



Integrated Official Community Plan **Implementation Guide**



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Cover photo: Guy Kimola



Introduction

The Masset2040 Integrated Official Community (IOCP) articulates our shared vision and goals for the future success and sustainability of Masset, and identifies the policies to help guide us there.

Developing the IOCP is just the first step of many on the journey toward the desired future we want for our community. Achieving the IOCP vision and goals will require ongoing and widespread commitment and contributions from the Village and the rest of the community. It is essential that all planning, decision-making and on-the-ground action becomes aligned with the IOCP.

This document provides guidance on these key elements of the ongoing IOCP implementation process:

1. [Planning and decision-making](#)
2. [Strategic planning and budgeting](#)
3. [Community action planning](#)
4. [Engaging partners](#)
5. [Monitoring and reporting](#)

Further, Appendix A includes Council's 2018 priorities to begin implementing the IOCP immediately following its development.

Appendix B provides a starting point the next strategic planning process, containing community action ideas that can be used to inform Council's next strategic planning process. Appendix C includes the recommended performance indicators. Appendix D includes the vision and goals from the IOCP for easy reference.

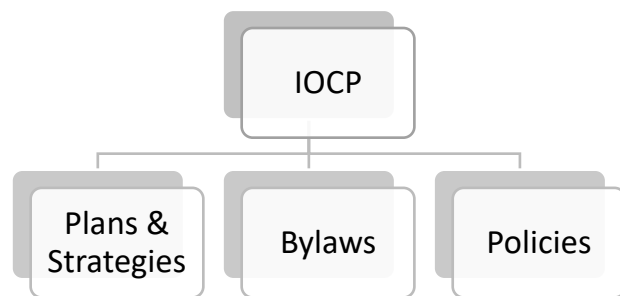


Photo: Guy Kimola

Planning and Decision-Making

The ultimate goal for the implementation of the IOCP is that all planning processes, decisions and resulting actions are aligned with it – with the goals and policies. These decisions include the formal decisions made by Council on subsequent policies, plans and procedures, as well as the day to day planning and decisions made by staff and community partners on projects, practices and purchasing.

As the overarching policy, the IOCP should guide the development of all other municipal plans. Lower level plans should be aligned the OCP, such that their detailed policies and actions will help to achieve the goals set out in the OCP.



In addition to planning, decision-makers should understand the IOCP framework and how to apply it to their ongoing discussions and decisions. The three questions to be consistently asked in all levels and types of decisions are:

1. **Does the project/development/purchase/etc. move Masset toward our guiding principles, vision, goals and policies? Does it conflict with any and, if so, how can this be mitigated?**
2. **Is it a flexible platform for future steps toward our goals?**
In general, many initiatives have some trade-offs* or conflicts with elements of the goals, objectives or policies. Flexible approaches and technologies will help ensure the community is not faced with unacceptable costs and do not limit our ability to adapt, and instead enable the next steps and avoid trade-offs to achieve more success for our community in the future.
3. **Will it provide a good return on investment?**
Ensuring that the community's money is spent wisely and effectively will always be an important part of decision-

*Trade-offs

As the community strives toward a healthy economy and social and environmental sustainability in the long-term, there will be trade-offs along the way. Trade-offs occur when a step toward one or more goals and objectives means a lack of progress toward, or even a step away from others. Therefore, trade-offs must be short-term and the initiatives that cause them must be steppingstones for future progress so the trade-offs can eventually be avoided completely. These trade-offs must also be managed to ensure that critical goals and objectives are not compromised.

For example, sufficient and affordable housing for residents is fundamental to a healthy sustainable community. However, building more housing to accommodate residents sometimes requires the development of natural areas. This trade-off is sometimes necessary to maintain the social fabric of the community. At the same time, encroachment into critical natural areas must be avoided, and other impacts must be minimized and mitigated (e.g., by restoring natural areas elsewhere so no net loss results). Encroachment into nature must also be limited to the short-term, not continuing forever into the future.

making. However, saving money in the short term is not always the best solution, nor is making a large investment where the payback period is too long.

These questions, or the first question at least, can be easily added into existing decision tools and templates, helping to ensure the IOCP goals inform discussions and decisions on an ongoing and frequent basis. Below is an example of how the first question can be embedded into Council report or community grant application templates to facilitate IOCP alignment of staff recommendations and community submissions, and the resulting decisions made by Council.

The IOCP ‘Goals at a Glance’ in Appendix D can be used as a quick reference tool to help align decisions and actions.

IOCP goal section/page	TOWARD? List the IOCP Goals the resolution/project moves Masset toward	Comments – Explain how/why
IOCP goal section/page	AWAY FROM? List the IOCP Goals the resolution/project might move Masset away from	Mitigation Strategies and Comments – Explain how the impacts will be mitigated or managed

Strategic Planning and Budgeting

For the Village of Masset, the strategic planning and subsequent budgeting process is the key planning and decision-making process that should incorporate the IOCP's goals and policies. Doing so helps to ensure that Council strategic priorities, and resulting resource allocation, supports and aligns with the desired future articulated by the community.

Since there are a multitude of goals and policies contained in the IOCP and they represent more than can be addressed at one time, the process of strategically identifying and prioritizing them is crucial in order to move forward on the most important and timely initiatives. This process should occur annually if possible, or at least every two years through a strategic planning process. Corresponding actions for implementation should also be identified and then budgeted for annually.

