



Norman Wells
Join the Adventure. Live the Northern Life.



2021 Town of Norman Wells Community Plan

January 22, 2021



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Plan Overview

1.1 Introduction

The Community Plan (CP) represents a collective community vision for the future of the Town of Norman Wells. The plan has been developed through collaboration and discussions with the community, stakeholders, Town Council, and Town Staff.

In the preparation of the CP, the Town of Norman Wells recognizes the importance of the First Nations and Metis people connected to the region, and the vibrant, diverse people who make up the town and region's Indigenous communities.

The CP is a dynamic and flexible document designed to meet the needs of a changing community. The CP provides high-level direction that speaks to Norman Wells' future community goals and priorities.

The updated CP addresses the community's current issues or recent changes, which are included in the CP's series of goals, as well as its long-term policy directions.



1.2 Regulatory Framework

This document constitutes the Community Plan (CP) for the Town of Norman Wells, which is a top tier policy document of the Town. As such, it establishes a framework of policies for land use and strategic policy development. It has been prepared in accordance with the Cities, Towns and Village Act S.N.W.T. 2003, c.22 as amended and the Community Planning and Development Act, S.N.W.T. 2011, c.22 as amended (the Act).

Relevant sections in the Act are listed as follows:

Content of a Community Plan

Purpose

3. (1) *The purpose of a community plan is to provide a policy framework to guide the physical development of a municipality, having regard to sustainability, the environment, and the economic, social and cultural development of the community.*

Preparation

3. (2) *Council may initiate the preparation of a community plan for a municipality.*

Contents

4. (1) *A community plan must:*

(a) *describe future land uses in the municipality;*

(b) *incorporate, insofar as is practical, any applicable territorial land use policies and statements of territorial interest;*

(c) *contain statements of policy respecting the management of any environmentally sensitive lands or lands subject to natural hazards such as flood or slope instability;*

(d) *address the provision of required transportation systems, public utilities and municipal services and facilities, and address any requirements for land for municipal and public purposes; and*

(e) include a schedule of the sequence in which specified areas of land may be developed or redeveloped, and the manner in which the services and facilities referred to in paragraph (d) will be provided in specified areas.

Specific requirements

(2) A community plan must include a map or series of maps showing the land that is affected by the plan and indicating

(a) future land use; and

(b) any land in respect of which policy statements are included under paragraph (1)(c).

Preparation

(3) A community plan must be prepared

(a) on the basis of surveys and studies of land use, population growth, the economic base of the municipality and its needs relating to transportation, communication, public services and social services; and

(b) in consultation with a professional community planner.

1.3 Community Engagement

A number of engagement events were held with the residents, stakeholders, Town Council and Town Staff during the late spring and summer of 2020. Due to the Covid-19 pandemic, the public engagement strategy could not include in-person events. Notes from these events will inform the CP update and help build revised and new long-term policies. The population must be engaged in the CP renewal, so it reflects future growth needs and community change aspirations. All updates on the renewal project could be found in a newly created section of the Town of Norman Wells website. Notices were also shared on social media and advertised on bulletin boards

1.3.1 | Engagement Events

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Public Comments on Current Community Plan:

At the launch of the project, the Town's current CP, which was adopted in 2014, was posted on the Town's social media outlets for the community to review and comment. In total, six respondents provided feedback via email. The comments detailed a desire for the updated documents to emphasize the natural environment's preservation and residents' safety, on resource consolidation with realistic asset and solid waste management, and on economic development and recreational opportunities. They also refer to the significance of a better alignment between the CP and the Town's Strategic Plan, allowing more housing options for all residents, and using plain language to make all documents accessible to the community.

THE PUBLIC

DETAILED A DESIRE TO EMPHASIZE:



The natural environment's preservation



Solid waste management



Housing options for all residents

Stakeholder Interviews:

Eight one-on-one stakeholder interviews were conducted from May through to July 2020 with department representatives from the Government of Northwest Territories and the Town of Norman Wells. The department representatives were asked to share the challenges faced in their different departments and to identify their needs related to community planning. Feedback from the interviews included: necessary infrastructure upgrades/maintenance on all Town facilities and improvements required in asset management.

The stakeholders showed an interest in developing and growing the tourism industry while maintaining the residents' well-being. They also expressed the need for housing availability (social housing, rental units, age-friendly housing), a general reduced cost of living, better accessibility to the community, as well as improving food security with more local agricultural activities. Collaboration is identified as an important value, for example when it comes to wildfire protection planning and wildlife control. Finally, flexibility for and fostering of small local businesses was requested.

Stakeholder Survey:

Stakeholder survey questions were emailed to 15 local community groups and 41 businesses, including developers, builders and industrial operators. Stakeholders were asked to explain their interest in the community, identify general concerns and recommend ways for their operations to stay active in Norman Wells. In total, **7 responses to the surveys were received**. The respondents indicated that their services are needed in the community, despite the challenges related to the costs of operations, market size, accessibility, and infrastructure. Business owners noted the importance of diversifying the local economy, investing in infrastructure, providing more support for small businesses, and needing more regulatory flexibility. The feedback from the community groups expressed the need for volunteers and funding in recreational programs and facilities.

Public Survey:

A survey was created to obtain information and feedback from the general public. In a brief video, a Council member who was nominated as the resource person for the Community Plan and Zoning by-law renewal project, invited the community to participate. The link to the online survey was available for 26 days on the Town's website, posted on social media and highlighted on a large banner installed at the front of the Town Office. Paper copies were distributed to the **348 active Norman Wells mailboxes**. The survey contained 28 questions: the first section of the survey posed questions about the population's identity and the second part posed questions to identify concerns and areas to prioritize.

In total, 116 survey responses were collected. The Town's future economic instability was identified as the biggest challenge. Limited accessibility to the Town, the cost of living and the lack of affordable housing exacerbate this instability. Prioritizing small local businesses, the tourism industry, as well as allowing mixed-used developments could help the economy to stabilise. Regarding municipal services, water and roads are recognized as top priorities and the majority of respondents are open to a segregated waste management program.



Public Meetings:

Two public meetings were held via Zoom on June 9th and June 18th, 2020 with 12 to 15 attendees. The purpose of the meetings was to obtain feedback on what community members like about Norman Wells and, conversely, their most pressing concerns about the Town. Topics were suggested to orient the discussion: housing, recreation, economic development, waste management and environment.

The most prevalent favourable characteristics about Norman Wells included: the natural beauty of the area, the variety of recreational opportunities, the high rate of employment and the family-friendly and caring nature of the community. However, the attendees observed the lack of some essential housing and care services for seniors and children.

They also pointed out the consequences of the economic situation: vacant houses, aging infrastructure, and legacy industrial waste, and a high cost of living and transportation. Diversification of activities, collaboration, and reutilization of resources were discussed as solutions. The participants also wanted to see improvement in recreation, environmental/sustainability initiatives, town accessibility, safety, and building of community spirit through arts and culture.





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POSTCARDS
WERE MAILED TO
SENIORS

Postcards:

Thirty-seven postcards were mailed to seniors in Town on June 26th, 2020. The postcards were prepaid and meant to be filled and returned to the Town. In total, 2 postcards were received back with answers to the following question: “The Town of Norman Wells would like to know what is your daily routine? Please tell us what is delightful, what is annoying, describe where you live, where you go, etc. so that we can learn more about your reality & needs and work at improving our town & services”. The feedback acknowledged the Town’s current services and recreational opportunities are positive, whereas road maintenance and accessibility in the Town are problematic at times.

Council Workshops:

Two workshops were organized with Council in order to form their collective vision for the future of Norman Wells. The first meeting, which occurred on July 15th, 2020, focused on the community’s strengths, opportunities, weaknesses and threats. The feedback from the Council members was in alignment with the results of the other engagement activities. The Council also sought to refine the Community Plan objectives. They reiterated the position of Norman Wells as a hub and service center for the region.

However, some healthcare services are limited, and the sense of isolation has been magnified by COVID-19. Exploration of natural resources and energy alternatives could be beneficial to the local economy while being sensitive to ecological systems. The second workshop occurred on August 11th, 2020, with the purpose to review the themes that emerged from the engagement activities (presented in the following section). This meeting was used to clarify interpretation and identify any missing policies.

1.3.2 | Emerging Themes

The following high-level themes were identified after considering the feedback received throughout the community engagement process. These emerging themes do not represent an exhaustive list of all the feedback received, but instead represent the most common topics that were raised during engagement. Categorizing the feedback into themes will help inform a Community Plan that represents the Town's needs and desires for future growth.



Theme 1 - Sustainable and Self-Sufficient Economy:

Concern about economic stability was often identified throughout the consultation effort. The goal of establishing a more sustainable economy is seen as the main challenge as it has a significant influence on the other identified themes. The expansion of Norman Wells' tourism industry was suggested to broaden the area's economic base. The rugged beauty of the region lends the Town to a variety of eco and recreational tourism opportunities. Natural resources also offer potential developments in the sector of energy and mineral exploration. In order to limit the community's dependence on southern cities, other opportunities would be explored, such as developing a diversity of local small-scale commercial operations. The businesses would be recognized as the providers for the necessary goods and services within the Town. Encouraging small business start-ups, agricultural uses and permitting live-work units can support economic development. Strategic plans and regulations should be developed and amended with this lens.



Theme 2 - Accessibility:

Norman Wells' remote location is seen as both an opportunity and a challenge. The peace, solitude, and bare natural landscapes are highly appreciated by the Town's residents and also attract visitors. The Town's remote location contributes to a strengthened sense of community which the residents are proud of. There are many opportunities to explore related to housing, local commercial development and seeking out partnerships and funding to support the needs of residents. Improving the community's self-sufficiency will have positive benefits for all our residents. Accessibility challenges make importing and exporting difficult and costly. Finding ways to support and grow local options for goods and services, through existing businesses and associations should be prioritized.



