

DISTRICT OF
Stewart
Canada's Most Northerly Ice-Free Port

2022 to 2023 **STRATEGIC PLAN**

This Strategic Plan recognizes Stewart's tremendous assets and sets out a bold and refreshed vision of our community and our mission during this term of office.



On behalf of the District of Stewart, I am pleased to introduce the 2022-2023 Strategic Plan.

Within this plan you will find the enduring collective beliefs that guide our work as Council. Based on these and what we have heard from the community, we have established a series of priority actions that complement the core services provided by the municipality.

Several priorities were successfully reached in 2021, some are nearing completion, and new priorities have been purposed for 2022.

These priority actions address specific goals across six strategic focus areas. We believe that by following this approach, we can support responsible growth in our community with increased opportunities for local employment, tourism and industry as well as public safety, and a thriving & active local culture.

It is our privilege to represent the citizens of Stewart. As your Council, we are committed to continually improving quality of life for all residents. Together we can continue to build a prosperous and thriving community.

Gina McKay
Mayor



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Introduction

A Council-driven Strategic Plan

The District of Stewart has engaged in strategic planning this term and continues to build on previous work to strengthen the long-term strategic planning efforts of the District.

Strategic planning is an essential step for the District to set priorities, allocate limited resources, measure success, guide the work of staff, and communicate to residents. The strategic plan provides direction from Council so that the organization can focus on the most important initiatives and manage its resources to their greatest potential.

This Strategic Plan does not detail the ongoing core work of the District that provides current service levels and consumes the vast majority of District resources. Rather, the Strategic Plan identifies those specific areas that Council identified as key areas of focus for term of office, at a strategic level, will guide the decision making and work of the municipality throughout the term.

Notwithstanding, this Strategic Plan sets out key areas for focus, the ongoing core work of the District must support one or more of Council's Goals and Strategic Focus Areas. This Strategic Plan will be operationalized by staff by developing annual departmental and staff workplans and identifying where multiple departments are involved in the Priority Actions. In addition, staff will develop Key Performance Indicators which can be used to track progress toward Council's Goals and Strategic Focus Areas set out herein. We recognize it will take time to determine the best performance measures across all operations and are committed to ongoing performance evaluation and management.

Some of the Priority Actions will require new resources while some others can be completed using existing resources. Where new resources are required, Council can expect to receive reports detailing the work and additional resources (staff, financial) as required.



The key elements of this strategic plan include:

Council’s **Corporate Vision** — describes the organization’s aspirations for the future. The Corporate Vision Statement complements the Community Vision set out in the Official Community Plan.

Council’s **Corporate Mission** — describes the fundamental purpose of the organization and is in alignment with the municipal purposes laid out in the *BC Community Charter*.

Council’s **Corporate Values** — describe the enduring and collective beliefs that guide the work of Council and Staff.

Council’s six **Strategic Focus Areas** — identify the key priority areas of focus for the 2022-2023 Council term. Each of these strategic focus areas includes broad goals and high-level priority actions.

Council’s **Goals** — provide broad, longer-term outcomes.

Council’s **Priority Actions** — concrete actions that Council and Staff will undertake to make progress toward accomplishing the Goals. It is noted that the list of Priority Actions provided herein is not exhaustive; when combined with the District’s core service provision work, these Priority Actions will move the District toward the Goals. Over time, there will be a need to identify additional Priority Actions that will be added to future iterations of the Strategic Plan.

Vision & Mission

Where are we going?

The Vision Statement describes the organization's aspirations for the future. It creates a picture of a future state and answers the question, "Where does the organization want to be in 10-20 years?"

Our Vision

In 20 years, Stewart is a healthy, sustainable, and vibrant small community that supports a permanent population base of 1000 to 2000 people. Stewart has a diversified and stable economy where industry and tourism are both thriving and growing simultaneously; while also respecting and protecting the environment. Stewart is known internationally for its natural scenery, and continues to attract many visitors year-round. The bustling port facilities serve the north and supports the economy of BC and Canada.

Stewart is fully functional with the services expected of a small, remote community. People of all ages can thrive. Citizens are active and proud of Stewart and passionate in their commitment to maintaining and enhancing their great community.



