



DISTRICT OF
UCLUELET

2015 Strategic Plan

June 2015
FINAL

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VISION

For the District of Ucluelet to be a healthy, accountable, progressive organization that is outstanding in the provision of service to the public.

VALUES

Respect, Honesty, Integrity, Commitment, Transparent, Collaborative, Open, Forward-Thinking

MISSION

The District of Ucluelet is committed to being an open and transparent organization to foster accountability and responsiveness, increase community participation, and drive economic opportunities.



STRATEGIC PRIORITIES AND GOALS

PARKS AND RECREATION

The District of Ucluelet is committed to providing modern, creative, and innovative parks and recreation services that provide for the wants and needs of all age groups represented in the community.



Provide Service Excellence

- a. **Deliver excellent customer service.** Ucluelet is committed to ensuring a level of excellence in its service to the community, and continues to endeavour to promote an atmosphere of friendly and efficient service.

Enhance Recreational Programs and Services

- b. **Perform analysis of recreational programming.** In order to provide Ucluelet with trendy activities, classes, and services that reflect the needs and wants of the community, an analysis of programming offered in past years will be conducted to determine the success of past programs and where the current gaps are.
- c. **Provide a “Door to the Community”.** Ucluelet encourages and promotes a welcoming atmosphere for its new and long-time residents by providing a 'central hub' of information and sharing through its recreational facilities. New residents will be able to receive an information package that includes a “Mayor’s Welcome” and volunteering opportunities. This package would be available from local realtors, the District office, the Chamber of Commerce, and local schools.
- d. **Enhance Community Health and Spirit.** A healthy community like Ucluelet is one where residents are physically and socially active and enjoy the varied services offered. The spirit of the community is one that is open and welcoming, and promotes a feel-good sense of pride and belonging among its citizens.
- e. **Proactive development of services (“Pulse of the Community”).** To serve the community through its parks and recreational programs, Ucluelet engages in active

feedback and engagement activities with its users and the general community to ensure programming and services are in line with the wants and needs of the community.

- f. **Focus on ‘added value’ programming.** Ucluelet recognizes that it is not enough to run recreational programming, there needs to be solid program construction with as much added value as possible for the community – this includes incorporating educational components, cooperating with other agencies for shared services, and seeking best practices by monitoring other communities.

Revitalize Parks and Recreation Principles

- a. **Reinvigorate the Recreation Commission.** As a commission of Council, the Recreation Commission is guided by the vision of Council for the community and reports directly back to them. Ucluelet will undergo a complete re- invigoration of its Recreation Commission starting in the Fall of 2015, focusing on a solid Terms of Reference and motivated participants.
- b. **Application of Parks & Recreation Master Plan.** The overall vision and direction of Ucluelet’s parks and recreation services is guided by its Master Plan. Ucluelet will do an ongoing review and analysis of its P&R Master Plan to ensure it is upholding those tenets.
- c. **Proactive learning and self-improvement.** Ucluelet recognizes that technology and available information is constantly changing. The aim of parks and recreation is to actively seek out and educate itself on the latest information in its field to bring modern programming to the community, and ensure there are no “opportunities missed”.
- d. **Audit of operational activities.** On a seasonal basis, Recreation will perform a self-analysis to ensure it is performing in as productive and effective way as possible.

STRATEGIC ACTIONS & PRIORITIES

- Skateboard Park
- Little Beach
- BMX Park
- Recreation Hall options
- Volleyball Court
- Boat Ramp Parking Lot
- Moving Ukee Days
- Recreation Commission

INTERNAL STAFFING REVIEW

The District of Ucluelet will move towards a system of efficiency by modernizing our organization with strategic departmental staffing levels that prove cost effective for the benefit of our community.



Provide best value for money

- a. **Undergo workload analysis.** Ucluelet will employ the guiding principles of accountability and efficiency in performing an analysis of its day-to-day operations and staff roles to ensure each person is utilizing their strengths in the most productive way for the organization.
- b. **Focus on priorities.** As part of the workload analysis, Ucluelet will express those key visions for each sector to its staff to ensure timely and effective progress is made continually on priority projects.

Develop staffing strategies

- c. **Re-affirm role of the CAO.** As the only employee of Council, the CAO has a unique role. It is the mandate of Ucluelet to be a good partner to its citizens. This position will provide ongoing leadership to support a strong connection between the community and its government.
- d. **Implement communication strategy.** Ucluelet will develop a communication program to ensure all necessary information is reaching the community in as effective a manner as possible, utilizing new technologies and modern services. Ucluelet will also investigate the creation of a staffperson who will spearhead the program. The program will be developed to meet Ucluelet's image of a friendly, comfortable, accepting, tolerant, and happy small town.
- e. **Develop a succession plan.** Ucluelet will ensure it has identified the anticipated retirement dates of its staff and planned succession accordingly. Focus will be placed on the continuing development of current staff with succession in mind.

