

**Town of Norman Wells
Minutes
Regular Council Meeting #21-31
Tuesday, November 16, 2021 7:00pm
Council Chambers and Microsoft Teams**

| | | |
|-------------------|---|---|
| Present: | Frank Pope Pascal Audet Kacee Hunter Kelly McCoy Alexis Peachey Trevor Smith David Wever | Mayor Councillor Councillor- Microsoft teams Councillor Councillor Councillor Councillor |
| Staff: | Cathy Clarke Karen Boudreau Myles Erb Jaime Kearsey Gary Mickalyk Lucas Nadeau Hugo Pabke Kayla Turner | Senior Administrative Officer Finance Manager Recreation Manager By Law Officer- Microsoft teams Public Works Manager Public Works Foreman Utilities Manager Governance and Community Engagement Manager |
| Delegates: | Cpl. Shawn Thompson | |
| Guests: | Chris Chivers- Microsoft teams Cindy Collier | |

1. Call to Order/Roll Call 7:00PM

2. Declaration of Conflict of Interest

None.

3. Review and Adoption of Agenda

Resolution

Mayor Pope welcomed new and returning Councilors.

'Be it resolved that the Agenda for the Regular Council Meeting, dated November 16th, 2021 is hereby adopted.'

Motion: No. 21-31-01

Moved by: Councillor Peachey

Seconded by: Councillor Smith

Motion Carried Unanimously

4. Delegation

a) Police Report

- RCMP Detachment was decorated as a haunted house for Halloween. Thank you to the Whynot family for their hard work in that!
- The detachment is working on having new signage put on the exterior of the building which will be in North Slavey and English.
- RCMP constables will volunteer for hockey when they are able.
- Investigating alternative solutions for transferring patients in medical distress to the medical center as it is a liability on the department.

5. Departmental Reports

a) Town Manager

- Summary report of Council strategic planning weekend November 13-14. 2021.

b) Finance

- Bank reconciliations are done up to October 2021.

- Finance department has been working on outstanding receivables.
- CPIF and Gas Tax funding have been submitted for review up until the end of September 2021.
- Staff have finished training for job costing and PO's.
- The job costing program should be fully implemented by January 2022.

c) Fire Department

- None.

d) By-Law

- Every winter there is a problem with dog owners leaving their dogs off leash. This is a huge safety concern as recently children and Elders have been affected.
- There are many repeat offenders. The By Law Officer has been doing extra patrols in certain areas of town.
- Dogs at large are taken to the pound. There is a \$25/day fee for this.
- There have also been situations where dogs have been flown out of town to the SPCA due to negligence.

e) Governance & Community Engagement

- The Holiday Food Drive kicked off today.
- During the holiday food drive we encourage local businesses to donate to the free pantry.
- Last year over \$5,000 in funds/auction items were raised for the pantry.
- Continued by law work.
- Continued work/planning for Economic Development Conference.

f) Lands

- Ongoing work with Town Planning Committee regarding implementation of Community Plan and Zoning By Law.
- Research into expanding education roll out by including quiz section in Town newsletter.

g) Public Works

- The department has asked Pete Rose to build steps for the transfer station at the landfill for accessibility and safety reasons.
- The part time landfill coordinator position has been filled.
- Councillor Audet asked if the roads could be graded (scrape snow and ice). The public works manager will look into this and report back to Council.
- Councillor Hunter asked if there were any signs missing around town. Gary responded that he will take a look and will coordinate with the Development Officer as the department has an ongoing signs project.

h) Recreation

- Ice making is well under way. Staff are putting in extra hours to ensure the ice will be ready as soon as possible.
- The hood vent in the arena has been professionally cleaned.
- Deficiencies listed in fire prevention inspection report have mostly been addressed.
- BCI has gained access to the Penguin Palace and will commence with pool renovations in the coming weeks.
- Halloween fire works were a success. Thank you to the volunteer fire fighters for their assistance with this event.

i) Utilities

- The Utilities Manager invited all Councilors to take part in a facility tour.
- Continued sampling of wastewater at sewer lift station. Sampled water is sent out twice a week for covid sampling.
- The Utilities Manager has been working with AWI to prepare a proposal for the replacement of the water treatment plant's tube settlers.
- Staff raised the stairs over the utilidor behind the Northern Store to prevent the stairs from resting on the water main.

