City of Port Alberni

Strategic Plan
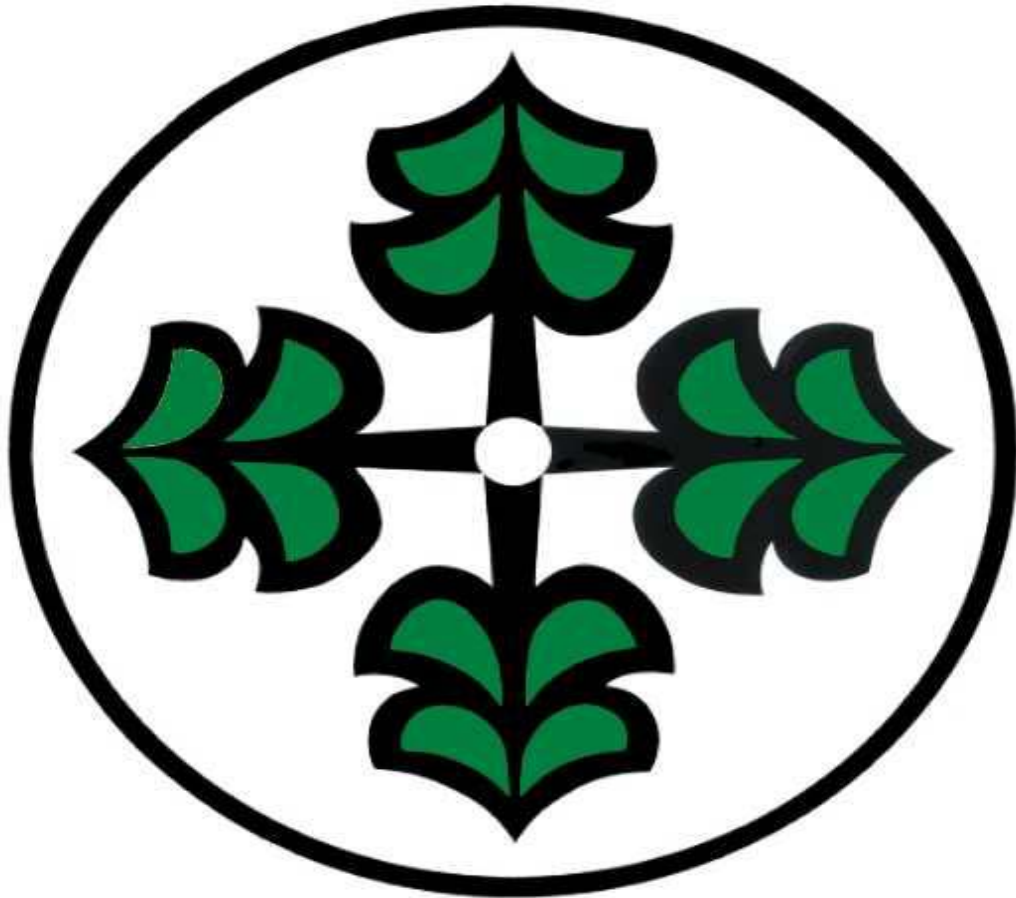
City of Port Alberni

City of Port Alberni
Strategic Plan 2002 – 2007
Table of Contents

A Message from Mayor Ken McRae

The publication of this City of Port Alberni Strategic Plan marks the first time that Port Alberni City Council has established a Vision, Mission and Values Statement. This statement has evolved over the past 10 months and has been complemented by the development of a series of Strategic Goals that have been developed by our management staff and endorsed by Council.

City Council is totally committed to achieving our Vision for the City of Port Alberni to become the most vibrant, healthy and united community in British Columbia. This is a lofty goal, and one that we are confident that we can achieve over time by working effectively with local constituents and partners who share our desire to uplift our community.

This Strategic Plan represents the priorities of your current Council. It articulates our vision of the future and provides ways and means for the public to measure our progress as we work on goals identified for the fulfillment of that vision. Council believes very strongly, as do I, that our role in the broader community is to define the business of Council and to partner with other local governance and community resource agencies in creative ways to carry out our business for the collective benefit of all. This means that Council and staff of the City will work hard at complementing the Visions of other agencies, cooperating with them and coordinating activities that will best serve to achieve our mutual goals.

Our Vision is indeed challenging. Our past achievements prove that we can meet that challenge together. We must recognize and celebrate our heritage as we move on to new endeavours, keeping our eye on the long-term goals that are inherent in the City's Vision.

As we evolve as a community, so too will our Strategic Plan evolve. As we interact with our constituents and partners, and as Councils change and grow, we are confident that this Plan will become more refined, serving always as a beacon toward a better future for us, for our children and for our grandchildren. I encourage everyone to join with Council as we dedicate our efforts and energies toward creating the most vibrant, healthy and united community in British Columbia.

Mayor Ken McRae
July, 2002

City Manager's Message

I am very pleased to have worked with City Council and City management staff over the past several months on the development of the City of Port Alberni's Vision, Mission and Strategic Planning document that you see before you today. This represents the City's first attempt at articulating its Vision of the future and I'm sure that we will constantly strive to refine, implement and improve upon the Strategic Goals and Objectives that are needed in order to fulfill the Vision of City Council.

As City Manager, I commit to the personal values of community and customer service, effective communication and public involvement, courtesy and cooperation and I resolve to encourage acceptance of those values by all City employees.

Our fine City is truly blessed with services and facilities that are second to none for communities of our size; the new Alberni Valley Multiplex, the new West Coast General Hospital, a vast array of recreational and heritage facilities and programs including the McLean Mill National Historic Site and wonderful parks and sport fields.

It is my fervent hope that we can now turn greater resources in the next decade toward upgrading of our basic infrastructure, including streets, sewer and water utilities, sidewalks, boulevards and streetscaping, all of which can contribute so significantly to the basic health and safety of residents and to greater pride in the appearance of the City.

With the Vision established by City Council, we now have the foundation for a better future for the City and we look forward with tremendous enthusiasm to the many positive changes that can and will result over the next several years.

Eric McCormick
City Manager

Our Vision

The City of Port Alberni's Vision Statement is intended to provide a clear and compelling picture of the municipality's preferred future, reflecting the City's priorities.

Our Vision is for the City of Port Alberni to become the most vibrant, healthy and united community in British Columbia.

The City will contribute to achieving this Vision through the combined efforts of the elected officials, civic employees, volunteers, committees and commissions, recognizing that we must do so in the context of cooperation with other governing entities within the Alberni Valley as a whole.

In our Vision, the Valley will come together to help one another create an economy and community that is thriving. The City intends to assist in achieving this through the development of strong partnerships and positive relationships between elected officials, staff, and community stakeholders.

The Alberni Valley will become a highly desirable place to live and visit. The commercial sector will grow and develop to become much stronger and more vibrant. Attractive storefronts and streetscapes will create a sense of community identity and pride. New industries will locate in the Alberni Valley due to extensive recruitment efforts and our collective ability to provide a viable location for them to prosper. A focus on value-added industry and commerce and the use of technology will create new business opportunities. The City will become well known as being "business friendly", with staff going out of their way to assist investors by looking for ways to help make things happen.

