

**DISTRICT of  
CHETWYND**  
Community Vision Plan  
**2021-2031**



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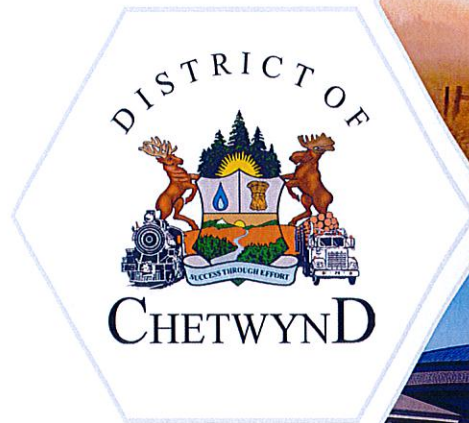
# DISTRICT of CHETWYND

**THE DISTRICT OF CHETWYND IS LOCATED IN THE FOOTHILLS OF THE EASTERN SLOPE OF THE ROCKY MOUNTAINS AND IS BRITISH COLUMBIA'S CONNECTION TO THE ENERGETIC PEACE RIVER COUNTRY.**

Surrounded by lakes, rivers and mountains, Chetwynd is a perfect location to live and visit. No matter the season, the breathtaking scenery provides the backdrop for hiking, skiing, swimming, canoeing, snowmobiling, hunting and fishing. The extensive countryside and park system provides some of the best camping and wildlife spotting in Canada.

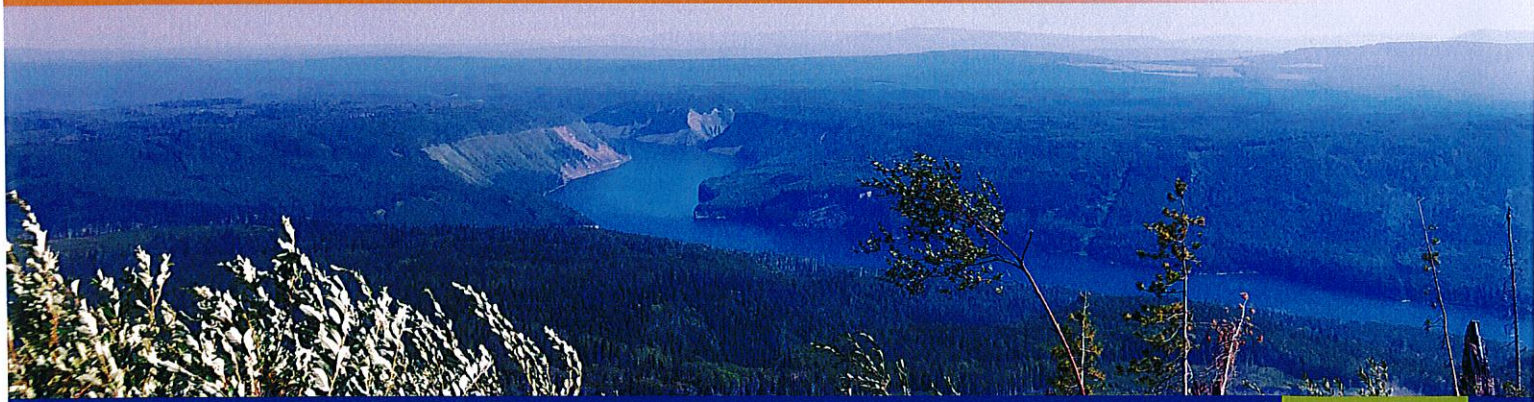
The region showcases a diverse past, including the history of local First Nations, European homesteaders, the Alaskan Highway and World War II. Chetwynd has become known for over 170 intricate chainsaw carvings located throughout the town and the annual Chetwynd International Chainsaw Carving Championship Invitational held in June.

The Chetwynd economy is the transportation hub for the surrounding communities and industries, including ranching, mining, forestry, oil and gas and more recently wind farms. The municipality has seen residential demand grow as the economy continues to develop and diversify. Residents are drawn to the landscape, opportunity and affordable lifestyle.



## DEPARTMENTS:

- Administration
- Economic Development
- Engineering
- Finance
- Planning and Development
- Protective Services
- Public Works
- Airport



# FOREWORD



## Council's Message

As District Council, we work individually and collectively to represent the citizens of Chetwynd. We do this with one goal in mind: support the quality of life of citizens. We believe Chetwynd is already a strong, sustainable community that provides an affordable, inclusive, environmentally responsible home where people of all ages can live, learn, work and retire.