- Utilities staff dug out the entire length of the sewer lagoon diversion ditch to help water flow around the lagoon. This will help prevent flooding at the sewer lagoon during spring thaw.

6. Minutes

a) Regular Meeting of Council #21-30 Resolution

'Be it resolved that the Minutes for the Regular Council Meeting, dated October 19th, 2021 are hereby adopted.'

Motion: No. 21-31-02

Moved by: Councillor Smith

Seconded by: Councillor Wever

Motion Carried Unanimously

7. Old Business

a) Reimbursement of Covid Expenses Discussion

- Town Council in Norman Wells, Tulita and Fort Good Hope received a response from Minister Thompson stating that Covid-19 expenses would not be reimbursed.
- Mayor Pope will be speaking with Tuktoyaktuk MLA tomorrow morning as well as MP Michael McLeod later this week.
- Councillor Hunter asked if there is a breakdown of Covid-19 related expenses. The finance manager has a record of all expenses related to Covid-19 for 2020 and 2021.

8. New Business

a) Indigenous Disability Awareness Month Resolution/Discussion

- Council agreed to defeat the motion as it requires further discussion.

'Be it resolved that the Council of the Town of Norman Wells hereby proclaims the month of November 2021 as Indigenous Disability Awareness Month in the Town of Norman Wells.'

Motion: No. 21-31-03

Moved by: Councillor Wever

Seconded by: Councillor Audet

Motion Defeated Unanimously

b) Request for Donation- Northern Arts and Culture Centre Resolution

'Be it resolved that the Council of the Town of Norman Wells hereby approves the request for donation to the Northern Arts and Culture Centre for \$5,000.'

Motion: No. 21-31-04

Moved by: Councillor Smith

Seconded by: Councillor Wever

Motion Carried Unanimously

c) Appointment of Deputy Mayor Resolution/Discussion

- Councillor Peachey asked if the SAO will decide who will be chair if there is a conflict or perceived conflict of interest while the Deputy Mayor is chair of a meeting. As per the CTV Act, the SAO or council shall decide who will be acting mayor if there is a conflict of interest.

'Be it resolved that the Council of the Town of Norman Wells hereby accepts the Mayor's recommendation to appoint Councillor Pascal Audet as Deputy Mayor.'

Motion: No. 21-31-05

Moved by: Councillor Smith

Seconded by: Councillor Wever

Motion Carried Unanimously

d) Appointment of Committee Chairs Resolution/Discussion

a. Advancement of Equity and Inclusion Committee

'Be it resolved that the Council of the Town of Norman Wells hereby accepts the Mayor's recommendation to appoint Councillor Alexis Peachey as Chair of the Advancement of Equity and Inclusion Committee.'

Motion: No. 21-31-06
Moved by: Councillor Smith
Seconded by: Councillor Wever

Motion Carried Unanimously

b. Economic Development and Tourism Committee

'Be it resolved that the Council of the Town of Norman Wells hereby accepts the Mayor's recommendation to appoint Councillor Kacee Hunter as Chair and Councillor Dave Wever as Co-Chair of the Economic Development and Tourism Committee.'

Motion: No. 21-31-07
Moved by: Councillor Peachey
Seconded by: Councillor Smith

Motion Carried Unanimously

c. Recreation Committee

'Be it resolved that the Council of the Town of Norman Wells hereby accepts the Mayor's recommendation to appoint Councillor Trevor Smith as Chair of the Recreation Committee.'

Motion: No. 21-31-08
Moved by: Councillor Peachey
Seconded by: Councillor Wever

Motion Carried Unanimously

d. Town Planning and Land Use Committee

'Be it resolved that the Council of the Town of Norman Wells hereby accepts the Mayor's recommendation to appoint Councillor Dave Wever as Chair and Councillor Kelly McCoy as Co-Chair of the Town Planning and Land Use Committee.'

