



## **2019-2022 Strategic Plan**

July 23 2019

Updated 2021

The Village of Hazelton has prepared a Strategic Plan that focuses on creating a sustainable community vision. This document was prepared in consultation with Council, staff and the public.

This document will be reviewed by staff and Council yearly and new goals will be added from time to time. Council may choose to pursue opportunities outside of this plan as opportunities may arise.

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## **Mission Statement**

Embracing our pioneering spirit to create a uniquely sustainable and livable community.



## **Vision**

To honour our past as a confluence of nature, people and culture as Hazelton moves forward into the future.

## SWOT

The Village of Hazelton has examined its strengths, weaknesses, opportunities and threats.

SWOT Analysis	
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Easy to get around</li> <li>• Friendly</li> <li>• Nature, scenery</li> <li>• Geographic location, proximity to airport, major trade route</li> <li>• Advertising materials</li> <li>• Affordability</li> <li>• Upper Skeena Recreation Centre in municipal boundaries</li> <li>• Independent businesses</li> <li>• Hospital</li> <li>• School, college, French immersion</li> <li>• Culture, artist community</li> <li>• Environmental stewardship</li> <li>• Innovative and creative people</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Upper Skeena Recreation Centre as a hub for recreation information</li> <li>• Development behind hospital</li> <li>• Diversity in tourism, motorcycle tour, eco-tourism, cultural tourism</li> <li>• River and natural scenery</li> <li>• Ideal setting for retreats</li> <li>• Bike and walking trails</li> <li>• Attractive historical commercial spaces</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Location, off of major highway</li> <li>• Limited budget</li> <li>• No curbside recycling</li> <li>• Poor condition of roads</li> <li>• Lack of RCMP visibility in commercial core</li> <li>• Limited intercommunity transit</li> <li>• Lack of non-athletic programming</li> <li>• Limited businesses and services</li> <li>• Limited housing and accommodation options</li> <li>• Multiple governing jurisdiction in a small geographic area</li> <li>• Limited staff capacity</li> <li>• Proximity to Flood Plain</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Climate change, wildfires, fishery, river levels</li> <li>• High cost of operations for recreation facility</li> <li>• Unresolved land claims</li> <li>• Employee turnover</li> <li>• No secondary evacuation route</li> </ul>

## Strategic Plan Priority Areas

The Village of Hazelton has recognized five key priority areas for the next four years. These priority areas are inter-linked and will be achieved with our mission statement in mind. Staff and Council are also focused on improving communication with the community, increasing education and knowledge of local government for staff, council and the public.

Priority
<p><b>Community and Economic Development</b></p> <p>The Village will work towards increasing economic development opportunities in the downtown core by increasing safety, communicating opportunities and partnering with Gitanmaax on projects that strengthen our area. The Village will continue to take a leadership role in Love the Hazeltons and work to develop opportunities for businesses to be involved.</p>
<p><b>Tourism</b></p> <p>The natural environment surrounding the Village and its historic roots makes Hazelton a hidden gem. Tourism goals include building on our history and culture to attract visitors. The Village wishes to find creative ways to draw people in to visit Hazelton and provide them with experiences they can't get anywhere else.</p>
<p><b>Housing and Infrastructure</b></p> <p>With limited geographic area for expansion, the Village is focused on creating opportunities within its boundaries with innovative housing policies. Continual upgrades to key infrastructure will ensure the safety of the environment and residents in the coming years.</p>
<p><b>Environment</b></p> <p>The Village recognizes the major challenges that climate change will bring to our area and wishes to improve sustainable practices in the community. This would include residential recycling pickup, reducing administrative paper use and pre-emptive maintenance to wastewater system.</p>
<p><b>Parks and Recreation</b></p> <p>The Village will continue to work with the Regional District of Kitimat-Stikine to ensure successful operation of the Upper Skeena Recreation Centre. The Village wishes to continue development of Bastion Park and to seek opportunities for an additional recreation field.</p>

