

Strategic Plan

2023-2026

Acknowledging with gratitude and respect that the District of Port Hardy is located on the traditional territory of the Kwakiutl people, Gilakas'la



Strategic Plan 2023-2026

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.



What is the plan?

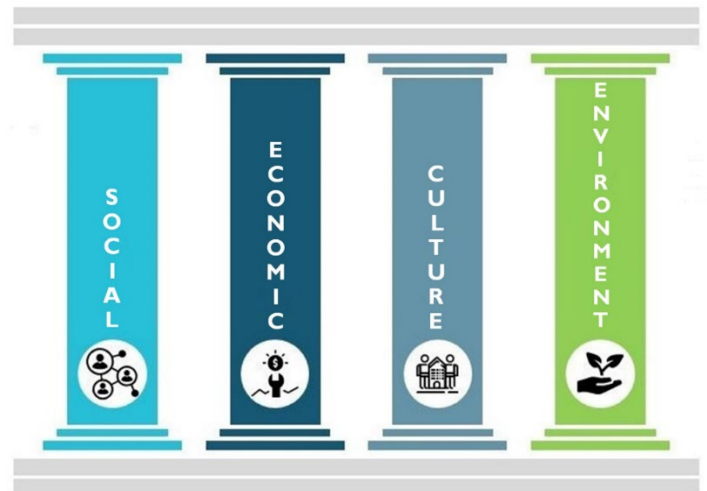
The Council 2023-2026 Strategic Plan is organized into the four pillars of sustainability: Social, Economic, Culture and Environment. The goals are set to guide staff in a corporate direction and align with each of those pillars which support the Official Community Plan.

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.

The Strategic Plan then forms the budget to ensure that resources are allocated to ensure success.

This is a living document and projects/initiatives 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.



Process in the creation of the current Strategic Plan

Coming off the success from the 2021-2022 Strategic Plan, Council and senior staff were provided a survey to gauge their satisfaction with the previous measures of the goals and how they saw the future of Port Hardy's challenges and opportunities (see Appendix 'A'

Presentation on Survey Results). Council reviewed the challenges and opportunities and updated them using them as a guide to help shape the priorities of Council.

Opportunities for Port Hardy: Challenges facing Port Hardy:

- | | |
|--|--|
| <ul style="list-style-type: none">• Tourism• Attracting investment• Professional retention• Increase in population• Housing development• Sense of community• Great place to live• Pool upgrade• Downtown revitalization• Indigenous relationships• Volunteers• Resource investment (mining) | <ul style="list-style-type: none">• Housing• Staff retention and attraction• Poverty• Safety• Community pride• Cultural support for youth• Economic resilience• Facilitating community events |
|--|--|

District Strategic Priorities



OCP Goals

- Ensure Port Hardy remains a safe community where residents of all ages are active and healthy.
- Promote diversified housing typologies that are affordable and accommodate the current and future needs of the residents of all ages and demographics.
- Ensure residents continue to have access to both extended year round recreational and complete educational opportunities.

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.

Poverty and Harm Reduction- Create strategies that address a healthy community for all with emphasis on the vulnerable population, youth, and seniors. This includes food security, mental health and wellbeing and access to services.

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

Recreation - 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 recreation in Port Hardy.

Corporate Strategy

Project/Priority	2023-2026	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	Inventory available District lands for the use of non profits	Create map of lands and identify Councils intended use for each property
Housing	Identify lands available for the use of a new mobile home park	Create a business case and plan for either sale or management by the District for Council's review
Housing	Develop plans for single family dwellings and carriage homes for ease of builders in community	Creation of at least one set of plans ready for permitting
Housing	Create business case for the District to become own developer	Business case and action plan
Food Security	Direct the development of an agriculture capability assessment	Completion of assessment
Poverty/ Harm Reduction	Work with agencies to address homelessness and occupation of the downtown area	Partnerships with RCMP, Island Health, Advocacy to the provincial government to support
Poverty/Harm Reduction	Work with agencies to develop a Situation Table in Port Hardy to support Acutely Elevated Risk individuals	Completion of training and set up of the Situation Table
Poverty/Harm Reduction	Ensure recreation programming supports those on limited incomes to ensure healthy lifestyle and barrier free opportunities for recreating	Free or low-cost access to recreation programs
Customer Service	online options including reporting, payments, and billing	Project improved over the existing program
Livability index	Prepare an annual livability index. Consider policies and programs that can enhance the community	Report available annually
Recreation Programming	Maintain sustainable recreational programs that support the community	Number of participants

