



**SPECIAL COMMITTEE OF THE WHOLE MEETING**  
**Thursday, May 30, 2024 @ 4:00 PM**  
**Activity Room Two in the Ucluelet Community Centre,**  
**500 Matterson Drive, Ucluelet**

**AGENDA**

	Page
1. CALL TO ORDER	
1.1. ACKNOWLEDGEMENT OF THE YUULUᑦIᑦᑦATH Council would like to acknowledge the Yuuluᑦiᑦᑦath, on whose traditional territories the District of Ucluelet operates.	
2. LATE ITEMS	
3. APPROVAL OF THE AGENDA	
4. REPORTS	
4.1. Strategic Planning (Verbal Report) <i>Duane Lawrence, Chief Administrative Officer</i> <a href="#">2023 - 2026 Strategic Directions Report</a>	3 - 17
5. CLOSED SESSION	
6. ADJOURNMENT	





# Strategic Directions





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March 21, 2023

To: Mayor & Council  
Duane Lawrence CAO

From: Gordon McIntosh

Subject: **STRATEGIC PRIORITY SETTING SESSION**

The Strategic Priority Setting Sessions during March were for council with senior staff to identify STRATEGIC TOPICS for discussion; explore each strategic topic as a STRATEGIC POSSIBILITY; and determine STRATEGIC PRIORITIES along with actions for implementation.

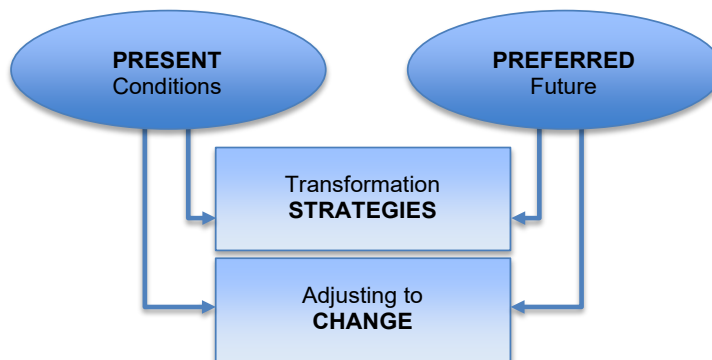
This memo summarizes the outcomes of Strategic Priority Session as follows:

- **Strategic Process** overview
- **Strategic Topics** for discussion
- **Strategic Possibilities** for potential implementation
- **Strategic Priorities** for NOW, NEXT and LATER attention
- **Strategic Matrix**
- **RECOMMENDATIONS** for follow-up

## STRATEGIC PROCESS

The priority setting process started by looking at **present** conditions - issues and opportunities. The emerging strategic topics were explored with a preferred **future** - desired expectations in mind. It is in the transformation stage where the present/future gap is closed by defining achievable **strategies**. Effective priority setting involves making strategic choices consistent within the District's mandate and capacity.

A critical important element of an ongoing strategic priority process is adjusting to **change**. Strategic priorities should be regularly monitored and adapted to changing external conditions and internal capacity using the 'one page' *Strategic Priorities Chart*. Once priorities are completed, NEXT items can take their place.



## STRATEGIC TOPICS

The priority setting process began by looking to the future. Participants engaged in a 'Community Check-up' (See *attachment 1*) discussing the five distinct areas of a sustainable community:

- **Environment** – healthy and natural environment through responsible use and protection
- **Infrastructure** – well maintained infrastructure and facilities that meet community needs
- **Economy** – capacity to attract, support and retain businesses and residents
- **Social** – community engagement to improve the well-being and diversity of the community
- **Governance** – sustainable government focused on strategic decision-making

Councillors and staff identified issues and opportunities facing the organization and community and short listed those of interest for strategic attention (see *Attachment 2*). It was agreed that the following strategic topics warranted discussion:

1. <b>Affordable Housing &amp; Affordability</b>	7. <b>Sustainable Economy</b>
2. <b>Aging Infrastructure</b>	8. <b>Community to Community Collaboration</b>
3. <b>Asset Management</b>	9. <b>Recreation Opportunities</b>
4. <b>Service Delivery Capacity</b>	10. <b>Environmental Protection</b>
5. <b>Fiscal Responsibility</b>	
6. <b>Emergency Management Services</b>	

## STRATEGIC POSSIBILITIES

Participants 'unpacked' each topic utilizing a four-step Solution Seeking process.



