

Strategic Plan

2021-2022

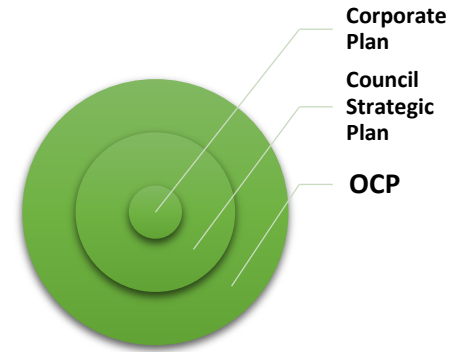


April 2021 Heather Nelson-Smith, CAO

Strategic Plan 2021-2022

A Council strategic plan is designed to translate the Official Community Plan objectives into a strategic framework of prioritization and decision making for the purpose of maximizing operational efficiencies and effectiveness for the purpose of enhancing community liveability.

The Mayor and Council of Port Hardy have reviewed the priorities of the District through a multi-day strategic plan session led internally by staff and have developed the following strategic plan based on reviewing the challenges and opportunities that are available to the District and the communities in the Mount Waddington Regional District.



Opportunities for Port Hardy:

- Gateway to the North Coast trail
- Time rich- no rush-no traffic
- Image
- Fibre Internet
- Location, location, location
- Rural lifestyle
- Transportation hub: land, water & air
- Tourism, art, and festivals
- Food security
- Community kitchen
- Outdoor events and opportunities
- Packaging for attraction of new residents
- Great quality of life
- Progressive local government
- Active business community

Challenges facing Port Hardy:

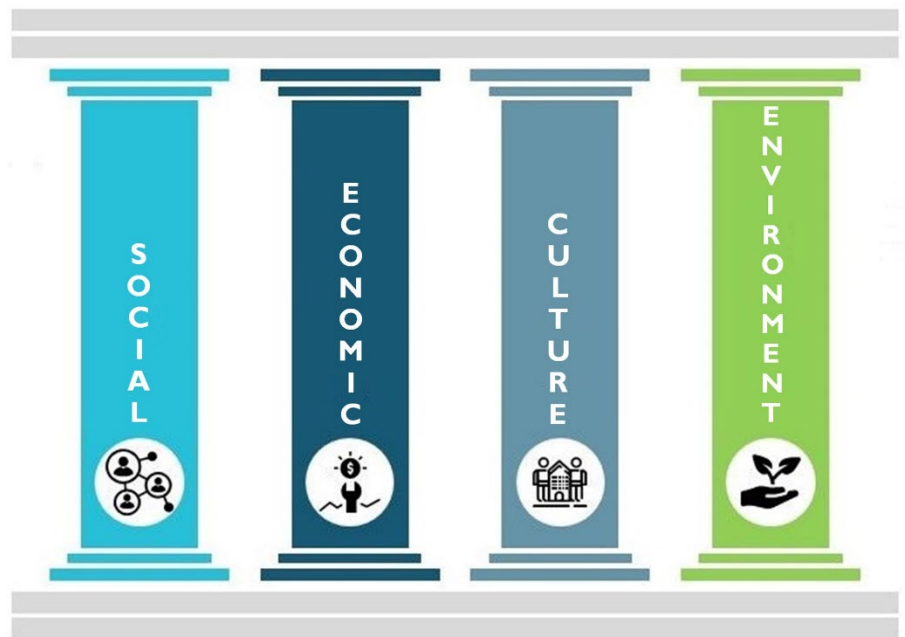
- Negative impacts on resources
- Decisions made outside of District control
- Poverty and social issues
- High percentage of aging/poor housing stock
- Lack of quality multifamily rentals
- Choice of housing
- Regulations
- Image of being remote
- Limited access to construction trades
- Future infrastructure needs with increased population

The Council 2021-2022 Strategic Plan is organized into the four pillars of sustainability: Social, Economic, Culture and Environment. The goals are set to guide staff in a corporate direction and align with each of those pillars which support the Official Community Plan.