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- f. **Investigate role of the Municipal Clerk.** Over the next year, Ucluelet will include in its internal analysis whether the legislated position of municipal clerk will be created (this position can also be looked at alongside the communication strategy to fulfill this role).

 - g. **Create an awareness of assets.** Assign the responsibility of various key assets of the municipality to managerial positions, and ensure the organization is aware of those assigned responsibilities.

STRATEGIC ACTIONS & PRIORITIES

- Communication Plan
- Municipal Clerk position
- Bylaw Review and Enforcement Officers
- Workload analysis
- Succession Plan

THE TOURIST EXPERIENCE

The District of Ucluelet commits itself to developing a unique tourist experience and taking care of the needs of its visitors to ensure an overall positive and enjoyable stay and encourage return visits in the future.



Enhance the 'Ucluelet Experience'

- a. **Implement beautification plan.** Part of the Ucluelet experience includes the general aesthetic and overall appearance of the community. Ucluelet will focus on keeping the community clean and tidy, reduce littering, continue supporting the installation of historical plaques, and stay on top of parking line painting including the addition of parking stall lines along Peninsula Road. The plan will also include enhancements to increase its winter appeal, such as putting up decorative street lighting and decorating for seasonal holidays and events.
- b. **Implement the Harbour plan.** One of the biggest attractants in Ucluelet is its waterways, and Ucluelet will continue to implement the Harbour plan.
- c. **Showcase the Community Forest and Great Outdoors.** Ucluelet is made a destination location by the splendors of its natural landscape and environment. Ucluelet will devise a plan to enhance the experience of its spectacular outdoors with a focus on camping amenities and marketing.
- d. **Implement the 'Ask Me' program.** The goal of this program is to allow for a better experience of Ucluelet for visitors new to the area by having dedicated persons throughout the community who wear 'Ask Me' buttons and/or apparel. This eliminates the confusion and helplessness of travellers who need information but do not know whom to ask.
- e. **Advertise the walkability of the community.** To alleviate parking concerns, Ucluelet will encourage its guests to get out of their vehicles and enjoy the community on their own power. This will include pursuing construction of waterfront walkways and developing a map of the water-based community assets.

- f. **Identify the connectors.** Ucluelet has many quick routes and access points throughout its community to allow for quicker and easier travel from place to place. Ucluelet will enhance its image as a “walkable town” by promoting water access and installing signage to guide visitors to various destination spots.
- g. **Consider the Main Street and Peninsula Road intersection.** In its ICBC Traffic study, the Main St/ Peninsula Rd intersection was identified as a challenge for road users. Ucluelet will work with ICBC and its partners to consider redesigning the intersection to improve usability and safety.
- h. **Provide for outside needs.** Parks, parkettes, and accessibility to washroom facilities are the staples for any tourist community. Ucluelet will strive to ensure these amenities are maintained and made available to its visitors through its own activities and by working closely with the Chamber of Commerce and local businesses.
- i. **Implement the ‘Community Umbrella’ program.** As Ucluelet boasts a plethora of outdoor activities, it is important to ensure visitors can enjoy these activities rain or shine. The goal of this program is to strategically place logoed umbrellas throughout the community for shared use by visitors – simply pick up an umbrella from a stand, use it for the day, and drop off at another stand.
- j. **Revitalize the TU app.** Tourism Ucluelet will revisit their mobile app to ensure all features, maps, and connector trails are included to assist the movement of visitors around town.

STRATEGIC ACTIONS & PRIORITIES

- He-Tin-Kis Trail
- Marine Drive Trail
- Beautification
- Small Craft Harbour Development
- Pathway connectors
- RMI – Kiosk
- Rainworks
- “Ask Me” Program (2016)
- Boat Launch Parking
- Umbrella Program
- Street Lighting in winter and seasonal decorations
- Waterfront walkways
- MOT re: Peninsula/Main Paving

FINISHING PROJECTS AND CELEBRATING COMPLETION

The District of Ucluelet commits itself to delivering on all projects it has pledged to complete, and in accordance with the specified timeline, for the betterment, growth, and prosperity of the community.



Support a strong community

- a. **Deliver on municipal plans.** These include the Five-Year Financial Plan, municipal work plans, the operations and maintenance plan, the Official Community Plan, the Parks and Recreation Master Plan and the strategic plan.
- b. **Celebrate the successes.** Engage the community in shared celebration when projects of note reach completion.