Theme 3 - Housing:

The economy and accessibility issues mentioned above, have consequences on the housing market. Effectively, with the oil industry declining, many business-owned residences sit vacant as past transient employees can no longer obtain employment within Norman Wells. Obtaining materials from southern communities impacts the prompt development of new homes and maintenance of existing homes in the Town. Faced with long development timelines and limited or expensive material options, some residents have taken to building housing with non-traditional materials or methods, such as sea-cans or trailers.

While this approach addresses an immediate need for affordable housing, it does not result in long term housing quality, availability or variety. It is important to the community that residents can age-in-place and that future housing opportunities attract new residents to the town. The Community Plan will include policies that support and seek partnerships to upgrade existing and vacant housing stock.

New housing that can support a variety of ages, socio-economic backgrounds, and different sized households will contribute to the livability and appeal of Norman Wells and act as a key factor in population retention and attraction.



Theme 4 - Community Assets:

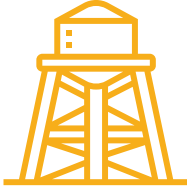
Norman Wells is a very tight-knit, supportive, family-oriented community. Community assets, such as its public facilities, parks, and trails, provide opportunities for the community to gather, bond, and build upon the strong community foundation that already exists in the Town.

Improving both the physical offerings for recreation and the supportive programming should be addressed. Informal recreation, like paths, trails and recreation sites are highly valued and the Town would like to see more opportunities like Jackfish Lake and MacKinnon Park developed.



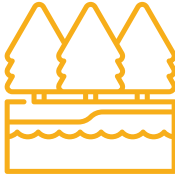
Theme 5 - Waste Management:

Waste management is a significant challenge in Norman Wells. Developing a program or strategy to manage waste entering the landfill is important for residents and businesses. In addition, segregation of waste was generally supported to divert recyclable and compostable waste from the landfill.



Theme 6 - Water Supply:

Water is abundant in Norman Wells; much of the Town's community and culture has been based upon its location along the Mackenzie River. Clean and protected water sources in the area are important for ongoing health and enjoyment of the community. This includes protecting the Mackenzie river, ensuring that potable water is readily available for the population and considering ongoing maintenance and upgrades to the Town's water treatment station.



Theme 7 - Environment:

The Town is situated in a pristine location, adjacent to the Mackenzie River in the beautiful Mackenzie Valley. The environment and nature that surround the Town contribute significantly to the community, by providing a multitude of recreation opportunities for community members. In addition, the landscape presents a unique opportunity to stimulate the local economy through tourism.

Protecting the environment from degradation and living symbiotically is important to the long term success of the area. The environment and natural spaces in Norman Wells are considered an asset for local quality of life, the economy and to attract visitors



Identity 2



2.1 Community Identity

Norman Wells' community is characterised by its diversity. People from all around the world and families from the other northern communities are established in town. As a result, different cultures and languages coexist. The Norman Well Land Corporation, as the main body of all the regional regulatory bodies, has the goal of protecting the region's language, culture and heritage, and to create independence and economic prosperity for Norman Wells Land Corporation participants of the Sahtú Dené and Métis Comprehensive Land Claim Agreement¹. Norman Wells also contains a significant pan-canadian and international immigrant population, such as approximately 30 Filipino people currently living in town. These immigrants were attracted by the work opportunities Norman Wells and the North in general have to offer. According to the Prince of Wales, Northern Heritage Centre, the Northwest Territories "is the only political region in Canada which recognizes 11 official languages". In the Sahtu region, English, North Slavey and French are the most spoken languages. Consequently, the people living in Norman Wells all have very different backgrounds, experiences, and perspectives in terms of how the land should be used and what services should be available.



2.1.1 | Population Growth & Age

Although the number of Norman Wells inhabitants is small compared to Yellowknife, the capital city (778 vs 19,569), the town has the biggest population of the Sahtu region. 5 communities are a part of this region (Tulita, Deline, Fort Good Hope and Colville Lake). The information on the chart below comes from the most recent Statistics Canada Census data from 2016; new census records will be released in 2021. These statistics are useful when determining the size of necessary infrastructure and the amount of available land required to support the population.

The 2016 data shows that the population of Norman Wells has steadily grown in the last 25 years, with a small spike in 1996 and drop in 2001. Since 2001, the population has slowly climbed to approximately 778 (by 2016). The total population change between 2001 and 2016 is an increase of 112 persons or 14% of the population. Norman Wells has been an industry town since its inception in the early 1900s, and as a result it is very susceptible to boom and bust cycles. However, over the last 30 years, the permanent population has remained quite stable. The public survey results tend to show stability too as only 10% of the responders have lived in town for less than 2 years.

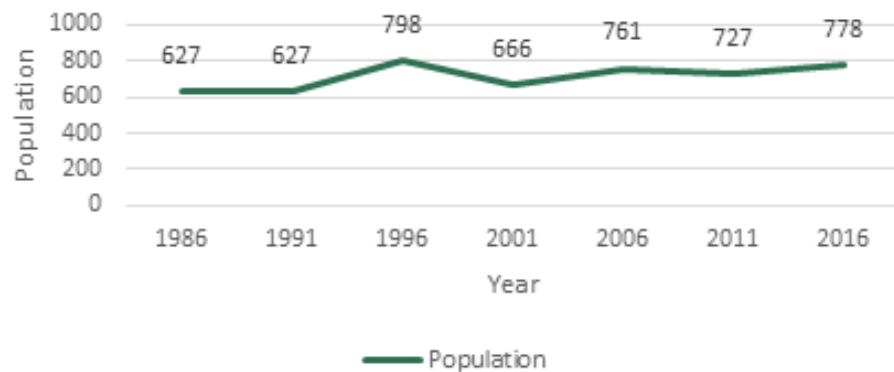


Table 2.1 - Historical Population Counts

Even if the total population numbers have been stable, the population age has changed slightly. The over-60 cohort (group of people in the same age range) has been increasing in number, and the 0-24 cohort is decreasing but appears to be leveling off. This is not unique to Norman Wells, but consistent with territorial, national and international trends. It also explains why senior-friendly housing and services are being requested.

| Norman Wells Population Change | | Ages 0-24 % | Ages 25-60 % | 60+ |
|-----------------------------------|-----|-------------------|--------------------|-----|
| 1996 | 810 | 40% | 57% | 2% |
| 2001 | 670 | 37% | 60% | 4% |
| 2006 | 760 | 39% | 57% | 4% |
| 2011 | 730 | 34% | 57% | 9% |
| 2016 | 780 | 35% | 54% | 11% |

Table 2.2 -
Population change in the Town of Norman Wells

2.1.2 | Future Population

Population forecasts using alternative growth rates are typically used to forecast land use requirements. However, there are risks associated with planning based on future population projections, particularly for a small community. The risk is even greater with the on-going global pandemic weakening the economy while the main industry (IORL) may be entering into remediation and closure process.

A new boom in the industry or an economical depression resulting in a drastic change in the number of the Norman Wells residents as well as demographic changes could have a significant impact in land management. Both the municipal and the territorial government keep an inventory of lands available for sale or lease for future development projects.

The Northwest Territories Bureau of Statistics is forecasting some growth for the town of Norman Wells between 2018 and 2031. This may not reflect future short-term fluctuations that are likely to occur. Nevertheless, current residents plan to remain in town as 66% of the public survey responders see themselves still living in the area 5 years from now.

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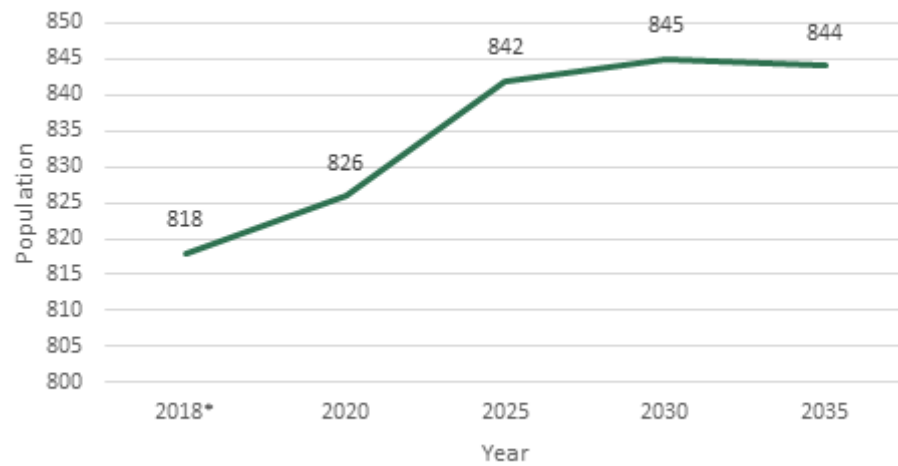


Table 2.3 - Population Projections (2018-2035)

2.1.3 | Shadow Population

As a fairly isolated community built around resource-based industries, the economy of Norman Wells, like other resource towns, is often precarious and the employment options for the population can be unstable. There are several factors that prevent the workforce from diversifying sufficiently for there to be a stable, year round population. The relatively high wages paid by resource industries, the isolation from other markets and high cost of development work against the creation of secondary industry. As a result, Norman Wells has a shadow population. The Province of Alberta defines the shadow population as “temporary residents of a municipality who are employed by an industrial or commercial establishment in the municipality for a minimum of 30 days.” (AB Statistics, 2009). They cannot be considered the same as tourists and visitors as they are employed and live in town on a regular basis. The shadow population is expected to change significantly as Imperial Oil closes its operations in the area. Effectively, many of the homes that were used to house this portion of the population now sit vacant (31 out of 50 for Imperial Oil) as the company is transitioning to rotational staffing living in camps. These homes are currently not available to the general population, contributing to issues with the available housing stock.