Motion: No. 21-31-09
Moved by: Councillor Peachey
Seconded by: Councillor Wever

Motion Carried Unanimously

e. Emergency Measures/Community Emergency Response Committee

'Be it resolved that the Council of the Town of Norman Wells hereby accepts the Mayor's recommendation to appoint Councillor Pascal Audet as Chair and Councillor Trevor Smith as Co Chair of the Emergency Measures/Community Emergency Response Committee.'

Motion: No. 21-31-10
Moved by: Councillor Smith
Seconded by: Councillor Wever

Motion Carried Unanimously

e) Appointment of Committee Members

Resolution/Discussion

Economic Development and Tourism Committee

'Be it resolved that the Council of the Town of Norman Wells hereby appoints Kylie Frank and Bob Greek to the Economic Development and Tourism Committee.'

Motion: No. 21-31-11
Moved by: Councillor Wever
Seconded by: Councillor Smith

Motion Carried Unanimously

EMO/CERC

'Be it resolved that the Council of the Town of Norman Wells hereby appoints Jeff Walker, Emily Collier, and Bob Greek to the Emergency Measures Organization and Community Emergency Response Committee.'

Motion: No. 21-31-12
Moved by: Councillor Peachey
Seconded by: Councillor McCoy

Motion Carried Unanimously

Town Planning and Land Use Committee

'Be it resolved that the Council of the Town of Norman Wells hereby appoints Cindy Collier, Dee Opperman, Carol Lorentz, Heidi Hodgson, and Samantha Wright- Smith to the Town Planning and Land Use Committee.'

Motion: No. 21-31-13
Moved by: Councillor Wever
Seconded by: Councillor Peachey

Motion Carried Unanimously

Recreation Committee

'Be it resolved that the Council of the Town of Norman Wells hereby appoints Brit Wever and Michael Duclos to the Recreation Committee.'

Motion: No. 21-31-14
Moved by: Councillor Peachey
Seconded by: Councillor Smith

Motion Carried Unanimously

Advancement of Equity and Inclusion Committee

'Be it resolved that the Council of the Town of Norman Wells hereby appoints Samantha Wright-Smith to the Advancement of Equity and Inclusion Committee.'

Motion: No. 21-31-15
Moved by: Councillor Peachey
Seconded by: Councillor Smith

Motion Carried Unanimously

f) Request for Donation- Legion Christmas Party

Resolution

'Be it resolved that the Council of the Town of Norman Wells hereby approves the request for donation to the Royal Canadian Legion Canol Branch for \$1,000.'

Motion: No. 21-31-16
Moved by: Councillor Peachey
Seconded by: Councillor Smith

Motion Carried Unanimously

g) Proof of Vaccination- Town Owned Facilities

Resolution/Discussion

- See attached notes from Councillor Kacee Hunter.
- Councillor Hunter stated that he feels this policy forces people to get vaccinated and is not encouraging and that it restricts access to tax paying citizens use of facilities that they pay for. He also noted proof of vaccination will potentially contribute to negative mental health for those youth 12 and older who are not vaccinated.
- Councillor Wever asked if it would be at all possible to implement both systems. Staff responded that no, this is not possible it is either one or the other.
- Councillor Audet noted that an 88% vaccination rate is a strong signal from the community that proof of vaccination will be successful.
- Abstained vote: Councillor Peachey was undecided, therefore unable to vote.

'Be it resolved that the Council of the Town of Norman Wells hereby adopts a proof of vaccination policy which will require eligible individuals to show proof of vaccination to enter recreation facilities until the Chief Public Health Officer removes the NORTHWEST TERRITORIES COVID-19 GATHERINGS ORDER.'

Motion: No. 21-31-17
Moved by: Councillor Peachey
Seconded by: Councillor Wever

Motion Carried with 4 votes in favor, 2 against, and 1 abstained.

h) Draft Mandatory Vaccination Policy- Staff, Council, Contractors, and Volunteers Resolution/Discussion

- When related to contractors, this policy applies only to those who work directly with town employees.
- Councillor Hunter does not agree with this policy and stated that it is more restrictive than the GNWT vaccination policy. He also asked where are people going to get tests if the policy states you cannot get one from NTHSSA.

- Councillor Peachey noted that the town is responsible to keep staff safe, especially the Town employees who work with children ages 12 and under.
- Councillor Wever asked if there would be missed opportunities for skilled operators because of the policy. The SAO noted that all town staff are fully or will be fully vaccinated within the next few weeks.

