



STRATEGIC PLAN

2017 - 2020

In October 2016, the Village of Queen Charlotte conducted a Resident Satisfaction Survey. The survey received 185 responses and was used to inform Council's planning. Based on the survey, the theme of Council's Strategic Planning for 2017 was "How can we make our community more sustainable and affordable for residents?"

Our Vision

"The Village of Queen Charlotte aspires to be a pro-active community with a strong social conscience that values a healthy environment, a vibrant economy, and inclusiveness." Adopted January 18, 2016

Our Mission

"To govern wisely and provide for the needs of our community." Adopted January 18, 2016

Our Values

As a community we value (Adopted January 18, 2016)

- **Good Governance** (proactive, community first, engaging)
- **Accountability** (personal, financial, and organizational integrity)
- **Inclusiveness** (involving, engaging, consultative)
- **Volunteerism and Participation** (team players, all-level-leadership)
- **Learning** (knowledge seeking, listening, sharing, building capacity)
- **Innovation** (initiative, common sense, out of the box thinking, arts and culture, evidence-based)
- **The Environment** (quality of life including respect for clean water, fresh air, healthy food, and the beauty of our natural surroundings)

Planning Assumptions

- Council will have the personnel and resources available to accomplish the targets
- Council will regularly review the implementation of their targets
- Council will adopt their own strategic planning policy and process so Council's annual targets and capital priorities are decided once they have a clear understanding of the budget
- Council will make decisions on future projects based on sound and cost effective business case solutions

Strategic Directions, Goals, Objectives and Targets

The Council has shifted their priorities to focus on the five key strategic directions that were identified through the Resident Satisfaction Survey of 2016. Through them, Council plans to address the issues of sustainability and affordability for residents. The Village's goals are long term statements that strive to achieve the Vision.

Objectives are related statements that describe the medium term (four year) outcomes that will be achieved. Targets refer to specific new or significant deliverables. This plan does not describe specific operational activities that are the responsibility of departments or staff.

1. Sustainable Community Economic Development

GOAL: To evaluate viable alternatives for stimulating our economic diversity by implementing minimal appropriate bylaws and policies to support emerging industries.

Objectives:

- To identify and evaluate current and potential bylaws and policies supportive of emerging industries
- To ensure our community planning takes into consideration any infrastructure deficits that could impact the attraction of new industries
- To continue to support and encourage volunteerism and volunteer based organizations and their contribution to the local economy

Sustainable Community Economic Development Targets	
Complete in the next 2 years	Start planning / conduct research
<p>Jobs and Industry:</p> <ul style="list-style-type: none"> • Conduct a resident survey regarding the legalization of marijuana and the potential of the industry for Queen Charlotte • Continue to support ongoing efforts to implement a Community Forest for Haida Gwaii • Encourage and support upgrades to the Small Craft Harbour facility in the community • Enact enabling legislation to support the development of tiny homes and/or float homes as potential housing options within the community • Explore options for transitioning Volunteer Haida Gwaii to the Misty Isles Economic Development Society (MIEDS) to support increased volunteerism <p>Energy/environment:</p> <ul style="list-style-type: none"> • Identify a location for a Sewage Treatment facility within the municipal boundaries <p>Bylaws and Policies:</p> <ul style="list-style-type: none"> • Update the Official Community Plan, Zoning, Building, and Subdivision Bylaws and applicable policies to ensure that they support our vision of a sustainable and affordable community 	<p>Jobs and Industry:</p> <ul style="list-style-type: none"> • Confirm Crown Grant transfer of Honna Industrial property and develop plans to attract investment • Identify Village opportunities for local youth workers using Canada Works grants <p>Land Development:</p> <ul style="list-style-type: none"> • Advocate for increased access to residential and industrial land <p>Energy/environment:</p> <ul style="list-style-type: none"> • Explore opportunities to introduce clean energy incentives through grant funding opportunities • Develop a strategy to eliminate plastic bags with input from local businesses <p>Bylaws and Policies:</p> <ul style="list-style-type: none"> • Research business licensing as a way to offset the costs of building/fire inspection including consultation with local businesses

2. Transportation Planning and Infrastructure Development

GOAL: To develop short and long term plans to ensure sustainability of community assets and community planning

Objectives:

- To establish an asset management plan by **2019** that identifies life span and replacement requirements for all Village assets, including protecting them from invasive species, on a prioritized basis.
- To develop a strategy to encourage bicycle tourism on Haida Gwaii by **2020**, by working with the Ministry of Transportation and Infrastructure and other interested community groups to establish separation for bicycling paths and designate “approved” bicycle tours.
- To determine the viability of an alternate road access through the Village by **2019**.

