



**DISTRICT OF TOFINO AND DISTRICT OF UCLUELET
SPECIAL JOINT COMMITTEE OF THE WHOLE MEETING**

**Ucluelet Community Centre, Main Hall
(500 Matterson Dr., Ucluelet, BC)
2020-January-20 at 9:00 AM**

AGENDA

Page

1. CALL MEETING TO ORDER

- 1.1 The Councils of the Districts of Ucluelet and Tofino would like to acknowledge the Yuułu?if?ath First Nation, on whose traditional territory the meeting is being held.

2. NEW BUSINESS

- 2.1 Districts of Tofino and Ucluelet Council to Council Meeting
(9:00 a.m.-12:30 p.m.)

Topics:

1. Introductions
2. Strategic Plan Review and Alignment (i.e. Housing, Health Services, Communications)
3. ACRD Regional Services (i.e. Planning, Parks, Emergency Coordination)
4. Next Meeting (TBD, July, 2020)

[2019-2022 DOU Strategic Plan](#)

[2019-2022 DOT Strategic Plan](#)

- 2.2 **Lunch**
(12:30-1:30 p.m.)

- 2.3 West Coast Elected Officials Meeting: Representatives from the ACRD, Area 'C', District of Tofino, District of Ucluelet, Yucluthaht Government, and Toquaht Government
(1:30 p.m.-3:00 p.m.)

Topics:

