



VILLAGE OF BELCARRA  
*"Between Forest and Sea"*



*CORPORATE  
PLAN  
2009-2011*

March 23, 2009

# VILLAGE OF BELCARRA

## *CORPORATE PLAN 2009-2011*

### ***Purpose***

The Village of Belcarra Corporate Plan 2009-2011 is Council's leadership document for the municipality. It sets out Council's strategic agenda, and guides all planning initiatives, budgets and service delivery activities helping to ensure to focus on what we want to achieve as a municipality and how the local government can contribute to its vision.

### ***Community Values***

***Belcarra is a model municipal entity that works effectively to engage and respect the diverse interests of its citizens.***

It offers simple and basic neighborhood opportunities to sustain and enrich our lives and reach our highest potential. We value and celebrate our municipality's natural west coast beauty as a source of pride worth protecting. We are actively involved in the social, environmental and political life of the region.

***Belcarra is a clean, green, rural and sustainable municipality.***

We recognize the importance of the natural beauty surrounding Belcarra and integrate environmental stewardship into our daily activities. We respect, preserve and enhance the health of the environment for present and future generations.

### ***Mission Statement***

"The Village of Belcarra's mission is to enhance the quality of life for citizens, visitors and future generations in our municipality and the region. We strive to live in harmony with each other and our environment, while providing opportunities for the advancement of economic, physical and social well being."

## ***Goals***

### ***Community:***

- Goal 1                    Individuals and groups have a collective sense of belonging and contributing to the municipality, and have the opportunity to participate in the municipality's social, political, economic and cultural life.
- Goal 2                    Volunteerism is an integral component of community sustainability and is encouraged.
- Goal 3                    Individuals have access to the natural amenities of the area and individuals feel safe and secure in doing so.

### ***Environmental Sustainability:***

- Goal 1                    Awareness of environmental impacts results in active public participation in environmental improvements.
- Goal 2                    Human activities and consumption are balanced with the environment's ability to absorb emissions and impacts.
- Goal 3                    The health of residents is protected from environmental risks.

## ***Goals***

### ***Governance:***

- Goal 1            We are a model of open, accessible, democratic decision-making processes. We encourage and embrace dialogue and respect the diverse perspectives of all who contribute their ideas, opinions, and energy to the well-being of the municipality.
- Goal 2            The municipality has appropriate legislative authority, financial tools and organizational structures and processes to undertake its responsibilities and achieve goals that support and enhance the municipality's quality of life within its financial capacity.
- Goal 3            Public services are appropriate for community needs, of high quality, well-coordinated and easy to access.
- Goal 4            The Village of Belcarra is a full partner with other orders of government when making decisions that affect the municipality.

### ***Sustainability:***

- Goal 1            The Village of Belcarra has the necessary social, budgetary and physical infrastructure to ensure community and individual well-being throughout the community to ensure sustainability as a municipality.
- Goal 2            Long term financial planning with minimal debt financing, focused on maintaining and acquiring quality infrastructure.
- Goal 3            Projects and initiatives are evaluated against sustainability.

## ***Council's Vision***

### **Introduction:**

Belcarra's vision was developed through Council and staff consensus as a dynamic document to provide direction focusing on sustainability, community engagement, appropriate civic and human resources, and active communications. It serves as a guideline to the long term objectives for the Village of Belcarra. Suggestions are welcome and will be brought to Council's attention when received.

### **Spanning the Next 10 to 15 years**

Belcarra is a proud and unique community that gains its strength through active engagement with its citizens, support for volunteerism, and a reputation for dependability.

We ensure social, environmental and economic sustainability and community autonomy through sound financial and governance decisions, which reflect the needs of our citizens.

We enhance the community's visibility and contribution in matters of regional governance as a valuable partner engaged in Metro Vancouver and Port Metro activities; implement programs and services that fit with the changing dynamics of the region. Our semi-rural setting provides a distinct perspective within the regional district, and the Village seeks to represent the interests of those in similar environments.

