

2019 > 2022

DISTRICT OF UCLUELET

# STRATEGIC PLAN



DISTRICT OF  
UCLUELET





DISTRICT OF UCLUELET

---

# STRATEGIC PLAN

DISTRICT OF UCLUELET

# OVERVIEW



## OUR COMMUNITY, OUR FUTURE

The District of Ucluelet is a self-contained community located on the rugged west coast of Vancouver Island within the traditional lands of the Yuułu?ił?ath First Nation. Ucluelet has the benefit of a range of assets and amenities relative to its size and although considered to be remote, enjoys excellent physical and digital access to the rest of the world. The community is defined by a deep appreciation for the natural environment and a culture of creativity and resilience. With a strong sense of community, residents rely on one another and take pride in their spirit of partnership and volunteerism. Despite fluctuations in the economy and local industries over time, Ucluelet has always adapted and thrived.

We see a bright future for our community with quality, sustainable infrastructure and services to support a population of all ages, from young families to active retirees who choose to call Ucluelet home. As our community faces demands for growth, we will strive to preserve our quality of life and our natural assets while ensuring that future development is aligned with our community's values.

## OUR ROLE

The District of Ucluelet provides leadership in the community with emphasis on inclusive and strategic planning for the future. We play a role in unifying the community towards a common vision and communicating with our residents on issues that are important to them and the District. We collaborate with our neighbors to enhance our collective provision of services and to ensure effective advocacy on issues that affect our region. Ultimately, our role is to pursue the aspirations of our community and leave a legacy for future generations.

## OUR COMMITMENT

- » LEAD BY EXAMPLE
- » OWN OUR DECISIONS and the OUTCOMES
- » BE PREPARED AND INFORMED AS WE MAKE DECISIONS
- » BE COLLABORATIVE WITH OUR PARTNERS
- » HAVE AN OPEN MIND
- » BE CONSISTENT



# STRATEGIC PLANNING CONTINUUM

The 2019-22 Strategic Plan informs and focuses the decisions and policies of Council during their term of office. Although the strategic plan provides focus for the four-year term, it considers a long term vision for the community and reflects the goals and policies of the District's Official Community Plan. The strategic plan is executed through annual budget allocations and departmental workplans.

This plan is a living document and Council will update the plan as necessary to address emerging issues or changing priorities. Quarterly reports to Council and the District's Annual Report will provide an opportunity for Council and staff to regularly review and communicate progress in achieving Council's goals.

**30 YRS**  
OFFICIAL  
COMMUNITY  
PLAN

**4 YRS**  
STRATEGIC  
PLAN

**ANNUAL**  
BUDGET  
& WORK  
PLAN

**OUR**  
FOCUS  
TODAY

# MESSAGE

FROM THE MAYOR



I have the great honour of leading Council for the next four years. Our first step is to produce a Strategic Plan that we created and will guide the District for the course of our term. Born and raised in the area, I understand our sense of community and the need to protect what we have going forward. We are at a unique moment in Ucluelet's history as we have never had so many opportunities to advance our community. Having a clear plan and a strong commitment to our word will keep our group focused on our goals this term.

Our Strategic Plan is about goals, actions and prioritizing improvements in both communication and community engagement. This council is committed to listening to our residents and we have set actions based on what we have heard and to improve municipal processes.

I look forward to working with our staff to ensure our residents and businesses are put first in our decisions and policies. Our residents define the character of our community and Ucluelet is still a place where community spirit thrives.

Thank you.  
Mayor Mayco Noël



## COUNCILLORS

RACHELLE COLE

JENNIFER HOAR

LARA KEMPS

MARILYN MCEWEN



# STRATEGIC

## FOCUS AREAS

**1. MANAGING GROWTH  
& MAINTAINING  
QUALITY OF LIFE**

**COMMUNITY  
DEVELOPMENT  
AND WELLBEING 2.**



**4. PARTNERSHIPS &  
COLLABORATION**

**ASSET & 3.  
INFRASTRUCTURE  
MANAGEMENT**





# MANAGING GROWTH & MAINTAINING QUALITY OF LIFE

## GOAL

To maintain the character and liveability of our community and ensure we can meet the future needs of our residents while managing the impacts of increasing visitation and development.

## WHY?

Our residents enjoy a high quality of life and a unique sense of community surrounded by a striking natural environment. An increasing demand for housing and development driven by a thriving tourism industry has the potential to diminish the character and liveability of our community if not properly planned and managed.

<p><b>Development bylaw/policy enhancement and modernization</b> Modernize development bylaws and policies to ensure they are current and effective in addressing community objectives.</p>	<ul style="list-style-type: none"> <li>• Complete bylaw/policy gap analysis</li> <li>• Update or develop new bylaws/policies to address gaps</li> </ul>	<p>2019</p> <p>2020/2021</p>
<p><b>Housing affordability strategy</b> Identify actions and policies necessary to maintain housing affordability in the community.</p>	<ul style="list-style-type: none"> <li>• Complete housing need/demand assessment</li> <li>• Develop comprehensive housing strategy</li> </ul>	<p>2020</p> <p>2021</p>





# COMMUNITY DEVELOPMENT

## GOAL

To have a complete and balanced community by ensuring our amenities and services support liveability and accessibility for all ages, foster and promote economic development opportunities, and accommodate future growth.

