



The Village of
PORT CLEMENTS
"Gateway to the Wilderness"

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Committee of the Whole, Tuesday, April 6th, 2021

Scheduled for 6:00 PM – 6:45 PM

TOPIC: Draft Strategic Plan Survey Results

Documents relevant to discussion:

1. 2021 04 06 Strategic Plan Working Paper – Consultant Lori Wiedeman
2. 2021 05 15 Strategic Plan Resident Survey Responses Summary –
Consultant Lori Wiedeman (*received by Council at the March 15th, 2021
Regular Council Meeting*)



STRATEGIC PLAN WORKING PAPER

Author: Lori Wiedeman, Administrative Consultant
Date: April 6, 2021
RE: Strategic Plan Resident Survey Responses Summary – Option Development

As requested, the following options for changes to the DRAFT Vision, Mission and Values statements are based on the feedback from the Resident Survey on the Strategic Plan and have been provided for Council consideration.

Vision Statement:

According to the Certified Management Consultants of Canada (CMC), the Vision describes the future, as you see it. It should inspire, create excitement and motivate.

Original DRAFT Vision Statement:

Port Clements is a progressive community, striving for sustainable development.

OPTION 1:

Port Clements is a progressive community,
striving for sustainable development **and citizen involvement.**

OPTION 2:

Port Clements is a progressive community **that listens to resident feedback**
and strives for sustainable development.

OPTION 3:

Port Clements strives to be a progressive community,
seeking citizen involvement and sustainable development.

Mission Statement:

As per the CMC, the Mission provides focus, answering: What do you do? For whom? Why?

Original DRAFT Mission Statement:

*To bring together PEOPLE, PARTNERSHIPS and POSSIBILITIES
to support a strong and vibrant community.*

OPTION 1:

To bring together PEOPLE, PARTNERSHIPS and POSSIBILITIES
to **achieve a beautiful**, strong and vibrant community.

OPTION 2:

To bring together PEOPLE, PARTNERSHIPS and POSSIBILITIES
with respect and transparency to achieve clean living for our residents
in a **beautiful** strong and vibrant community.

OPTION 3:

To bring together PEOPLE, PARTNERSHIPS and POSSIBILITIES
with respect and transparency, to achieve clean living for our residents
in a gorgeous environment.

Values Statements:

As per the CMC, Values describe the organizational culture. They should: guide how you do business, resonate with residents and employees, and define the culture and beliefs.

Original DRAFT Values Statements:

Alignment with long-term PLANS: achievable, reasonable and practical
Respect for PEOPLE: community safety, fiscal prudence, minimal enforcement
Respect for PLACE: environmental protection, sustainability, balanced growth

OPTION 1:

Alignment with long-term PLANS: achievable, reasonable and practical
Respect for PEOPLE: **equality**, community safety, fiscal prudence, minimal enforcement
Respect for PLACE: **clean water**, environmental protection, sustainability, balanced growth

OPTION 2:

Alignment with long-term PLANS: achievable, reasonable and practical
Respect for PEOPLE: **equality, safety**, fiscal prudence, **willing compliance**
Respect for PLACE: **clean water**, environmental protection, sustainability, balanced growth

OPTION 3:

Alignment with long-term PLANS: achievable, reasonable and practical
Respect for PEOPLE: **equality, safety**, fiscal prudence, **pragmatic enforcement**
Respect for PLACE: **clean water**, environmental protection, sustainability, balanced growth



REPORT TO COUNCIL

Author: Lori Wiedeman, Administrative Consultant
Date: March 15, 2021
RE: Strategic Plan Resident Survey Responses Summary

RECOMMENDATION(s):

1. That Council receives this report on the summary of resident feedback on their Draft 2021 – 2025 Strategic Plan.
2. That Council hold a Committee of the Whole meeting to discuss the survey results and make recommendations on finalizing the Draft Vision, Mission and Values statements and the list of Council Initiatives.

BACKGROUND:

In December 2020 and January 2021, Council participated in two workshops to develop a Draft five-year Strategic Plan with the intention to seek public input through a Resident Survey. The Survey closed on February 19, 2021. A total of 238 copies of the survey were printed, a copy was sent to all Port Clements Post Office boxes, and hard copies were available at the office. 32 surveys were returned by the deadline.

The Survey focused resident's attention on the Vision, Mission, Values and Council Initiatives falling under the three priority areas identified in the Draft Strategic Plan:

- Maintaining and improving existing infrastructure;
- Improving livability and revitalizing the economy; and
- Encouraging and supporting land development.

For ease of reference, the feedback was summarized by themes and a high level summary is presented below. The full analysis of the survey is attached as Schedule "A" to this report.

DISCUSSION:

Vision Statement:

According to the Certified Management Consultants of Canada (CMC), the Vision describes the future, as you see it. It should inspire, create excitement and motivate.

DRAFT Vision Statement:

Port Clements is a progressive community, striving for sustainable development.