There are four general categories of Shadow Population residents the Town has identified:

1. **Industrial contractors**, brought in by employers for specific projects with a determined duration, often residing in staff accommodation
2. **Professionals**, such as doctors, nurses, dentists or optometrists who travel to small and remote communities in the Northwest Territories to provide specialized services

3. **Professionals**, such as teachers and government employees with a specific type of qualifications, brought in by employers for a long-term position, generally taking part of the community for a few years
4. **Industrial workers**, migrating between resource towns in search of employment.

Data on transient and shadow population is difficult to obtain as some will not appear in the Census statistics, do not have a personal mailbox, and generally will not participate in community events to the same degree as permanent residents. The public survey administered for the Community Plan renewal project reached very few of the transient population as 96.5% of responders identified themselves as full time residents. However, the temporary population does impact community planning because they need housing, whether it is in camps, company-provided homes or private rental properties, as well as other town services.

2.1.4 | Housing

One purpose of the CP is to ensure the existing residential areas are aligned with the population's needs and to designate future areas for residential use. Over half (53%) of survey responders own their home. Other than the company-provided accommodations described in 2.1.3, a large portion of the community is housed in accommodations provided by the following agencies:

- » NWT Housing Corporation owns 67 low-cost subsidized housing in Norman Wells, only 3 being currently vacant.
- » Norman Wells Housing Authority owns 68 public housing units, all of them being occupied, the rental fee established by percentage of wage with a "rent to own" opportunity.
- » The Norman Wells Claimant Corporation also has ten units for rent to the Land Corporation members.

Residential land use can provide for all forms of residential housing. 67% of the public survey responders describe their home as a single detached dwelling, compared to 13% of duplex/town houses and 13% of mobile homes. Based on the information gathered through the public engagement process, the Town is currently not short of land supply for future residential development, but the population requests the use, rehabilitation and maintenance of existing housing stock before further development. Norman Wells recently experienced a fire in housing units. Whereas more inspections relating to the national building/fire codes might be required

for commercial and industrial properties, gaps certainly exist in the system for residential units. The CP aims to address these issues by introducing a greater variety of housing forms and tenures and by encouraging the consolidation of existing housing, to help increase affordability and availability.

2.1.4 | Social and Economic Structure

The community agrees that youth constitute the future of society and that resources must be allocated to ensure their development. The town currently has a K-12 public school with approximately 150 students while employing 24 staff members, an Aurora College Community Learning Centre, and a library. It is essential that youth can acquire a solid educational base with the opportunity to learn specific skills that will qualify them for the existing fields in town. Via the Youth and Elder Centre and its wide program offerings, this part of the population can recreate and fully develop social abilities as well. Elders built the community. They deserve care and comfort. Families are often very supportive of each other with elders receiving help from their relatives. For more specialized care, the Sahtú Got'iné Regional Health and Social Services Centre recently built includes a Long Term Care Facility. Elders also have access to the driveway snow clearing program and free passes to the fitness centre.

Community services are made possible by volunteering and public institutions. The Government of the Northwest Territories is the major employer in town with over a hundred employees. In addition to the department of health and social services, Norman Wells has multiple territorial government departments such as the Department of Infrastructure, Department of Lands, Department of Environment and Natural Resources and the Department of Industry, Tourism and Investments. At the Municipal level, Norman Wells has grown from the status of Hamlet to Town and is governed by an elected Council, which regulates land planning and the annual budget. The Town of Norman Wells is the only of the five Sahtu communities to operate on a municipal taxation base. This system is mainly organized around property tax revenues in addition to the different grants available to finance the operations, facilities and services maintenance and upgrades. These described institutions and provided services certainly have a big impact on Norman Wells' quality of life and in its identification as a hub for the region. As a result, more families and businesses are drawn to Norman Wells.

Fortunately, Norman Wells' unemployment rate is low (see graph below). Three major industries were identified: natural resources (oil exploration), construction/demolition and aeronautic. Some medium-large scale

businesses pertaining to these industries employ from 20 to 50 and more workers. The business owners also possess a lot of properties in the commercial and industrial areas but also in the residential areas as they live in town and accommodate their employees.

Having human and material resources on-site is a great advantage in that the cost of transportation is reduced while stimulating local development. All economic data has been influenced by the pandemic (COVID-19). Impacts of the pandemic cannot yet be fully measured. Continuous investments and long-term thinking are necessary but very difficult in boom/bust communities. For example, growth in developments will be directed by the boom period while bust periods will trigger less maintenance on improvements, the use of lower quality materials, a reduction of the markets leading to more competition between existing businesses and a reduced number of residents. Moreover, Imperial Oil Resources Limited' remediation work will occur for many of the up-coming years, affecting the Town's economical structure in terms of employment as specific skills will be required for the work.

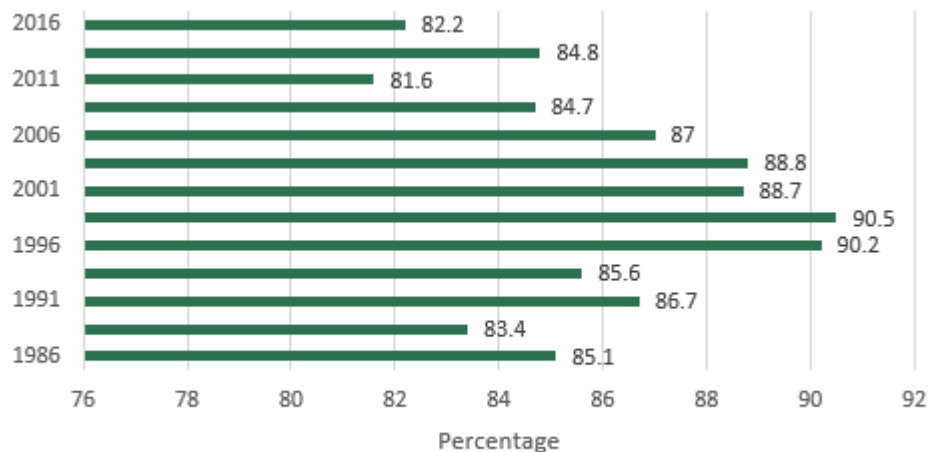


Figure 2.4 - Labour Force Participation Rate in the Town of Norman Wells

Despite these challenges, the average income in Norman Wells has been steadily rising over the past 10 years as demonstrated by the graph below, though the labour force participation rate has remained relatively steady outside of a small increase in the late 1990s. The median after tax income for private households in Norman Wells (\$126,123) in 2015 was higher than in other communities in the Northwest Territories including Hay River (\$98,150), and Yellowknife (\$119,240).

Self-sufficiency strategies such as encouraging diversity, home occupation development and support and allotment gardens reduce dependency on and reaction to external factors. A consistent focus on the community’s strength is also key to a healthy economy. Eco-tourism opportunities in the region contribute to the diversification and development of the local economy. Opportunities for hiking, cross country skiing, and aquatic activities that make use of the Mackenzie River and the unspoiled landscape surrounding Norman Wells could be promoted as eco-tourism activities within the region. Inter-Canadian tourism is on the rise with many international borders closed for the foreseeable future. Norman Wells is uniquely positioned to stimulate the local economy using the Mackenzie River and surrounding landscape as its core.

In support of the local community, promotion and support of local small-scale, commercial opportunities will also play a role in aiding the economy. The potential in natural resources is still enormous both for exploration and tourism. Norman Wells remains a connector to the other communities in the area and benefits from an exclusive daily jet service. It is imperative that the Town partners with available funding sources to undertake the required improvements that are valued by residents to promote these economic development goals.

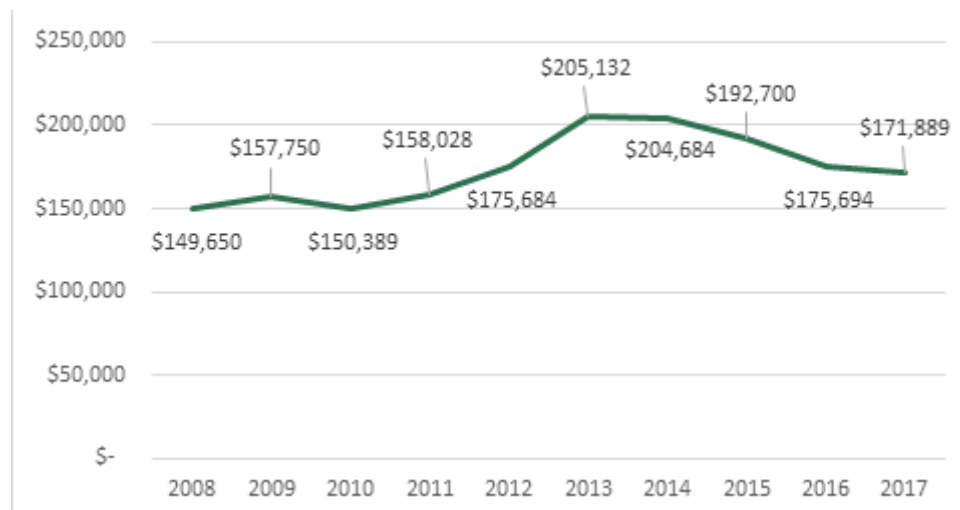


Figure 2.5 - Average Family Income in the Town of Norman Wells

2.2 Shaping Our Community

The Community Plan is structured to be interpreted alongside the Norman Wells Strategic Plan (2019). The Strategic Plan developed the vision, goals, and strategic objectives to be realized by the policies within this plan.

