



VILLAGE OF LIONS BAY

CORPORATE STRATEGIC PLANNING
AND PRIORITY SETTING 2.0

June 21 - 22, 2016

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

The Village of Lions Bay held an evening and half day workshop on June 21 and 22, 2016 with Council and senior staff to build on the work done at a previously held priority setting workshop in February 2016.

The purpose of the June workshop was to review the outcomes of the February workshop, consider the forward progress of the municipality since then and to provide further detail on priorities for the remainder of the Council term. The desired outcome for the workshop was to create a roadmap for the remainder of the Council term which would focus on important priorities and guide the allocation of resources including Council energy, staff time and financial resources.

The workshop focused on completing a number of key tasks including:

- Review of the last workshop and identified priorities: infrastructure, finances, community planning, organizational stability, and communication
- Updates from key staff
- Discussion of each of the five priorities:
 - Where are we at? Where do we want to get to?
 - What decisions do we need to make?
 - What steps do we need to take?
 - What are the target dates?
 - What resources do we need?
 - How will we know if we are successful?

This 2016-2018 Village of Lions Bay Strategic Planning document includes:

- Lions Bay 2016-2018 strategic priority areas, goals and actions; and
- Appendix - Workshop flipchart notes.

STRATEGIC FOCUS AREAS, GOALS & PROJECTS/INITIATIVES

At the February workshop Council took the first steps towards priority setting and creating an ongoing strategic plan document to guide the work of the Village over time and to allow for progress to be made on some of the pressing challenges facing the Village.

At the February workshop Council discussed the challenges facing Lions Bay and the options and opportunities to address them. From this process Council identified a number of strategies that readily fell into five strategic focus areas:

- Infrastructure**
- Finances**
- Organizational stability**
- Community planning**
- Communication**

At the June workshop Council returned to these five strategic focus areas and worked to further define and detail the priorities, goals, and actions within each of the areas.

The overarching goal of the current 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. As the graphic below illustrates, the five key priority areas identified by Council all need to be addressed in order to achieve the goal of a strong and viable Village. Council recognizes the interdependency of the five strategic areas. For example, in order to maintain the Village infrastructure, the Village needs to have the financial resources and in order to have the required financial resources the Village needs to increase revenues through either raising taxes or increasing the tax base through development which will require new infrastructure and planning. Council recognizes that it will be necessary to take incremental steps to make progress to achieve a strong and viable Village. The priorities discussed in this report reflect the recognition of Council that an incremental approach using scarce resources is the best path to success for the Village.



Each of the strategic focus areas with goals and priority actions is outlined below. The priority actions are the result of discussion and ranking at the June workshop. The ranking was done by asking each member of Council to give a score of 1 to 5, five being the highest priority, to each of the priority actions. The highest possible score was 20. Only those priorities that received a score of 10 or higher are included in the priorities detailed below; however the lower scoring priorities are all noted in the Appendix and are available for reconsideration by Council at its next strategic plan review.

The table below lists the priority actions in order of ranking.

Priority Actions	Ranking
Implement incremental land use planning changes based on the existing OCP & 2014 Planning Work (voting 5,5,5,5, total 20)	20
Explore existing sewage treatment plant replacement and expansion (voting 5,5,5,5 total 20)	20
Develop a strategic framework for communications (voting 5,5,5,5 total 20)	20
Maintain existing roads and rights of way (voting 5,2,5,5 total 17)	17
Advocate for and develop policies to support retention of Lions Bay School (voting 3,5,3,3 total 14)	14
Seek a Crown land grant (voting 2,4,4,3 total 13)	13
Undertake a cost analysis and develop a plan for sewer upgrade (voting 5,3, 2 total 10)	10
Possibly in this term undertake a study to determine future water supply needs and climate change impacts (voting 5,1,2,2 total 10)	10

Infrastructure

Goals:

- To maintain existing Lions Bay infrastructure
- To adequately resource infrastructure spending
- To build new infrastructure where needed and publicly supported
- To identify service standards and best practices
- To meet critical standards and industry best practices

Priorities for 2016-2018

Complete and adopt the IMP and apply for infrastructure grants

If successful with grants, move forward with capital projects accordingly.

Develop an asset inventory and condition assessment of all assets

As outlined by Public Works staff, baseline asset information is required in order to plan for maintenance of existing Village assets. The inventory and analysis should answer the following six questions:

- What assets does the municipality own?
- What are the assets worth?
- What is the condition of the assets?
- What is the remaining service life of the assets?
- What maintenance/replacement do we need to do and when?
- What is the cost impact?