There are many ways to go about the strategic planning process, but it should essentially include the following key components to align with the IOCP:

1. **Review the goals** to create a shared understanding of the desired future for the community
2. **Review the current situation** to create a shared understanding of where the community is today in relation to the goals for the future. The current situation includes progress on past implementation efforts, indicator performance and other relevant information. The information can be compiled in a number of different ways, including a strengths, weaknesses, opportunities and threats analysis that provides logical structure for the summary information.
3. **Identify and prioritize strategic priorities, policies and actions** for taking the next steps toward the goals.

For organizations that undertake strategic planning, the process typically leads into and guides the budgeting process by staff. If this is done, then the budgeting process will, by extension align with the IOCP. However, there are often ongoing projects and programs that might not go through the strategic planning IOCP filter, and therefore, it can be beneficial to also add the three IOCP questions to the budgeting process as a way to ensure overall alignment.

Appendix A includes the 2018 implementation priorities that were identified by Council through a strategic planning session held fall 2017.

Community Action Planning

Engaging the community in identifying actions for continuing the IOCP implementation not only generates action ideas from diverse perspectives and experiences, it also helps to create ongoing awareness and broader commitment to the IOCP and its implementation. There are a number of ways to consider achieving this engagement as outlined below.

Community-wide engagement: The broader community can be involved in the process of identifying strategic priorities, policies and actions to move the IOCP forward. Involving them can be done through fun social events and/or an online platform to gather their ideas. Ideally, community engagement in some kind of action planning process would be done on an annual basis, providing action ideas as an input to the strategic planning processes undertaken by the Village.

Ongoing Advisory Committee: The IOCP Advisory Committee (AC) played an important role in the development of the plan, and they can continue to play a role in the IOCP implementation and action ideas process. Consideration should be given to updating and expanding the AC over time to include the community organization representatives and stakeholders that will help move implementation forward.

Task Forces: Another option to consider is the creation of task forces, which would include community members and partner organization representatives. Each task force might focus on one or more IOCP policy area based on the areas of expertise held by the group. Alternatively, the task forces could be sector-based, where sector representatives are convened and they focus on the goals, objectives and associated actions most relevant to them. Regardless of the focus, the group(s) should be given clarity with respect to their role and responsibilities, as well as the staff support necessary to achieve their mandate.

The benefits of creating multiple task forces is that it increases the number of residents and stakeholders actively engaged in the process, shares the workload, and helps to broaden the perspectives and expertise brought to the table, thereby strengthening the outcomes overall. These benefits should be weighed against the resources it will take to convene multiple groups into the future. It should be noted that the task forces do not necessarily need to be convened all at the same time or even in the same year: a rotating schedule could be created such that the most urgent strategy areas are prioritized first and those task forces meet in year one.

Appendix B lists the action ideas gathered from community members through the development of the IOCP; they can be considered as input into the next strategic planning process undertaken by the Village.

Engaging Partners

Since the IOCP is a long-term plan, it is imperative that community and regional stakeholders participate – and are enabled to participate – as partners in the ongoing implementation of the plan. Partners such as the School District, Health Authority and others can participate in determining the strategic priorities and action ideas, contribute to action implementation, and encourage other community partners to join in the journey.

To ensure that roles and responsibilities of community partners are clear, a partnership agreement signed between the Village of Masset and partner organizations can be a useful tool. The partnership agreement should articulate a commitment to the shared goals articulated in the IOCP, as well as some principles for partnerships (e.g. collaboration, transparency). See the sample partnership agreement for what it might include.

Sample Partnership Agreement

Masset residents and the Village have a desire to work collaboratively to achieve the vision, goals and objectives articulated in the Integrated Official Community Plan, moving the community toward a successful and sustainable future.

As Partners, we share the IOCP goals and we commit to participating in the ongoing journey by:

- Adopting the shared goals as a guide in the decisions and work that we do;
- Participating strategic and action planning processes;
- Implementing strategic priorities and actions assigned to us that are within our means; and
- Incorporating sustainability planning and implementation strategies in the way we do business.

As Partners, we are guided by these principles:

- Collaboration
- Integrity
- Inclusiveness
- Engagement
- Innovation
- Transparency
- Effective and open communication



Photo: Ian Gould

Monitoring and Reporting

Thirty-eight indicators were recommended for measuring and reporting how well Masset is performing in relation to the IOCP goals. Tracking progress toward (or away from) the IOCP goals is essential to provide transparency, create awareness, inform decision-making, and enable more strategic steps toward implementation.

The indicators should be tracked and reported on a regular basis, to measure progress and to inform planning and decisions. Some indicators are more easily accessible than others and can be tracked on an annual or bi-annual basis. Other indicators require more time and resources, so these might only be tracked every three to four years. Ideally the entire set would be tracked every four years to inform each new Council term and four-year strategic plan.

One of the most important, yet often forgotten, steps in the monitoring and reporting process is celebrating successes – big or small. Celebrating successes is one of the most impactful things that can be done to maintain enthusiasm and strengthen buy-in for the IOCP. Make achievements public by posting on local government and partner websites, advertising in the local newspaper, and presenting at local gatherings.

Celebrating successes doesn't mean hiding the areas of poor performance. If credibility and trust in the reporting process are to be maintained, a 'warts and all' approach must be adopted, where poor performance is objectively reported and explained. It also helps to present what steps will be taken to understand and address the issue that led to the weak performance.

The IOCP indicators have logical 'directional' targets, where the desired performance is either an increase, decrease or no change in the data. In time, numeric targets and timelines can be developed for each of the indicators to further motivate action and create urgency where necessary. Performance management and rewards can then be tied to these targets where possible.

Appendix C contains the recommended indicators.

