



STRATEGIC PLAN

2019 – 2022

Our Vision

“The Village of Queen Charlotte is a pro-active community with a strong social conscience that values inclusiveness, a healthy environment, and a vibrant economy.” Adopted January 18, 2016 (confirmed May 1, 2019)

Our Mission

“To govern wisely and provide for the needs of our community.” Adopted January 18, 2016 (confirmed May 1, 2019)

Our Values

As a community we value (Adopted May 22, 2019)

- **Respect** (responsibility, asking permission, traditional territory, cultural values, each other)
- **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, evidence-based)
- **The Environment** (quality of life including respect for clean water, fresh air, healthy food, and the beauty of our natural surroundings)
- **Arts and Culture** (creativity, self-expression, spirituality)

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 set annual targets and capital priorities 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

In 2019, Council reviewed and updated their priorities using a **Community Vision for 2029** that was built on an analysis of the 2018 Resident Satisfaction Survey, and an environmental scan utilizing a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats). The Village’s goals are long term statements that strive to achieve this Vision.

Objectives are related statements that describe the 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. Infrastructure Planning and Development

GOAL: To develop short and long term plans and projects to ensure the sustainability of assets and community livability

Objectives:

- To establish an asset management plan by **2022** that identifies life span and replacement requirements for all Village assets, including protecting them from invasive species, on a prioritized basis.
- To develop a plan for 2nd Avenue connections by **2025**.
- To develop a strategy to encourage bicycle tourism by **2025**, by working with the Ministry of Transportation and Infrastructure and other interested community groups to establish separation for bicycling paths and designate “approved” bicycle routes, prioritizing safety issues.

2019 Targets		Ongoing Work	
<p>Infrastructure:</p> <ul style="list-style-type: none"> • Asset Management Phase 2 – Water/Sewer. • Develop a strategy to eliminate knotweed on municipal property. • 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. <p>Transportation:</p> <ul style="list-style-type: none"> • Transportation Network Improvement Project Year 2, including a thermoplast rainbow crosswalk in the downtown, cost dependent. • Develop a plan for an access stair at 1st Street by Premier Creek to 2nd Avenue. • Encourage the creation of sidewalks, handicap parking, easy opening doors and ramps to increase accessibility for those with mobility challenges. <p>Economic Development</p> <ul style="list-style-type: none"> • Support MIEDS to complete an annual tourism survey. 		<p>Infrastructure:</p> <ul style="list-style-type: none"> • Support Internet Service Provider’s efforts to bring Fibre to the Home and increase speed/access to the internet for residents. <p>Transportation:</p> <ul style="list-style-type: none"> • Support viable public transportation options. • Paint crosswalks in the downtown core and from the sea walk to the BC Liquor store. <p>Housing:</p> <ul style="list-style-type: none"> • Support the development of subsidized and affordable housing within the municipality. 	
2020 Targets	2021 Targets	2022 Targets	
<p>Infrastructure</p> <ul style="list-style-type: none"> • Identify a design and location for a Welcome to the Village of Queen Charlotte sign at/near the entrance to the municipality. • Asset Management Phase 3 – Facilities. • Complete Water/Sewer billing review. • Install a heat pump at the Village Office. • Develop a plan to upgrade the cemetery facilities, including a new gate and an information kiosk. <p>Transportation:</p> <ul style="list-style-type: none"> • Develop a plan to enhance parking by the Hospital. • Transportation Network Improvement Project Completion and Grand Opening. • Bicycle Network Plan Phase 3. <p>Economic Development</p> <ul style="list-style-type: none"> • Determine any additional data gathering that would support Council decision making. 	<p>Infrastructure</p> <ul style="list-style-type: none"> • 6th Street Beach Access across from Charlotte Tire. <p>Transportation:</p> <ul style="list-style-type: none"> • Active Transportation Plan. • Feasibility study for alternative road access to Skidegate. 	<p>Infrastructure</p> <ul style="list-style-type: none"> • Asset Management Phase 4 – Natural Assets. <p>Transportation:</p> <ul style="list-style-type: none"> • Engineered design for completion of 2nd Avenue alternative route for emergency access. • Complete Seawalk/boardwalk from docks to Community Hall. 	

2. Emergency Planning and Preparation

GOAL: To work in collaboration with island communities to ensure coordinated emergency planning and preparedness. To enhance community knowledge of emergency preparedness to increase public safety and engagement.