STRATEGIC ACTIONS & PRIORITIES

- List all outstanding projects and steps necessary to reach completion

FISCAL RESPONSIBILITY

The District of Ucluelet is committed to being a fiscal and financially sound organization now and into the future.



Implement financial strategies

- a. **Create fund accounts for reserves.** Ucluelet will establish new systems that will involve revised monitoring of bank accounts and improved reporting of financials to Council. A strategy will be created on how to earn more off of accrued interest.
- b. **Continue to pursue grant opportunities.** Ucluelet is dedicated to maintaining a high level of awareness of grant opportunities and pursuing those suitable for its purposes.

Engage in awareness and education

- c. **Regular reporting of finances.** To enhance transparency and engagement, Ucluelet will provide at least quarterly financial statements to Council and project status reports.
- d. **Improve the financial planning process.** Each year, Ucluelet has an opportunity to learn from past years and improve on the efficiency, transparency, and clarity of its financial planning process.
- e. **Follow the procurement policy.** As part of its regular business, Ucluelet will ensure adequate monitoring of spending is in place and that staff are following the tenets of the procurement policy.
- f. **Support culture of 'less is more'.** Ucluelet will engage in a culture of 'less is more' by employing various cost-saving strategies, including shopping local, combining orders, and avoiding unnecessary spending.
- g. **Increase education on fiscal reality.** Both staff and Council will receive continuing education in the area of fiscal responsibility and realities.

STRATEGIC ACTIONS & PRIORITIES

- Report on fund accounts
- Ongoing monitoring model
- Council workshop spreadsheets
- Strive toward implementing auditor's recommendations

COUNCIL COMMUNICATION

The District of Ucluelet is committed to the continuous improvement of service delivery to its residents. Effective communication policies and programs ensure open, transparent and efficient response to the community and facilitate reciprocal input from citizens.

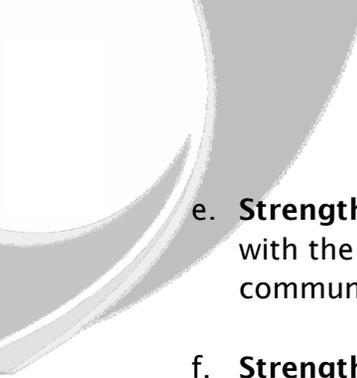


Enhance communication

- a. **Determine levels of communication.** Ucluelet will establish as part of its communication plan the level and type of communication that Council will engage in with staff, the CAO, the public, and other government agencies. A strategy will be developed to provide clarity and direction on responses for different events, from celebrations to emergencies.
- b. **Provide clear and consistent messaging.** Ucluelet will endeavour to provide a clear and consistent message as part of its communication plan. Messages will reflect who is being represented by the message, and will always be modeled in a positive, honest, and straightforward manner. The communication plan will emphasize timely response to inquiries and issues.

Strengthen the physical, social and cultural participation of citizens

- c. **Focus on regular public engagement.** To ensure the community is actively engaged in the activities of the organization, Ucluelet will aim to engage the public in as many opportunities as possible for participation, including town hall meetings and committee of the whole meetings.
- d. **Focus on regular public education.** Ucluelet will continue to engage in activities that keep the public “in the know” using various media outlets, such as the District Dispatch newsletter, Facebook, Twitter, and UkeeMail. Ucluelet will also seek to increase its exposure through new avenues, for example, regular radio shows with the Mayor.

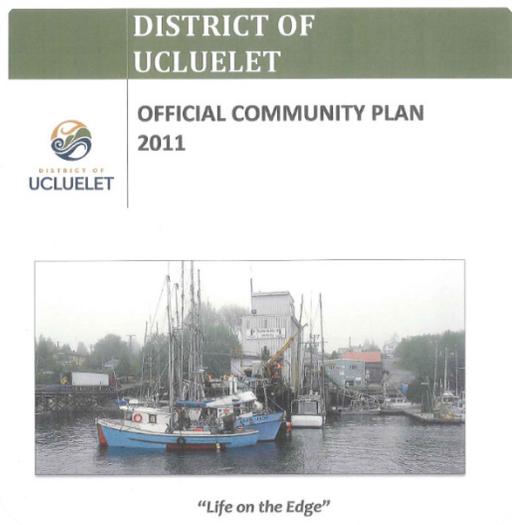
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- e. **Strengthen relationship with youth.** Council will invest more time working closely with the youth of Ucluelet, to provide education on local governance and encourage community participation.
 - f. **Strengthen relationship with businesses.** A key priority that Council has identified is improving communication with local businesses to address their needs and concerns.
 - g. **Participate in Local Government Week.** Every year, Ucluelet will invite the public to learn more about the operation of their local government.

