



**Norman Wells**  
Join the Adventure. Live the Northern Life.

## DELIVERING COMMUNITY SUSTAINABILITY

### Economic Development Strategic Action Plan

# TABLE OF CONTENTS

<u>Page</u>	
3	Introduction
4	Strategic Goal #1: Create a vibrant and sustainable community
5	Strategic Goal #2: Support and attract business and industry
6	Strategic Goal #3: Attract Visitors
7	Strategic Goal #4: Attract Residents

# INTRODUCTION

This Economic Development Strategic Action Plan is a tool for the local community to refer to as they look to diversify the economic drivers that will sustain the Town well into the future. The plan includes goals, objectives and strategies for economic development. The Town of Norman Wells continues to aspire to become a vibrant, sustainable community with a prosperous and balanced economy. This plan reflects the priorities and actions that the Town of Norman Wells and its residents and businesses will take over the next six months to five years to deliver a more developed and diversified economy.

## Strategic Goals

- ❖ Creating a vibrant and sustainable community;
- ❖ Supporting and attracting business and industry;
- ❖ Attracting visitors; and
- ❖ Attracting residents.

The Town's Mayor and Council will work to advance specific strategies reflective of these four strategic goals over the course of the next 6-12 months. The updated plan will be reviewed and potentially revised in one years' time (March 2018).

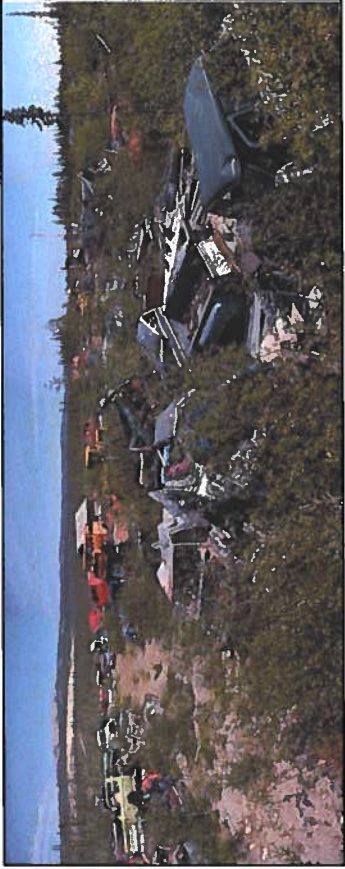


Community Hall and Arena Complex, Norman Wells

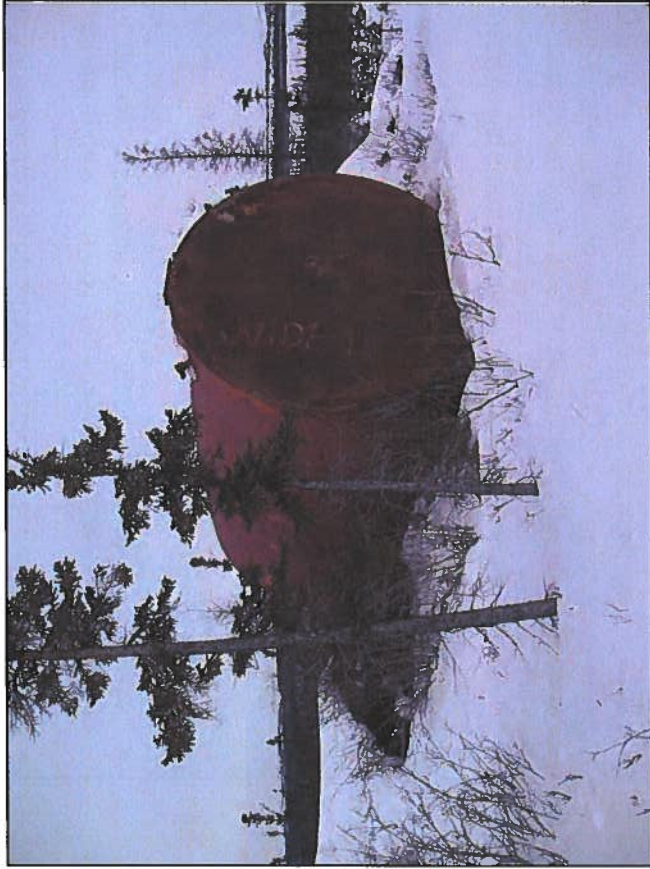
This plan will form part of the Town's Strategic Plan that is currently in production.

## STRATEGIC GOAL #1: Create a Vibrant and Sustainable Community

Objectives	Strategies
<p>1/ Maintain and Enhance Local Services</p>	<ul style="list-style-type: none"> <li>• Create a service directory to showcase local services and identify community service needs.</li> <li>• Work with council and staff on budgeting for accessibility and safety concerns in municipal public buildings.</li> <li>• Hold an annual meeting with RCMP detachment and work to retain local presence.</li> </ul>
<p>2/ Expand Mackenzie River Amenities &amp; Improve Signage</p>	<ul style="list-style-type: none"> <li>• Work with council and staff to further develop existing municipal property, specifically: washrooms, cooking area and more campsites.</li> <li>• Develop a sign strategy with an emphasis on River Safety encompassing: creating larger signs and strategic location/placement to promote visitation to riverfront.</li> </ul>
<p>3/ Expand Affordable Housing for Seniors.</p>	<ul style="list-style-type: none"> <li>• Engage in a conversation with Elders/Senior’s societies to encourage the expansion of the existing programs and services.</li> <li>• Look at options to develop property (municipal/private) and potential new seniors housing.</li> <li>• Engage in a conversation with NWT Housing to identify their needs and support their operations and any potential expansion plans. Norman Wells, being the regional centre of the Sathu is an attractive location for seniors.</li> </ul>
<p>4/ Brownfield Redevelopment</p>	<ul style="list-style-type: none"> <li>• Assess the number of properties and their level of contamination</li> <li>• Create a Brownfield Community Action Plan and rank in order of priority the properties in greatest need of redevelopment</li> <li>• Review town policy to support this process and incentivify local residents to follow suit.</li> </ul>
<p>5/ Other Potential Future Objectives.</p>	<ul style="list-style-type: none"> <li>• Protect and enhance local natural environment (water, river, etc)</li> <li>• Support local organizations and groups</li> <li>• New Recreation Centre/Municipal Office</li> <li>• Increase local educational opportunities, particularly for Youth and unemployed or underemployed tradespeople</li> </ul>