1. Introductions and regional priorities as determined by the group.

3. ADJOURNMENT

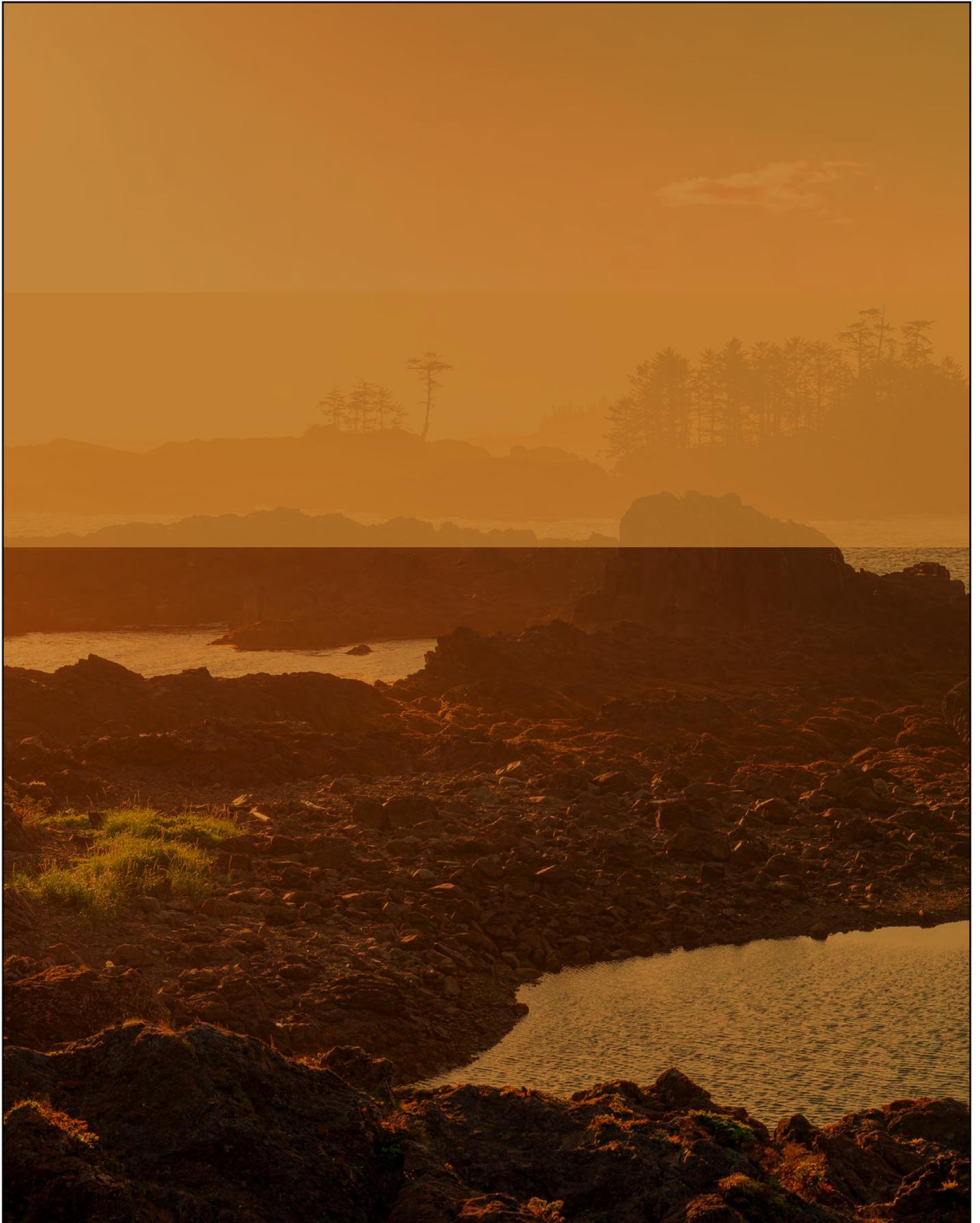
2019 > 2022

DISTRICT OF UCLUELET

STRATEGIC PLAN



DISTRICT OF
UCLUELET



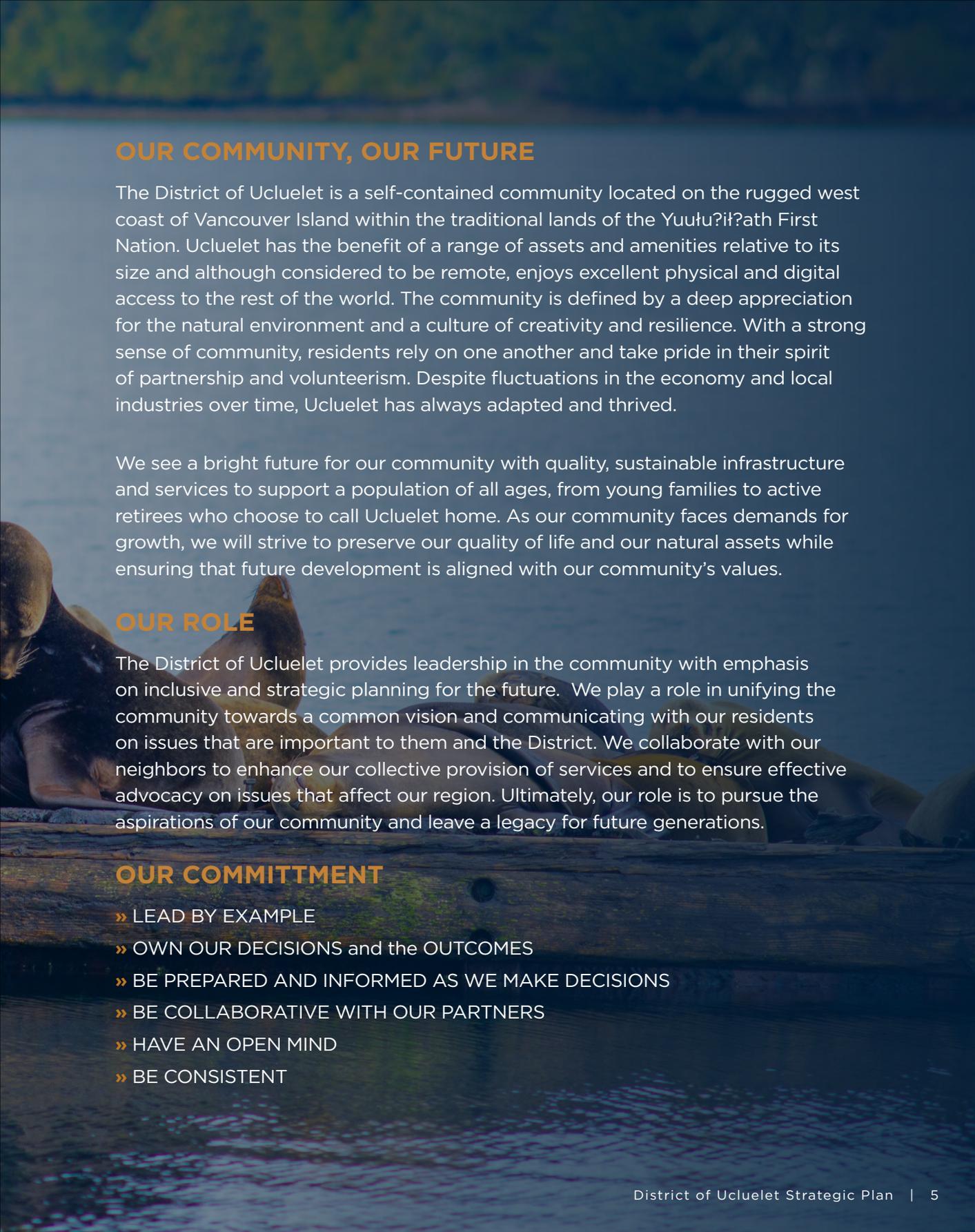


DISTRICT OF UCLUELET

STRATEGIC PLAN

A group of seals, including several brown and black ones, are resting on a