It should be noted that Masset does not have direct control over community performance relating to *all* indicators. In some cases, as with the scope of the goals and policies, all Masset can do is guide, advocate or influence to attempt to achieve the desired progress or performance.

Appendix A: Council Priorities for Implementation in 2018

Considering the action ideas gathered from community members through the development of the IOCP (see Appendix B), Council and staff identified the 2018 priorities below during a strategic planning session held fall 2017. The next page provides more detail on these priorities, including a description of each, and the timeline and cost estimates to complete them.

	Land Use and Natural Areas	Residential Areas and Housing	Commercial, Industrial and Institutional Areas	Infrastructure	Recreation, Culture and Learning	Community and Individual Health	Governance and Capacity
Higher Priorities			Small craft harbor: Expand VOM staff capacity and establish the necessary systems to assume the ongoing management and operation of the facility.	Water main project: replace approx. 1500 m of water mains in town core with repaving to happen in 2018. Staff to determine additional paving needs and wants for council approval. Island-wide building inspection: Work with other island communities to develop the shared service.	Curling rink redevelopment: Engage user groups to confirm needs, determine associated costs and agree on the pricing needed to cover ongoing facility operation and maintenance costs.		Election year and potential turnover in Council and/or staff: Conduct the 2018 election process and ensure the necessary planning takes place to ensure a smooth transition to a new team.
Priorities	Delkatla Wildlife Sanctuary: Repair/maintain existing trails and repair the outhouse) Park area at Seaplane Spit: Clean-up the site following the barge removal such that it is accessible green space again, ideally working with MOE to fund the remediation. GMDC assets: Continue to engage in GMDC Board discussions to move forward with an agreement about what to do with the shared GMDC assets.		Downtown core: Discuss remediation, future community needs and plans for empty lots owned by Suncor. Covered gathering space: Work to secure agreement with VURL to locate the space adjacent to the library and ensure the designs will be complimentary	Boiler replacement: Replace the oil-fired boiler with air-source heat pumps.	Masset schools: Confirm with SD50 the importance of engaging the Village and residents early in discussions about merging Masset elementary and high school students into one school building.	Evacuation site: Identify and plan for the infrastructure needed on site. Community hall: Secure funds, purchase and install the sound system and sound dampening.	

All Priorities below will be undertaken by the Village of Masset and will be initiated in 2018. The timeline below indicates the estimated completion date.

	Priority	Description	Timeline	Cost Estimate
Land Use and Natural Areas	Delkatla Wildlife Sanctuary: Enhance existing trails and repair the outhouse to increase use of the area and improve the experience.	Enhancing the trails and outhouse amenity will encourage more use by residents and visitors, helping to increase overall health and wellbeing, and provide an improved tourism amenity.	Q3 2018	\$5000
	Park area at Seaplane Spit: Clean-up the site following the barge removal such that it is accessible green space again, ideally working with MOE to fund the remediation.	With the successful removal of the decaying barge from the areas, the green space at the end of the spit is once again ready for use as a place for people to enjoy Masset's Oceanside location and beautiful scenery.	Q2 2018	Minimal (foster re growth of native species)
	GMDC assets: Continue to engage in GMDC Board discussions to move forward with an agreement about what to do with the shared GMDC assets.	The GMDC parcels of land in Masset include sites identified for housing, recreation, commercial and institutional. Moving forward with the agreement for the intended divestment and use of each parcel will enable the communities to achieve mutual goals related to community recreation and others.	Q2 2018	0
Residential Areas	Not currently a priority, relative to the other areas.			
Commercial, Industrial and Institutional Areas	Small craft harbor: Expand VOM staff capacity and establish the necessary systems to assume the ongoing management and operation of the facility.	Village management of this facility will include the necessary systems to ensure protection of the marine environment and the nearby Delkatla Wildlife Sanctuary.	Q2 2018	Should be cost neutral
	Downtown core: Discuss remediation, future community needs and plans for the empty lots owned by Suncor.	The sites owned by Suncor are in need of assessment and potential remediation. Developing the sites will help improve the aesthetics of Masset's commercial core.	Q1 2018	0
	Covered gathering space: Work to secure agreement with VURL to locate the space adjacent to the library and ensure the designs will be complimentary	A covered area adjacent to the planned library will provide important community space for informal gatherings and for other community events such as farmers' markets.	Q1 2018	Unknown
Infrastructure	Water main project: replace approx. 1500 m of water mains in town core with repaving to happen in 2018. Staff to determine additional paving needs and wants for council approval.	Replacing the water main will reduce water leakage, leading to reduced energy use and GHG emissions related to water treatment and distribution.	Q4 2017 to Q2 2018	\$1,000,000
	Island-wide building inspection: Work with other island communities to develop the shared service.	This is an important cost-saving measure with other communities that will help to ensure new buildings meet standards for safety, energy efficiency, etc.	Q4 2017 & ongoing	\$5,000 for review and feasibility
	Boiler replacement: Replace the oil-fired boiler with air-source heat pumps.	The replacement will reduce energy use and emissions associated with the old oil-based boiler.	Q2 2018	\$18,000

