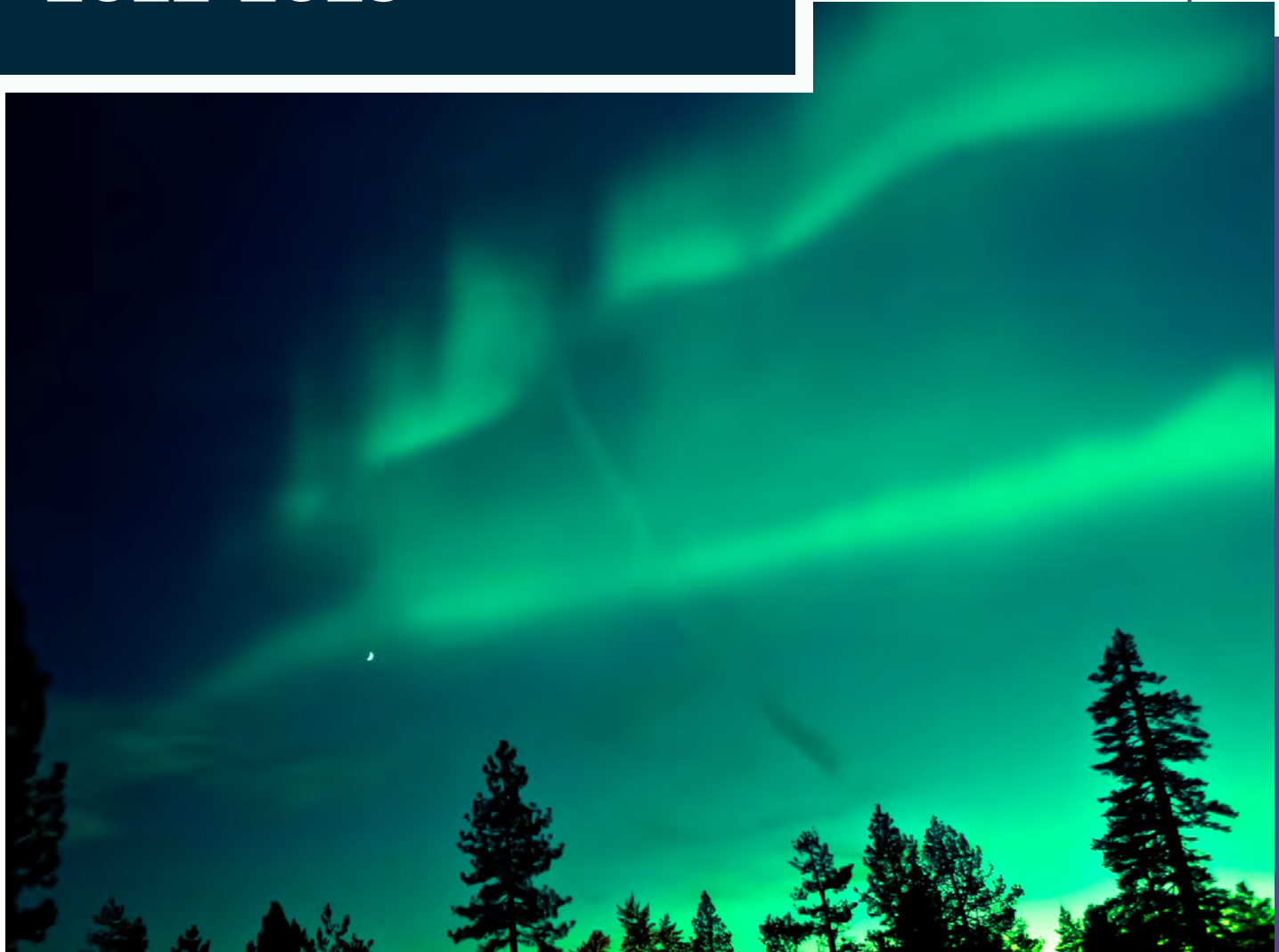




STRATEGIC PLAN 2022-2025



The contents of this Strategic Plan were created by the Town of Hay River's Council and Management in the spring of 2022 with the long-term betterment of the community in mind.

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Message from Town Council

In the spring of 2022, your Hay River Town Council and senior managers met to discuss priorities for the duration of this Council's term with an eye to how we can best support the growth, change and evolution of Hay River.

