansion and Retrofit	Short Term
	c. Lions Bay Avenue Connector Project	Short Term
	d. Apply for next round of infrastructure grant funding – confirm resubmission of Bayview DWIP project	Immediate Term
	e. PRVs #3,6,7 (#5 in Bayview DWIP)	Short – Medium Term
	f. Creekview and Highview Watermains	Short Term
	g. Source Water Protection Plan	Short – Medium Term
	h. Replacement of antiquated SCADA system	Immediate-Short Term
	i. Oceanview drainage, watermain and road reconstruction	Medium Term
	j. Centre-Bayview drainage, watermain and road reconstruction	Medium Term
	k. Support the UBC long-range watershed hydrology study – Review options to support study with the UBC team.	Ongoing
	l. Work with Recycle BC on program requirements and incorporate these and other key considerations into new Solid Waste Bylaw – RFP Waste Collection Contract	Immediate Term
	m. Work with LBFR on wildfire defense sprinkler system strategy	Immediate Term

FINANCIALLY VIABLE

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
<p><i>Ensure the municipality has adequate long-term financial resources to sustain core work and strategic priorities.</i></p> <p><i>Pursue a capital reserve policy to meet the requirements of a comprehensive Asset Management Plan.</i></p> <p><i>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.</i></p>	a. Apply for all suitable federal/provincial grants	Ongoing
	b. Work with other departments and Climate Action Committee to draft new Purchasing Policy	Immediate Term
	c. Continue work on the comprehensive Asset Management Investment Plan. (Awaiting results of grant application for Phase 3 of AMIP)	Short Term
	d. Consider potential road closure bylaws for land sales to support infrastructure spending	Short Term
	e. Consider referendum for development of half of Kelvin Grove Parking Lot, preceded by extensive consultation	Immediate Term
	f. Provide preparatory financial support for relocation of Public Works Yard to Brunswick Hill	Short Term
	g. Consider whether to budget for rail crossing signage study	Immediate Term
	h. Consider additional sources of revenue (such as expanding the tax base) and what is required to implement them to address long-term financial sustainability.	Short to Medium Term

SUPPORTED COMMUNITY PLANNING

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
<p><i>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.</i></p>	a. Adopt a new local Building Bylaw complying with new provincial Building Act and advancing Municipal policy objectives	Short Term
	b. Develop a Boulevard Encroachment Bylaw to address encroachment and vegetation.	Short Term
	c. Consider natural hazards Development Permits and associated OCP amendments – review hazard mitigation grants	Short Term
	d. Complete Community Amenity Contribution (CAC) policy (in progress, but requires action on DPAs)	Short Term
	e. Negotiate long-term provincial lease at Upper Brunswick, plan move of Public Works Yard there, complete community consultation for redevelopment of the existing site (consider linking PW move with redevelopment proposals).	Short to Medium Term
	f. Electric Vehicle Charging Station Strategy – Create strategy to provide for long-term planning of electric vehicle charging infrastructure throughout the community	Short Term
	g. Pending OCP renewal, work with owners/developers for proposals regarding potentially developable properties such as road closures, small lot subdivisions, Kelvin Grove lands, PW Yard, etc. Continue facilitating potential development opportunities that may fit within current and/or future OCP.	Short Term
	h. Further develop the Emergency Program to maintain our municipal legal obligations and policy objectives, including completion of Evacuation Plan and Firesmart Initiatives	Short Term
	i. Climate Action Initiatives – Consider CAC recommendations for GHG Reduction/Adaptation goals and determine strategies and budgets to address challenges	Short Term
	j. Consider waiving Secondary Suite Utility Fees for property owners who rent to fire fighters	Immediate Term
	k. Consider Mutual and Automatic Aid Agreements for SLRD (Area D) and Metro (Area A)	Immediate Term

	l. Urban Containment Boundary (Metro) – Consider whether, when and how to put forward request for change in land designation from “General Urban” to “Rural” i.e. whether now or upon conclusion of OCP renewal and determination of long term community vision with OCP policies to support the designation	Short Term
	m. Housing Needs Assessment Report	Immediate Term
	n. Work with Sea-to-Sky communities towards intra-regional transit.	Ongoing
	o. Work with TransLink on service improvements to Lions Bay transit.	Ongoing
	p. Through advocacy & representation, address high noise and excessive accident risk on the Sea-to-Sky Hwy.	Ongoing

INFORMED AND ENGAGED PUBLIC COMMUNICATIONS

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
<i>Facilitate an informed and engaged public by proactive and transparent communication.</i>	a. Promote Website, Village Update and Lions Bay Alert – Use “Have Your Say” for topical issues	Ongoing
	b. Revisit implementation of a new communications platform to provide for better communications on upcoming and in-progress projects (eg: Bang the Table)	Short Term

STRONG VILLAGE ORGANIZATION

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
<i>Support a motivated, fulfilled, high-functioning and stable staff</i>	a. Build relationships with local First Nations – Method of Acknowledgement of Traditional Territory to be Determined	Immediate Term

<i>organization capable of innovatively meeting the core work and statutory requirements of the organization and Council's strategic priorities.</i>	b. Continue to build staff skills in customer service, IT, records mngt, communication, administration, planning, finance, emergency mngt & infrastructure maintenance.	Short Term
	c. Consider right opportunity for a community planner for Lions Bay.	Ongoing

MISCELLANEOUS PROJECTS (CORE WORK+)

GOALS	PRIORITY ACTIONS	TARGET TIMELINE
<i>Initiate and manage various projects to support the goals and objectives of the key strategy areas.</i>	a. Policies: Purchasing, Communications, Trails Management, Risk Management, Volunteers.	Short Term and Ongoing
	b. Bylaws: Delegation, Blvd. Encroachment, Indemnification, Noise, Trees, Outdoor Water Use, Pesticide, Civic Addressing, Water, Sewer, Solid Waste and Fees	Short Term and Ongoing
	c. Business Licensing – consider as a tool to educate contractors regarding bylaws and procedures in Lions Bay and to begin compiling data on home-based businesses	Medium Term
	d. Hazard mitigation: Intake Access Roads, Alberta Ck./Timbertop, Upper Bayview; Firesmart Initiatives per CWPP recommendation	Short Term and Ongoing

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 will 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.