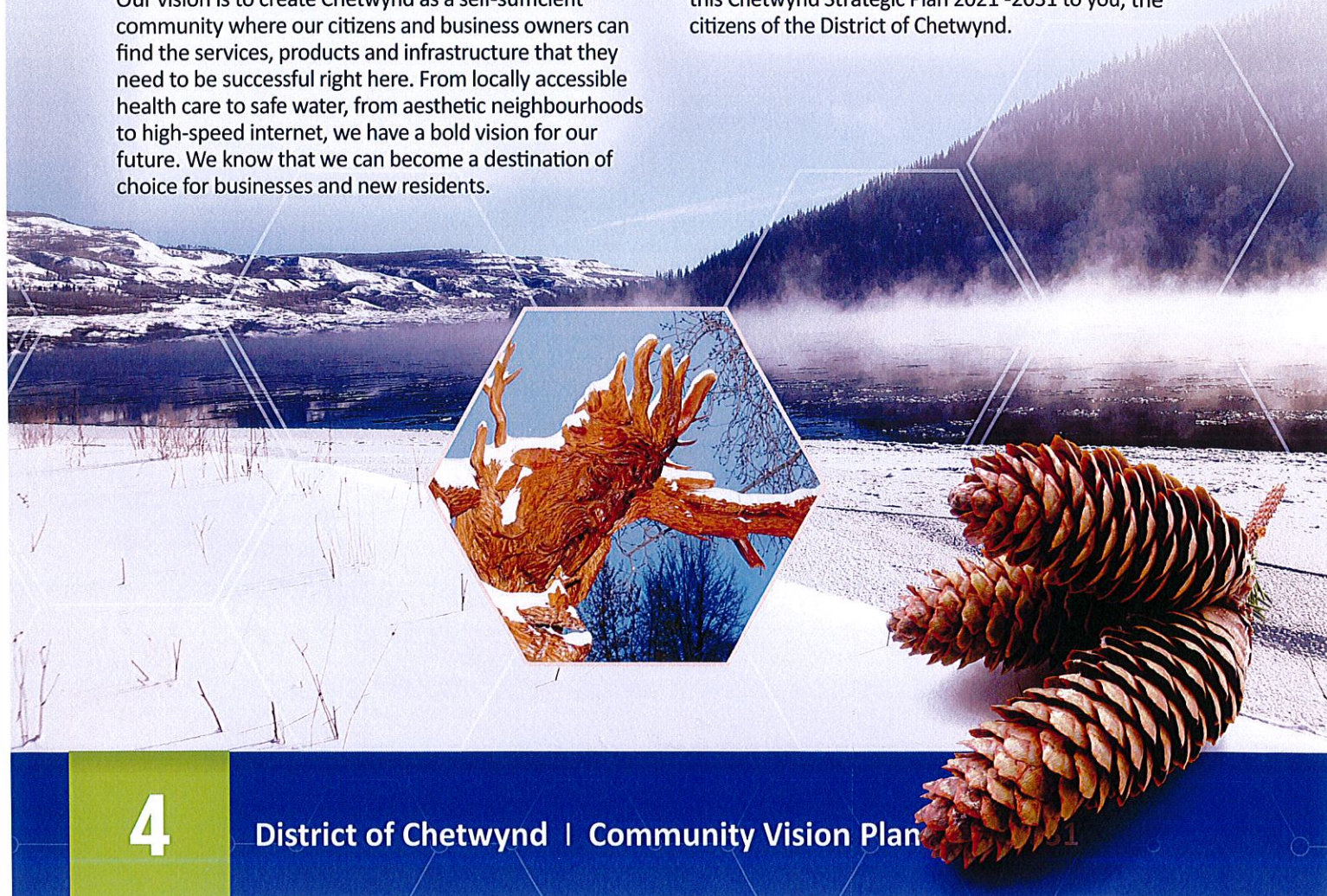
Reflecting on our current challenges, we embarked on a strategic planning process that can make the District of Chetwynd even better. The resulting strategic plan and community vision identify values and priorities in support of our future success and long-term sustainability.

Our vision is to create Chetwynd as a self-sufficient community where our citizens and business owners can find the services, products and infrastructure that they need to be successful right here. From locally accessible health care to safe water, from aesthetic neighbourhoods to high-speed internet, we have a bold vision for our future. We know that we can become a destination of choice for businesses and new residents.

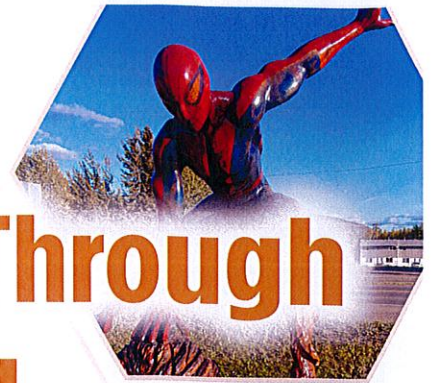
This strategic plan is our road map to this bold vision. It is the first step on our journey that will require tangible actions and follow through. Council is committed to putting in the hard work. We will use this strategic plan to guide our decisions and keep us focused on how we can make this vision a reality.

Our next step is to consider action plans in the pursuit of our seven priority focus areas: financial sustainability, community beautification, economic growth, housing and health, infrastructure sustainability, good governance and productive relationships.

We are immensely proud as your Council to be delivering this Chetwynd Strategic Plan 2021 -2031 to you, the citizens of the District of Chetwynd.



# Enhancing Vibrancy Through Community Visioning



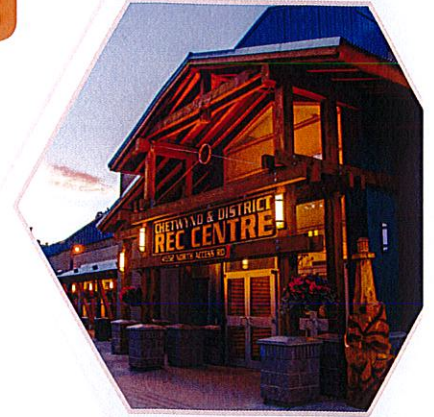
## THE VIBRANCY, VITALITY AND QUALITY OF LIFE AVAILABLE IN THE DISTRICT OF CHETWYND IS OUR UTMOST PRIORITY.