#1 'Be it resolved that the Council of the Town of Norman Wells hereby adopts the Mandatory Vaccination Policy which requires eligible Staff, Council, Contractors and Volunteers to be fully vaccinated.'

Motion: No. 21-31-18

Moved by: Councillor Peachey

Seconded by: Councillor Smith

Motion Carried with 5 votes in favor and 2 against.

i) Town Office Christmas Hours

Resolution/Discussion

- Essential services will remain open with requisite staff.

'Be it resolved that the Council of the Town of Norman Wells hereby approves the closure of Town Facilities from December 27, 2021 to January 3, 2022.'

Motion: No. 21-31-20

Moved by: Councillor Wever

Seconded by: Councillor Peachey

Motion Carried with 5 votes in favor and 2 against.

9. Council Forum

Councillor Audet- noted he would like to see the roads graded.

Councillor Wever- suggested all Councilors have a tour of the water treatment plant.

Councillor Peachey- none.

Councillor McCoy- thanked his fellow Councilors and noted the difficulty of the decisions made today.

Councillor Hunter- noted he was disappointed with how the votes ended on the Covid-19 related topics. He does not believe the decisions embody the vision and mission of Council.

Mayor Pope- asked Council to prepare resolutions for the NWTAC meeting in March. The deadline for resolutions is January 22, 2022. Mayor Pope also noted he would like to request a meeting with the local Health Department.

Councillor Smith- none.

10. Correspondence to Council

- None.

11. Correspondence from Council

- None.

12. Adjourn 8:24PM Moved by Councillor Smith. Seconded by Councillor Wever.



Frank Pope, Mayor



Cathy Clarke, SAO

My thoughts, are we should continue to promote the vision of this community laid out in our strategic plan. We are a community of equal access and opportunity¹ and that should extend to who we let into our buildings, vaccinated or not.

I do not think the town should enforce a proof of vaccination system to ensure all residents have equal access to our facilities. If our mission is for everyone in Norman Wells to succeed raise a family, and stay long term² how can we carry out our mission if we enact policies that prevent others from equal access to town facilities.

I thought an inclusive community included equal access and full inclusion in education, employment, cultural events, social events, recreation, living options, political input, and decision making.³ Preventing unvaccinated people from participating in any of these activities runs contrary to everything this town promotes on paper and through social media.

Our duties as council members stated in the cities towns and villages act states we are to consider the welfare and interests of the residents as a whole⁴, enforcing a proof of vaccination system would run contrary to one of our main duties as councillors.

- If we are almost through this then one more season of reduced capacity will ensure all residents can safely access town facilities
- If we enforce proof of vaccination system it will put more costs and burden on the town at our own expense, we are already in a dispute about those

¹ Town of Norman Wells Strategic Planning 2019: Vision Statement, pg. 2

² Town of Norman Wells Strategic Planning 2019: Vision Statement, pg. 3

³ Nov 16, 2021 Council Minutes; Mayor Frank Pope's Resolution to Declare November Indigenous Disability Awareness Month; Paragraph 6

⁴ GNWT Cities, Towns and Villages Act; section 34(a), page 15:

<https://www.justice.gov.nt.ca/en/files/legislation/cities-towns-and-villages/cities-towns-and-villages.a.pdf>

- Proof of vaccination system will still let in children under 12 that aren't vaccinated so un-vaccinated people would still be in attendance at facilities⁵
- We would be preventing those unvaccinated children over 12 from entering, contributing to mental health issues and lack of access for youth⁶
- Other businesses have opted to not proceed with proof of vaccine: legion, curling club
- We have the information to assist user groups wanting to use our facilities and increase their numbers should they wish to enforce a proof of vaccination system

Section 7 of the charter of rights and freedoms states laws should not have a severe impact on people's rights to life, liberty or security of the person⁷

Liberty is the ability to do as one pleases, aka freedom⁸

Section 2 of the public health act states

"if an individual's rights or freedoms are restricted as a result of the exercise of a power of the performance of a duty under this act or the regulations, the restriction can be no greater than is reasonably required, considering all the circumstances, to respond to a health hazard, communicable disease, public health emergency, or contravention of this act or the regulations"⁹