	Priority	Description	Timeline	Cost Estimate
Recreation, Culture and Learning	Curling rink redevelopment: Engage user groups to confirm needs, determine associated costs and agree on the pricing needed to cover ongoing facility operation and maintenance costs.	Redeveloping the curling rink will increase its usage and the overall health and wellbeing of users. Ensuring it meets diverse needs is critical.	Q1- Q4 2018	120,000
	Masset schools: Confirm with SD50 the importance of engaging the Village and residents early in discussions about merging Masset elementary and high school students into one school building.	Bringing elementary and high school students together into one building will be a significant change for both groups that should be carefully planned, managed and monitored with community engagement and input.	Q1-Q4 2018	0
Community and Individual Health	Evacuation site: Identify and plan for the infrastructure needed on site.	The evacuation site must accommodate residents from Masset and Old Massett for what could be 1-2 days. Ensuring the needed infrastructure and amenities will be critical to accommodate everyone.	Q2 –Q3 2018	\$65,000
	Community hall: Secure funds, purchase and install the sound system and sound dampening.	The hall provides indoor space for community gatherings, youth activities, movie nights, etc. Having a quality sound system is critical.	Q1 2018	\$20,000
Governance and Capacity	Election year and potential turnover in Council and/or staff: Conduct the 2018 election process and ensure the necessary planning takes place to ensure a smooth transition to a new team.	Ensuring a smooth transition to a new team after the 2018 election is critical for overall Village operations and for ongoing implementation of the IOCP vision and goals.	Q2- Q4 2018	\$7000

Appendix B: Community Action Ideas

A number of action ideas were suggested by community members and the project advisory committee through the development of the IOCP. The ideas have been merged and edited from the original submissions, but the intent of the ideas has been retained. For each group of *action ideas*, an overarching *priority idea* has been included to provide structure and focus. These ideas were considered by Council during their process to identify 2018 implementation priorities (see Appendix A); they can be considered again during future planning processes.

Land Use and Natural Areas

***Priorities Idea:* Educate the community about sensitive natural areas and the importance of protection and treading lightly**

- ***Action Idea:*** Add an educational component/mandate for the sensitive areas so as to facilitate education of the community on why those areas are sensitive and valuable - i.e. the types of amphibians presents with pictures, etc. Perhaps there should also be a more explicit concerning collaboration with the CHN, BC/Can Parks.
- ***Action Idea:*** Increase education and enforcement related to citizens clearing public land to improve views or get more sun.

Hazard planning and preparation

- Develop a climate change adaptation strategy – many communities are creating these and FCM has a funding program for this.
- Emergency planning, procedures and awareness – develop, update, and/or improve? Focus on earthquakes and tsunamis?
- Emergency practice, businesses want to participate in this.

Residential Areas and Housing

Address untidy/unsightly properties

- Develop an 'unsightly property' bylaw
- Incentives for building owners to clean up their buildings inside and out. Ensure run down properties and those cluttered with junk and debris are made to clean up. Neighbourhoods should be beautified more not just well maintained.
- Add some type of reward/fine program for cleaning up or maintaining properties - to encourage a nicer looking community that's more desirable for new people and tourism.
- Charge absentee landlords fees on their taxes for VOM employees to maintain yards (weeds, invasive or otherwise).

Increase the diversity of housing options

- Encourage secondary rental suites that can be used for long-term accommodation, and consider whether to permit or prohibit nightly accommodation.
- Encourage multi-family development on undeveloped residential parcels

Commercial, Industrial and Institutional Areas

Improve the core commercial area

- More green spaces downtown to sit and eat, prettier facades on shops...Great that this is starting to happen; would love to see more.
- Consider a town square like QC, with nice landscaping, pathways, benches, etc. Need a town square idea similar to the water fountain in Pr.Rupert or the stage/waterfront area in Q.C. Somewhere pleasant to hold community events or just to sit and relax and enjoy the sights.
- Identify a couple of parklets, squares or formal meeting spaces, with some weather protection.
- Eliminate industrial use on downtown properties. We have allowed industrial types of businesses like motor vehicle repairs which are not only unsightly but desecrate the properties with used motor oil etc. We have an industrial park for this type of activity.
- More emphasis put on making downtown beautiful and pedestrian friendly...boardwalks, benches etc.
- Offer incentives to local businesses to clean up/refresh store fronts. Put unused buildings to use. Small businesses, planting trees, beautification projects are to be encouraged, and supported.
- Ensure the new library building is visually appealing and attractive – creates a community gathering space and anchor building to help start the revitalization of the core area.

Improve waterfront areas and access to them

- Develop waterfront areas - perhaps towards Port - for restaurant/pub/hotel development. Other than Charters, there is nothing on the water for residents/tourists.
- Utilize the picnic site by the seaplane base – maintain it, provide benches and table so it can be a picnic site and residents and tourists can sit and watch the water, the planes, the wildlife.
- We are a 'waterfront' community but the waterfront isn't very accessible and welcoming. Consider walkways (some a lighted for evening walks), benches, picnic sites, etc - providing beautiful sites for all to enjoy.
- Develop a nice, handicap useable path directly along the water, with benches/covered areas placed along the path - between Sanctuary, Masset and Old Massett.

Increase economic development opportunities

- Specifically focus on developing jobs through value added fish/seafood/seaweed industry that provides seasonal and entry level jobs. Find ways to work with existing fish plants to develop these industries.
- Develop a plan to grow the tourism industry.

- Investigate the possibility of a wood products co-operative that trains wood workers and develops and promotes locally made, niche market, high value wood products and craft derived from a locally controlled community forest.

Infrastructure

Continue to reduce energy use and switch to renewable sources

- Switch to LED lighting
 - The Village is participating in a pilot program to test LED streetlights in a few locations with BC Hydro in 2017
 - Airport Runway lighting is an area that benefited from new control devices where energy consumption was almost 58,000 kwh in 2013 and has been reduced to less than 19,000 in 2015. There are potentially greater savings to be had in this area by switching to LED fixtures for runway lighting and staff will continue to investigate that opportunity. (Source: VOM energy/ghg report)
- Install solar panels on municipal buildings
- Programs to encourage alternate energy source use by residents to help lessen Masset's footprint, as well as cut back on use of dirty diesel power.
- Explore options and funding for a district energy system to heat municipal hall, the library, and the recreation facilities in the centre of town.