2.2.1 | Vision



The Town of Norman Wells has a diverse economy and is a place of equal access and opportunity which values sustainable growth, safety, community engagement for all residents and visitors. We see our community as being a welcoming regional hub which works with other Sahtu communities for the benefit of our Town and the Region."



2.2.2 | Goals and Strategic Objectives

The relevant goals located in the Strategic Plan have been included here:

Goal 1: Support and promote a strong, dynamic and innovative local economy

- » Identify local economic strengths and leverage opportunities through working with our stakeholders
- » Advocate the Sahtu Regional Hub for sustainable transport of goods to and from our community
- » Establish and lead initiatives to position the Town of Norman Wells as a community of choice among populations that tend to leave the community to access required services and opportunities
- » Develop and lead capital infrastructure initiatives that address community needs, reflect sustainable planning practices and future demand considerations, with a commitment to fiscal responsibility
- » Support the creation and retention of diverse opportunities by becoming a destination of choice for entrepreneurship, including helping existing businesses thrive and grow

Goal 2: Promote a caring community where people can make strong connections with others and lead safe, healthy and productive lives

- » Work with partners to create a safe, inclusive and accessible community
- » Support and facilitate community access to services related to health, wellness, personal development and education
- » Deliver accessible, inclusive and age friendly services, programs and facilities
- » Promote, facilitate and participate in the development of an affordable, welcoming and safe community
- » The CP will shape future development by promoting the vision and associated goals/principles through its policies presented in chapters 7 to 9 of this document.



Land
Use Planning
AND DEVELOPMENT

3.1 Conceptual Land Use Map & Objectives

The objectives and policies in this Chapter are intended to ensure appropriate, orderly, and efficient land development within the Town. The Conceptual Land Use Map (Figure 4.1) and the Town Core Map (Figure 4.2) set out the high-level land use patterns that will accommodate future growth and redevelopment within the Town.

Objectives

1. To provide a general framework for development. To diversify the economic base by promoting small/local scale commercial opportunities that support both the local population and visitors to the area.
2. To strengthen the local economy by focusing on retaining current businesses, supporting small businesses to start up, promoting ecotourism and promoting the Town as a place to visit and stay overnight for the traveling public.
3. To create a sense of place for the community by identifying a Town core area, including community facilities, commercial services and civic buildings, and managing effort to facilitate the development of the area as an activity centre for local residents and tourists.
4. To encourage the provision of diverse housing options that allow residents with a range of ages, income levels, and lifestyles to live comfortably in the community through all stages of their lives.
5. To protect residential lands from conflicting adjacent urban land uses by ensuring future land use around residential areas minimizes the effect of adjacent industrial activities.
6. To develop local sustainability by developing a food security system and pursuing opportunities to strengthen local sufficiency.

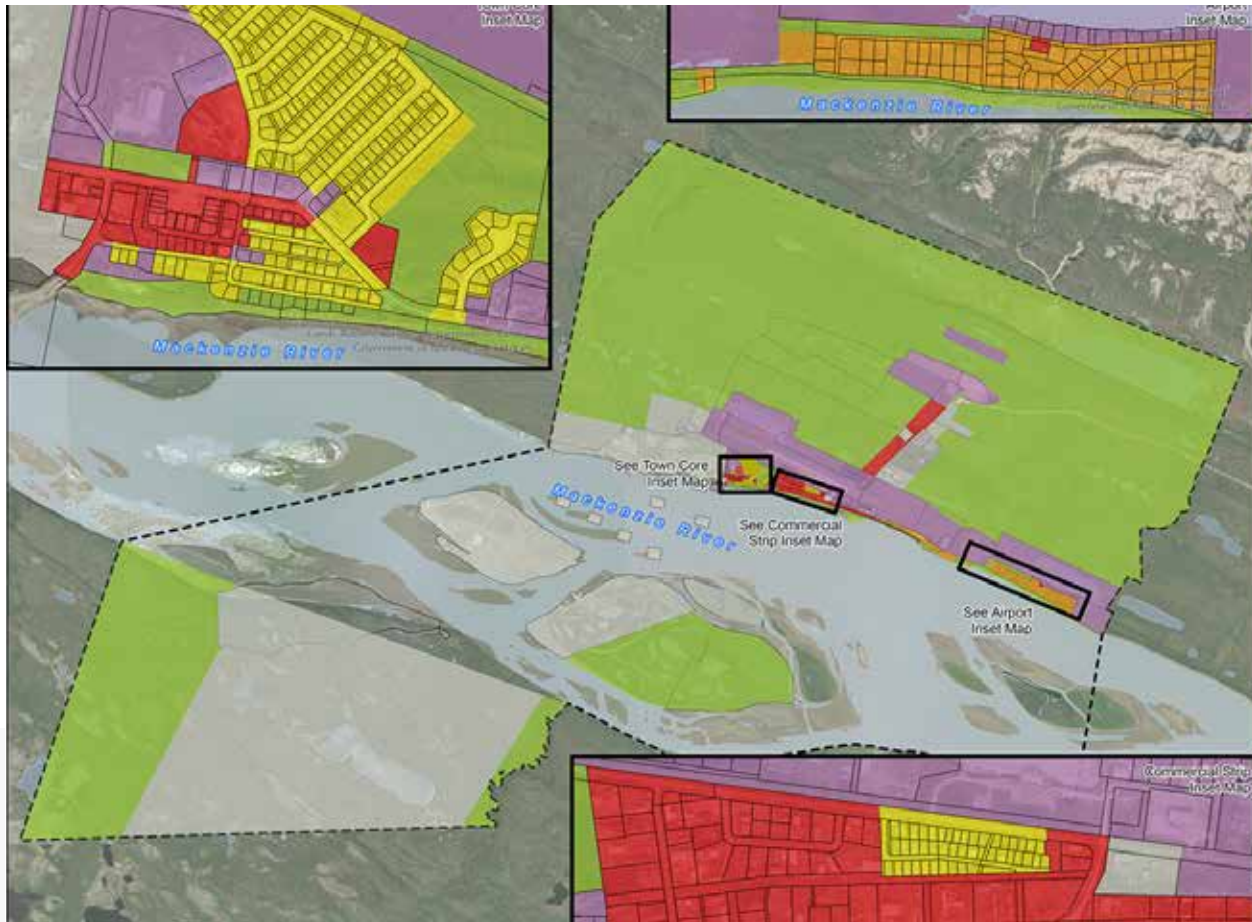


Figure 4.1 Conceptual Land Use Map (Review Community Use, add Aeronautic, Marten Ave dev., open space)

3.2 All Land Uses

The following policies prioritize and evaluate lands and developments. The policies also ensure the fulfillment of the different needs of the population while considering the people's safety, health, and enjoyment.

Policies

- a. Give priority to the infilling of existing vacant lots over development in new areas.
- b. Encourage a variety of development types, including but not limited to the size, visual, configuration, material, purpose.
- c. Evaluate the integration of alternative lot configurations and sizes, including small and narrow residential lots.

- d. Encourage new and existing developments to include open space areas, maintain natural vegetation and site features when feasible and to be connected to the existing network.
- e. Provide protective buffering or screening to reduce possible nuisance such as dust, vibration, odour or vehicular traffic, noise, unsightly storage and lighting from adjacent uses. Industrial uses, aeronautic uses and municipal facilities like the water, wastewater and solid waste management facilities require higher standards, particularly when adjacent to residential areas. In addition, parking and loading on sides adjoining residential lots may be prohibited.
- f. Restrict any development which may adversely affect water quality and distribution and consider natural drainage patterns, ground coverage, melting permafrost, and potential for erosion.
- g. Identify appropriate areas and encourage the development of individual and community gardens. Riverbank areas should be avoided due to liability issues and steep slopes.
- h. Consider any necessary municipal service changes before new development.
- i. Employ a multi-seasonal approach in developments, including considering maintenance and potential uses.

3.3 Town Core Area

Defining a core will provide the Town with the opportunity to concentrate some funding applications and planning efforts at a smaller scale, so that the potential changes can be more visible and effective. The Town Core map below illustrates the location and the boundary of the Norman Wells Town Core area. It is strategically located to include the Town’s public facilities. The area is completed by other community uses, commercial activities and open spaces. The Town Core intends to be highly accessible and attractive so different standards may apply.

Policies

- a. Promote distinctive design features and detailing, such as enhanced vegetation and landscaping, high quality signage, lighting, and public art for the businesses and public facilities to be visually appealing.
- b. Consider requiring fewer parking stalls in the area to allow higher density development and promote walkability and pedestrian-friendliness in this area while evaluating potential locations to allow sufficient parking space during the winter road season at proximity to the Town Core.



3.4 Residential Use

The following policies propose ways to increase housing availability, affordability, typology, and variety of tenure while allowing additional compatible uses for the residence. Residential lands are intended for all housing forms including, but not limited to, single-detached dwellings and multi-unit dwellings, rental units, staff accommodations, stick built buildings, modular dwellings and mobile homes.

