

DISTRICT OF LANTZVILLE CORPORATE STRATEGIC PLAN 2015-2018

March 19, 2015

2015-2018

Corporate Strategic Plan

The 2015-2018 District of Lantzville Corporate Strategic Plan guides the District's short and long term corporate management, decision-making and implementation.

District of Lantzville Corporate Strategic Plan 2015-2018

CORPORATE STRATEGIC PLAN 2015-2018

The District of Lantzville has a history of strategic planning with strategic planning processes conducted regularly from 2004 onward to the present.

The 2015-2018 District of Lantzville Corporate Strategic Plan reviews the previous corporate strategic planning work and integrates the priorities of the new Council into the strategic planning for the 2015-2018 Council term.

The 2015-2018 Plan was developed at a workshop held January 22 and 23, 2015. The workshop focused on completing a number of key tasks including:

- review of the Corporate Mission & Values;
- review of the 2012-2014 Corporate Strategic Plan;
- completion of a 2015 SWOT analysis; (strengths, weaknesses, opportunities and threats)
- review and discussion of completed, ongoing and potential new projects and initiatives;
- identification of new Council initiatives; and
- prioritization of ongoing and new initiatives.

The 2015-2018 District of Lantzville Strategic Plan document includes:

- Corporate Mission;
- Corporate Values;
- 2015-2018 Strategic Priorities, Goals, and Actions;
- Implementation steps; and
- Appendix: Priority Projects and Initiatives.

CORPORATE MISSION

The mission statement describes the fundamental purpose of the Corporation of the District of Lantzville. It answers the question, “Why does the Corporation exist?”

The Council reviewed and revised the Corporate Mission Statement to clarify the primary purposes of the Corporation.

Provide efficient, effective and environmentally and economically sustainable services and good governance for the public while managing growth of the community and respecting Lantzville’s diverse character and charm.

CORPORATE VALUES

The core values describe enduring, collective beliefs that the Council and Staff put into action.

Council reviewed the Core Values and agreed they would be revised in the 2015-2018 plan as follows:

Act in a professional manner at all times, having respect for:

- *the public,*
- *staff,*
- *Council members,*
- *the roles of Council, staff and the public,*
- *the decision making process, and*

carry out adequate research and thoughtfully consider the issues before us, while serving and representing all of our community.

STRATEGIC PRIORITIES, GOALS AND ACTIONS

Over time the District of Lantzville has identified the key strategic priorities of the Corporation. These strategic priorities were carried forward from the 2013 Strategic Plan and remain the guiding directions for the Corporation.

The strategic priorities of the District of Lantzville are:

Infrastructure: economically and environmentally sustainable infrastructure

Finances: economically sustainable District finances

Community planning: managed community planning and growth

Communications: open, transparent, and respectful communications with the public

Parks and Recreations: services that reflect the needs and resources of our community

Service Delivery: services that meet the needs and financial capacity of the community

Corporate Maintenance: well managed and supported corporate, fiscal, and human resources

It is important to note that the ongoing operational activities of the municipality consume the vast majority of the municipality's staff and financial resources. Although the strategic priorities and goals are intended to guide all of the work of the municipality, the ongoing operational work of the municipality is not detailed in this plan. Only a relatively small proportion of the municipality's work, specifically new, special, one time or similar initiatives, are noted below.

Council discussed numerous projects and initiatives within each of the strategic priority areas. The following provides detail regarding each strategic priority and related goals and priority actions.

The projects and initiatives were prioritized to guide work planning and the allocation of Corporate resources both financial and human. Only those projects/initiatives that received 4 or more votes (the majority of Council) are listed under the “Priority Actions” headings below. A complete list of all projects/initiatives discussed by Council at the workshop is included as an appendix to this document.

INFRASTRUCTURE: Economically and environmentally sustainable infrastructure

Goals:

- to ensure the municipal infrastructure is maintained and renewed as necessary; and
- to ensure the Corporation has the resources to undertake needed infrastructure maintenance and development.