A well-developed, integrated tourism strategy will emphasize the attractions and qualities that are unique and distinct to the Alberni Valley. The City is a key partner in this strategy through its focus on heritage tourism, sport tourism, and community events. Local organizations will be provided assistance to attract events and conferences to the Alberni Valley. Civic staff will welcome visitors and provide them with information that ensures their stay is a memorable one.

The community will experience growth, which in turn will expand the tax base, enabling the City to provide services that meet the needs of all citizens and visitors to the City and to the Alberni Valley at tax levels that are appropriate.

Residents and visitors will have many opportunities to lead an active and healthy life. The City will maintain the appropriate infrastructure to ensure health and safety. The City will also provide many services that will further enrich the quality of life of all citizens and make this community an attractive place for people of all ages to live.

The City recognizes and supports the efforts of the many volunteers and organizations in the Alberni Valley. Through these partnerships the community works together to create a healthy community.

City Council is committed to providing leadership and decision-making that ensures all municipal services are aligned to meet the needs of residents and visitors and to achieve the vision of a vibrant, healthy united community.

Our Values

Value statements are the expression of our organization's fundamental beliefs which define our management style and behaviours.

City Council, municipal staff and volunteers are committed to the following values:

- *Service to Others* – providing high quality, reliable customer service.

- *Respect* – consideration for the beliefs and needs of others.

- *Integrity* – honesty in all dealings and the courage to act and live by these values.

- *Innovation* – open to change and learning in order to improve effectiveness and efficiency.

- *Contribution* – pride in one's work and the recognition and appreciation of skills and accomplishments.

Our Mission

A mission statement describes the business the organization is in, what it does, why and for whom.

Our Mission is to enhance the quality of life of residents and taxpayers by creating a vibrant, healthy and united community through:

- providing or facilitating the delivery of high quality municipal services and programs;
- being fiscally responsible;
- planning and development to ensure a thriving economy and a strong tax base;
- maintaining infrastructure to support the challenges of growth and economic diversification;
- providing leadership and building partnerships, which will be of benefit to the City.

Each city department is guided by their specific mission which contributes to achieving the City's Vision and Mission.

Internal and External Influences

The environment in which the City of Port Alberni operates is influenced by many internal and external factors. These factors provide challenges and opportunities as we work to achieve our strategic priorities. Highlights of these factors are presented here. For more detail refer to Appendix B.

Emerging Trends, Opportunities and Challenges:

(The following points are provided as a sample of the type of information that will be included here once the environmental scan is completed.)

External Factors

Low-income levels affect many families. Family Income (1995) is lower than the provincial average in all family types except male lone-parent families, which is slightly higher.

	Port Alberni	BC
All census families	49,516	56,527
Husband-wife families	54,669	60,612
Male lone-parent families	43,959	43,138
Female lone-parent families	21,564	28,448

The Alberni-Clayoquot region ranked the second worst in the province for income distribution. The poorest half (50%) of the populations receives only 21.7% of the income.

Changing government regulations regarding the availability of alcohol will challenge the community's ability to create a healthy community. Alcohol sales in the Alberni Valley between April 1, 1998 and March 31, 1999 were significantly higher than the provincial average with the average litres consumed in the Alberni Valley at 83 compared to 57 throughout the rest of the Province. Also on average $492 were spent on alcohol in the Alberni Valley as compared to $391 in the rest of the Province. Of this beer/cider account for 77.6% of all sales in the valley compared to 71.6% in the rest of the Province.(Source: RCMP Strategic Plan – Port Alberni Detachment)

An increasing seniors and youth population has the potential to create conflicts. Planning for physical infrastructure will have to recognize the different needs of a changing population cohort as, nationally, the numbers of people in the 1-14 age group declines by the year 2010, the number of people in the 15-19 group will increase by 210,000 vs. the 49,000 in the past ten years; and the 50+ group will increase by 3.7 million vs. just 2.4 million in the past 10 years. (Source: CPRA Illuminating Our Future, 1999).

While Canada's youth population will grow (8.3%), the growth will be larger in BC (14.4%). (Source: University of Victoria, Environmental Scan) In addition, the aboriginal child and youth

population is growing must faster than the same non-aboriginal population in the Province. (MCF) Port Alberni has a higher % share of the total population of aboriginal people (BC – 4%; PA – 8%).

Subsidies should be utilized to create equitable access to programs and services. Years ago public service and tax structures were put into place to subsidize seniors who were one of the least affluent sectors of the population. The situation has changed, yet the systems have not. Subsidies need to be rebalanced to reflect the needs of the population. (Source: CPRA Illuminating Our Future, 1999)

Internal Factors

(A summary of strengths and challenges (weaknesses) are included here - focus on your top three strengths and comment on how you will capitalize on these in order to achieve the plan. Focus on 2 or 3 weaknesses and discuss how these will need to be overcome in order to achieve the plan – don't use the word weaknesses as it has a negative connotation - the word challenges better fits. Include the larger strengths/weaknesses information in Appendix B)

Areas of Service/Core Functions

The City of Port Alberni provides services and programs in the following areas:

Bylaw Enforcement - zoning, subdivision, building inspection, property cleanup, animal control, parking enforcement, noise infractions, business licenses.

Building and Grounds Maintenance - cleaning, repairing and upgrading of City Hall, RCMP Station, Public Works and Parks Yard, Government Agent Office building, Industrial Mall building.

Bus Service - public transportation system.

Culture and Heritage Facilities and Programs - Alberni Valley Museum, McLean Mill National Historic Site, historic steam train operation.

Economic Development - attraction of investment, sustainment and expansion of the local economic base, diversification of the economy, promotion of investment opportunities.

Fire Protection - structural firefighting, marine firefighting, rescue/extrication/first responder coverage, hazardous materials response, fire prevention and education, inspections and Fire Code enforcement, vehicles/equipment/building maintenance, emergency preparedness.

Garbage Collection - pickup of commercial and residential solid waste and disposal to the landfill site.

General Administration
(a) Finance - corporate financial management, tax collection, accounts receivable, accounts payable, payroll, utilities billings and collections, purchasing, stores keeping, inventory control
(b) Administration - corporate administration, personnel and labour relations, public reception, bylaw enforcement, (except building, fire and zoning bylaws), conducting elections, and administration of Freedom of Information requests.
(c) Information Technology - information services.

Library - Vancouver Island Regional Library Branch.

Passive Parks Development and Maintenance - trees and boulevards, cemetery, Kitsuksis Dyke walkway, Roger Creek Park, Dry Creek Park, Paper Mill Dam Park, trails.

Playing Fields Development and Maintenance - Echo Park fields, Bob Dailey Stadium, ball fields, neighbourhood parks, Recreation Stadium.

Policing - protection of life and property, preservation of the peace, crime prevention, apprehension of criminals and execution of warrants.

Recreation Facilities Development and maintenance - Multiplex, Echo Centre, Echo Aquatic Centre, Glenwood Centre, Gyro Centre.

Recreational Programs - swimming and skating, children's playground and camping, a wide variety of leisure time skill and instruction activities for children, adults and seniors, activities at

the Multiplex, Echo Centre, the Aquatic Centre, Glenwood Centre, Gyro Centre.

Regulation of Development - planning, zoning, subdivision, building inspection.

Sewage and Drainage System Maintenance - provision of sanitary and storm drainage infrastructure.

Streets and Sidewalks Upgrading and Maintenance - general maintenance of sidewalks, street lighting, traffic control signals, street sweeping, road reconstruction, snow and ice removal.