Above: scrapyard, Norman Wells. Below: fuel tank, Norman Wells



## STRATEGIC GOAL #2: Support and attract business and industry

Objectives	Strategies
<p>1/ Develop land and infrastructure for industrial/commercial development</p>	<ul style="list-style-type: none"> <li>• Devise a strategy to attract new land uses and users to municipal/private lands.</li> <li>• Review local incentives, draft a revitalization bylaw and ensure reasonable tax rates to encourage new users.</li> <li>• Develop an inventory of available municipal and private lands</li> <li>• Communicate with GNWT Municipal and Community Affairs regularly to understand their operations, procedures and land use plan for the region.</li> </ul>
<p>2/ Promote small business and investment</p>	<ul style="list-style-type: none"> <li>• Devise a community strategy to promote home based business.</li> <li>• Utilize revitalization bylaw.</li> <li>• Invite small business advisory organizations (Eg. Saktu Business Development Centre) to conduct workshops and informational sessions</li> <li>• Create a small business directory on the Town's website</li> </ul>
<p>3/ Grow local agriculture</p>	<ul style="list-style-type: none"> <li>• Investigate sustainable food production opportunities, programs and incentives.</li> <li>• Work with council on what opportunities might be realistic and appropriate for Town of Norman Wells</li> <li>• Consider a community garden initiative with support from the Arctic Energy Alliance and the GNWT ITI and ENR programs.</li> </ul>
<p>4/ Imperial Oil Operations Shutdown</p>	<ul style="list-style-type: none"> <li>• Appoint one councillor and the senior administrative officer to maintain regular (quarterly) meetings with key stakeholders with Imperial Oil and other prominent contractors.</li> <li>• Determine how the company intends to leave properties, sites, operations, etc. in a sustainable state for the community to develop in the future.</li> </ul>
<p>5/ Other potential future objectives</p>	<ul style="list-style-type: none"> <li>• Promote value added forest products.</li> <li>• Participate in a cooperative atmosphere with the rest of Saktu Region</li> <li>• Be an active member with organizations working on an Economic Development mandate for the Saktu.</li> </ul>

## STRATEGIC GOAL #3: Attract Visitors

Objectives	Strategies
<p>1/ Attract year-round events and recreational use including expanded usage of Arena</p>	<ul style="list-style-type: none"> <li>• Complete the replacement of the arena cement pad (2017 pending funding approval)</li> <li>• Engage in a council conversation to explore the potential of creating a municipal recreation committee to make recommendations to council on matters affecting recreation in the region.</li> <li>• Develop an advertising/promotional strategy for the availability of community assets including reasonable rates. (eg. arena, camping areas, trade show opportunity, etc)</li> <li>• Engage in a conversation with hockey and skating associations to promote more use of Town arena.</li> <li>• Engage in a conversation with hiking and biking trail enthusiasts to discuss opportunities of expanded use and promotion.</li> </ul>
<p>2/ Canol Trail</p>	<ul style="list-style-type: none"> <li>• Complete the Canol Trail Tourism Study</li> <li>• Request that the Visitor Information Centre take a role in evaluating the trail's usage by tracking inquiries, etc.</li> <li>• Engage in dialogue with other stakeholders in the Trail including Sahtu aboriginal governments, Parks Canada and the GNWT</li> </ul>
<p>3/ Ensure Existing User Groups are Maintained &amp; Enhanced</p>	<ul style="list-style-type: none"> <li>• Engage with existing recreational user groups to ensure continued use as well as potential expanded use.</li> </ul>
<p>4/ Other Potential Future Objectives</p>	<ul style="list-style-type: none"> <li>• Community Branding</li> <li>• Develop fresh ads and brochures.</li> </ul>

# STRATEGIC GOAL #4: Attract Residents

Objectives	Strategies
<p>1/ Promote Norman Wells as Saktu's Regional Centre</p>	<ul style="list-style-type: none"> <li>• Develop a community profile which showcases community services, assets, opportunities and needs (business and service).</li> <li>• Work with council to develop a targeted, promotional strategy for the community. The strategy will both showcase community assets (eg, infrastructure, services, opportunities, lands, etc) as well as target specific opportunities based on community needs (eg, Services, investment, development, tourism, etc.)</li> <li>• Continuous improvement and refinement of the Town website.</li> </ul>
<p>2/ User Charges and Mill Rate Review</p>	<ul style="list-style-type: none"> <li>• Council to review existing charges and mill rates to ensure jurisdictional competitiveness, allocation of resources is congruent with the demand for the service</li> </ul>