We set a vision for our community and a set of goals that illustrate what we see as significant changes to make, or to at least start, during our time together. We are proud to live in Hay River and we know that we can always make our community even more compelling for the people who already live here, those who might choose to call Hay River home, and for businesses and industries that support our local economy.

Hay River is facing a period of change and growth as a community. This plan provides us as a town with the best chance to focus on what we see as most important. It's a journey, and we want you to come on that journey with us.

Mayor Kandis Jameson and the rest of Hay River Town Council

Vision, Mission, and Values

In looking towards the future of Hay River, it is important that council members agree on what the final destination looks like. With this in mind, Council decided on the town's ideal long-term future (Vision) and the general direction it will take to achieve that future (Mission).

Vision

A community's vision provides a long-term picture of where or what the community wishes to be or become and gives purpose and direction to the activities of Hay River's Council and administration. The vision also indicates what makes Hay River unique.

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

Mission

A town's mission answers a question about what business the community is in. It lets Council, citizens, and other stakeholders know what Hay River does and who benefits from Council's activities. This mission statement was created based on key ideas about how to achieve the town's vision.

Through our community volunteers, our diverse businesses, and our beautiful environment, we strive to be the best community in the Northwest Territories.

Values

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

Value	What it Means
Creativity	We adapt with an evolving community and work to find innovative solutions to best suit the Town of Hay River.
Diversity	We are a welcoming, warm, and inclusive community, celebrating all who choose to live here.
Growth	As people and as a town, we seek to learn, to improve, and to build our collective abilities.
Integrity	We do what we say we will do.
Partnership	We partner with other people and organizations to lead to our mutual success.
Sustainability	We deliver excellent services to our residents, while keeping a clear focus on the long-term costs and impacts of the services we offer.

Priorities for 2022-2023

Within the full list of tactics that appear in the town’s plans, Council has created a subset of ‘high’ ranked tactics. The items on this list reflect the priorities that Council sees as both important and timely.

Many other tactics are identified as having a moderate priority, meaning they will be worked in the corporate business plan as resources allow or deadlines near. It is expected that the high priority tactic list will change over time as some high priority items near completion and new priorities emerge for the town.

The priorities for 2022-23 below are identified in the order in which they appear in this Strategic Plan. They include:

Goal	High Priority Tactic
<i>Update infrastructure within Hay River as required</i>	Ensure the town’s capital plan is kept current and that funding sources are identified.
<i>Update infrastructure within Hay River as required</i>	Complete all new and replacement infrastructure projects identified in the budget.
<i>Ensure that current best practices guide infrastructure development in Hay River</i>	Divert waste from the landfill through improved recycling and waste management procedures.
<i>Ensure that current best practices guide infrastructure development in Hay River</i>	Update the land development plan and zoning bylaw.
<i>Institute approved flood recovery flood and mitigation plans to repair and rebuild town infrastructure while reducing the impact of future spring flooding</i>	Develop and begin implementation of flood recovery and mitigation plans.
<i>Work towards supporting the mental any physical health of Hay River residents</i>	Establish a Social Issues Committee that defines a community plan for improving mental health and addressing addictions issues.

Goal	High Priority Tactic
<i>Consider the use of incentives and the removal of barriers to the provision of diverse housing options for Hay River</i>	Develop and implement a Community Housing Plan.
<i>Identify how to use urban space more effectively for housing</i>	Create zoning allowances that permit homeless shelters or transitional housing.
<i>Identify how to use urban space more effectively for housing</i>	Modify zoning bylaws to allow for increased residential density.
<i>Ensure that the Town of Hay River is a place people want to work</i>	Employ workforce planning programs in Town departments that encourages increased service levels, professional development, and retention of quality staff.

Pillars, Goals, and Tactics

The plan below identifies what the town will be working on over the course of the next four years. It is divided into Pillars, Goals, and Tactics, all of which support each other.

Pillar: Area of major concentration for Town Council over the term of this strategic plan. The foundational elements of the strategic plan that support the achievement of the defined Vision of Town Council.

Goal: Change over time that is supported by Town Council. This becomes the answer to 'what does the town want to achieve?'

Tactic: Expected activity in support of the Goal. This becomes the answer to the question 'how does the town achieve the goal?'

