



— CITY OF —
PORT ALBERNI

2019 – 2023

Corporate Strategic Plan



Hupacasath First Nation
welcome figures at Victoria Quay

Photo credit: @ExplorePortAlberni



Outside Front Cover Photos:

Riverside boardwalk at Victoria Quay *Photo credit: @ExplorePortAlberni*
(Inset Circle) Johnston Road corridor in bloom



Mayor's Message

On behalf of City Council, I am thrilled to introduce our strategic plan. I would like to start by acknowledging that the City of Port Alberni is located on the unceded traditional territories of Hupacasath and Tseshaht First Nations. And while acknowledging this protocol, we believe it's important to take a moment to really appreciate that fact. This strategic plan, our path forward, involves continued respectful partnering with local First Nations and includes specific action toward ongoing and meaningful reconciliation.

During the development of the City's 2019 – 2023 Strategic Plan, Council explored many possible paths to building a strong, successful Port Alberni. Through our discussions, we have elected to focus on five key areas:

- ▶ Responding to demographic change/ improving quality of life
- ▶ Enabling the new economy
- ▶ Providing and maintaining quality services
- ▶ Championing environmental leadership
- ▶ Fostering a complete community (safe, healthy and inclusive)

Council acknowledges that much of the work done and services provided by the City are not specifically mentioned in this plan. The day-to-day operations, services, and programs offered by your local government, largely continue regardless of local elected officials. Outside of that day-to-day, represents our opportunity. Our opportunity to make genuine and meaningful improvements to the quality of life for those who live in our community. That is the work, and intent, of this strategic plan.

Like so many citizens, our Council members love this community. We have been entrusted the task of envisioning Port Alberni's path to a brighter future. We are honoured to accept that responsibility, and we are committed to acting in the public's best interest at all times.

This is an incredibly exciting point in time for the City of Port Alberni. We believe the next few years will be a transformational phase in our story. Let's come together and make this journey a success for today's generation and the many generations to come.

Sharie Minions,
City of Port Alberni, Mayor

A background image of a dense forest with tall trees and sunlight filtering through the canopy. Overlaid on the right side is a white map outline showing a road and a location pin.

Mission

Our Mission is to enhance the quality of life of residents and taxpayers by creating a vibrant waterfront community...

- providing or facilitating the delivery of high-quality core municipal services and programs;
- balancing economic, environmental and social benefits;
- being fiscally responsible;
- planning and encouraging development to ensure a thriving economy and strong tax base;
- maintaining sustainable infrastructure;
- providing leadership and building partnerships (internal/external), which will be of benefit to the broader community.

Guiding Principles

Your City Council has adopted four principles. These principles are the pillars of Council's decision-making process:

- be authentic;
- demonstrate courage, integrity and humility;
- be innovative;
- be respectful, communicative and accountable.

Strategic Priorities



1

Respond to demographic change/improve quality of life



2

Enable the new economy



3

Provide and maintain quality services



4

Champion environmental leadership



5

Foster a complete community (safe, healthy and inclusive)



