

Minutes
Committee of the Whole #21-02
Wednesday, March 10, 2021 12:00PM
Council Chambers and Teleconference
Call in 1-866-969-8429 ID: 5040455

- 1. Call to Order 12:09PM**
- 2. Declaration of Conflict of Interest**
- 3. Review and Adoption of Agenda**
- 4. Delegation**
- 5. Topics**
 - a) Community Plan Roll-out: January 15, 2020 - Completed**
 - b) Gas Tax Allocation: January 29, 2020 - Completed**
 - c) Advocacy Efforts: February 19, 2020 - Completed**
 - d) Landfill and Solid Waste Management: March 4, 2020 - Completed**
 - e) MD& A Review and Spring/Summer 2020 Work Plan Prioritization: April 28, 2020 – Completed**
 - f) Landfill & Forecasting: May 12, 2020 - Completed**
 - g) Emerging Wisely Plan: May 27, 2020 - Completed**
 - h) Water & Sewer By-Law & Gas Tax Allocations: June 10, 2020 – carried over**
 - i) Gas Tax Allocations: Continued June 17th, 2020 – carried over**
 - j) Gas Tax Allocations: Continued/Water & Sewer By-Law June 24th, 2020 – Completed**
 - k) Reserve Fund Dedications: July 8th, 2020 – Completed**
 - l) Water & Sewer By-Law: August 26, 2020 – Part 1 Completed**
 - m) By-Law Review – September 8, 2020 – Ongoing**

- n) Water & Sewer By-Law/Financial Report Framework/Milestone Report Presentation- Completed**
 - **Payment Plan- Completed**
 - **Access Fees- Completed**
 - **Presentation of new monthly financial report framework- Completed**
 - **Milestone Report – Next steps on Landfill- Completed**

- o) Town Clean-up/Beautification with Town as Example:**
 - Clean-up of Courtier lot
 - Green spaces
 - Roads maintenance standards
 - Thorough ditching
 - Utilidor brushing

- p) Economic Development:**
 - Business incubation
 - Culture
 - Marketing
 - Tourism

- q) Recreation and Green Spaces:**
 - Jackfish expansion
 - New recreation facilities i.e.: soccer pitch, basketball court, skateboard park
 - Park and green space development
 - Playground development

- r) Community Programming:**
 - Evaluation of existing programming, costs, capacity, effectiveness
 - What role does Council feel the Town should play in community needs?
 - Direct provision
 - Facilitation
 - Fund broker
 - Grants support and/or application
 - Networking
 - Subsidy

- s) Water:**
 - Public education campaign
 - Water conservation options/audits/education

- t) Bylaw/Policy Updates: Ongoing**
 - Ongoing

- u) Ambulatory Care**
 - **Administrative Report- Completed February 10, 2021**

6. Adjourn

**Town of Norman Wells
Minutes
Committee of the Whole #21-02
Wednesday, March 10, 2021 12:00PM
Council Chambers and Teleconference
Call in 1-866-969-8429 ID: 5040455**

Present:	Frank Pope Alexis Peachey Pascal Audet Jean-Paul Bernard Trevor Smith David Wever	Mayor Deputy Mayor Councillor Councillor Councillor Councillor
Regrets:	Jim Boyle	Councillor
Staff:	Cathy Clarke Kayla Turner- Phone	Senior Administrative Officer Governance & Community Engagement Manager
Visitor:	Laurie Fyfe	MACA Representative

1. Status Update

- The status update presented was prepared by the Senior Administrative Officer. Mayor Pope thanked Cathy for the information presented.
- The document represents the work of Council since they were elected. It also highlights their plans for the future. The future planning will depend on funding being in place at the time.
- Mayor Pope suggested that the status update be attached to and published with the minutes.
- Mayor Pope opened the floor to Council to ask any questions or comment on the status update document. He asked for their suggestions on how to roll the document out to public.
- Mayor Pope would prefer a face-to-face public meeting but due to Covid-19 numbers are limited as to how many persons may attend public meetings.
- SAO- stated that it is important to note that everyone hears or reads messages in a different way. Some community members prefer the Community Channel, some prefer social media or reading notices and information on bulletin boards. This is an extremely important message. It is a message to the community to elaborate and explain the product of all forty-three meetings of Council that took place in 2020.
- The SAO noted that staff and council will work on a "communication plan"- example: "social media top ten- weekly products of council."
- It is also important to circle back to the community and see if the relevant information is being heard and seen.