Improve active transportation options

- Facilitate safer bike transit in town. We could apply for a fund to get a rent a bike fleet for Masset, many creative options!
- Maintain and improve residential sidewalks. Plan on installing 1 or 2 new per year and maintain all others so they continue to be safe and useable. Make sure they are accessible for wheelchairs as well.

Reduce potable water treatment and consumption

- As fish plants are a major source of water consumption, should explore how much of their operation needs treated water and how much could be sea water or grey water. An escalating priced based on consumption is best way to discourage industrial users from overuse.
- Rainwater retention and grey-water irrigation: Install on municipal buildings and incentivize in homes, businesses and other.
- Consider a tiered water pricing approach to promote water conservation

Improve waste diversion and management

- Better recycling system...i.e. drop locations, bigger drop boxes.

- Consider a Village-owned compost system, which could be located near the hospital to facilitate the hospital's reduction of waste, and as is halfway between Old Massett and Masset. Costs could be shared between the Village, OMVC, the Health Authority and Regional District.

Recreation, Culture and Learning

Develop the central GMDC site for recreation and gathering

- GMDC central area - Good site for town square, water fountain or some kind of special feature, and a professionally landscaped and finished outdoor meeting area for community events throughout the year.
- Focus on flexible spaces that enable many types of leisure, recreation, learning, and arts and cultural opportunities.
- Need spaces by the library, by city centre, by the hospital where walkers/bikers/visitors can sit, take a break, either watch the water or view some nice garden areas. Great for tourists and residents alike.
- Include a new playground for kids and consider natural features that connect kids to nature

Continue to improve indoor facilities for recreation, culture and learning

- Explore potential for increased shared use of school facilities for recreation, community programs, etc.
- Focus on flexible spaces that enable many types of leisure, recreation, learning, and arts and cultural opportunities.
- Indoor pool. I realize this is an expensive ask and maintenance but if it is not a part of the vision.... how will we ever get there. I think having a pool is a laudable goal for our community, and could be in collaboration with Old Massett, even Port Clements?

Improve beach access, amenities and careful use

- McIntyre beach - provide outhouses as it is used as a campsite in the summer. Might also be appreciated by those who go for long walks there.
- Place a few benches up above the tide lines so those who have physical limitations can sit and rest and enjoy the view.
- Post signs asking hunters not to dump animal remains

Individual and Community Health

Strengthen connections and understanding between Masset's Haida and non-Haida residents

- Explore and implement ways to contribute to Reconciliation between Indigenous and non-Indigenous peoples all across Canada
- Adopt a policy, plan or make explicit VOM's position against racism and discrimination

- Require staff and Council to take cultural sensitivity/safety training
- Haida language on all street signs in Masset.

Advocate for improvements to the regional health care system

- Could the Village of Masset advocate for increasing midwife and birthing capacity, such that families of Masset give life in Masset
- Encourage improved environmental practices at the Hospital. (<http://greenhealthcare.ca/ghs/>)

Enable food production and support food security improvements

- Ensure food growing and gathering is a part of community planning and GMDC central area
- Village- wide vegetable garden initiative to help residents plant more food and use vacant land and spaces.
- Would be great if laws and zoning would be favourable to increasing food security and small scale food production by residents

Social services

- Shelter for those who are homeless
- Consider a healthy living facility where people who are suffering from alcohol and or addictions can go for support. Including people from every ethnicity that we have living in Masset.
- Limit the hours at the pub.

Governance and Capacity

- Consider specifying Council composition... That there will be a seat for 1 or more adult community members, at least 1 senior, at least 1 youth to sit in council.
- Conduct an organizational review to ensure staff roles and responsibilities are clear, manageable and effective.
- Add a volunteer recognition section to the Village newsletter

Appendix C: Performance Indicators

These indicators are recommended for measuring and reporting how well Masset is progressing toward the IOCP goals. Monitoring and reporting progress toward (or away from) the goals is essential to provide transparency, inform decision-making and enable continuous improvement.

It should be noted that Masset does not have direct control over community performance relating to all indicators. In some cases, as with the scope of the goals and policies, Masset's role is to guide, advocate or influence to attempt to achieve the desired progress or performance.

More information on the rationale for each indicator and the data source was provided to the Village in a separate document.

Policy Area	#	Short Name	Long Name	What is being measured
OVERALL	1	Resident Satisfaction	Resident satisfaction with Masset as a place to live.	This is a very high level indicator that takes all aspects of the community into account, including recreation, leisure, arts, culture, education, infrastructure, social connections, etc.
OVERALL	2	Resident population	Total resident population in the region, including breakdown by age group.	This measures the region's ability to attract and retain residents, with young people being critically important to attract and retain at this time.
Land Use and Natural Areas	3	Infill Development	Percent of total new development located within existing settlement areas.	The percent of the total new development that has been located in existing settlement areas, using 2017 as the baseline year and measured in square footage. Done on an additive basis year over year from the 2017 baseline.
Land Use and Natural Areas	4	Protected Natural Areas	Area of protected natural land.	This indicator provides the ability to track the physical growth of the urban landscape with a goal to limit continuous encroachment on the surrounding natural areas. Green space and access to natural areas are one of the community's most attractive qualities. This measures 'unmanicured' natural areas and parks; manicured, intensive-use parks are not included.
Land Use and Natural Areas	5	Satisfaction with Access to Natural Areas	Resident satisfaction with access to natural areas and beaches within Masset.	Resident satisfaction with access to natural areas and beaches in Masset.
Land Use and Natural Areas	6	Beach Access	Area of beach-side public parks/spaces OR Average kms between beach access points.	The square kms of beach-side parks OR The average number of kms between beach access points (includes trails and parks).