Objectives:

- To develop a Community Wildfire Protection Plan by **2020**.
- To complete construction of the new Fire Hall by **2025**.
- To evaluate the feasibility of a secondary access route to Skidegate by **2025**.
- To continue to improve the safety of Village residents through effective emergency planning, training and awareness.
- To support and participate in the All Islands Emergency Planning Team.

2019 Targets		Ongoing Work
<p>Wildlife Interface:</p> <ul style="list-style-type: none"> • Explore Bear Proof garbage bins and WildSafe BC programming with the Regional District. <p>Fire Department:</p> <ul style="list-style-type: none"> • Fire Hall Phase 5 – Final Design. • Fire Hall Phase 6 – Begin construction of the new Fire Hall. <p>Emergency Planning</p> <ul style="list-style-type: none"> • Complete a Community Wildfire Protection Plan. • Tsunami Pole Project Grand Opening. • Implement Tsunami Siren improvement plans to streamline maintenance. • Work with All Islands Emergency Planning Team to develop and implement regional plan for evacuation safe houses. <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. 		<p>Fire Department:</p> <ul style="list-style-type: none"> • Support annual fire fighter training.
2020 Targets	2021 Targets	2022 Targets
<p>Fire Department:</p> <ul style="list-style-type: none"> • Have the Fire Department conduct a safety review to identify potential areas for new street lights, followed by public consultation. <p>Emergency Planning:</p> <ul style="list-style-type: none"> • Develop a plan to create an Emergency Social Services cache. 	<p>Fire Department:</p> <ul style="list-style-type: none"> • Grand Opening of the new Fire Hall. • Sell old Fire Hall with profits to go to a Bylawed reserve for a Fire Truck. • Establish an emergency radio broadcast channel/local frequency to broadcast emergency information from new Fire Hall with a base station at the Village office. 	<p>Fire Department:</p> <ul style="list-style-type: none"> • Fire Truck Replacement in 2024.

3. Sustainable Community Economic Development

GOAL: To support local businesses/industries, and work with island communities to promote diverse economic development opportunities.

Objectives:

- To develop a Resident Retention and Attraction Strategy by **2020**.
- To develop a Business Retention and Attraction Strategy by **2020**.
- To develop a Child Care Action Plan by **2019**.
- To ensure our community planning takes into consideration any infrastructure deficits that could impact the attraction of new industries and businesses.
- To continue to support and encourage volunteerism and volunteer based organizations and their contribution to the local economy.

2019 Targets		Ongoing Work
<p>Jobs, Businesses and Industry:</p> <ul style="list-style-type: none"> • Hire summer students to work with the Village using the Canada Summer Works grants. • Partnership agreement with the QCC Community Club for assistance with project/financial management for Community Hall projects. <p>Community Livability:</p> <ul style="list-style-type: none"> • Develop a 10 year Community Child Care Action Plan. <p>Land Development:</p> <ul style="list-style-type: none"> • Discuss creative alternatives with the Council of the Haida Nation to open up vacant Crown lots for housing and industrial purposes. <p>Bylaws and Policies:</p> <ul style="list-style-type: none"> • Update the Subdivision Bylaw. • Develop a Development Works and Services Bylaw. • Consider the implications of adopting a Business Licensing Bylaw in consultation with local businesses. 		<p>Jobs, Businesses and Industry:</p> <ul style="list-style-type: none"> • Support ongoing efforts to implement a Community Forest for Haida Gwaii. • Encourage and support upgrades to the Small Craft Harbour facility in the community. • Business Façade Improvement Program. <p>Community Livability:</p> <ul style="list-style-type: none"> • Advocate for increased access to residential and industrial land. • Support volunteerism in the community through features in the Village Voice Newsletters and Facebook posts.
2020 Targets	2021 Targets	2022 Targets
<p>Jobs, Businesses and Industry:</p> <ul style="list-style-type: none"> • Develop a Business Retention and Attraction Strategy. <p>Community Livability:</p> <ul style="list-style-type: none"> • Develop a Resident Retention and Attraction Strategy. • Encourage and support Cooperative Housing development and other forms of affordable housing. 	<p>Community Livability:</p> <ul style="list-style-type: none"> • Partner with the BC SPCA to provide a low cost spay/neuter program. 	<p>Jobs, Businesses and Industry:</p> <ul style="list-style-type: none"> • Support efforts to create sustainable year round businesses.

4. Energy and Climate Action

GOAL: To support the islands transition to clean energy alternatives and reduce greenhouse gas emissions.
To take a pro-active approach to climate change and sea level rise.