Water:

- to pursue additional water supply and distribution as needed consistent with the OCP

Sewer:

- to expand sewer infrastructure as needed consistent with the OCP

Rainwater Management:

- to maintain and improve rainwater management as needed

Roads:

- to improve pedestrian facilities where safety improvements are needed
- to provide road improvements for non-auto uses

Civic Buildings & Facilities:

- to ensure adequate and safe District facilities

Priority Actions:

Water Next Steps:

Council suggested actions identified at the workshop

- Review and determination of water options and direction
- Review of all water options and directions
- Expand water capacity to upper and lower Lantzville
- Implementation of water solution(s)
- Water connections
- Water agreement (source water): timing of connection, engineering for connection to Nanaimo, engineering estimate for Winds area, reservoir replacement, well rehabilitation, water standards, water DCCs
- Comprehensive review of water needs, costs, options & implications

As the list of actions noted above indicates, there is little consensus within Council on what should be done in the area of providing and/or expanding municipal water to Lantzville. It was generally agreed that a facilitated discussion would be helpful to support Council in identifying the next steps the municipality might take.

Phase 3 Sewer

Council suggested actions identified at the workshop

- Phase 3 sewer application and implementation
- Sewer – Phase 3 , industrial areas
- Sewer grant application

There was general agreement that an application for grant funding the Phase 3 sewer should proceed.

Village Core Improvements Next Steps

{Council Motion No. C15-64 –not endorsed until receipt by Council of the Village Commercial Core Improvement Plan}

Council suggested actions identified at the workshop

- Explore moving farmers market closer to the core
- Implement village core initiatives
- Village Commercial Core Improvement Plan: complete process, sign bylaw, OCP update, initiate, garbage cans, rain garden
- Create a village core improvement budget item and commence smaller recommended projects

There was general support for proceeding to finalize and implement the Village Commercial Core Improvement Plan. Next steps include Council consideration of the report and prioritization of possible projects.

FINANCES: Economically sustainable District finances

Goals:

- to ensure the long term financial sustainability of the District of Lantzville

Reserves:

- to contribute to and maintain reserves adequate to meet the needs of the long term capital plan

Capital Planning:

- to anticipate and plan for future District capital needs with a 15-20 year planning horizon

Investments:

- to apply a conservative approach to District investments

Priority Actions: no new initiatives at this time

COMMUNITY PLANNING: Managed community planning and growth

Goals:

- to ensure development and planning is consistent with the Lantzville Official Community Plan

Priority Actions:

Secondary suite review (relatively low priority- score 11)

Council suggested actions identified at the workshop

- Village Secondary suites review

There was support for reviewing land use regulations with respect to secondary suites. First steps in this initiative would be for Council to request planning staff to prepare a report outlining a process whereby Council can gain an understanding of the existing prevalence, potential need, implications, public consultation required and examples of existing regulations in similar communities.

COMMUNICATIONS: Open, transparent, and respectful communications with the public

Goals:

- to engage the community in regular, constructive and respectful dialogue
- to ensure consistent delivery of Council's decisions and messages
- to nurture a dialogue with the First Nations
- to celebrate the District's successes and acknowledge areas where we can improve
- to nurture and enhance communication with Fire Department members
- increase public engagement/communication e.g. streaming, town hall meetings

Priority Actions:

Develop a communication and engagement policy

Council suggested actions identified at the workshop

- Develop a communications and engagement policy
- Greater level of community engagement – delegation access
- Communications: Twitter, Facebook, website
- Greater level of citizen consultation and feedback-town hall meetings, (mandatory survey for expenditures over \$500,000)

There was strong agreement that the District should improve its communication with the public. As the list above indicates there is a wide range of initiatives that are possible. As a first step Council indicated that a draft communication and engagement policy could be developed by staff and brought forward for Council's consideration. Two areas of particular interest include streaming of Council meetings online and holding town hall meetings.

First Nations communication & partnership

Council suggested actions identified at the workshop

- Improve communication with First Nations
- Cooperate with Nanoose First Nation
- Identify and develop partnering options *with Nanoose First Nations*

There was general agreement that communications with the Nanoose First Nations should be nurtured and that the District should be alert to partnering opportunities. No specific next steps were identified.