Policy Area	#	Short Name	Long Name	What is being measured
Residential Areas and Housing	7	Housing Mix	Percentage of residential actual use represented by multi-family and single-family with secondary suites.	This indicator measures the range of housing available and the relative proportion
Residential Areas and Housing	8	Housing Affordability	Residents spending more than 30% of gross income on housing.	This indicator measures the percent of residents spending more than 30% of their gross annual income on housing. Housing costs include rent or mortgage payments, water, energy and taxes minus any rental income per year. Census measures this every 5 years. If annual data desired, could use median housing value (BC Assessment) and median income (Stats Can Tax-Filer data).
Commercial, Industrial and Institutional	9	Commercial Core Vibrancy	Resident satisfaction with the vibrancy of the commercial core area.	This indicator measures satisfaction with the vibrancy of the commercial core area in response to "How would you rate the sense of vibrancy in downtown Masset?" Proportion selecting the top 2 choices on a five point scale.
Commercial, Industrial and Institutional	10	Employment Rate	Employment rate of residents in the workforce.	This indicator measures the percent of the workforce that currently have employment.
Commercial, Industrial and Institutional	11	Median Income	Real median income	This indicator measures 'real' median individual income of people who place a Masset address on their annual tax return. Real median income reveals whether purchasing power is increasing or decreasing relative to inflation. Actual income reported unadjusted for inflation is also displayed for comparison purposes.
Commercial, , Industrial and Institutional	12	Business Licenses	Number of new, closed and renewed businesses	This indicator reports on the mix of new business licenses, renewals and non-renewed business licenses.
Commercial, , Industrial and Institutional	13	Satisfaction with Career Opportunities	Percent of residents satisfied with opportunities for career and employment opportunities.	This indicator reports the percentage of residents very satisfied or somewhat satisfied with career and employment opportunities in the community.
Commercial, , Industrial and Institutional	14	Visitor Centre Visits	Annual number of visitors at visitor centre.	Tourist centres record all visitors who use their services. This is a proxy for the level of tourism year to year.
Infrastructure	15	Satisfaction with infrastructure services	Proportion of residents satisfied with energy reliability, water and air quality, waste management services.	This will provide a high level assessment of resident satisfaction with community services.

Policy Area	#	Short Name	Long Name	What is being measured
Infrastructure	16	Energy Use	Total primary energy used including transportation	Total energy use includes the energy employed to create the electricity delivered, the energy used to generate space and water heating/cooling, as well as transportation energy. Not included is the embodied energy of the products used in the community. *Ensure CEEI data is for Masset only.
Infrastructure	17	Greenhouse Gas Emissions	Total greenhouse gas (GHG) emissions	Total greenhouse gas (GHG) emissions results include the GHGs created from generating the electricity that we use, the energy used to generate heat/cooling, transportation energy for the larger fleets of vehicles and estimates of the emissions from intra-community transportation as well emissions resulting from landfilled waste. *Ensure CEEI data is for Masset only.
Infrastructure	18	Active Transportation Satisfaction	Proportion of residents satisfied with active transportation options.	This indicator reports on resident satisfaction with transportation alternatives to the single occupancy vehicle such as cycling, pedestrian routes, sidewalks
Infrastructure	19	Drinking Water Quality	Number of boil water days per year.	This indicator measures drinking water quality and takes into account the frequency and duration of water advisories. Boil water advisories are issued when tested sample results do not meet Canadian Drinking Water Guidelines and as a precautionary measure when there is some cause for concern, such as a minor break somewhere in the water delivery system.
Infrastructure	20	Landfilled Waste	Total waste to landfill per year	This indicator measures the total kilograms of solid waste material sent to landfill from Masset sources.
Infrastructure	21	Water Use	Total potable and non-potable water flows.	This measures the total water extracted then delivered from water plants and non-potable systems to end users. This indicator provides an important snapshot of whether demand management of water resources are resulting in overall resource conservation. Water use per person per day can also be tracked.
Infrastructure	22	Internet Connectivity	Comparison of broadband Internet speed to Canadian standards.	This compares the community's broadband speed to the minimum speeds of 50 Mbps for downloads and 10 Mbps for uploads set by the Canadian Radio-television and Telecommunications Commission (CRTC).