Policies

- a. Permit secondary suites and garden suites as accessory to the main residence. Specific requirements which may include, but are not be limited to, the size of the secondary suite / garden suite, setback requirements, parking requirements, screening, etc.
- b. Encourage the development of multi-unit residential buildings, based on infrastructure availability and capacity.
- c. Permit certain commercial uses, only as accessory uses to a residential use provided it does not have adverse effects on adjacent land uses.
- d. Support home-based occupations and businesses, especially the ones that promote health and wellbeing, such as childcare or senior care services.

- e. Consider allowing homesteading (egg production) or the keeping of small livestock (i.e. chickens, bees, rabbits) in the Country residential land use designation, as identified in the Zoning by-law, as either an accessory use or discretionary use.

3.5 Commercial Use

The following policies provide more flexibility to the property owners by allowing mixed uses and promoting centralization which will stimulate the activities in the area and help defray the costs involved with establishing and maintaining businesses. The commercial use includes all business types, from the small-scale businesses selling goods or services to individuals principally to large-scale businesses requiring more storage and parking space.

Policies

- a. Permit certain residential uses, contingent on infrastructure availability.
- b. Allow a common access point between multiple developments where more than one development is proposed, subject to engineering review to optimize accessibility.
- c. Permit certain light industrial uses in the Service commercial land use designation, as identified in the Zoning by-law, namely the manufacturing or processing of products within an enclosed building and generating no or low levels of nuisance, and business park uses provided it does not have adverse effects on adjacent land uses.

3.6 Industrial Use

The following policies intend to reactivate the interest for this use by including commercial activities while preventing any possible conflict by clearly delimitating the areas according to the impacts on adjacent properties and how far these effects extend off site. Business park type uses, such as warehousing and smaller-scale manufacturing are activities categorized as light industrial. In comparison, hydrocarbon exploration and processing and other activities requiring heavy trucking and a large amount of water and generating community/environmental nuisance factors such as noise, dust and odours enter into the heavy industrial category.

Policies

3.5.1 | Light Industrial Use

- a. Restrict Light industrial developments to be located near the Town Core and encourage that larger developments are located in the existing upper industrial park off Quarry Road.
- b. Strategically rezone some existing, vacant industrial lands to accommodate mixed commercial and industrial uses to allow for greater flexibility for local business establishment.
- c. Permit certain commercial uses to be established in the Light Industrial lands, as conditional uses.

3.5.2 | Heavy Industrial Use

- a. Encourage new hydrocarbon activities to develop on the west bank of municipal lands on the Mackenzie River.
- a. Direct Heavy Industrial away from Residential and Community Use lands, and generally only permit Heavy Industrial lands to be located adjacent to Light Industrial lands.

3.7 Community Use

The following policies ensure that the services and facilities which respond to the community's essential needs are accessible, upgraded, and operational in the long-term. Community use lands are reserved for public institutions like emergency facilities, schools, government offices, service clubs, churches and other cultural and recreational facilities. They also include community services with open or restricted public access such as the quarry, the landfill and the water plant.

Policies

- a. Prioritize upgrading and expanding of existing Town facilities before new facilities are developed if it makes financial sense
- b. Promote centralization and joint-use facilities when possible, such as future recreational facilities, relevant activities around the school site, childcare facilities around employment and housing opportunities

- c. Encourage new public institutions to be located when possible, along the western portion of Mackenzie Drive and Woodland Avenue or adjacent to the Town Core to further support a community hub.
- d. Identify adequate reserves adjacent to the Town core for future institutional development for the delivery of social services.
- e. Encourage new and existing schools to maintain undeveloped land adjacent to the development site for use as a “natural classroom”.
- f. Ensure that land surrounding municipal water and wastewater facilities is protected from development to ensure that expansion of the facilities is not impeded or hindered in the future.
- g. Ensure that any new or existing development does not obstruct the utilidor and identify additional access lanes
- h. Initiate revitalization efforts to upgrade and expand the existing cemetery site, while ensuring that its current location continues to remain suitable and is not at risk of erosion from the Mackenzie River.
- i. Establish long term planning efforts to address the need for location(s) for additional burial sites that recognize the diverse cultures, faiths and traditions of area residents.

3.8 Open Spaces and Hinterland Uses

The following policies seek to establish a balance between user experience and environmental preservation by allowing use combinations only when compatible. Optimizing unused spaces in town and fire hazards areas in the hinterland both permit to increase quality of life and safety. Protecting, connecting and enhancing these uses to encourage outdoor activities and building upon the area’s natural assets will ensure that the community will maintain a strong attachment to the local environment. Open Spaces use include parks, playgrounds, pathways and trails, playing fields, and campgrounds, which act as the backbone of active recreation in the area, connecting community and tourist destinations, and providing informal gathering spaces. Lands designated Hinterland are primarily intended for uses such as future land development, agricultural, recreational, scientific research and national defense installations.

Policies

- a. Develop a contiguous open space network
- b. Pursue opportunities to enhance and link recreational opportunities within naturalized spaces when compatible, such as provisions for public access to permanent water bodies and natural drainage features as lookout, scenic view points and other compatible uses
- c. Investigate and where possible, protect wetlands and other natural assets with a high ecological value such as Bosworth Creek watershed from development, and incorporate these assets into the parks, open space, pathways and trails network.
- d. Develop regulation and install a combination of signage and education to reduce ATV / snowmobile conflicts with cyclists, pedestrians and other non-motorized forms of recreation.
- e. e. Consider developing existing and future buffer areas into passive public parks where appropriate.
- f. g. Evaluate permitting trail developments in high and extreme risk fire areas within the Hinterland area to constitute fire breaks, acting as a buffer to fire spread and emergency access routes.

3.9 Aeronautic Use

The following policies regroup all activities related to the aviation field, mostly commercial and industrial operations, located on Commissioner or Federal lands at proximity of the Norman Wells airport, by the float base or on the aviation route.

Policies

- a. Keep records of the development permit applications to consider the reserved lands while assessing the community's needs.
- b. Refer to the relevant authority for the development approval process.



Community Services Planning

4

AND DEVELOPMENT



The objectives and policies in this Chapter describe in further details the strategies to constantly maintain and improve Norman Wells' municipal and other community services.

Objectives

- a. To support the local community by providing a range of services and programs that allow all residents to regardless of demographic, economic or cultural backgrounds to fulfill their needs within the local community, rather than accessing these services external to the town.
- b. To honour the local culture and heritage by including cultural/historical elements to programming and developments in town.
- c. 3. To prioritize and plan infrastructure upgrades.
- d. To enhance and expand public institutional facilities where practical.
- e. To encourage the development and facilitation of sustainable waste management practices such as community composting and recycling programs.
- f. To direct investment to upgrade the existing water treatment facility.
- g. To improve medical services.
- h. To provide recreational opportunities and services that promote an active lifestyle for a wide variety of users within the town.

4.1 Education, Culture and Heritage

The following policies aim for a community which is built based on the respect of each other and where the residents are confident they can explore their full potential and take part of the town.

Policies

- a. Coordinate with the School Board proactively to identify the current and future educational needs of the community based on demographic and population projections.

- b. Support a broader range of continuing education courses, including the identification of career training courses and opportunities which would benefit or be of interest to community members.
- c. Provide opportunities for cost effective programs that highlight culture and heritage throughout the community which support and promote learning, appreciation and participation in local arts and culture, using the Norman Wells Historical Centre as a hub.
- d. Support library and museum programs and services to continue to build a robust collection of literature and other resources in the local community, including offering educational programming.
- e. Recognize the importance of libraries as a meeting place and continue to encourage the Government of the Northwest Territories to support these important facilities and the services within.
- f. Recognize the several local faiths and cultures in the community, that they may have diverse burial needs and utilizing a non-typical burial style, and explore opportunities to accommodate these needs when they arise.

4.2 Health and Social Services

The following policies focus on the continuity of the efforts to maximize the efficiency of the forces in place, such as the Sahtú Got'iné Regional Health and Social Services Centre and the 911 emergency line that was newly set up as well as the addition of complementary resources.

Policies

Collaborate with relevant agencies such as the Department of Health and Social Services to:

- a. Identify gaps and incorporate reliable essential medical services in Norman Wells.
- b. Promote reliable medical services being provided on an ongoing basis at the Sahtú Got'iné Regional Health and Social Services Centre given the importance of this asset to this community and those surrounding.

4.3 Town Assets and Services

The following policies present the most appreciated assets and services together with the facilities requiring actions in order to guide short-medium-long term investments.

Policies

- a. Identify gaps to the community services
- b. Evaluate the greatest needs in terms of maintenance, upgrading and replacement by conducting an asset management plan; seek and allocate resources accordingly.
- c. Explore alternatives to aging facilities.
- d. Investigate the potential federal funding for cultural facilities and conduct a long-term cost-effectiveness analysis for a multipurpose recreation facility.
- e. Recognize the Ray Persson Memorial Arena, the Penguin Palace Pool, Norman Wells Curling Rink, Dennis Drolet Community Hall and the baseball field, as spaces for leisure, cultural and community events in the Town Core.

4.3.1 | Vacant Properties

The following policies wish to offer Town owned properties available for sale or lease that will participate to an active market that answers the development needs.

Policies

- a. Assess Town-owned vacant lands and buildings and prioritize development according to the needs
- b. Explore the potential to reuse the vacant properties to service the community.
- c. Keep the inventory of lands available for sale or lease updated and re-evaluate the needs annually.

4.3.2 | Utility

The following policies ensure the quality of the utility system while being aware of its aging state, its capacity and the significant maintenance and replacement costs.