Our Mission

Our mission is to work with our citizens to create a healthy, vibrant and caring community through:

- Visionary leadership & accountable governance
- Citizen involvement
- Balancing the expectation for services with available resources
- Decision-making that integrates the social, economic & environmental interests of the community
- Quality in customer service

Community Charter — Purpose of a Municipality

Section 7: The purpose of a municipality include

- (a) providing for good government of its community
- (b) providing for services, laws and other matters for community benefit
- (c) providing for stewardship of public assets of its community, and
- (d) fostering the economic, social and environmental well-being of its community



Values

What Guides Us

These values describe the enduring and collective beliefs that guide the work of Council and Staff:

- Encouraging Community Involvement
- Building Trust & Respect
- Promoting Innovation & Creativity
- Recognizing the achievement & contributions of District Staff & Citizens
- Fostering Open & Proactive Communication
- Being Fiscally Responsible



**“DEMONSTRATING
LEADERSHIP AND
PROVIDING
TRANSPARENT &
ACCOUNTABLE
GOVERNMENT”**

STRATEGIC FOCUS AREAS, GOALS, AND PRIORITY ACTIONS



Council identified six strategic focus areas for the 2022-2023 year of office.

These are areas the Council considers priorities for the near and longer term.

Each of the strategic focus areas is detailed on the following pages along with goals and priority actions.



1. Safe Community

Council is committed to furthering the safety of pedestrians, cyclists, and vehicles as Stewart experiences significant growth. The District shall allocate resources to safeguard all residents, to work collaboratively with the RCMP to proactively address crime trends, and to provide fire and rescue services that protect and prepare the community for emergency events.

2. Secure Finances, Assets and Infrastructure

The District shall pursue excellence in financial management and planning. The associated priority actions shall ensure the financial sustainability of the District and stewardship of existing assets and infrastructure and the planning for their replacement in the future.

3. Bold Economic Development

Our tax base is too dependent on the residential sector and too large a percentage of our workforce travels outside of Stewart every day. The District will aggressively target new business and investment opportunities that will provide employment for residents, encourage growth, and diversify the tax base. This approach requires that risks are taken in the short term but with an eye to ensuring the long term interests of Stewart are taken into account.

4. Liveable Complete Community

As the District grows, so too do expectations around the type of amenities that should be available to the people of Stewart. The District shall diversify the type of amenities and increase the number of recreational opportunities to support an enhanced lifestyle and healthy community.

5. Engaged Community

The District welcomes and needs the community to contribute to the growth of Stewart by being engaged and expressing its views to Council. New and non-traditional ways to engage the community will be developed. It is acknowledged that collaborating with community partners will generate stronger ideas and produce enhanced results.

6. Organizational Excellence

The District will strive to be a leader in the way it carries out its business, particularly in the way it interacts with its clients—residents and businesses. The principles of continuous improvement will be the foundation upon which the District functions and the organization will not shy away from taking risks and trying new and more efficient ways of conducting its business to ensure wise use of tax public funds.