Policy Area	#	Short Name	Long Name	What is being measured
Recreation, Culture and Learning	23	Satisfaction with outdoor recreation	Resident satisfaction with year-round outdoor recreation opportunities.	This is will provide a high level assessment of resident satisfaction (% satisfied and very satisfied) with these amenities. Trails and access to parks, beaches and trails were identified as important for the physical, spiritual and cultural health, and for providing amenities to grow the local tourism economy.
Recreation, Culture and Learning	24	Satisfaction with indoor recreation	Resident satisfaction with year-round indoor recreation opportunities.	This is will provide a high level assessment of resident satisfaction (% satisfied and very satisfied) with indoor amenities.
Recreation, Culture and Learning	25	Satisfaction with arts, culture and heritage	Resident satisfaction with arts, culture and heritage offerings and presence in the community (% satisfied and very satisfied).	This is will provide a high level assessment of resident satisfaction with programs, events, public art, etc.
Recreation, Culture and Learning	26	Satisfaction with learning and education	Resident satisfaction with learning and education offerings (% satisfied and very satisfied)	This is will provide a high level assessment of resident satisfaction with program diversity and quality, service received, facilities, etc.
Individual and Community Health	27	Health Status Rating	Proportion of residents rating excellent or very good health.	This indicator reports the self-rated health of residents. Health in this case pertains to overall physical, mental and social health as well as general overall wellbeing.
Individual and Community Health	28	Unlawful Incidents	Number of criminal code incidents involving Masset residents.	The number of incidents is tracked, including a breakdown by violent and non-violent crime counts. Information on crime rates and total numbers of crime incidents can provide a better understanding about actual and perceived safety of residents.
Individual and Community Health	29	Sense of Belonging	Proportion of residents with a strong/very strong sense of belonging.	This indicator measures Masset community members' self-reported sense of belonging to the community.
Individual and Community Health	30	Vulnerable Children Rate	Percent of Masset children considered vulnerable on the Early Development Index.	This indicator reports the proportion of kindergarten children considered vulnerable based on the Early Childhood Development Index (EDI) across the province. The EDI, administered in BC school districts assesses children's school readiness through measuring the following five scales; physical health and wellbeing, social competence, emotional maturity, language and cognitive development, communication and general knowledge. 'Vulnerable' refers to a child scoring within the bottom 10% of the population.

Policy Area	#	Short Name	Long Name	What is being measured
Individual and Community Health	31	Food Access	Satisfaction with access to food services and sources.	This indicator measures resident satisfaction with the food services and sources in the community. The proportion of residents satisfied with restaurant services and grocery services and gardens, markets and other sources are combined into one measure about all food services.
Governance and Capacity	32	Trust in Decision-Making	Residents' level of trust in decision-making.	This indicator measures community members' level of trust that local decision-makers have the best interests of the community in mind when making decisions.
Governance and Capacity	33	Engagement Opportunities	Resident satisfaction with opportunities to provide input into municipal decisions.	This indicator reports community members' satisfaction with opportunities to engage in community decisions.
Governance and Capacity	34	Deficits	Number of non-consolidated operating deficits in the last five years	This indicator measures the financial health of the municipal government. Non-consolidated operating deficits: When operating fund expenditures, including net financing and transfers to/from the operating fund and excluding amortization, are in excess of operating fund revenues.
Governance and Capacity	35	Total capital reserves	Total funds in capital reserves on an annual basis.	
Governance and Capacity	36	Debt	Total outstanding long term debt	Total outstanding long term debt: Gross long-term obligations arising from a borrowing, including lease obligations on assets, which are recorded as property of the municipality. Borrowing with a repayment term of more than one year is considered a long-term debt for reporting purposes.
Governance and Capacity	37	Residential Tax Burden	Total residential tax revenue ÷ Total dwelling units	Total residential tax revenue: All residential tax revenue including residential area rates revenue. Total dwelling units: The number of dwelling units in the municipality (excluding military and First Nations reserves' units).
Governance and Capacity	38	Reliance on Government Transfers	Total government transfers ÷ Total revenue	Total government transfers: Sum of unconditional and conditional transfers (not including grants for capital) received from the federal, provincial, or local governments. Total revenue: Earned tax revenue (net of appropriations to regional school board, transfers to correctional services and deficits of regional housing authority), services provided to other governments, sale of services, other revenue from own sources, and operating transfers from all levels of government.

Appendix D: Our Vision and Goals

Our vision and goals for Masset's future provide the compass for *where* we want to go as a community – the picture of *what* we want Masset to look and be like in the future. Together, the vision and goals provide a compass for discussions and dialogue about *how* best to move forward.

The vision and goals are written in the present tense with the intent to place the reader in the future and paint the picture of what Masset will look and be like by 2040 in a successful and sustainable future.

Our Vision: *Masset's unique location at the north end of Haida Gwaii, the vastness of the beaches and surrounding oceans, and the Haida culture, create vibrancy, energy and a sense of freedom that make it a special place for residents and visitors alike. Residents enjoy good quality of life with strong social connections and healthy lifestyles. The community is welcoming and beautiful, and new residents and small businesses have been attracted to Masset, while natural areas, beach access, green spaces and trees have been protected and even enhanced. The well-used trail system connects neighbourhoods to each other and to places beyond Masset, making it easy and enjoyable for people to walk and bike around. The community has the capacity and commitment to achieve its goals, and contributes to the wellbeing and sustainability of the island's environment, economy, and communities.¹*

Our goals are included on the next page in their entirety for easy reference. They can be used as a compass or north-star for decision making. In some cases we include goals that we are not in direct control of but that are important for our community – matters beyond our jurisdiction. In these cases, we will work with other organizations and levels of government to achieve them.

A note about trade-offs between the goals

All goals are equally important and inter-dependent; everything that is undertaken in Masset should ultimately support all seven goal areas. However, short-term trade-offs between them may sometimes be necessary, where steps closer to some of the goals may mean steps away from another. Ultimately, we should make progress toward all goals collectively, in the long-term.

¹ Contributing to the wellbeing and sustainability of the island's environment, economy, and communities is a commitment made as part of the Protocol Agreement between the Council of the Haida Nation and the Municipalities of Port Clements and Masset (2004).