Policies

- a. Conduct a risk assessment
- b. Develop strategies to assess the ability of existing systems to withstand the impacts of Climate Change, including higher temperatures, more extreme weather and changing hydrological patterns to reduce vulnerability in the water supply system.
- c. Develop a drainage maintenance plan, which includes strategies and policies to maintain and operate the existing drainage system in Norman Wells
- d. Explore water conservation opportunities such as using rain barrel water capture for gardens irrigation or allowing recycled water to be distributed for non-potable uses, to the extent accommodated by Territorial legislation, and based on the evaluation of local feasibility and ability to implement, investigate funding for properties recirculation systems initiatives both on municipal properties and private properties.
- e. Keep the Water and Sewer Bylaw updated to provide guidance to administrative operations.
- f. Explore ownership and responsibilities possibilities on utility matters
- g. Recognize that it is the sole responsibility of property owners to maintain utility infrastructures from their property to the utilidor.

4.3.3 | Solid Waste

The following policies prepare the remediation of the current landfill facility, knowing that it is soon reaching capacity and pursue good management practices and waste reduction opportunities to reduce stress on the existing system.

Policies

- a. Regulate the solid waste management, especially at the landfill facility in coordination with the community and in respect to the Territorial and Federal legislation and from a cost-effective perspective

- b. Undertake a feasibility study of the current landfill site, from the results of the recent gap analysis
- c. Explore a potential location and plan the implementation of a new landfill facility and remediation of the current one once it reaches capacity
- d. Work with Environmental and Natural Resources Department of the Government of the Northwest Territories to improve animal control policies and mitigation methods for the landfill site.
- e. Investigate innovative solutions for promoting reducing waste, reusing when possible, and recycling.
- f. Explore composting opportunities in the community, through either the introduction of a municipal composting program or through the promotion of a resident-driven composting program.

4.3.4 | Roads and Trails

The following policies keep high standards on road and trail network under the Town's jurisdiction for everyone's safety and to provide organized and efficient movement of pedestrians, vehicles and any other transportation means.

Policies

- a. Recognize that it is the sole responsibility of property owners to construct and maintain access between their property line and the traveled portion of the street right-of-way.
- b. Maintain and develop public trails and sidewalks to provide convenient access to selected areas
- c. Ensure that snow piling or high vegetation is maintained so visibility is not impacted throughout the local road system.
- d. Install, where necessary, road shoulders and guardrails to promote safe transportation, and mitigate accidents.
- e. Develop a directional signage plan to assess the directional signs in Norman Wells, and replace, remove and add new signs wherever appropriate.
- f. Consider regulating or keep regulation updated about street parking, snowmobiling and all-terrain vehicles.
- g. Expand the chip-seal project to reduce necessary grading and dust control costs.



Community Attributes Planning

5



AND DEVELOPMENT



The objectives and policies in this Chapter directly target several concepts expressed during the public consultation as important to act on for the community's well-being and sustainability and requiring the engagement of multiple stakeholders.

Objectives

1. Promote Norman Wells as a regional hub and reinforce the Town Core
2. To enhance and beautify the town.
3. To diversify the economic base.
4. To strengthen the local economy by focusing on retaining current businesses and families, supporting a variety of commercial activities and accommodations, and promoting the Town as a place to visit and live.
5. To improve the transportation system through and within the Town, to ensure the safe and efficient movement of people and goods that attracts new industry and facilitates the growth of the community.
6. To develop local sustainability by developing a food security system and pursuing opportunities to strengthen local sufficiency.
7. To protect and promote the health and safety.
8. To partner with local and regional institutions, industries and businesses whenever possible
9. To protect and preserve the environment in and around Town, recognizing that nature is one of the region's most valuable assets.
10. Promote energy reduction to lower the collective carbon footprint.

5.1 Unique and Vibrant

The following policies show how developments serve the community's specific identification, interests and aspirations.

Policies

Collaborate with the relevant agencies such as the Economic development and Recreation committees:

- a. Support the expression of the local population's identity and culture through building styles, art, signage, street and public space naming, and through other similar means.
- b. Incorporate design features that are visually appealing and practical during the winter months, such as warm colours, materials and lighting.
- c. Encourage a diverse, inclusive range of programming and experiences related to the parks and trails network to allow for enjoyment by people of all ages and abilities.
- d. Encourage opportunities for infill and redevelopment within the Town Core to create a place for community activities such as social gatherings and events.
- e. Promote and support programming initiatives for indoor and outdoor activities for year-round use for children, adults and seniors.
- f. Continue to work with the Recreation Committee on the Recreation Master Plan, and update as needed to ensure recreation, culture and open space priorities for the community to remain relevant.
- g. Encourage publicly sponsored recreation and leisure services.
- h. Actively work to implement the policies identified in the Advocacy Plan.

5.2 Connected and Accessible

Collaborate with the relevant agencies such as the Government of the Northwest Territories and the airlines to:

Policies

Collaborate with the relevant agencies such as the Economic development and Recreation committees:

- a. Encourage and promote the development of a year-round, all-weather highway into the Town.
- b. Continue daily air service to community members and visitors and make every possible effort to reduce flight costs.
- c. Encourage barrier free accessibility principles for future developments.
- d. Plan efficiently developments in the airport zone.

5.3 Prosperous

Collaborate with relevant agencies such as the Department of Industry, Tourism and Investment and the Sahtu Business Development Centre to:

Policies

Collaborate with the relevant agencies such as the Economic development and Recreation committees:

- a. Develop programs that support entrepreneurs, especially to develop home-based businesses, small-scale local businesses or business start ups in the community.
- b. Plan for industrial development in and around the Town through the development of a Commercial/Industrial attraction strategy.
- c. Stimulate the tourism industry and seek relevant funding opportunities permitting for example to hire coordinators, build infrastructures, develop a tourism plan and marketable products.
- d. Develop strategies to revitalize or remediate the existing abandoned industrial lands such as alternative employment research, commercial or natural environment recreation opportunities.
- e. Streamline where possible and communicate the development approval process to facilitate new development.

5.4 Wide Housing Market

The following policies identify means to diversify and allow better access to a place for living.

Policies

Collaborate with relevant agencies such as the Norman Wells Housing Corporation, the Northwest Territories Housing Authority and Imperial Oil Resources Limited to:

- a. Determine the funding available as incentives for the developers and builders to contribute to an affordable buy and sell or rental housing market.
- b. Explore inclusive housing strategies.
- c. Develop strategies to revitalize the existing vacant homes.

5.5 Safe and Clean

The following policies establish strategies to prevent and prepare to any emergency by safety measures and to keep the town visually attractive.

Policies

Collaborate with relevant agencies such as the local RCMP and the Fire Marshall to:

- a. Ensure the National codes and other legislations are being respected, especially for the storage of hazardous materials.
- b. Establish higher requirements to industrial developments in areas subject to flooding, erosion, or bank instability and to other developments with potential contamination.
- c. Ensure that public or private lands dedicated to gardens are safe, uncontaminated, that clean topsoil, compost, and mulch are used.
- d. Keep the property standards by-law up to date while working with the residents to minimize the storage of waste on properties and providing the necessary facilities to clean up.

- e. Encourage the demolition of abandoned and unsafe buildings in town as well as require site restoration of industrial developments upon vacating.
- f. Maintain safety, mobility, and transportation infrastructure along designated routes at a suitable level of service to minimize the risk and severity of incidents involving dangerous goods.
- g. Plan and design streets, buildings and landscaping with consideration for the safety and comfort of residents in variable snowy and icy winter conditions including providing appropriate lights, signs, roads markings, and barricades on roads and trails
- h. Apply and promote application of CPTED principles in developments, especially public open spaces, gathering spaces, and public buildings to ensure that developments are designed to promote safety and comfortable environments and help mitigate potential hazard situations and nuisance behaviour.
- i. Plan for wildfire breaks and encourage Fire Smart practices to avoid or monitor potential ignition sources and fire fuels such as avoiding planting coniferous trees and choosing shrubs and plants that are fire resistant, promoting the cutting of standing dead trees for heating purposes where appropriate, encouraging homeowners to choose fire-resistant exterior building materials.
- j. Develop an Emergency Management Plan to address the preparation for emergencies that could be created for example by extreme weather events or Dangerous Goods
- k. Develop a Climate Adaptation Plan to consider impacts and strategies and increase climate resilience in all long-term decision making
- l. Implement measures with minimum standards and longer-term aspirations that aim to reduce the carbon footprint of government and private buildings, infrastructure, and usage of vehicles.

5.6 Environmentally Friendly

The following policies establish strategies to prevent invasive developments that would destruct or conflict with the sensitive fauna and to consider energy savings for both financial and global health benefits.

5.6.1 | Natural Habitats and Wildlife

Policies

Collaborate with relevant agencies such as the local RCMP and the Fire Marshall to:

- a. Delineate the Riparian zone in the Zoning By-law to preserve creek banks, steep slopes, ravines, important plant life, wildlife habitat, wetlands and environmentally sensitive areas, namely in proximity to watercourses.
- b. Develop strategies to respect the intersection of wildlife and an urban environment as the Town is located on a migratory route for bears and other animals.
- c. Support the update of the Wildlife Protection Plan whenever and wherever needed.
- d. Pursue education efforts on bear awareness.
- e. Identify bear-human conflicts by developing a Bear-Conflict Management Plan and minimize the conflicts before they occur. This may include active management and/or development of bylaws governing attractants and habitat considerations such as garbage storage and collection, compost, community gardens, pets, connectivity and design of open spaces.