As representatives of the residents and business owners in our municipality, it is our job to listen to the wants and needs of our people and translate those into effective and achievable policies, projects, services and future goals.

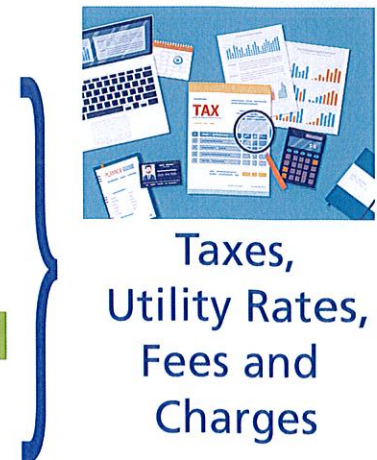
Council is here to serve the community and is responsible for leading the charge on any changes and fiscal decisions that are required to allow the district to prosper and move forward to a better tomorrow for all of us. We are in the business of providing quality of life through service provision in our community.

By appropriately planning for the maintenance and provision of existing or novel services, the Strategic Plan can directly impact quality of life in a community. Dedicated municipal staff deliver valuable and essential services such as road maintenance, water utility, fire protection, tourism, business services, cemeteries and more via adequate and strategic management of all assets within a community.

Our strategic plan provides a long-range view of our vision of the District of Chetwynd over the many years to come. The plan outlines how we will foster quality of life and wellness amongst our residents, neighbours, families and businesses.



## THE MUNICIPAL EQUATION



Taxes,  
Utility Rates,  
Fees and  
Charges

# STRATEGIC PLANNING

A STRATEGIC PLAN IS A MAP THAT SHOWS HOW THE COMMUNITY CAN ACHIEVE ITS GOALS, FOSTER VIBRANCY AND SUPPORT COMMUNITY HEALTH AND CULTURE.

## A STRATEGIC PLAN (SOMETIMES REFERRED TO AS A “COMMUNITY VISION PLAN”) PRESENTS KEY PRIORITY FOCUS AREAS.

These priority focus areas are determined by Council to be most critical to sustaining and enhancing quality of life of the residents within the community. These focus areas and the general vision for the community are established through a series of planning exercises.

The Strategic Plan uses short- and long-term planning approaches to provide a realistic and task-based foundation towards the higher vision. This ensures that Council balances and mitigates any risks and considers existing commitments, contracts, needs from residents and commercial businesses within the community.

Administration is then tasked with developing specific implementation plans that will further enable Council’s strategic vision for the community and reach the specific objectives. Finally, a financial plan allocates funding to each of the prioritized projects and services which will serve to support the action plans and put into motion the realization of the goals outlined in the vision for the community as a whole.

## MUNICIPAL PROCESS

“Achieving Community Vision”



## THE STRATEGIC PLAN SETS THE STAGE FOR REAL ACTION AND REAL FINANCIAL COMMITMENTS.

While the vision is largely based on needs, wants and hopes for the community, it will ultimately be assessed against the capacity and capabilities of the municipality from both an operational and a financial perspective. The Strategic Plan must be grounded in reality and tied to realistic, feasible and measurable goals and objectives

Creation of a Strategic Plan must focus on a few specific thought exercises:

1. **A landscape assessment (or “Municipal Scan”) to understand what the baseline is and what current operational values are;**
2. **A visioning exercise to determine what the ultimate vision or end goal for the community in the future (5-10 years) is;**
3. **An objective-setting exercise to fill in the gaps between the current status of the community and the future vision, deciding on realistic projects and tasks that get the municipality from A to B;**
4. **Deciding on key performance indicators or measures of success to determine how the plan can be kept on track as it moves ahead.**

### IMPACTS OF THIS PLANNING PROCESS

- Identify challenges and opportunities that are facing the community;
- Engagement in energized and focused strategic discussions based around a realistic view of the municipality’s current state;
- Practical and pragmatic steps link strategic goals and vision to reality through the municipal service planning and budgeting processes; and
- A vision for the community driven by Council that speaks to Administration and to the public in a way that is transparent and easy to understand providing clear direction.