1 | Respond to demographic change/improve quality of life

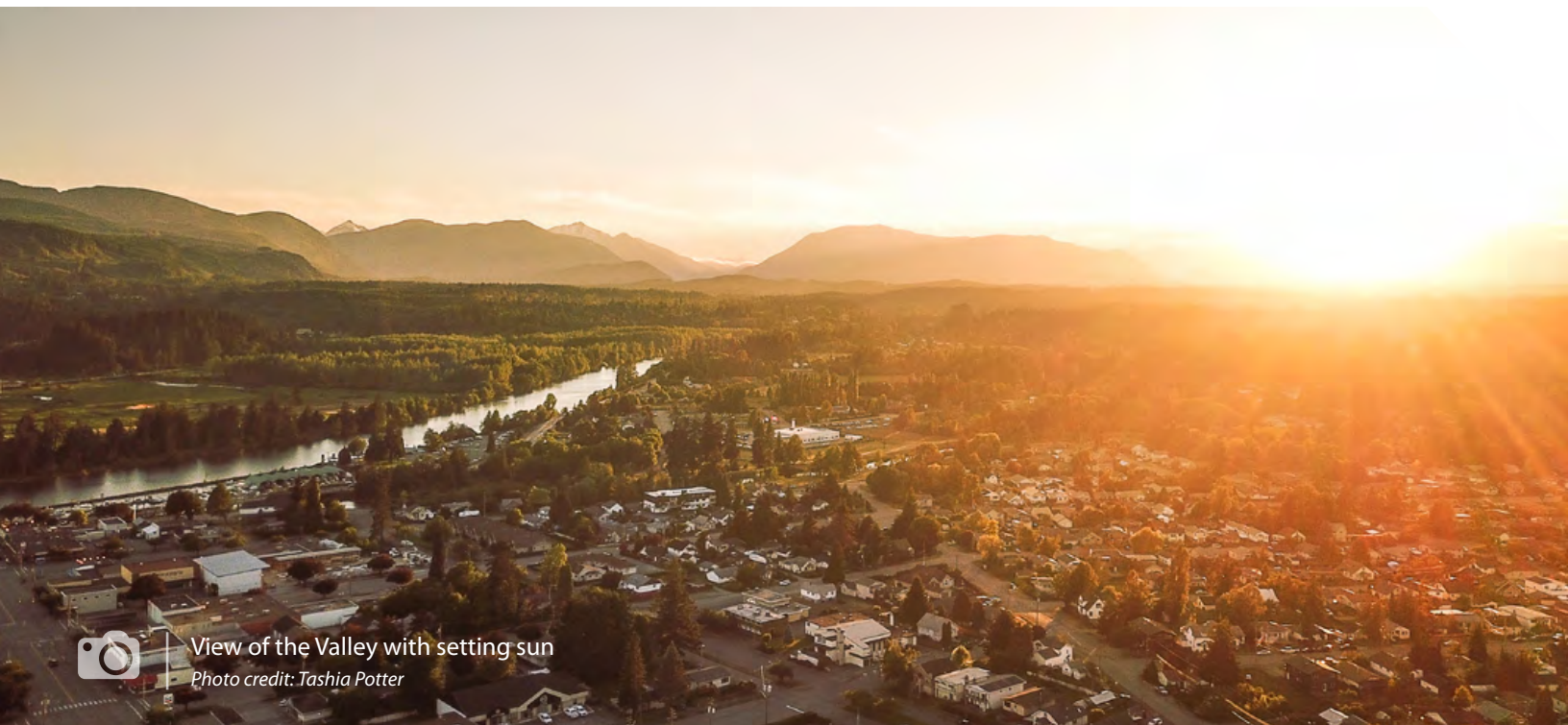
GOALS

1.1 Be a community that is connected by safe, walkable, green streets and accessible multi-modal pathways.

STRATEGIES

- 1.1.1 Proactively revitalize and reconfigure existing streets, in a priority sequence.
(Initial priorities include 3rd Ave (between Argyle and Mar) and Argyle (between 3rd Ave and Harbour Quay))
- 1.1.2 Streets that are not deemed a priority for proactive reconstruction are renewed and redesigned as they require improvements.
- 1.1.3 Initiate a proactive tree planting program as part of greening existing streets that are not being redeveloped.

See also Trails/Pathways



View of the Valley with setting sun
Photo credit: Tashia Potter



GOALS

STRATEGIES

<p>1.2 The Uptown District is revitalized and flourishing.</p>	<p>1.2.1 Attract new investment and encourage redevelopment and improvements. (Priority areas include upper 3rd Ave followed by Argyle between 3rd Ave and Harbour Quay)</p> <p><i>See also Truck Traffic Issue</i></p>
<p>1.3 The City adapts in response to ongoing demographic change and community development.</p>	<p>1.3.1 Review existing plans and guiding documents. Develop new plans for current and future use that reflect current values.</p>
<p>1.4 The public has access to and the use of the City's waterfront while marine-based industries thrive and contribute to a strong economy.</p>	<p>1.4.1 Support the timely repurposing of waterfront lands as opportunities emerge.</p>



2 | Enable the new economy

GOALS

2.1 The tourism/visitor sector of the local economy flourishes.

2.2 Heavy truck traffic is moved off of 3rd Ave in Uptown District.

STRATEGIES

2.1.1 Encourage tourism-related development and infrastructure.
See also Trails/Pathways

2.1.2 Investigate the potential for implementation of the Municipal and Regional District Tax (MRDT) program or alternate means to support tourism.

2.2.1 Develop a truck route. Consider the utilization of existing streets/roads as well as new alignment/route options.



Harbour Quay
from the water



GOALS

STRATEGIES

2.3 The economy grows with an emphasis on small business.

- 2.3.1 Focus the City's Economic Development Department efforts toward the small business sector (50 employees or fewer).
- 2.3.2 Explore an incentive program to support existing small businesses.
- 2.3.3 Explore an incentive program to encourage new small businesses in sectors that are strategic.
- 2.3.4 Continue reduction of the number of vacant commercial occupancies.