Objectives:

- To complete an Alternative Energy Feasibility Study to evaluate which options, or combination of options, would work best for our municipality by **2019**.
- To support the islands goal to become energy sovereign by **2023**.
- To complete a Community Energy and Emissions Plan (CEEP) by **2020**.

2019 Targets		Ongoing Work
<p>Alternative Energy:</p> <ul style="list-style-type: none"> Complete an Alternative Energy Feasibility Study. Explore opportunities to introduce clean energy incentives through grant funding opportunities. Install up to two electric vehicle charging stations. <p>Environment:</p> <ul style="list-style-type: none"> Investigate option(s) for Sewage Treatment. Develop a strategy to eliminate plastic bags with input from local businesses. 		<p>Alternative Energy:</p> <ul style="list-style-type: none"> Support the islands transition to energy sovereignty.
2020 Targets	2021 Targets	2022 Targets
<p>Alternative Energy:</p> <ul style="list-style-type: none"> Complete a Community Energy and Emissions Plan (CEEP). Retrofit municipal buildings with clean technology. 	<p>Infrastructure:</p> <ul style="list-style-type: none"> Clean energy infrastructure. 	<p>Energy:</p> <ul style="list-style-type: none"> Sustainable energy use/power generation.

5. Public Spaces and Recreation

GOAL: To develop community recreational opportunities to promote a healthy lifestyle for all ages.

Objectives:

- To develop a Trail Strategy for the municipality by 2020.
- To work with Haida Gwaii Recreation to increase services for the adult community, including seniors.
- 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.
- To deliver high quality and effective youth programming and encourage participation with other youth organizations on island.
- To increase participation and satisfaction with our recreational programs.

2019 Targets	Ongoing Work	
<p>Programs and Services:</p> <ul style="list-style-type: none"> 2019 Spring Clean Up service – evaluate whether to offer in future years upon completion of pilot project. Become a more pet-friendly community. 	<p>Programs and Services:</p> <ul style="list-style-type: none"> Continue to offer a variety of summer programming at Spirit Square. Offer spring/summer programming through the Youth Centre. <p>Community Livability:</p> <ul style="list-style-type: none"> Continue to support public art and theatre within the community. 	
2020 Targets	2021 Targets	2022 Targets
<p>Programs and Services:</p> <ul style="list-style-type: none"> Work with HG Rec to increase services for adults and seniors. <p>Infrastructure:</p> <ul style="list-style-type: none"> Develop a Trail Strategy for the municipality. Work with the Queen Charlotte City Community Club to install solar panels on the Community Hall. Develop a design to expand the Haydn Turner Park campsite. 		<p>Infrastructure:</p> <ul style="list-style-type: none"> Support the construction of a new library.

6. 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 support and participate in the All Islands Protocol Meetings.
- To continue to use the Village Communications Plan to increase engagement with our residents.
- To administer Resident Satisfaction Surveys in **2020** and **2022**.
- To support ongoing professional development for Council’s governance role.
- To advocate for resolution to issues of concern to the residents of the Village and/or Haida Gwaii as a whole.

2019 Targets	Continuing		
<p>Reconciliation:</p> <ul style="list-style-type: none"> • Work with the Haida to determine the best way to implement the recommendations from the Truth and Reconciliation Commission ReconciliACTION report. • Islands governance/collaboration with island communities. <p>Public Engagement:</p> <ul style="list-style-type: none"> • Utilize Haida Gwaii Radio to livestream up to five public engagement sessions on a variety of topics as a pilot project. 	<p>Reconciliation:</p> <ul style="list-style-type: none"> • Support and participate in the All Islands Protocol Meetings. • Engage and consult with the community regarding reconciliation initiatives. <p>Public Engagement:</p> <ul style="list-style-type: none"> • Offer the annual \$500 Bursary to local students. <p>Council Development:</p> <ul style="list-style-type: none"> • Continue to provide professional development for Council throughout their term. <p>Advocacy:</p> <ul style="list-style-type: none"> • 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, ICBC and healthcare. <p>Bylaws and Policies:</p> <ul style="list-style-type: none"> • Conduct a rotating review of all bylaws and policies to ensure that they are kept up to date and relevant to our community. 		
2020 Targets		2021 Targets	2022 Targets
<p>Public Engagement:</p> <ul style="list-style-type: none"> • Conduct a Resident Satisfaction Survey. • Develop an online calendar of events for the community on the website. <p>Advocacy:</p> <p>Apply to NDIT for \$50,000 towards the Haida Gwaii Community Foundation once it is established.</p> <p>Bylaws and Policies:</p> <ul style="list-style-type: none"> • Develop an Ad Hoc Bylaw and Policy Review Contract with James Van Hemert. 		<p>Public Engagement:</p> <ul style="list-style-type: none"> • Host a mock Council meeting at GKNS High School. 	<p>Public Engagement:</p> <ul style="list-style-type: none"> • Conduct a Resident Satisfaction Survey.

