



2019-2023

Town of Hay River Strategic Plan

The contents of this four-year Strategic Plan were created by Hay River Town Council with advice from Town of Hay River Managers and union representatives, with the future of the town and region in mind.

2019 Strategic Steps Inc.



Table of Contents

- 1 Introduction from the Mayor 3**
- 2 Introduction and Executive Summary 4**
 - 2.1 Background 4**
 - 2.2 Integrated Planning 4**
 - 2.3 Vision, Mission and Values 5**
 - 2.4 Hay River’s 2019 High Priority Strategies..... 6**
- 3 Priority Goals and Key Strategies 7**
 - 3.1 Priority Ranking of Strategies 7**
- 4 Goals and Strategies..... 8**
 - 4.1 Governance 9**
 - 4.2 Economy..... 12**
 - 4.3 Social and Culture..... 15**
 - 4.4 Environment..... 17**
- 5 Conclusion..... 20**
- 6 Creation Credits 20**
- Appendix 1 - Glossary of Acronyms 21**

1 Introduction from the Mayor

Every three years, a new Hay River Town Council is elected. This last occurred in October 2018. Early in this council's term, we wanted to agree on our definition of 'success' for Hay River. Your council met with town management and representatives of staff and the town's union to work on defining this success by creating a strategic plan for Hay River.

This is a high-level governance plan for Hay River that provides direction for the next four years. It provides long-term direction for governance, the economy, our culture and social expression and our role in environmental stewardship. The strategic plan reflects the priorities of this council and will help ensure that future councils have the resources they need to set their own priorities and vision.

Hay River Town Council developed a vision, mission, and set of values for itself, as well as a series of goals and strategies to help us attain our vision of success. Council also identified a number of long-term and short-term priorities and developed a smaller set of five high priority strategies that will guide our work in the short term.

As we look to the rest of our council term and beyond, it is important that this document be reviewed and updated to ensure that the current priorities and interests of council continue to be reflected in the work of the town, and to ensure that administration and council are working towards a shared idea of success.

We believe this plan will help Hay River achieve our desired common future.

Sincerely;

Mayor Kandis Jameson and Town Council



2 Introduction and Executive Summary

2.1 Background

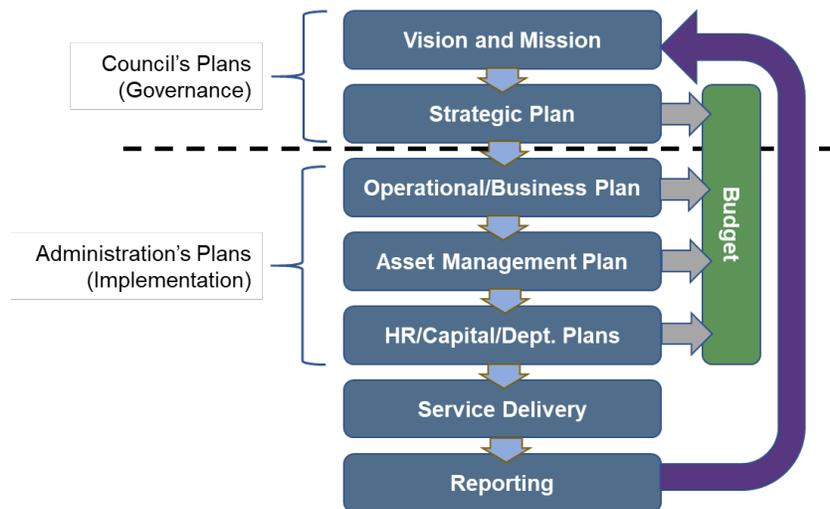
Hay River Town Council, senior administration and representatives from the town's staff and union met in February 2019 to develop a Strategic Plan for 2019-2023. This plan comprises the expressed desires of town council and provides businesses, community groups, our governmental partners and other stakeholders with an indication of the town's plans. Council identified a series of goals and strategies to work towards a common future for the town and in support of the region. These goals are outlined throughout the plan.