In this strategic plan, the Pillars and Goals are governance related. How these Goals get achieved is through the use of Tactics. Tactics are the building blocks of the town's corporate business plan.

In some cases, management's expertise may require the adaptation or change of some of the Tactics to achieve the Goals that Council has identified.

Ensure that Hay River Residents have Access to Reliable Infrastructure that Meets their Current and Future Needs

Residents and businesses in Hay River rely on infrastructure such as roads, water, and sewer systems to conduct their daily lives. Being able to rely on that infrastructure now and into the future is critical to the sustainability of the town.

Using innovative practices allows Hay River to test what works and to identify how the town might adapt to a changing population and climate.

Goals:

1. Update infrastructure within Hay River as required

Tactics

- **Ensure the town's capital plan is kept current and that funding sources are identified.**
- **Complete all new and replacement infrastructure projects identified in the budget.** These projects include replacement of the water treatment plant, a new municipal solid waste facility, and a new Town Hall.
- Meet residents' needs for new or upgraded facilities and amenities in locations that provide ease of access.
- Work to ensure that reliable water distribution is accessible to all residents and businesses in Hay River.

2. Ensure that current best practices guide infrastructure development and maintenance in Hay River

Tactics

- **Divert waste from the landfill through improved recycling and waste management procedures.**
- **Update the land development plan and zoning bylaw.**
- Develop and implement an asset management program

3. Institute approved flood recovery and mitigation plans to repair and rebuild town infrastructure while reducing the impact of future spring flooding

Tactics

- **Develop and begin implementation of flood recovery and mitigation plans.**
- Update planning, mapping, and bylaws to guide land and infrastructure development and flood mitigation strategies.

4. Consider how best to meet ongoing climate change-related issues that will impact Hay River

Tactics

- Develop a Climate Adaptation Plan that includes fire, water, and other damage eventuality impacts.
- Plan for the increasing likelihood and impact of extreme weather events.

5. Consider how agriculture will be supported within the town

Tactics

- Acquire title to lands identified in the Agriculture Plan.
- Create a land use plan to support zoning and proper use of urban land for select agricultural uses.
- Identify that food security is a major benefit of urban agriculture.
- Partner with the Agricultural Society to update Agriculture Plan.

How we will know when we are successful:

<i>Goal</i>	<i>Performance Measure</i>
1	Asset management plan is developed, and implementation has begun.
2	The town has legislation that eases the process of infrastructure development and maintenance.
3	Flood damage repairs to all property over which the Town has authority is complete.
4	The town's climate adaptation change plan is completed.
5	Agriculture is supported in the community.

Deliver Needed Community Service Options for Residents

The Town of Hay River is the hub of the South Slave region. As such it must provide services that are required to the people who choose to live in town. Recognizing that resources are limited, Town Council will work towards supporting residents' unique and evolving community service needs by adapting to meet those needs.

Goals:

1. Partner to deliver diverse and accessible community supports

Tactics

- Develop partnerships with various community groups to coordinate on organizing community events.
- Revitalize community groups and volunteerism through promotion of benefits and recognition of commitment.

2. Work towards supporting the mental any physical health of Hay River residents

Tactics

- **Establish a Social Issues Committee that defines a community plan for improving mental health and addressing addictions issues.**
- Promote a strategy based on supporting mental health and preventing issues arising from mental health challenges.
- Support healthy lifestyles that come with a community focused on recreation and the outdoors.

How we will know when we are successful:

<i>Goal</i>	<i>Performance Measure</i>
1	Relationships within the community are built and strengthened.
2	Drug use and mental health issues within the community are reduced.

Strive for More Diverse, Affordable, and Accessible Housing Options in Hay River

Housing options have been limited in Hay River over the years, and this has created a barrier to economic growth. Town Council sees opportunities and challenges in the provision of a range of housing options and is committed to working towards ensuring the provision of safe and secure housing for all.

Goals:

1. Consider the use of incentives and the removal of barriers to the provision of diverse housing options for Hay River

Tactics

- **Develop and implement a Community Housing Plan.**
- Explore creative housing development options with partners within the community.

2. Identify how to use urban space more effectively for housing

Tactics

- **Create zoning allowances that permit homeless shelters or transitional housing**
- **Modify zoning bylaws to allow for increased residential density.**
- Encourage urban infill options on existing residential land.
- Update and enforce unsightly and abandoned premises bylaws more strictly.