We value the natural setting of the community, and strive to lead with conscious environmental stewardship; developing community infrastructure that provides focal points that enhances liveability, health and safety, active lifestyles and civic pride.

We utilize clear and transparent decision making processes, offering opportunities for input and guidance; embracing change while respecting tradition.

We value a safer community through enhancing road and / or water access for all emergency service providers.

We promote a healthy and safe working environment through embracing principles which facilitate staff empowerment, development and progression opportunities.

We maintain, replace and/or upgrade of municipal facilities which consider the needs of the community, municipal operations and our physical environment.

We promote community engagement by embracing opportunities to use technology to reach a greater public audience including the increased use of web and integrated information systems.

## ***Corporate Plan 2009-2011***

### **Introduction:**

The Village of Belcarra corporate plan is intended to create a statement of strategic intent; it provides the framework and direction to be proactive and promotes a clear, transparent direction for the community over the next three years.

### ***COMMUNITY***

#### **Emergency Preparedness**

Objective: Ensure emergency plans and supplies are up to date and relevant in the event of an emergency

Strategy: Identify the Village's current supplies and plan; amend to include new information and / or equipment using JEPP grants and municipal funding

2009: Prepare inventory of current emergency resources

2010: Review emergency plan including the Sasamat Volunteer Fire Department (SVFD) strategy

2011: Hold disaster plan workshop for residents

#### **Community Spaces**

Objective: Develop community infrastructure to provide focal points enhancing liveability, health and safety, active lifestyles and civic pride

Strategy: Determine appropriate locations within Belcarra

2009: Engage Metro Vancouver to renew lease for tennis court lands

2010: Hold community workshop to identify community priorities

2011: Develop plan based on community input

#### **Volunteerism Enhancement**

Objective: Retain and encourage volunteers

Strategy: Develop incentives to promote volunteerism

2011: Research incentive options to promote volunteerism

## **Celebrations and Community Events**

Objective: To provide opportunities for community celebrations

Strategy: To celebrate important community milestones

2009: Incorporate the Village's 30<sup>th</sup> Year celebration in conjunction with Belcarra Day  
Plan for the community event of the Olympic Torch passing through Belcarra

2010: Hold events February 11, 2010 for the Olympic Torch passing through the Village of Belcarra

## ***Environmental Sustainability***

### **Recycle and Refuse Facility**

Objective: Implement steps towards meeting Metro Vancouver's Zero Waste Challenge

Strategy: Communicate changes and initiatives through education and controlled access to the facility

2009: Install gated access and implement a security system to support controlled access  
Modify facility entrance  
Upgrade Chubb security system  
Improve facility signage and customer information  
Prepare amendments to Refuse and Recycling Bylaw reflecting administrative changes for facility  
Adopt amended Refuse and Recycling Bylaw

2010-2011: Research options for organics management

### **Vegetation Management**

Objective: Reduce invasive species within village boundaries by 20% per annum

Strategy: Implement a phased approach for reducing invasive species

2009: Hold workshops on invasive management  
Provide community information in coordination with the Environmental Committee  
Hire summer temporary labour to map out areas of concern identifying invasive species

2010-2011: Hold workshops on invasive management  
Provide community information in coordination with the Environmental Committee  
Hire summer temporary labour to manage mapped out areas of invasive species

## **Energy and Green House Gas (GHG) Emissions Inventory**

Objective: Reduce Municipal carbon footprint

Strategy: Determine the Village of Belcarra's carbon footprint and develop GHG reduction plan

2009: Compile data and develop inventory

2010: Prepare report on corporate initiatives

2011: Develop corporate plan for GHG emission management and energy use

## **Climate Change / Sustainability**

Objective: Implement changes in operations and procedures that reflect sustainability goals