Preventing resident's access, lots of whom are tax paying citizens whose taxes pay for our facilities, in a community that has an 82% vaccination rate¹⁰

⁵ Public Health Order – Gatherings Order section 2(d) - https://www.gov.nt.ca/covid-19/sites/covid/files/resources/nwt_gatherings_order_2021-10-22_final.pdf

⁶ Covid-19 restrictions are having detrimental impact on mental health of young French people; [Covid-19 restrictions are having detrimental impact on mental health of young French people \(rfi.fr\)](https://www.rfi.fr/en/fr/covid-19/restrictions-ont-un-impact-negatif-sur-la-sante-mentale-des-jeunes-francais)

⁷ Canadian Charter of Rights and Freedoms; section 7: [The rights and freedoms the Charter protects \(justice.gc.ca\)](https://www.justice.gc.ca/eng/charter/section7.html)

⁸ Nov 16, 2021 - Merriam Webster Dictionary: <https://www.merriam-webster.com/dictionary/liberty>

⁹ GNWT Public Health Act: Section 2: <https://www.justice.gov.nt.ca/en/files/legislation/public-health/public-health.a.pdf>

¹⁰ GNWT Covid Dashboard – Vaccinations - [NWT COVID-19 Dashboard \(shinyapps.io\)](https://shinyapps.io/nwt-covid-19-dashboard/)

for a virus that has proven to infect people vaccinated or not¹¹, in a community where unvaccinated people can no longer leave by air and is only accessible by road 3 months out of the year¹², seems to me like given the circumstances we shouldn't be going down this road.

Motion: I move that we do not enforce a proof of vaccine system for town buildings

¹¹ Vaccination Status at time of COVID-19 Diagnosis since January 1, 2021: [NWT COVID-19 Dashboard \(shinyapps.io\)](#)

¹² Canada Will Require Full Vaccination for Travel from Canadian Airports – October 29, 2021: [Canada Will Require Full Vaccination for Travel from Canadian Airports - MLT Aikins - Western Canada's Law Firm](#)

SAO Report:

Council Onboarding Schedule 2021/22

Effective leaders, however, typically find a way to talk about even the most controversial issues in a thoughtful and non-inflammatory way as part of a deliberative discussion.

Goal: To provide as much requisite information, training, and education so that Mayor and Council feel grounded and ready to start the exciting work of supporting and growing your community.

Mayor and Council are permitted to meet outside of the formal meeting process for the purposes of strategy formation and education.

Mayor, Council, and senior management met November 6th and 7th for the purposes of new council member orientation, veteran council update and team development.

When the public chooses an effected official, the public is putting its trust and confidence in him or her to act the public's interest, not their personal interests.

Saturday, November 6th

9:00 – 9:45: Breakfast

10:00 – 12:30: Mayor and Councils' Roles & Responsibilities

Personal SWOT exercise for Council

12:30 – 1:30: Lunch

1:30 – 4:00: Organizational chart

Human resource model

Departmental presentations

- Existing resource investment
- Successes and challenges

Sunday, November 7th

9:00 – 9:45: Breakfast

10:00 – 12:30: Strategic Plan update/assessment

Councillor platform requests

12:30 – 1:30: Lunch

1:30 – 4:00: Existing plan review and implementation

#

There are a variety of matters demanding Council's attention. They will be challenged by complex issues, faced with controversial policies, and receive questions from constituents. Understanding the role of a municipal councillor, as well as the role of council and staff, will help address the business of running a municipality. In general, council and staff work together towards the common goal of serving the needs of those who live in the municipality.

It is important to note that some municipal services are mandatory (they must be provided) while others are optional (council can decide whether to provide them).

Municipal Mayor and Council and Administration must abide to the following: (this is not an exhaustive list)

- The CTV Act
- PATA
- Robert's Rules of Order
- Town of Norman Wells Bylaws and Policies and Plans
- Our water license requirements with SLWB
- PSAB financial reporting/accounting processes
- Awarded grant conditions/restrictions
- Territorial law
- Federal law

Municipal Structures

The administration of local government is handled by the municipal public service. It is made up of officials and employees appointed by an elected council and is organized into departments. Council members are politicians who are voted into office in municipal elections. Council members are non-partisan and run for office as individuals, rather than as part of a political party.