Participants began by clarifying the strategic topic, then identifying desired outcomes if it was successfully addressed. Next, options to achieve the desired outcome were explored as **Strategic Possibilities** (*next page*).

## STRATEGIC POSSIBILITIES (Strategic Work Plan) 03.2023

<b>STRATEGIC TOPIC</b> <small>Themes, Related Topics &amp; Expectations</small>	<b>STRATEGIC POSSIBILITY – Short Listed</b>
<p><b>AFFORDABLE HOUSING &amp; AFFORDABILITY</b></p> <p>Maintain the livability of the community, through the creation of diverse housing options and ensure we meet the future needs of our existing and future residents while managing the impacts of increased tourism and development.</p> <ul style="list-style-type: none"> <li>• <i>Safe worker accommodation</i></li> <li>• <i>Attainable &amp; diverse housing options</i></li> <li>• <i>Supported construction/development industry</i></li> <li>• <i>Managing land &amp; housing speculation</i></li> <li>• <i>Adequate housing supply for residents and workers</i></li> <li>• <i>Encouraging quality &amp; smart design</i></li> <li>• <i>Harmonized land use with neighboring jurisdictions</i></li> <li>• <i>Encourage development of high value business opportunities</i></li> </ul>	<p><u>Residential Development</u></p> <ol style="list-style-type: none"> <li>1. <b>Lot 16 Development</b></li> <li>2. <b>Lot 13 Development</b></li> <li>3. <b>Minato Bay Subdivision</b></li> <li>4. Weyerhaeuser Subdivision</li> <li>5. Development Process</li> <li>6. Permit Ready Plans</li> <li>7. Short Term Rental Bylaw</li> <li>8. <b>Tourism Accommodation Reg.</b></li> <li>9. Worker Housing Options</li> </ol> <p><u>Supportive Housing</u></p> <ol style="list-style-type: none"> <li>1. Supportive Housing Funding</li> </ol> <p><u>Community Planning</u></p> <ol style="list-style-type: none"> <li>1. <b>OCP Review</b></li> <li>2. Regional Growth Implications</li> <li>3. Dev. Application Procedures Bylaw</li> </ol> <p><u>Land Development</u></p> <ol style="list-style-type: none"> <li>1. <b>Vacant Property (Affordable Housing)</b></li> <li>2. Subdivision Services Bylaw</li> </ol>
<p><b>INFRASTRUCTURE &amp; ASSET MANAGEMENT</b></p> <p>Adequately fund, service and maintain existing infrastructure while investing in high quality, resilient infrastructure that supports the future needs of the community.</p> <ul style="list-style-type: none"> <li>• <i>Future funding capacity</i></li> <li>• <i>Reliable services</i></li> <li>• <i>Future growth capacity</i></li> <li>• <i>Invest in preventive maintenance.</i></li> <li>• <i>Design quality, long lasting infrastructure</i></li> <li>• <i>Grant application readiness</i></li> <li>• <i>Regional partnership opportunities</i></li> </ul>	<p><u>Funding</u></p> <ol style="list-style-type: none"> <li>1. <b>Establish 5 Year Capital Priorities</b></li> <li>2. Develop 20-Year Capital Plan</li> <li>3. Asset Management: Plan and Policy</li> <li>4. Asset Management: Inventory</li> </ol> <p><u>Water</u></p> <ol style="list-style-type: none"> <li>1. Water Works Bylaw</li> <li>2. <b>Water Treatment &amp; Security</b></li> <li>3. <b>Works &amp; Services Bylaw</b></li> </ol> <p><u>Projects</u></p> <ol style="list-style-type: none"> <li>1. <b>Conduct Recreation Hall Study</b></li> <li>2. <b>Peninsula Road Design</b></li> </ol>