Fire Department communication & partnership

Council suggested actions identified at the workshop

- Council to work with staff to develop a plan {Council Motion No. C15-66}

PARKS AND RECREATION: Services that reflect the needs and resources of our community

Goals:

- to improve local recreational opportunities
- to support the Parks and Recreation Commission
- to improve and connect trails
- to the greatest extent possible ensure parks and recreation facilities are accessible to all

Priority Actions:

Improve trails

Council suggested actions identified at the workshop

- Connector trail along Ware Road from Upper to Lower Lantzville. Trail from Ware to Philip & connector from Aulds to Foothills
- Improve trail linkages

There was strong agreement amongst Council that trail improvement is a priority. The next step in this regard is to work with the Parks and Recreation Commission to identify opportunities for trail improvements. The OCP and other policies currently identify connector trail opportunities to be considered in the analysis of subdivision and development applications.

SERVICE DELIVERY: Services that meet the needs and financial capacity of the community

Goals:

- to establish affordable and adaptable service levels
- to balance the service levels with affordability
- to implement cost effective methods of service delivery

Priority Actions: no new initiatives at this time

CORPORATE MAINTENANCE Well managed and supported corporate, fiscal, and human resources

Goals:

- to attract and retain skilled staff to meet the needs of the organization
- to develop succession plans
- to ensure training and professional development opportunities are available to staff
- to support volunteers
- to ensure adequate Fire Department staffing and training
- to recognize and celebrate the District's successes
- to maintain corporate records, tools and resources

Priority Actions:

Review of organizational capacity:

Council suggested actions

- Detailed review of current corporate capacity e.g. staff resources & service review

There is strong support for assessing the existing staffing capacity of the Corporation. As a first step and in an attempt to avoid hiring a local government consultant to undertake a review which might be beyond the means of the organization, Council could request the CAO to provide a presentation to Council outlining the duties and responsibilities of staff members as well as revisiting the previously prepared comparisons with similar municipalities. If Council deems it necessary to pursue deeper research and further analysis it could consider holding a facilitated discussion to examine the service review experience of other communities in BC and to draft a terms of reference for a scope of work for a corporate service and organizational review to be undertaken by a local government specialist.

District bylaws review (relatively low priority- score 16)

There was support for review and updating of a variety of District bylaws. As a next step Council may request staff bring forward a prioritized list of bylaws in need of review along with time and cost estimates for each review.

Expand committees (relatively low priority- score 15)

There is some support for expanding District committees to gain greater public involvement. First steps in this direction would be to request staff to bring forward a list of existing and potential committees, the purposes for which council may wish to establish various committees, and the resources required to establish and maintain them.

IMPLEMENTATION

The District of Lantzville has committed considerable resources to Strategic Planning with the result being a focused plan that can guide the work of the District over the Council term and beyond.

To continue and further the District's progress, the following steps are recommended to complete the plan and to move the plan and projects forward.

Identify required resources

The next step in the process is for Staff to detail the resources necessary to carry out each of the projects. This step should include identification of both Staff resources and funding sources.

Council review

Council, in conjunction with the budget process, should review the project list and required resources.

Adoption of the plan by Council

Once Council is satisfied that the projects are appropriately resourced and scheduled, the Council should adopt the plan.

Progress Updates

Staff should provide regular quarterly progress updates to Council on the status of the projects outlined in the plan.

Annual Strategic Plan Review

An annual or bi-annual review of the plan should be undertaken to ensure appropriate adjustments are made to work plans and that emergent issues are addressed.

Maintenance of the Corporate Strategic Plan Document

In order to make the information and direction contained in the Corporate Strategic Plan accessible to Council, Staff and the public, it is important that a single, clear, and comprehensive Corporate Strategic Plan document be maintained. This will help to ensure the direction and expectations of Council are clear and the institutional memory of the District and the Corporation's work is maintained. It will also ensure that annual updating and maintenance of the plan is made relatively straightforward.

