



2023-2026
STRATEGIC PLAN

Updated March 2024

A Strategic Plan is a living document that will be updated from time to time as objectives are met, and priorities change according to the needs of the day. Please see below for the revision log to be updated any time that the document undergoes substantive changes.

REVISION LOG:

Date Revised by Council	Signature:
March 2024	

Introduction

A strategic plan outlines a City’s vision, goals, and actions to achieve those goals and vision. It is typically a shorter timeframe than contemplated by an OCP.

The Strategic Plan guides the City in focusing workplans and expending resources. Without a strategic plan, activities and resources may be expended without any overall vision or goal. They are simply actions without guidance from a broader purpose. To paraphrase the Cheshire Cat, *“If you don’t know where you are going, any road will take you there”* (Alice in Wonderland).



In preparing this Strategic Plan, Council considered the purpose of municipalities as established in Section 7 of the Community Charter, and the recently completed Vision 2030 strategy and Official Community Plan documents. It also considered the incomplete strategic actions set by the prior Council along with all potential new actions referred for consideration in the updated Strategic Plan. From these materials, Council established this Strategic Plan document which articulates the guiding vision, the goals intended to move the City toward achieving that vision, and the specific actions need to realize it.

Strategic Plan Vision

The following vision statement articulates several community aspects and qualities that the City aspires to fully achieving.



Prince Rupert, a World Class Port City, is:

- Vibrant
- Resilient
- Sustainable
- Prosperous
- Active and Vital
- Safe and Beautiful
- Healthy and Active
- Proud of its Heritage
- Inclusive and Equitable
- Proud of its Community
- Nestled Carefully in Nature
- A Place That People Want to be

Goals

The following statements are the Strategic Plan goals intended to achieve the Strategic Plan Vision.

- 1) The City of Prince Rupert will prioritize its actions to improve its ***fiscal health***.
- 2) The City of Prince Rupert will provide ***appropriate laws and services*** to cost effectively provide for the needs of residents in their use and enjoyment of private and public lands.
- 3) The City of Prince Rupert will aggressively work towards ***replacing and renewing its infrastructure*** in a cost effective and strategic way working with Provincial and Federal ministries, departments and agencies to secure and mobilize resources and undertake improvements with haste.
- 4) The City of Prince Rupert will support and encourage ***new and renewed housing*** working with industry, senior government and First Nations.
- 5) The City of Prince Rupert will provide ***good governance*** by working with other governments, residents, neighbouring communities to ensure collaboration and open government.
- 6) The City of Prince Rupert will encourage, support, and undertake ***community renewal*** to ensure it becomes a world class port city.
- 7) The City of Prince Rupert will ***foster its local economic, social, cultural and environmental well being*** so its residents and businesses have a sustainable and prosperous future.

Actions

To realize the above Strategic Plan goals, several priority actions have been set for each of the goals. These actions are shown in the following tables and are each given a priority ranking from 1 to 3. Each of the actions are a priority but the actions given a priority 1 ranking are expected to receive the most resources and attention. However, it is also anticipated that actions identified as priority 2 and 3 may also

receive resources and attention in the first two years of Council’s 2023 to 2026 term should there be opportunity. This might occur, for example, if grants are available or community groups encourage and participate in moving forward with a lower ranked action. Actions have been ordered within the tables by weighting both their relative importance and priority in terms of timing.

A. Goal: The City of Prince Rupert will provide <i>appropriate laws and services</i> to cost effectively provide for the needs of residents in their use and enjoyment of private and public lands.	
Action	Priority (Preferred Timing)
1. Prepare Bylaw Enforcement Policy	2
2. Explore transfer of Landfill operations to the NCRD	2
3. Continue to encourage review and amendments to Federal Medical Cannabis legislation	2
4. Review developer incentives for effectiveness	2
5. Update Solid Waste Management Bylaw to improve waste disposal controls	2
6. Update Fire Protection Bylaw	2

B. Goal: The City of Prince Rupert will prioritize its actions to improve its <i>fiscal health</i>.	
Action	Priority (Preferred Timing)
1. Support development of Watson Island and Lot 444	1
2. Continue to pursue negotiations and advocacy with the Federal and Provincial Government to ensure the City has the revenue sources required to run the city and service industry. This includes a focus on the Port Tax Cap, PILT, RBA, and Federal Stipend.	1
3. Explore and advocate for fully subsidized ferry agreement with the Province	1

4. Encourage and support development of renewable energy projects in Prince Rupert	2
5. Pursue amendment to landfill authorization on Watson Island to allow us to accept soils and generate funds for closure accruals	1

C. Goal: The City of Prince Rupert will aggressively work towards *replacing and renewing its infrastructure* in a cost effective and strategic way working with Provincial and Federal ministries, departments and agencies to secure and mobilize resources and undertake improvements with haste.