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. The neighborhoods of Lawn Hill and Miller Creek are considered to be part of the ‘community’ of Queen Charlotte for the purposes of this fund and an agreement has been reached to allocate \$25,000 per year of the \$250,000 allotment to projects identified by their residents.

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	\$225,213 (actual)	\$674,787
2017	Public Works Yard Enclosure BC Ambulance Helipad Access and parking area Spring Clean Up	\$81,066 (actual) \$21,690 (actual) \$1,205 (actual)	\$570,826
2018	Official Referendum Information Campaign Beach Access across from J&T Restaurant Village protocol/promotional items Spring Clean Up	\$7,000 (actual) \$1,539 (actual) \$2,859 (actual) \$1,915 (actual)	\$557,513
2019	Spring Clean Up Fire Hall Phase 5 – Construction Ready Drawings Fire Hall Phase 6 – Construction	\$2,200 (estimate) \$119,750 (estimate) \$435,563 (estimate)	\$0

Note: Any savings from estimate vs. actual project amounts will be put towards the new Fire Hall construction

ENVIRONMENTAL SCAN

STRENGTHS	WEAKNESSES
<p>Well trained Village staff Fairly new infrastructure (i.e. Water Treatment Plant, hospital, school, roads, new fire hall soon, parks, etc.) Bylawed Reserves Council is accessible Strong connections with island neighbors and Regional District Incredible natural resources Media attention/name recognition for Haida Gwaii Strong interest in Haida Gwaii tourism Library Youth centre and park infrastructure Proximity to neighbors Volunteer Fire Department Business opportunities Gwaii Trust and other grant funders Climate Affordability Volunteerism/Not-for-Profit organizations (QCCCC, Thrift Store, HG Rec, etc) Haida culture Working to complete asset management plans</p>	<p>Volunteerism burn out Tourism infrastructure gaps (i.e. showers, laundry, etc.) Losing business infrastructure Fewer people looking for work Fewer youth employment opportunities Major industries changing (i.e. fishing/logging) Transportation challenges (i.e. BC Ferries, airlines, movement between communities) Power challenges (i.e. no extra capacity for new industries, power supply is inconsistent, reliance on diesel) Aging demographics Housing affordability/accessibility School District 50 Lack of skilled trades Lack of service professionals (i.e. accountants, etc.) Lack of bylaw enforcement Lack of fire inspection program Lack of building inspector Lack of land for residential and business/industry purposes</p>

OPPORTUNITIES	THREATS
<p>Major infrastructure grants Asset management plans leading to grant funding opportunities NW Resource Benefit Alliance Gwaii Trust Emergency preparedness infrastructure Natural resources Lifestyle/climate Island Protocol meetings BC Ferries/Air Canada partnerships Haida culture NHA Hospital Seen as a model for reconciliation (asking for permission) Name recognition for Haida Gwaii Settlement of the Haida Land Claim Undersea cable for WIFI</p>	<p>Off island businesses (mobile) Online retail sales Seasonal work Difficulty to have year round business for restaurants and other tourism based businesses Global warming Wildfire/flooding events increasing in BC Interest rate changes Lack of land to grow Federal and Provincial elections Losing Nathan Cullen as MP Trump Administration in USA Economic slowdown expected for BC Housing bubble</p>