## Goals

Community and Economic Development				
Description		Cost	Timeline	Achieved
<b>Recreation Centre</b>	<ul style="list-style-type: none"> <li>Work with Owners Group to have Recreational Facility up and running for community use and events.</li> </ul>	High cost Leverage Grants	2019 ➔	
<b>Commercial Core Safety</b>	<ul style="list-style-type: none"> <li>Improved relation with downtown businesses to increase safety.</li> <li>Increased RCMP patrols in downtown core.</li> </ul>	Low cost	2019 ➔	
<b>Partnership</b>	<ul style="list-style-type: none"> <li>Improve Council to Council relationship.</li> <li>Partner with Gitanmaax on Economic Development Projects that benefit both communities.</li> </ul>	Low cost	2019 ➔	
<b>Website Upgrades</b>	<ul style="list-style-type: none"> <li>Update website to increase information for investors and developers.</li> </ul>	Medium cost	2019 ➔	2019 ✓
<b>Love the Hazeltons</b>	<ul style="list-style-type: none"> <li>Continue to take a leadership role in promoting and developing Love the Hazeltons.</li> </ul>	Low cost NDIT Grant	2019 ➔	
<b>Community Masterplan</b>	<ul style="list-style-type: none"> <li>Develop a community master plan to promote potential opportunities for accommodation and commercial space. Pull together ideas from OCP, zoning, and other plans.</li> </ul>	Medium cost	2021 ➔	
<b>Community Branding</b>	<ul style="list-style-type: none"> <li>The Village will complete a community branding exercise to ensure correspondence, documentation is engaging and uniform.</li> </ul>	Low Cost	2022 ➔	
<b>Improve Business Retention and Attraction</b>	<ul style="list-style-type: none"> <li>Work with the RDKS to improve business retention and attraction in the Village of Hazelton.</li> </ul>	Low Cost	2022 ➔	

Tourism				
Description		Cost	Timeline	Achieved
<b>Promotion</b>	<ul style="list-style-type: none"> <li>Increase advertising and promotion of Community Guide.</li> </ul>	Medium cost	2019 ➡	
	<ul style="list-style-type: none"> <li>Advertise locally, regionally, nationally and internationally.</li> </ul>	Medium cost	2020	
<b>Wayfinding Signage</b>	<ul style="list-style-type: none"> <li>Redevelop and revamp highway signage.</li> </ul>	Medium cost	2020	
	<ul style="list-style-type: none"> <li>Welcome to Hazelton signage.</li> </ul>	High cost	2021	2021 ✓
<b>Historic Building Walking Tour</b>	<ul style="list-style-type: none"> <li>Develop signage for historic buildings.</li> </ul>	Low cost Grant	2019	2020 ✓
	<ul style="list-style-type: none"> <li>Electronic map for walking tour of old buildings.</li> </ul>	Medium cost	2020	2020 ✓
<b>Sculptures and Artwork</b>	<ul style="list-style-type: none"> <li>Create opportunities and space for sculptures and artwork in downtown core.</li> </ul>	Medium cost	2021	
	<ul style="list-style-type: none"> <li>Brand community, with regards to artwork.</li> </ul>	Medium cost	2021	
	<ul style="list-style-type: none"> <li>Target artists in tourism marketing.</li> </ul>	Medium	2021 ➡	
<b>Bilingual Street Signs</b>	<ul style="list-style-type: none"> <li>Partner with Gitanmaax to develop bilingual signage in the community.</li> </ul>	Medium cost	2020	