Transportation Planning and Infrastructure Development Targets	
Complete in the next 2 years	Start planning / conduct research
<p>Transportation/Infrastructure:</p> <ul style="list-style-type: none"> Develop a plan to encourage bicycle commuting within the Village and the infrastructure that would need to be built/installed Develop a strategy to eliminate knotweed on municipal property Asset Management Phase 2 – Water/Sewer <p>Housing:</p> <ul style="list-style-type: none"> Work with local housing societies and BC Housing to conduct a housing needs assessment <p>Bylaws and Policies:</p> <ul style="list-style-type: none"> Encourage the creation of sidewalks, handicap parking, easy opening doors and ramps to increase accessibility for those with mobility challenges Support the creation of Zoning that would enable tiny home pocket neighborhoods and float home strata water lots 	<p>Transportation/Infrastructure:</p> <ul style="list-style-type: none"> Asset Management Phase 3 – Facilities Develop a plan for an access stair at 1st Street Complete a site contamination analysis of the Kagan Bay Log Sort Develop a plan to encourage bicycle commuting between Skidegate and Queen Charlotte in partnership with the Skidegate Band Council Develop a plan to increase the number of benches, garbage bins and recycling bins in the community and work with the North Coast Regional District (NCRD) regarding collection options Develop a plan to connect the Day Park to the High School as the next phase of the ByPass Trail Follow up on the Haida Gwaii 2016 Transportation Study to support viable public transportation options Work with the other communities on island to develop a plan to encourage bicycle tourism on Haida Gwaii and create a bicycle route up and down the island Develop a plan to upgrade the cemetery facilities, including a new gate and an information kiosk Identify a design and location for a Welcome to the Village of Queen Charlotte sign at/near the entrance to the municipality <p>Bylaws and Policies:</p> <ul style="list-style-type: none"> Consider options for encouraging use of electric bicycles and carts within the community Consider establishing a standard of care for landlords to ensure rental accommodations are safe and of an acceptable quality (i.e. mould and other health and safety concerns) – <i>Note: would require a Building Inspector</i>
Act if opportunity presents and capacity available	
<p>Transportation/Infrastructure:</p> <ul style="list-style-type: none"> Enclose the Public Works Yard to protect resident safety and add a building to protect the lifespan and reduce maintenance on equipment Support Internet Service Provider’s efforts to bring Fibre to the Home and increase speed/access to the internet for residents Paint parking lines and crosswalks in the downtown core Install a heat pump at the Village Office Develop a secondary route connecting 2nd Avenue for emergency access 	

3. Public Spaces and Recreation

GOAL: To develop community gathering spaces and recreational facilities to promote a healthy lifestyle, community recreation and youth activities

Objectives:

- To maintain and operate our Parks and Recreation and garden facilities and spaces for the benefit of the community, and make improvements as needed through the evaluation of ongoing costs and the Resident’s Satisfaction Survey.
- To deliver high quality and effective youth programming through grant funding for specific projects, regular fundraising, and the allocation of an annual budget for a Youth Program Coordinator.

- To increase participation and satisfaction with our recreational programs which will be monitored through quarterly reports to the Council and the Resident’s Satisfaction Survey.
- To improve volunteerism by the end of **2019** through the delivery of the Volunteer Haida Gwaii pilot program, the success of which will be evaluated based on achievement of having at least 10 member organizations who see an increase in successful volunteer referrals and recruitment based on a specific member survey conducted at the end of the pilot project.