Water System and Quality Maintenance - provision of water supply and distribution system and monitoring and control of water quality.

Strategic Options/Core Strategies

The City of Port Alberni has a variety of options for addressing the organizations and community's priorities. These options include:

- ***Programs/Services*** - Provision of specific programs and services to address a specific community need.

- ***Public Education*** – Use of public educations tools such as media campaigns, brochures, etc. in order to inform and educate the public or specific constituencies.

- ***Enforcement*** – Development and enforcement of by-laws and other tools to be utilized to ensure a safe and healthy community.

- ***Partnerships/Bridge Building*** – Working in partnership with other levels of government, organizations, businesses and/or individuals who share a common vision and goals.

- ***Networking*** – Meet with internal and external groups and individuals to share information.

- ***Prevention*** – Specific programs and activities designed to prevent harm and/or preserve municipal infrastructure.

- ***Protection*** – Provide specific programs and/or measures for the protection of citizens to ensure a safe community e.g. police and fire services.

Strategic Priorities – Focus Areas

The City of Port Alberni will achieve the vision and mission by focusing on the following strategic priorities.

- **Growth and Planning**
- **Information Technology**
- **Economic Development**
- **Human Resources**
- **Marketing**
- **Core Infrastructure**

Strategic Goals and Objectives

The strategic priorities will be addressed by focusing on the following specific goals and objectives.

Strategic Priority: **Growth and Planning**

Purpose: To plan strategies for an effective, efficient and integrated approach to growth management for the City of Port Alberni, within the Alberni Valley.

Strategic Goal #1: Investigation – to develop a plan to investigate regional growth issues.

- ***Objective 1.1:*** To describe the process involved in moving toward a District Municipality to City Council and to facilitate an educational event on the topic of regional growth issues with the participation of City Council, the Regional District Board, Cherry Creek Waterworks District, Beaver Creek Improvement District, the Hupacasath First Nation and the Tseshaht First Nation.

- ***Objective 1.2:*** To work with these agencies to develop a cooperative approach to addressing growth issues and developing related strategies and action plans.

Strategic Priority: **Information Technology**

Purpose: To ensure an integrated comprehensive information technology system that enables increased effectiveness and efficiency in the delivery of municipal services.

Strategic Goal #1: Create User Group - to increase the communication among users in order to effectively meet their needs and to provide improved internal customer service.

- ***Objective 1.1:*** To establish the structure and functions of a "user group" that would best facilitate an efficient user group and to select user group members to carry out the established functions.

Strategic Goal #2: Web Presence – to utilize the City's web page to enhance

communication and marketing and to improve customer service.

- ***Objective 2.1:*** To develop an efficient, effective process of supplying and developing information for presentation on the City's web page.

- ***Objective 2.2:*** To determine internal and external needs for a World Wide Web presence.

Strategic Goal #3: Training – to provide a comprehensive training program for staff to ensure the most effective and efficient use of the information technology provided.

- ***Objective 3.1:*** Working with HR, to identify training needs for hardware and software for the individual users of information technology systems.

- ***Objective 3.2:*** To assist in identifying a training area suitably configured with the necessary equipment.

Strategic Goal #4: Records Management – to develop a centralized system of records management for citywide, intra- and inter-department, use.

- ***Objective 4.1:*** To implement a computerized records management system.

Strategic Priority: Economic Development

Purpose: To play a significant role as a partner with other agencies in fostering the health and well being of all Alberni Valley residents by promoting Economic Development both in the City and the surrounding area.

Strategic Goal #1: Integration and Co-ordination - to ensure that the City actively encourages the integration and coordination of economic development services in order to provide effective and efficient service and to prevent duplication.

- ***Objective 1.1:*** To host regular management meetings with the staff of the Economic Development Commission, the Chamber of Commerce, Pacific Rim Tourism Association and Community Futures for the purpose of sharing information and bringing the collective resources of these agencies to bear on assisting developers and potential developers in their business and industrial enterprises.

Strategic Goal #2: Information Delivery - to provide comprehensive and relevant

information to attract and assist developers.

- ***Objective 2.1:*** To undertake the gathering of feedback from recent developers in Port Alberni concerning their evaluation of resources provided by the City and where they believe our customer service to developers can be improved.

- ***Objective 2.2:*** To review and update our Community Profile and to develop a summary form of the Profile, (in consultation with other agencies), that can be mass-produced in a professional format and conveyed to Real Estate Agencies and other organizations that may be approached by potential developers and investors.

Strategic Goal #3: Promotion of Opportunities - to identify and promote economic development opportunities in order to attract enterprises to the community.

- ***Objective 3.1:*** To facilitate communication of economic development inquires to all appropriate agencies involved, (EDC, Chamber of Commerce, Pacific Rim Tourism Association, Community Futures, Regional District Administration, City Engineering/ Planning), in order to ensure that as much assistance as possible is provided to potential developers and investors.

- ***Objective 3.2:*** To initiate innovative and creative thinking aimed at establishing non-tax revenues to alleviate the burden of traditional sources of municipal taxation.

Strategic Goal #4: Property Marketing – to aggressively market the sale or lease of City-owned properties.

- ***Objective 4.1:*** To prepare a list, (including their zoning, permitted uses, dimensions, services, appraised or assessed values – asking prices, etc.), of all City-owned properties that are available for sale or lease.

- ***Objective 4.2:*** To recommend a revision to the City's "Finder's Fee" policy to take into account the provision of some incentive to finders of Lessees, as well as Purchasers (as currently provided for in the policy), of City-owned properties.

- ***Objective 4.3:*** To meet with local Realtors to explain the revised "Finder's Fee" policy, to provide to them and review with them the property information and to encourage their active marketing of City-owned property.

Strategic Priority: Human Resources

Purpose: To ensure a qualified, motivated workforce in a healthy work environment in order to deliver high quality programs and services to the residents and taxpayers of Port Alberni by:

- building a corporate wide identity of the City as one organization;
- creating an effective, integrated system which ensures consistency and efficiency;
- developing and implementing human resources systems and policies;
- providing support and service to all departments and employees;
- promoting lifelong learning and skill development; and
- recognizing and valuing the unique nature and needs of each workplace.

Strategic Goal #1: Training – to sustain a qualified and knowledgeable work force that is satisfied, motivated, flexible, and consistently looking for new and better ways to provide services and programs; and to create an environment that values and supports lifelong learning and appreciates the value it adds to both the employee and the organization.

- ***Objective 1.1:*** To create a unified approach to mandatory training requirements by providing an annual calendar of training and developing in-house certified trainers for the delivery of training.

- ***Objective 1.2:*** To develop and deliver a training program that focuses on on-going employee development.

- ***Objective 1.3:*** To develop and deliver a customer service training program.

- ***Objective 1.4:*** To develop and deliver a training/educational program that focuses on employee well being and the creation of a healthy work environment.

Strategic Goal # 2: Recruitment/Hiring – to develop policies and systems that ensure the effective recruitment, hiring, orientation and evaluation of employees in order to maintain a highly skilled workforce; and to create the awareness among managers and supervisors that the hiring process is vital to long term organizational effectiveness and that it is essential to view new hires as potential lifelong employees.

- ***Objective 2.1:*** To ensure a highly skilled workforce through an effective hiring and selection process.