Housing and Infrastructure				
Description		Cost	Timeline	Achieved
<b>Housing Development</b>	<ul style="list-style-type: none"> <li>Developing innovative policy and frameworks for residential housing development.</li> </ul>	Low cost	2021 ➡	2021 ✓
	<ul style="list-style-type: none"> <li>Encourage subdivision development, implementation of clear, updated subdivision policy and bylaws.</li> </ul>	Low cost	2020 ➡	
	<ul style="list-style-type: none"> <li>Promoting secondary suites and mix-use buildings.</li> </ul>	Low cost	2021	2021 ✓
<b>Asset Management</b>	<ul style="list-style-type: none"> <li>Completion of all phases of Asset Management plan for commercial core, which includes:                             <ul style="list-style-type: none"> <li>Drainage</li> <li>Water line upgrades</li> <li>Sewer line upgrades</li> <li>Fire hydrant upgrades</li> <li>Road paving</li> </ul> </li> </ul>	High cost  Grants available, use NCPG* as leverage	2019 ➡	
<b>Parking in Commercial Core</b>	<ul style="list-style-type: none"> <li>Work with homeowners and business owners to reduce parking issues in downtown core.</li> </ul>	Low cost	2019	2019 ✓
	<ul style="list-style-type: none"> <li>Education campaign, reminding residents to respect neighbours parking areas and private parking lots.</li> </ul>	Low cost	2019	2019 ✓
<b>Lagoon</b>	<ul style="list-style-type: none"> <li>Increase efficiency and to extend life of sewer system.</li> </ul>	High cost	2020	2021 ✓
	<ul style="list-style-type: none"> <li>Clear all three rapid infiltration basins to increase efficiency and to extend life of system.</li> </ul>	Medium cost	2019 ➡	2021 ✓
<b>Asset Replacement</b>	<ul style="list-style-type: none"> <li>Replacement of Municipal Equipment                             <ul style="list-style-type: none"> <li>IT Equipment</li> <li>Garbage Truck</li> <li>Tractor</li> </ul> </li> </ul>	High Cost NCPG for capital	2020 ➡	2021 ✓

\*NCPG- Northern Capital and Planning Grant



Environment				
Description		Cost	Timeline	Achieved
<b>Paperless Council Agenda's</b>	<ul style="list-style-type: none"> <li>Council wishes to implement paperless council meetings to help reduce paper consumption.</li> </ul>	Medium cost	2019/2020	2020 ✓
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>Ensuring the safety and integrity of infrastructure to reduce the risk of environmental damage.</li> </ul>	Medium cost Grant, and NCPG	2019 ➡	
<b>Recycling</b>	<ul style="list-style-type: none"> <li>Partner with other communities to implement a regional recycling strategy.</li> </ul>	Medium cost	2020	
	<ul style="list-style-type: none"> <li>Provide recycling to Village residents.</li> </ul>	High cost	2020 ➡	
<b>Tree Planting</b>	<ul style="list-style-type: none"> <li>Adding trees for shade, ornamentation and for ecosystem benefit.</li> </ul>	Low cost Grant Funding	2019 ➡	

Parks and Recreation				
Description		Cost	Timeline	Achieved
<b>Boardwalk</b>	<ul style="list-style-type: none"> <li>Make improvements to river boardwalk to increase accessibility and enjoyment.</li> </ul>	High cost Grants available	2021	
	<ul style="list-style-type: none"> <li>Extension of boardwalk.</li> </ul>	High cost	2021 ➡	
<b>Sports Field</b>	<ul style="list-style-type: none"> <li>In an effort to see increased recreation opportunities for residents, the Village will explore opportunities for an additional sports field.</li> </ul>	Low cost	2020 ➡	
<b>Bastion Park</b>	<ul style="list-style-type: none"> <li>Install artwork or sculptures to increase traffic.</li> </ul>	Medium cost	2021	
	<ul style="list-style-type: none"> <li>Amphitheater in Bastion Park to create a public space for community concerts and events.</li> </ul>	High cost	2021	
	<ul style="list-style-type: none"> <li>Bell tower.</li> </ul>	Medium cost	2020	
<b>Field Street Park</b>	<ul style="list-style-type: none"> <li>Placement of swing in downtown park.</li> </ul>	Low cost (Installation)	2020	
<b>Recreation Masterplan</b>	<ul style="list-style-type: none"> <li>Create a community recreation masterplan.</li> </ul>	Low cost	2022 ➡	
<b>Mountain Biking</b>	<ul style="list-style-type: none"> <li>Partner with community groups and other local governments to promote Mountain Bike Trails.</li> </ul>	Low Cost	2022 ➡	