2.2 Integrated Planning

Town council's governance role includes the mandate to provide strategic direction for the town. This high-level plan comprises that direction. It builds on previous strategic and governance plans to help the town's administration build its own operational plans.

The following figure depicts the relationship between the town council's strategic vision for the town, and administration's operations. The dashed line differentiates the role between council and administration: council is responsible for determining the vision and direction of the town, while administration is responsible for implementing that direction.

Governance and Management Plans



2.3 Vision, Mission and Values

Hay River is looking towards the future of the town and its region. When doing so, it is important that council members agree on what the final destination looks like. With this in mind, council first decides on the town's ideal long-term future (vision) and the general direction it will take to achieve that future (mission).

When reviewing the existing versions of the vision and mission, council made some alterations to ensure that they reflect the town's desired future.

2.3.1 Vision Statement

Hay River is a culturally diverse, regional hub that celebrates its history, natural setting, social and recreational well-being, and its opportunities for business.

The town's vision provides a long-term picture of where or what it wishes to be or become. The vision also indicates what makes the town unique from other similar entities.

2.3.2 Mission Statement

Volunteers power us, business drives us, and our environment inspires us.

The town's mission answers a question about what business the town is in. It lets readers know what Hay River does and who benefits from the work of the town.

2.3.3 Values

The values expressed here are the guiding principles that help determine how the town will operate, both in public and privately.

As a town, we value:

- Accessibility*** We value the needs of a diverse and dynamic community. We will ensure all citizens have appropriate access to public information, facilities, and services of the town.
- Creativity*** We get better by trying new things. We encourage this attribute in ourselves and those with whom we interact.
- Growth*** We see growth as important for Hay River. Growth is not only physical, but cultural and social as well. Prudent growth indicates maturity for the town.
- Integrity*** We believe in doing what we say we will do. Our actions will align with what is best for Hay River in achieving our vision.
- Partnerships*** When we work together, we are greater than the sum of our parts. We know that there is expertise in the town and beyond and we will use that expertise to benefit the town.
- Sustainability*** We must be sustainable in all we do. We need to leave future generations the opportunities to make their own choices by making thoughtful choices today.

2.4 Hay River's 2019 High Priority Strategies

Within the full list of strategies that appear in Section 4 of the strategic plan, Council has created a subset of twelve 'high' ranked strategies. The items on this list reflect the priorities that council saw as both important and timely.

Sustainability Pillar	Plan Reference	Strategy
Governance	4.1.1 a)	Create a succession plan for town administration.
Governance	4.1.1 b)	Actively recruit staff who thrive in Hay River's environment.
Governance	4.1.2 a)	Broadcast town council meetings.
Governance	4.1.3 a)	Ensure that all bylaws and policies are current.
Economy	4.2.1 a)	Explore least-cost land development strategies.
Economy	4.2.1 b)	Complete a power franchise agreement with NWT Power Corporation.
Economy	4.2.2 a)	Support economic development and diversification in the town and region.
Social & Culture	4.3.1 a)	Promote the gathering spaces in Hay River.
Environment	4.4.1 a)	Replace aging underground infrastructure as necessary.
Environment	4.4.1 b)	Develop a comprehensive asset management plan.
Environment	4.4.2 a)	Work with stakeholders to find innovative solutions to meet the need for land within the town.
Environment	4.4.3 a)	Manage our solid waste in a conscientious and economically feasible manner.

Many other strategies are identified as having a 'moderate' priority, meaning they will be worked as resources allow or deadlines near. It is expected that the high priority strategy list will change over time as some high priority items near completion and other priorities emerge.

3 Priority Goals and Key Strategies

Hay River's 2019 strategic plan activities and feedback that occurs using other inputs (such as previous plans and council priorities) identified a significant number of current and prospective goals and strategies. Council has distilled that number down to the following list of key deliverables for 2019 and beyond, which if successfully completed, will indicate that the town is on track to meet its strategic objectives.