- ***Objective 2.2:*** To monitor a gender-neutral physical testing and evaluation system for new employees and an on going system to ensure staff remains fit after they are hired.

- ***Objective 2.3:*** To ensure that job descriptions reflect current practices and meet the needs of the organization.

- ***Objective 2.4:*** To develop and deliver a quality orientation program to ensure that new employees are truly welcomed and made to feel part of the greater whole, (i.e. integrated into the organization).

- ***Objective 2.5:*** To establish open lines of communication between the supervisor and probationary employee in order to utilize the probation period to ensure that the City maintains a highly qualified workforce.

Strategic Goal #3: Succession Planning – to develop a process for planning for succession whereby knowledge and experience is embedded in the organization and to develop a transparent and widely communicated process for career path development.

- ***Objective 3.1:*** To identify specific succession planning needs of the organization.

- ***Objective 3.2:*** To develop a succession planning program for the City.

- ***Objective 3.3:*** To connect the training and employee development program to the succession planning needs of the organization.

Strategic Goal #4: Performance Evaluation – to create an evaluation system that supports the ongoing development and improvement of the employee performance; and to create an organization where performance measures and evaluations are welcomed and utilized as a tool for motivating and supporting employees and managers.

- ***Objective 4.1:*** To develop a Performance Evaluation system for the organization.

- ***Objective 4.2****: To ensure that all managers are equipped with the knowledge and skills required to fairly and consistently implement the Performance Evaluation process.

Strategic Goal #5: Records Management – to develop a centralized system of records management that is effective and efficient and assists in achieving the purpose of the Human Resource function.

- ***Objective 5.1:*** To implement a computerized human resource records management system which effectively supports the functions of recruitment, hiring, training and performance evaluation of employees.

Strategic Goal #6: Human Resource Management System Administration – to develop and sustain a human resource management system, (including the human, physical and financial resources), in order to accomplish the vision, mission and strategic goals.

(A human resource management system consists of six basic functional areas: human resource planning, human resource staffing, human resource development, compensation and benefits, safety and health, and employee and labour relations. Key to the success of the system is human resources information management and professional practices.

- **Objective 6.1:** To develop an integrated, consistent and collaborative approach to the delivery of human resource programs and services in support of and cooperation with managers and supervisors.

- **Objective 6.2:** To increase the recognition and celebration of the contributions of the employees of the City of Port Alberni.

Strategic Priority: Marketing

Purpose: To develop and implement a marketing plan so that the City's recreation, sport and heritage tourism assets are effectively promoted; to educate the public about the other programs and services provided by the City in order to create increased understanding of and support for the benefits provided by those programs and services; and to establish reciprocal and cooperative promotional efforts with other agencies tasked with marketing of their similar products and services.

Strategic Goal #1: Tourism – to create a tourism strategy which emphasizes Sports Tourism and Heritage Tourism.

- **Objective 1.1:** To implement the Alberni Valley Multiplex Marketing Plan.

- **Objective 1.2:** To implement the Heritage Tourism Marketing Plan.

- **Objective 1.3:** To actively offer to display and circulate tourism promotional material available from other agencies, (e.g. Sport Fishery Committee, First Nations, Chamber of Commerce, Arts Council, etc) at City-owned facilities, through internet links from the City's web site and at City organized events, on a reciprocating basis with these other agencies.

- **Objective 1.4:** To identify upcoming events where the City can, with the consent of the event organizers, profile Sports and Heritage Tourism (e.g. 2003 AVICC, Sorority Conference, Salmon Derby, Annual Drag Racing Event, Annual Go Cart Grand Prix, Fall Fair, 2004 BC Winter Games, etc).

- **Objective 1.5:** To co-operate with and to provide assistance in the preparation of event hosting bid packages to community groups in their efforts to obtain/secure significant events for our community.

Strategic Goal #2: Partnering – to partner with organizations, agencies and businesses to

positively promote the valley and its opportunities.

- **Objective 2.1** To create a network of partners involved in promoting tourism in the Alberni Valley in order to become more effective and efficient in sharing resources to promote the tourism assets of the community.

- **Objective 2.2:** To revisit and rebuild the Joint Advertising Group initiative, whereby various local agencies may pool their marketing funds to create more widespread and effective dissemination of tourism promotional material.

Strategic Goal #3: Customer Service – in cooperation with the Human Resources training function, to ensure excellent customer service in order to create a positive image of the City of Port Alberni, its staff and services.

- **Objective 3.1:** To better understand customers' needs and interests in relation to the delivery of municipal services.

- **Objective 3.2:** To improve customer service by focusing on user-friendly approaches and systems (e.g. touch tone registrations, website development, payment options).

- **Objective 3.3:** To develop and deliver a customer service excellence program which enables all municipal staff to market city services and programs to residents and visitors.

Strategic Goal #4: Communications – to develop a communications strategy to increase and maintain citizen's knowledge and support of city services.

- **Objective 4.1:** To develop an effective, easily recognized and standardized City visual identity program.

- **Objective 4.2:** To assist the City's signage committee in developing a comprehensive and consistent signage plan.

- **Objective 4.3:** To work with local agencies in actively responding to inaccurate media information by providing positive and constructive information to the source of the inaccurate information.

Strategic Priority: Core Infrastructure

Purpose: To provide and promote a cost effective and sustainable program for the operation, maintenance, expansion and replacement of City owned infrastructure. This will be accomplished by:

- Identification of infrastructure upgrading and replacement projects and related capital costs required over the next five years;
- Public education to promote wider knowledge and understanding of the City's core infrastructure priorities and scheduling of projects;
- Capital leveraging techniques whereby local government investment in infrastructure projects not only takes advantage of government infrastructure grant programs, but also of the opportunities to promote private sector investment in private property upgrading;
- Review of the Equipment Replacement Reserve Fund on an ongoing basis to ensure cost effectiveness of the program;
- Cost effective operation and maintenance of major City-owned buildings, preserving investment, presenting a positive image and serving the needs of customers using the assets; and
- Development of capital reserve funds for the ongoing funding of core infrastructure upgrading and replacement needs.

Strategic Goal #1: Long Term Planning – to develop a comprehensive five year core infrastructure plan for the City using current best practices including the Engineering Department's five year capital planning documents as a budget guideline; and to develop a plan that includes the operation, maintenance, expansion and replacement of core infrastructure.

- ***Objective 1.1***: To develop a five-year core infrastructure replacement and construction plan using a standardized format for the plan document.

Strategic Goal #2: Equipment Replacement Reserve Fund, (ERRF) – to maintain an accurate database and readily available document for all equipment included in the ERRF program and to develop and promote the benefits and rationale behind the ERRF program.

- ***Objective 2.1:*** To update and refine the current ERRF database as may be required.

- ***Objective 2.2:*** To produce informational material to explain the ERRF program during the annual budget review process in order to promote the benefits involved and the fiscal and operational wisdom of maintaining a healthy ERRF Program.

Strategic Goal #3: Efficiency – To identify and develop cost effective and efficient practices using current and cutting edge technologies and incorporating these in core infrastructure operations.
- ***Objective 3.1:*** To identify cost effective practices and technology available for use in core

infrastructure management.

Strategic Goal #4: Funding – to develop measures to maximize financial resources which can be applied to infrastructure development and maintenance.

