

TABLED DOCUMENT NO. 95 - 16 (5) TABLED ON OCT 27 2010

A CLEAR PATH FORWARD...

Municipal and Community Affairs' Strategic Plan

2010 to 2015

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MINISTER'S MESSAGE

I am pleased to present the Department of Municipal and Community Affairs' (MACA) Strategic Plan that will provide the framework for our actions as we plan for tomorrow. This is the product of fruitful discussions, thinking and careful review by a broad spectrum of people, both within MACA and beyond.

MACA has a broad mandate involving a variety of stakeholders. As we strive to provide relevant, effective programs and services that add value to our stakeholders, we also want to ensure that innovation, learning and excellence are reflected in the way we do business.

Over the past several years, MACA and its partners reached the following milestones:

- Completion of policy and legislative amendments to implement the "New Deal for NWT Community Governments;"
- Developing a made-in-the-NWT approach to the allocation of federal infrastructure funding to community governments
- Facilitating completion of "Integrated Community Sustainability Plans" for all 33 community governments;
- Development of a "Public Service Capacity" initiative for community governments; and
- Development of the "Healthy Choices Framework."

MACA now needs to gauge the environment and context that we operate within, take stock of where we are at, and reflect on lessons learned. Doing so will help position the Department to move forward proactively into the future so that, together with our partners, we can build upon our successes in an integrated way. Ultimately, this will allow us to support community governments to achieve their vision, goals and objectives. It will also allow us to provide opportunities and support for our youth to embrace healthy living as a stepping stone to becoming successful adults.

It is important at this time to embrace a plan of action that will achieve our goals well into the future. And this Strategic Plan is intended to do just that. It is a plan that will guide MACA's actions over the next five years in a cohesive and transparent manner. Our stakeholders clearly know what it is we are committed to achieving, and all MACA staff clearly know the importance of their work in supporting these strategic directions. We will complement and support the Strategic Plan through the development of our annual Business Plans to provide detail on what our annual targets and actions are. Annual updates of the Business Plan will provide our stakeholders an important accountability tool to mark progress and note important milestones.

I would like to thank all of our partners who, along with MACA staff, have put careful thought into the development and review of this Strategic Plan, and I encourage all partners to provide any thoughts and comments they may have at this time.



Robert C. McLeod
Minister of Municipal and Community Affairs

A STRONG FOUNDATION

AN INCLUSIVE PROCESS

MACA embarked on a strategic planning process in late spring 2008, recognizing that the timing was opportune, given recent achievements and functional changes. All MACA staff were engaged in the development of the draft Strategic Plan, which was shared with key stakeholders to seek valuable input. It was critical that the Northwest Territories Association of Communities, the Local Government Administrators of the Northwest Territories, and the Sport and Recreation Council received an opportunity to consider the draft Plan to identify opportunities exist for collaboration and partnership.

It is important to note that community governments have also undertaken the development of their own strategic plans, as part of the Integrated Community Sustainability Planning initiative, which is a requirement of the Canada-NWT Gas Tax Agreement. MACA supported community governments to complete this work through a series of regional and community workshops and the development of planning tools. The Department sees value in strategic planning and its own plan is intended to complement and support the plans of community governments and other stakeholders.

OUR VISION

Responsible, responsive community governments, citizens and youth in safe and vibrant communities.

OUR PRINCIPLES

MACA adheres to the following principles:

1. Community governments function as separate, distinct governments responsible for the provision of municipal programs and services.
2. Community governments exercise authority and can assume responsibility for programs and services appropriate for community level delivery.
3. Community governments have sufficient authorities and resources to undertake their responsibilities within territorial legislation and policy.
4. Community governments are able to provide essential municipal services on an equitable basis, while ensuring safe, healthy, and attractive environments for all residents.
5. The public interest respecting consumer services is protected through actions and safeguards.
6. Residents have access to physical activity, sport and recreation services which promote health and contribute to the quality of life in communities.
7. Volunteers play an important role in strengthening the fabric of our communities and should be supported.
8. Youth can pursue positive developmental opportunities and programs that assist them in becoming the next generation of leaders.

