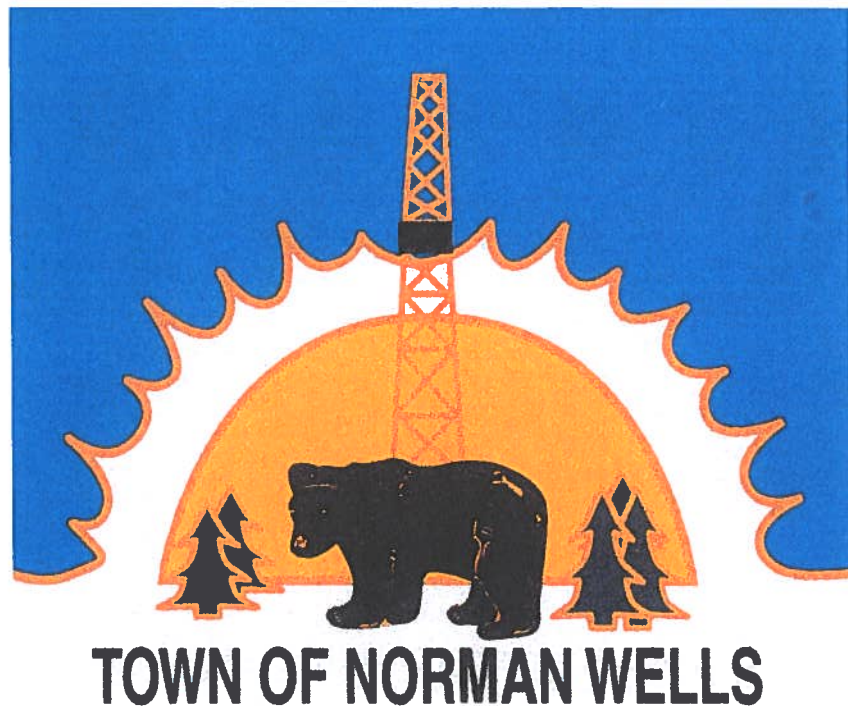


# Town of Norman Wells



## Strategic Planning 2019



## Strategic Plan for the Town of Norman Wells – 2019

### A message to the Community of Norman Wells from Mayor Frank Pope

Norman Wells has been experiencing an increasing demand for accountability. This document is a new framework which sets the stage for decision-making, priority setting and ongoing performance management of Norman Wells for the next few years while ensuring that our resources are directed where they will have the most impact.

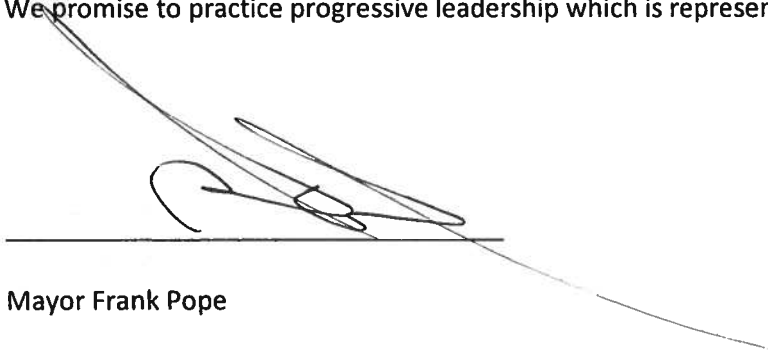
Mayor and Council for the Town of Norman Wells made the development of a Strategic Plan for our Town a priority. This document is representative of a united Council goal which will be set high, yet achievable. This is a fluid, living document with the expectation it will be reviewed annually.

Mayor and Council for the Town of Norman Wells determined that the Strategic Plan for the Town of Norman Wells...

- Must meet the needs of our community and contribute to the health of the organization based on the following criteria...
  - Affordability
  - Community Strengths
  - Organizational Capacity

Municipal government is the closest, most personal level of government for a community. This is the beginning; the next step is implementation with community partnerships and community engagement playing a key role.

We promise to practice progressive leadership which is representative of the entire community.

A handwritten signature in black ink, appearing to read 'Frank Pope', is written over a horizontal line. The signature is stylized and extends slightly to the right of the line.