The Council Strategic plan is divided into two parts, Council priorities and Corporate strategy. The Corporate strategy is designed to optimize the District's allocation of resources and priorities. It also accounts for the organization of Council's priorities.

Those items that are seen in future years, may be reallocated as needs change and adapt. Council is the driver of the strategic plan and the CAO will ensure that the plan is consistent with our staffing capabilities and financial resources to achieve success under each priority.

A report card will be created with timelines and regular check ins with Council along with a risk matrix to help guide the planning for the duration of this plan.



District Strategic Priorities



OCP Goals

- Port Hardy includes a broad range of affordable and diverse housing options across the community.
- Our community enjoys a vibrant local food culture with prosperous food related businesses – ranging from producers, to processors, to retailers – and where all residents have access to healthy, locally grown and raised food.

Council Priorities

Housing- Create housing opportunities that support the local need for affordable housing. Council to make land available for supportive housing and create policies that support development of affordable housing options.

Food Security- Empower the community to pursue a greater degree of food resiliency.

Communications and Engagement- Ensure that the District is providing communications to the community through all platforms including web, social media and paper.

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Corporate Strategy

Project/Priority	2021-2022	Measure
SOCIAL		
Housing	Prepare business case and concept plan for low-income/supportive housing residential development – Housing coalition	Adoption of a housing action plan
Housing	Engage with BC Housing to fill gaps in housing options	Create RFP/Donation of land
Housing	Create a strategy to address different types of housing option policies to support development (tiny homes and large lots)	Action plan
Food Security	Staff to negotiate community garden space in new developments	Establishment of new community gardens
Food Security	Direct the development of an agriculture capability assessment	Completion of assessment
Food Security	Develop educational resources on backyard food production and establish a budget	Facilitate annual food production workshops
Poverty Reduction	Prepare a poverty reduction plan	Completion of plan
Public Wi-Fi	Prepare a plan and budget for providing Wi-Fi in public spaces (Harbours and Parks)	Budget approval/installation
Communications	Continue to keep the community informed via web and social media platforms	Increase in engagement
Emergency planning	Develop resources and training to help residents prepare for emergencies	Development of training resources
Improve Customer Service	Implement online billing options for taxes and utilities	Implementation of program
Livability index	Prepare an annual livability index. Consider policies and programs that can enhance the community	Report available annually

Future

Housing available for all

District Strategic Priorities



OCP Goals

- Create a diverse economic base that integrates social and ecological values and contributes to a high quality of life for residents and business owners.
- Support the community in recovery during and after the pandemic.

Council Priorities

Lifestyle and Retention- Promotion of the many services available in the community will enhance the livability of the area. Port Hardy and the North Island is a great place to live, work and play.

Pandemic Recovery- Provide support to the community through a temporary Economic Development Recovery Officer to support business and community recovery and make the District resilient in the future.

Be Future Ready- Develop policies that support sustainable infrastructure renewal.

Community Forest - Direct North Island Community Forest Limited Partnership to work with the communities to support increased tenure for future revenue generation.

Marine Service Hub- Establish Port Hardy as the marine service hub for the North Island.

Corporate Strategy

Project/Priority	2021-2022	Measure
ECONOMIC		
Lifestyle and retention	Develop a resident's guide for Port Hardy	Guide available in paper and web format
Promotion	Work with other North Island agencies to support attraction campaigns including promotional videos	Data shared with other agencies- inclusion of information on website
Community Forest expansion	Work with NICFLP through shared resources to ensure that expansion efforts are supported	Expansion of the Community Forest
Boat Haul out Feasibility	Prepare a feasibility study for a boat haul out facility to support the North Island fleet	Complete study
Asset Management	Develop an asset management plan and policy for reserves	Develop policy
Economic Recovery	Hire economic development recovery officer to assess and implement strategies for recovery during and after the pandemic. This will include preparation of shovel ready projects.	Hire Ec Dev Officer
COVID Recovery Funding	To be used to offset reduced revenues in recreation, harbour and tourism. This will allow us to continue operations as is without adjusting tax rates to offset those fee losses	