<p><b>EMERGENCY MANAGEMENT SERVICES</b></p> <p>Ensure the community, residents and District, are prepared for and able to support its residents and visitors during future climate related and general emergencies.</p> <ul style="list-style-type: none"> <li>• <i>Prevention</i></li> <li>• <i>Readiness</i></li> <li>• <i>Active partnerships</i></li> <li>• <i>Role clarity</i></li> <li>• <i>Trained responders</i></li> <li>• <i>Resilient Development</i></li> </ul>	<ol style="list-style-type: none"> <li>1. Fire &amp; Emergency Service Agreements</li> <li>2. <b>Fire Hall Replacement</b></li> <li>3. <b>Emergency Management Plan</b></li> <li>4. <b>Emergency Response Development Guidelines</b></li> <li>5. West Coast Evacuation Planning</li> <li>6. Advocate for better Cell Coverage</li> </ol>
<p><b>SERVICE DELIVERY CAPACITY &amp; FISCAL RESPONSIBILITY</b></p> <p>Provide the right level of service that balances the needs of residents and tourism while working towards balancing the costs of those services between residents and visitors.</p> <ul style="list-style-type: none"> <li>• <i>Appropriate levels of service</i></li> <li>• <i>Alternate revenue opportunities</i></li> <li>• <i>Fiscal accountability</i></li> <li>• <i>Staff retention &amp; recruitment</i></li> <li>• <i>Reasonable workloads</i></li> <li>• <i>Expectations match capacity</i></li> <li>• <i>Informed public of service expectations</i></li> </ul>	<ol style="list-style-type: none"> <li>1. Service Capacity Review</li> <li>2. <b>DCC Bylaw Update</b></li> <li>3. <b>Alternative Revenue Strategies</b></li> <li>4. Fees &amp; Charges Review</li> </ol> <p><i>See also Capital Funding</i></p>
<p><b>SUSTAINABLE ECONOMY</b></p> <p><i>Create an environment that encourages and is open to the development of high-quality business opportunities.</i></p> <ul style="list-style-type: none"> <li>• <i>Diversity of businesses</i></li> <li>• <i>Quality job opportunities</i></li> <li>• <i>Economic resilience</i></li> <li>• <i>Investing in ocean-based energy and business opportunities</i></li> </ul>	<ol style="list-style-type: none"> <li>1. Kelp Farming Prospectus</li> <li>2. Water Security</li> <li>4. Water Conservation Study &amp; Strategies</li> <li>5. Marine Business Opportunities</li> <li>6. Wave Energy Opportunities</li> <li>7. Economic Resilience Strategy</li> </ol>
<p><b>COMMUNITY TO COMMUNITY COLLABORATION</b></p> <p>Ucluelet is committed to working with all West Coast communities proactively and collaboratively to ensure growth and development are undertaken</p>	<p><u>Service Agreements</u></p> <ol style="list-style-type: none"> <li>1. Water &amp; Sani Services Update</li> <li>2. <i>Fire &amp; Emergency Service Agreements</i></li> </ol> <p><u>Land Use</u></p> <ol style="list-style-type: none"> <li>1. Regional Growth Plans</li> </ol> <p><u>Liaison</u></p>