The goals shown in subsequent pages are broken down by individual *Pillars of Sustainability*. It is important to note that the strategies often have a secondary impact on one or more other pillar. Each specific deliverable associated with these strategies has a lead accountability within the town, while other parts of the organization may assist in a supporting role.

3.1 Priority Ranking of Strategies

Each strategy in the tables in Section 4 below contains a colour coded prioritized ranking of relative strategies for 2019 and beyond as determined by town council. This ranking is used by administration to determine the relatively high, moderate, and low priorities for the year as council assigns resources to key strategies.

Priority rankings will be reviewed and adjusted as planning for subsequent years is undertaken. Current year priority strategies may rise or fall in comparison to other strategies in following years as the town works toward achieving its vision. Priority is not purely an indication of 'importance' of a strategy; it is also an indication of the necessary timeliness of required action.

The town's priority rankings for 2019-2020 are defined and colour coded as:

High Priority - Work on this strategy must be conducted in 2019 in order for the goal to be achieved within the scope of this strategic plan.

Medium Priority - When resources and/or better information become available after required resources are assigned to high priority strategies, action will be taken on this strategy.

Low Priority - Limited action is expected on this strategy in the current calendar year.



4 Goals and Strategies

The following pages contain the full list of goals as identified by Hay River Town Council. Within each goal, are a series of strategies that contribute to achieving that individual goal.

Throughout the tables on the following pages, the term 'Lead Role' is used. This list identifies the lead role:

- SAO Senior Administrative Officer (or Assistant SAO)
- Mayor Mayor
- Council ... Town Council
- EcDev..... Tourism & Economic Development
- Prot.....Protective Services
- FinFinance
- PW.....Public Works
- Rec.....Recreation

4.1 Governance

4.1.1 Organizational Capacity

Goal: To Maintain Expertise, Capacity, and Continuity in Town Management			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Create a succession plan for town administration.	<ul style="list-style-type: none"> Ensure continuity of professional staff. 	
b)	Actively recruit staff who thrive in Hay River's environment.	<ul style="list-style-type: none"> Staff remain with the town for the long term. 	
c)	Encourage professional development for staff.	<ul style="list-style-type: none"> Capacity and expertise in town staff grows. 	
d)	Learn from and contribute to best practices in local government management.	<ul style="list-style-type: none"> Hay River remains a leader in NWT management and financial expertise. 	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Succession planning policy is considered by town council.	2019 Q4	ASAO
b)	At least 80% of town staff indicate they are very satisfied or satisfied with their work environment*.	2022 Q4	ASAO
c)	At least 75% of eligible town staff engage in at least one professional development exercise each year.	2022 Q4	ASAO
d)	Each year, at least four communities throughout the NWT contact Hay River to ask about how the town operates.	2021 Q4	SAO

* This measure relies on an annual survey of town staff.

4.1.2 Transparency

Goal: To Conduct Town Business in Public Whenever Possible			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Broadcast town council meetings.	<ul style="list-style-type: none"> Anyone who wishes to can watch or listen to the public portion of town council meetings in real time. 	
b)	Publish public documents in a timely fashion.	<ul style="list-style-type: none"> With exceptions for privacy legislation, Individuals and organizations are able to get access to town-owned information they require. 	
c)	Involve citizens of Hay River in town decision making where possible	<ul style="list-style-type: none"> Public Advisory Committees launched. 	
d)	Build partnership with local Indigenous groups.	<ul style="list-style-type: none"> Hay River residents and businesses collaborate with nearby Indigenous groups. 	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Town council meetings are regularly audio or video cast.	2020 Q2	ASAO
b)	Council packages are shared publicly in advance of meetings and all reports and minutes are published within days of Council approval.	2021 Q2	SAO
c)	Council considers bylaw(s) to enable Public Advisory Committees.	2019 Q3	ASAO
d)	Hay River Town Council holds individual meetings twice a year with elected leaders from K'at'l'odeeche First Nation, Hay River Metis, and West Point First Nation.	2021 Q4	Mayor