Appendix: Projects & Initiatives Ranking 2015

The following provides a complete list of all the ongoing and new projects/initiatives considered and ranked by Council. The projects/initiatives were ranked by Council members through a process of awarding points from 1-10, 10 being the highest priority. The results of this process are detailed in the table below.

The first table, **Priority Projects (received a minimum of 4 council votes)**, details the top 10 projects/initiatives that received 4 or more votes reflecting a majority of Council. The second table, **All Projects (with ranking, number of points received and number of votes received)**, details a complete list of all projects/initiatives discussed by Council at the workshop.

Priority Projects (received a minimum of 4 council votes)			
Rank	Total number of points	Number of votes	Project/initiative
1	49	5	Water Next Steps: <ul style="list-style-type: none"> • Water agreement next steps • Review and determination of water options and direction • Review of all the water options and directions • Expand water capacity to upper and lower Lantzville • Implementation of water solution(s) • Water connections • Water agreement (source water): timing of connection, engineering for connection to Nanaimo, engineering estimate for Winds area, reservoir replacement, well rehabilitation, water standards, water DCCs • Comprehensive review of water needs, costs, options & implications
2	40	7	Develop a communication and engagement policy <ul style="list-style-type: none"> • Develop a communications and engagement policy • Greater level of community engagement – delegation access • Communications: Twitter, Facebook, website. Resources, streaming Council meetings • Increase public engagement /communication e.g. streaming, town hall meetings • Streaming Council meetings to internet • Streaming Council meetings • Greater level of citizen consultation and feedback-town hall meetings, (mandatory survey for expenditures over \$500,000 • Town hall meeting
3	39	5	Review of organizational capacity: <ul style="list-style-type: none"> • Detailed review of current Corporate capacity e.g. staff and skills requirement • Core review/efficiency review • Capacity of staff, job descriptions, information on how staff is allotted to functions and jobs • Job descriptions, employee time allocations publicly available • Core review/efficiency review- review of staff skills and requirements

4	35-43	6/7? There was an indication that 1 council member did not vote for this priority – thus a range is noted under the total	<p>Improve trails</p> <ul style="list-style-type: none"> • Connector trail along Ware Road from Upper to Lower Lantzville. Trail from Ware to Phillips. Connector from Aulds to Foothills along Sewer Phase 3 line. • Improve trail linkages e.g. E & N linages • Improve trail network E & N extension toward Woodgrove - Superior
5	31	4	<p>Phase 3 sewer</p> <ul style="list-style-type: none"> • Phase 3 sewer application and implementation • Sewer – phase 3 , industrial areas • Sewer grant application
6	28	5	<p>First Nations communication & partnership</p> <ul style="list-style-type: none"> • Improve communication with Fire Department and First Nations • Cooperate with Nanoose First nation • Identify and develop partnering options with Nanoose First Nations
7	27	4	<p>Village Core Improvements Next Steps</p> <ul style="list-style-type: none"> • Village Core Next Steps • Explore moving farmers market closer to the core • Implement village core initiatives • Village core: complete proves, sign bylaw, OCP update, initiate, garbage cans, rain garden • Create a village core improvement budget item and commence smaller recommended projects
8	16	4	<p>District bylaws review and amendment</p> <ul style="list-style-type: none"> • Update bylaws: zoning, subdivision and development, burning, sign • District bylaw review and amendment • Land use bylaw review and amendment • OCP amendment for Greenhouse gas emissions • Revisit DCC Bylaw • DCC Bylaw update – if new development happened then the bylaw need updating before it happens
9	15	4	<p>Expand committees</p> <ul style="list-style-type: none"> • Expand committee structure e.g. Advisory Planning Commission • Appoint Advisory Committees: public works, planning & development, communication advisory committee, other
10	11	4	<p>Secondary suite review</p> <ul style="list-style-type: none"> • Secondary suite – zoning bylaw