OUR VALUES

MACA recognizes and respects community government authorities and autonomy and:

- serves community governments and clients in a professional and progressive manner; while being responsible for our own actions and results;
- encourages integrated approaches to community development;
- serves the public with a client focused approach;
- strives to be open, honest and respectful of cultures, traditions and community priorities; and
- promotes a timely and effective team approach within the Department and a partnership approach when assisting community governments toward sustainable solutions.

Within MACA, the Department values its staff and endorses:

- professionalism;
- an educated, experienced and committed workforce; and
- proactive individual and team contributions.

OUR GOAL

Our goal is to establish a Strategic Plan where:

- The Department's direction supports the broader strategic vision, goals and priorities of the GNWT;
- There is a shared vision and approach with our stakeholders;
- MACA staff have clear and consistent direction relative to the Department's mandate;
- There exists a roadmap outlining what we propose to do and within what timeframe ; and
- MACA builds upon the strengths of our partners to help develop and sustain efficient, safe, healthy communities where residents share a strong sense of community pride.

16TH LEGISLATIVE ASSEMBLY'S PRIORITIES

The GNWT's Strategic Plan sets out Government-wide priorities for action. Currently, MACA is actively engaged in a number of strategic initiatives and programs that contribute to the overall advancement of the priorities of the 16th Assembly. Healthy and sustainable communities are a cornerstone of many of the initiatives that are being advanced and supported.

The 16th Legislative Assembly has identified the following priority actions for its term of office:

- a strong and independent north built on partnerships;
- an environment that will sustain present and future generations;
- healthy, educated people;
- a diversified economy that provides all communities and regions with opportunities and choices;
- sustainable, vibrant, safe communities; and
- effective and efficient government.

ENVIRONMENTAL SCAN

In developing MACA's Strategic Plan, it was important to look at the broader context within which we operate. In doing so, MACA needs to connect our roles to the broader working environment. The results are strategies and actions in the Plan that reflect an awareness of the current pressures and opportunities, and the framework within which we operate.

COMMUNITY CONTEXT

Community governments are MACA's key partners. The work we do seeks to support the quality of life in communities across the territory. At this time, as community governments strive to deliver quality programs and services, they are balancing diverse demands and interests in the following broad areas:

- Political pressures on elected leaders to develop their capacity in order to lead effectively, manage limited resources, hire competent administrators and make significant decisions on issues with long term implications .
- Administrative pressures facing community governments as they struggle to recruit and retain a skilled workforce in a competitive economy as well as ensure access to more technical and professional resources and skills
- Financial pressures as community governments strive to balance the diverse interests of residents with a finite level of funding. As well, there are increasingly complex and demanding requirements for accounting and financial management.
- Complex regulatory demands that administrators need to respond to including compliance with federal water and waste water guidelines, proposed resource development requirements, land use development pressures and environmental assessments. Public safety priorities for fire and emergency protection are also key.
- Expectations that community governments will actively strengthen community fabric by addressing youth issues and the public expectations for recreation, volunteer and community wellness programs.
- Environmental factors, such as climate change, require proactive and innovative thinking, given the current impact on community public infrastructure.
- Increasingly sophisticated technical requirements such as project and asset management that require specialized skill sets to effectively design, plan and deliver community programs and services.
- Economic pressures are impacting communities in many different ways.

THE NEW DEAL FOR NWT COMMUNITY GOVERNMENTS

A significant change has resulted from the major policy initiative of the Department – the New Deal for NWT Community Governments – that is being implemented and has become a part of our core business. There has been tremendous change as a result, not only for community governments, but also in how MACA does business. The role of staff is transitioning from “doing” for community governments to an emphasis on “coaching, advising and supporting,” and we need to take stock of how well we are adapting to this change.

Since implementation began in 2007, the New Deal has empowered community governments to determine and implement their community infrastructure priorities. Many communities have embraced the new responsibilities enthusiastically while others are approaching them more cautiously. While it is recognized that the determination of infrastructure priorities and development and approval of community infrastructure plans were and are critical to community government autonomy under the New Deal, there are other important aspects of the New Deal that community governments and MACA will continue to work to implement.