2.4 The community has a strategy that effectively encourages investment and sustainable growth.

- 2.4.1 Develop strategies. Consider leveraging growth/development to pay for more growth/development.

2.5 The City takes an active and innovative role in the redevelopment of brownfield sites.

- 2.5.1 Utilizing tools, methods and resources available to a local government, facilitate the redevelopment of brownfield sites.



3 | Provide and maintain quality services

GOALS

STRATEGIES

3.1 The highest and best use is made of City-owned assets.

3.1.1 Identify the opportunities, establish priorities, engage the public and stakeholders, and move with purpose on the right projects.

3.2 The City provides quality local government services that are valued by users, without duplicating services that are available through other public or private providers, unless doing so is in the public's interest.

3.2.1 Explore current practices and services with an eye for opportunities to free up City resources for other priorities.





GOALS

3.3 The City's Heritage Network, assets and stakeholders are aligned and provide services desired by the community. Heritage services are authentic and inclusive of all eras, cultures and perspectives.

3.4 The City's citizens receive the best value from its service providers.

STRATEGIES

3.3.1 Determine the desired level of resources available for Heritage, and the best model for the City to utilize in delivering Heritage services.

3.3.2 Consider all aspects of Heritage that the City is currently funding and develop a plan accordingly.

3.3.3 Explore opportunities for Heritage assets to support Economic Development related priorities.

3.4.1 Review services provided by the City and by ACRD. Reduce duplication. Ensure that City citizens are receiving the best value from the most appropriate service provider, and that City citizens are not subsidizing services provided to non-City residents.

3.4.2 Align the people paying for services with the people receiving those services.



4 | Champion environmental leadership

GOALS

4.1 Continuous improvements are made in terms of reducing the amount of solid waste generated within the City that is landfilled.

4.2 City infrastructure is renewed in a sustainable and environmentally conscious manner.

4.3 Brownfield sites in the community are remediated in a timely manner.

STRATEGIES

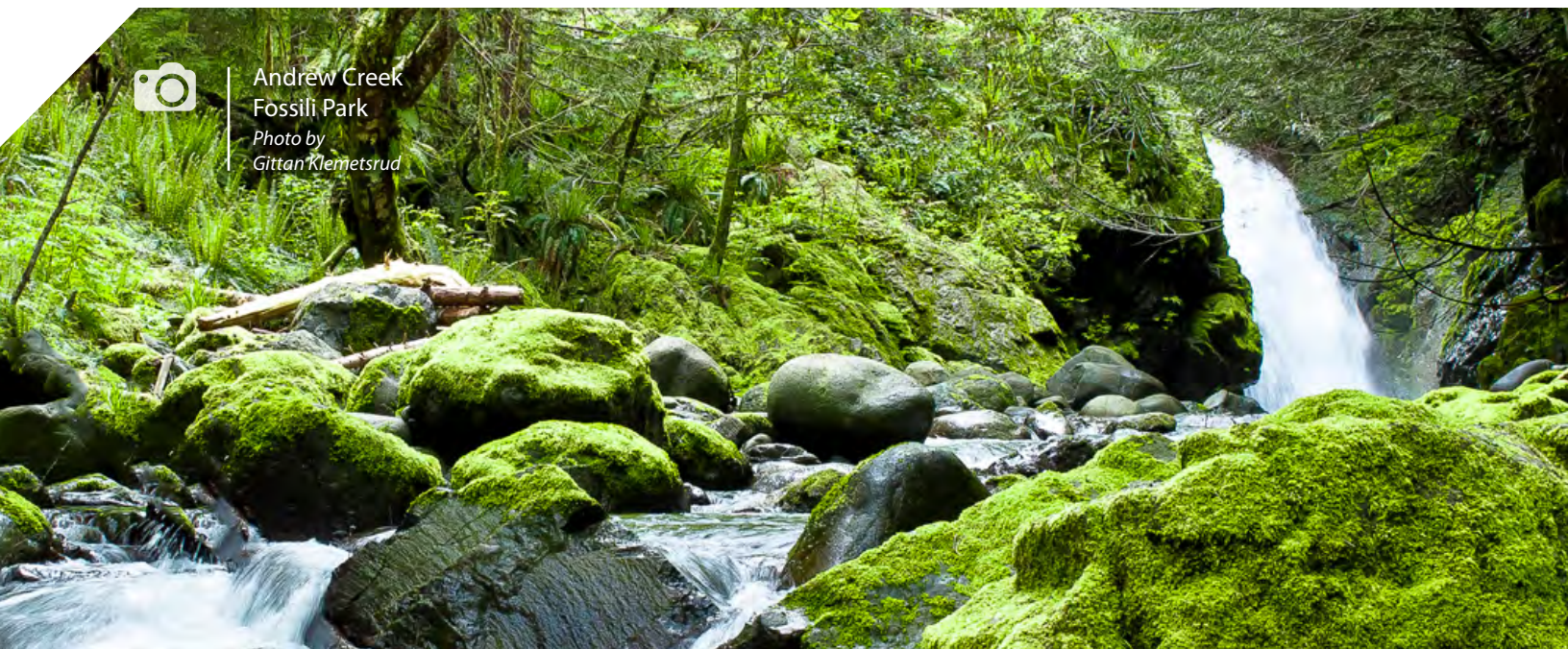
- 4.1.1 Ensure that Alberni-Clayoquot Regional District (ACRD) is aware that organics diversion is a priority concern for the City.
- 4.1.2 Support the ACRD in implementing organics diversion asap.
- 4.1.3 Ensure that the City is prepared to implement collection of separated organic solid waste as soon as the ACRD is prepared to receive that material separately.
- 4.1.4 Work with ACRD on improvements to solid waste diversion.