- ***Objective 4.1:*** To develop standardized grants application information that can be used as a tool kit or template when grant application opportunities arise.

- ***Objective 4.2:*** To develop, expand and promote ways and means to increase the City of Port Alberni's Capital Reserve program

Operational Plans

Strategic Priority: Growth and Planning

Purpose: To plan strategies for an effective, efficient and integrated approach to growth management of the City of Port Alberni, within the Alberni Valley.

Strategic Goal #1: **Investigation** – to develop a plan to investigate regional growth issues.

- *Objective 1.1:* To describe the process involved in moving toward a District Municipality to City Council; to facilitate an educational event on the topic of regional growth issues with the participation of Council, the Regional District Board, Cherry Creek Waterworks District, Beaver Creek Improvement District, the Hupacasath First nation and the Tseshaht First Nation; and to work with the agencies listed to develop a cooperative approach to addressing growth issues and developing related strategies and action plans.

Targets / Actions:

What	Who	When	How	Outcome Measures
Prepare a written description of the legislated process involved in establishing District Municipality.	City Planner & City Clerk			
Review the description with the Mayor and Council	City Manager			
Determine Council's objectives in relation to the concept of a District Municipality	City Manager			
Determine if Council, the Regional District Board and First Nations would participate in a Province-facilitated workshop on the topic of "Regional Growth Issues"	City Manager			
Develop objectives for the workshop and arrange the workshop with the Province.	City Planner			
Establish a staff group charged with ongoing follow up on the workshop's results.	City Manager and Regional District Administrator			

- *Objective 1.2:* To work with these agencies to develop a cooperative approach to

addressing growth issues and developing related strategies and action plans.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Draft inter-jurisdictional working relationship protocols with the Hupacasath and Tseshaht First Nations and articulate the existing working relationship protocols that currently exist between the City and the Alberni Valley Committee of the Alberni-Clayoquot Regional District.	City Manager and Administrators of First Nations and Regional District			

Strategic Priority: Information Technology

Purpose: To ensure an integrated comprehensive information technology system that enables increased effectiveness and efficiency in the delivery of municipal services.

Strategic Goal #1: Create User Group – to increase the communication among users in order to effectively meet their needs and to provide improved internal customer service.

Objective 1.1: To establish the structure and functions of a "user group" that would best facilitate an efficient user group and to select user group members to carry out the established functions.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Determine working group size and skill sets that members should possess.				
Determine Department area concerns or functional area operation participation				
Determine facilitation and coordination of group meetings				
Determine whether employee group members include both union and exempt				
Select user group members.				
Determine scope of group topics and commencement date of user group activity.				

Strategic Goal #2: Web Presence – to utilize the City's web page to enhance communication and marketing and to improve customer service.

- ***Objective 2.1:*** To develop an efficient, effective process of supplying and developing information for presentation on the City's web page.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Review current process of providing information to IT				
Determine alternate methods where deemed necessary				

- *Objective 2.2:* To determine internal and external needs for a World Wide Web presence.

Targets / Actions

What	*Who*	*When*	*How*	*Outcome Measures*
Determine internal needs				
Determine marketing and visibility needs				
Determine the feasibility of e-commerce				

Strategic Goal #3: Training – to provide a comprehensive training program for staff to ensure the most effective and efficient use of the information technology provided

- *Objective 3.1:* Working with HR, to identify training needs for hardware and software for the individual users of information technology systems.

Targets / Actions

What	*Who*	*When*	*How*	*Outcome Measures*
Assist in finding training aids and sources				
Assist in developing standards in IT training				

- *Objective 3.2:* To assist in identifying a training area suitably configured with the necessary equipment.

Targets / Actions:

What	Who	When	How	Outcome Measures
Examine potential training areas				
Determine hardware and software needs in concert with HR identified training requirements				

Strategic Goal #4: Records Management – to develop a centralized system of records management for citywide, intra and inter-departmental, use.

Objective 4.1: To implement a computerized records management system

Targets / Actions:

What	Who	When	How	Outcome Measures
Determine hardware and software needs to implement the system				
Design request for proposal to determine costs and suppliers				
Train staff in conjunction Human Resources				
Input prior year information into the system				
Implement system				

Strategic Priority: **Economic Development**

Purpose: To play a significant role as a partner with other agencies in fostering the health and well being of all Alberni Valley residents by promoting Economic Development both in the City and the surrounding area.

Strategic Goal #1: Integration and Co-ordination - to ensure that the City actively encourages the integration and coordination of economic development services in order to provide effective and efficient service and to prevent duplication.

- ***Objective 1.1:*** To host regular management meetings with the staff of the Economic Development Commission, the Chamber of Commerce, Pacific Rim Tourism Association, Community Futures and PRTA for the purpose of sharing information and bringing the collective resources of these agencies to bear in cooperative economic development initiatives that will be undertaken by this group.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Develop draft terms of reference and ground rules for the working relationships and meetings of this group.	City Manager			
Check out the willingness of the people involved to participate in such a group and obtain their feedback on the draft terms of reference and ground rules.	City Manager			
Invite representatives to semi-monthly City Manager's Development Meetings	City Manager			

Strategic Goal #2: Information Delivery - to provide comprehensive and relevant information to attract and assist developers.

- ***Objective 2.1:*** to undertake the gathering feedback from recent developers in Port Alberni concerning their evaluation of resources provided by the City and where they believe that our customer service to developers can be improved.

Targets / Actions:

What	Who	When	How	Outcome Measures
Individually contact companies currently undertaking development work in the Alberni Valley, or recently completing work and determine what information they need and where they would look.	City Planner			
Ask such contacts to comment on their experience in dealing with the City: the timeliness and effectiveness of information and assistance provided to them, the timeliness of carrying out processes such as rezoning, and; what improvements in service they would like to see the City accomplish.	City Planner			

- ***Objective 2.2:*** to review and update our Community Profile and to develop a summary form of the Profile, (in consultation with other agencies), that can be mass-produced in a professional format and conveyed to Real Estate Agencies and other organizations that may be approached by potential developers and investors.

Targets / Actions:

What	Who	When	How	Outcome Measures
Meet with the Economic Development Officer, (EDO), City Manager and City Planner to establish the desired format and content for a summary Profile.	City Engineer			
Determine if the EDO can expeditiously edit the Profile to arrive at the desired summary document.	City Engineer			
"Test market" the summary document with a group of local realtors and others who would use such a document).	City Manager. EDO and City Engineer			
Obtain the resources needed to mass-produce the summary Profile, produce and then distribute it.	City Engineer			

Strategic Goal #3: Promotion of Opportunities - to identify and promote economic development opportunities in order to attract enterprises to the community.

- ***Objective 3.1:*** To facilitate communication of Economic Development inquiries to all appropriate agencies involved (EDC, Chamber of Commerce, Pacific Rim Tourism Association, Community Futures, Regional District Administrator, City Engineering/ Planning) to ensure that as much assistance as possible is provided to potential developers.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Facilitate meaningful inter-agency discussions at semi-monthly development meetings.	City Manager and attendees			

- ***Objective 3.2:*** To initiate innovative and creative thinking aimed at establishing non-tax revenue to alleviate the burden on traditional sources of municipal taxation*.*

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*

Strategic Goal #4: **Property Marketing** – to aggressively market the sale or lease of City-owned properties.