Roads

Undertake planning and capital work to maintain existing roads and rights of way.

Water supply

Possibly in this term undertake a study to determine future water supply needs and climate change impacts.

Existing Sewer infrastructure

The existing sewage treatment facility requires replacement. In order to move towards replacement, research, planning and cost estimates need to be prepared.

Upgrade of Sewer infrastructure

Prepare a cost analysis and plan for sewer upgrade – this term present the plan and costs to the public for consideration – decision-making to occur in a future council term.

Finances

Goals:

- To ensure the Village has adequate finances to sustain the municipality's work
- To increase revenues to address the infrastructure deficit and other municipal resource needs

Priorities for 2016-2018

Support grant applications and seek loan authorization to support goals and priorities of infrastructure spending

Provide Finance Department support for these initiatives.

Develop commercial and residential lands

A number of key planning related policies are in need of either revision or development. These policies would be considered foundational in that they provide guidance for future development in the community. Some of the policies and bylaws listed below such as the DCC bylaw, servicing bylaw, and fees and charges bylaw are all related to financing and servicing new developments. Others such as design guidelines and development permits will help to ensure the Village gets the type of development it wants. This list of policies represents a significant amount of work and resources and will necessarily take a number of years to complete.

- Create a servicing bylaw
- Create a development cost charges bylaw (DCC)
- Rewrite development permits for OCP e.g. form & character

- Prepare design guidelines
- Amend zoning bylaw
- Ensure adequate servicing e.g. water supply & sewer
- Update building bylaw
- Prepare community amenity provisions
- Review fees & charges bylaw, secondary suite provisions and tax ratios

Seek a Crown land grant

The intention of seeking a Crown grant is to expand the lands held by the Village.

Sell surplus Village lands

The intention of this priority action is twofold: sell surplus lands (e.g. road rights of way) to raise funds and secondly to enable appropriate development (e.g. public works yard).

Community Planning

Goals:

- To develop and maintain an official community plan for the Village which reflects the aspirations of citizens and the resources of the Village.
- To implement the OCP policies.

Priorities for 2016-2018

Implement incremental land use planning changes based on the existing OCP & 2014 Planning Work

The intention of this priority action is to enable the Village to make progress on updating and implementing the policies of the OCP and the further planning work completed in 2014, which builds on the 2010 consolidation of the OCP. A slow and incremental approach to continuing to implement the OCP will enable the Village to modernize the OCP and to realize its vision over time within the means of the Village.

Advocate for and develop policies to support retention of Lions Bay School

The Village can both advocate for the retention of the School and develop policies that would support its retention. For example, the Village could start immediately to explore with the School District the potential to develop surplus School lands for family housing.

The Village could also establish policies to give priority to family housing forms in new developments.

Communications

Goals:

- To improve communication with the public.
- To enable a well-informed public.

Priorities for 2016-2018

Develop a strategic framework for communications

There is an expressed need to develop a communication strategy for the Village that would help the Village improve its communications with the public and ensure citizens are well informed about and have input into Village decision making. The communications strategy would identify various types and methods for all Village communications.

Organizational Stability

Goals

- To support and ensure a high functioning and stable Village organization that can carry out the work associated with Council's Strategic Plan.

Priorities for 2016-2018

Lions Bay has experienced significant staff turnovers in the recent past causing loss of institutional memory and general organizational instability. Council has taken positive steps towards stabilizing the organization in filling staff vacancies and in building a positive and constructive culture within the municipal organization. Continuing on this course will be essential to making forward progress on Council's priorities.

Council identified a number of key actions needed to make further progress on stabilizing the organization.

- Settle union contract
- Prepare for fall election
- Improve Fire Department – Administration and communication
- Provide adequate staffing and resourcing e.g. planning
- Retain communication expertise
- Create an organizational chart – engineering, finance, planning, communications

NEXT STEPS

This strategic planning and priority document is the first step in developing a long term strategic plan for the Village of Lions Bay. To a great extent this plan is focused on catching up with work that has been delayed or deferred over time. The incremental approach proposed by Council is a logical one that will help the Village get its footing and make progress towards its goal of being a viable and strong municipality.

The priority actions proposed in this document should be further developed by staff into work plans for each of the Village departments. The annual 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.

Council and staff should schedule a workshop for 2017 to review progress made on the priority actions and to make adjustments as needed.

APPENDIX: JUNE 21 & 22, 2016 WORKSHOP NOTES FROM FLIP CHARTS

In Attendance:

Council: Mayor Karl Buhr, Councillors Fred Bain, Jim Hughes, and Ron McLaughlin

Staff: Peter DeJong, Naizam Jaffer, Pamela Rooke

Facilitator: Allison Habkirk

What do you want to accomplish tonight and tomorrow?