<p>purposefully and with understanding of future impacts.</p> <ul style="list-style-type: none"> <li>• <i>Action the Truth &amp; Reconciliation</i></li> <li>• <i>inclusive community</i></li> <li>• <i>rich communication</i></li> <li>• <i>shared resources</i></li> <li>• <i>mutual strategies</i></li> <li>• <i>cultural understanding</i></li> </ul>	<ol style="list-style-type: none"> <li>1. Council To Council Meetings</li> </ol>
<p><b>ENVIRONMENTAL PROTECTION</b></p> <p><i>Understanding and investing in the future of our Natural assets and protecting the lands and waters that surround Ucluelet are essential to the well being of the community.</i></p> <ul style="list-style-type: none"> <li>• <i>Maintaining natural characteristics of the community</i></li> <li>• <i>Ecological system preservation</i></li> <li>• <i>Protection of the tree canopy</i></li> <li>• <i>Environmental leadership</i></li> <li>• <i>Meaningful actions to reduce emissions</i></li> </ul>	<ol style="list-style-type: none"> <li>1. Ucluelet Inlet Plan</li> <li>2. Climate Action Plan: Priority Projects</li> <li>3. Minato Bay Shoreline Pathway</li> <li>4. Tree Protection Bylaw</li> <li>5. Natural Asset Management</li> <li>6. Wildlife Management and Protection Strategies</li> </ol> <p><i>See Also Water Conservation Study</i></p>
<p><b>RECREATION OPPORTUNITIES</b></p> <p>Invest in the development and maintenance of our natural recreation amenities and indoor and outdoor venues, to provide quality and diverse recreation opportunities.</p> <ul style="list-style-type: none"> <li>• <i>Opportunities for all ages</i></li> <li>• <i>Active and passive opportunities</i></li> <li>• <i>Diverse indoor and outdoor venues</i></li> <li>• <i>Promotion of active lifestyles</i></li> <li>• <i>Great place to live &amp; play</i></li> </ul>	<ol style="list-style-type: none"> <li>1. Recreation Hall Replacement</li> <li>2. <b>Parks/Rec. Master Plan Update</b></li> <li>3. Safe Harbour Path Development</li> <li>4. Harbour Master Plan Implementation</li> </ol>



## STRATEGIC PRIORITIES

Based on the application of reality, urgency, and responsibility criteria, five (5) **strategic priorities** were selected to be addressed NOW and placed on the *Strategic Priorities Chart (next page)* in **BOLD CAPITALS**. These priorities automatically enter the appropriate operational unit on the chart to align staff work with council direction. Items listed in CAPITALS indicate strategic directions that will be addressed NEXT/LATER when a NOW item is completed or displaced. In addition to council priorities, there are strategic items receiving administration's attention. These operational strategies are noted in regular font.

## STRATEGIC DIRECTIONS

Some overarching Strategic Themes and Focus Areas emerged upon examination of the strategic scan - *Vision Check-Up*, review of current initiatives, unpacking of the strategic topics – *Strategic Possibilities List* and determination of short-term priorities, longer term directions, advocacy items and operational strategies highlighted in the *Strategic Priorities Chart*. The resulting *Strategic Directions Matrix (Appendix 3)* captures the major strategic efforts of the organization to realize council's directions for its term. This document does not include the numerous items in operational work plans that also contribute to the achievement of council's strategic expectations.

# STRATEGIC PRIORITIES CHART March 2023

## COUNCIL PRIORITIES

### **NOW**

1. **OCP REVIEW: Scope** – June
2. **PARKS/REC. MASTER PLAN: Terms of Ref** - Apr
3. **VACANT PROPERTY: Research** – June
4. **CAPITAL PLAN: Short Term Priorities** - April
5. **WATER TREATMENT: Options** – May

### **ADVOCACY**

- Supportive Housing Funding (Province)*
- West Coast Evacuation Plan (ACRD)*
- Health Centre: Status (Island Health)*
- Cell Coverage (Rogers/Telus)*
- Peninsula Road Redevelopment (MOTI)*

### **PARTNERSHIPS**

- Community to Community Meeting (UFN & TOFN)*
- Indigenous Significant Site Protocol (UFN & TOFN)*
- Worker Housing Options: Employers Forum*
- Fire Service Agreements (TOFN, ACRD & UFN)*
- KELP FARMING: Discussion (Industry)*

### **NEXT (In Progress)**

- SERVICE CAPACITY REVIEW: Scope
- KELP FARMING: Prospectus
- RECREATION HALL; Study
- WAVE ENERGY: Opportunities
- WATER SECURITY: Options
- WATER CONSERVATION STUDAY: Strategies
- SHORT TERM RENTAL BYLAW: Review
- MINATO BAY SHORELINE TRAIL: Strategy
- CLIMATE ACTION PLAN: Priority Projects
- ASSET MANAGEMENT: Plan & Policy

