



VILLAGE OF ANMORE | CORPORATE STRATEGIC PLAN | 2012-2014



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MESSAGE FROM THE MAYOR

On Behalf of Village Council, I am pleased to present our 2012-2014 Corporate Strategic Plan.

Village Council has been working together for over a full year, and in that time, we have witnessed many changes occurring within the Village. At the same time, we have felt in talking with our residents and neighbours, the pride we share for our Village, given our unique semi-rural character, our surrounding natural environment and our deeply passionate community.

In reflection on the past year, Council recognized the need to establish a clear set of practical goals and priorities, along with a long-term vision for the Village, in order to help inform and guide future decision-making.

We see this Plan as a first step, but certainly not the last.

It is as much about the journey as it is about the destination. With that understanding, and drawing upon the many other insights gained throughout this future-oriented planning process, we are looking forward to taking the steps with staff and the community towards making our vision a reality.

Sincerely,
Mayor Heather Anderson

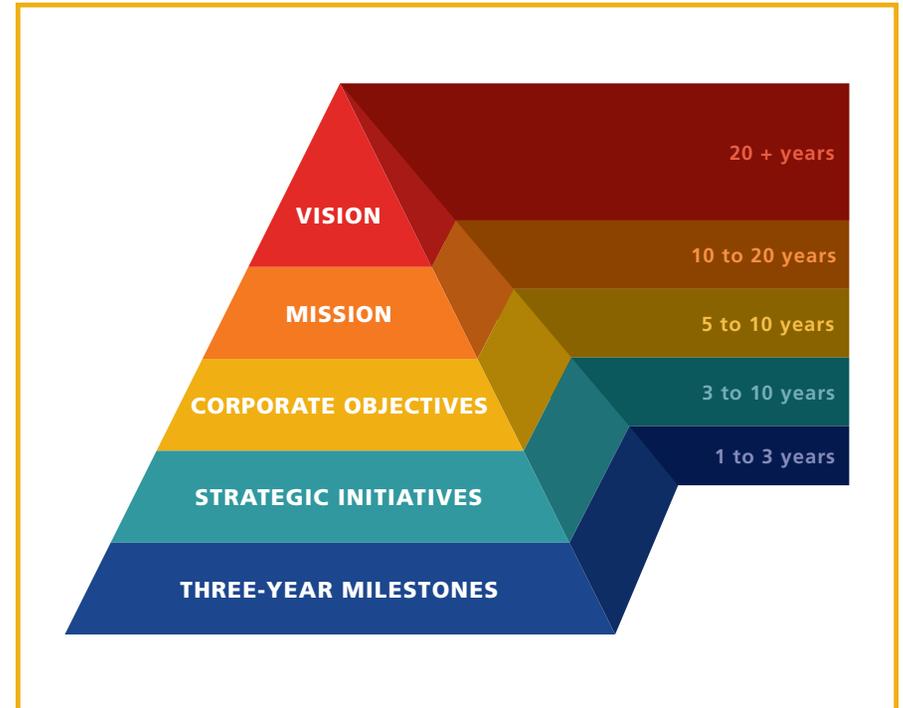




DEVELOPING THE PLAN

With that perspective, the Village Council through strategic planning exercises reflected on the future of Anmore, establishing a vision and series of mission statements that speak to the next 10-20 years while guiding their decisions today. As well, Village Council developed a list of corporate objectives and strategic initiatives; efforts that will help frame the delivery of corporate services over the next 3-10 year period. With the intent of setting out an action-oriented Plan, Village Council lastly prioritized from an extensive list of corporate efforts a number of key milestones spanning over the next three years in order to set in motion progress towards the Village's end vision.

In doing so, the Village of Anmore Strategic Plan becomes a legacy of the directions and investments outlined by Village Council towards setting the foundation for those long-term strategic planning efforts of Council's yet to come.