Safe
Community

Organizational
Excellence

Secure Finances,
Assets and
Infrastructure

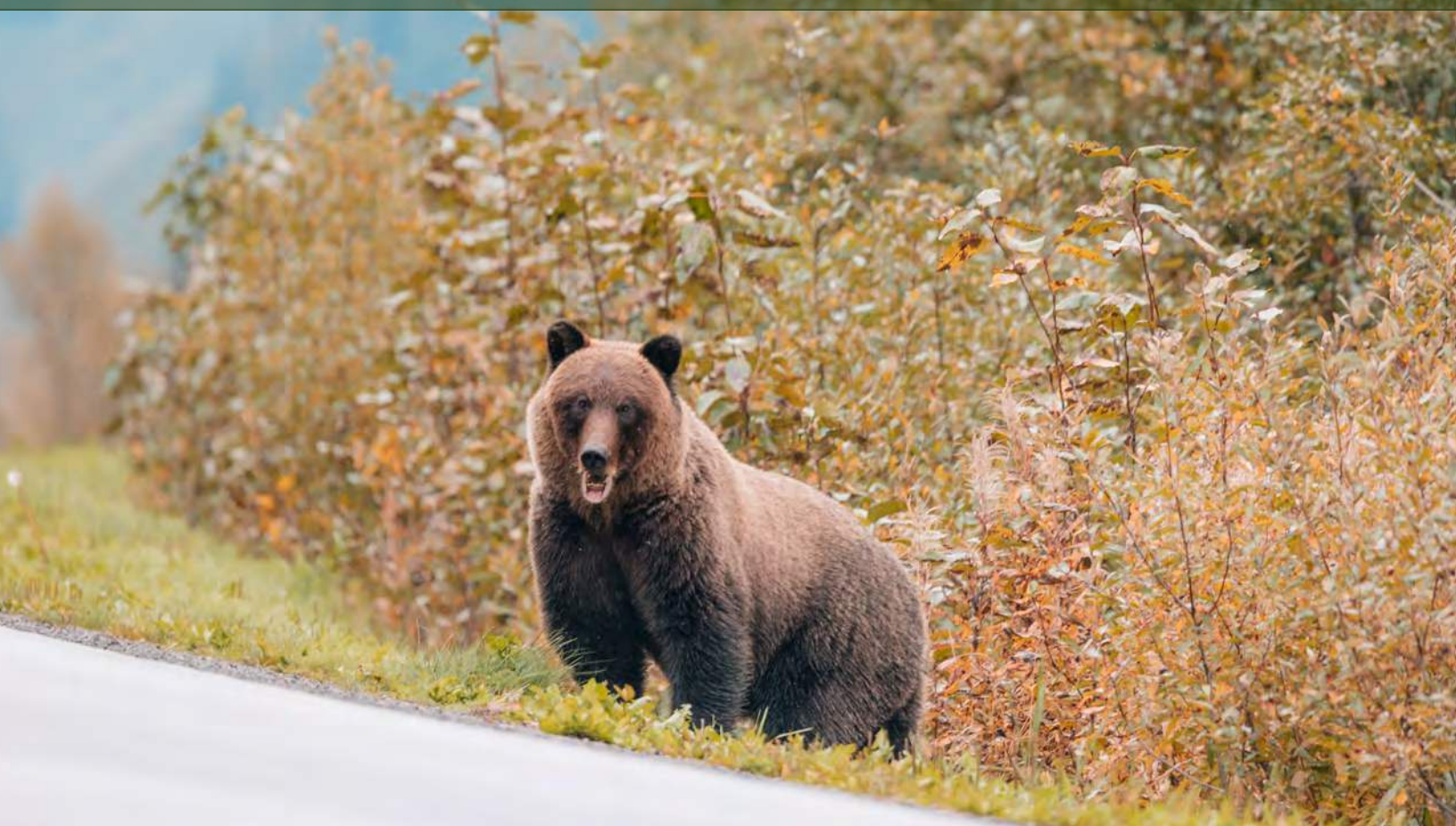
Engaged
Community

Bold Economic
Development

Liveable
Complete
Community



Safe Community



1. Safe Community

Priority Actions

- 1.1 Develop and implement a Traffic Safety Strategy to deal with proposed increased industrial traffic

- 1.2 Work in collaboration with the RCMP to set policing priorities for the District that address current local crime trends and ongoing and emerging public safety issues

- 1.3 Administration and Council to continue to work with the Stewart Volunteer Fire & Rescue Department to enhance the Fire Master Plan that identifies the risks facing the community and ensures the members are fully prepared to offer the required education, prevention, response and suppression services

- 1.4 Implement recommendation of Auditor General for Local Government's audit of District's Emergency Management Program

- 1.5 Become designated as a Bear Smart Community

Council is committed to ensuring the District of Stewart is a safe place for residents, businesses and visitors. Of importance is the safety of pedestrians, cyclists and vehicles on the roads of Stewart

Goals

To ensure all residents feel and are safe in Stewart.

To provide safe roads for pedestrians, cyclists and vehicles

To safeguard residents and visitors by providing "Bear Awareness Education" and establishing clear guidelines.



