



The Village of  
**PORT CLEMENTS**  
*"Gateway to the Wilderness"*

36 Cedar Avenue West  
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Port Clements, BC  
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**5:00 PM Special Meeting of Council, Tuesday August 29<sup>th</sup>, 2023**

**AGENDA**

*This meeting of the Council of the Village of Port Clements being held on the traditional territory of the Haida People.*

**1. ADOPT AGENDA**

**2. PETITITONS, DELEGATIONS & OPENING OF SEALED TENDERS**

D-1—EV Charging Stations Information - Danielle Wies

**3. GOVERNMENT**

G-1— Strategic Planning

**4. IN-CAMERA**

90(1) A part of a council meeting may be closed to the public if the subject matter being considered relates to or is one or more of the following:

- (a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the municipality or another position appointed by the municipality;
- (c) labour relations or other employee relations;
- (d) the security of the property of the municipality;
- (g) litigation or potential litigation affecting the municipality;
- (i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (j) information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the *Freedom of Information and Protection of Privacy Act*;

**5. ADJOURNMENT**



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**Delegation to Council Application Form**

Applicant Group/Individual Name: Danielle Wies - Transportation Initiatives  
Mailing Address: N/A Transportation Service Area  
Telephone: N/A Email: N/A

Subject of Delegation: invited to speak to council on  
Charge North - EV charging stations.

**Purpose of Delegation:**

*\*\*Please note that delegations regarding any aspect of an Official Community Plan or a zoning application are prohibited between the conclusion of a Public Hearing and the adoption of a Bylaw and may not come before Council at that time.\*\**

- Question for council
- Requesting information
- Requesting a letter of support
- Requesting funding

Other (provide details): invited to speak to council

Contact Person (if different from above): \_\_\_\_\_  
Telephone number: \_\_\_\_\_ Email: \_\_\_\_\_

*It is recommended that if an applicant has a deadline or specific time constraint then the applicant should make their delegation application to a Council Meeting that has at least one other Council Meeting occurring before this deadline.*

*Please note that your delegation may not be on the date requested due to prior commitments, staff resources or at the Chief Administrative Officers' discretion due to subject matter. Your delegation is not confirmed until it is approved by the CAO and you have been contacted by Village staff.*

Council Meeting date requested: August 22nd, 2023  
Attending delegate (if different from above): \_\_\_\_\_

D-1

**Delegation Requirements:**

If approved the name of the delegation and its subject will be published in the Council Meeting Agenda, which is made available to the public and on our website. This is not optional and cannot be withdrawn from the public record.

If you wish to provide supporting documentation to be published in the Agenda, it must be provided to our office no later than **1:00 PM on the Wednesday prior to the Council Meeting**. After the Agenda's deadline the delegation must bring its supporting document to the Council Meeting for distribution. It is mandatory to bring 7 copies for Council and Staff

**Delegation Rules at Council Meetings:**

1. **The delegation has a 10 minute time limit for speaking to Council.** This limit is regardless of how many speakers the delegation presents as part of their delegation. This limit also includes time for any questions.
2. The presentation must be directed at Council in a respectful and collaborative manner. The meeting Chairperson will indicate who has the turn to speak and in what order: interrupting and talking over someone when they are speaking is strongly discouraged. Disrespectful and abusive language will not be tolerated.
3. **Do not expect an immediate answer or response to your delegation:** Council may refer to staff for more information or postpone it to another meeting for further consideration. Council reserves the right to make its decision in its own time and will not be pressed to a decision due to a delegate's deadline.

I understand and agree that I have been advised on the rules and requirements of a delegation to Council and I agree to these terms.

Name: N/A  
Date: N/A

Signature: N/A

**For Office Use Only:**

Date Application Received: N/A Documents Submitted with Application: N/A  
Application Received by: N/A Signature: N/A

Approved

Declined

Other (please specify): \_\_\_\_\_

Council Meeting Appearance date of Delegation: August 22nd, 2023

[Signature]  
Signature of Chief Administrative Officer

August 16/2023  
Signature Date

D-1



## 2021 – 2025 Strategic Plan

Adopted by Council: April 19, 2021

UPDATE Adopted by Council:

### VISION

Port Clements strives to be a progressive community, seeking citizen involvement and sustainable development.

### MISSION

To bring together PEOPLE, PARTNERSHIPS and POSSIBILITIES with respect to achieve a strong and vibrant community.

### VALUES

When making decisions Council will use the following values to guide their deliberations.