Project/Priority	2023-2026	Measure
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
Active Transportation	Ensure that traffic calming measures are considered in design of new or existing vehicle traffic areas.	Improve walkability, pedestrian, and vehicle safety
Active Transportation	Develop a plan for improved vehicle and pedestrian safety Douglas/Granville 4 way stop to Rupert and Granville 4 way stop	Develop plan and prepare budget
Indoor Recreation	Work with School District 85 to create enhanced opportunities for indoor recreation usage	Update reciprocal agreement
Accessibility	Create and implement a plan to comply with the new Accessibility Act and ensure actionable solutions and feedback are reviewed	Create the plan

Advocacy (Provincial supports required)

Housing available for all

Health Supports

BC Housing supports for affordable and supportive housing

Seniors Housing

Agriculture Capability Assessment

Crown Lands for development of housing

Post Secondary education opportunities to support North Island

School District 85 support for indoor recreation

RDMW Trails

District Strategic Priorities



OCP Goals

- Create a vibrant and well linked downtown core.
- Ensure Port Hardy's economy is healthy, vibrant and continues to diversify and grow to provide the community with a solid tax base that allows residents to enjoy an overall higher quality of life.

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.

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

Downtown Revitalization- Improve the downtown core to stimulate economic growth, community use and address accessibility improvements to make the Downtown a vibrant place for residents and visitors to enjoy.

Corporate Strategy

Project/Priority	2023-2026	Measure
ECONOMIC		
Lifestyle and retention	Develop an attraction package for employers to use when attracting employees to the area	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
Asset Management	Develop an asset management plan and policy for reserves	Develop policy
Downtown Revitalization	Create a Mayor's Task force to address downtown improvements that can be actioned for the betterment of the residents	
Downtown Revitalization	Research façade programs and incentives for assisting businesses with improved appearance	Find funding and establish program
Downtown Revitalization	Promotion of events to stimulate business core, night markets, festivals, special events- work with agencies to support programming	Quantity and attendance of events
Downtown Revitalization	Waterfront enhancements and renewal around the Seagate Pier – Possible Crown acquisition to preserve walking/parking and market options	Prepare business plan and submit application to Crown Lands
Business attraction	Implement marketwise program initiative to develop online presence for existing and new businesses	Perform assessments
Downtown Revitalization	Develop way-finding signage and mapping to support services in the community	Way-finding signage installed
Emergency Management	Ensure communication to the community is regular and consistent on personal preparedness	Quarterly messaging and updates on Emergency Preparedness

Advocacy (Provincial supports required)

Promote Boat Weigh Feasibility for investment
 Façade program funding
 Vacant building enforcement opportunities
 ICET Funding Supports for Economic Development
 Incentives for Businesses
 Housing availability

District Strategic Priorities



OCP Goals

- Continue to support community diversity and enhance the thriving cultural assets found within Port Hardy
- Foster cooperation and partnership opportunities between the District and neighboring First Nations
- Acknowledge Port Hardy's roots and the Kwakiutl, Gwa'sala-Nakwaxda'xw and Quatsino First Nations' history and heritage.
- Encourage a wide variety of opportunities for people to interact and support community diversity, arts, and culture.
- Ensure cultural elements in Port Hardy are used as focal points for policy and planning efforts to make certain cultural resources integrated as a component of Port Hardy's path towards sustainability.

Council Priorities

Youth Opportunities & Outreach- Provide Civics Education as required within the district schools where we can find champions to support. Pump the profession at Job Fairs and community events where youth are looking for future opportunities.

Arts & Culture- Create a plan to showcase in walking tours, brochures, and signage the history of the region with emphasis in First Nations Art, place names and honour.