# THE MUNICIPAL SCAN

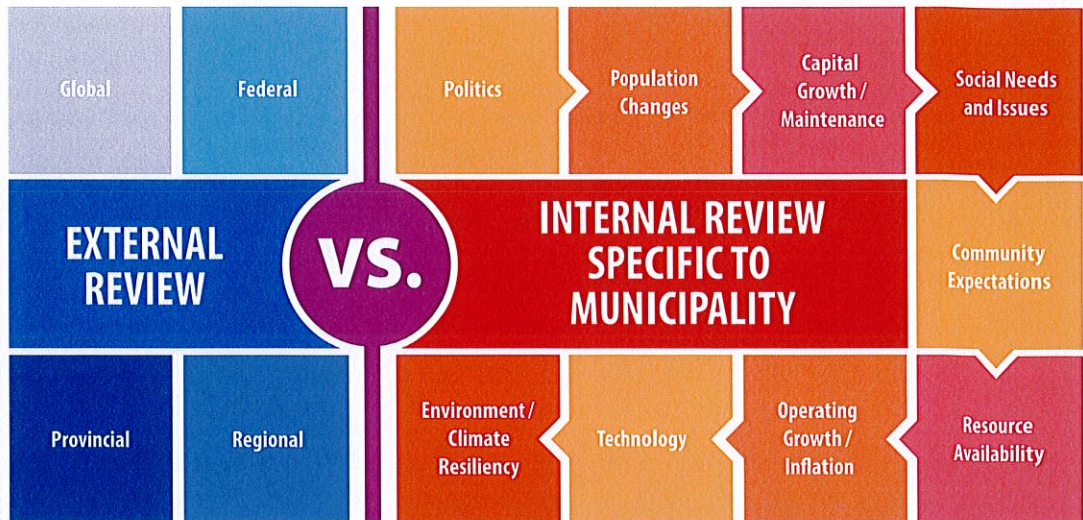


## AS YOUR MUNICIPAL COUNCIL UNDERTAKING THIS STRATEGIC PLAN PROCESS, WE HAD TO CONDUCT A REALISTIC ASSESSMENT OF THE DISTRICT OF CHETWYND AS IT STANDS TODAY.

We considered the current state of the community, both positive and negative, the needs of the residents that we represent and the historical and current challenges our municipality faces. At the same time, we considered the importance of long-term sustainability, operational capacity and unique financial constraints and opportunities.

We also took care to consider the divisional structure of our District specifically, which in and of itself presents a mix of unique and differing needs of the divisions that make up our beautiful municipality.

As a result of this process, we have proudly developed our 2021-2031 Strategic Plan for the District of Chetwynd. This is our roadmap to prosperity and vibrancy in the community. Council will focus on our community beautification, financial and economic sustainability, well-rounded community services and infrastructure and building of productive relationships through strategic decision making and achievable actions.



# WHAT'S IN MY COMMUNITY'S STRATEGIC PLAN?

## A STRATEGIC PLAN OUTLINES THE HIGH-LEVEL VISION OF THE FUTURE OF A MUNICIPALITY AND DESCRIBES SPECIFIC MUNICIPAL PRIORITIES IDENTIFIED BY COUNCIL.

Often, the plan will include priority focus areas which showcase the overall vision in different categories or themes.

Within each priority focus area is an overall goal statement, describing the vision for that specific focus area in the future. Affiliated with this goal statement is a list of more granular objectives or projects, which can be used to create specific action plans in order for them to be fulfilled. These plans are often described in the subsequent action and financial plans, which really bring the goal statements and focus areas to life.

The Strategic Plan provides priority-based direction for more detailed planning and budgeting of capital assets, municipal services and overall management of the municipality. A forward-thinking, realistic and well-rounded vision provides the foundation for the effective long-term planning and provision of services that support the wellness and vitality of a community.

### PRIORITY FOCUS AREAS

Each one represents an area of importance to the future of the municipality.

### GOAL STATEMENTS

A number of goals may support the achievement of one of the priority focus areas. These are the high-level aims that will help in achieving the overall vision.

### OBJECTIVES

Specific desired successes or outcomes that drive the action plans and financial commitments required to achieve the vision. These objectives are highlighted annually in the budget decision-making process.

# CORE VALUES

## COMMITMENT

We work hard together to move forward consistently towards our goals and objectives. We are devoted to each other as a team.

## INTEGRITY

We approach all aspects of governance and service delivery with a principled approach. We embrace honesty, accountability and transparency while always striving to do the right things for the community.

## PRIDE

We consistently celebrate our community and organization. This is exemplified through our branding, actions and words.

## COLLABORATION

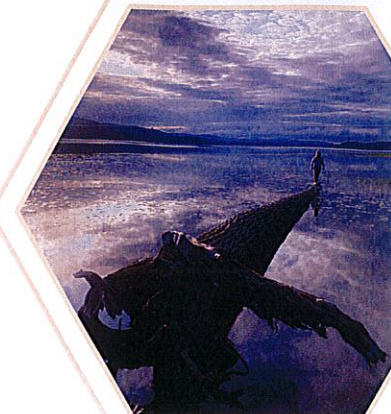
We embrace a culture of teamwork though open and healthy collaboration. We collaborate with the community and with each other as council and as staff.

## RESPECT

We ensure all people are treated fairly and equally through our practices and policies.

## LEADERSHIP

We exemplify leadership through our actions, moving Chetwynd towards an ambitious vision and future. We strive to create a healthy workplace and to be an employer of choice within the District of Chetwynd.



# THE BLOOM MUNICIPAL SCAN – CHETWYND OPPORTUNITIES

## ECONOMIC OPPORTUNITIES

- Opportunities for growth at industrial park
- Opportunities for diversification of the economy
- Infrastructure investment to stimulate economic growth, as required
- Industrial assessment review
- Lumber price positivity
- Economic risk with a lumber mill and coal mine at risk of closure

## POPULATION

- Overall a young population with modern service demands
- Shadow population opportunities
- Aging population requiring affordable housing options

## WORKFORCE

- Organizational opportunity for employee retention and attraction (aging workforce)
- Explore opportunities for businesses to find skilled workers

## INFRASTRUCTURE AND MAINTENANCE

- Aging infrastructure planning, asset management, investment
- New library consideration (in partnership with the Regional District)
- New firehall consideration
- A full-service hospital consideration
- Explore opportunities for Internet / broadband and Wi-Fi

