

SCHEDULE E

Form of Completion Report for Plans

GMF number:	15157
Name of the Recipient:	Village of Masset / Trevor Jarvis, CAO
Phone, fax, e-mail, and address of lead contact:	PO Box 68 Masset British Columbia Canada V0T 1M0 Ph: 250-626-3995
Date of the Report:	April 2, 2019

1. Summary of the Initiative

a. Please briefly describe the Plan that was prepared as part of this planning exercise.

The Integrated Official Community Plan (IOCP) and the IOCP Implementation Guide were the end products of the Masset2040 planning process. The first sets out the long-term direction for the community through a comprehensive vision, goals and policies, covering the integrated social, environmental and economic aspects of the community.

The IOCP Implementation Guide sets out how the IOCP will be implemented in the years to come, including the 'Council Priorities for Implementation in 2018' contained in Appendix A of the document. This is essentially our 'sustainable community action plan' that was developed by Council and staff in response to our comprehensive community goals and most pressing community needs.

b. What was the objective in preparing the Plan (i.e., what was the Recipient trying to achieve, and why)?

As a small community of about 800 people and with a small municipal staff team, Masset was looking to achieve a number of benefits through one efficient planning process, including shared long-term direction for the community, an action plan to begin implementing the plan, and replacement for the previous OCP, which was 24years old.

c. If the lead applicant is not a municipality, please briefly explain why the lead applicant undertook this Initiative.

N/A

d. Please summarize the activities completed as part of this Initiative, as per Schedule A.

Note: Your summary should build on the information you included in your previous Progress report(s). Please ensure to briefly (four to five sentences) explain how the Plan was prepared—that is, what was the approach (or methodology) that was taken to meet the community's objectives. If applicable, please describe any public consultation process that was used in developing the Plan (e.g. describe items such as how stakeholders were identified and engaged in the preparation of the Plan; the visioning process that was used; any community surveying techniques that were used and so forth).

At the start of the project, a community engagement strategy was developed to guide the delivery of the engagement opportunities that would inform the development of the Masset2040 IOCP. The goals of the strategy were to: provide multiple methods of engagement; target a range of residents and stakeholder groups; communicate through a diversity of channels.

A project advisory committee was created and it consisted of 18 community members representing Warfield stakeholder groups with a diversity of knowledge and expertise. It was created to be the 'eyes and ears' of the community, representing the community's interests in the project and working closely with the Whistler Centre for Sustainability team and the Village of Warfield on the IOCP structure, content and community engagement process.

To engage the broader community, in-person and online options were provided to ensure residents could connect with the project in the manner that best suited them. Local business gift certificates were used to encourage attendance and responses.

The first opportunity for community engagement focused on gathering input on resident support for potential directions/ideas for Masset's future that would inform the development of the vision and goals. The Masset Harbour Day event in August 2016 was used and an online questionnaire was also offered. Approximately 25 residents were engaged at the Harbour Day event and there were 187 responses to the questionnaire.

Coffee chat sessions (one for each of the IOCP areas) were held in January 2017 to gather input from residents about their vision and goals for the future of Masset. While the sessions only drew about a dozen residents out, the input and insights about Masset were valuable to the process.

Another round of community engagement asked residents to provide input on the draft vision and goals themselves. This round also included a public event and online questionnaire, with eight attendees and 90 respondents respectively.

For the public review of the draft IOCP in September 2017, three drop-in 'coffee chat' sessions and a paper and online questionnaire were offered as opportunities for input. In total, 10 community members provided feedback.

Community input summaries were developed and released to the public on the project webpage.

A number of communication channels were used to notify the community of the engagement opportunities, including a project webpage, Facebook, newsletters, and posters and postcards around town.



Help us chart the future for Masset
Masset's Official Community Plan is being updated and will include the long-term vision, goals and policies for the future of our community.

Take the Survey
before November 18
win a \$50 prize

Online at massetbc.com/iocp or scan this code: 

On paper at the Village Office

Masset
2040
Charting Our Future 

- e. **Were there any significant changes to the scope or costs of the Project as described in the Agreement or in a previously submitted Project Progress Report (if applicable)? If so, please briefly explain why.**

N/A

- f. **How much did the preparation of the Plan cost, and how was it paid for?**

Consulting Fees and Travel Costs: 71523.69

Expenses related to meetings/ consultations etc.: 2683.08

Total Costs: 74206.77

Funded through general operating revenues, re-imbursable by approved funding through GMF project 15157.

- g. **Roughly how long (in months) did it take to prepare the Plan?**

The planning process took approximately 14 months, excluding two months during summer 2017 when advisory committee meetings and public engagement was paused to allow for summer holidays.