4.1.3 Statutory Currency

Goal: To Ensure that Town Council is Governing Using Best or Required Practices			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Ensure that all bylaws and policies are current.	<ul style="list-style-type: none"> Hay River maintains a record of current statutory documents and a review schedule is developed and followed to ensure critical bylaws remain current. 	
b)	Improve the town's contract management processes.	<ul style="list-style-type: none"> Contract management is nimble and responsive while meeting legislation-based requirements. 	
c)	Prepare Hay River for the introduction of Access to Information and Protection of Privacy (ATIPP) legislation.	<ul style="list-style-type: none"> Hay River meets or exceeds the requirements of ATIPP. 	
d)	Update procedures for the sale of land.	<ul style="list-style-type: none"> Hay River receives the best possible return for land the town sells. 	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council considers a bylaw and policy review schedule.	2019 Q4	SAO
b)	A new town contract process management process is launched.	2020 Q1	Fin
c)	ATIPP request numbers remain steady or fall over time.*	2021 Q2	ASAO
d)	The town receives fair market value for any land it sells.	2022 Q4	Fin

* This is the same measure used for one of the strategies in the previous goal.

4.2 Economy

4.2.1 Business Friendly Climate

Goal: To Prepare an Environment that Makes Hay River the Most Attractive Place in the NWT to Locate a Business			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Explore least-cost land development strategies.	<ul style="list-style-type: none"> Business and industry can acquire high-value serviced land from the town. 	
b)	Complete a power franchise agreement with NWT Power Corporation.	<ul style="list-style-type: none"> Hay River has the lowest possible electricity rates and reliable electricity service. 	
c)	Provide excellent value for business-related tax dollars received.	<ul style="list-style-type: none"> Local taxes are not a barrier to conducting business in Hay River. 	
d)	Advocate for lower air transportation costs into Hay River.	<ul style="list-style-type: none"> Air access to Hay River is competitively priced. 	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Business indicates that they paid fair market value for serviced land purchased from the town.	2023 Q4	PW
b)	Power rates are in alignment with other communities within the Taltson Hydro system.	2020 Q1	Mayor
c)	Chamber of Commerce indicates that local taxes provide good value to members.*	2021 Q4	EcDev
d)	At least three airlines serve Hay River with service to Yellowknife and Alberta.	2023 Q4	EcDev

* The town is not in complete control of this measure.

4.2.2 Business Support

Goal: To Support Regional Business and Economic Development			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Support economic development and diversification in the town and region.	<ul style="list-style-type: none"> ▪ Hay River supports new business such as the Pine Point Mine, Hay River Fish Processing Plant, Enterprise Pellet mill. ▪ Hay River has facilities that support people working in local business and industry, including advocacy for long-term care facilities and seniors' residences. 	
b)	Partner with neighbouring communities and Indigenous groups to promote regional development.	<ul style="list-style-type: none"> ▪ The Government of the Northwest Territories (GNWT) recognizes Hay River as the regional centre of the South Slave Region. 	
c)	Assist business and industry as they support the growth of Hay River and the region.	<ul style="list-style-type: none"> ▪ Business and industrial partners support Hay River's future as expressed in a current community profile and community plan. ▪ Hay River Chamber of Commerce works with the town to attract and retain business. 	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	The Chamber of Commerce agrees that the town supports local/regional business and industry.*	2020 Q4	EcDev
a)	Three net new associated businesses or facilities opened.	2022 Q4	SAO
b)	Hay River is widely recognized as the regional centre of the South Slave Region.	2022 Q4	Council
c)	Council considers a revised Community Plan that identifies highest and best use for land within town boundaries.	2019 Q4	Council
c)	The town strengthens its relationship with the Chamber of Commerce.	2022 Q4	Council

* The town is not in complete control of this measure.