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	2023-2026	Measure
CULTURE		
Youth employment	Work with high school on developing a work experience program- ensure District participates in Job Fairs annually	Youth hires/participation in Job Fairs
Youth civics education	Development of a District led youth civics events	Bursaries/ Youth Council
First Nations Signage	Inventory areas where historic place names and installed art are represented in signage project	
First Nations Signage	Create dialogue to support plans for future signage enhancements and art	Strategy in place
Cultural Sensitivity	Develop a policy on ongoing cultural sensitivity training for Council, staff volunteers and contractors	Create Policy and schedule training
Diversity Equity and Inclusion	Improve policies around Diversity, equity and Inclusion and provide staff, volunteers, and contractors training	Create Policy and schedule training
Livability index	Prepare an annual livability index. Consider policies and programs that can enhance the community	Report available annually
Visitor Services	Enhance services to the residents and travelling public including events coordination	Minimum of four community events through the District per year

Advocacy (Provincial supports required)

Funding supports for festivals and fairs
Signage and Arts

District Strategic Priorities



OCP Goals

- Ensure all Port Hardy residents continue to have a safe and sufficient supply of drinking water.
- Grow in a manner that respects the surrounding natural environment and is valued and viewed as an integral component of the Port Hardy community.
- Decrease the energy demands and greenhouse gas emissions from both the District and the community at large where energy is obtained with methods that minimizes and mitigates negative impacts on the environment.

Council Priorities

Reduce Illegal Dumping- Develop low cost initiatives to reduce the amount of dumping in our greenspaces throughout the region.

Water Conservation- Convert municipal facilities fixtures to reduce water usage. Promote education in water conservation with all users.

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

Corporate Strategy

Project/Priority	2023-2026	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
Planning	Update plans for Storm, Water and Sewer Master Plans into the future	Review or creation of plans
Fleet	Reduce and reuse municipal fleet vehicles to reduce environmental impact	Reuse of existing fleet plans for longer use and less turnover
Residential Dumping	Reduce illegal dumping by creating options for tipping for residents to use year-round (not just spring clean up)	Reduce waste pick up

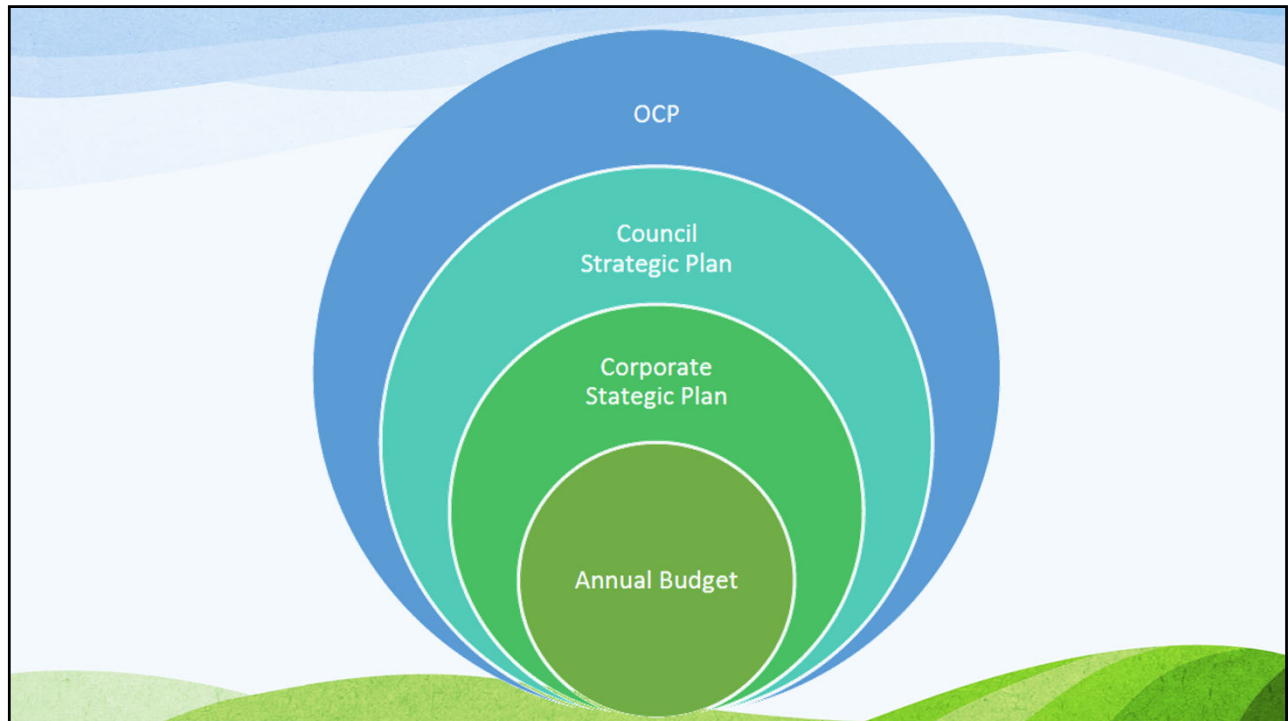
Advocacy (Provincial supports required)