Strategy: Recognize and support the GHG emission reduction initiatives and the climate change goals outlined in the Climate Action Charter

2009: Review current operations to determine the level of 'green' municipal practices including a complete inventory of green municipal practices

2010: Identify strategies to improve and increase our green municipal practices

2011: Implement strategies to meet sustainability goals

## ***Governance***

### **Financial Systems**

Objective: Expand use and efficiency of Asyst Finance System

Strategy: Identify technology that will improve service delivery

2009: Acquire two additional Asyst user licenses  
Develop and adopt a tangible capital assets policy  
Document TCA inventory

2010: Implement building permit, business license and project management Asyst modules  
Consider options to improve level of customer service  
Maintain Tangible Capital Asset database

2011: Implement appropriate service delivery modifications

### **Legal Records**

Objective: Establish a file management system for the retention of legal records

Strategy: Create a unified legal records management system

2009: Retrieve original agreements from subject files  
Consolidate subject files into one storage system

2010: Scan all original agreements to create electronic file system

2011: Improve storage facility to ensure protection in the event of a fire

### **Records Management**

Objective: Establish policy and procedures with respect to the retention and disposal of municipal records

Strategy: Consolidate document management practices to create a unified system

2009: Move to single management source for retention and retrieval from a common server  
Develop and adopt retention bylaw

2010: Develop administrative process for electronic document storage  
Scan all bylaws and create electronic file structure

2011: Undertake inventory of onsite records  
Hire summer temporary labour to review documents

### **Municipal Bylaw Review**

Objective: Ensure Municipal bylaws reflect legislative and operating requirements

Strategy: Identify bylaws which require amendments or updating

2009: Draft new subdivision and servicing bylaw  
Adopt new subdivision and servicing bylaw

2010: Draft development approval procedures bylaw  
Adopt development approval procedures bylaw

## **Building Expansion**

Objective: Meet current and future administrative space requirements  
Strategy: Design and build a municipal hall space incorporating sustainable principles and materials wherever possible

2009: Review existing administrative space  
Determine future administrative and community requirements including record management space, meeting rooms and dedicated emergency preparedness areas  
Upgrade security modifications to Municipal Hall

2010: Determine financial plan to achieve expansion plans  
Hire architect to design plans for building expansion

2011: Research grant funding opportunities

## ***Sustainability***

### **Potable Water Infrastructure Project**

Objective: Provide community with sustainable potable water  
Strategy: Facilitate the transition from well water to a municipal water utility system, taking advantage of the Municipal Rural Infrastructure Grant

2009: Seek elector assent for Local Area Service Establishment Bylaw  
Adopt a Local Area Service Establishment Bylaw  
Complete land survey work  
Finalize terrestrial engineering design  
Finalize marine engineering design  
Prepare tender documents and award project  
Develop water service connection bylaw  
Commence project construction  
Develop water utility rates bylaw  
Draft water management plan

2010: Research and develop utility billing system  
Continue project construction

2011: Complete project construction  
Implement utility billing system  
Appoint parcel tax roll review panel  
Hold court of revision  
Prepare parcel tax bylaw for Council adoption  
Adopt water management plan

### **Official Community Plan (OCP)**

Objective: Update the Official Community Plan (OCP) to bring it into conformance with legislative requirements

Strategy: Review the Official Community Plan and develop bylaw amendments

2009: Engage municipal planner to draft OCP Bylaw amendments  
Solicit expressions of interest from community members to participate on the OCP review committee  
Conduct public consultation on the draft OCP Bylaw

2010: Hold Public Hearing  
Obtain Council approval and adopt bylaw

2011: Commence processes arising from new OCP

### **Affordable Accommodations**

Objective: Increase affordable accommodations within the community

Strategy: Facilitate larger accessory suites

2009: Review accessory building provisions in the Zoning Bylaw with respect to increasing footprint and gross floor area  
Hold public hearing  
Adopt zoning bylaw amendments