- h. **How is the Plan related to existing plans, practices, guidelines or policies within the municipality, and how does it contribute to achieving the municipality's sustainability goals?**

Masset2040, our Integrated Official Community Plan (IOCP), sets the direction for the future of our community. It can be used as a compass that will allow us to chart our course for the future we want for our community and it can be used in all decision-making to ensure we choose the path that will take us where we want to go. Masset2040 articulates broad goals and policies that regulate land use and other community systems. Other municipal policies and zoning bylaws must also align with the OCP.

2. Community Context

- a. **Please provide a brief (five to six sentences) profile of the community that is the object of this Plan, including population, geographic area, demographics, and general economic conditions. (Note: This information is readily available from the Community Profiles section of the Statistics Canada website at www.statcan.ca.)**

The Village of Masset is located at the north end of the islands of Haida Gwaii, which is located 100 kilometers west off the northern coast of British Columbia, Canada. Made up of over 200 islands large and small, Haida Gwaii covers an areas of approximately 1,000,000 hectares and has a population close to 5,000 residents.

Masset is the largest and oldest municipality and Graham Island is the largest and northernmost island in the archipelago. Haida Gwaii is part of the North Coast Regional District (NCRD). Graham Island is characterized by steep slopes in the west and gently sloping lowlands in the east. It has large areas of agricultural land, centred mostly around Tlell and Lawnhill on the east side of the Island.

Incorporated in 1961, Masset's population was 793 in 2016, yet the Village provides amenities and services to a larger rural area with a population nearing 2,300, including the unincorporated area of Tow Hill (539) and Old Massett (IR) (555).

Masset has the many amenities needed to support residents and visitors alike, including an airport, grocery stores, library, elementary school, high school, post office, taxi service, liquor store, a marina, sea-plane base, visitor accommodation, restaurants, recreation programming, social services, museum, church, and access to amazing outdoor recreation.

- b. Briefly (two to three sentences) indicate the size and structure of the municipal government, and the approximate number of full-time municipal employees.**

The Village is governed by a Mayor and Council, and administered by 4 full-time staff, and must adhere to all relevant provincial and federal regulations. The Village of Masset is an active member amongst regional partners. It is a signatory to the Protocol Agreement between the Council of the Haida Nation (CHN) and the Municipalities of Port Clements and Masset (2004), and an ongoing relationship with the CHN through representation at the islands protocol table.

3. The team: Who Was Involved?

- a. Briefly (four to five sentences) indicate who was involved in developing this Plan, and their affiliations. Include both municipal staff and officials who managed the preparation of the Plan, and any consultants who worked on the Plan.**

A project Advisory Committee (AC) was created and it consisted of 18 community members representing Warfield stakeholder groups with a diversity of knowledge and expertise. It was created to be the 'eyes and ears' of the community, representing the community's interests in the project and working closely with the Whistler Centre for Sustainability team and the Village of Warfield on the IOCP structure, content and community engagement process. Groups represented on the AC included: the School District, Northern Health Authority, Haida Gwaii Society for Community Peace, Delkatla Sanctuary Society, search and rescue, the local church and the thrift shop. The CAO, the Mayor and a member of Council also participated in the AC meetings and workshops.

To engage the broader community, in-person and online options were provided to ensure residents could connect with the project in the manner that best suited them. Local business gift certificates were used to encourage attendance and responses.

- b. Was there a Project champion who was instrumental to the completion of the Plan? If so, please include his or her name, title and contact information, and describe his or her role in the preparation of the Plan.**

This project was truly a team effort so there was not a single champion; however, Shannon Gordon from the Whistler Centre for Sustainability guided the planning process and developed the plans so could be contacted for more information. Her contact information is 604-906-0310 (cell) and sgordon@whistlercentre.ca.

4. Environmental, Economic and Social Benefits of the Initiative

For the questions in this section: If the answer to the question is clearly outlined in the Plan itself, it is sufficient to indicate the section and page number(s) of the Plan on which the information can be found.

- a. What environmental goals/objectives and targets were established in the Plan?**
b. What social goals/objectives and targets were established in the Plan?

- c. **What economic goals/objectives and targets were established in the Plan? Please include any anticipated financial savings resulting from operational efficiencies included in the Plan.**

All community success and sustainability goals (covering social, environmental and economic principles) are included in summary form on page 16.

5. Outcomes and Next Steps

- a. **How will your community be using the Plan (i.e., what happens now that the Plan is finished)?**

Council and staff have already used the plan to identify Priorities for implementation in 2018. These are contained in Appendix A of the IOCP Implementation Plan and will be our initial focus. We will use the goals contained within the plan to guide decision-making moving forward, using them specifically in future strategic planning processes to ensure we are planning in a comprehensive manner that brings a sustainability lens to what we do and how we do it.

- b. **How will the Plan be implemented?**

Village staff and Council will implement the 2018 Priorities and monitor progress. The IOCP goals will then be used to guide strategic planning for 2019-2022, which is the next four-year Council term.