STRATEGIC ACTIONS & PRIORITIES

- Defining the message
- Build response templates
- Complete Communication Plan
- Business walks and report

OCP REVIEW

An Official Community Plan (OCP) is one of the most important guiding documents of a community. The District of Ucluelet commits itself to reviewing and updating its Official Community Plan to better reflect the community's needs and wishes to provide enhanced direction for future growth.



Undergo an OCP review

- a. **Implement a review in 2015.** Council has identified the review of the Official Community Plan as a priority to be commenced in the autumn of 2015 and completed in 2016.
- b. **Pursue grant opportunities.** To ensure fiscal responsibility, Ucluelet will research and pursue any grant opportunities to assist in funding the OCP review.
- c. **Determine task assignment.** Ucluelet will identify through the review process the appropriate contributors for each phase, be it outside consultant, internal staff, or community working group.
- d. **Encourage community engagement.** Ucluelet is committed to producing an OCP that reflects the will and needs of the community it serves, and will endeavour to engage the community in the review process at every opportunity.
- e. **Address important community issues.** Ucluelet will seek to address important concerns for the community in the review process, including social services, ambulance service and health, and housing.

STRATEGIC ACTIONS & PRIORITIES

- OCP preparation in 2015
- OCP completion and launch in 2016

POLICY REVIEW

The District of Ucluelet commits itself to performing its duties under the guidance of clearly defined, supportive, and strong policies that serve the needs of the organization and community.



Perform policy analysis

- a. **Identify and bridge policy gaps.** Ucluelet will perform an analysis of its current policies to ensure, where necessary, that there is support for each function of the organization.

Support council proceedings

- b. **Provide parliamentary education.** To enhance the effectiveness of Council, Ucluelet will provide support through regular education and guidance on parliamentary procedure.
- c. **Improve the agenda.** Ucluelet will engage with Council to continue the improvement and development of the council agendas.

STRATEGIC ACTIONS & PRIORITIES

- Complete and adopt policy manual
- Monthly Council action list

ECONOMIC DEVELOPMENT

The District of Ucluelet commits itself to encouraging a thriving community in the areas of business, beautification, art, and culture.



Support economic development

- a. **Develop the Harbour.** Plans are in the works to develop and improve Ucluelet's harbours to enhance use by marine industry, residents, and recreating visitors.
- b. **Complete plans for the Community Forest.** Ucluelet will ensure the agreements and plans for the Community Forest come to fruition to allow for the subsequent development and enjoyment of residents and visitors.
- c. **Provide for local business needs.** Ucluelet recognizes that its local businesses are the lifeblood of the community, and will pursue modes of supporting business through such avenues as providing tax relief for renovations and or creating business improvement areas.
- d. **Clarity of Purpose.** Ucluelet will concentrate its resources on staying actively involved with the Vancouver Island Economic Alliance and British Columbia Economic Development Association.
- e. **Pursue opportunities with lighthouse lands.** To promote job development and create more attractions for residents and visitors, Ucluelet will pursue opportunities for use of the Amphitrite Point lighthouse land and Coast Guard house.

Engage the community and stakeholders

- f. **Encourage participation in beautification.** For the beautification of the community to stay sustainable, Ucluelet will work with residents to increase participation and ownership of beautification programs.
- g. **Enhance arts and culture.** Ucluelet will work with the art community and engage interested parties to devise and implement methods for the development and enhancement of Ucluelet's art scene.

- h. **Improve communication with key stakeholders.** Ucluelet will meet annually with its key stakeholders.
- i. **Improve communication with industry groups.** Ucluelet will meet annually with its active industry groups, including building, seafood, and developers.

Ensure bylaws support business

- j. **Perform review of sign bylaw.** Ucluelet will prioritize the review of its sign bylaw to ensure consistency of application and practicality for users.
- k. **Enforce business licensing and inspection.** Ucluelet will support local businesses by enforcing the tenets of its business licensing and regulation bylaw to ensure the equitable treatment of businesses and that safety provisions are being met.
- l. **Cut the ‘red tape’.** Ucluelet is committed to assisting builders and developers with the timely completion of their projects, and will endeavour to support these industries by streamlining its processes to optimize efficiency.
- m. **Support the conference and wedding sectors.** As a tourist destination, Ucluelet will support local businesses and promote the use of municipal facilities for visiting professionals and other opportunities.

STRATEGIC ACTIONS & PRIORITIES

- Harbour project
- Community Forest
- Deferment program
- Building Code workshop
- Lighthouse lands and spill response (Kinder Morgan)
- Airport Development
- Regional business license