**Secure Finances,
Assets and
Infrastructure**



2. Secure Finances, Assets and Infrastructure

Central to Council's vision and mission is the responsible planning and management of public resources and infrastructure. Council is committed to working with the community to ensure resources are available to fund services and to plan, manage and maintain public infrastructure assets

Goals

To ensure sound financial management of the District

To ensure resources are available when needed

To ensure well planned, maintained and financed public infrastructure

Priority Actions

- 2.1 Develop an implementation plan for the Facilities Master Plan: inspect all District buildings and assess whether replacement or repair is required; including renovation of the Municipal Office building.
- 2.2 Review Building Permit & Business Licencing programs: consider revising bylaws and fees, ensure permit reflects current building code standards, etc.
- 2.3 Develop engineering master plans for long-term infrastructure planning for water, sewer (GPS mapping), drainage, roads, the Dike and aerodrome.
- 2.4 Develop a financial sustainability program to ensure contingency funds and reserves are in place for essential requirements and unforeseen circumstances
- 2.5 Develop a 5 year annual paving plan
- 2.6 Create a concrete sidewalk sealing program



**Bold
Economic
Development**



3. Bold Economic Development

Priority Actions

3.1 Prepare an Industrial Land and Economic Development Strategy: determine next phase of industrial land, and establish how to promote the economic development that coincides with it.

3.2 Implementation of Tourism Strategy and Operational Plan:

- Finalize the Tourism Task Force initiatives
- Determine the future of the Information Centre and municipal campground operations

3.3 Improve the long-term viability of the aerodrome.

3.4 Marketing strategy development and implementation

3.5 Campground revitalization

Investment and economic development in Stewart is essential to ensuring the overall health of our municipality. Council supports healthy, diversified and sustainable economic growth and increased opportunities for residents to both live and work within the community

Goals

To attract and retain business investment



Liveable
Complete
Community



4. Liveable Complete Community

Council supports the evolution of Stewart as a liveable, attractive and complete community that meets the everyday needs of residents

Goals

To develop distinct neighbourhoods and a livable community

To be an attractive community for living, working and playing

To the greatest extent possible, meet the social, cultural and physical needs of the community

Priority Actions

4.1 Attract and incentivize affordable housing options by investigating Grants for potential developers and builders

4.2 Encourage Small-Lot Development:

- Revise Zoning Bylaw
- Look into creating a program to assist individuals by subsidizing survey costs to subdivide lots

4.3 Implement secondary suite program

- Investigate zoning bylaw & potentially amend to allow for suites

4.4 Expand recreation space for all ages

4.5 Build a Community Hall to meet the needs of the Community

4.6 Work with a community group to bring a Day Care facility to Stewart

4.7 Create a Good Neighbor bylaw

4.8 Enhance vitality of downtown by attracting businesses to the downtown core that meet community needs and work with existing businesses for retention

4.9 Continue to advocate for Northern Health Bus Service or other viable options

4.10 Update Zoning & OCP Bylaws

4.11 Work with community stakeholders to form partnerships to develop a boat launch /marina

4.12 Create a Parks & Recreation Masterplan to provide a framework for planning, acquisition, development and administration of Parks & Rec resources, programs and facilities



Engaged Community



5. Engaged Community

Council acknowledges that engaged citizens and collaboration with others are essential to establishing a strong community

Priority Actions

- 5.1 Develop & implement a community engagement & communications policy
- Regulate what is communicated from Council and how it is conveyed
 - Public announcement email listing
-

Goals

- To have well-informed citizens
- To engage citizens to hear from them
- To have citizens engage in aspects of community life that interest and impact them
- Continue to work with partners for the benefit of the community



Organizational Excellence



6. Organizational Excellence

Council is committed to investing in staff and the organization to provide superior service to the community.

Goals

- To provide effective and efficient services
- To be a high performing professional organization
- To attract highly qualified, high performing staff
- Ensure administrative fairness and transparency in District processes
- To strive for continuous improvement

Priority Actions

- 6.1 Strengthen organizational effectiveness and culture
 - Work towards a dynamic team
 - Encourage professional development
- 6.2 Strengthen performance measures
- 6.3 Provide opportunities for communication and collaboration between Council & Staff
- 6.4 Initiate succession planning strategies
- 6.5 Ensure Staff have the right tools to be able to do their job well
- 6.6 Team discussions to determine innovative and improved methods to meet goals
- 6.7 Fluency in technology with ability to work remotely