For example, by-law and policy development to facilitate procurement of goods and services on a much larger scale (i.e. the construction of infrastructure), the borrowing of funds, and managing lands within community boundaries. The larger volume of funds and procurement within the mandate of councils has also meant that financial management policies and bylaws, risk management practices and codes of conduct for Councils have often required updating. It is important to both MACA and community governments that continued progress is made for each community government to take on more autonomy and authority over their affairs at a pace they are comfortable with.

MACA CONTEXT

MACA works to support community governments in the delivery of their core municipal programs and services, and the broad mandate of MACA reflects the diversity of programming at the community government level.

The MACA Establishment Policy sets out the Government’s commitment to establish MACA and confirms that the Department’s mandate is to be:

responsible for the development and maintenance of community governments, responsive and responsible to the residents, with sufficient legal authority and resources to carry out community responsibilities, to provide their public programs and services essential to good community life and to deal effectively with other governments and organizations. The Minister and Department are also responsible for protecting the interests of consumers.

Scarce financial and human resources, water quality, resource development, capacity building and training, youth development, infrastructure investment, project management, sport and recreation – are all issues where MACA needs to continue to creatively partner in order to meet the broader interests and get the best results possible.

As well, current priorities and approaches within the GNWT create opportunities for inter-departmental and cross functional initiatives, and MACA strives to take advantage of these opportunities in order to advance issues relevant to the Department's mandate.

The federal government's increasing involvement in and support for community public infrastructure through initiatives like the Gas Tax Funding and the Building Canada Fund mean that we will continue to work with our partners to advocate that federal funding programs are applied and implemented in a manner appropriate to the Northwest Territories. It also means that the reporting, accountability and administrative requirements for MACA and community governments may continue to stretch existing resources.

STRENGTHS, CHALLENGES AND OPPORTUNITIES

There are a range of strengths, challenges and opportunities currently facing the Department, community governments and stakeholders.

STRENGTHS

- Community governments and stakeholders are interested in and can manage additional responsibilities;
- MACA has excellent relationships with community governments and stakeholders;
- Together, MACA, community governments and stakeholders are responding to issues identified as priorities by local governments, e.g. youth programming;
- MACA provides meaningful tools and information for its divisional staff and for community governments such as the geographic information system, strategic planning e-tool, and others; and
- MACA programming adds value for its partners.

CHALLENGES

- Resources are finite and we are all challenged to maximize how we use these resources;
- Although progress has been made, communities still face human resource capacity challenges;
- MACA, community governments and stakeholders are striving to balance diverse and ever increasing pressures; within this context the development and implementation of long-term planning can be challenging to achieve; and
- Resource development, environmental stewardship, infrastructure needs, human resource development, and other priorities create a demanding work context.

OPPORTUNITIES

- There is excellent work being done by community governments, stakeholders and MACA – these best practices need to be documented and shared;
- Communications within MACA, and between MACA and partners, can be improved to increase the success of program delivery;
- Development of innovative ways to share resources and combine programs, services, training, and alternative/federal funding opportunities should be examined;
- New technology and communication tools should be explored and used where appropriate;
- Build on educational opportunities and partnerships to enhance training with the private sector, Aboriginal governments and between Headquarters and Regions.

Looking into the future, the Department takes these strengths, challenges and opportunities into account to map out its direction. MACA will also be aware of the trends and issues, current or imminent that will affect communities across the Northwest Territories and determine how MACA can provide appropriate levels of support.

STRATEGIC THEMES

In developing the Strategic Plan, four key themes have been identified that capture the nature of MACA's work and the priorities for focus. Within each theme, there are goals, strategies, actions and performance measures that describe what MACA intends to do and by when.

MACA recognizes that through the development of the initiatives described in its Strategic Plan details on measurements will evolve and some new measurements may be added in the future.