## SOCIAL NEEDS AND OPPORTUNITY

- Inclusive community (transparency, openness, respect)
- Healthy relationship with First Nations (policy may be required)
- Explore new opportunities for daycare amenities
- Attracting new shopping opportunities

## PUBLIC ENGAGEMENT

- Opportunities to improve public engagement, education and communication

## FISCAL RESPONSIBILITY

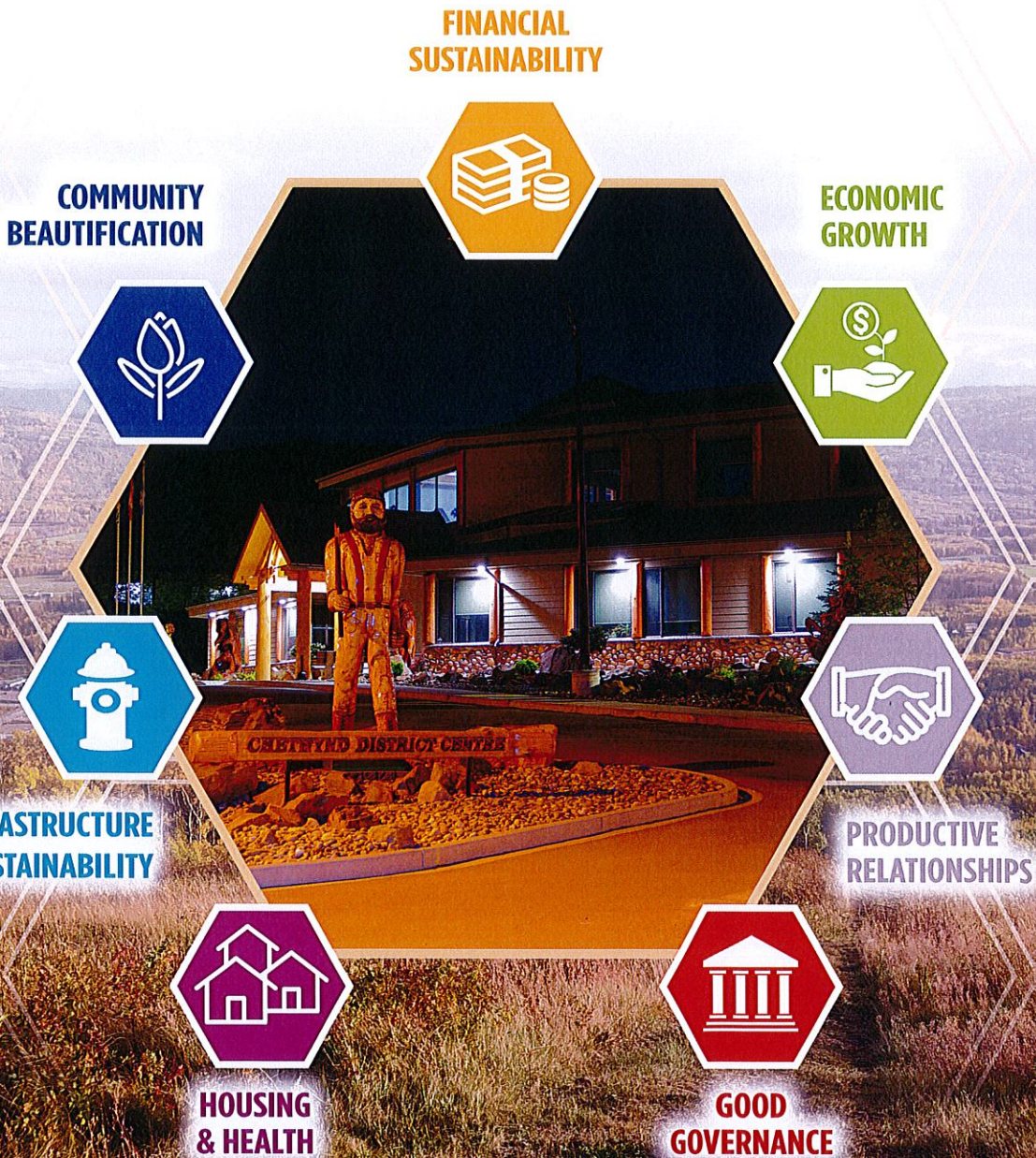
- Public not tax or debt averse
- Support for justification of tax increases and long-term tax plans
- Services (public generally happy with snow clearing, road maintenance challenges)
- Ensure continuation of taxes being used wisely and for the right things (priority-based budgeting)
- Consider tax strategies to support long-term financial sustainability



# Priority Focus Areas

## COUNCIL IDENTIFIED SEVEN PRIORITY FOCUS AREAS FOR THE DISTRICT OF CHETWYND.

Council and Administration will work together to support projects and specific funding allocations that align with the District of Chetwynd's desire to strive for financial sustainability, promote community beautification, strengthen economic growth, advocate for health and housing initiatives, ensure the sustainability of our infrastructure, provide good governance and develop productive relationships.