Action	Priority (Preferred Timing)
1. Construction of the RCMP building	1
2. Relocate Public Works	1
3. Proceed with pursuing water treatment for the City and securing sufficient funding.	1
4. Implement Infrastructure Replacement Strategy	1
5. Proceed with developing Sanitary sewer treatment and securing sufficient funding	2
6. Explore and pursue development of a new Fire Hall Building subject to securing adequate funding and priority review.	2

D. Goal : The City of Prince Rupert will encourage, support, and undertake *community renewal* to ensure it becomes a world class port city

Action	Priority (Preferred Timing)
1. Prepare a Public Realm (Streetscape) plan	1
2. Undertake waterfront development	2
3. Prepare a Place Making Plan	3
4. Prepare a Wilderness User Master Strategy	3

5. Develop community renewal/maintenance strategy to complement infrastructure renewal	1
6. Exploration of paid parking implementation with proceeds towards downtown renewal	2
7. Develop Complete Communities Plan	2

E. Goal: The City of Prince Rupert will *provide good governance* by working with other governments, residents, neighbouring communities to ensure collaboration and open government.

Action	Priority (Preferred Timing)
1. Prepare Council Code of Conduct Policy	1
2. Develop long term and short term strategic plans	2
3. Further develop prosperity agreements with First Nations	2
4. Comprehensive Review of City Policies	2
5. Align local policies and programming with Indigenous Engagement Requirements within the Emergency and Disaster Management Act (EDMA), as per Provincial Directive (Section 55 of EDMA)	1
6. Develop funding guide to assist with implementation of strategic goals	2
7. Clarify roles/responsibilities with respect to Council Committee appointments	2
8. Address restrictive covenants on select City held properties (999 year leases)	2
9. Develop City strategy to advocate for quality local health care services	1

F. Goal: The City of Prince Rupert will support and *encourage new and renewed housing* working with industry, senior government and First Nations.

Action	Priority (Preferred Timing)
1. Pursue housing funding, partnerships and projects and when appropriate using municipally owned land	1
2. Develop an affordable housing strategy to complement Housing Acceleration Plan pursuant to new Provincial legislation	1
3. Align local policies and bylaws with Provincial legislation on housing density (in line with implementation of Housing Acceleration Plan + Affordability initiatives)	1
4. Align policies and bylaws with Provincial legislation on short-term rentals	1
5. Update to Housing Needs Assessment to comply with Provincial directives	1
6. Update to Official Community Plan to comply with Provincial directives	1

G. Goal: The City of Prince Rupert will *foster its local economic, social, cultural and environmental well being* so its residents and businesses have a sustainable and prosperous future.

Action	Priority (Preferred Timing)
1. Establish an Accessibility Committee and planning activities (must comply between Sept 2023-2024)	1
2. Implement Reconciliation policy	1
3. Prepare a Climate Action Plan/Community Energy and Emissions plan (including potential sea level rise planning)	2
4. Prepare a Social Development Strategy (addressing mental health, addictions, homelessness)	2

5. Continue implementation of Child Care Action Plan - via proposed amendments to Zoning, coordination of a quarterly childcare roundtable, and investigation of opportunities for child care on City properties	2
6. Develop Diversity, Equity and Inclusion Policy	2
7. Develop Food Strategy	2
8. Develop City strategy to advocate for quality local health care services	1

Implementation

The strategic plan provides important direction to staff for preparing work plans. It informs how staff time and resources are committed. While Council can amend the Strategic Actions during each year, this should be done after consideration of existing actions underway and the possibility of deferring further work in respect to current year actions should new actions warrant inclusion in the annual work plans. This practice keeps the organization on the road to where it wants to go.

In addition to general project updates during Council meetings and associated public notifications, the community will be informed on the status of Strategic Plan activities within the City’s Annual Report and during the Annual General Meeting – which occurs in May – June of each year for the previous year. The City’s new Annual Report will identify the status of Council’s strategic priorities for the previous year.

Completed Actions

Strategic Plan to be updated as actions are completed. See below for the most recent list of completed actions, updated December of 2023.

Completed Actions		
Action	Priority (Preferred Timing)	Progress Report
Complete Cooperation agreement with Port Edward (D2)	1	Completed
Update Fire service agreement with Port Edward (D4)	2	Completed

Complete Master Community Transportation Plan (B1)	1	Completed and Adopted.
Establish peat dump site (F1)	1	Completed
Develop a comprehensive Housing Strategy following completion of the housing needs assessment (F3)	2	Housing Acceleration Action Plan adopted 2023;
Develop streamlined asset data collection policy (C4)	1	Policy completed, to be implemented as a part of departmental duties, Infrastructure Replacement Strategy + associated data production
Complete the Parks and Open Space Master Plan (E1)	1	Complete
Work with Tourism Prince Rupert to support Wayfinding and Destination Development Efforts (E2)	1	Adopted Wayfinding Standard + signage completed; Mariners Park on hold due to capacity constraints
Prepare City Core Parking Strategy (E4)	2	Completed in house