### **LATER (Future Consideration)**

- UCLUELET INLET PLAN: Proposal
- MARINE EDUCATION: Opportunities
- TREE PROTECTION BYLAW: Research
- NATURAL ASSET MANAGEMENT: System
- ADJACENT GROWTH: DOU Implications
- LONG TERM CAPITAL PLAN

## OPERATIONAL INITIATIVES

### **CHIEF ADMINISTRATIVE OFFICER**

1. Code of Conduct: Draft – March
2. **COMMUNITY to COMMUNITY: Outreach** - MAY
3. Collective Bargaining: Mandate – June
  - SERVICE CAPACITY REVIEW: ToR
  - Economic Resilience Strategy: Review

### **CORPORATE**

1. Accessibility Committee: Recruitment – May
2. Privacy Management Program: Development – May
3. Major FOI File: Completion – May
  - Delegation of Authority Bylaw
  - IT Services Contract: RFP

### **COMMUNITY PLANNING**

1. **OCP: GROWTH REVIEW** - JUNE
2. Tourism Accommodation Regulations: Review - June
3. Supportive Housing: Design – June
  - DP Application Procedures Bylaw Update
  - Subdivision Services Bylaw Update

### **PROTECTIVE SERVICES**

1. Fire Hall: RFP – July
2. Emergency Management Plan: Update – August
3. Development Guidelines – May
  - Fire Servicer Agreements: Update
  - West Coast Evacuation Planning: Development

### **OPERATIONS**

1. **WATER TREATMENT & SECURITY: Options** – May
2. Works & Services Bylaw: Draft – Sept
3. Operational Capacity Development: Program – August
  - ASSET MANAGEMENT PLAN: Inventory
  - Water Works Bylaw: Review

### **PARKS & RECREATION**

1. **PRKS. /REC. MASTER PLAN: ToR** – May
2. REC. HALL REPLACEMENT: RFP – May
3. Accessibility Policy: Draft Policy – June
  - Safe Harbour Path
  - Harbour Master Plan Implementation Review

### **FINANCE**

1. **CAPITAL PLAN: 5-YR DRAFT** – Sept
2. DCC Bylaw Update: RTC – June
3. Alternative Revenue: Strategies: RTC – May
  - Fees & Charges (Water & Sani): Review
  - 20 Year Capital Plan

### **COMMUNICATIONS/HUMAN RESOURCES**

1. Sick Leave Policy: Draft – April
2. Website Rebuild: RFP – June
3. Communications Policy: RTC – May
  - Training & Development Policy
  - OH&S Policy

### **CAPTIAL WORKS (In progress)**

- Village Green: Completion - June
- Victoria Lift Station Bypass: RFP – March
- Amphitrite House: Demolition – April

- Water Treatment: Scope Review – April
- Mercantile Creek Water Line: RFP – April
- Peninsula Road Storm System: Design – April
- Peninsula Road: RFP – Sept.

### **Major Development Projects (External Party)**

- Lot 16 – Subdivision
- Lot 13 – Affordable Housing

- Minato Bay Subdivision
- Weyerhaeuser Subdivision

**CODES:** BOLD CAPITALS = NOW Priorities; CAPITALS = NEXT Priorities; *Italics* = Advocacy; Regular Title Case = Operational Strategies



## RECOMMENDATIONS

The following suggestions are offered to sustain the strategic priority setting efforts:

1. That Council and management review and modify the *Strategic Directions Matrix* and the *Strategic Priorities Chart* as working documents.
2. That the CAO ensure that staff work plans align with the *Strategic Directions Matrix* and the *Strategic Priorities Chart* as working documents
3. That Council requests the CAO to update the *Strategic Directions Matrix* and *Strategic Priorities Chart* with staff prior to quarterly council reviews and schedule an annual review.
4. That Council requests the CAO to schedule an annual review of the *Strategic Directions Matrix* and *Strategic Priorities Chart*.

I trust the forgoing accurately portrays the session outcomes in a manner that facilitates follow-up to the ideas raised. If you have any questions or I can be of any further assistance, please to not hesitate to contact me.