5.6.2 | Energy Wise

Policies

Collaborate with relevant agencies such as Artic Energy Alliance and the Government of the Northwest Territories to:

- a. Inform residents of available government programs, such as the 'micro-generation program' which provides owners with the opportunity to sell their generated power back to the grid and encourage residents to participate in the program
- b. Develop infrastructure policies, standards and incentives like amendments and implementation of a revitalization tax exemption bylaw to encourage the development of energy efficient and green buildings that enable the use of renewable energy (e.g. alignment for passive solar gain, solar hot water readiness, district heating readiness, and minimum renewable energy standards).
- c. Evaluate alternative energy options and new technologies that reduce dependency on electricity and oil and gas, such as geothermal energy and solar energy and incorporate energy management best practices, efficient equipment and monitoring systems into new civic buildings, community amenities and infrastructure. These programs may be explored through funding opportunities available at the Territorial level.
- d. Incorporate energy management best practices, efficient equipment and monitoring systems into new civic buildings, community amenities and infrastructure. These programs may be explored through funding opportunities available at the Territorial level.

Implementation

6



6.1 Monitoring and Reviewing the Plan and Zoning by-law

CP Revision Process

An CP is a living document and it can be amended as required. During the lifespan of an adopted CP, factors such as changes in the population and the economy will influence when and to what extent the various community goals, objectives and policies are implemented.

In updating the CP, the issues or changes in the community can be discussed and addressed through amendments to the CP.

6.1 Implementation Plan

The majority of the policies included in chapter 7 will be implemented by the updated regulations in the Zoning by-law.

Will insert the implementation plan once it is complete

| Action Item: Identify | | | |
|--|-----------|---|--|
| Suitable lands | Timeline | Project Lead | Resources |
| Community gardens | 0-2 years | Town Planning Committee | Staff Support for grant funding and planning process support |
| Future institutional development for the delivery of social services - adjacent to the town core | 2-5 years | Town Planning Committee | |
| Gaps/Needs | | | |
| Existing town facilities in terms of maintenance, upgrading and replacement | 0-2 years | Council and Admin | AMP will dictate recommendation to Council for reserve funding allocations, fees, and budget |
| Community services including education, health and social services | 2-5 years | Council, Admin, School Board and Department of Health and Social Services | Staff Support for facilitation and recommendation to Council |

| Action Item: Evaluate/ Study/ Assess/ Explore | | | |
|---|-----------|---|--|
| Opportunities | Timeline | Project Lead | Resources |
| To locate a new landfill facility | 0-2 years | Council, Admin, MACA and ENR | Staff Support for grant funding research, application and facilitation |
| To reduce waste through waste diversion, reusing and recycling programing | 0-2 years | Council and Admin | Staff Support |
| For ownership and responsibility possibilities | 0-2 years | Council and Admin | Staff Support |
| To develop alternative lot configurations | 2-5 years | Council and Admin | Staff Support |
| To use or reuse the town-owned vacant lands and buildings to service the community | 2-5 years | Council, Admin and Town Planning Committee | Staff Support for research and administrative support |
| To maintain, upgrade and replace aging facilities | 2-5 years | Council and Admin | AMP will dictate recommendation to Council for reserve funding allocations, fees, and budget |
| For water conservation | 2-5 years | Council and Admin | Staff Support |
| For alternative energy production | 2-5 years | Council and Admin | Staff Support |
| For inclusive housing strategies | 2-5 years | Council, Housing Corp., and Admin | Staff Support |
| Airport zone development to be coherent with the overall plan | 2-5 years | Council, Admin and Department of Infrastructure | Staff Support |
| Funding | | | |
| For cultural facilities | 0-2 years | Council, the 3 committees and Admin | Fund development with community groups |
| For tourism industry | 0-2 years | Council, Admin, Economic Development Committee | GNWT grants and SBDC |
| For maintenance, upgrading and replacement of aging facilities | 2-5 years | Council and Admin | Reserves, fund development and grants |
| For contributions to be made by developers and builders to ensure affordable housing is available in both a buyers and renters market | 2-5 years | Council, Housing Corp., and Admin | |
| For water recirculation systems on properties | 2-5 years | Council and Admin | GNWT building standards |
| For alternative energy production | 2-5 years | Council and Admin | Staff Support for research and administrative support |

| Action Item: Consider | | | |
|---|-----------|--|---|
| Land developments | Timeline | Project Lead | Resources |
| Regulating and update regulation pertaining to street parking, snowmobiling and all-terrain vehicles | 2-5 years | Council, Administration and RCMP | Bylaw update and enforcement |
| Water quality and distribution, natural drainage patterns, ground coverage, melting permafrost, and potential for erosion | 5+ years* | Council and Admin | Staff Support for research and implementation |
| Impact on municipal services | 5+ years* | Council and Admin | AMP |
| Developing a multi-seasonal approach | 5+ years* | Council and Admin | |
| Necessary maintenance and additional potential uses | 5+ years* | Council and Admin | Administrative support |
| Allowing homesteading in the form of egg production or the keeping of small livestock (i.e. chickens, bees, rabbits) in the Country Residential land uses | 5+ years* | Council and Admin | |
| Safety and comfort of residents in winter weather conditions for streets, buildings and landscaping | 5+ years* | Council, Admin and Town Planning Committee | Requisite service level determination |

*Upon reception application or on Town initiatives

Action Item: Encourage/ Promote/ Permit

| Uses & Developments | Timeline | Project Lead | Resources |
|--|-----------|---|---|
| Policy in place that requires: 1. Property owners' responsibility to maintain utility infrastructures from their property to the utilidor; 2. To construct and maintain a place for community activities such as social gatherings and events within the town core | 0-2 years | Council and Admin | Requisite bylaw development, education and enforcement |
| A year-round, all-weather highway into Town | 2-5 years | Council, Admin and 3 committees | Grants, association facilitation |
| Demolition of abandoned and unsafe buildings | 2-5 years | Council and Admin, GNWT | Administrative and chamber support |
| Adherence and respect of the National codes and relevant legislations, particularly pertaining to the storage of hazardous materials | 2-5 years | Council, Admin and Town Planning committee | Community engagement and support |
| Variety of uses and developments | 2-5 years | Council, Admin and ENR | Requisite policy development, education and enforcement |
| Open spaces and overall network of open spaces | 5+ years* | Council and Admin | Administrative support |
| Community gardens | 5+ years* | Council and Admin | Administrative support |
| Secondary suites, laneway housing and garden suites | 5+ years* | Council and Admin | Staff facilitation of community engagement |
| Multi-unit residential buildings | 5+ years* | Council and Admin | Administrative support |
| Mixed uses where appropriate and compatible | 5+ years* | Council and Admin | Administrative support |
| Home based businesses; emphasis on ones that promote health and wellbeing | 5+ years* | Council and Admin | Administrative support |
| Common access points between developments where more than one is proposed | 5+ years* | Council and Admin | Administrative support |
| Centralization and joint-use facilities when possible | 5+ years* | Council and Admin | Administrative support |
| New and existing schools to maintain undeveloped land adjacent to the development site | 5+ years* | Council and Admin | Administrative support |
| Accessibility and wayfinding principles | 5+ years* | Council, Admin and Town Planning committee | |
| Adoption and integration of CPTED principles | 5+ years* | Council, Admin and Town Planning committee | |
| Adoption and integration of Fire Smart practices | 5+ years* | Council, Admin and ENR | Requisite policy development, education and enforcement |
| Services | | | |
| A diverse, inclusive range of programming and experiences related to the parks and trails network to allow for enjoyment by people of all ages and abilities | 0-2 years | Council, Admin and Recreation Committee | Administrative support |
| Year round indoor and outdoor programming initiatives for children, adults and seniors | 0-2 years | Council, Admin and Recreation Committee | Staff Support for research and implementation |
| Daily air service to community members and visitors, while making every possible effort to reduce flight costs | 2-5 years | Council and Admin, GNWT | Staff Support for advocacy plan development |
| Reliable medical services being provided on an ongoing basis at the Sahtú Got'iné Regional Health and Social Services Centre | 2-5 years | Council, Admin and Department of Health and Social Services | Administrative support for advocacy plan |
| The Ray Persson Memorial Arena, the Penguin Palace Pool, Norman Wells Curling Rink, Dennis Drolet Community Hall and the baseball field, as spaces for leisure, cultural and community events in the Town Core | 2-5 years | Council, Recreation Committee and Admin | Fund development support |
| Broad range of continuing education courses, including the identification of career training courses and opportunities which would benefit or of interest to community members | 5+ years* | Council and School Board | Administrative advocacy plan development |
| Library and museum programs and services | 5+ years* | Council and Admin | Recreation department support |
| Encourage and make government programs available, i.e. 'micro-generation program' which provides owners with the opportunity to sell their generated power back to the grid | 5+ years* | Council and Admin | Provision of awareness venues |
| Publicly sponsored recreation and leisure services | 5+ years* | Council, Admin and Recreation Committee | Staff Support, facility availability |
| Community health and well-being | | | |
| Expression of the local population's identity and culture through architectural building styles, public art, signage, street and public space naming, etc. | 0-2 years | Council, Admin and Town Planning Committee | Staff Support |
| Update of the Wildlife Protection Plan | 2-5 years | Council, Admin and ENR | |
| Policies identified in the Advocacy Plan | 2-5 years | Council and Admin | Staff Support |
| Bear and wildlife awareness | 2-5 years | Council, Admin and ENR | |
| Expression of several local faiths and cultures in the community, including the diverse burial needs and styles | 5+ years* | Council and Admin | Staff Support, cemetery focus, church support in budget |
| Expansion and enhancement of the tourism industry | 5+ years* | Council and Admin | grants and ITI support |
| Waste diversion in the form of waste reduction, reusing when possible, and recycling | 5+ years* | Council and Admin | Staff Support, bylaw development, education and enforcement |