Our Goals – at a glance

Land Use and Natural Areas	Residential Areas & Housing	Commercial, Industrial & Institutional Areas	Infrastructure	Recreation, Culture and Learning	Community and Individual Health	Governance and Capacity
<ol style="list-style-type: none"> 1. Some small-scale development has been accommodated to meet community needs, avoid continuous encroachment into natural areas, use infrastructure systems efficiently, and make Masset more compact, connected and walkable. 2. Marine, wetland and other sensitive natural areas are protected as key assets, contributing to clean air, clean water, and local biodiversity. 3. While use of sensitive natural areas is avoided, residents and visitors have ample access to beaches and other natural areas that are managed to minimize conflicts between motorized and non-motorized use, and to mitigate impacts so they will be enjoyed for generations to come. 4. Parks and natural features are integrated into developed areas, providing connections to nature and places to rest and play. 5. Development is located and measures are taken to protect people and property from natural hazards. 6. Community members care for Masset's natural areas and resources, understanding their inherent values and their connection to the current and long-term health of the community and local economy. 	<ol style="list-style-type: none"> 1. New housing development has been located to protect natural areas, green spaces, trees, views and trails, and to use infrastructure efficiently. 2. A diversity of housing types meets the community's needs, including all ages, abilities and incomes. 3. Masset neighbourhoods have retained their quiet, small-town character; they are welcoming, well-maintained, walkable and safe. 4. Homes are healthy, increasingly energy-efficient, and transitioning to the use of renewable energy and sustainable materials. 	<ol style="list-style-type: none"> 1. Masset has a diversity of small businesses, including home-based businesses that contribute to a more complete mix of locally available products and services, and those businesses are supported by each other, by local organizations, and by residents and visitors. 2. Masset's commercial areas are appealing and vibrant, helping to attract residents and visitors to the area. 3. Industrial areas are well-utilized by appropriate uses; they are well-maintained and buffered from adjacent land uses. 4. Civic and other institutional buildings are accessible, welcoming and centrally located; they are well used and facilitate community participation, engagement and connections. 5. Commercial and industrial activities use land and resources efficiently, protect natural areas, and are working toward eliminating emissions to air, water and soil. 	<ol style="list-style-type: none"> 1. Infrastructure systems meet the community's needs safely and reliably; they provide affordable services to residents without undermining the current and future financial viability of the systems. 2. Infrastructure systems are managed to avoid negative impacts on the natural environment, and natural resources are used efficiently and conservatively. 3. Masset's use of energy is increasingly efficient; the supply is reliable, affordable, and increasingly local and renewable, thereby contributing to local economic activity and reduced greenhouse gas emissions. 4. Transportation modes and infrastructure move people and goods around conveniently, affordably and safely within Masset, around the island and to the mainland, doing so in a way that contributes to the health of residents and reduced emissions. 5. Communication systems are affordable, reliable and meet CRTC standards for small communities, creating the needed connections within and beyond Masset. 6. Waste production is approaching zero through education about responsible purchasing choices, reuse, and cost-effective and convenient waste diversion services (e.g., recycling, composting). 7. Water is conserved, and the cost-effective water system provides high quality, safe and affordable drinking water to residents. 8. Wastewater and biosolids are managed efficiently and effectively to protect human health, the natural environment and the financial viability of the treatment system. 	<ol style="list-style-type: none"> 1. Recreation, culture and learning offerings provide year-round activities for all ages, abilities and incomes. 2. Masset leverages its unique location and natural amenities to provide outdoor recreation, leisure and learning opportunities to residents and visitors. 3. Masset has the indoor facilities and amenities needed to meet essential community needs locally; they are well maintained and supported, and they are delivered within the financial means of the community. 4. Arts, culture and heritage programs connect people to each other, to nature and to the place, and public art is located through the community for all to enjoy. 5. Masset schools are supported and maintained as essential to the community, and other educational needs can be conveniently accessed beyond Masset. 6. Regional partners collaborate to meet the recreation, culture and learning needs of residents in the most efficient manner possible 	<ol style="list-style-type: none"> 1. Residents feel a strong sense of connection to the people and the community of Masset; they are proud of their community, connected to each other and engaged in community life. 2. Haida culture is valued and respected, and Masset protects and upholds the rights of all Indigenous peoples and supports Canada's Truth and Reconciliation process. 3. There is respect and understanding amongst people of all ages, incomes and backgrounds, and people deal honestly, openly and directly with each other. 4. Community members of all ages enjoy a good quality of life, and are able to age in place safely and comfortably. 5. Masset residents are able and motivated to live healthy, active lifestyles, and they enjoy good local air, water and soil quality. 6. Residents have access to healthy affordable food, enabled through the food system and opportunities for local food production. 7. Regional health and social services, including the regional hospital, provide quality care and are accessible to those in need. 8. Systems, infrastructure, training and procedures are in place for emergencies, effectively managing risks to people and property from natural and other disasters. 	<ol style="list-style-type: none"> 1. Governance systems are effective and efficient; community decision-makers are honest, transparent and accountable; they communicate proactively, pursue the community's best interests, and treat everyone fairly and with respect. 2. Decision-makers engage stakeholders in decisions that affect them, while ensuring that decisions are made effectively and in a timely manner. 3. Community leaders, organizations and institutions model and encourage collaboration, innovation and continuous improvement toward the community vision and goals. 4. The Village develops and maintains collaborative partnerships and strategic alliances with Old Massett and other local, regional and provincial partners and levels of government to pool resources and achieve shared goals. 5. Masset residents, organizations and institutions have the knowledge, skills, understanding and respect for other cultures, and the community commitment needed to achieve Masset's vision and goals. 6. Municipal finances are well managed and the costs of community amenities and infrastructure are planned for and shared equitably within the community. 7. The number of residents and businesses has increased, providing the tax base required for the community while also maintaining the small-town character enjoyed by residents and visitors.