- c. **Do you anticipate any changes to municipal operations, policies or programmes as a result of having prepared this Plan? If so, please describe these changes.**

The Village of Masset will continue to use the updated IOCP as a reference document and a planning tool. The community input into the plan has provided the Council with both a snapshot of resident's views along with some of their desires for the future of Masset. The goals as laid out in the plan will help us to consider the appropriate actions to take with future initiatives and to better inform our annual strategic planning for the community.

6. Lessons Learned and Knowledge Sharing

In answering the questions in this section, please consider all aspects of the preparation of the Plan—from the initial planning through each of the essential tasks until the Plan was completed.

- a. **If your municipality was planning to undertake the preparation of this kind of plan again, what (if anything) would you do *differently* (based on your experience with the preparation of this Plan), and why?**

Public engagement was a key part of developing this plan and while our efforts did produce positive results, and the project overall resulted in the most public engagement in my 20 years of working in Masset, there is always room for improvement. While we tried our best to collect input and feedback through a variety of sources and methods there were still complaints. Holding more targeted engagement sessions with specific user groups (i.e. attending a service club meeting, sports group or fire dept. practice) is one area where I think we could have reached citizens that otherwise weren't engaged.

- b. **If your municipality was planning to undertake the preparation of this kind of plan again, what (if anything) would you want to do *in the same way* (based on your experience with the preparation of this Plan), and why?**

As a small municipality it was important that we hire a knowledgeable and experienced consultant to develop and implement the community engagement for this process that fit with our community. While small communities often face criticism for “bringing in outsiders to tell us how to run our community”, that separation and lack of familiarity is also important in insuring that comments and feedback are examined objectively. This was evidenced with two specific instances where staff/Council bias would have been unavoidable, yet in the end resulted in positive contributions to the project through the independent 3rd party consultant.

c. What barriers/challenges (if any) did your municipality encounter in undertaking the preparation of this Plan, and how were they overcome?

Engaging community members in a high-level planning process can be challenging given busy schedules and competing interests. Providing a variety of different ways to engage, widely communicating the opportunities, and incentivizing participation are important components of a good engagement process. While the number of Masset residents engaged in the process at the start were strong (just over 200 people) the numbers started to taper off as it progressed. The use of the 18-person Advisory Committee was an important component of the process to ensure active and informed involvement by community representatives throughout. While there were thoughts of limiting the Advisory Committee size initially, in the end we accepted everyone that expressed an interest in participating, including a resident that had a contentious history with both staff and Council. The diversity in this group and the way that the facilitated discussion was handled revealed some very interesting perspectives that ultimately influenced the final plan more than initially expected.

Aside from the Final Plan, has your work resulted in anything else that could be of use to another municipality (for example, a new policy for sustainable community development, a series of model by-laws, the design of a new operating practice, a public consultation manual, check-lists, a measurement tool to assess progress in moving towards greater sustainability, etc.)? If so, please describe the item(s) briefly here, and include a copy of the item(s) when submitting this report, so that it can be shared with other communities.

Our project has pulled together a community-wide vision, OCP policies and Council priorities/actions for 2018 implementation into one document and been accomplished through one efficient process. While the components are nothing new for many communities, doing so in one process is something for small Canadian communities, with very limited budgets, to consider.

d. Would you like to showcase your Plan through an FCM webinar or workshop?

Sure, but please contact Shannon Gordon, Whistler Centre for Sustainability, 604-906-0310 (cell), sgordon@whistlercentre.ca

7. Publicity and Outreach

a. Has the Initiative received any recognition, media coverage, or notable public support? If so, please describe briefly (three to four sentences).

The project has been well covered and supported by the Haida Gwaii Observer. A local reporter covered the public engagement opportunities and attended the events as well. There were two stories:

- <http://www.haidagwaiiobserver.com/community/masset-to-host-coffee-chats-about-2040-community-plan/>
- <http://www.haidagwaiiobserver.com/local-news/massets-2040-community-plan-is-out-for-review/>

b. Is there a website where more information about the Initiative can be found? If so, please provide the web address with links to the relevant section.

Project website: <http://massetbc.com/visitors/masset-2040-iocp-project>

8. Contacts

a. Please provide the name and coordinates (title, full address, phone, fax and email) of someone who can be contacted for more information about the Plan.

- Trevor Jarvis, CAO, Village of Masset, 250-626-3995, vom@mhtv.ca
- Shannon Gordon, Whistler Centre for Sustainability, 604-906-0310 (cell), sgordon@whistlercentre.ca

b. In the event the contact is no longer available, please provide general contact information for the lead applicant, such as the administrative office of the municipal department that coordinated the Project or some other general contact for the Recipient/lead applicant.

- CAO/Administration, Village of Masset, 250-626-3995, vom@mhtv.ca

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