- Mayor Pope noted that it is important to let the public know that some decisions are made through committees which are made up of members of the public.
- Councillor Smith asked if Council is going to inform public of why Council is putting the Status Update document out. Mayor Pope noted that they need to come up with a strategy as to how and why to put the document out.
- Councillor Wever stated that it is important to emphasize that this is a new Council, and the term is almost up. Council should highlight what has happened in their term thus far; to share their accomplishments and actions and to demonstrate transparency.
- Councillor Bernard- some of the items stated in the document will need to continue on with the next elected council. Some matters need to be completed whether this council is in or not.
- Mayor Pope noted that Council has got a good strategic plan in place. This information pertains to where Council has come from, what they have done, and where they would like to go for rest of term. There is a lot of material for a potential new council to continue with. This council started from scratch. A new council can pick up a lot of what is left for them while adding in their own plans and ideas.
- The SAO noted that this Council has placed into reserves. Reserves should receive approximately 8.5 million dollars per year. This is also an important message to get out to the community that will help affect the choices that the community makes.
- Mayor Pope noted that a lot of people owe the town a lot of money for services received. How Council communicates that message is going to have an affect on whether people are happy with what is going to be done moving forward.
- Councillor Peachey mentioned that a communication plan is a great idea. Some citizens are more receptive to messages if the whole process is explained from start to finish. She noted that there is one sentence in the document that needs clarification. (reserves upon our election- Councillor Peachey noted this event happened before election as well as before the election of the previous Council before them). It is important that this is clearly identified to the community. Mayor Pope noted the full document with corrections will be added to the minutes.
- The SAO remarked that Council should be very proud of themselves.
- Laurie Fyfe noted there is nothing wrong with celebrating the work that has been done over the last couple of years. Council should not worry about sharing the information about what they have done so far.

Adjournment 12:22PM



Frank Pope, Mayor



Cathy Clarke, SAO

Status Update:

Council for the Town of Norman Wells determined that the following initiatives were important for Norman Wells as the community was experiencing a fundamental change culturally and economically. Solid plans going forward, with community buy-in would provide for a sustainable future and good decision making for our community.

Mayor and Council have attended upwards of 43 meetings in 2020 while on a flat salary, not on a per meeting rate. We have at no time not been able to reach a quorum and have accomplished a lot, as evidenced in our minutes. We take our role as Council very seriously and have not been afraid to make difficult and unpopular decisions and recognize that some of those decisions have impacted some more than others.

COVID-19 restrictions placed by protectnwt and therefore out of our control impacted our ability to provide all regular events and facility openings. We have learned as a direct result of the restrictions that our community values its programs and facilities. We are proud of the alternative programming we were able to provide:

- In partnership with the school an after-school program, staffed and programmed by Town.
- Ongoing children's programming as per COVID guidelines.
- Food support in partnership with Food Banks Canada, local business, and individuals
- Going forward we may wish to expand these initiatives.

Community Plan:

Our Community Plan has undergone an extensive public engagement and input process and is now ready for 1st reading at Council and then a Public Hearing. Much of the process was managed by the Planning Committee and we are very thankful for their dedication and commitment to a quality community plan and zoning bylaw product.

Our Community Plan will be a valuable guide to support and coordinate all Town planning activities so that the community moves forward in a coordinated fashion. Once adopted by Council, an OCP does not prevent change to the plan based on emergent issues or new information. In this way, an OCP is referred to as a "living document".

When a community starts a process of planning for the future, many factors must be considered, including the economy, the environment, housing and growth, and cultural and transportation needs, for example. Planners also must understand current uses of existing buildings, roads, and facilities in the community, as well as how these uses may affect livability of the community in the future.

When thinking about growth, anticipating, and organizing future land uses is critical. This includes thinking about potential problems that could arise and coming up with solutions to avoid them. For example, it would be a bad idea for a community Planner to support a land fill facility that was being proposed to be built next to a park. The land fill could become a health threat to any citizen who wanted to use the park. What good would the park serve if nobody could use it safely or comfortably?

Each one is created locally and is customized to reflect the unique character and community aspirations of its citizens. An Official Community Plan provides guidance and direction to Council, investors, and the community at large on a variety of topics, including land use, urban design, housing, transportation, parks and public spaces, social planning, cultural infrastructure, heritage, and community facilities. An official community plan provides a “blueprint” for facilitating positive change and development over a period of approximately 20 years. However, official community plans are not intended to be “carved in stone”. Every plan needs to be able to respond to emerging issues, while providing a reliable framework for mid-to-long-term, community-based decisions.

Zoning Bylaw:

The purpose of the Zoning Bylaw is to provide for orderly development guided by the economic, social, and environmental objectives of the Town’s Community Plan. The Zoning Bylaw is adopted by Town Council. This is now ready for 1st Reading at Council and Public Hearing.

Bylaw Enforcement:

Council has determined that a fulltime position dedicated to animal control, COVID restriction oversight, Bylaw and land regulation oversight is a priority. This position will be working closely with the Lands Officer to consistently enforce development regulations within our boundaries.

Landfill planning:

- We are presently awaiting the opportunity to efficiently gather more community input on our new Landfill Bylaw. This will happen before 3rd Reading of Council.
- Community input gathered thus far has been extensive – a lot of diverse opinions/input.
- The property is now officially a MACA Reserve.
- We have a work plan in place for landfill clean-up with a fulltime Landfill Coordinator position in place.
- Extremely expensive to ship industrial/commercial waste out of Town, presently tax and grant funded.
- Are working with GNWT Lands on drum crusher and ICIP share for metal removal from site, presently waiting federally directed indigenous people’s input before commencing with program.

Gas Tax Allocations: we are grateful for a productive relationship with GNWT and ongoing dialogue regarding grant approvals before application.

