



District of Port Edward

Corporate Strategic Plan

5/3/23

MESSAGE FROM COUNCIL

Dear Residents of the District of Port Edward,

The Council for the District of Port Edward is pleased to announce the release of our new corporate strategic plan. Our plan is focused on achieving our long-term vision for the community, while addressing the challenges and opportunities that we face today.

Our strategic plan identifies five strategic priority areas: Community Development, Economic Development, Public Works and Infrastructure, and Organizational Excellence.

Within each of these strategic priority areas, we have identified specific goals and actions that will guide our decision-making and resource allocation over the next several years.

We are committed to working collaboratively with our residents, community organizations, and business partners to achieve these goals and to ensure that the District of Port Edward continues to be a great place to live, work, and play.

We encourage all residents to review our strategic plan and to provide feedback on our priorities and objectives. Together, we can build a stronger and more vibrant community for all.

Sincerely,

Mayor Knut Bjorndal and Council



Dan Franzen
Councillor



James Brown
Councillor



Knut Bjorndal
Mayor



Christine MacKenzie
Councillor



Colleen McDonald
Councillor

CORE SERVICES – WHAT WE DO

Cores services are the foundation of the work of the District and are the focus of the vast majority of all the District’s resources. The smooth delivery of these essential services generally goes unnoticed, but they are at the very heart of what the District does on behalf of its citizens. The Strategic Plan does not detail the ongoing core work of the District but rather identifies those specific new initiatives Council identified as key areas of focus for the 2023-2026 term.

The District of Port Edward strives to excel in the delivery of our core services including:

- Good governance, administration and community engagement;
- Public safety;
- Community planning and development services;
- Public works, infrastructure and engineering;
- Parks and recreation; and
- Community economic development.

VISION

Port Edward will be a healthy natural beautiful coastal community that prioritizes the well-being of its citizens.

VALUES

The District of Port Edward values:

- Working together for the District;
- Welcoming and open to community input;
- The small community feel of Port Edward;
- The diversity of views and cultures in Port Edward; and
- The uniqueness of the community.

KEY FOCUS AREAS 2023-2026

In this term Council will focus on five key areas as illustrated below and detailed in the following tables.



Well Planned District Finances

Goals:

- Operate within our budget and continue to be financially prudent.
- Develop a long-term financial plan to create a clear financial picture for the future.
- Take advantage of grant opportunities to improve services for our residents and businesses.
- Protect Port Edward's tax base and retain and attract new residents and businesses.

Why?

Well managed finances are the foundation of all the District does on behalf of citizens. In order to enhance the community and ensure services are available to citizens and businesses, we are committed to long term financial planning and management.

ACTIONS	TIMING/ PRIORITY	RESOURCES	SUCCESS MEASURES
Develop a detailed 5-year financial plan	2025-2026	In house & consultant	Detailed 5 year financial plan adopted by Council
Ensure early budget planning	2024	In house	Earlier budget adoption
Ensure regular financial and strategic plan updates by staff	2024	In house	Regular (3/year) updates provided
Develop a water needs assessment and surplus water revenue strategy	2026 or beyond	Consultant & Province	Strategy adopted by Council and new revenues generated
Shared Service Agreement with the City of Prince Rupert	In progress	In house	Framework developed as per provincial directive
Review the potential for and costs and benefits of the sale of wastewater treatment by Port Edward to other users	TBD	Consultant	Review completed and considered by Council

Well Planned, Maintained and Financed Public Works and Infrastructure

Goals:

- Plan, maintain, and finance District infrastructure.
- Ensure there is adequate infrastructure capacity with room to grow.
- Continue to keep our motto “Clean, neat and green” by looking after our parks, District properties, and roads.
- Enhance our parks, fields, and roads as finances allow.
- Continue our efforts to upgrade and pave more roads in our community.
- Continue to provide our community with quality drinking water and sewage treatment.

Why?

Ensuring our infrastructure is well-maintained and meets the needs of current and future residents enables us to provide the services residents expect and helps us attract new businesses and residents to our community.

ACTIONS	TIMING/ PRIORITY	RESOURCES	SUCCESS MEASURES
Evaluate asset groups not already assessed: parks, facilities, pipelines, fleet etc.	2023-2026	In house & consultant	Evaluations complete
Complete and implement asset management plans and related finance strategies	2023-2026	In house & consultant	Strategy complete and implemented
Build reserves to fund asset management plans	2023-2026	In house & consultant	Reserves at a sustainable level
Continue to improve roads and sidewalks – Oceanview (2023) Nelson Drive (2024)	2023-2024	Engineering consultants, in house & partnerships	KMs of annual improvements
Examine potential for low maintenance/nature scaping approaches for District lands	2025	Consultant	Improved appearance of District lands

Growing and Progressive Economic Development

Goals:

- Promote Port Edward as “open for business and industry.”
- Work collaboratively with partners and investors on projects coming to our community.
- Enhance visitor experiences (Diana Lake & other recreational areas.)