Values	Decision Making Parameters
Alignment with long-term Plans	How does the idea fit with our existing plans? Is the idea achievable, reasonable and practical?
Respect for People <ul style="list-style-type: none"> <li>○ Equality</li> <li>○ Safety</li> <li>○ Fiscal Prudence</li> <li>○ Pragmatic Enforcement</li> </ul>	Will some citizens be more affected than others? How will safety be affected? How will the budget be affected? Will people want to comply? How will neighbouring communities be affected?
Respect for Place <ul style="list-style-type: none"> <li>○ Clean Water</li> <li>○ Environmental Protection</li> <li>○ Sustainability</li> <li>○ Balanced Growth</li> </ul>	How will the water and/or environment be affected? Does the idea comply with or exceed current environmental regulations? How sustainable is the idea? Does the idea promote balanced growth? Are there any opportunities for partnerships?

### DEFINITIONS:

**Sustainable Development** means development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

**Sustainability** means the ability to be maintained at a certain rate or level; or avoidance of the depletion of natural resources in order to maintain an ecological balance.

**Balanced Growth** means economic growth that is sustainable in the long term with low inflation, and balance between the environment and between different sectors of the economy such as exports and retail spending, or land development for housing and business. It is the opposite of volatile boom and bust economic cycles.

## INTRODUCTION

The Council of the Village of Port Clements believes that we need to take action if we want our community to be sustainable into the future. Our Vision and Mission Statements are intended to set the tone for positive change.

We see a future where our community is supported by new industries and businesses and a sustainable and renewable forestry industry providing a basis for value-added economic activity in Port Clements. The residents of the community are respected, safe, healthy and active. The islands have transitioned to alternative energy sources, and Haida Gwaii communities have prospered after spending years partnering on projects and tackling challenging issues together.

This document was prepared in consultation with Council and staff, with public input provide through a survey at the final DRAFT stage. Our Strategic Plan will be monitored closely and staff will provide quarterly reports to Council. The Plan will be reviewed annually and updated as targets are completed and new ones are added. As they arise, Council may also pursue opportunities outside of this Plan that are in alignment with our Vision and Mission.



### CONTEXT: January 2021

The Village of Port Clements has a year round population of 282 (2016 Census), down from 378 (2011 Census). The Village operating budget has increased by 19% since 2016. An Asset Management Plan was completed in 2019, which will drive future investments in our core water, wastewater, and roads infrastructure. Since 2016, Port Clements has invested \$1.32 million in local infrastructure and plans, including \$180,000 so far for the required Sewer Lagoon replacement project, \$160,000 on the water system, \$350,000 on buildings, \$230,000 on equipment and \$400,000 on trails and roads. The Northern Capital and Planning Grant of \$2,085,000 that we received in 2019, has opened new possibilities for long term infrastructure planning and construction.

The COVID-19 Pandemic has required the Village to rethink how we conduct business, and has added workload as we adjust to the new normal. Staff capacity reductions due to turnover, leaves and vacancies have also hampered service delivery in some areas, and one of our top priorities is to recruit a new Chief Administrative Officer (CAO) as soon as possible. In order to focus our activities in the coming years, the Council has prepared this Strategic Plan to create a sustainable community and economic recovery following the COVID-19 Pandemic.

In December 2020, Council conducted an environmental scan using a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) to create a **Vision** and **Mission** and set four key strategic priority areas. 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 deliverables. This plan does not describe operational activities that are the responsibility of departments or staff, but does set the priorities.

### **STRATEGIC PLAN PRIORITY AREAS**

As the community is currently seeking a new CAO, the Council understands that staff capacity will be limited this year. Council also recognizes that they have set ambitious targets for the next two years; which may be challenging to achieve if we are delayed in recruiting a new CAO.

In order to provide direction to staff, Council completed two Quadrant Analyses:

1. **CORE SERVICES** targets are prioritized by **Importance** and **Time Sensitivity**, and
2. **COUNCIL INITIATIVES** targets are prioritized by their **Benefit/Value** and **Cost/Effort**.

It is expected that staff will do their best to achieve the targets of highest importance/time sensitivity before focusing on lower ranked targets. Anticipated completion years have been identified in most cases; however, they are subject to change.

### **CREATING STABILITY AND CAPACITY IN THE VILLAGE OFFICE**

**GOALS:** To increase staff capacity to maintain municipal operations, operate infrastructure and manage existing and future projects while supporting the Village Council.

To ensure Council has the knowledge and training to provide effective, efficient and transparent governance for the municipality.

**Objectives:**

- To recruit and retain high quality professional staff;
- To provide for ongoing training and development of all Village staff;
- To support ongoing professional development for Council’s governance role;
- To realize operational efficiencies in Village systems and processes;
- To provide quarterly status reports to Council on Strategic Plan goals, Village finances, operations and Council initiatives.