## WHY?

We have a diverse community with diverse needs, from young families to retirees. It is important that our community has the amenities and services that support all our citizens and the environment, and avoid residents having to leave the community as their needs change.

<p><b>Development of Health Centre</b> Develop a facility to provide appropriate space for a range of medical services.</p>	<ul style="list-style-type: none"> <li>• Conduct feasibility study/business case with Island Health</li> <li>• Finalize plan and funding for the Health Centre</li> <li>• Initiate construction of the Health Centre</li> </ul>	<p>2019</p> <p>2020</p> <p>2021-22</p>
<p><b>Acquire Amphitrite Lands</b> Secure ownership of lighthouse, residence and Coast Guard facility for the benefit of the community</p>	<ul style="list-style-type: none"> <li>• Pursue grant for lighthouse/residence</li> <li>• Finalize operations agreement for lighthouse/residence</li> <li>• Pursue transfer of Coast Guard facility from DFO</li> </ul>	<p>2019</p> <p>2019</p> <p>2020</p>
<p><b>Complete Harbour Master Plan</b> Develop long term strategy to guide future development and management of Ucluelet Harbour</p>	<ul style="list-style-type: none"> <li>• Finalize and adopt HMP</li> <li>• Implement HMP</li> </ul>	<p>2019</p> <p>2020-22</p>
<p><b>Develop Beautification Plan</b> Identify opportunities to enhance the appearance of the community and its amenities.</p>	<ul style="list-style-type: none"> <li>• Village Centre and Peninsula Road revitalization projects</li> <li>• Develop Beautification Plan</li> </ul>	<p>2021</p> <p>2021</p>



DISTRICT OF  
**UCLUELET**  
Welcome! / łumaa?ate?icuu



# ASSET & INFRASTRUCTURE MANAGEMENT

## GOAL

To adequately maintain our existing infrastructure, while planning for and developing appropriate infrastructure to accommodate future growth.

## WHY?

Ucluelet has a significant investment in municipal infrastructure that sustains our community. We are responsible to current and future citizens to proactively and cost-effectively plan for and manage our assets to prevent deterioration and failure and ensure capacity to serve future needs.

<p><b>Complete Asset Management Program</b> Develop a comprehensive program to guide management of the District's infrastructure.</p>	<ul style="list-style-type: none"> <li>• Conduct facility and fleet review</li> <li>• Complete all condition assessments</li> <li>• Integrate into Annual Reporting Process</li> <li>• Sustainable infrastructure funding plan for water, sewer, and roads.</li> </ul>	<p>2019 2020 2020 2022</p>
<p><b>Develop Peninsula Road Corridor and Infrastructure Strategy</b> Establish a vision and strategy for future enhancements to the Corridor.</p>	<ul style="list-style-type: none"> <li>• Consultation with Ministry of Transportation and Infrastructure</li> <li>• Public planning and engagement program</li> <li>• Master Plan completed</li> </ul>	<p>2019 2019 2020</p>
<p><b>Alignment of Utility Master Plans</b> Coordinate future utility requirements and funding models.</p>	<ul style="list-style-type: none"> <li>• Development Cost Charges review</li> <li>• Complete Subdivision Bylaw update</li> <li>• Complete storm and sewer Master Plans</li> </ul>	<p>2019 2019 2020</p>





# PARTNERSHIPS & COLLABORATION

## GOAL

To enhance the effectiveness of our services and our advocacy efforts by fostering strategic collaboration and partnerships with our neighboring communities.

## WHY?

We are stronger together. There are many advantages and efficiencies to be achieved through sharing our respective aspirations and collaborating with our neighbors for the greater good of our communities. Shared resources and expertise can reduce costs and enhance productivity while a strong, collective voice on important issues in our area can positively influence decisions and policies of government. It is also important to advocate for our community through these discussions.

<p><b>Alignment of Strategic Plans</b> Identify opportunities for local governments and First Nations to align their strategic actions.</p>	<ul style="list-style-type: none"> <li>Formally share Strategic Plan with neighboring ACRD members and First Nations</li> <li>Host engagement event to highlight Strategic Plan alignments</li> </ul>	<p>2019</p> <p>2020</p>
<p><b>Pursue and develop Collaboration Model</b> Develop a formal structure to support collaboration between neighboring communities and First Nations</p>	<ul style="list-style-type: none"> <li>Host collaboration scoping event with Mayors, Director, Chiefs and CAOs, eye an annual process for cooperation</li> <li>Develop collaboration plan for West Coast services including Regional Planning, Water, Protective Services, and Transportation.</li> </ul>	<p>2020</p> <p>2021</p>

**ADMINISTRATION OFFICE**

200 Main Street, Ucluelet, BC, V0R 3A0

**PH** 250-726-7744

**FAX** 250-726-7335

**EMAIL** [info@ucluelet.ca](mailto:info@ucluelet.ca)

2019 > 2022