All Projects (with ranking, number of points received and number of votes received)			
Rank	Total number of points	Number of votes	Project/initiative
	49	5	<p>Water Next Steps:</p> <ul style="list-style-type: none"> • Water agreement next steps • Review and determination of water options and direction • Review of all the water options and directions • Expand water capacity to upper and lower Lantzville • Implementation of water solution(s) • Water connections • Water agreement (source water): timing of connection, engineering for connection to Nanaimo, engineering estimate for Winds area, reservoir replacement, well rehabilitation, water standards, water DCCs • Comprehensive review of water needs, costs, options & implications
	40	7	<p>Develop a communication and engagement policy</p> <ul style="list-style-type: none"> • Develop a communications and engagement policy • Greater level of community engagement – delegation access • Communications: Twitter, Facebook, website. Resources, streaming Council meetings • Increase public engagement /communication e.g. streaming, town hall meetings • Streaming Council meetings to internet • Streaming Council meetings • Greater level of citizen consultation and feedback-town hall meetings, (mandatory survey for expenditures over \$500,000 • Town hall meeting
	39	5	<p>Review of organizational capacity:</p> <ul style="list-style-type: none"> • Detailed review of current Corporate capacity e.g. staff and skills requirement • Core review/efficiency review • Capacity of staff, job descriptions, information on how staff is allotted to functions and jobs • Job descriptions, employee time allocations publicly available • Core review/efficiency review- review of staff skills and requirements
	35-43	6/7? There was an indication that 1	<p>Improve trails</p> <ul style="list-style-type: none"> • Connector trail along Ware Road from Upper to Lower Lantzville. Trail from Ware to Phillips. Connector from Aulds to Foothills along Sewer Phase 3 line.

		council member did not vote for this priority – thus a range is noted under the total	<ul style="list-style-type: none"> • Improve trail linkages e.g. E & N linages • Improve4 trail network E & N extension toward Woodgrove - Superior
	31	4	<p>Phase 3 sewer</p> <ul style="list-style-type: none"> • Phase 3 sewer application and implementation • Sewer – phase 3 , industrial areas • Sewer grant application
	28	5	<p>First Nations communication & partnership</p> <ul style="list-style-type: none"> • Improve communication with Fire Department and First Nations • Cooperate with Nanoose First nation • Identify and develop partnering options with Nanoose First Nations
	27	4	<p>Village Core Improvements Next Steps</p> <ul style="list-style-type: none"> • Village Core Next Steps • Explore moving farmers market closer to the core • Implement village core initiatives • Village core: complete proves, sign bylaw, OCP update, initiate, garbage cans, rain garden • Create a village core improvement budget item and commence smaller recomme4nded projects
	16	4	<p>District bylaws review and amendment</p> <ul style="list-style-type: none"> • Update bylaws: zoning, subdivision and development, burning, sign • District bylaw review and amendment • Land use bylaw review and amendment • OCP amendment for Greenhouse gas emissions • Revisit DCC Bylaw • DCC Bylaw update – if new development happened then the bylaw need updating before it happens
	15	4	<p>Expand committees</p> <ul style="list-style-type: none"> • Expand committee structure e.g. Advisory Planning Commission • Appoint Advisory Committees: public works, planning & development, communication advisory committee, other
	13	3	<p>Housing policies</p> <ul style="list-style-type: none"> • Encourage opportunities for seniors and other housing • Develop housing options, strategy and implementation
	11	4	<p>Secondary suite review</p> <ul style="list-style-type: none"> • Secondary suite – zoning bylaw

	10	2	Costin Hall/Church <ul style="list-style-type: none"> • Seismic upgrades/replace? Capital toilets, floor • Costing Hall upgrades • Heritage Church seismic upgrades and lease
	9	2	Develop economic development plan/study and encourages business/services that serve residents needs including cohesive village core and industrial area
	5	2	Future needs assessment of District owned buildings and lands
	5	1	Establish a youth committee
	4	2	Create a community amenity policy
	0	0	Fees and charges bylaw: review and amend
	0	0	Address outstanding bylaw enforcement issues
	0	0	Expand scope of Parks and Recreation Commission to include culture and environment
	0	0	Foreshore Plan
	0	0	Historical Society request for space
	0	0	Foothills MOU – bylaw amendment and public engagement