weathered wooden pier. The pier is situated over a body of water, and the background shows a forested shoreline. The text 'DISTRICT OF UCLUELET' and 'OVERVIEW' is overlaid on the upper portion of the image.

DISTRICT OF UCLUELET OVERVIEW



OUR COMMUNITY, OUR FUTURE

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

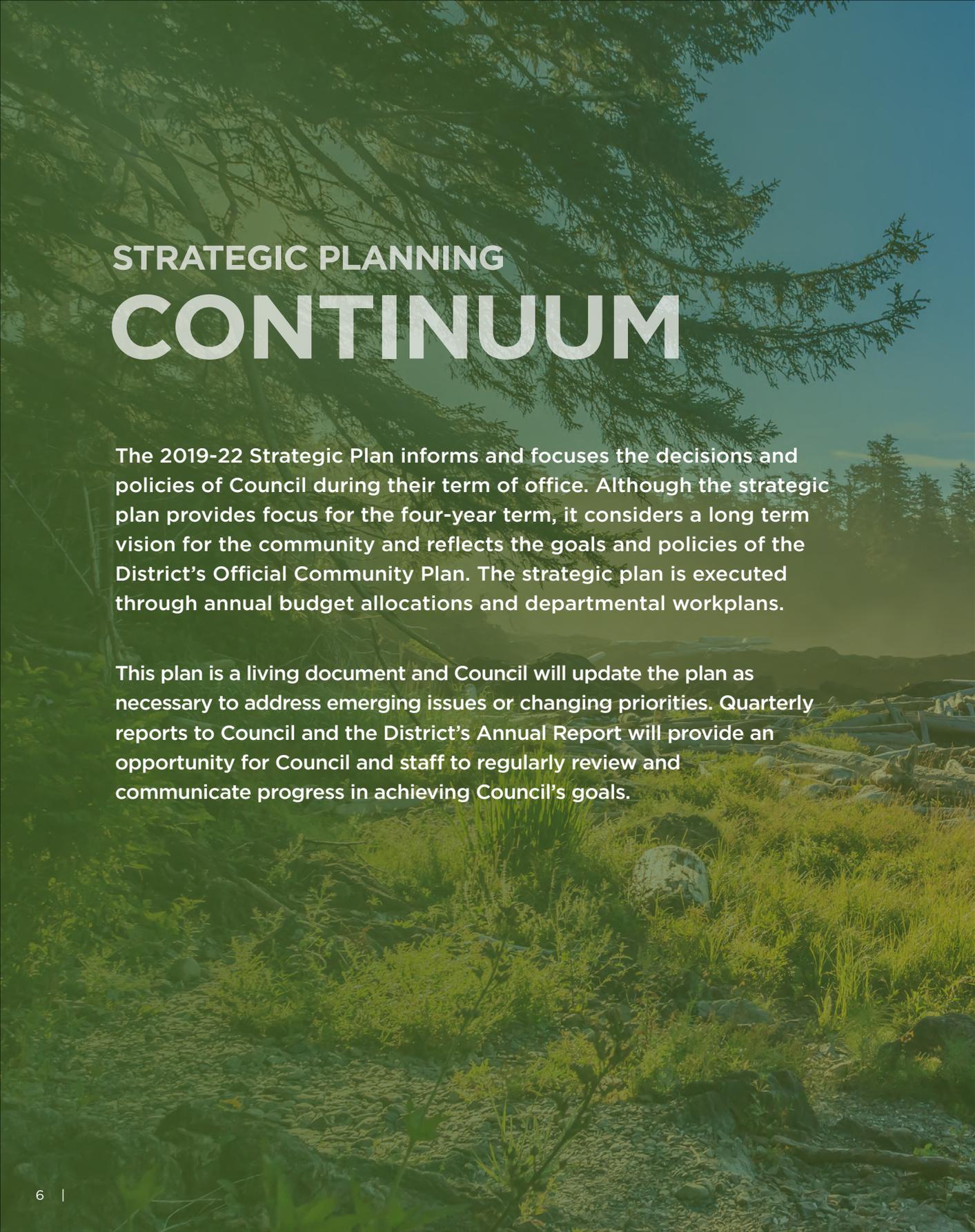
We see a bright future for our community with quality, sustainable infrastructure and services to support a population of all ages, from young families to active retirees who choose to call Ucluelet home. As our community faces demands for growth, we will strive to preserve our quality of life and our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