- Focus in on what's important
- Build a road map – strategic plan to follow
- Identify destinations (where we want to get to) and timelines
- Be aware of 2.5 years remaining in the term.

Infrastructure

Report from staff

- Lions Bay is not meeting critical standards and best practices
- There is a need for essential human and financial resources
- There is a need to know what assets exist, best practices, and the risk of not maintaining infrastructure assets.
- Key goals for Village-wide asset management should include:
 - What does the municipality own?
 - Inventory of what the municipality owns
 - Repository for inventory information
 - Minimal maintenance required for assets e.g. water, roads, playgrounds, signs
 - What are the assets worth?
 - What is the condition of the assets?
 - What is the remaining service life of the assets?
 - What maintenance/replacement do we need to do and when?
 - What is the cost impact?

Where do we want to get to?

- Maintain the assets we have
- Complete the IMP
- Undertake additional planning for maintenance
- Council to make decisions regarding standards and resources
- Council to make project by project approvals

Roads and ROWs (voting 5,2,5,5 total 17)

Sewer infrastructure

Where do we want to get to?

- Cost analysis and plan for existing residential and business
- Gauge support for new infrastructure – Council? Public?
- Destination – public decision regarding sewers
- In this term Council would like to float sewer concept with high level cost estimates

Estimated \$2 million for treatment facility and \$13.5 million for pipes for entire community – need to know what type of facility and phasing – possible 83% grants available

Sewage Treatment Plant replacement and expansion (voting 5,5,5,5 total 20)

Cost analysis and plan for existing residential and business (voting 5, 3, 2 total 10)

Village wide sewer service (voting 2,2,1,1 total 6)

Water supply

In the short term the water supply is adequate

Where do we want to get to?

- Adequate water supply for existing and future needs
- Possibly in this term undertake a study to determine future supply needs and climate change impacts
(voting 5,1,2,2 total 10)
- Conservation of existing supply

Finance

Where do we want to get to?

- Sell surplus land – some to raise funds and some to achieve strategic goals
- Sell Public Works Yard to raise revenue and to develop – requires Yard to move
- Sell surplus road allowances – requires public process

Options for raising revenues and strengthening the financial position of Lions Bay

Boundary expansion (voting 1,3,1,3, total 8)

- Make a solid expression of interest to the province

Develop commercial and residential lands (voting 5,5,5,5 total 20)

- Create a servicing bylaw
- Create a development cost charges bylaw (DCC)
- Rewrite development permits for OCP e.g. form & character
- Prepare design guidelines
- Amend zoning bylaw
- Ensure adequate servicing e.g. water supply & sewer
- Update building bylaw
- Prepare community amenity provisions
- Review fees & charges bylaw, secondary suite provisions and tax ratios

Seek a Crown land grant (voting 2,4,4,3 total 13)

Community Planning

Where do we want to get to?

- Official Community Plan that is a roadmap for the future
- OCP update
- Well informed public
- Current planning standards

Options for getting there

Incremental decisions using concepts in existing OCP & 2014 Planning Work (voting 5,5,5,5, total 20)

- Include design guidelines & development permits in OCP

Comprehensive revision of the OCP (voting 0,0,0,0 total 0)

Improve transit facilities (voting 0,1,3,3 total 7)

- Advocacy for improved transit

Retention of Lions Bay School (voting 3,5,3,3 total 14)

- Advocacy
- Start immediately to explore development proposal for surplus School lands
- Assign priority to family housing for new developments in Lions Bay

Library – municipal grant

Organizational Stability

Where do we want to get to?

- Settle union contract
- Prepare for fall election
- Improve Fire Department – administration and communication
- Adequate staffing and resourcing – Shy on staff complement – staff planner?
- Communication re: staff successes
- Create an organizational chart – engineering, finance, planning, communications

Communications

Where do we want to get to?

- Engaged, informed and supportive (of direction) community
- Communication strategy & policy – how to communicate different messages
- Professional advice regarding communications

How do we get there?

- strategic framework for communications (voting 5,5,5,5 total 20)

To do- for future discussion:

- Clean air
- Howe Sound
- Traffic

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Possibly in this term undertake a study to determine future water supply needs and climate change impacts (voting 5,1,2,2 total 10)	10
Explore boundary expansion (voting 1,3,1,3, total 8)	8
Improve transit facilities (voting 0,1,3,3 total 7)	7
Pursue village wide sewer service (voting 2,2,1,1 total 6)	6