Pillars	
<p><b>ENVIRONMENT</b></p> <p>Community Aesthetics                      Natural Area Protection                      Water Source Security                      Climate Change                      Public Education</p>	<ul style="list-style-type: none"> <li>• Commendable efforts to beautify the area</li> <li>• Forward thinking re: bicycle and pedestrian traffic</li> <li>• Opportunities for alternate energy</li> <li>• Climate change on the rise and planning for the future</li> <li>• Harbour</li> <li>• Trail system growth</li> <li>• Tourism management</li> <li>• Solar powered washrooms at Tugwell Fields</li> <li>• Housing design focused on energy efficiency rather than aesthetics</li> <li>• Building is encroaching on natural spaces</li> </ul>
<p><b>ECONOMY</b></p> <p>Job Creation                      Growth Management                      Community Image                      Business Readiness                      Sector Diversity</p>	<ul style="list-style-type: none"> <li>• Housing rolls into all factors</li> <li>• Employee housing issues</li> <li>• Temporary Use Permits a good idea for staff housing</li> <li>• Businesses not being able to staff their businesses</li> <li>• Chamber of Commerce a sad situation now – Needs to be addressed somehow</li> <li>• Comments about how hard it is to get a business license in this town</li> <li>• Influx of remote workers with higher paying jobs</li> <li>• Employee housing for those with lower paying jobs</li> <li>• Business Licenses – streamline and make the process earlier</li> <li>• Attract and retain businesses</li> <li>• Affordability ties into attraction and retention of businesses and staff</li> <li>• Retaining people who already live here</li> <li>• Sustainable tourism</li> <li>• Childcare</li> <li>• Capitalize on tourism rather than resist it</li> </ul>
<p><b>INFRASTRUCTURE</b></p> <p>Transportation                      Utilities                      Facilities                      Parks and Trails                      Service Delivery                      Modern Communication</p>	<ul style="list-style-type: none"> <li>• Aging infrastructure</li> <li>• Roads, sidewalks etc.</li> <li>• Good emergency management</li> <li>• BC transit did not come out here – opportunity for regional approach</li> <li>• Landfill organics diversion a good thing for the communities</li> <li>• Housing – zoning should be higher density to allow for a bigger tax base</li> <li>• Quality infrastructure that lasts longer and is easier to maintain</li> <li>• More tax base rather than higher tax rates</li> <li>• Level of service, level of expectation</li> <li>• Less beautification and more focus on infrastructure</li> <li>• Infrastructure funding for maintenance</li> <li>• Nice to have vs. need to have</li> <li>• RMI Use – new opportunities vs maintenance of tourism-based infrastructure</li> <li>• Amphitrite house</li> <li>• Makes sense to assume the worst and see if that is possible for the community</li> </ul>

<p><b>SOCIAL</b></p> <p>Citizen / Property Safety  Healthy Lifestyles  Health Service Access  Welcoming Community  Heritage, Arts &amp; Culture</p>	<ul style="list-style-type: none"> <li>• Ukee Days has always been great</li> <li>• Reconciliation signs was so great</li> <li>• Concerns about the drug use with the children</li> <li>• High quality network of social activities</li> <li>• Volunteer recruitment</li> <li>• People want to know about the history</li> <li>• Seniors won't live here because a lack of health services</li> <li>• What does it take to get kids into the systems</li> <li>• Maintain our sense of community and commitment to volunteering</li> <li>• Degree of localism and tribalism and it can undermine new residents</li> <li>• There's us and them mentality</li> <li>• Value of small interactions - bump into neighbours when you go to the post office</li> </ul>
<p><b>GOVERNANCE</b></p> <p>Policies &amp; Strategies  Fiscal Stewardship  Role Clarity  Agency Liaison  Public Communication</p>	<ul style="list-style-type: none"> <li>• Marketing the role more to ensure that people know what is</li> <li>• Public knowledge of the role of council and the role of staff</li> <li>• Public has little understanding of the process of the District</li> <li>• Policy updates</li> <li>• New staff working well</li> <li>• Community asking council why they are 'not working' on Sundays</li> <li>• Understanding the governance process</li> <li>• Senior staff is crucial</li> <li>• Role clarity - takes time to develop</li> <li>• Fiscal Stewardship - improving the process</li> <li>• Collaboration - being on different boards helps to understand the role</li> <li>• Positive working relationships with council and staff</li> <li>• Levels of service - what can we do and what is 'nice' to do</li> <li>• Regional services</li> <li>• Provincial downloading - Privacy/ accessibility programs</li> <li>• External pressures will continue and makes it difficult to plan for the future</li> </ul>