ANMORE VISION & MISSION

VISION

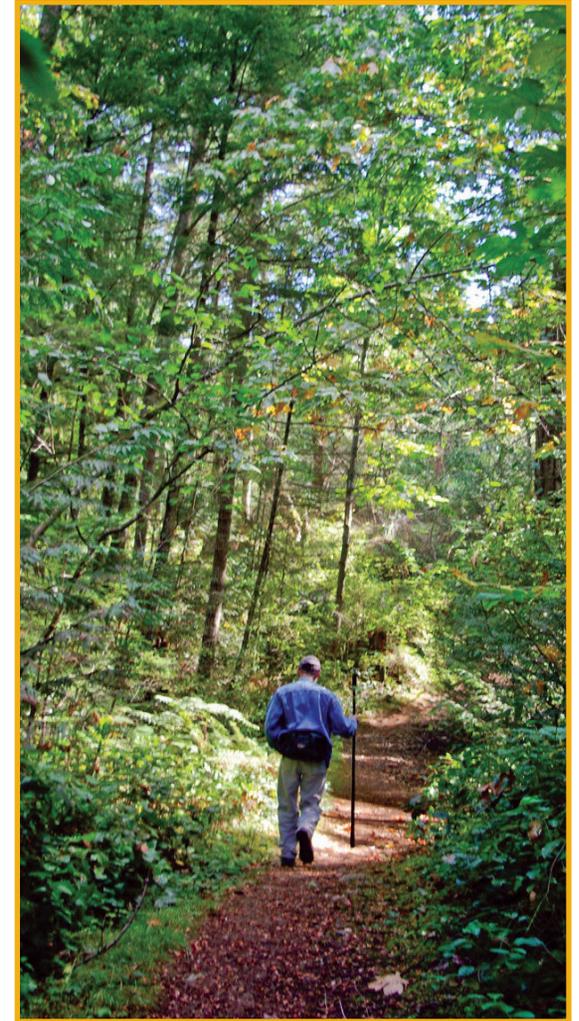
The Village of Anmore will be a fiscally, environmentally and socially responsible community balancing change, appropriate to the size and scale of the community, while maintaining the unique rural character and quality of life.