OUR ROLE

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

OUR COMMITMENT

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



STRATEGIC PLANNING CONTINUUM

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

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



30 YRS
OFFICIAL
COMMUNITY
PLAN

4 YRS
STRATEGIC
PLAN

ANNUAL
BUDGET
& WORK
PLAN

OUR
FOCUS
TODAY



MESSAGE

FROM THE MAYOR

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

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

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

Thank you.
Mayor Mayco Noël



COUNCILLORS

RACHELLE COLE

JENNIFER HOAR

LARA KEMPS

MARILYN MCEWEN



STRATEGIC

FOCUS AREAS

1. MANAGING GROWTH
& MAINTAINING
QUALITY OF LIFE

COMMUNITY
DEVELOPMENT
AND WELLBEING 2.



4. PARTNERSHIPS &
COLLABORATION

ASSET &
INFRASTRUCTURE
MANAGEMENT 3.





MANAGING GROWTH & MAINTAINING QUALITY OF LIFE

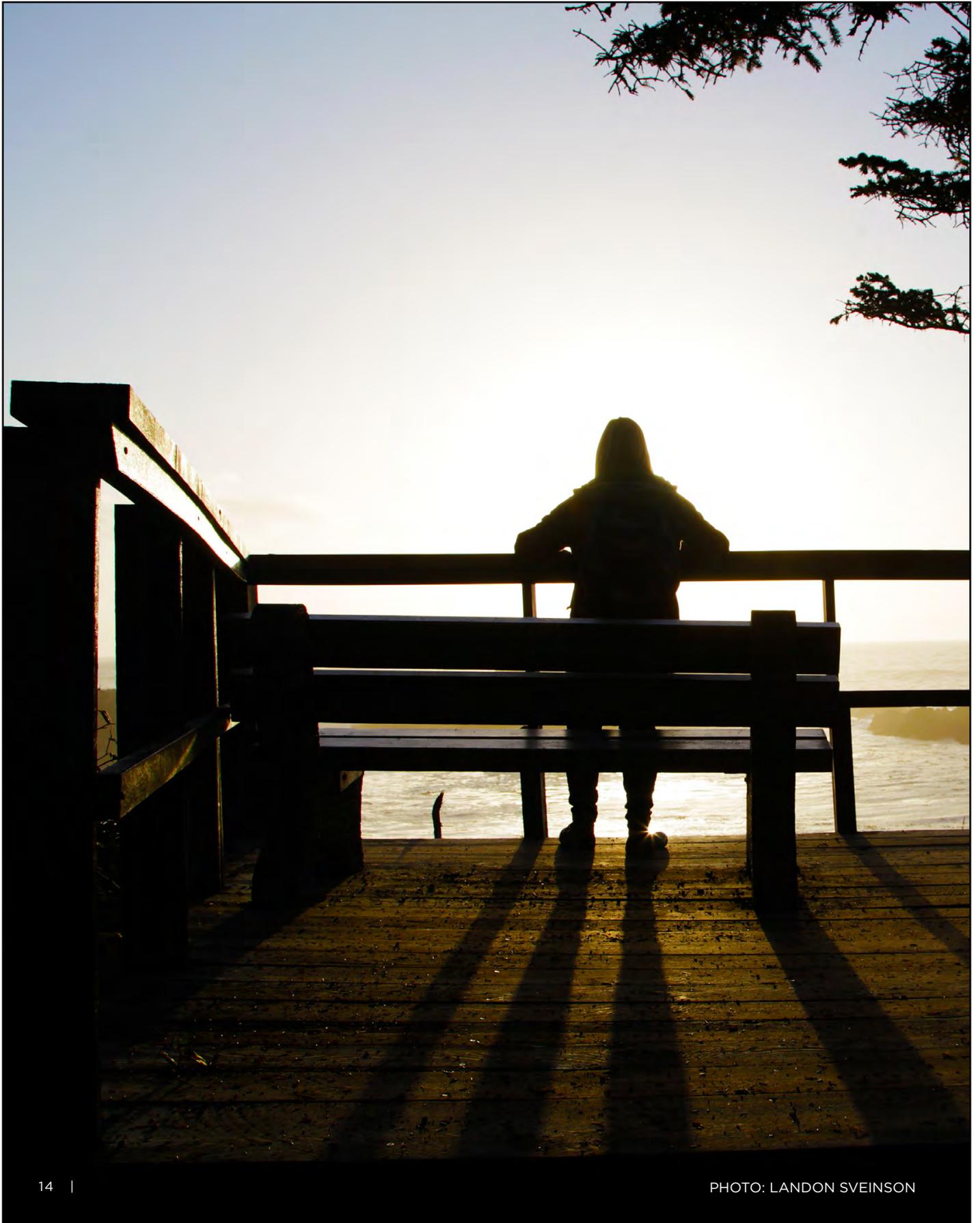
GOAL

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

WHY?

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

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



STRATEGIC FOCUS AREA 2



COMMUNITY DEVELOPMENT

GOAL

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

WHY?

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

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





ASSET & INFRASTRUCTURE MANAGEMENT

GOAL

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

WHY?

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

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



STRATEGIC FOCUS AREA 4



PARTNERSHIPS & COLLABORATION

GOAL

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

WHY?

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

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

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2019 > 2022





DISTRICT OF TOFINO
2019-2022 STRATEGIC PLAN

August, 2019

MESSAGE FROM THE MAYOR

It is my privilege to present the District of Tofino's 2019-2022 Strategic Plan.

The Strategic Plan sets out a series of priorities, including eleven high-priority strategic priorities, to guide the District's use of resources over the current Council term. The priorities are organized and presented under six themes:

- > Environment & Climate Change
- > Housing & Neighbourhoods
- > Infrastructure
- > Community Life
- > Economy
- > Corporate Governance

The themes and priorities were developed by Council, with input from senior staff, over the course of two facilitated workshops in April and May, 2019. Taken together, the themes and priorities reflect Council's sense of future challenges and opportunities, and speak to a shared vision of Tofino as a vibrant and resilient community, proud of its First Nations cultural heritage, and protective of its natural setting. The themes and priorities reflect, as well, Council's commitment to building an inclusive community of individuals and families who work together to prosper, and who care for one another.

Listed alongside the priorities are specific actions that have been identified by staff in support of the priorities. Staff will report to Council regularly on progress made on these actions. Every year Council will review the *Strategic Plan* to reflect on achievements and challenges, and to consider changes to the list of priorities. All changes that are made will be identified in annual progress reports.

I would like to thank all Council members and staff who participated in the strategic planning workshops, and who helped to develop this 2019-2022 Strategic Plan for Tofino. Progress on the priorities set out in the Plan will help to achieve Council's collective vision, and will position the community for continued success and prosperity.

Josie Osborne
Mayor



VISION

Located in the traditional territory of the Tla-o-qui-aht First Nation, Tofino is a vibrant, resilient and progressive community, home to people of all backgrounds who together build for the future, care for one another, connect with and protect the natural environment, and celebrate the rich First Nations culture.

THEMES

The 2019-2022 District of Tofino Strategic Plan is organized within six broad themes, five of which emerged as 'Community Topic Areas' through extensive community and stakeholder consultation in the development of the 2014 "Vision To Action (V2A)" Plan, Tofino's overarching community sustainability plan. The sixth theme, Corporate Governance, was added to cover Council's goals for the organization (i.e., the Corporation of the District of Tofino), to ensure that what is needed is in place to deliver on the responsibilities of the five other areas. The V2A Plan provides the compass for Council's strategic planning process, and the District of Tofino Council continues to use these same six themes to help guide the use of District resources, and organize priorities and their supporting actions during the 2018-2022 municipal term.