How we will know when we are successful:

<i>Goal</i>	<i>Performance Measure</i>
1	Businesses tell the town that housing stock is becoming less of a barrier to attracting and retaining employees.
2	The removal of barriers to increased urban density results in new growth within the existing boundaries of the town.

Promote Hay River as the Most Desirable Community in which to Live and Visit within the NWT

Hay River has an amazing amount to offer to residents and visitors alike. The town is blessed with a variety of experiences that attract people to the Northwest Territories to live or recreate. Through the promotion of all that Hay River has to offer, more people will choose to reside in and visit the town and region.

Goals:

1. Promote Hay River as the tourism destination of the North

Tactics

- Create and maintain tourist-friendly public locations within the town.
- Develop a range of tangible and digital products that can be used to promote Hay River as a tourism destination.
- Partner with other communities and organizations to create, promote, and assist with organizing regional events that would attract visitors for business or recreational purposes.
- Promote 'Destination Hay River' to people who live in Southern Canada.

2. Promote Hay River as the most desirable place to live and set up a business in the Northwest Territories

Tactics

- Complete the electrical services franchise agreement with the Northwest Territories Power Corporation.
- Conduct a survey to determine what barriers exist to establishing and maintaining a business in Hay River. Develop and implement a town Economic Development plan in partnership with business and Indigenous groups.
- Include beautification of the town in all development plans and projects. This includes updating or upgrading areas such as Bob McMeekin Chamber Park, Fraser Place trails, Old Town Connector Trail, and various other trails within the community.
- Partner with local business to reinvigorate the chamber of commerce.

How we will know when we are successful:

<i>Goal</i>	<i>Performance Measure</i>
1	The number of visitors to Hay River increases over the course of this strategic plan.
2	The regional business community indicates that Hay River is a 'business friendly' community.

Practice Good Governance Practices that Support Town Operations

As a regional centre, thousands of people rely on Hay River to provide whatever they need. Following the principles of good governance, working within the values identified earlier in this strategic plan, and regularly engaging with those who call Hay River home ensures that the town is operating as well as it can.

1. Focus on the operational and fiscal sustainability of the Town

Tactics

- Develop a long-term fiscal sustainability plan for operations, capital, and reserves that is funded through the use of diverse funding sources and partnerships with other governments.
- Ensure that the Town is supported through a set of current and reliable bylaws and policies.
- Implement efficiencies in town operations.

2. Ensure that the Town of Hay River is a place people want to work

- **Employ workforce planning programs in Town departments that encourages training, professional development, and retention of quality staff.**
- Build a strong safety culture among people who work for the Town.
- Create a town succession plan that includes actively recruiting staff who will thrive in Hay River.

3. Build deep engagement between the Town and its citizens

Tactics

- Consider how to involve citizens more deeply in Town and council work.
- Engage with citizens to identify and quickly resolve issues of mutual concern.
- Publish public documents and information in a timely fashion.

4. Partner with other governments on issues of mutual interest

Tactics

- Advocate for issues of local or regional benefit to the territorial and federal governments with partners such as the Northwest Territories Association of Communities (NWTAC) and the Federation of Canadian Municipalities (FCM).
- Progress land settlement agreements with local Indigenous governments.
- Strengthen relationships with local Indigenous groups.

How we will know when we are successful:

<i>Goal</i>	<i>Performance Measure</i>
1a	Council is assured that fiscal sustainability is a key area of interest for management.
1b	Identified gaps in bylaw and policy are addressed in a timely fashion.
2	The Town is viewed as an employer of choice through its adherence to strong leadership, safety, and operational practices.
3	Citizens identify that they feel they are heard by the town.
4	Hay River regularly submits resolutions to NWT Association of Communities and occasionally to the Federation of Canadian Municipalities.

Conclusion

The pages of Hay River's 2022-2025 Strategic Plan provide a roadmap that was developed by Hay River's elected officials and senior administration. It is important that both Council and administration work together to achieve the priorities that are outlined in this plan.

The environment in which the town operates is always shifting. In response, the Town's plans also must change over time to remain relevant. As with any plan, this one must be used, reviewed, and updated on a regular basis.