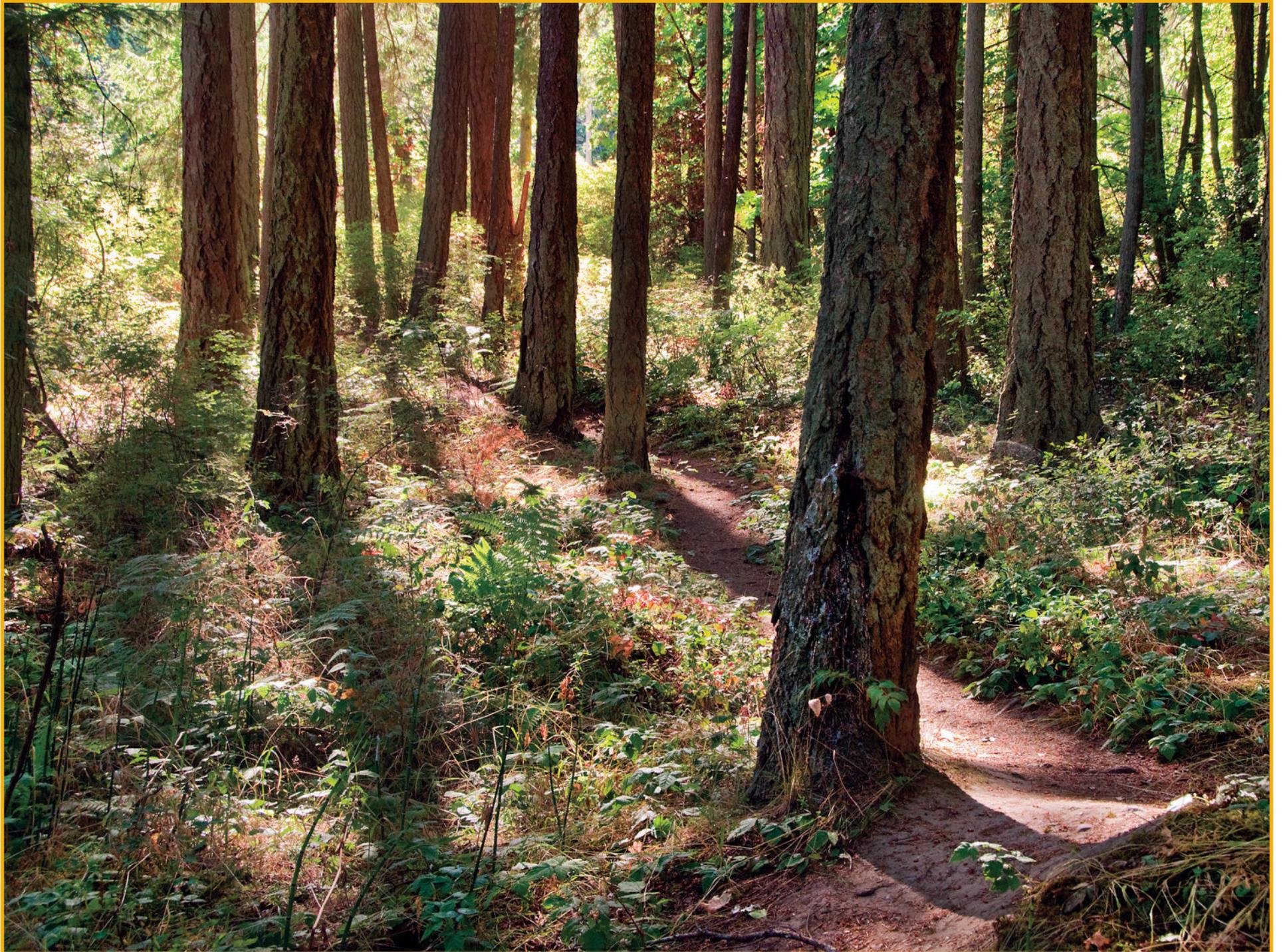


MISSION

Applying this sustainable lens, we express a strong commitment to:

- Ensuring that decisions align our municipal service requirements with our financial obligations;
- Ensuring the delivery of a complete community, one that provides appropriate levels of parks, schools, housing, and local destinations in order to preserve our community's existing vibrancy and inclusiveness;
- Ensuring that all municipal processes honor our natural setting and protect our character-defining environment; and
- Ensuring the preservation of our small town feel and sense of connectedness with one another