Most municipal councils establish committees. Each committee makes recommendations to the municipal council. The Town of Norman Wells Council has struck the following committees:

- Town Planning and Land Use
- Recreation and working group for Multipurpose Centre
- Diversity and Inclusion
- Economic Development and working group for Regional Economic Development Conference
- EMO

Mayor

In Canada, the significance of the office of mayor comes from its high profile. In provincial and territorial statutes, the mayor is variously described as the "chief officer," "chief executive officer" or "head of council." The mayor may be high profile; but they have little power independent of the municipal council.

All provinces and territories provide that the mayor shall be elected at large. Canadian mayors preside at all council meetings. They are ex officio members of all committees and can make recommendations to the council.

Municipal Council

Municipalities are governed by municipal councils. The job of municipal councils is to make decisions about municipal financing and services. Key responsibilities as a councillor are to support the municipality and its operations while ensuring that the public and municipality's well-being and interests are maintained.

Municipal councils have a broad range of responsibilities and may choose to organize their work using committee structures. The Town of Norman Wells uses a committee of the whole structure, and several standing advisory committees made up of a mix of councillors and members of the public. These committees conduct the work of council and then report back to council with recommendations.

A committee of council is often subject to similar legislative requirements as council under the Act, such as having open meetings.

Role of the councillor as governors and fiduciaries:

A councillor has three main roles to play in your municipality: **a representative, a policymaker, and a steward**. These roles may often overlap. They will be called on to consider and make decisions on issues that will sometimes be complex and controversial. Many of those decisions will have long-term consequences for your municipality that extend beyond your term of office and should be made in the context of your municipality's plans for the long-term health and welfare of your community.

Representative role

The representative role of council is clearly indicated in the Act. The representative role is simple and straightforward.

Voters elect a councillor to represent their views when dealing with issues that come before council. Constituents have many views and opinions, and a councillor cannot represent all of them, all the time.

Election to office requires a councillor to have a broader understanding of the issues that impact the municipality. A councillor will have to consider conflicting interests and make decisions that will not be popular with everyone. Evidence-based **decisions** are made by considering all available information.

Disagreements and healthy debates among council members are common, but it is important to remember that you are working towards a common goal.

There may also be circumstances where decisions are made by designated staff who operate at arm's length from the council, and where it could be inappropriate for elected officials to interfere or be seen to be interfering. These individuals may also be acting in accordance with accountability provisions under other pieces of legislation, which may impact their advice to council. I.e.: EMO, PSAB, SWLB

A councillor who has made promises that they cannot keep may lose credibility with the public and strain their working relationship with staff.

Policy-making role

Council's role in policymaking is important to providing direction for municipal operations. Policymaking is another key council responsibility identified in the Act.

Many council decisions are routine, dealing with the ongoing administration of the municipality, but others establish the principles and direction that may determine the municipality's future actions. These are often considered to be policy decisions. Some policies can be specific, such as a by-law requiring dogs to be kept on leashes in public areas, and others can be broader and more general, such as approval of an official plan, or a Landfill Bylaw.

Policymaking may involve several steps and requires council to:

- *identify an issue that needs to be dealt with*
- *reach agreement on the facts of the issue, making sure the objectives are met*
- *give direction to staff to research the issue, identify the available options and report back to council with recommendations*
- *engage members of the public on the issue and consider their feedback*
- *consider the information provided by staff, considering demands on time, funding, and other issues*
- *decide based on the best course of action available and adopt a policy*
- *direct staff to implement the policy*
- *work with staff to evaluate the policy and to update or amend it as required*

In many cases, council refers a policy issue to a committee of council to take advantage of the committee's expertise in a particular area or to reduce council's workload. A committee of council may follow the same steps outlined above in making policy or making recommendations back to council.