Mayor Frank Pope



## **Strategic Plan-2019**

*This Strategic Plan outlines a vision-driven strategy for the Town of Norman Wells which will manage change. Together, the vision, mission, and core values provide the anchor for organizational priorities, strategies and actions.*

*This plan is a commitment to improve the quality of life for our community members in real, tangible ways. This plan will aid our staff in determining resource allocation across programs and services that matter most.*

## **Our Vision**

*The Vision statement for the Town of Norman Wells is meant to provide a clear image of where the organization is heading over the next decade or two. It is meant to capture the spirit of the organization and to inspire its staff and partners to work toward a vibrant future. This vision reflects the hopes for the Town of Norman Wells for the future.*

### **Our Vision is...**

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.



## Our Mission

*The Mission statement for the Town of Norman Wells is meant to define the purpose of our organization. It defines why the organization exists, who the Town serves, and how it will go about providing service. It also establishes some priority areas for service delivery.*

Our Mission is...

To ensure that everybody in the Town of Norman Wells has the opportunity to succeed, raise a family and stay long term.

This will be accomplished by ensuring that Norman Wells...

- Is a clean, growing community with good jobs
- Has quality, accessible healthcare and education
- Maintains its role as the hub of Sahtu therefore we need quality facilities here

- Thinks regionally in regards to transportation and government
- Asserts its right to talk with Federal, Territorial, fellow regional and northern municipalities and Aboriginal Governments.
- Is an inclusive equal opportunity organization
- Is future focused, progressive regional leader
- Economically sustainable into the future with a diverse economy and realistic forward looking goals. (Long term economic diversification)

### **Our Core Values**

*These values are the lifeblood of the Town of Norman Wells and we will do our best to maintain them through policy and practice every day. Our Core Values define our corporate culture, how we interact with each other and perform our duties.*

*We commit to actively building trust between the organization and the community by adhering to the following core values.*

Our Core Values are...

### **ACCOUNTABILITY**

Our belief in being open to our community is our number one commitment. We will demonstrate this by being...

- Actively Transparent
  - Open door to community dialogue, input and feedback
  - Provide direct answers to direct questions that are rational, backed up and informed (not everyone is going to like our answers, but will understand them)





## **LEADERSHIP**

As we strive to accomplish our Vision, quality leadership will be demonstrated by every person in the organization through behaviours that reflect:

- Fairness, integrity and respect for each member of Council, our staff and our community
- Community goals, not personal goals
- Advocate for our community with encouragement, and empowerment.
- Leaders by example

## **GROWTH**

We will manage our growth by:

- Not accepting the status quo. We will work toward a balance between tradition and change, we have to evolve and take lessons from the past
- We will be the best we can be with available resources
- We will endeavour to maximize all revenue options

## **WELLNESS AND SAFETY**

We believe that access to quality of life services include:

- Accessible healthcare and education for family, children and elders



## PEST

*This is the analysis that we used in the internal/external environmental scanning component of strategic planning. It is a strategic tool for understanding community growth or decline, our financial position, our potential and future direction for operations. This gives us a clear understanding of our own situation and related internal and external factors. As a result we will be able to shape what we choose to do so that we will work with change, rather than against it.*

**1. Political:** All influences that a government has on our community are listed here.

- Territorial and federal election year
- Could mean more or less dollars in support of different mandates
  - Infrastructure dollars for aging and new town infrastructure
  - Subsidies
  - Full and part time federal positions in the community
  - Northern policy development, recommendation through 1 MLA and 1 MP
- Federal and territorial taxes, payroll and carbon tax
- We do not have much of a voice with the feds for input or consultation, or consistent reports back
- Extremely important to the North that the south and Ottawa understand how unique we are
- Northern community forum at FCM now diluted



- Wrong people influencing decisions impacting the North
- Grants, often focused on Aboriginal participants
- Definite disconnect with the North
- We need to influence where we can
- We tend to be given capital monies, the 25% matching and ongoing maintenance and operational costs hits the taxpayer
- None, little, or no knowledge of realities we face go to the ratepayer
- NW comprised of a lot of camps, government funded property
- Imperial taxes/jobs/fly in-fly out jobs, how long for and what are our plans going forward?
- Environmental and green concerns and regulations which increase out costs on service delivery
- Cost of living in the North, not affordable for a single individual
- Federal Government are one third owner of Imperial Oil operation in Norman Wells