4.2.3 Tourism Destination

Goal: To Promote Hay River as a Tourism Destination			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Develop tourism-related infrastructure.	<ul style="list-style-type: none"> Facilities such as the Visitor Information Centre, Fisherman's Wharf, beach and Porritt Landing are attractive to tourists. 	
b)	Develop and implement a tourism marketing strategy.	<ul style="list-style-type: none"> Tourism focuses on Hay River's competitive advantages in areas such as summer tourism and athletic events. Town recreational facilities and protective services support tourism, business growth and citizen well-being. 	
c)	Partner with external groups and regional partners to support events and ideas that bring tourists to Hay River.	<ul style="list-style-type: none"> Hay River is known as a willing partner in local and regional events that attract people to the town. 	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Number of visitors to the Visitor Information Centre rises year over year.	2022 Q4	EcDev
b)	Council considers a revised tourist marketing strategy.	2020 Q4	EcDev
b)	Tourists indicate they are very satisfied or satisfied with the way the town is marketing itself.	2021 Q2	EcDev
c)	Hay River hosts more regional or territorial events each year.	2023 Q4	EcDev

4.3 Social and Culture

4.3.1 Celebrating Culture

Goal: To Promote and Celebrate Local Culture			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Promote the gathering spaces in Hay River.	<ul style="list-style-type: none"> Town owned facilities are used for community gatherings and cultural events. 	
b)	Support existing cultural groups as they promote local culture and social events.	<ul style="list-style-type: none"> Events such as Kamba Carnival, Polar Pond Hockey, and Hay Days are successful. 	
c)	Coordinate timing of events to ensure maximum possible attendance.	<ul style="list-style-type: none"> Communication and planning between cultural/social groups and the Town helps events be as successful as possible. 	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Approximately 5 social or cultural events each year are coordinated by the Town of Hay River	2019 Q4	Rec
b)	The town provides funding or in-kind support to at least four social or cultural events each year.	2022 Q4	Rec
c)	Attendance at key social and cultural events rises each year.	2023 Q4	Rec

4.3.2 Indigenous Relationships

Goal: To Strengthen Relationships between Hay River and Local Indigenous Groups			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Remain in close contact with local Indigenous groups.	<ul style="list-style-type: none"> Regional leaders support each other's activities and strategies for success. K'atl'odeeche First Nation, Hay River Metis, West Point First Nation and Hay River Town councils support local sustainability and development. 	
b)	Identify and act on opportunities for mutual aid agreements.	<ul style="list-style-type: none"> Hay River and K'atl'odeeche First Nation, Hay River Metis, and West Point First Nation assist each other during times of need. 	
c)	Encourage Hay River's elected officials and staff to increase their levels of cultural awareness.	<ul style="list-style-type: none"> All town elected officials and staff understand local Indigenous culture. 	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Hay River Town Council holds individual group meetings twice a year with elected leaders from K'atl'odeeche First Nation, Hay River Metis, and West Point First Nation.*.*	2022 Q4	Mayor
a)	Hay River signs at least one MOU with K'atl'odeeche First Nation, Hay River Metis, and West Point First Nation regarding how sustainability and development will be shared.*	2020 Q4	Council
b)	Mutual aid agreements between Hay River and K'atl'odeeche First Nation, Hay River Metis, and West Point First Nation remain current.*	2022 Q4	Prot
c)	Town council and staff regularly participate in cultural awareness training.	2020 Q4	Council

* These measures are not completely within the town's control.

4.4 Environment

4.4.1 Effective Infrastructure

Goal: To Ensure that Town Infrastructure Meets the Needs of the Community			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Replace ageing underground infrastructure as necessary.	<ul style="list-style-type: none"> Hay River's water and waste water infrastructure including pipes, lift stations, and other system components meet the needs of the town as it grows. 	
b)	Develop a comprehensive asset management plan.	<ul style="list-style-type: none"> Priorities for replacement and repair of infrastructure are set. Town infrastructure assets are reliable. 	
c)	Be a model for sustainable development.	<ul style="list-style-type: none"> New Hay River Town Hall is net-zero energy use. Grant funding provides a significant funding for the new town hall. 	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	All underground infrastructure is replaced by the end of its projected lifespan.	2023 Q4	PW
b)	Asset management plan is complete.	2020 Q2	ASAO
b)	Infrastructure failure rates are below those of comparable municipalities.	2023 Q4	PW
c)	Planning for new town hall is underway.	2019 Q4	PW
c)	At least 25% of the funding for the new town hall is provided through grants.	2021 Q4	Fin