Public Spaces and Recreation Targets	
Complete in the next 2 years	Start planning / conduct research
<ul style="list-style-type: none"> • Conduct a survey of the organizations participating in Volunteer Haida Gwaii to assess effectiveness • Complete the Boat Launch Upgrade Phase 3 – Floating Docks project • Offer a Spring Clean Up service to the community for the next 3 years as a pilot project to assess costs • Support the establishment of Sea Cadets • Continue to offer a variety of summer programming at Spirit Square <p>Bylaws and Policies:</p> <ul style="list-style-type: none"> • Enable residents to offer temporary camping on private property 	<ul style="list-style-type: none"> • Develop a design to expand the Haydn Turner Park campsite • Develop a design to complete the Bypass Trail Phase 3 – Day Park to Community Park • Develop a design to establish a shooting/archery range at the Kagan Bay Log Sort or another suitable location • Develop a design to add a Kayak rack to Spruce Point • Develop a proposal to partner with the North Coast Regional District (NCRD) for an ATV/Motorcross track in the old gravel pit or another suitable location • Develop a plan to renovate the youth centre, including adding sound equipment • Develop strategies to encourage teen use/involvement in the youth centre • Develop a plan to become a more pet-friendly community by installing dog leash holders and increasing the number of accessible water sites • Develop a design to add a water park to the Community Park facility • Develop a design to enclose the floor hockey rink/tennis courts to allow for all season use of the facility • Develop a design to add a beach volleyball court to the Community Park facility • Investigate options for a lagoon style ocean based swimming pool • Investigate options for converting the floor hockey rink to a synthetic ice rink
Act if opportunity presents and capacity available	
<ul style="list-style-type: none"> • Improve beach access across from the J&T Restaurant • Continue to support public art and theatre within the community 	

4. Emergency Planning and Preparation

GOAL: To maintain and enhance an effective Fire Department and Municipal Emergency Plan, and raise public awareness

Objectives:

- To continue to improve the safety of Village residents through effective emergency planning, training and awareness to be measured by the Resident’s Satisfaction Survey.
- To cooperate with and participate in at least one island-wide emergency planning practice by 2018, and to jointly determine training needs requirements to maximize the effectiveness of our emergency planning network.

Emergency Planning and Preparation Targets	
Complete in the next 2 years	Start planning / conduct research
<ul style="list-style-type: none"> • Fire Hall Phase 1 – Preliminary Design, Phase 2 – Demolition, Phase 3- Public Consultation and Final Design 	<ul style="list-style-type: none"> • Fire Hall Phase 4 – Construction

Emergency Planning and Preparation Targets	
Complete in the next 2 years	Start planning / conduct research
<ul style="list-style-type: none"> Complete the Tsunami Pole Project by installing signage to indicate danger and safe zones Complete the BC Ambulance Access to helipad and increased parking area Work with the NCRD and other local governments on Haida Gwaii to establish a Building/Fire Inspector position Continue to offer the annual Address it Program to encourage visible house numbering Support annual Fire Fighter Training Participate in the All Island Emergency Planning Team and Shake Out BC Implement Tsunami Siren improvement plans to streamline maintenance <p>Bylaws and Policies:</p> <ul style="list-style-type: none"> Review and update the Volunteer Fire Department Bylaw 83-2014 Create a bylaw to ensure the polluter pays in the event of an oil spill or other dangerous goods accident 	<ul style="list-style-type: none"> Develop a plan to create an Emergency Social Services cache Have the Fire Department conduct a safety review to identify potential areas for new street lights, followed by public consultation Research food security infrastructure and make recommendations Research whether the municipality can bulk purchase and wholesale rain barrels to residents

5. Fair, Honest and Transparent Governance

GOALS: To enhance communications and community engagement to ensure that the values of the community are reflected in our programs and services.

To implement standards to ensure that the services the Village provides are fair, consistent and based on sound policy and procedures.

To advocate on behalf of the community on matters that are important to maintaining the highest standard of living possible for the Village and residents of Haida Gwaii.