- 4.2.1 Develop and implement an asset management plan.

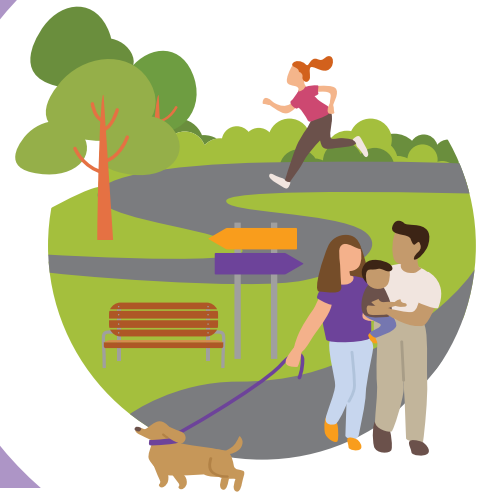
- 4.3.1 Utilizing tools, methods and resources available to a local government, facilitate the remediation of brownfield sites.



Andrew Creek
Fossili Park
Photo by
Gittan Klemetsrud



5 Fostering a complete community (safe, healthy and inclusive)



GOALS

5.1 The community is tidy.
Neighbourhoods are celebrated for their uniqueness. There are locally authentic public spaces. Citizens are proud of their community.

5.2 People are safe and feel safe.

STRATEGIES

- 5.1.1 Identify authentic aspects of community and neighbourhoods. Support and celebrate that authenticity.
- 5.1.2 Encourage the infilling of vacant lots and buildings to enable those sites to contribute to vibrancy.
- 5.1.3 Support pride in community.

- 5.2.1 Explore non-policing strategies that can be utilized by a local government to reduce crime and crime rate statistics.
- 5.2.2 Utilize crime prevention strategies to reduce crime.
- 5.2.3 Develop a Public Safety Building in the Uptown District where City Bylaw Services and RCMP Community Policing Services are co-located.



Our Town community event
Photo credit: Alberni Valley News

GOALS

STRATEGIES

<p>5.3 The community is connected with safe pathways and trails that are multi-modal. Pedestrians and cyclists are safe and feel welcome.</p>	<p>5.3.1 Develop multi-modal path between Kitsuksis Dyke and Harbour Quay (Connect the Quays). Develop other pathways that further connect the City.</p> <p>5.3.2 Improve connectivity of existing City pathways and trails.</p> <p>5.3.3 Ensure that trails are maintained.</p>
<p>5.4 People know where they are within the City through the use of effective and authentic wayfinding signage.</p>	<p>5.4.1 Develop wayfinding signs to be implemented on City streets, in City parks and on City trail system.</p>
<p>5.5 The City continues on a thoughtful and sustainable path of reconciliation with First Nations and First Nations citizens.</p>	<p>5.5.1 Continue progress on reconciliation by acting on the Reconciliation Committee's 27 recommendations in a sustainable manner.</p>



Running in the woods



MS Maasdam welcomed by Tseshaht First Nation



Outside Back Cover Photos:

Rainbow Photo by Erica Watson

(Inset Circle) Redford at Night Photo by Ed Francoeur



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