(It is important to note that for many of our Capital grants the Town is responsible for 25% of the cost and that for Gas Tax funded projects the Town must pay up front with no guarantee that all costs will be approved)

- Courtier lot completed Phase 1, awaiting costs for Phase 2, requirement to work in concert with Landfill planning for remediation needs.
- Community input very positive thus far
- Jackfish Lake still awaiting granting of lands tenure from GNWT, DFO very positive partner in development of “beach area.”
- Looking to further develop “beach area” such that can provide swim programs and family space.

- 2 mobiles heated with electricity washrooms ordered for Jackfish and Bandy Lake parks
- Will be looking to further develop camping sites and playground at Jackfish once tenure granted.
- Recreation plan commissioned and to be completed April, extensive public input solicited and received, this will give us a recreation plan for 5, 10 and 15 years forward.
- Extensive pool assessment commissioned and to be completed April, this will let the community know the future of this facility going forward.
- Ball diamond dug out upgrades, more to be completed upon Recreation Plan completion
- Filter under-drain project at the water plant
- CWWF funds for lagoon work, we were only able to use partial allotted funds as original application too narrow in its approach.
- Working on above ground hydrants this season

Advocacy:

- GNWT lease tax arrears
- Ambulance services to our community
- Self-isolation within our home community
- Concerns regarding 25% funding requirement from Town on capital grants.
- Ongoing meetings with Senator, GNWT representatives, Imperial, and Ministers

Roads:

- Drainage study on Mackenzie
- Preliminary drainage work on Mackenzie
- Looking to chip seal on Mackenzie, scope of work to be determined as per funds available in addition to existing BCI funds (ICIP application presently at federal level)
- Drainage study to be completed before further work on downtown side roads.

Asset Management Plan:

Local governments provide a wide range of services that are essential to our communities' quality of life, like clean drinking water, transportation systems, waste management, drainage, land planning, public art, parks, and recreation services. The services we deliver depend on physical infrastructure assets like water treatment plants, wastewater retention ponds, roads, buildings, and emergency vehicles. In Canada, local governments are the stewards of about 60 per cent of all public infrastructure assets. These assets are the foundation that enable our communities to thrive. However, our local governments face some significant social, economic, and environmental challenges that will affect their ability to manage their assets and deliver services sustainably over the long term. The way local governments manage and invest in infrastructure assets, including natural assets, will therefore have a significant impact on whether our communities move toward becoming sustainable and resilient.

An Asset Management Plan helps us make the best possible decisions regarding the construction, operation, maintenance, renewal, replacement, expansion, and disposal of infrastructure assets while minimizing risk and cost to taxpayers and maximizing service delivery. Good AM practices are fundamental to achieving sustainable and resilient communities.

STEPS:

- A. State of infrastructure:
 - Asset types
 - inventory and valuation
 - Age and condition
- B. Current service performance and trends:
 - Targets
 - Desired level of service
- C. Growth and enhancements:
 - Refurbishment and renewal
 - Operations and maintenance
 - Life cycle management strategy
- D. Infrastructure gap
 - Historic and projected expenditures
 - Funding resources
 - Financial strategy

Considering our infrastructure gaps Council has had to make some difficult decisions, realizing that change is hard on a community. Upon our election, Council discovered reserves were empty. Reserves must now be funded as per what we determine our community priorities are. We have noted and funded substantial immediate infrastructure needs in our housing, truck fleet, and utilidor as these assets have not been consistently maintained but rather stop gapped or ignored over time. Funding of reserves for infrastructure needs is a priority.

We have made substantial progress in the following:

- The collection of tax and utilities arrears while attempting to be equitable in the application of our Bylaws.
- Lobby of GNWT on collection of tax arrears on GNWT leased properties.
- We have and continue to look to less costly ways of service delivery to our community while not increasing taxes. We have been able to purchase equipment which has aided in this immensely. (many of our equipment purchases have been covered by grant funds)
We are developing in house capacity where possible as the costs are substantially less per maintenance project.
 - Backhoe
 - Skid steer
 - Dump truck
 - Brusher/mulching attachments – looking to ditching, playground and utilidor maintenance program.
- Attempting where possible within existing contracts to “spread the wealth” as an economic boost to small businesses in Town.
- Creating an employee friendly work environment that will attract, train, and retain employees, thereby avoiding the cost of consistent employee loss and associated costs.

We have now completed the first step of our Asset Management process and will be deciding what levels of reserve funding we require and can afford. These are difficult decisions and choices which

Council does not want to make without being fully informed of the consequences of action or inaction. Council will keep the community informed as the process moves forward.

Public Engagement:

- Commissioned a new website which will be more comprehensive in its information capacity.
- Allow for the payment of utilities online.
- Consistent public input requested on all plans moving forward.
- Solid committee product
- Consistent Facebook content
- Reply to requests within one week where possible.
- Downtown tourism signage program

We make all tape recordings of our meetings available to the public, as well as written minutes which are not verbatim minutes but are in a format which captures decisions discussed and rationale for decisions made. We post Council agendas and make packages available for the public upon request.