A FOUNDATION FOR LEADERSHIP

Communities across the Northwest Territories are diverse with their own unique priorities, challenges and opportunities. An effective investment of financial and human resources, based on sound planning and informed decisions by community councils, builds the foundation for vibrant and sustainable communities.

GOAL – STRONG COMMUNITY GOVERNANCE

Strong communities through effective local governance.

STRATEGIES:

- Promote responsible and accountable community governance
- Build a greater understanding of governance roles, responsibilities and skills required to govern (community and self-government)
- Encourage recruitment, retention, development and recognition of skilled and qualified staff
- Encourage the importance of long term planning

PLANNED ACTIONS:

- Develop an accountability framework to outline legislative requirements and other public accountability measures required for MACA and community governments
- Proceed with amendments to the *Local Authorities Elections Act*
- Deliver council training to newly elected officials
- Assist community governments and partner organizations to develop recruitment, retention and employee recognition policies/strategies
- Promote and assist communities with strategic planning and implementation
- Develop a Community Government Self-Assessment Tool

PERFORMANCE MEASURES:

- Complete the accountability framework, including the development of appropriate measures by March 2011
- Community governments requesting training receive it within one year
- 100% completion of community government self-assessments by 2015
- Complete amendments to the *Local Authorities Elections Act* by October 2011
- 100% of community governments are compliant with required legislation as stated in the accountability framework

WHAT WE ARE DOING NOW

Providing best practice advice and assistance in areas of governance and community operations.

Providing technical expertise on legislation, policies, bylaws, planning, and financial management.

Developing and implementing the Public Service Capacity Initiative with the Department of Human Resources, Local Government Administrators of the NWT and the NWT Association of Communities to increase community capacity in governance and administration.

A FOUNDATION FOR LEADERSHIP

GOAL – SOUND FINANCIAL MANAGEMENT

Financial policies, programs and partnerships that provide community governments with sufficient funding and authority to deliver quality public services.

STRATEGIES:

- Support community governments to be financially accountable
- Promote sound financial management practices to maximize existing resources, and any available alternative funding sources, for community governments to support their programs and services

PLANNED ACTIONS:

- Include community government financial reporting and public accountability measures in the accountability framework
- Assist community governments to access alternative funding sources
- Increase interaction between MACA and community governments on financial reporting and public accountability
- Annual reporting on community governments' financial trends and performance

PERFORMANCE MEASURES:

- 100% of community governments submit an annual operating budget and updated capital investment plan prior to the start of the next fiscal year
- Annual increase in the number of community government that have financial management bylaws or policies, procurement bylaws and investment bylaws
- 100% of community governments are Public Sector Accounting Board compliant by March 2011

WHAT WE ARE DOING NOW

Supporting councils in budgeting, investment, debt management, and overall financial planning.

Offering courses and training in financial administration and management.

Supporting councils to comply with reporting and auditing requirements.

Assisting community governments to maximize financing and borrowing options.

MOVING FORWARD

In addressing the changing needs of community governments, MACA provides a framework through effective partnerships, legislation, policy and communication that assists communities with their roles and responsibilities.

GOAL – A DYNAMIC POLICY FRAMEWORK

Legislation, policies and procedures responsive to the changing needs of community governments and stakeholders.

STRATEGIES:

- Conduct policy and legislation reviews of functional areas
- Assist community governments to better understand and implement policy, legislative and funding agreement requirements

PLANNED ACTIONS:

- Complete the Accountability Framework by March 2011
- Implement the Accountability Framework policy and revise other departmental policies as required
- Work in collaboration with partners to advance legislation and policy changes identified as priorities
- Complete the Recreational Leasing Policy Framework by December 2011

PERFORMANCE MEASURES:

- Complete the Accountability Framework by March 2011
- Complete a policy review of the Operations and Maintenance Funding Policy by December 2010
- Complete the Recreational Leasing Policy Framework by December 2011
- Complete Water and Sewer Services Policy Guidelines by March 2011
- Complete amendments to the *Local Authorities Elections Act*, the *Community Development and Planning Act*, and the *Dog Act* by October 2011

WHAT WE ARE DOING NOW

Working with stakeholders and community governments to maintain and update a legislative and policy framework to support community government administration and governance.