Future

- Build a boat weigh
- Upgrade marine infrastructure
- Infrastructure review for increase population
- Community Kitchen hub to support small business



District Strategic Priorities



OCP Goals

- Port Hardy will be a vibrant, engaging community that supports and encourages community health, safety, economic prosperity and recreational opportunities for residents and visitors.
- Open space will be networked to support both active transportation and movement of water and wildlife. Streams, rivers, and marine areas are protected or enhanced and celebrated as prime community assets.
- Our transportation will be safe, accessible, convenient, and affordable choices with emphasis on high quality walking, cycling, and transit options.
- First Nations Relations with improved relationships and acknowledgement of traditional territory.

Council Priorities

Youth Opportunities & Outreach- Support the youth of the community through recreation, civic engagement, and communications.

Recreation, Arts & Culture- Ensure that there are facilities that support the North Island including large scale recreation facilities such as the pool and arena, outdoor recreation opportunities like trails and support recreation programming for all ages and other forms of programming that support arts and culture in Port Hardy.

Relationship Building- Building on the North Island Indigenous history and incorporating the culture through partnerships that support acknowledgement and foster a community that has understanding.

Corporate Strategy

Project/Priority	2021-2022	Measure
CULTURE		
Youth employment	Work with high school on developing a work experience program	Youth hires
Youth civics education	Development of a District led youth civics event	Bursaries/ Youth Council
Recreation facilities	Submission of grant applications to support recreation infrastructure	Successful grant applications
Recreation Programming	Increased activities, use of facilities and promotion	Number of participants
Outdoor recreation	Trail enhancements, maintenance, and expansion	Improved community usage
Outdoor recreation	Work with RDMW on enhancing trails on the North Island	Improved access
Active Transportation	Prepare plans for future projects within the capital budget	Prepare plan
First Nations Signage	Create dialogue to support plans for future signage enhancements	Strategy in place
Cultural Sensitivity Training	Develop a policy on ongoing cultural sensitivity training	Training to be held prior to end of 2022
Senior's support	Improved access to recreation opportunities and access to facilities	Increased numbers of seniors participating in activities

Future

Foundry support
New pool
Seawall Beautification (Parking)

Recreation programming
Covered Tennis Courts
Community Kitchen

Leadership support
Art Installations

District Strategic Priorities



OCP Goals

- To improve buildings in Port Hardy are improved with energy efficiency and use of renewable energy wherever possible – and assist in meeting climate protection commitments set out in the BC Climate Action Charter.
- Ensure our waste generation per capita is among the lowest in British Columbia and that no more than 10% of waste for disposal consists of recyclable materials and compostable waste.
- Ensure our water is consumed responsibly, and new demand is met through conservation.

Council Priorities

Reduce Landfill Waste- Support Regional District of Mount Waddington initiatives to divert waste including implementation of community composting where practicable.

Water Conservation- Convert municipal facilities fixtures to reduce water usage.

Carbon Neutrality- Support, where practicable, energy efficient conversions in existing municipal facilities, new municipal buildings, and municipal fleet.

Corporate Strategy

Project/Priority	2021-2022	Measure
ENVIRONMENT		
Municipal Building efficiency	Where practicable, upgrade existing facilities to be energy efficient	Lower carbon footprint
Water Conservation	Upgrade Municipal facilities with low flow fixtures through operating funds	Number of fixtures replaced
LED Street lights	Change lighting as they need replacement with high efficiency LED lighting	Number of lights replaced
Composting	Under the Direction of Council support RDMW efforts to divert organics at the landfill- possible curbside composting	Plan for future diversion

Future

Fleet replacement with energy efficiency
 Incentives for residents for energy efficiency options