Fleet replacement with energy efficiency
 Incentives for residents for energy efficiency options
 Composting incentives
 Work with RDMW to create incentives to prevent illegal dumping
 Funding supports for Fire Services

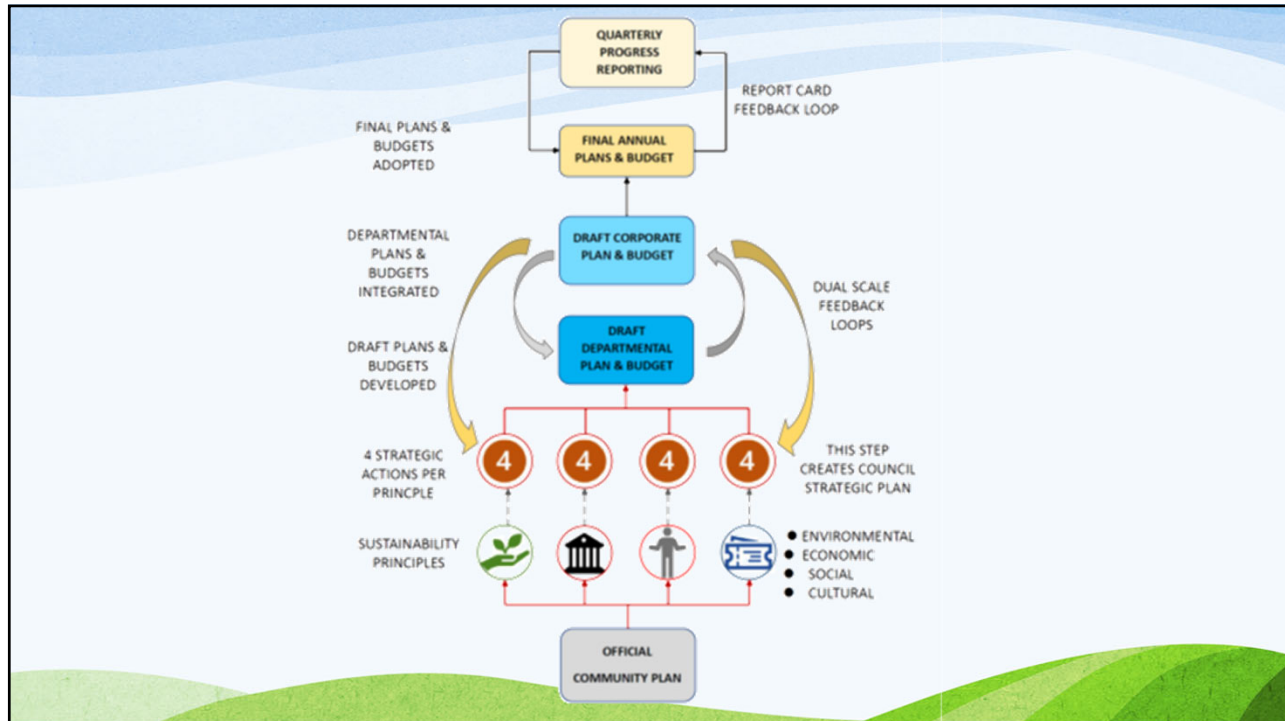
Appendix 'A'
Presentation On Survey Results



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Is the Strategic Plan laid out in a way that makes it easy to understand what Council's priorities are?