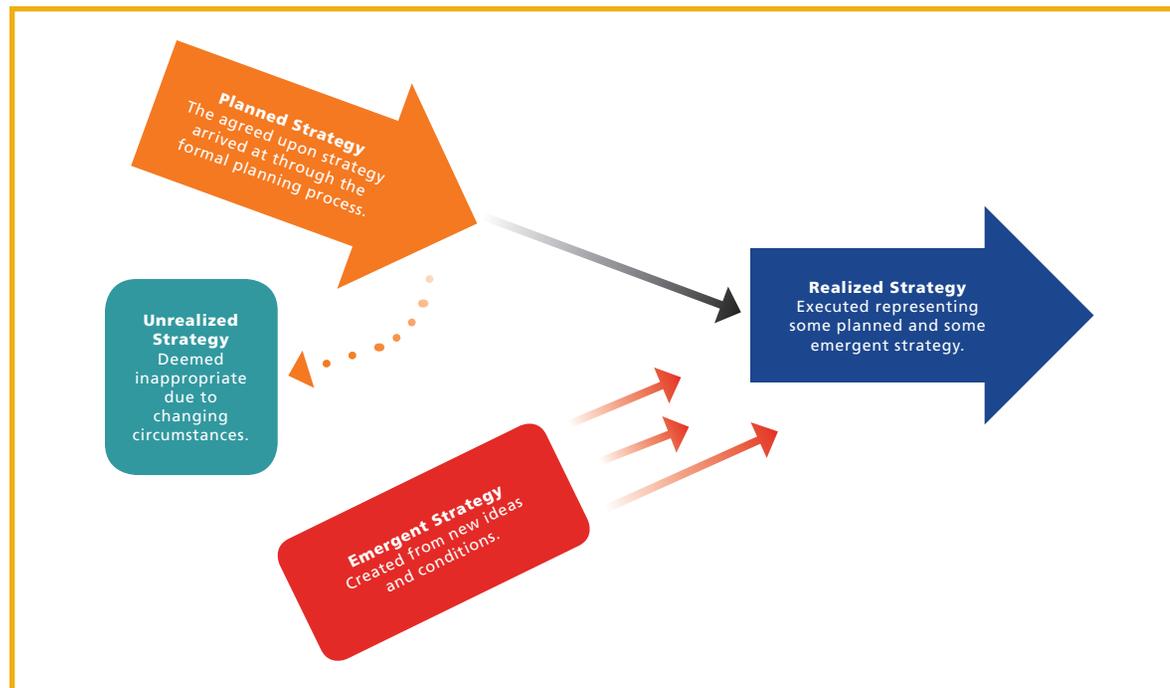




DELIVERY

A founding objective of this Plan is its delivery towards ensuring that corporate governance and services are carried out to both meet current needs of the Village and reach the Plan's Vision. Not wanting a report that sets out only strategic opportunities, Village Council sought to identify through the use of a matrix of Milestone Actions, specific tasks associated with its three year term to help inform staff efforts, and ultimately key decisions required. Ever mindful of governance realities, the Plan and its implementation also inspires collaboration and joint-purpose amongst Village Council.

As proactive as the Village Council's intention might be, it would be inaccurate to characterize this Plan as a set of rigid directions. The Village recognizes that if the Plan can be considered a road map to achieving corporate goals and objectives, there exists the potential for detours to arise en route to reaching the end Vision. In reflection, Village Council understands the need to allow for flexibility in the phasing of its milestone initiatives to best accommodate any potentially unforeseen circumstances.



MILESTONE ACTIONS

- ▶ **FINANCE AND TECHNOLOGY**
- OPERATIONS AND MAINTENANCE
- PLANNING, DEVELOPMENT AND PARKS
- ENVIRONMENT
- RECREATION, SOCIAL, ARTS AND YOUTH
- ONGOING INITIATIVES AND SERVICE DELIVERY

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	
<p>Ensure financial sustainability of municipal resources (fiscal and personnel) and service delivery to facilitate a fiscally viable future for the Village</p>	<p>Establish a Financial Sustainability Plan</p>	
	<p>Ensure financial policies are current and supportive of Provincial requirements</p>	
	<p>Establish online payment system for water user fees and property taxes</p>	

MILESTONE ACTIONS | Finance and Technology

	2013 MILESTONES	2014 MILESTONES	LONG TERM LEGACIES
	Undertake and adopt the Financial Sustainability Plan		
	Coordinate outputs with ongoing planning efforts such as the Official Community Plan update		
		Review Plan annually during budgeting process	
			Incoming Councils to review and incorporate into future Council Strategic Plans
	Develop a permissive tax exemption policy		
		Review cost implications and establish a timeline to implement a system	

MILESTONE ACTIONS

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CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	
Keep pace with best practices for operations and maintenance of municipal roads & services	Establish curbside pick-up of compost/organic waste materials to reduce the Village's land fill contribution	
	Undertake capital improvement projects towards maintaining and potentially enhancing key services for the residents of Anmore	