## Public Comments

The Village of Hazelton held an Open House in June 2019 to gather public comments on the Strategic Plan. Over 20 community members provided their feedback and ideas. These comments and ideas have been organized in three categories, Popular Goals, Comment Summaries and Action Items.

### Popular Goals

Popular goals are listed below, these six goals had multiple agreements, comments and supporting suggestions.

#### Commercial Core Safety

- Improved relation with downtown businesses to increase safety.
- Increased RCMP patrols in downtown core.

#### Partnership

- Improve Council to Council relationship.
- Partner with Gitanmaax on Economic Development Projects that benefit both communities.

#### Historic Building Walking Tour

- Develop signage for historic buildings.
- Electronic map for walking tour of old buildings.

#### Sculptures and Artwork

- Create opportunities and space for sculptures and artwork in downtown core.
- Brand community, with regards to artwork.

#### Housing Development

- Developing innovative policy and frameworks for residential housing development.
- Encourage subdivision development, implementation of clear, updated subdivision policy and bylaws.
- Promoting secondary suites and mix-use buildings.

#### Recycling

- Partner with other communities to implement a regional recycling strategy.
- Provide recycling to Village residents.

### Comment Summary

Administration gathered a handful of the comments from each of the Priority Areas.

#### Economic Development

- Recreation centre as a hub for boosting economic development in the region
- Work in partnership to attract and retain local businesses in the downtown core
- Community Economic Development Framework

#### Tourism

- Partner with Gitanmaax on Tourism
- Continue to promote Hazelton and all the activities in the region

#### Housing and Infrastructure

- Encouraging/ allowing secondary suites and carriage houses

## Village of Hazelton 2019 Strategic Plan- updated 2021

- Increase water and wastewater rates
- Leverage grants for asset replacement

### **Environment**

- Summary of decisions on website
- Composting service
- Recycling pickup
- Memorial trees

### **Parks and Recreation**

- Boardwalk needs focal point
- Public events in park
- Water play park in Skeena for kayakers/paddle boarders

### **Additional Comments**

- Need to attract young people/families
- Inter-community transportation
- Second bridge
- Water park for small children
- Event coordinator
- Planning for emergencies

## Action Items

There were a few comments that caught Administrations attention and can easily be followed up with committees and public information.

### Events

There were multiple comments regarding events and activities for residents and tourists. These include:

- Opportunities for volunteers advertised
- Film in the park
- Promote picnics in the park, family gatherings
- More frequent social get togethers
- Encourage farmers market
- Some events food market, as added attractions
- More public events. Invite speakers for a program every Tuesday night in July and August.
- Guides for mountain hiking
- Weekly events in Hazelton for tourists
- Bring more life to downtown
- Guided walking tours in summer
- Arts walk, artisan market, live music, street parties, flea markets
- Tourism Committee

Action items: That Council creates a Tourism Committee of volunteers to organize walking tours and other events in the Village of Hazelton.

### Emergency Planning

There were also comments surrounding emergency planning and emergency information.

These included:

- Could the Village organize and advertise information about protecting homes from a big fire? Forestry will do it. Danger likely to continue with global warming.
- Planning for an emergency. Uncontrolled forest fire across the river, etc. Escape route plan.
- Not coniferous trees- forestry says these increase the risk if we get a big fire going through.

Action Item: That Council share links to provincial information on emergency preparedness and wildfires, and that a summary of the Emergency Plan be made available on the Village website.