In practice, however, policymaking is sometimes less orderly because of:

- a rapidly changing environment, the complexity of issues facing local government, and the difficulty in singling out problems that require more immediate attention
- differing and sometimes strongly held views by stakeholders and members of the public
- the lack of time to identify all alternatives and to conduct detailed research and analysis
- the legal and financial limits on what council may do
- the complexity of implementing policies and developing ways to monitor and evaluate them

Council is the municipality's primary policy-making body. Staff can provide information and advice to help inform council's policy decisions. Municipal staff are responsible for implementing policies approved by council.

Stewardship role

Council's objectives are to ensure that the municipality's financial and administrative resources are being used as efficiently as possible now and into the future.

There is a fine line between council's overall stewardship of the municipality and the administration's management of day-to-day activities. Council monitors the implementation of its approved policies and programs, but the practical aspects of its implementation and administration are a staff responsibility.

Effective Council oversight leaves the day-to-day details for staff to manage. Leaving Council freer to deal with exceptional situations, ensure that policies are current and listen to issues raised by the public to represent the broader community interest.

#

Council extensively discussed their vision for the upcoming term, what they heard from the community during the campaign season and what they believe are realistic goals for the coming year and term. Second term councillors were able to inform new council members of the history of the decisions of last council.

Each department manager outlined the following:

- present resource investment in their department
- successes and challenges in each department

Council reviewed the plans passed by resolution of last Council with an eye to prioritization of tasks and implementation:

- Recreation Master Plan (building condition analysis next steps)
- Community Plan and Zoning Bylaw
- Economic Development Plan (regional conference)
- Asset management plan
- EMO

Council discussed at length the need for consistent communications to all their audiences and has made this a priority. All council meeting will now be streamed to the public on a user-friendly platform.

Senior Administrative Officer (SAO/Town Manager)

As per the Cities, Towns and Villages Act Section 45. (1), Primary duties of senior administrative officer:

"Subject to the direction of council, the senior administrative officer shall:

- (a) *Supervise and direct the affairs of the municipal corporation and its employees.*
- (b) *Implement the policies of council.*
- (c) *Provide advice to council.*
- (d) *Inspect and report on all municipal works as required by council.*
- (e) *Ensure that budget is prepared in accordance with this Act.*

(f) Ensure that all contracts of the municipal corporation are prepared and executed as required by council; and perform such other duties that council may delegate or require.”

SAO Work Plan for 2021/2022

The Senior Administrative Officer oversees and manages the organization such that each department works as efficiently as is possible with the resources available.

1. Human Resources:

- Onboarding/training of new staff:
 - Economic Development Officer
 - Development Officer
 - Fire Chief in training
 - Recreation Manager
- Skills inventory of all staff – gap identification
- Staff recruitment/retention and work environment creation
- Comprehensive succession training
- Ongoing senior team management
- Ongoing organizational management
- Ongoing business improvement – customer service
- Volunteer recruitment/retention

2. Financial Resource management:

- Operational and capital budgets: short, mid, and long-term planning
- Grant and funding applications:
 - Federal
 - Territorial
 - FCM
 - Environmental groups
 - Recreation/cultural/historical grants
 - Food security
- Fund development:
 - Donations
 - Alumni development
 - Community buy-in
- Required funding for:
 - Landfill expansion
 - Phase 3 clean-up on town owned lot
 - Asset management
 - Cultural/recreation centre
 - Alternative energy development
 - Fleet replacement
 - Heavy equipment for landfill
 - Daycare models
 - BCAs on recreational facilities

3. Advocacy

- Housing
- Health care
- All season road
- Food security
- COVID-19 fund reimbursement
- Increased capital/infrastructure funding from territorial and federal levels of government
- GNWT lease tax arrears
- Housing sole sourcing of new builds

4. Partnership/network building

- NWLC
- SAHTU leadership
- NWTAC
- Chamber
- In-community groups
- Customers and service providers

5. Contract negotiation preparation:

- Civil Works
- Garbage collection
- Water/Sewer
- IORL

6. Plan implementation

- Economic Development Plan and conference
- Community Plan
- Zoning Bylaw
- Landfill expansion/Bylaw implementation
- Recreation Master Plan
- Updated Strategic Plan
- Asset Management plan

7. Ongoing research for alternative service delivery models in all areas

- Daycare provision models
- Food security models
- Municipal best practices
- Sustainable business models
- Climate change impacts on municipalities