TARGETS	
CORE SERVICES	COUNCIL INITIATIVES
<p><u>HIGH IMPORTANCE   HIGH TIME SENSITIVITY:</u></p> <ul style="list-style-type: none"> <li>• CAO recruitment (complete 2021/22)</li> <li>• Municipal COVID-19 Reopening Plan (2021/22)</li> </ul> <p><u>MEDIUM IMPORTANCE   MEDIUM TIME SENSITIVITY:</u></p>	<p><u>HIGH BENEFIT / VALUE   LOW COST / EFFORT:</u></p> <ul style="list-style-type: none"> <li>• Role clarity for Commissions (complete 2021)</li> </ul> <p><u>MEDIUM BENEFIT / VALUE   MEDIUM COST / EFFORT:</u></p> <ul style="list-style-type: none"> <li>• Emergency Management Commission                             <ul style="list-style-type: none"> <li>○ Emergency Support Services &amp; EOC Supplied &amp; Training grant (complete 2021)</li> </ul> </li> </ul>

**MAINTAINING AND IMPROVING EXISTING INFRASTRUCTURE**

**GOALS:** To develop short and long term plans to ensure our assets are well-maintained and the community is a good place to live.

To ensure that infrastructure projects include an assessment of ongoing operating and maintenance costs.

To complete projects/initiatives within their scope, schedule and budget, involving Council at all key decision points.

To improve community safety and ability to respond to emergencies.

**Objectives:**

- To finalize an asset management plan by 2023 that identifies life span for all Village assets on a prioritized basis, in particular anything that that could impact keeping our existing, or attracting new businesses and industries.

<b>TARGETS</b>	
<b>CORE SERVICES</b>	<b>COUNCIL INITIATIVES</b>
<p style="text-align: center;"><u>HIGH IMPORTANCE   HIGH TIME SENSITIVITY:</u></p> <ul style="list-style-type: none"> <li>• Office Improvement Project (Complete 2021)</li> <li>• Sewer Lagoon, lift station(s) compliance upgrade (2021 thru 2023)</li> <li>• Water Treatment plant upgrades                             <ul style="list-style-type: none"> <li>○ Well # 3 connection (2022)</li> <li>○ Chlorine shed repairs (2022)</li> <li>○ Asbestos cement water line replacement (2022)</li> <li>○ Operating System Upgrades (2022)</li> </ul> </li> </ul> <p style="text-align: center;"><u>MEDIUM IMPORTANCE   MEDIUM TIME SENSITIVITY:</u></p> <ul style="list-style-type: none"> <li>• Weight Room COVID Safety Impr. (Complete 2021)</li> <li>• Froese Subdivision Street Lights (Complete 2021)</li> <li>• Fire Hall floors (Complete 2021)</li> <li>• Clinic heat return ventilation system &amp; heat pumps, drainage, building assessment (2022)*</li> </ul> <p style="text-align: center;"><u>LOW IMPORTANCE   LOW/MEDIUM TIME SENSITIVITY:</u></p> <ul style="list-style-type: none"> <li>• Heat pumps for St. Marks, park bathroom, water pump house (2022)*</li> <li>• Public Works Salt/Sand Shed/Pellet Storage (2022)                             <ul style="list-style-type: none"> <li>○ Biomass supply</li> <li>○ Fire Hall heat supply</li> </ul> </li> </ul>	<p style="text-align: center;"><u>MEDIUM BENEFIT / VALUE   MEDIUM COST / EFFORT:</u></p> <ul style="list-style-type: none"> <li>• Weight Room upgrade (Complete 2021)</li> <li>• Sunset Park Campground upgrade (2022/23)</li> <li>• Community Park Improvements (2022/23)                             <ul style="list-style-type: none"> <li>○ Tennis Court revitalization</li> <li>○ Soccer Field</li> <li>○ Bathroom security</li> <li>○ Playground Fencing</li> <li>○ Playground Equipment (Rec. Comm.)</li> </ul> </li> </ul> <p style="text-align: center;"><u>LOW BENEFIT / VALUE   LOW COST / EFFORT:</u></p>  <p style="text-align: center;"><u>LOW BENEFIT / VALUE   HIGH COST / EFFORT:</u></p>

\*Combine these projects to make application to Gwaii Trust major contributions grant.

**IMPROVING LIVABILITY AND REVITALIZING THE ECONOMY**

- GOALS:** To encourage island governments working together for the betterment of all island communities.  
 To support and encourage local industries and businesses to grow through new opportunities and partnerships.  
 To support and encourage volunteers and volunteer organizations and their contributions to the local economy.  
 To develop community recreation options and promote a healthy lifestyle for all ages.  
 To maintain and operate our Parks and Recreation facilities and spaces for the benefit of the community, and make improvements as budget and staff capacity allow.