- ***Objective 4.1:*** To prepare a list, (including their zoning, permitted uses, dimensions, services, appraised or assessed values – asking prices, etc.), of all City-owned properties that are available for sale or lease.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Update the City's land inventory and ensure that details on available properties are current and accurate	City Planner			

- ***Objective 4.2:*** To recommend a revision to the City's "Finder's Fee" policy to take into

account the provision of some incentive to finders of Lessees, as well as Purchasers (as currently provided for in the policy), of City-owned properties.

Targets / Actions:

What	Who	When	How	Outcome Measures
Draft a policy revision for Council's consideration.	City Manager			

- **Objective 4.3:** To meet with local Realtors to explain the revised "Finder's Fee" policy, to provide to them and review with them the property information and to encourage their active marketing of City-owned property.

Targets / Actions:

What	Who	When	How	Outcome Measures
Prepare the required information to convey to Realtors and arrange a meeting with them to review the policy and information.	City Manager			

Strategic Priority: **Human Resources**

Purpose: To ensure a qualified, motivated workforce in a healthy work environment in order to deliver high quality programs and services to the residents and taxpayers of Port Alberni by:

- building a corporate wide identity of the City as one organization;
- creating an effective, integrated system which ensures consistency and efficiency;
- developing and implementing human resources systems and policies;
- providing support and service to all departments and employees;
- promoting lifelong learning and skill development; and
- recognizing and valuing the unique nature and needs of each workplace.

Strategic Goal 1: Training – to sustain a qualified and knowledgeable work force that is satisfied, motivated, flexible, and consistently looking for new and better ways to provide services and programs. To create an environment that values and supports lifelong learning and appreciates the value it adds to both the employee and the organization.

- *Objective 1.1:* To create a unified approach to mandatory training requirements by providing an annual calendar of training and developing in-house certified trainers for the delivery of training.

Targets/Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Develop a list of all mandatory training.	Work group – Theresa, Norm, Lawrie, Tim, Lee		Survey managers; check job descriptions	
Develop a list of current and potential trainers	Work group			
Determine current and minimum training standards for each department				
Determine prerequisites for training				
Develop a quality control program for all training				
Ensure that all training delivered meets quality standards				

- *Objective 1.2:* To develop and deliver a training program that focuses on on-going employee development.

Targets/Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Determine current skill levels and employee aspirations				
Determine employer current and future requirements – link to succession planning				
Develop policy regarding onsite/travel; on time/own time; etc.				
Develop training programs to meet employee/employer needs				
Develop partnerships/linkages with other organizations who deliver training				
Develop a learning centre/training lab				
Develop in house training resources – trainers, AV resources, etc.				

Objective 1.3: To develop and deliver a customer service training program.

Targets/Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Develop an in-house customer service training program that could be utilized by all city departments.				
Select and train customer service workshop leaders.				
Deliver customer service training workshops to each department on an on-going basis.				
Monitor customer service concerns and complaints in order to continually improve the delivery of customer service training.				

- **Objective 1.4:** To develop and deliver a training/educational program that focuses on employee well being and the creation of a healthy work environment.

Targets/Actions:

What	Who	When	How	Outcome Measures
Develop an employee fitness promotion/education program, including stress management, leisure/fitness activities				
Work with EFAP to promote workplace wellness				
Incorporate healthy behaviours into how we conduct business, e.g. food for meetings, work/life balance				

Strategic Goal 2: Recruitment/Hiring - to develop policies and systems that ensure the effective recruitment, hiring, orientation and evaluation of employees in order to maintain a highly skilled workforce; and to create the awareness among managers and supervisors that the hiring process is vital to long term organizational effectiveness and that it is essential to view new hires as potentially lifelong employees.

Objective 2.1: To ensure a highly skilled workforce through an effective hiring and selection process.

Targets/Actions:

What	Who	When	How	Outcome Measures
Identify minimum hiring standards for all positions (fitness, technical skills, knowledge, etc.)				
Determine department/managers needs in the recruiting process.				
Create a consistent, centralized recruitment function – including standardized application forms/processes, advertising, etc.				
Co-ordinate the testing/short listing process				
Develop a consistent interview philosophy (policy)				
Select an appropriate interview method				
Train managers/supervisors in interview method				

What				
Establish an effective reference checking system				
Implement a standardize letter of hire and employment package.				

- ***Objective 2.2:*** To monitor a gender-neutral physical testing and evaluation system for new employees and an ongoing system to ensure staff remains fit after they are hired.

Targets/Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Monitor the policy on gender neutral fitness test for specific positions	Managers	2002		
Recommend appropriate changes to the policy if necessary.				

- ***Objective 2.3:*** To ensure that job descriptions reflect current practices and meet the needs of the organization.

Targets/Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Standardize all job descriptions – format, type of content, etc.				
Create a data base of all job descriptions				

- ***Objective 2.4:*** To develop and deliver a quality orientation program to ensure that new employees are truly welcomed and made to feel part of the greater whole, (i.e. integrated into the organization).

Targets/Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Develop a standardized orientation program for all employees – including orientation to City's Vision and Values				

What				
Revise orientation manual				
Develop site/job specific orientation programs for all positions				
Develop and deliver a train the trainers program to train those staff who would deliver the orientation				
Track Orientation through Records Management System				

- ***Objective 2.5:*** To establish open lines of communication between the supervisor and probationary employee in order to utilize the probation period to ensure that the city maintains a highly qualified workforce.

Targets/Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Establish clear understanding of expectations				
Train supervisors in giving effective feedback and managing the probationary period				
Develop a standard for regular meetings (feedback, performance evaluation)				
Develop and utilize written performance forms				
Track probation period through records management system.				

Strategic Goal 3: *Succession Planning* – to develop a process for planning for succession whereby knowledge and experience is embedded in the organization and to develop a transparent and widely communicated process for career path development.

- ***Objective 3.1:*** To identify specific succession planning needs of the organization.

Targets/Actions:

What	*Who*	*When*	*How*	*Outcome Measures*

What	Who	When	How	Outcome Measures
Clarify purpose and outcomes of a succession planning process with the City Manager				
Develop principles to guide the succession planning process.				
Determine strengths and vulnerabilities inherent in the organization's culture as it relates to implementing succession planning.				
Determine the organization's future skills requirements, including leadership development competencies and technical competencies. (attach to job descriptions)				
Identify critical jobs and critical skills.				
Gather information related to potential retirement dates of employees.				
Develop a five-year forecast of needs.				

- ***Objective 3.2:*** To develop a succession planning program for the City.

Targets/Actions:

What	Who	When	How	Outcome Measures
Educate managers on succession planning and talent development.				
Develop and implement a process to assess individuals – incumbents against competencies.				
Train managers on accountability for developing staff and on acquiring future skills (how to coach employees, communicate succession planning to all employees, etc.)				
Identify pool of potential successors – evaluate individuals looking for				

high and/or potential performers and create development plans for each individual.				
Gather information on best practices in succession planning.				
Recommend a process for succession planning.				
Develop a policy on succession planning – including a statement on internal/external filling of positions.				
Re-evaluate job descriptions in advance of vacancies in order to adapt them to forecasted needs. Develop a system of regular review of job descriptions. Communicate potential changes to the workforce.				

- ***Objective 3.3:*** To connect the training and employee development program to the succession planning needs of the organization.