PRIORITIES & ACTIONS

In its strategic planning discussions, Council put forward several potential priorities to consider under each of the six themes. As a collective, and with input from senior staff, Council reviewed the full list of possibilities to identify which items to place on a "short list" for action over the course of the current term. The tables in the remainder of this 2019-2022 Strategic Plan present these priorities. All of the items are considered important; however, certain are noted as Council's high strategic priorities. Key actions listed in the tables have been identified by staff to take in support of the priorities.

This plan is intended to be a living document and Council will update the plan as the needs of the community change and evolve. Progress on the priorities set out in the Plan will be regularly reviewed by Council and staff, and will help to ensure Council's collective vision is achieved.



**ENVIRONMENT
& CLIMATE CHANGE**

We will restore, preserve, and protect the natural environment and take action on climate change, recognizing the interdependence of humans and the environment and the importance of a healthy environment to the uniqueness, beauty, health and economy of Tofino and its surrounding area.

HOMES & NEIGHBOURHOODS

We will promote the development of compact, mixed-use neighbourhoods that include a diversity of housing types, feature innovative and energy-efficient designs, and are safe and affordable for all residents.

INFRASTRUCTURE AND TRANSPORTATION

We will support active transportation and provide for the construction, care and replacement of all core infrastructure required to meet the needs of the community, in socially, fiscally and environmentally responsible ways.

COMMUNITY LIFE

We will initiate and support efforts to promote healthy living, preserve Tofino's quality of life, and allow all residents to participate fully in the community.

ECONOMY

We will work with the community to diversify and strengthen the economy, while building on Tofino's strengths as a year-round destination in a setting that is both environmentally and culturally unique.

CORPORATE GOVERNANCE

We will strengthen our capacity to represent, connect with, and provide services to the community, and we will involve and engage the Tla-o-qui-aht First Nation, in whose traditional territory we live.



ENVIRONMENT & CLIMATE CHANGE

We will restore, preserve, and protect the natural environment and take action on climate change, recognizing the interdependence of humans and the environment and the importance of a healthy environment to the uniqueness, beauty, health and economy of Tofino and its surrounding area.

Strategic Priorities (High)	Key Actions	Start Date
<ul style="list-style-type: none"> > With current information, capacity, and resources, take immediate and short-term actions to address the causes and impacts of climate change (short-term) 	<ul style="list-style-type: none"> > Develop a flood mitigation plan (2019) > Floodplain Bylaw. Hazard Land Development Permit Areas. > Develop Climate Leadership Plan for Tofino to identify the next step mitigation and adaptation initiatives that should be undertaken. 	2019 2020/2021 2022
<ul style="list-style-type: none"> > Address the causes and impacts of climate change (medium and long term) 	<ul style="list-style-type: none"> > Embed known mitigation and adaptation considerations into future policy and service initiatives as they are developed or updated, including the OCP, procurement, asset management, zoning bylaws, RTCs and other. > Establish DoT Policy related to campfires and /outdoor burning 	Ongoing? 2020
Additional Priorities	Key Actions	Start Date
<ul style="list-style-type: none"> > Accelerate efforts to identify, protect, and/or restore environmentally sensitive areas 	<ul style="list-style-type: none"> > Trees, Greenspace, and Natural Areas and Tree Bylaw (ESA). (Staff notes: Develop a tree protection bylaw > Develop an environmentally sensitive areas report (2021) > Undertake stream mapping and DPA review (2021) 	2022 2020



HOMES & NEIGHBOURHOODS

<p>We will promote the development of compact, mixed-use neighbourhoods that include a diversity of housing types, feature innovative and energy-efficient designs, and are safe and affordable for all residents.</p>		
Strategic Priorities (High)	Key Actions	Start Date
<ul style="list-style-type: none"> > Address housing affordability and supply challenges and influences to meet the community's long-term needs for affordable resident housing. 	<ul style="list-style-type: none"> > Advocate for provincial and federal housing affordability tools. > Undertake a Housing Needs Assessment as required every 5 years. > Create a long-term Resident Housing Strategy. 	Ongoing 2020 2021
Additional Priorities	Key Actions	Start Date
<ul style="list-style-type: none"> > Pursue housing supply initiatives and continue to protect existing resident housing in collaboration with Tofino Housing Corporation. 	<ul style="list-style-type: none"> > Work with developers and stakeholders to pursue the development of municipally owned lands at DL114, Sharp Road, and other opportunities as available > Support initiatives to address seasonal worker housing/shelter (Housing Strategy) > Ensure Protective Services is resourced/staffed sufficiently to continue enforcement of short-term rental regulations > Review and revise bylaws to protect existing and promote new affordable housing 	2020 2020