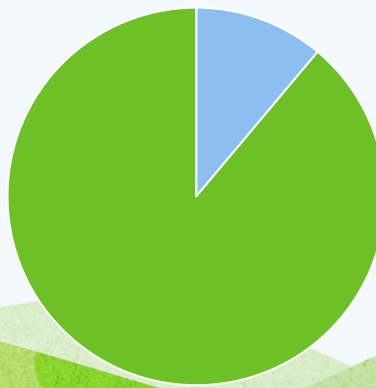
Suggestions for improvement:

- Can we assign a department or department's that would be tasked to action each line item?
- Could we rank each item as high medium or low for our prioritization?
- Be more specific about how to achieve priorities; for example, "Support the youth of the community through recreation, civic engagement, and communications." Rec Dept offers a variety of youth programming but doesn't always translate into engagement.

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How do you feel about the number of Goals and Actions in the report?

Goals and Actions



■ Too Little ■ Too Many ■ Perfect

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Looking at the past two years, the CAO provided updates to Council on the Strategic Plan bi-annually. Did you find the reports useful? and do you feel there is a better way to report back to Council and the Community?

Comments:

- I think that the reports were laid out logically and were a good report card.
- I think the reports are useful, they should be referred to more in the capital planning and budgeting stage.
- Use social media to report to the community. Average taxpayer doesn't read reports off District website.
- It works well - there is an opportunity to supplement this excellent reporting with a snapshot report card. Also, what about posting these so they are front and center as daily reminders?

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Looking at the Strategic Plan, what successes come to mind for you?

- Recreation and grants and the EC dev grant
- Developing a resident's guide to Port Hardy
- Youth Employment Programs.
- Seniors Support for Recreation Programs
- LED street light upgrades.
- Lifestyle and Retention
- How many of the goals were completed
- Recreation has really done better than expected especially as the pandemic went on so much longer than expected
- There are some green on the page. That's good.
- The success in the Recreation & Culture and the amount of work and efforts in the Housing needs
- Increased recreational opportunities across the board including youth opportunities and civic engagement on social media and direct connections
- Successful indigenous relationship building through recreational opportunities and one-on-one contacts
- Actively engaged seniors through recreation

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Looking at the Strategic Plan, what area(s) do you feel we need improvement on?

- Youth engagement
- Although significantly improved, recreation Upgrades to some existing facilities such as skate park, baseball fields, carrot park (volleyball court). There are many opportunities for increased outdoor recreation that will attract people to the north island. For example, if there were lights on field at the beach there could be opportunities for more tournaments. If there was a volleyball court the same opportunities for tournaments would attract many people. I feel indoor recreation has been incredible, but many areas outdoors are being under utilized.
- Housing
- Making sure that the successes are more widely reported on.
- I think we need to improve the economic development plan
- Food security/composting programs with the RD (or not)/community kitchen/improving the civic center - having a strategy to get a boat haul out
- Having a clearly laid out and communicated economic strategy/plan
- We need to remove the unrealistic or unnecessary goals that are beyond our budget.
- I like the format and updates
- Housing and poverty reduction initiatives that produce results and have impact
- Asset management plan Focus with plan to replace ageing equipment and infrastructure

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Challenges

- Housing
- Staff Retention & Attraction
- Poverty
- Safety
- Community Pride
- Cultural support for Youth
- Economic Resilience
- Facilitating more community events

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Mitigating Challenges

- Housing- opportunities to become our own developer
- Possibility of district developing their own low income housing. Continuing to lobby the provincial government and BC Housing for funding options
- Work with VIHA and Task Forces to ensure our voice is heard regarding our health care needs.
- Provide permanent shelter for homeless in areas of low impact and traffic. Continue to work with mental health to gain education and perspective on how to address the issues.

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Mitigating Challenges

- Available affordable housing
- Recreation
- Mental Health awareness and education/VIHA involvement
- Brain storming
- Increase taxes to pay staff what they are worth - hire consultant to do comparison and public consultation to explain to taxpayers why we lose talent and why we have to increase wages to remain competitive

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Mitigating Challenges

- Find strong leaders both within and outside and put them in charge of action plans then support their efforts
- Promote secondary housing with tax incentives
- The answer is too long and complicated to write here. But what does the OCP say are the greatest challenges and what are the policies to address them – need to avoid opinions that will pull the discussion in 11 different directions

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Opportunities

- Tourism
- Attracting Investment
- Professional retention
- Increase in population
- Pool Opening
- Housing development
- Sense of community
- Great place to live
- Recreation pool programs
- Downtown revitalization
- Indigenous relationships
- PH Branding Tofino style
- Volunteers
- Mining