COMMUNITY VISION 2029

<p style="text-align: center;">Where are we today?</p> <p style="text-align: center;">Population: 882 year round (2016 Census) Approx. Seasonal Population: 1,200 to 1,600</p>	<p style="text-align: center;">Where do we <u>WANT</u> to be in 2029?</p> <p style="text-align: center;">Population: 1,250 year round Seasonal Population: 1,600 to 2,000</p>
<ul style="list-style-type: none"> • Good relationships and collaboration with other island communities and Regional District • No available fee simple land for residential, business and industrial development – Haida Land Claim not settled • Housing issues 	<ul style="list-style-type: none"> • Haida Land Claim settled and Island governance system in place • Increased access to land for residential, business and industrial development • Rural Residential area has been developed with more infill/subdivisions as a result of planned or completed extension of water and sewer system
<ul style="list-style-type: none"> • Aging population, losing young families impacting school enrollment, and local daycare has closed • Volunteer burn out 	<ul style="list-style-type: none"> • Our community offers an affordable lifestyle • Resident Retention and Attraction Strategy in place • Demographics have shifted and there are more families and children • Daycare needs have been addressed through the 10 year Child Care Action Plan • School District 50 works in collaboration with the island communities to meet the needs of the community
<ul style="list-style-type: none"> • Declining resource economy • Key businesses with aging proprietors will result in loss of capacity in some areas (i.e. fishing tackle, mechanics shop, gas station, etc) • Economy shifting towards more seasonal work 	<ul style="list-style-type: none"> • Business Retention and Attraction Strategy in place • New industries have revitalized economy: shellfish aquaculture, micro mills for value-added wood processing, etc. • Key businesses taken over by new entrepreneurs (i.e. Charlotte Island Tire, Fishing Tackle, etc.)
<ul style="list-style-type: none"> • Highly publicized and sought after place to visit with good name recognition • Transportation challenges both getting to the island and getting around • Summer population surge difficult to absorb 	<ul style="list-style-type: none"> • Business and tourism data is tracked annually to assist with informed decision making to support economic growth • Island transportation system meets demands (2 flights per day, full ferry schedule, partnerships for promotions) • Queen Charlotte has an active transportation system and is a safe community for walking and biking • Trail Strategy in place • Self-funded All island trail system attracting tourism • There is a hotel (minimum 100 beds) either in Queen Charlotte or Skidegate
<ul style="list-style-type: none"> • Dead zones and inconsistent coverage in the community for high speed internet 	<ul style="list-style-type: none"> • Subsea cable provides high speed internet so residents can work anywhere (doing global business remotely)
<ul style="list-style-type: none"> • Waste management issues from recycling to compost to oil disposal 	<ul style="list-style-type: none"> • Waste Management Strategy in place including ban on single use plastics

COMMUNITY VISION 2029

Where are we today? Population: 882 year round (2016 Census) Approx. Seasonal Population: 1,200 to 1,600	Where do we <u>WANT</u> to be in 2029? Population: 1,250 year round Seasonal Population: 1,600 to 2,000
<ul style="list-style-type: none"> Some key infrastructure missing for locals and tourist (i.e. showers, laundromat, campsites, etc) Road Asset Management Plan completed Water/Sewer Asset Management Plan in progress Aging Fire Hall and Fire Trucks 	<ul style="list-style-type: none"> Sewer treatment solution has been identified and is in progress or complete, water service has been extended New fire hall complete New fire truck in service Business attraction and retention strategy has addressed key infrastructure gaps Facility Asset Management Plan and Municipal Natural Asset Plan completed
<ul style="list-style-type: none"> Not a lot of capacity to add additional businesses/industry due to power restrictions and dirty power/brown outs 	<ul style="list-style-type: none"> 100% renewable energy (possibly Haida Gwaii Utility Corp) Clean energy for local businesses, residences and Village infrastructure
<ul style="list-style-type: none"> Causeway and dock facilities need improvements to better meet the demands of the fishing and boating industries 	<ul style="list-style-type: none"> Improvements have been made at the harbour to accommodate changes in the fishing and boating industries
<ul style="list-style-type: none"> Concerns about water scarcity in the future 	<ul style="list-style-type: none"> Water scarcity has led to adding an additional water intake from the Tarundl Creek
<ul style="list-style-type: none"> Overgrown vegetation and drought (wild fire risk), and changing climate (flood risk, sea level rise) 	<ul style="list-style-type: none"> Wildfire Protection Plan in place A secondary access route from Queen Charlotte to Skidegate has been completed We have experienced more effects of global warming and sea level rise, requiring us to build berms

What needs to change for us to achieve our 2029 vision?

- Establish data collection systems to ensure Council has what they need to make informed decisions
- Develop Resident and Business Retention and Attraction Strategies
- Create a Trail Strategy
- Create a Waste Management Strategy (composting, oil disposal, single use plastics etc)
- Update our feasibility study and identify a preferred option for Sewer Treatment
- Conduct an Alternative Energy Feasibility Study
- Look into a partnership with BC Hydro to assist with the transition to clean energy and address the dirty power/brown out issues we currently face
- Understand the fibre-to-the-home project and how dead zones in the community will be addressed for high speed internet
- Update the Subdivision Bylaw and adopt a Development Works and Services Bylaw