MILESTONE ACTIONS | Operations and Maintenance | 1 of 2

	2013 MILESTONES	2014 MILESTONES	LONG TERM LEGACIES
	Initiate Request for Proposal process to identify service options and cost implications		
	Liaise with City of Port Moody, coordinating efforts where possible		
	Develop and deliver compost/organic waste service, including as part of the process communication with the community prior to implementation		
			Meet Metro Vancouver's zero waste challenge of reaching a minimum of 70% waste diversion by 2015
	Complete construction of the Mossom Creek Culvert located on East Road		

MILESTONE ACTIONS

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CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	
<p>Keep pace with best practices for operations and maintenance of municipal roads & services</p>	<p>Undertake capital improvement projects towards maintaining and potentially enhancing key services for the residents of Anmore</p>	
	<p>Initiate an Emergency Preparedness awareness campaign</p>	
	<p>Improve clarity, ease of use of regulations, and regulatory review services</p>	

MILESTONE ACTIONS | Operations and Maintenance | 2 of 2

	2013 MILESTONES	2014 MILESTONES	LONG TERM LEGACIES
			Prepare a Sunnyside Reconstruction Plan with reconstruction scheduled for 2016 to 2020
			Plan for the development of a Chlorination Plant
			Plan for the development for long-term water storage
		Working closely with the Emergency Preparedness Working Group, identify key initiatives to improve/revise the Village Emergency Plan	
		Working closely with the Emergency Preparedness Working Group and BC Hydro, complete the development of an Emergency Evacuation Plan for	
		Complete the review of the Village's Building Bylaw	

MILESTONE ACTIONS

FINANCE AND TECHNOLOGY

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CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	
<p>Encourage diversity in land use, housing, parks and recreation, and innovative infrastructure to meet the changing needs and demographic shifts in the community</p>	<p>Plan and develop a New Village Hall/Civic Centre Complex to create a civic gathering location, enhance civic pride, and offer greater resident convenience</p>	

MILESTONE ACTIONS | Planning, Development and Parks | 1 of 4

	2013 MILESTONES	2014 MILESTONES	LONG TERM LEGACIES
	Commission report to evaluate renovation vs. new build options		
	Establish a Task Force and Terms of Reference to coordinate the planning and development of New Village Hall		
	Develop plan for new Village Hall		
	Initiate community communication process		
	Achieve necessary planning and design approvals		
		Develop and initiate a request for Construction Management services	
		Initiate construction of new Village Hall	
			Celebrate opening of new Village Hall

MILESTONE ACTIONS

FINANCE AND TECHNOLOGY

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▶ **PLANNING, DEVELOPMENT AND PARKS**

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ONGOING INITIATIVES AND SERVICE DELIVERY

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	
Encourage diversity in land use, housing, parks and recreation, and innovative infrastructure to meet the changing needs and demographic shifts in the community	Update the Village's Official Community Plan including a vision for the loco lands, GHG targets and policies	

MILESTONE ACTIONS | Planning, Development and Parks | 2 of 4

	2013 MILESTONES	2014 MILESTONES	LONG TERM LEGACIES
	Establish a Terms of Reference for the Advisory Planning Committee setting out their roles and responsibilities related to the Official Community Plan update		
	Working closely with the APC, residents and Council, develop a new Official Community Plan		
	Develop with the APC, residents and Council an appropriate vision and supporting policies for the loco Lands, as part of the Official Community Plan process		
	Develop policies and strategies regarding GHG reduction targets, strategies, policies and actions, as part of the Official Community Plan process		
	Coordinate development of the Official Community Plan with outcomes from the Financial Sustainability Plan		

MILESTONE ACTIONS

FINANCE AND TECHNOLOGY

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CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	
Encourage diversity in land use, housing, parks and recreation and innovative infrastructure to meet the changing needs and demographic shifts in the community	Improved clarity, ease of use of regulations, and regulatory review services	
	Work collaboratively to develop a middle school to improve community facilities and local amenities	