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Major Projects/Priorities

- *Safety upgrades for pedestrians*
- *Skate Park Upgrades*
- *Shelters/Supportive housing*
- *Reduce services to match tax base*
- *Curbside compost*
- *Housing*
- *Seagate Dock enhancements*
- *Staff wage review*
- *Baseball Field lighting*
- *Recreation*
- *Heat pumps at Civic Centre*
- *Downtown beautification*
- *Hub for community to gather*
- *Strong Ec dev Plan & Strategies*
- *Multi faceted pilot project collaborating to heal complex social issues*
- *Building indigenous relations*
- *Trail Enhancements*

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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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Social

- We need to look at the housing even more broadly ie: a variety of housing is needed
- I think we should add more housing for various demographics
- These are important goals. But they are they are not actionable items for the district to do. These are private matters.
- Food security should be replaced with poverty and addictions reduction
- Communications and engagement - already highly successful
- Any "adds" should be sourced from the OCP. Downtown revitalization?

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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.



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Economic

- Pandemic recovery need to look at ways to sustain ongoing economic development ventures
- Really need to figure out how to get a boat haul out in Port Hardy
- I think the Pandemic recovery, could move more to a preparation plan for future pandemics?
- Pandemic recovery - did this position get filled? Be Future Ready - too vague to be successful
- #2 should be removed

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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.



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Culture

- Improvements to baseball fields, Addition of volleyball court, and upgrades to the Skate Park.
- Skate park upgrades
- keep trying to get more youth involvement - perhaps tie it into the law course at the high school; or even with the grade 7 elementary school class(es)
- Youth outdoor engagement
- Youth outreach - it's ongoing every quarter and will continue
- Recreation - what does large scale facilities mean? Relationship building - it's happening on the recreation front and will continue

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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.



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Environment

- Try to get the RD more enthused about composting
- I don't know how onboard the RD is with composting - perhaps it could be done at the Tacan site?
- We should remove municipal fleet carbon neutrality. At this time electric vehicles do not match our level of service.
- Reducing Landfill waste if the life span of the landfill is 100 years.
- Carbon neutrality - this is goal realistic given budget constraints and cost of upgrades to ageing facilities?

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What is Next?



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Projects we are Working on

- Pool revitalization
- Economic development enhancement (grant funded 100%)
- Visitor centre outdoor upgrades (grant funded)
- Washrooms? Further discussion (grant funded)
- Active transportation (one phase complete soon)
- Dog park
- Municipal hall upgrades
- Water distribution enhancement and upgrades
- Wastewater minor upgrades
- Service review public works
- Comprehensive wage review
- Community engagement this summer on expectations of level of service
- Official community plan
- Lizzie estate Beaver Harbour park
- Harbour upgrades
- Situation table
- Safer places
- Recreation programming
- Grant writing
- Project planning for future (water, wastewater and storm)
- Developer discussions
- Housing discussions with island health
- Salvation Army support (grant)
- Regular maintenance as required
- Resident guide

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Major Projects/Priorities Council Submitted

- Safety upgrades for pedestrians
- Skate Park Upgrades
- Shelters/Supportive housing
- Reduce services to match tax base
- Curbside compost
- Housing
- Seagate Dock enhancements
- Staff wage review
- Baseball Field lighting
- Recreation
- Heat pumps at Civic Centre
- Downtown beautification
- Hub for community to gather
- Strong Ec dev Plan & Strategies
- Multi faceted pilot project collaborating to heal complex social issues
- Building indigenous relations
- Trail Enhancements

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Projects we have been trying to complete

- Water reservoir upgrade (3 applications submitted no bites) 1.5 million
- Washroom Project at Park – not enough money
- Active Transportation – Sidewalk in front of municipal hall to rec centre
- Skate Park (7 unsuccessful applications one awaiting final approval)
- Asset Management Plan (due to capacity)

Future Issues (not so far in the future)

- Both union contracts end 2024
- Inflation
- Cost of Construction and supply chain issues
- Retention and work life balance

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Realistic Expectations

85% of staff time is just keeping the 'lights on'

What does Council want us to focus the 15% on based on the goals

TOP 3 for the next 4 years

Pocket 2 for on the shelf next...

And how do these priorities meet the goals?

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