INFRASTRUCTURE

<p>We will support active transportation and provide for the construction, care and replacement of all core infrastructure required to meet the needs of the community, in socially, fiscally and environmentally responsible ways.</p>		
Strategic Priorities (High)	Key Actions	Start Date
<ul style="list-style-type: none"> > Ensure Tofino’s long term needs for infrastructure maintenance and renewal are met, including adequate funds to cover the expected costs, through Asset Management 	<ul style="list-style-type: none"> > Complete District of Tofino Asset Management Plan > Complete mitigation, adaptation, flood and tsunami maps. > Establish service standards for roads and the water and sewer systems. > Update the 2016 DoT Water Conservation Strategy, including the addition of a water risk decision tool 	[Qtr; Year]
<ul style="list-style-type: none"> > Complete construction of the waste water treatment plant (and associated infrastructure) and initiate operation 	<ul style="list-style-type: none"> > Maximize capital funding (e.g., grant or partnership funding) for construction of the waste water treatment plant (WWTP), and identify and seek capital and operational funding formulas that fairly reflect use. 	2019
<ul style="list-style-type: none"> > Review and improve water treatment operating processes (would like this to be a higher order priority) 	<ul style="list-style-type: none"> > Construct and Operate a WWTP by 2020 (THIS TIMING IS OUT OF REACH) > Establish clear authorities and responsibilities 	2020
Additional Priorities	Key Actions	Start Date
<ul style="list-style-type: none"> > Minimize solid waste disposal within Tofino in support of the ACRD Solid Waste Management Plan 	<ul style="list-style-type: none"> > Actively participate in renewal/update of ACRD Solid Waste Management Plan (anticipated 2021) > Support and participate in ACRD Organic Waste Diversion project (2019-2021) > Identify, support and implement opportunities to reduce and recycle as per the ACRD Solid Waste Management Plan (e.g., support Bottle Depot, continue with single-use item regulation) > Advocate for policy and legislative tools that better enable local governments to reduce waste (e.g., CleanBC Plastics Action Plan) (Council to senior levels of government) 	



<ul style="list-style-type: none"> > Ensure cost-efficient and responsible potable water use 	<ul style="list-style-type: none"> > Develop Water Supply & Demand Management Strategy. > Develop water meter replacement program > Develop Development vs. Water Risk Decision tool > Plan and develop an expanded Ahkmaksis Reservoir > Update the water conservation strategy, including the addition of a water risk decision tool, reduction of non-revenue volumes 	<p style="text-align: center;">2020 2021-22 2019-20 2021 2021</p>
<ul style="list-style-type: none"> > Promote sustainable, active, and efficient transportation alternatives through implementation of the District of Tofino Multi-Modal Transportation Plan 	<ul style="list-style-type: none"> > Consider MMTP recommendations in concert with Resort Development Strategy including: > Continue to enhance/redevelop Multi-Use Path > Improve crossings along Highway 4 (Helleesen Drive and Mackenzie Beach Road), work with MOTI on viability of other crossings > Lengthen shuttle service operating season > Increase frequency of shuttle service > Improve infrastructure to support shuttle and future transit > Upgrade pedestrian and cycling facilities throughout the District 	



COMMUNITY LIFE

We will initiate and support efforts to promote healthy living, preserve Tofino's quality of life, and allow all residents to participate fully in the community.