Why?

Economic development helps our community grow, attracting new businesses and residents, and at the same time, strengthens our tax base which helps us to provide more services in our community (see also Community Development).

ACTIONS	TIMING/ PRIORITY	RESOURCES	SUCCESS MEASURES
Develop Port Edward “branding” and marketing with a variety of messages to attract businesses and residents.	2025- 2026	Consultant	Increased investment interest and increase in tourism (numbers & time spent in PE)
Improve efficiency of development application processes	2023 In progress	Inhouse & contract planner	Reduced development approval time & increases efficiency
Further develop and implement the Commercial District concept plan (include provision for restaurant, hotel and liquor store)	2024-2025	In house and consultant	Concept plan and new development complete
Develop a strategy for District land holdings (inventory & analyze potential to hold, develop or sell)	2023	Contract planner	Strategy complete and implemented – District lands used to their greatest potential
Advocate and support potential tourism opportunities including community gazebo, fish hatchery, campground expansion	Ongoing	Council In house	Tourism opportunities realized
Explore opportunities related to the PE Harbour Authority to support the commercial and recreational fishing industry	2023	In house	New facilities for commercial and recreational fishers
Support the success of North Pacific Cannery	Ongoing	Port Edward Historical Society Parks Canada North Coast Regional District	Increased funds to sustain and advance building conservation plan Improvement of facility and increased visitation Increased revenues to NPC, assisting with sustainability of the operations

High Quality of Life and Community Development

Goals:

- Be a vibrant, self-sufficient, growing complete community.
- Create a high quality of life for Port Edward residents.
- Support active lifestyles.
- Continue to focus on building a family oriented community.
- Develop market and non-market housing

Why?

Port Edward is a special place and residents live here because of the uniqueness of the community and the high-quality services the District provides. As the community grows, we will protect the community's specialness while attracting new services, residents, and businesses.

ACTIONS	TIMING/ PRIORITY	RESOURCES	SUCCESS MEASURES
Develop a strategy for District parkland (consider potential for pickleball, ballfield upgrades, screening for porta potties, dog park upgrades)	2024 forward	Consultant/contract planner Work with the NCRD	Master plan complete and implementation started Strategic Land Acquisitions Identified and costed
Implement and action council approved Trail Study	Ongoing	Community/committee support	Trails developed and maintained
Develop a concept for the waterfront pathway, and kayak launch	2024	Application submitted for concept plan	Plan/strategy developed
Begin work to redevelop school site	2023-2025	FCM & CMHC	Project completed
Explore upgrades for the District Community Hall – potentially adding AV equipment – review rental policy	2025	In house & consultant	Upgrades completed
Consider the future of the White House property	2023	Consultant	Future of White house clearly determined
Continue to work with the School District for community daycare	2023	SD	Daycare operating
Explore options for improved community engagement including website improvements and community newsletter	2023	In house & consultant	Improvements complete and community engagement increased
Advocate to the NCRD for a campground at Kioya Bay	20263-2025	In house & NCRD	Kayak launch complete
Advocate to BC Parks to develop camping facilities in Port Edward	Ongoing	In house	Camping available
Advocate for Diana Lake clean up (logs)	Ongoing	Council, BC Parks, City of Prince Rupert, Ministry of Environment	Logs cleaned up Recreational access and enjoyment improved

Advocate for Rainbow Lake development	Long term	Council, BC Parks Private sector Investors/partners, MOTI	Facilities developed
Advocate for Highway pathway at UBCM	2023	Council, MOTI	Pathway completed
Advocate for monitoring of speeding in Port Edward	2023	Council	Reduced speeding in the District
Advocate to Northern Health Authority for community health care nurse resources	2023	Council	Health care services available

Organizational Excellence

Goals:

- Be a sustainable, efficient, and progressive local government organization.
- Use District resources to their greatest benefit
- Ensure the smooth operation of District services

Why?

The District organization needs to be a progressive, efficient and effective organization in order to provide the quality services and facilities residents have come to expect and to grow the community and the local economy.

ACTIONS	TIMING/ PRIORITY	RESOURCES	SUCCESS MEASURES
Utilize and manage staff to the greatest benefit – support skill development	Ongoing	In house	Port Edward is the employer of choice in the region
Ensure succession planning	Ongoing	In house	Smooth staff transitions following retirements Performance management system implemented
Use consultants strategically	Ongoing	In house	Cost effective use of consultants
Review commitment to Climate Action Charter and reduction of greenhouse gases	2023/2024	In house	Review complete and actions taken
Update the District Emergency Plan	2025	In house & consultant	Updated Emergency plan
Explore options for additional bylaw enforcement	2024	In house	Improved bylaw enforcement