MOVING FORWARD

GOAL – EFFECTIVE COMMUNICATION

A comprehensive framework that guides communication within MACA and between government departments and stakeholders.

STRATEGIES:

- Communicate the roles and responsibilities of MACA to communities
- Implement tools and technology to share communications within MACA and with community governments and partners
- Update the departmental communication strategy
- Encourage community governments to develop collaborative partnerships including regional approaches, shared services and program opportunities
- Enhance and maintain MACA relationships with partners

PLANNED ACTIONS:

- Conduct Client Satisfaction Surveys
- Update external website to ensure information on MACA's activities is publicly available
- Implement internal SharePoint site to facilitate internal communications
- Confirm protocols to be used for internal and external communications
- Implement plain language guidelines
- Create appropriate communication plans for major initiatives
- Ensure partnership guidelines are in place that outline roles and responsibilities

PERFORMANCE MEASURES:

- Increase in the number of visits and usage of public website after the website update in 2011
- Where appropriate, a communication plan is in place for new initiatives, programs and services
- Complete Client Satisfaction Surveys by 2012

WHAT WE ARE DOING NOW

Maintaining the Department's website with regular updates on activities, programs, services, special events, public consultations, links to partner organizations, community governments, and learning opportunities.

Managing the NWT Youth Website
www.proud2bnwt.ca.

Bi-monthly staff newsletter to keep MACA employees connected and coordinated.

Distributing an annual "MACA Update" to community governments to inform them of financial projections, new and existing programs, services, policy and legislation initiatives.

STRONGER, SAFER COMMUNITIES

Proactive program delivery and management creates an environment for community success. Sound management of land, public safety, environment and infrastructure, along with innovative use of technology and energy efficiency initiatives, helps to encourage sustainable communities.

GOAL – EFFECTIVE INFRASTRUCTURE MANAGEMENT

Community capacity to effectively respond to increased responsibility for infrastructure development and maintenance.

STRATEGIES:

- Increase community capacity in capital planning and implementation
- Increase community capacity in asset management
- Increase community access to project management expertise

PLANNED ACTIONS:

- Complete an asset management strategy by December 2010
- Build internal capacity to support community governments to implement asset management strategies
- Complete an inventory of project management resources and options by September 2010
- Increase community governments understanding and access to project management including functions related to planning, design and maintenance of infrastructure and equipment
- Department review and feedback to community governments on annual capital plans and operating budgets
- Support the implementation of the capital plans (included in Integrated Community Sustainability Plans)
- Develop training for project management oversight
- Continue implementation of the Drinking Water Quality Framework

PERFORMANCE MEASURES:

- 100% of community governments use an asset management plan by 2015
- Complete trends analysis on community government capital projects by March 2011
- 100% communities have infrastructure compliant with the Canadian Drinking Water Guidelines by 2015, and 100% of communities are compliant with the *Public Health Act*.
- 100% communities have capital plans approved prior to the start of the next fiscal year
- Report bi-annually on the outcomes of capital plans (included in Integrated Community Sustainability Plans) starting in 2011-2012.

WHAT WE ARE DOING NOW

Working with community governments to access and utilize federal funding sources.

Supporting community governments in implementing their capital plans (in the Integrated Community Sustainability Plans).

Providing advice on project management.

Collaborating with the other departments on the Drinking Water Quality Strategy and Action Plan.

Working with community governments and Public Works and Services to ensure that water treatment plants are fully operating and providing safe and reliable drinking water.

Providing Circuit Rider Training and assistance to water treatment plant operators.

STRONGER, SAFER COMMUNITIES

GOAL – RESPONSIVE LAND ADMINISTRATION

Land administration that is responsive to the diverse needs, responsibilities and priorities of communities and the public.