Fits Perfectly	Okay	Could be Improved	Blank	TOTAL
19%	50%	28%	3%	100%

Suggested improvements included adding “with the input of all its people” or “listening and seeking resident feedback” and wanting more specific goals stated like “we are striving to build a swimming pool.” Additionally, there was a request for the definition of “sustainable development” in this context. According to the International Institute for Sustainable Development (IISD):

“Sustainable Development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

Mission Statement:

As per the CMC, the Mission provides focus, answering: What do you do? For whom? Why?

Draft Mission Statement:

*To bring together PEOPLE, PARTNERSHIPS and POSSIBILITIES
to support a strong and vibrant community.*

Fits Perfectly	Okay	Could be Improved	Blank	TOTAL
19%	50%	25%	6%	100%

Suggested improvements included changing “to support” to “to achieve”, a “beautiful” strong and vibrant community, adding “with respect and transparency” and “clean living in a gorgeous environment”.

Values:

As per the CMC, Values describe the organizational culture. They should: guide how you do business, resonate with residents and employees, and define the culture and beliefs.

Draft Values:

*Alignment with long-term PLANS: achievable, reasonable and practical
Respect for PEOPLE: community safety, fiscal prudence, minimal enforcement
Respect for PLACE: environmental protection, sustainability, balanced growth*

Fits Perfectly	Okay	Could be Improved	Blank	TOTAL
19%	41%	34%	6%	100%

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Suggested improvements included:

- Council needs to demonstrate honest transparency with residents;
- “Clean water, equality and respect for everyone and the environment”; and
- Minimal enforcement – there is no enforcement and no Bylaw Officer.

Additionally, there was a request for the definition of “sustainability” in this context. According to the Oxford Dictionary:

Sustainability is the ability to be maintained at a certain rate or level; or avoidance of the depletion of natural resources in order to maintain an ecological balance.

Strategic Plan Priority Areas:

The survey provided residents with the opportunity to comment on projects that were identified as Council Initiatives. Residents were asked to rank the initiatives according to their importance.

MAINTAINING AND IMPROVING EXISTING INFRASTRUCTURE	Not Important	Important	Very Important	Blank
Sunset Park Campground upgrade	8%	39%	47%	6%
Community Park Tennis Court revitalization	25%	47%	28%	0%
Community Park Soccer Field improvements	34%	41%	22%	3%
Community Park Bathroom security	50%	34%	13%	3%
Community Park Playground Fencing	41%	38%	19%	3%
Graveyard purchase / restoration	47%	34%	16%	3%

Other themes that emerged from the comments included:

- Roads (ditching/drainage/potholes), sidewalks and paving;
- Water quality;
- Rainbow Wharf load limits and maintenance;
- Community Park repairs/maintenance/ability to allow new/additional/creative uses; and
- Health Clinic maintenance and planning for the future.

IMPROVING LIVABILITY AND REVITALIZING THE ECONOMY	Not Important	Important	Very Important	Blank
St. Mark's Gift and Gallery	28%	47%	19%	6%
Downtown beautification projects	14%	55%	28%	3%
Tourism directional / point-of-interest signage	25%	53%	13%	9%
Tourism Marketing	28%	44%	16%	13%
Playground Equipment upgrade	31%	47%	22%	0%
Golden Spruce Trail Extension Study	31%	38%	31%	0%
Sunset Trail Improvement Project	9%	38%	53%	0%

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Other themes that emerged from the comments included:

- Concerns about St. Mark's competing with business/suggestions to lease it out instead
- Community pool/therapy pool for health/wellness/to attract on and off island visitors
- Taking action on unsightly properties and vehicles
- A need to focus on the economy and job creation
- Interest in turning Rainbow Wharf into a pedestrian only promenade with year round pavilion for food/craft fairs
- Transition to clean energy

ENCOURAGING AND SUPPORTING LAND DEVELOPMENT	Not Important	Important	Very Important	Blank
Dyson Corner Hub	63%	16%	13%	9%
Seniors Housing development	19%	34%	47%	0%
Connect Highway 16 to Bayview Drive	63%	22%	9%	6%

Other themes that emerged included:

- Concerns about the Village competing with business through the Dyson Corner Hub
- Building a bathroom/laundry/shower facility at the Community Park instead
- Logging traffic volumes no longer support the development of Alder Avenue to connect Highway 16 with Bayview Drive
- Encouragement for the development of the M&B Subdivision

IMPLICATIONS:

STRATEGIC: The 2021 Strategic Plan Resident Survey was conducted at Council's direction as part of, and in alignment with the Council's Strategic Planning process.

FINANCIAL: The completion and adoption of the 5 year Strategic Plan will inform Budget Development for the 5 Year Financial Plan and provide direction for grant applications.

ADMINISTRATIVE: The completion and adoption of the 5 year Strategic Plan will form the basis of the annual work plan for administrative and public works staff.

Respectfully submitted
Lori Wiedeman, Administrative Consultant