**ISSUES/OPPORTUNITIES LIST** March 2023

ITEM (Bold = Strategic Topic)	Council	Staff	Total
<b>Affordable Housing</b>	37	31	68
<b>Aging Infrastructure</b>	22	24	46
<b>Asset Management</b>	16	11	27
<b>Affordability</b>	15	26	41
<b>Stable / Sustainable Economy</b>	14	0	14
<b>Emergency Support Services</b>	14	5	19
<b>Environmental Sustainability</b>	13	0	13
<b>Indigenous Collaboration / Communication</b>	12	9	21
<b>Sprawl / Densification</b>	10	6	16
<b>Transit</b>	10	8	18
<b>Fiscal Responsibility</b>	8	22	30
<b>Service Delivery / Levels Capacity (Internal)</b>	2	29	31
Alternate Revenue	9	13	22
Tourism Burden	9	11	20
Managed Growth	9	0	9
Managing Tourism	8	15	23
Streamline Development Publication Process	8	0	8
Staff Housing	8	0	8
Regional Growth Management	7	12	19
Childcare / Staffing	7	9	16
Accessibility Regional Collaborations	7	0	7
Healthy Lifestyle	7	0	7
Health and Medical Access	6	6	12
RMI Flexibility	6	0	6
Chamber of Commerce	5	0	5
Managing Public Expectations	4	17	21
Non-Profit Support	4	2	6
Advocacy / Lobby	4	1	5
Economic Diversity / Attract Development	2	17	19
Wildlife Management	2	0	2
Community Character	1	6	7
Hard Sport Surface	1	4	5
Multiplex	1	3	4
Natural / Wild Space Protection	1	0	1
Climate Change	0	15	15
Reconciliation	0	13	13
Public Communications / Engagement	0	11	11
Fire Hall Replacement	0	10	10
Long Term Planning	0	9	9

Integrity of Community	0	9	9
Lower Taxes	0	9	9
Highway 4 Cell Coverage	0	8	8
System Development	0	7	7
Active Transportation	0	7	7
Supportive Housing	0	6	6
Information Infrastructure and Security	0	6	6
Peninsula Road	0	5	5
Inner Harbour Trail	0	4	4
Land Needs	0	3	3
Team Composition and Culture	0	2	2
Volunteerism Burnout	0	2	2
Goals Alignment	0	1	1
Food Security	0	0	0
Community Inclusive & Diversity	0	0	0
Water Treatment Plant	0	0	0
Wastewater Plant	0	0	0
Storm Water Replacement	0	0	0
Grant Management / Acquisition	0	0	0
DCC Update	0	0	0
Works and Services Update	0	0	0
Flood Risk	0	0	0
Legal Liability Development	0	0	0
Privacy Protection	0	0	0
Code of Conduct	0	0	0
Community Score Card	0	0	0
Accessibility	0	0	0
Alternate Energy	0	0	0
Business Licenses	0	0	0
Quality Over Quantity	0	0	0
Communication of Roles	0	0	0
Layers of Belonging	0	0	0
Form and Character Guidelines	0	0	0
Succession Planning	0	0	0
Attraction of Industry	0	0	0
Youth Support	0	0	0
Harbour Development	0	0	0
Employee Retention	0	0	0
Big Picture	0	0	0
Delegation of Authority	0	0	0
Illegal Camping	0	0	0
Cannabis	0	0	0

Public Hearing	0	0	0
Visitor Experience	0	0	0
Holistic Community Involvement	0	0	0
Social Equity	0	0	0
Policy / Bylaw Modification	0	0	0
Service Agreement	0	0	0