STRATEGIES:

- Strengthen Commissioner's land management
- Promote best practices in community planning
- Strengthen and modernize the property assessment program
- Ensure the GNWT and community governments have sufficient land reserves for future infrastructure and growth

PLANNED ACTIONS:

- Develop the Recreational Leasing Policy Framework, and evaluate the Interim Trespass Enforcement Strategy
- Review the *Commissioner's Land Act* and Regulations
- Implement the *Community Planning and Development Act*
- Review and update the land valuation regulations for the General Taxation Area
- Develop performance security regulations for commercial and industrial leases

WHAT WE ARE DOING NOW

Providing advice and assistance on land use plans and zoning by-laws.

Reviewing the property assessment regulatory framework.

Meeting with departments to determine future requirements for land for public infrastructure.

Transfer land to community governments as capacity allows.

Work with departments on land issues related to Aboriginal rights agreements.

PERFORMANCE MEASURES:

- Complete discussion paper and public consultation phase on the *Commissioner's Land Act* by October 2011.
- Update the land valuation regulations by April 2011
- Physically assess 18 General Taxation Area communities by 2015
- Implement performance security regulations by March 2011
- Reduction in number of trespasses on Commissioner Land

STRONGER, SAFER COMMUNITIES

GOAL – INCREASED PUBLIC SAFETY

Quality public programs and services to educate and improve the safety of NWT residents.

STRATEGIES:

- Promote awareness of emergency management
- Increase community government fire department capacity
- Develop a territorial wide Emergency Management Framework
- Promote the importance of emergency management mitigation/prevention initiatives along with response capacity in communities

WHAT WE ARE DOING NOW

Providing training and support to community fire departments.

Promoting the Fire Service Merit Awards.

Providing emergency management advice and supporting the creation of community and regional emergency response plans.

PLANNED ACTIONS:

- Complete the amendments to the *Fire Prevention Act* by March 2013
- Complete the amendments to the *Civil Emergency Measures Act* by March 2015
- Complete an Emergency Management Framework by March 2011
- Complete revision of the GNWT Emergency Plan by March 2013
- Revitalize Emergency Management Committees at regional and territorial government levels
- Support communities to prepare and/or update community emergency plans
- Deliver nationally recognized emergency management training
- Initiate a community fire department capability assessment including a needs analysis and assist communities to develop a plan of action

PERFORMANCE MEASURES:

- 100% of communities are participating in the annual Emergency Preparedness Week by May 2012
- 100% of communities have current, approved, and validated emergency plans by March 2015
- 100% of communities have a community fire department capability assessment and needs analysis conducted by March 2012

STRONGER, SAFER COMMUNITIES

GOAL – ENVIRONMENTALLY SUSTAINABLE COMMUNITIES

Promote and encourage the use of best practices related to energy conservation and climate change adaptation

STRATEGIES:

- Promote environmentally sustainable communities
- Promote and facilitate community government energy management and conservation
- Support communities to practice environmental stewardship in areas within their mandate

PLANNED ACTIONS:

- Work with communities to monitor, evaluate and update their energy plans within the completed Integrated Community Sustainability Plans
- Develop recommendations to assist communities in reducing fossil fuel consumption
- Work with partners to share information with communities on climate change trends
- Provide information on new engineering/construction techniques related to energy efficient practices
- Create a catalogue of best practices for solid waste management, climate change adaptation and mitigation, and the development of environmentally sustainable infrastructure
- Develop measurement tools to evaluate the implementation and effectiveness of Energy Plans

WHAT WE ARE DOING NOW

Participating on an inter-departmental climate change working group tasked with drafting an "Adaptation Plan."

Working with the Arctic Energy Alliance to develop and support Community Energy Plans.

Supporting the development of sustainable infrastructure in communities to adapt to climate change.

PERFORMANCE MEASURES:

- Report bi-annually on the outcomes of community energy plans (included in Integrated Community Sustainability Plans)
- 100% communities report on the progress of the implementation of their energy plans
- Develop a best practices catalogue for solid waste management, climate change adaptation and mitigation, and environmentally sustainable infrastructure developed by September 2011 and followed by annual updates

INVEST IN PEOPLE, BUILD COMMUNITIES

Capacity is a critical issue among communities. An effective way to improve the delivery of community government public service is to enhance the capacity of community staff. Working together with community governments to improve human resource capacity will result in increased motivation and a longer retention of staff.