MILESTONE ACTIONS | Planning, Development and Parks | 3 of 4

	2013 MILESTONES	2014 MILESTONES	LONG TERM LEGACIES
		<p>In support of the revised Official Community Plan, work with the Advisory Planning Committee to review and update the Zoning Bylaw</p>	
	<p>Anmore to become a member of the GVS&DD and finalize the service agreement between the Village, the City of Port Moody and Metro Vancouver</p>		
		<p>Working with School District No. 43 and the City of Port Moody, celebrate the opening of the new middle school</p>	

MILESTONE ACTIONS

FINANCE AND TECHNOLOGY

OPERATIONS AND MAINTENANCE

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ONGOING INITIATIVES AND SERVICE DELIVERY

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	
Encourage diversity in land use, housing, parks and recreation and innovative infrastructure to meet the changing needs and demographic shifts in the community	Preserve, maintain and plan accordingly for the community's parks	

MILESTONE ACTIONS | Planning, Development and Parks | 4 of 4

	2013 MILESTONES	2014 MILESTONES	LONG TERM LEGACIES
	Establish a Terms of Reference for the Parks Committee, setting out their roles and responsibilities related to the Parks Plan		
	Undertake an inventory and needs assessment, towards the delivery of a long-term parks planning vision and supporting policies in coordination with Official Community Plan update		
	Undertake Long Term Real Estate Portfolio Assessment		
		Complete installation of the Green Gym	

MILESTONE ACTIONS

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CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	
Foster preservation of the Village's natural environment and enhance awareness of its importance to the character and sense of community found in Anmore	Implement environmental sustainability initiatives	
	Establish an Invasive Plant Management Plan	
	Establish a Water Course Management Plan	

MILESTONE ACTIONS | Environment

	2013 MILESTONES	2014 MILESTONES	LONG TERM LEGACIES
	Establish a Terms of Reference with the Environmental Committee to undertake various initiative-based upon the report from Synergy Environmental Strategies Inc.		
		Establish a Terms of Reference for the Environmental Committee to develop the Invasive Plant Management Plan	
			Establish a Terms of Reference for the Environmental Committee to develop a Water Course Management Plan

MILESTONE ACTIONS

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▶ **RECREATION, SOCIAL, ARTS AND YOUTH**

ONGOING INITIATIVES AND SERVICE DELIVERY

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	
Enrich the community through integrating physical activity, learning, and arts and culture into daily life.	Maintain the Village's long standing track record of volunteerism amongst residents	

MILESTONE ACTIONS | Recreation, Social, Arts and Youth

	2013 MILESTONES	2014 MILESTONES	LONG TERM LEGACIES
		<p>Establish a Terms of Reference for the Social, Arts and Youth Committee to develop a plan to recruit and retain volunteers for Village events</p>	



MILESTONE ACTIONS

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▶ ONGOING INITIATIVES AND SERVICE DELIVERY

CORPORATE OBJECTIVES	STRATEGIC INITIATIVES	
<p>Through either the Village's annual budgeting process, existing or emerging relationships, or as opportunities arise, advance ongoing initiatives to improve services in Anmore</p>	<p>Maintain and build strong community connections with the RCMP</p>	
	<p>Enhance the Village's online presence and use of social media to enhance communication with the community</p>	
	<p>Enhance accessibility for all residents of Anmore</p>	
	<p>Contribute to improved services, fiscal viability, financial sustainability</p>	

MILESTONE ACTIONS | Ongoing Initiatives and Service Delivery

	2013 MILESTONES	2014 MILESTONES	LONG TERM LEGACIES
	Continue working with the RCMP towards maintaining, and where possible improving, connections and service levels		
	Continue making improvements to the Village's website and social media platforms such as Facebook.		
	Continue to install universally accessible bus stops and shelters as opportunities and funding become available		
	Continue developing trail and pathways as opportunities occur, either through development or other opportunities		
	Continue with the reconstruction and re-surfacing of the Village's local roads		
	Continue working with the City of Port Moody through a Joint Task Force regarding the provision of recreational and library services in Port Moody		



The Village of Anmore will have this document available online.
Visit the website at: www.anmore.com