**2. Economic:** Economic factors are determinants of a certain economy's performance.

- One trick pony too dependent on oil
- Tourism is a good area for growth focus, but not enough
- Not enough shovel ready projects
- Very little disposable income
- Housing inventory market fragile, Esso, housing etc.
- Difficult to make investment in NW because of market, transportation and uncertain future (risk)
- We don't want to compete with business but do feel that we can help create a competitive, and healthy environment
- Services such as medical and educational way below national standard
- We need to work on economic growth
  - Cottage industry
  - Brewery
  - Hire local
  - Leave dollars in the community
- Municipality can play a role in the "market"
  - Market our community (marketing plan)
  - Cottage industries
  - Going green
  - Geothermal options
  - Incubate, grant dollars, municipal programs
- Logistic nightmare with transportation, road, barge, air
- Unemployment rates not the job opportunities available for youth to grow in and from

**3. Social:** This dimension of the general environment represents the demographic characteristics, norms customs and values of the population within which our organization operates.

- Push/pull between sense of entitlement, cost of living, actual lack of value for dollar earned
- Disincentive as a result of government programs i.e.: economic rent
- Educational system requires a 1-2 year upgrade for our grads down south, NWT GPA lowest in Canada
- School funding less than elsewhere
- Does not mean that we don't have potential, how do we actualize that?
- So much is population based service funding and we require more than a per capita funding model
- Devolution impacted NW and the Sahtu communities, we need to support the Boards to get more operational dollars (education and health)
- In some cases too much government
- We need to set rules that make sense and stick to them, cannot change with the wind
- Create an attractive working culture
- Substance abuse realities
- Need comprehensive HR policy review: safety, EAP etc.

**4. Technology:** This pertains to innovations in technology that may affect the operations of the industry and the community favorably or unfavorably.

- Technological impacts on a different timeline in the North, computers, cell phones, web access
- GNWT dollars spent on fiber but service costs still high
- Internet co-op with communities
- Online shopping has noticeably impacted our retail outlets
- Data expense prohibitive
- Drone technology could be a positive for us
- Facility upgrades
- Energy lite technology
- Need reliable 2-way connectivity with the world



## **Where are we going?**

**Our baseline:** This is what will not be compromised in any decisions made going forward.

- Compliance with safety, quality standards
- Cost/benefit analysis for decision making
- Certifications, we will increase our capacity by training our staff
- Partnerships where possible (Norman Wells Land Corporation)
- Service level determinations for community funded service
- We will lead by example in our maintenance of Town owned properties
- Our mandate as per legislation
- Plans will be developed for short, mid and long term needs of the community
- Contract policy overhaul
- We will look to developing minimum engineering standards for the Town
- We will be proactive and preventative
- We will collect and learn from historical data