Objectives:

- To enable our Council to deliver on its mission to govern wisely and provide for the needs of our community through the facilitation of ongoing professional development related to the governance role to be delivered throughout their elected term and evaluated annually through Council feedback.
- To create and implement a Village Communications Plan by **2018** with the assistance of NDIT to provide clear direction to staff and Council and increase our ability to target communications to our residents, and to engage with the youth of the community.
- To implement a Resident’s Satisfaction Survey beginning in **2016** to assist with evaluating core operations and seek input from the community, with goals for improvement to be set in **2017** and bi-annually thereafter.
- To advocate for resolution to issues of concern to the residents of the Village and/or Haida Gwaii as a whole.

Fair, Honest and Transparent Governance Targets	
Complete in the next 2 years	Start planning / conduct research
<ul style="list-style-type: none"> Conduct the next Resident Satisfaction Survey in 2018 Work with the Haida to determine the best way to implement the recommendations from the Truth and Reconciliation Commission ReconciliACTION report Continue to offer the annual \$500 Bursary to local students Complete and implement a Village Communications Plan (NDIT) and continue to communicate through the Village Voice Newsletters and Village Facebook Page Continue to provide professional development for Council throughout their term, coordinated by staff 	<ul style="list-style-type: none"> Develop a plan to provide public information sessions to potential candidates for Council Continue the rotating review of all bylaws and policies to ensure that they are kept up to date and relevant to our community

Fair, Honest and Transparent Governance Targets
Act if opportunity presents and capacity available
<ul style="list-style-type: none"> • Host a mock Council Session at Gidgalang Kuuyas Naay Secondary School • Purchase a supply of items with the Village logo for protocol and promotional purposes • Encourage local ownership of existing Social Housing (i.e. or support proposals for transfer to local housing societies, or lobby to have them offered for sale locally) • Lobby for maintenance of, and access to, existing logging roads • Support healthy citizens and health care related businesses • Support RCMP presence in community events and at schools • Lobby for improvements to critical services such as BC Ferries, Air Canada, Canada Post, social housing, and healthcare

Gwaii Trust Vibrant Haida Gwaii Communities Initiative

In 2016, Gwaii Trust announced a new Vibrant Haida Gwaii Communities Initiative. The program was established for the purpose of providing Gwaii Trust funds for community projects that support the maintenance, creation, and development of necessary community infrastructure as determined by each of the individual communities on Haida Gwaii.

The Gwaii Trust defines “infrastructure” as:

“The basic physical systems of a community. Clean water, sewers, transportation, communication, waste management, recreation facilities, and community safety initiatives; in essence all systems that are vital to a community’s economic development and prosperity.”

The Gwaii Trust Board of Directors has set an initial four-year budget, which will see the disbursement of \$7 Million over 4 years starting in 2016. Funds are project based, with Gwaii Trust designated communities having access to \$250,000.00 per year. Communities may also bank the annual funding commitment to finance a larger project over the four-year period.

Queen Charlotte, Lawn Hill and Miller Creek are considered to be the communities of South Graham Island for the purposes of this fund. In order to account for this, the Village of Queen Charlotte has allowed for \$25,000 per year of the \$250,000 allotment for projects identified by their residents, calculated as a percentage of population.

The Village of Queen Charlotte Council has determined the following priorities for the Vibrant Haida Gwaii Communities Initiative based on an identification of projects that meet these criteria and would be difficult to fund without this assistance:

Year	Project	Actual/Estimated \$ from VHGC	Total Fund Remaining
2016	Initial Allocation	n/a	\$900,000
2016	Boat Launch Upgrade Phase 2 - Construction	\$225,233 (act.)	\$674,767
2017	Public Works Yard Enclosure	\$111,933 (est.)	\$523,000
	BC Ambulance Helipad Access and parking area	\$32,834 (est.)	
	Spring Clean Up	\$7,000 (est.)	
2018	Beach Access across from J&T Restaurant	\$6,000 (est.)	\$507,000
	Village protocol/promotional items	\$3,000 (est.)	
	Spring Clean Up	\$7,000 (est.)	
2019	Fire Hall Phase 4 – Construction	\$500,000 (est.)	\$0
	Spring Clean Up	\$7,000 (est.)	