**Objectives:**

- To approach reconciliation with respect, curiosity, and empathy and take action locally to uphold the intent of the United Nations Declaration on the Rights of Indigenous People.
- To support and participate in the All Islands Protocol Meetings.
- To advocate for solutions to issues of concern to the residents of the Village and/or Haida Gwaii as a whole.
- To support the islands transition to clean energy alternatives.
- To improve parks and maintain our recreation infrastructure with a goal to extend visitor stays.
- To support the development of a Community Forest.
- To encourage the development of new industries and business entrepreneurs through reduced business taxation and other incentives.

TARGETS	
CORE SERVICES	COUNCIL INITIATIVES
<p><u>MEDIUM IMPORTANCE   MEDIUM TIME SENSITIVITY:</u></p> <ul style="list-style-type: none"> <li>• COVID Meal Delivery for Seniors (Complete 2021)</li> <li>• Update Emergency Preparedness Plan &amp; Review Community Wildfire Protection Plan (2022)</li> </ul> <p><u>LOW IMPORTANCE   MEDIUM TIME SENSITIVITY:</u></p>	<p><u>HIGH BENEFIT / VALUE   MEDIUM COST / EFFORT:</u></p> <ul style="list-style-type: none"> <li>• Vibrant Community Commission                             <ul style="list-style-type: none"> <li>○ St. Mark’s Gift Shop (2021)</li> <li>○ Downtown core beautification projects (2021)</li> <li>○ Tourism Signage (2022)</li> </ul> </li> </ul> <p><u>HIGH BENEFIT / VALUE   HIGH COST / EFFORT:</u></p> <ul style="list-style-type: none"> <li>• Vibrant Community Commission                             <ul style="list-style-type: none"> <li>○ Golden Spruce Trail Extension Study (2022)</li> <li>○ Tourism Marketing (complete 2021)</li> <li>○ Sunset Trail Improvement Project (2022/23)</li> </ul> </li> </ul>



**ENCOURAGING AND SUPPORTING LAND DEVELOPMENT**

- GOALS:** To encourage and support the development of residential properties within the municipality.  
 To support the development of senior’s housing options.  
 To encourage and support the sale and development of industrial properties for job creation.  
 To increase the number of young families living in the community.

**Objectives:**

- To update/modernize the Official Community Plan Bylaw, Zoning Bylaw, and Subdivision Bylaw by 2022.
- To take action on the recommendations of the Housing Study in concert with the OCP modernization.
- To take action on the recommendations from the Coastal Erosion and Flooding Study by 2023.

TARGETS	
CORE SERVICES	COUNCIL INITIATIVES
<p><u>MEDIUM IMPORTANCE   MEDIUM TIME SENSITIVITY:</u></p> <ul style="list-style-type: none"> <li>• Official Community Plan, Zoning / Subdivision Bylaw modernization (2022)*</li> <li>• Document Village Rights-of-Way(ROW)/ Roads &amp; ROW upgrade design study (2023)</li> </ul> <p><u>LOW IMPORTANCE   LOW TIME SENSITIVITY:</u></p> <ul style="list-style-type: none"> <li>• Coastal Erosion and Flood Mapping Study (2022 Regional Partnership)</li> </ul>	<p><u>HIGH BENEFIT / VALUE   HIGH COST / EFFORT:</u></p>

\*Include Seniors Housing, M& B Subdivision & multi-purpose planning, redevelopment of derelict properties, secondary access to Highway 16

- **Projects with no year assigned, but are high importance:**
  - Graveyard purchase/transfer ownership & restoration
  - Lobby for Chevron property rehab & sale
  - Emergency backup generator
  - Community Forest (ongoing)

### **What ACTIONS do we need to take to achieve our Vision?**

- Create community buy in and support for our Vision by involving them in the process through mail-in or online feedback opportunities for now, and in person once we can again.
- Use the tools of municipal governance and operations to reconfirm and/or identify priorities on an annual basis that will help move the community towards our future vision.
- Start with the basics and update our Official Community Plan and focus on ideas that will provide worthwhile results and can be accomplished by staff within a reasonable timeframe, workload and budget.
- Focus on our strengths and take deliberate action to become a place where people want to move to, and where we have the jobs and diverse economy needed to have a sustainable tax base.
- Maximize our ability successfully access grant funding for improving/replacing our community infrastructure by investing in staff training and development and planning for ongoing operating and maintenance costs.