Targets/Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Implement individual development plans.				
Develop a consistent policy and process of how the city will support (pay for) staff training requests.				
Communicate training/development opportunities to staff.				
Create a culture where employees are pursuing training and development, and communicating their career aspirations.				

Strategic Goal 4: Performance Evaluation - to create an evaluation system that supports the ongoing development and improvement of the employee performance; and to create an organization where performance measures and evaluations are welcomed and utilized as a tool for motivating and supporting employees and managers.

- ***Objective 4.1:*** To develop a Performance Evaluation system for the organization.

Targets/Actions:

What	Who	When	How	Outcome Measures
Research best practices in performance evaluations – obtain existing models and tools from other organizations.				
Seek input from other managers and CUPE. Ensure management/CUPE co-operation/relationship to support implementation.				
Develop a process and policy. To include: purpose, when takes place, who does it, how often, etc. Develop follow-up procedures re: poor evaluation, future training, etc.				
Develop specific performance evaluation tools that identify performance criteria including a focus on wellness.				
Communicate process to all employees				
Communicate employer expectations and performance evaluation process to all employees at time of hire. (Orientation)				
Communicate employer expectations and individual performance to all employees through succession planning process				

- **Objective 4.2:** To ensure that all managers are equipped with the knowledge and skills to fairly and consistently implement Performance Evaluation process.

Targets/Actions:

What	Who	When	How	Outcome Measures
Provide training for all managers on implementation.				
Develop process for employee appeal				

Strategic Goal 5: Records Management – to develop a centralized system of records management that is effective and efficient and assists in achieving the purposes of the Human Resource function.

- **Objective 5.1:** To implement a computerized human resource records management system that effectively supports the functions of recruitment, hiring, training and performance evaluation of employees.

Targets/Actions:

What	Who	When	How	Outcome Measures
Collect information from staff on their needs for HR information	Work Group – Theresa, Scott, Kathy			
Look at ability of current program to meet Human Resources Needs	Ann, Chris, Theresa, and IT Group			
Determine what current information is maintained by whom and where				
Determine what information should be maintained				
Investigate Record Keeping program currently used by Vince				
Determine policies and a system for maintaining the information – including access/security				
Train staff on using the system				
Input information into the system				

Strategic Goal #6: Human Resource System Administration - to develop and sustain a human resource management system, (including the human, physical and financial resources) in order to accomplish the vision, mission and strategic goals.

(A human resource management system consists of six basic functional areas: human resource planning, human resource staffing, human resource development, compensation and benefits, safety and health, and employee and labour relations. Key to the success of the system is human resources information management and professional practices).

- **Objective 6.1:** To develop an integrated, consistent and collaborative approach to the delivery of human resource programs and services in support of and in cooperation with managers and supervisors.

Targets/Actions:

What	Who	When	How	Outcome Measures
Determine who currently does which human resources functions				
Develop a model for integrating existing and future human resource functions.				

- *Objective 6.2:* To increase the recognition and celebration of the contributions of the employees of the City of Port Alberni.

Targets/Actions:

What	Who	When	How	Outcome Measures
Research best practices in employee recognition programs.				
Educate all staff on employee recognition.				
Develop guidelines and procedures for employee recognition				
Extend employee recognition to the community – recognizing city employees in the community				

Strategic Priority: **Marketing**

Purpose: To develop and implement a marketing plan so that the City's recreation, sport and heritage tourism assets are effectively promoted; to educate the public about the other programs and services provided by the City in order to create increased understanding of and support for the benefits provided by those programs and services; and, to establish reciprocal and cooperative promotional efforts with other agencies tasked with marketing of their similar products and services.

Strategic Goal #1: Tourism – to create a tourism strategy, which emphasizes Sports Tourism and Heritage Tourism.

- *Objective 1.1:* To implement the Alberni Valley Multiplex Marketing Plan.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Review this marketing plan to determine the mix of resources required to implement the plan successfully.				
Obtain the human, financial, and material resources required to implement the plan.				
Allocate tasks contained in the marketing plan to appropriate staff members and/or volunteers where appropriate.				
Evaluate progress on a regular basis.				
Compile a list of upcoming events				
Contact event organizers to investigate how Sport Tourism can be incorporated into their event.				
Task a committee to coordinate the 2003 AVICC, using this as a showcase to the island's community leaders of the opportunities and successes within the Alberni Valley in sport tourism.				

- ***Objective 1.2:*** To implement the Heritage Tourism Marketing Plan.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Review this marketing plan to determine the mix of resources required to implement the plan successfully.				
Obtain the human, financial, and material resources required to implement the plan.				
Allocate tasks contained in the marketing plan to appropriate staff members and/or volunteers where appropriate.				
Evaluate progress on a regular basis.				
Compile a list of upcoming events				
Contact event organizers to investigate how Heritage Tourism can be incorporated into their event.				
Task a committee to coordinate the 2003 AVICC, using this as a showcase to the island's community leaders of the opportunities and successes within the Alberni Valley in heritage tourism.				

- ***Objective 1.3:*** To actively offer to display and circulate tourism promotional material available from other agencies, (e.g. Sport Fishery Committee, First Nations, Chamber of Commerce, Arts Council, etc.) at City-owned facilities, through internet links from the City's web site and at City-organized events, on a reciprocating basis with these other agencies.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Establish a regular contact system and mailing/delivery system to accept material that agencies might want the City to display at major facilities and special events, and				

vice versa.				

- ***Objective 1.4:*** To identify and take advantage of the promotional opportunities available in conjunction with upcoming events where the City can, with the consent of the event organizers, profile Sport and Heritage Tourism, (e.g. 2003 AVICC Conference, Sorority Conferences, Salmon Derby, Annual Drag Racing Event, Annual Go Cart Grand Prix, Fall Fair, 2004 BC Winter Games, etc).

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Prepare / obtain a list of major, recurring or one-time special events which present opportunities for marketing our sport and heritage assets.				
Develop / obtain sport and heritage display materials that can be used to market sport and heritage tourism.				
Approach the organizers of these events to see if they would allow the City to provide promotional information for delegate kits, or to set up a display.				

- ***Objective 1.5:*** To co-operate with and to provide assistance in the preparation of event hosting bid packages to community groups in their efforts to obtain/secure significant events for our community.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Put together an opportunities and facilities specifications sheet for a promotions package.				
Maintain a library of models of successful past event hosting bid packages for reference by bidders for new events.				

Strategic Goal #2: Partnering – to partner with organizations, agencies and businesses to positively promote the Alberni Valley and its opportunities.

- ***Objective 2.1:*** To create a network of partners involved in promoting tourism in the Alberni Valley in order to become more effective and efficient in sharing resources to promote the tourism assets of the community.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Identify potential partners and their role, interests and resources.				
Establish a regular network to seek and implement opportunities in a coordinated effort.				

- ***Objective 2.2:*** To revisit and rebuild the Joint Advertising Group initiative, whereby various local agencies may pool their marketing funds to create more widespread and effective dissemination of tourism promotional material.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Discuss the potential of re-establishing this group with the development group described in the Economic Development strategic goal area; re-implement in 2003 if consensus reached.				

Strategic Goal #3: Customer Service – in cooperation with the Human Resources training function, to ensure excellent customer service in order to create a positive image of the City of Port Alberni, its staff and services.