# GOAL STATEMENT

**WE TAKE ACTIONS AND DEVELOP PLANS THAT DELIVER SHORT- AND LONG-TERM FINANCIAL SUSTAINABILITY FOR OUR COMMUNITY.**



# FINANCIAL SUSTAINABILITY

## OBJECTIVES

1. Continually focus on efficiencies to keep taxes low while also generating sufficient revenue to meet our operational and capital needs.
2. Proactively communicate with residents and the business community so we understand their financial challenges.
3. Investigate and implement investment strategies to optimize investment income for a sustainable revenue source.
4. Pursue public engagement opportunities to effectively communicate to the community the municipality's financial position, challenges, needs and opportunities.
5. Develop a long-term tax strategy that considers all aspects and risks associated with assessment, agreements, legislation, municipal operations, capital and long-term reserve requirements.
6. Develop financial strategies and public engagement communication that supports asset management and infrastructure sustainability.
7. Developmental strategies that consider long-term risks and opportunities for environmental, legislative, economic and assessment challenges.





# COMMUNITY BEAUTIFICATION

## GOAL STATEMENT

**WE CELEBRATE THE NATURAL BEAUTY OF OUR MUNICIPALITY AND TAKE ACTION THAT SUPPORTS COMMUNITY BEAUTIFICATION.**

### OBJECTIVES

1. Commit to employing practices and pursuing initiatives that are environmentally responsible.
2. Take advantage of our community's natural beauty and strive to maintain and improve its aesthetics to become a tourism destination.
3. Focus on community beautification, amenities and infrastructure improvements to attract new residents and retain our current residents.
4. Pursue community safety, health and wellness initiatives (trail lighting for safety, etc.).
5. Proactively communicate to potential visitors and residents about our community's beauty and amenities and planned beautification improvements.
6. Consider bylaws, policies and incentive programs that support community beautification, including expectations for residential lots and incentives for business aesthetics.
7. Explore opportunities and best practices to develop new initiatives to add to the beautification of our community (beautification contest, annual picture gallery, Communities in Bloom participation).
8. Celebrate the beautification of our community through various public engagement and communication opportunities.



# GOAL STATEMENT

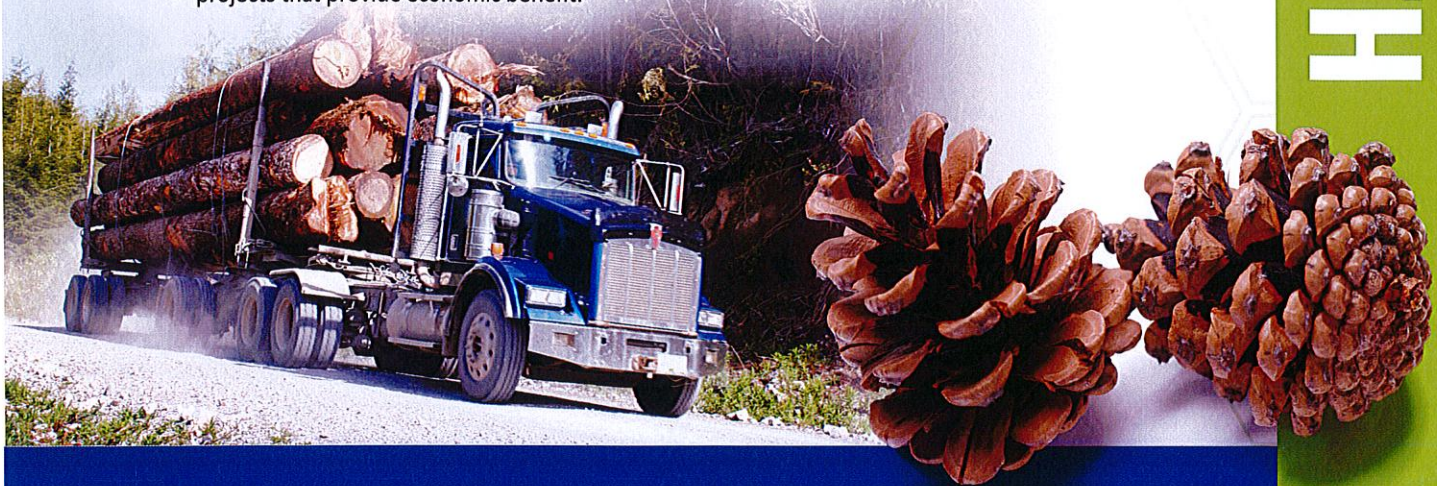
**WE DEVELOP PLANS, CREATE INITIATIVES AND TAKE ACTION TO SUPPORT JOB RETENTION AND ECONOMIC GROWTH AND SUSTAINABILITY.**

## OBJECTIVES

1. Develop long-term capital plans and infrastructure initiatives that support economic growth through cooperative efforts, infrastructure planning and investment.
2. Take advantage of Chetwynd's natural beauty and amenities to promote tourism.
3. Pursue strategies that attract businesses to locate in Chetwynd.
4. Support our current business community through public education and initiatives that promote local shopping.
5. Advocate for improved Internet and Wi-Fi connectivity to support the business community, improve municipal operations and promote employee attraction and retention.
6. Consider opportunities to support affordable housing to accommodate the shadow population for cyclical economic projects and possible permanent residency.
7. Work with our regional neighbors and other levels of government to take advantage of cooperative economic opportunities (local First Nations).
8. Seek out and take advantage of green energy projects that provide economic benefit.
9. Formulate strategies to develop a complete community that includes comprehensive health care, education, employment and housing to support economic stimulus.
10. Embrace business-friendly bylaws, policies and incentives to stimulate economic growth and attract business to our community.
11. Conduct a review and cost benefit analysis to ensure operational resources are aligned with the activities required to stimulate economic growth.
12. Actively communicate to the public, the business community and the prospective businesses about current economic development initiatives and potential business opportunities.
13. Develop a community video celebrating the positive attributes of the District of Chetwynd.
14. Embrace the positive relationship with the Chamber of Commerce to work together towards shared economic development benefits.
15. Develop strategies that leverage the advantages of Chetwynd's resource-based economy.