*Upon reception application or on Town initiatives

| Action Item: Provide/ Develop/ Maintain/ Update | | | |
|---|-----------|--|---|
| Plans/Studies/ Assessments/ Strategies | Timeline | Project Lead | Resources |
| Recreation Master Plan | 0-2 years | Council, Admin, Recreation committee | Staff Support |
| Feasibility study assessing the current landfill site from the results of the recent gap analysis | 0-2 years | Council and Admin | Staff Support and grant support |
| Risk assessment of utility facilities | 0-2 years | Council and Admin | AMP |
| Asset management plan of the Town's existing facilities | 0-2 years | Council and Admin | Staff development and annual update of AMP |
| Long-Term Cost-Effectiveness Analysis for a multipurpose recreation facility | 0-2 years | Council and Admin | Staff research support |
| Strategy for attracting commercial/Industrial industry | 2-5 years | Council, Admin and Economic Development Committee | Staff Support |
| Directional signage plan to assess signage in the community; Identify where appropriate to replace, remove and add new signs | 2-5 years | Council and Admin | Staff and budget support |
| Drainage maintenance plan which includes strategies and policies to maintain and operate the existing drainage system in the community | 2-5 years | Council and Admin | Infrastructure funding for plan, Staff Support |
| Strategies to assess the ability of existing systems in withstanding the impacts of climate change | 2-5 years | Council and Admin | Staff Support to research |
| Strategies to revitalize and remediate existing abandoned industrial lands | 2-5 years | Council, Admin and Town Planning committee, Economic development Committee | Staff Support to research |
| Strategies to revitalize the existing stock of vacant homes | 2-5 years | Council, Admin and Housing | Staff Support to research |
| Strategies to respect the intersection of wildlife and urban environment given the Town is located on a migratory route for bears and other animals. | 2-5 years | Council, Admin and ENR | |
| Emergency Management Plan to address the preparation for emergencies that could result from extreme weather events or Dangerous Goods | 2-5 years | Council and Admin | Fire Department support |
| Climate Adaptation Plan to consider impacts and strategies, and increase climate resilience in all long-term decision making | 2-5 years | Council and Admin | Staff Support for research |
| Bear-Conflict Management Plan to minimize conflicts before they occur | 2-5 years | Council, Admin and ENR | |
| Wildfire breaks | 2-5 years | Council, Admin and ENR | Fire Department support |
| Implementation and remediation of landfill | 2-5 years | Council, Admin, MACA and ENR | Staff Support for grants and implementation on the ground |
| Uses and lands development | | | |
| Create mixed commercial and industrial zone by rezoning vacant industrial lands | 0-2 years | Council and Admin | Staff Support |
| Buffering where needed but particularly between light and heavy uses | 0-2 years | Council and Admin | Staff Support |
| Higher requirements pertaining to the regulation of industrial developments in areas subject to flooding, erosion, or bank instability, and for other developments with potential contamination | 0-2 years | Council, Admin and Town Planning Committee | Staff Support |
| Site restoration requirements for industrial developments upon vacating | 0-2 years | | |
| Utilize town-owned vacant lands and buildings according to needs | 2-5 years | Council and Admin | Staff Support |
| Public trails and sidewalks to provide convenient access to selected areas | 2-5 years | Council and Admin | Staff Support |
| Infrastructure policies, standards and incentives to encourage the development of energy efficient buildings with a focus on utilizing renewable energy | 2-5 years | Council and Admin | Staff Support |
| Vacant lots are priority over new developments | 5+ years* | Council and Admin | Staff Support |
| Facilities & Infrastructures | | | |
| Road shoulders and guardrails where necessary to promote safe transportation and mitigate accidents | 0-2 years | Council and Admin | Staff Support on road plan development |
| Chip-seal project to reduce necessary grading and dust control costs | 0-2 years | Council and Admin | Staff Support on grant applications and planning |
| Design features that are visually appealing and practical during the winter months, i.e. warm colours, materials and lighting | 0-2 years | Council, Admin and Town Planning Committee | Staff Support |
| Animal Control policies and mitigation methods for the landfill site | 0-2 years | Council, Admin and ENR | Staff/ bylaw enforcement support |
| Ensure snow piling or high vegetation does not negatively impact visibility throughout the local road system | 0-2 years | Council and Admin | PW responsibility |
| Upgrade and expand existing Town facilities in order of priority, and given it makes sense fiscally, prioritize existing over new facilities | 2-5 years | Council and Admin | Staff Support |
| Solid waste management regulations; especially at the landfill facility from a cost-effective perspective | 2-5 years | Council, Admin, MACA and ENR | Staff Support |
| Designated routes to be suited with sufficient safety, mobility, and transportation infrastructure to minimize the risk and severity of incidents, i.e. involving dangerous goods | 2-5 years | Council and Admin | Staff Support |
| New civic buildings, community amenities and infrastructure guided by energy management best practices, efficient equipment and monitoring systems | 2-5 years | | Staff |

*Upon reception application or on Town initiatives

Action Item: Preserve and Keep

| | Timeline | Project Lead | Resources |
|--|-----------|--|--|
| Gardens from contamination | 0-2 years | Council, Admin and Town Planning Committee | |
| An inventory of lands available for sale or lease updated; re-evaluate the needs annually | 0-2 years | Council and Admin | Staff creation |
| Water and Sewer Bylaw updated to provide guidance to administrative operations | 0-2 years | Council and Admin | Staff creation and recommendation to council |
| Property Standards Bylaw up to date while working with the residents to provide the necessary facilities to clean up waste on properties | 0-2 years | Council and Admin | Staff creation and recommendation to council |
| Delineate the Riparian zone in the Zoning By-law to preserve creek banks, steep slopes, ravines, important plant life, wildlife habitat, wetlands and environmentally sensitive areas, namely in proximity to watercourses | 2-5 years | Council, Admin and Town Planning Committee | |
| Water quality | 5+ years* | Council and Admin | federal/gnwt regs implemented by qualified staff |
| Avoiding conflicting land uses | 5+ years* | Council, Admin and Town Planning Committee | Staff Support |

*Upon reception application or on Town initiatives

Appendices

APPENDIX A - THE PRINCIPLES OF CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

The principles of CPTED are as follows:

Natural Surveillance is the concept of putting eyes on the street and making a place unattractive for potential illegitimate behavior. Street design, landscaping, lighting and site and neighbourhood design all influence the potential for natural surveillance.

Access Control is controlling who goes in and out of a neighbourhood, park, or building. Access control includes creating a sense of ownership for legitimate users by focusing on formal and informal entry and exit points.

Image is the appearance of a place and how this is instrumental in creating a sense of place or territory for legitimate users of the space. A place that does not appear to be maintained or cared for may indicate to criminals that the place will not be defended and criminal activity in the area will be tolerated.

Territoriality is the concept of creating and fostering places that are adopted by the legitimate users of the space. These legitimate users take ownership of the space, which makes it more difficult for people who do not belong to engage in criminal or nuisance behavior at that location.

Conflicting User Groups refers to instances where different user groups may conflict. Careful consideration of compatible land uses and activities can minimize potential conflicts between groups.

Activity Support is the concept of filling an area with legitimate users, by facilitating or directly scheduling activities or events, so potential offenders cannot offend with impunity. Places and facilities that are underused can become locations with the potential for criminal activity.

Crime Generators are activity nodes that may generate crime. The location of some land uses is critical to ensuring an activity does not increase the opportunities for crime to occur or reduce users' and residents' perceptions of their safety in the area.

Land Use Mix is the concept that diversity in land uses can be a contributor or detractor for crime opportunities. Separating land uses from each other can create places that are unused during certain times of the day.

Movement Predictors force people, especially pedestrians and cyclists, along a particular route or path, without providing obvious alternative escape routes or strategies for safety. Potential attackers can predict where persons will end up once they are on a certain path.

CPTED PRINCIPLES

Displacement can be positive or negative so it is critical to understand how crime may move in time or space and what the impact may be. In general, the displacement that must be considered is:

- » Negative displacement - crime movement makes things worse;
- » Diffusion of benefits - displacement can reduce the overall number of crimes more widely than expected; and
- » Positive displacement - opportunities for crime are intentionally displaced which minimizes the impact of the crime.

Cohesion is the supportive relationships and interactions between all users of a place to support and maintain a sense of safety. Though not a specific urban design function, design can enhance the opportunity for positive social cohesion by providing physical places where this can occur, such as activity rooms, park gazebos, or multi-purpose rooms in schools and community centres. In some cases, property owners or building managers can provide opportunities for social programming. This will increase the ability of local residents or users of a space to positively address issues as they arise.

Connectivity refers to the social and physical interactions and relationships external to the site itself. It recognizes that any given place should not operate in isolation from surrounding neighbourhoods and/or areas. Features such as walkways and roadways connecting a particular land use to the surrounding neighbourhoods and/or areas can accomplish this. Features such as centrally located community centres or program offices can also encourage activities to enhance this.

Capacity is the ability for any given space or neighbourhood to support its intended use. For example, excessive quantities of similar land uses in too small an area, such as abandoned buildings or bars, can create opportunities for crime. When a place is functioning either over or under capacity, it can be detrimental to neighbourhood safety.

Culture is the overall makeup and expression of the users of a place. Also known as placemaking, it involves artistic, musical, sports, or other local cultural events to bring people together in time and purpose. Physical designs that can encourage this include public multi-purpose facilities, sports facilities, and areas that local artists and musicians might use. Community memorials, public murals, and other cultural features also enhance this. These features create a unique context of the environment and help determine the design principles and policies that best support the well being of all user groups and contribute to their cohesiveness.