Strategic Priorities (High)	Key Actions	Start Date
> Increase access and opportunities for recreation, arts and culture	<ul style="list-style-type: none"> > Continue to pursue funding opportunities for establishment of a community recreation facility > Identify partnerships to secure opportunity for new library 	2022
> Enhance Tofino's disaster resilience	<ul style="list-style-type: none"> > Develop a tsunami evacuation plan (2019) > Secure Tsunami Siren 4 (2020) 	2019 2020
> Support community members to improve their health and wellbeing.	<ul style="list-style-type: none"> > Resource and convene Roundtable on Community Health > Participate in regional tables and forums (Council and/or staff where appropriate) 	
> Improve awareness, knowledge, and inter-agency collaboration on key public and community health issues	<ul style="list-style-type: none"> > Support West Coast Wellness Action Group (regional group advocating for replacement of Tofino General Hospital) 	
Additional Priorities	Key Actions	Start Date
> Explore limits to growth	<ul style="list-style-type: none"> > Further growth management discussion in 2019 Official Community Plan Development > Continue to refine limits to growth in reboot of Integrated Community Sustainability Plan 	2019
> Increase access and opportunities for high quality, affordable child care in Tofino	<ul style="list-style-type: none"> > Support the ACRD's Childcare Space Creation Action Planning process and explore partnership opportunities to create new spaces > Service level review and implementation (e.g., at DoT Community Children's Centre) > Advocate to senior levels of government for high quality, affordable childcare 	2019/2020



ECONOMY

We will work with the community to diversify and strengthen the economy, while building on Tofino's strengths as a year-round destination in a setting that is both environmentally and culturally unique.

Strategic Priorities (High)	Key Actions	Start Date
<ul style="list-style-type: none"> > Continue to strengthen the tourism sector as a sustainable, resilient, and foundational sector of the local economy and within the limits of the community's environmental and social capacity. 	<ul style="list-style-type: none"> > Update/Implement the Tourism Master Plan for Tofino > Event Strategy Implementation > Resort Development Strategy Development for pgm beyond 2018 > Wayfinding Sign Plan implementation (phased) > Continued Downtown Vitalization Plan Implementation (phased) 	2020-21
Additional Priorities	Key Actions	Start Date
<ul style="list-style-type: none"> > Continue efforts to diversify the local economy with initiatives that respect the importance of Tofino's tourism economy. 	<ul style="list-style-type: none"> > Review delivery economic development function, including CEDAC Terms of Reference and Action Plan against Council Strategic Plan/Service Level > Review/Financial Plan. 	2019/2020 2023



CORPORATE GOVERNANCE & CAPACITY

We will strengthen our capacity to represent, connect with, and provide services to the community, and to involve and engage with the Tla-o-qui-aht First Nation, in whose traditional territory we live.

Strategic Priorities (High)	Key Actions	Start Date
<ul style="list-style-type: none"> > Conduct a review of services delivered, including priorities, cost reduction opportunities and increased revenue potential. 	<ul style="list-style-type: none"> > Fee and Fine Review > Fire Service Agreement reviews > Cost recovery fees > Review utility fees in anticipation of the WWTP operation > Identify and track services standards, such as costs and timelines for licences, permits, etc. (<i>Service Level Review – not yet started</i>) > Service Level Review and Implementation > Support Development Cost Charge Review 	2019-2020 2019-2020 2019-2020
<ul style="list-style-type: none"> > Enhance communications and community engagement to increase civic participation and inform decision-making. 	<ul style="list-style-type: none"> > Implement Communications Strategy – Update Annually to Council > Logo/brand Refresh and Template Development > Website Refresh > Implement Communications Strategy (staff training, strengthening systems and procedures) > Renew Tofino’s Integrated Community Sustainability Plan to engage the community in long-term, comprehensive community planning. > Communicate the District’s strategic plan and highest priorities, hosting town hall meetings (Ongoing) 	2020 2022 Ongoing
Additional Priorities	Key Actions	Start Date
<ul style="list-style-type: none"> > Promote and pursue opportunities for increased dialogue between the District and First Nations 	<ul style="list-style-type: none"> > Attend Tla-o-qui-aht meetings? > Annual C2C Meetings, Monks’ Point Park Planning, Regional CAO meetings, Emergency Exercises and Training 	Ongoing
<ul style="list-style-type: none"> > Create employment and training opportunities inside the District for Indigenous persons 	<ul style="list-style-type: none"> > Post jobs in TFN Newsletter, build relationship with TFN HR Department > Pursue Fire Department training for TFN 	Ongoing



<ul style="list-style-type: none"> > Address human resources administration needs identified by the Auditor General for Local Government 	<ul style="list-style-type: none"> > Bi-annual all-staff meetings > Develop employee orientation program > Develop a comprehensive recruitment policy > Develop a formalized succession plan and prioritize key roles and mission-critical skills > Develop policies for departing employees – including exit interviews > Have policies reviewed by HR consultant for identification of gaps > CAO and Council to consider a performance indicator- related to CAO performance review. 	<p>Ongoing</p>
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