# ECONOMIC GROWTH



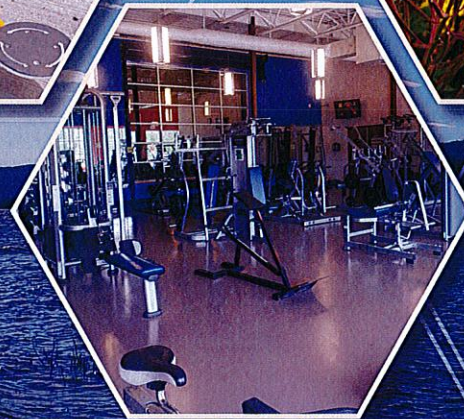
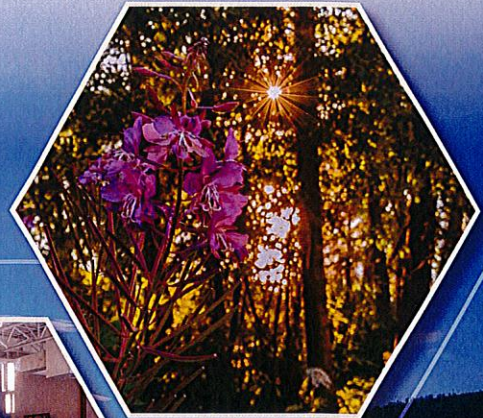


## GOAL STATEMENT

**WE ADVOCATE STRONGLY FOR HEALTH SERVICES AND HOUSING INITIATIVES THAT SUPPORT A COMPLETE COMMUNITY.**

### OBJECTIVES

1. Advocate for full-service health and hospital care within the municipal borders of the District of Chetwynd.
2. Provide a welcoming community and maintain strong relationships with medical staff and doctors.
3. Explore and act on affordable housing initiatives for seniors, vulnerable citizens and the shadow population (multi-plex accommodations, etc.).
4. Focus on advocacy for senior accommodation strategies and opportunities for both independent and 24/7 assisted living.
5. Review recommendations from our recent housing study and use recommendations to prioritize potential action on housing.
6. Embrace and develop action plans that enhance our abilities as a caring community with empathy for our vulnerable citizens.



# GOAL STATEMENT

**WE EMBRACE SHORT AND LONG-TERM CAPITAL PLANNING AND BEST PRACTICES FOR ASSET MANAGEMENT THAT ALIGN WITH OUR OVERALL VISION FOR THE COMMUNITY.**

## OBJECTIVES

1. Actively research, advocate and act on initiatives that improve wired and wireless connectivity within our region.
2. Prioritize capital assets and support them with best practices in asset management.
3. Focus on asset management as a discipline and pursue projects and process enhancement that support our community's capital assets.
4. Prioritize recreation assets in our long-term capital plan to support the health and wellness of the community.
5. Pursue projects that support community beauty so we can continue to take pride in the aesthetics of our community.
6. Employ smart planning methodologies that consider the ease of future maintenance as we plan for new capital projects.
7. Link long-term financial sustainability directly to a long-term capital plan to ensure we have adequate resources to maintain the current infrastructure and procure the assets we need.
8. Create a long-term capital planning strategy that aligns our planning processes with our vision and economic needs, while being nimble enough to meet evolving priorities.
9. Follow a capital planning process that is insightful and flexible enough to take advantage of pricing opportunities and avoid challenges related to the turbulent economy.
10. Strategically plan for and seek out opportunities to support infrastructure that stimulates economic development and assessment growth within our community.
11. Employ an approach to capital planning that balances infrastructure needs for growth and maintenance, with new amenities that citizens value. This balanced approach will be in accordance with good asset management practices.
12. Actively explore and pursue relationships with other levels of government, neighbors and partners on capital assets that support mutual benefit (local First Nations).



**INFRASTRUCTURE SUSTAINABILITY**

**17**



# PRODUCTIVE RELATIONSHIPS

## GOAL STATEMENT

**WE VALUE, EMBRACE AND FOSTER RELATIONSHIPS THAT SUPPORT COMMUNITY VALUE AND QUALITY OF LIFE FOR THE RESIDENTS OF CHETWYND.**

### OBJECTIVES

1. Employ policy, principles and values that support diversity and inclusion.
2. Prioritize our relationship with our First Nations neighbours and seek opportunities for positive dialogue and mutually beneficial partnerships.
3. Work with the Chamber of Commerce and look for opportunities for positive relationship building to support the local economy and stimulate mutual success.
4. Take a deliberate and proactive approach to relationship building, including seeking out opportunities for dialogue and cooperation (meetings, townhalls, public engagement).
5. Continually develop our relationship competency to increase our ability to advocate for the needs of the District of Chetwynd.
6. Build a relationship with other levels of government so we can better advocate for Chetwynd's needs.
7. Develop and maintain relationships with our industry leaders and employers.
8. Use public engagement initiatives to foster and build a good relationship with our citizens (communication, buy-in, consensus building, empathy, transparency, etc.)
9. Emphasize healthy, cooperative relationships with each other as elected officials, both as a Council and between Council and Administration, because we believe harmonious and productive relationships are critical to our success.