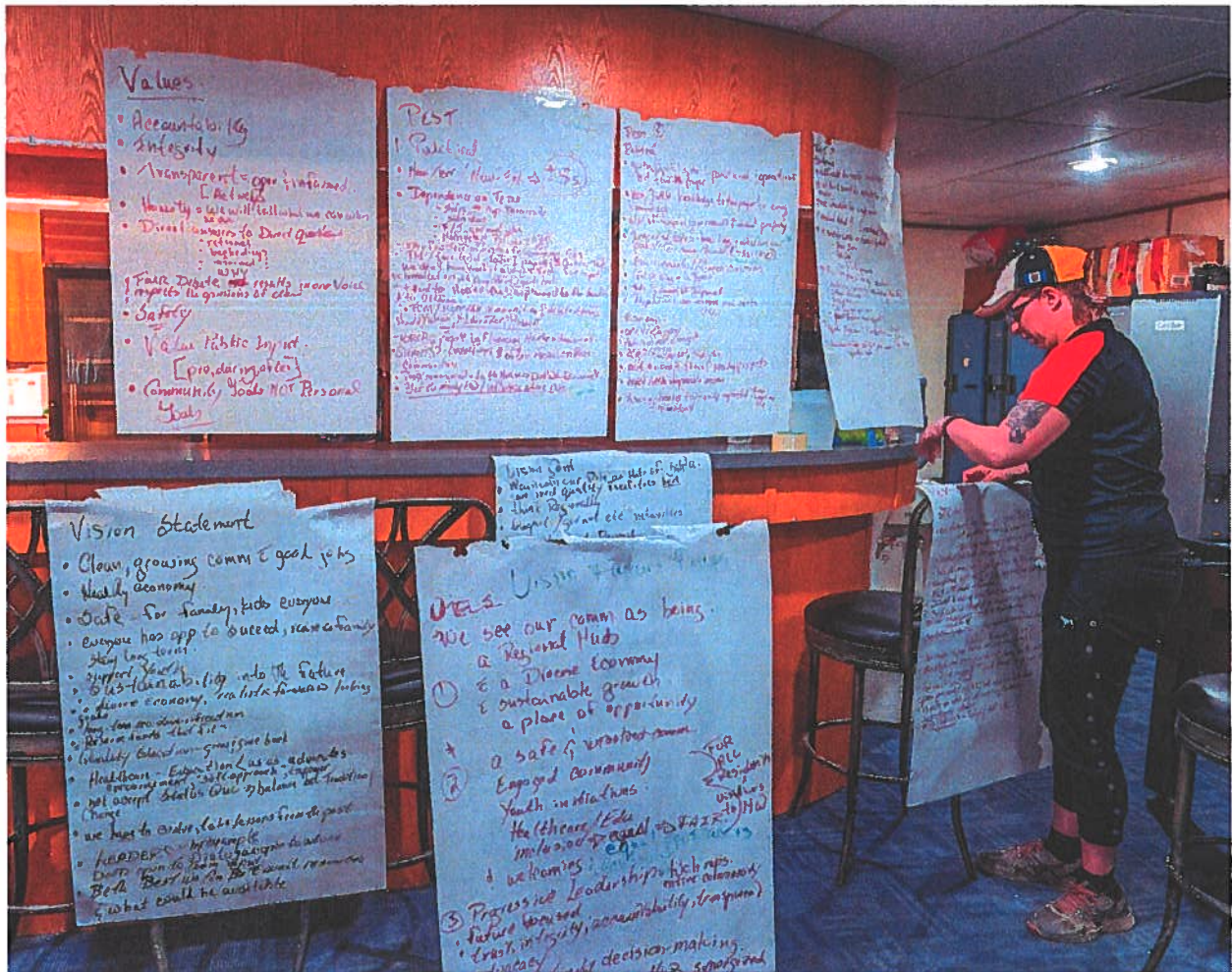
**Our services:** These are the services our organization provides to the community.

- Clearly define our roles and responsibilities and where we can help as per each issue:
  - Direct service provider
  - Facilitate contract service delivery
  - Subsidy
  - Incubation
  - Facilitators
  - Brokers
  - Networkers
  - Information and support
  - Referral
  - Education and workshopping
  - Partnering
  - Advocacy
  - Advisors
  - In kind support

## **Resource/revenue streams:**

- Taxes
- Fees
- Conditional and unconditional government transfers
- Grants and fund development
- Public, private partnerships
- Resource leverage

- Borrowing, debentures
- Sales of goods and/or services
- Donations and sponsorship



### Strategic Priorities:

Council is striving to put the needs of the community they serve above all else. These are the strategic priorities Council determined matter most to our community.

Strategic priorities provide the direction for the strategic plan. The strategic plan in turn provides the direction for operational work plans and the projects, programs and initiatives delivered by staff.



## **1. Human Resources**

A priority of Council is the delivery of quality public services that meet day-to-day community expectations reliably and affordably. In order to do so we need to foster engaged and passionate employees leads to greater productivity and workplace satisfaction.

To become an employer of choice we need...

- Human resource capacity, with the right people in the right place
- Requisite Human resource policies inclusive of safety policies, training and equipment, operating manuals and SOPs

## **2. Economic Diversification**

Supporting regional collaboration between communities to create an attractive economic environment and quality local services and infrastructure is essential to creating a dynamic and prosperous town.

To ensure the economic future of our community we must...

- Proactively prepare for the economic future of our Town
- Encourage new, diverse development
- Advocate for better regional services and all season road with the region
- Identify what we have that no one else has, and grow it, use a resource assessment approach
- Sell the package
- Lower the cost of living in NW
- Address quality of life issues
- Address funding/investment issues

## **3. Community Safety and Well Being**

Town Council has prioritized the development of an integrated and effective system of services to promote community safety and well-being.

Challenges pertaining to safety, inequality and emergency services provision remain considerable, and working toward comprehensive community well-being requires multiple approaches and partnerships.

We must improve on...