4.4.2 Available Land Meets Needs

Goal: To Prepare for Growth Needs by Procuring Required Land			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Work with stakeholders to find innovative solutions to meet that need for land within the town.	<ul style="list-style-type: none"> The town and its partners (governmental and non-governmental) proceed together to identify and meet long-term best uses for land in the town. 	
b)	Identify how to fund and develop land for community growth needs.	<ul style="list-style-type: none"> Hay River's citizens have ample opportunity to have meaningful input on changes to land use. 	
c)	Zone land so that density of residential development may be increased.	<ul style="list-style-type: none"> Available space within Hay River reaches an ideal residential density target. 	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Council considers a revised Community Plan that identifies highest and best use for land within town boundaries.*	2019 Q4	Council
b)	Council follows MACA's required consultation process for land development.	2020 Q2	Council
c)	New or infill development meets town council's increased density targets.	2022 Q4	SAO

* This measure is also used in the Economy section of the strategic plan.

4.4.3 Environmental Stewardship

Goal: To be the Best Environmental Stewards we can be			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Manage our solid waste in a conscientious and economically feasible manner.	<ul style="list-style-type: none"> A regional solid waste management site meets the needs of growth. 	
b)	Institute a waste reduction strategy.	<ul style="list-style-type: none"> The town establishes a recycling, compost and waste reduction. 	
c)	Explore alternative energy options for the town.	<ul style="list-style-type: none"> Where practical, existing town facilities are retrofitted to use renewable energy. New town facilities rely on renewable energy sources for a significant portion of their energy use. 	
Performance Measures			
Strategy	Measure	Target Time	Lead Role
a)	Hay River chooses to extend the use of its landfill by removing recyclable material and expanding the site, or chooses to develop an alternate site.	2019 Q4	PW
b)	Council considers a revised waste reduction strategy that includes diversion as a major component.	2020 Q3	PW
c)	Retrofits of existing town-owned buildings get a portion of their energy from newly installed renewable sources.	2021 Q1	PW
c)	All new town-owned buildings get a portion of their energy from renewable sources.	2023 Q4	PW

5 Conclusion

The pages of this Hay River 2019-2023 Strategic Plan provide a roadmap that was developed by the town's council, senior administration and managers. It is important that both the council and administration work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the environment in which the town operates is always shifting. In response, the town's plans also must shift to remain relevant. As with any plan, this one must be used, reviewed and updated on a regular basis.

6 Creation Credits

The following individuals participated in the initial creation of this strategic plan. Their contributions are significant and vital.

Town Council

- Mayor Kandis Jameson
- Deputy Mayor Robert Bouchard
- Councillor Steve Anderson
- Councillor Emily Chambers
- Councillor Keith Dohey
- Councillor Linda Duford
- Councillor Jeff Groenewegen
- Councillor Joe Melason
- Councillor Brian Willows

Members of Town Management, Administration, and Union

- Senior Administrative Officer Judy Goucher
- Assistant Senior Administrative Officer Glenn Smith
- Director of Finance Ruth Boden
- Director of Public Works Earle Dumas
- Director of Protective Services Ross Potter
- Director of Recreation Stephane Millette
- Economic Development Officer Peter Magill
- Town Forman Dave Seaman
- Council Administrator Stacey Barnes

External Advisor

- Ian McCormack, Strategic Steps Inc.

Appendix 1 - Glossary of Acronyms

These acronyms appear in locations through this plan:

ATIPP	Access to Information and Protection of Privacy
GNWT	Government of the Northwest Territories
MACA.....	Municipal and Community Affairs department of GNWT
MOU.....	Memorandum of Understanding
SAO	Senior Administrative Officer
SWOT	Strengths, Weaknesses, Opportunities, Threats
VIC	Visitor Information Centre