- ***Objective 3.1:*** To better understand customers' needs and interests in relation to the delivery of municipal services.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Develop a program for customer feedback which broad, inclusive and relevant (focus groups, satisfaction surveys)				
Develop opportunities for interaction and cooperation amongst staff and citizens.				

- **Objective 3.2:** To improve customer service by focusing on user-friendly approaches and systems (e.g. touch tone registrations, website development, payment options).

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Assess successful opportunities developed in other jurisdictions.				
Work with IT to implement opportunities available through maximizing the utility of current software and City resources.				

- **Objective 3.3:** To develop and deliver a customer service excellence program which enables all municipal staff to market city services and programs to residents and visitors.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Work with HR on the development and deliver of an in-house customer service program.				
Provide appropriate, meaningful and current training for staff regarding City services and issues.				
Empower staff to provide opportunities for citizen's use of City services (i.e. free ticket on train on account of being				

inconvenienced).

Strategic Goal #4: Communications – to develop a communications strategy to increase and maintain citizen's knowledge and support of city services.

- **Objective 4.1:** To develop an effective, easily recognized and standardized City visual identity program.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Inventory current city/department identities and compare to vision. Define opportunities, gaps and conflicts.				
Resolve the need for individual department identities and a unified City image.				
Refine the City's visual identify and graphic standards in the context of the five-year financial plan.				

- **Objective 4.2:** To assist the City's Signage Committee in developing a comprehensive and consistent signage plan.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Obtain the terms of reference for the completion of the signage plan from the City Planner.				
Solicit input from community interests and relevant agencies.				
Assess the role of current signage and applicable regulations.				
Define key messages and develop the applicable plan in the context of the five-year financial plan.				
Coordinate the roles of applicable agencies (MoT, ACRD, CoC, etc.)				

- ***Objective 4.3:*** To develop and deliver an integrated standardized messaging system about City services (i.e.. purpose, cost, benefits, etc.).

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Assess City website for content, format, links, currency.				
Fine tune the website and intranet to implement the objectives of the strategic plan.				
Prepare succinct, relevant and current descriptions of City services for applicable media, staff and Council.				
Identify external and internal opportunities for promotion of and education about City Services.				
Foster the cooperative relationships and increased communication across departments and among management, which has been established through the Strategic Planning process.				

- ***Objective 4.4:*** To work with local agencies in actively responding to inaccurate media information by providing positive and constructive information to the source of the inaccurate information.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Provide media relations training for management staff.				
Develop a proactive media relation's strategy.				
Identify alternative media for City's messages and implement an education program.				
Co-ordinate the handling of key issues among management for a unified, timely, effective response.				

Strategic Priority: **Core Infrastructure**

Purpose: To provide and promote a cost effective and sustainable program for the operation, maintenance, expansion and replacement of City owned infrastructure. This will be accomplished by:

- Identification of infrastructure upgrading and replacement projects and related capital costs required over the next five years;
- Public education and knowledge and understanding of the core infrastructure and priorities and scheduling of projects;
- Capital leveraging techniques whereby local government investment in infrastructure projects not only takes advantage of government infrastructure grant programs, but also of the opportunities to promote private sector investment in private property upgrading;
- Review of the Equipment Replacement Reserve Fund on an ongoing basis to ensure cost effectiveness of the program;
- Cost effective operation and maintenance of major City-owned buildings, preserving investment, presenting a positive image and serving the needs of customers using the assets; and
- Development of capital reserve funds for the ongoing funding of core infrastructure upgrading and replacement needs.

Strategic Goal #1: Long Term Planning – to develop a comprehensive five year core infrastructure plan for the City using current best practices including the Engineering Department's five year capital planning documents as a budget guideline; and to develop a plan that includes the operation, maintenance, replacement and expansion of core infrastructure.

- *Objective 1.1:* To develop a five-year core infrastructure replacement and construction plan using a standardized format for the plan document.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Establish a database of all existing capital planning documents.	Work Group – Scott, Bill, Barry, Jacob, Norm, Ron			
Develop a list of infrastructure areas that require additional data collection and planning.				
Collect specific information on				

each CI group and develop appropriate plans for each.			

Strategic Goal #2: Equipment Replacement Reserve Funding – to maintain an accurate database and readily available document for all equipment included in the ERRF program and to develop and promote the benefits and rationale behind the ERRF program.

- **Objective 2.1:** To update and refine the current ERRF database as may be required.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Collect information pertaining to the ERRF Program				
Consult with Information Systems staff about the development of an equipment database.				
Create a data base for each piece of ERRF equipment				
Review the existing Asset Inventory software to see if it would be suitable for the program.				

- **Objective 2.2:** To produce informational material to explain the ERRF Program during the annual budget review process in order to promote the benefits involved and the fiscal and operational wisdom of maintaining a healthy ERRF Program.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Develop fact sheets for each piece of equipment				
Prepare orientation sessions for Council				
Develop standard ERRF reports for replacements requests				
Develop an annual report on the ERRF program for Council to include operating costs, the state of the equipment and recommended				

What	Who	When	How	Outcome measures
changes if any.				
Complete a comparison of similar programs in other municipalities including the lifespan of the equipment.				

Strategic Goal #3: Efficiency – To identify and develop cost effective and efficient practices using current and cutting edge technologies and incorporating these in core infrastructure operations.

- **Objective 3.1:** To identify cost effective practices and technology available for use in core infrastructure management.

Targets / Actions:

What	Who	When	How	Outcome measures
Listing of current E&E practices in use by the City				
Listing of available E&E practices that are available				
Cost payback/benefits analysis				
Select E&E practices to pursue				

Strategic Goal #4: Funding – to develop measures to maximize financial resources that can be applied to infrastructure development and maintenance.

- **Objective 4.1:** To develop standardized grants application information that can be used as a tool kit or template when grant opportunities arise.

Targets / Actions:

What	Who	When	How	Outcome Measures
Develop a database of fundraising options, methods and manuals.				
Develop a standard application package				
Develop a method for distribution of grant packages				

- ***Objective 4.2:*** To develop, expand and promote ways and means to increase the City of Port Alberni's Capital Reserve program.

Targets / Actions:

What	*Who*	*When*	*How*	*Outcome Measures*
Compile a listing of current reserves.				
Develop a list of other reserves, which should be created and associated rationale.				
Develop policy and procedures for the use of reserves			How to spend? What is the intent?	

Resource Plan - Budget

(Insert budget information here)

Monitoring and Evaluation

The translation of the Strategic Plan into action is the responsibility of City Management. The City Manager has taken leadership by establishing the strategic priorities. The management team has been divided into six focus groups based on the strategic priorities.

The focus groups have established an operational plan for each strategic priority. The operational plans have specific actions and targets which will be monitored to evaluate progress towards achieving the City of Port Alberni's vision and mission.

Progress will be reported monthly to City Council by staff. The reports will include an assessment of progress on specific goals and objectives and departmental activities related to the achievement of the vision and mission. They will also assess the implications of current constraints and variables that may affect our ability to meet the goals.

The City will report annually to the citizens of Port Alberni on our progress towards achieving the vision and mission. As the Strategic Plan is a living document, requiring regular review and updating by Council and staff, citizens are encouraged to provide input and feedback on the progress towards achieving the plan.

Appendix A

Internal and External Influences

The attached appendix contains the following information

Information	Source

Appendix B

Organizational Structure