- Emergency services
- Emergency services plan
  - Relevant
  - Up to date
  - Properly finalized
  - Overhaul bylaws, plans and policies

- 911 plan
- Ensure our community members are looked after
- Landfill
- Vacant property, buildings clean-up
- Fire protection plans
  - Fire break maintenance



## **Goals**

A goal is a specific target, an end result or something to be desired. It is a major step in achieving the vision of the organization. A goal is a destination.

## **Objectives**

An objective is a measure of change acted on in order to bring about the achievement of the goal. An objective is a measure of the progress that is needed to get to the destination. Objectives specify how much of what will be accomplished by when.

SMART as assessment of chosen objectives:

S-specific

M-measurable

A-achievable

R-realistic

T-time availability

### **GOAL #1**

CREATE A STRONG ORGANIZATIONAL ENVIRONMENT THAT SUPPORTS AND VALUES ITS EMPLOYEES, THEREBY ENSURING THAT THE ORGANIZATION WILL BE READY AND ABLE TO RESPOND TO THE NEEDS OF THE COMMUNITY.

#### **Strategic Objectives:**

- Recruit and retain the people we need, identify proactive recruiting strategies
- Develop and reinforce the need for innovative compensation and benefits packages to attract and retain talent
- Support employees with professional development, mentoring and coaching programs
- Promote work-life balance and wellness
- Become a Safety leader
- Develop mechanisms for open and transparent communication between and among employees, the community and community members through regular dissemination of relevant information that is shared in an accessible, timely and inclusive manner.

### **GOAL #2**

SUPPORT AND PROMOTE A STRONG, DYNAMIC, AND INNOVATIVE LOCAL ECONOMY.

#### **Strategic Objectives:**

- \* Identify local economic strengths and leverage opportunities through working with our stakeholders
- \* Advocate as 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 #3

TO PROMOTE A CARING COMMUNITY WHERE PEOPLE CAN MAKE STRONG CONNECTIONS WITH OTHERS AND LEAD SAFE, HEALTHY AND PRODUCTIVE LIVES.

#### Strategic Objectives:

- 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 series, programs, and facilities.
- Promote, facilitate and participate in the development of an affordable, welcoming, and safe community.





## Strategy Plan Implementation

This is a living document. While it provides a framework for decision-making, it does not outline specific actions within the plan. Instead, it will be integrated into all Town activities through to development of annual departmental business plans and work plans that will identify strategic actions and the initiatives flowing from them.

Town management will be responsible for developing business plans, and work plans for each department on an annual basis. These plans will be brought to Council for their endorsement and will form the basis for annual progress reports to the community.

The Vision, Goals and Objectives within this strategic plan will be integrated into the Town's existing organizational structures and policy frameworks. Other Town plans will be required to demonstrate alignment with the strategic plan. All staff reports to Council will demonstrate alignment with the strategic plan and refer to the specific goal and objectives achieved.

This plan provides high-level strategic direction that goes beyond a short-term horizon, there still needs to be appropriate opportunities to review and revise the plan accordingly. This plan will be reviewed during each term of Council and ideally within the first year of a new Council term. This will allow an opportunity to review and assess the progress of the plan, as well as provide Council with an opportunity to review the existing context and any changes to community priorities.

- \_\_\_\_\_ The SAO communicates the final plan to employees and responds to their concerns.
- \_\_\_\_\_ The timetable for implementation is realistic.
- \_\_\_\_\_ Checkpoints have been scheduled for assessing progress toward strategic planning goals.
- \_\_\_\_\_ Regular follow-up meetings by senior management take place after the plan is created.
- \_\_\_\_\_ The management team has consensus on the company's strategic direction.
- \_\_\_\_\_ The organizational structure supports the strategic plan.
- \_\_\_\_\_ The strategic plan drives budgets, human resources and other operations.

**Action Plan Development:** An action plan details the concrete steps/tasks needed to attain your goals, a timetable for each task and a description of who will do what and a follow-up process.

1. Develop a list of tasks for achieving the objective. They can include everything. Each task should be clearly described so as to avoid confusion later on.
2. Establish a timeframe for achieving each action.
3. Designate resources. Name who will be responsible for each task. Outline what other resources (money, equipment, personnel) you will need to complete each task.
4. Establish a follow-up and measurement process, internal reporting and regular progress meetings. Also specify the measures you will use to track implementation. These can include milestones, such as the completion of certain tasks. Update your action plan regularly/as needed.