ATTACHMENT 3

**COUNCIL STRATEGIC DIRECTIONS MATRIX** 03.19.2023

THEME – Focus Areas	NOW	PENDING	Future Consideration
<p><b>COMMUNITY WELL-BEING</b>  <i>To have inclusive community by ensuring our amenities and services support livability and accessibility for all ages &amp; interests</i>                      Focus Areas                      RECREATION OPPRTUNITIES</p>	<p><u>Council</u>  <b>PARKS/REC. MASTER PLAN: Terms of Ref</b>                      RECREATION HALL: Study</p>		
	<p><u>Advocacy/Partnerships</u>                      Supportive Housing Funding (Province)</p>		
	<p><u>Operational</u>                      Accessibility Policy: Draft Policy</p>		
<p><b>COMMUNITY RESILIENCE</b>  <i>To maintain the character and liveability of our community while managing the tourism impacts, promoting economic diversity and protecting the environment</i>                      Focus Areas                      COMMUNITY FUTURE                      HOUSING FOR ALL                      ENVIRONMENTAL STEWARDSHIP</p>	<p><u>Council</u>  <b>VACANT PROPERTY: Research</b>  <b>OCF REVIEW: Scope</b></p>	KELP FARMING: Prospectus WAVE ENERGY: Opportunities SHORT TERM RENTAL BYLAW: Review CLIMATE ACTION PLAN: Priority Projects MINATO BAY SHORELINE: Strategy	<ul style="list-style-type: none"> <li>• MARINE EDUCATION: Opportunities</li> <li>• UCULUET INLET PLAN: Proposal</li> <li>• TREE PROTECTION BYLAW: Research</li> <li>• NATURAL ASSET MANAGEMENT: System</li> <li>• ADJACENT GROWTH: DOU Implications</li> </ul>
	<p><u>Advocacy/Partnerships</u>                      Worker Housing Options: Employers Forum</p>	KELP FARMING: Discussion (Industry)	
	<p><u>Operational</u>                      Supportive Housing: Design                      Tourism Accommodation Regulations: Review</p>	Economic Resilience Strategy: Review DP Application Procedures Bylaw Update Subdivision Services Bylaw Update	
<p><b>SERVICE EXCELLENCE</b>  <i>To enhance the effectiveness of our services and our advocacy efforts by fostering strategic collaboration and partnerships with our neighboring communities</i>                      Focus Areas                      PARTNERSHIPS                      INDIGENOUS RELATIONS</p>	<p><u>Council</u></p>	<ul style="list-style-type: none"> <li>• SERVICE CAPACITY REVIEW: Scope</li> </ul>	
	<p><u>Advocacy/Partnerships</u>                      Health Centre: Status (Island Health)                      Cell Coverage (Rogers/Telus)                      Peninsula Road Design (MOTI) Community to                      Community Meeting (UFN &amp; TOFN)                      Indigenous Significant Site Protocol (UFN&amp; TOFN)</p>		
	<p><u>Operational</u>                      Communications Policy: RTC                      Alternative Revenue: Strategies: RTC</p>		
<p><b>ASSET MANAGEMENT</b>  <i>To adequately maintain our existing services and infrastructure, while planning for future growth</i>                      Focus Areas                      WATER SECURITY                      CAPITAL PLANNING</p>	<p><u>Council</u>  <b>CAPITAL PLAN: Short Term Priorities</b>  <b>WATER TREATMENT: Options</b></p>	WATER SECURITY: Options WATER CONSERVATION STUDAY ASSET MANAGEMENT: Plan & Policy	LONG TERM CAPITAL PLAN
	<p><u>Advocacy</u>                      West Coast Evacuation Plan (ACRD)                      Fire Service Agreements (TOFN, ACRD &amp; UFN)</p>		
	<p><u>Operational</u>                      Fire Hall: RFP                      DCC Bylaw Update: RTC                      Works &amp; Services Bylaw: Draft</p>	Water Works Bylaw: Review ASSET MANAGEMENT PLAN: Inventory 20 Year Capital Plan	
<p><b>Guiding Principles</b> – Indigenous Relationships, Collaborative Approach, Climate Change Mitigation, Community Engagement, Environmental Protection &amp; Capacity Impact Analysis</p>			