GOAL – CONFIDENT AND CAPABLE COMMUNITY GOVERNMENTS

Confident, capable communities supported by knowledgeable and skilled community government staff.

STRATEGIES:

- Enhance the capacity of community governments and their staff to deliver programs and services
- Support community governments to implement long term planning

PLANNED ACTIONS:

- Work with partners to design, develop, and distribute tools and resources that assist communities with their human resource plan
- Implement the Public Service Capacity Initiative
- Facilitate training for priority areas (asset management, project management, water treatment, fire protection, emergency management, recreational leadership and facility management)
- Conduct longitudinal study on the impact of department sponsored training, and report results in 2013 and every other year thereafter
- Support the implementation of human resource plans (included in Integrated Community Sustainability Plans)
- Analyse completed Integrated Community Sustainability Plan goals and strategies and collaborate to assist with implementation

PERFORMANCE MEASURES:

- 85% community government satisfaction with delivery of training courses
- 10% increase in the number of community government staff achieving occupational certification with 2007 as the baseline and reported annually
- Positive trends in the average annual turnover rates of Local Government Administrators by March 2012 with 2009 as the baseline
- Increase the number of northern Local Government Administrators by March 2012 with 2009 as the baseline
- 100% of communities are implementing their human resource plans (included in Integrated Community Sustainability Plans) by March 2014
- 100% of communities are implementing their Integrated Community Sustainability Plans by March 2014
- All communities with water treatment plant operators certified to the level of plant, or have a plan in place to become certified by March 2011 (100% compliance)

WHAT WE ARE DOING NOW

Annual training calendar provides approximately 45 training events annually to assist community capacity building.

Delivering a "Good Governance" workshop series in partnership with the Northwest Territories Association of Communities.

Providing training, advice and hands on assistance in areas of governance, management, water and waste, lands, public works, recreation, emergency management and fire services.

INVEST IN PEOPLE, BUILD COMMUNITIES

Healthy, active people contribute to the quality of life in our communities. Initiatives that are relevant to the cultures of the North, and are focused on healthy lifestyles and positive choices strengthen the fabric of our communities. An active volunteer sector creates a sense of belonging and pride leading to community well being.

GOAL – VIBRANT, HEALTHY COMMUNITIES

Partner with a broad base of stakeholders to encourage healthy lifestyle choices with a focus on physical activity, youth and volunteer initiatives.

STRATEGIES:

- Support implementation of the Healthy Choices Framework with an emphasis on encouraging residents to be more physically active
- Support community governments to implement their goals and strategies related to improving the well being of residents
- Support development of a renewed voluntary sector
- Support implementation of the Traditional Knowledge policy through traditional games
- Support youth leadership development

PLANNED ACTIONS:

- Implement a multi-faceted physical activity strategy by 2012
- Implement a renewed voluntary support initiative by 2011
- Implement a Youth Leadership Strategy by 2011
- Implement a Traditional Games Strategy by 2013

PERFORMANCE MEASURES:

- Meet or exceed national physical activity targets
- Increase the number of certified community government recreation leaders and maintainers from the baseline of 2010, with the long-term goal of 100% certified
- Complete longitudinal evaluations by 2015 on the implementation of youth and volunteer strategies

WHAT WE ARE DOING NOW

Working on a comprehensive overall Youth Strategy to guide current and future youth program priorities.

Encouraging youth activities through the After School Physical Activity Program

Promoting traditional culture to youth through programs like "Take-a-Kid Trapping."

Promoting volunteerism in communities through the annual Outstanding Volunteer Awards program.

Helping to develop the next generation of community leaders through Youth Ambassador and similar programs.

Encouraging sport and physical activity through the Regional Youth Sport Events program.

Providing funding to Youth Centres to assist with their core, operational costs.

Working with partners and stakeholders on the Healthy Choices Initiative and on the Commitment to Excellence in Sport, Physical Activity and Recreation initiative.