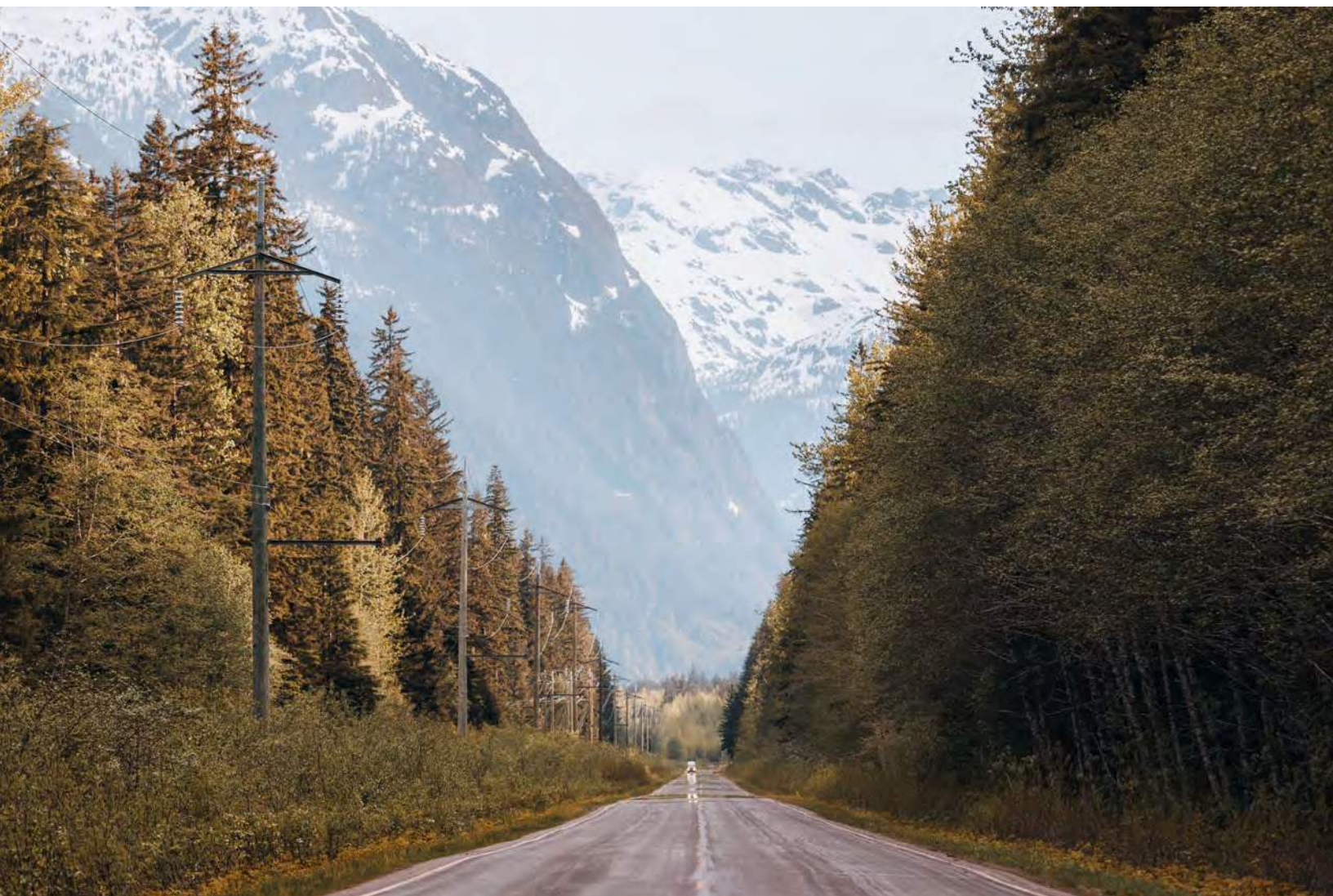


Next Steps

Getting to 2023

This strategic plan sets out the “what” and staff will develop the “how”. It provides direction to staff on Council’s 2022 priorities. Staff will develop work plans that address the priorities over the next year. Many of these priority actions will be completed using existing resources while others will come to Council as new projects with requests to dedicate new resources.

Staff will develop regular updates throughout the term of Council to update Council and the public with respect to progress on the various priority actions.



2022 to 2023 STRATEGIC PLAN

District of Stewart
705 Brightwell Street
Stewart BC VoT 1W0



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Photo Credits

J. Peddle
Camus Photography