# GOAL STATEMENT

**WE EXEMPLIFY GOOD GOVERNANCE THROUGH A HEALTHY DEMOCRATIC PROCESS, TRANSPARENCY, RESPECT AND PROACTIVE PUBLIC ENGAGEMENT.**

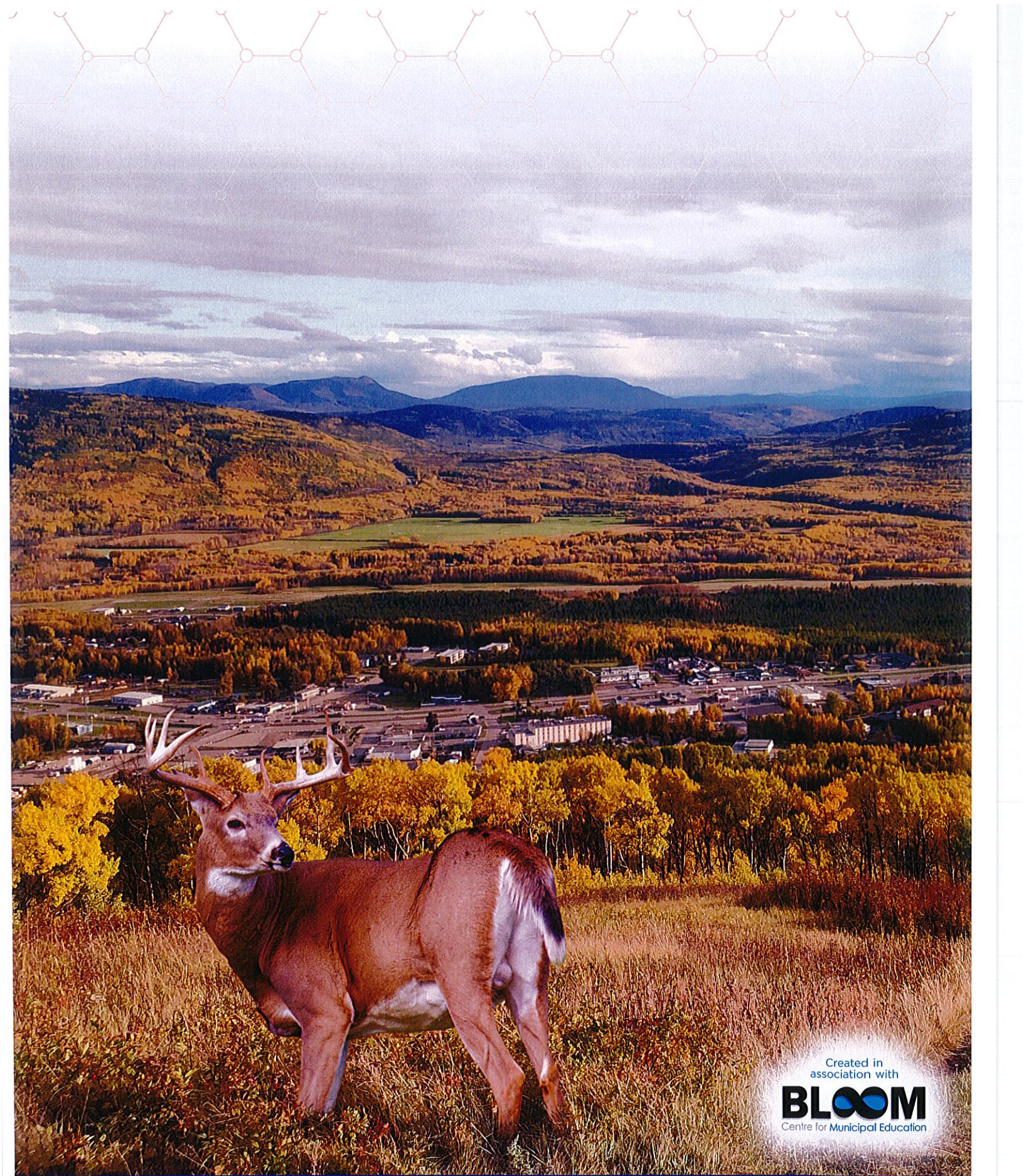
## OBJECTIVES

1. Value and embrace a healthy respect for democracy through all our actions, policies and values.
2. Make our decisions with transparency and integrity as a sign of respect for our citizens.
3. Lead by example in the way that we conduct business by matching our actions to our words and being honest in our communication.
4. Ensure that Council and Administration's relationship has a bedrock foundation of support, trust and openness.
5. Provide leadership through clear communication, priority setting and direction provided to staff.
6. Deliver clear communication from Administration to Council and continue their positive support of Council's role.
7. Actively listen to and gather perspectives from our community to embrace and support healthy public engagement through welcoming activities (coffee opportunities, etc.).



**GOOD GOVERNANCE**





Created in  
association with  
**BLOOM**  
Centre for Municipal Education