

# VILLAGE OF FORT SIMPSON 2019-2024 STRATEGIC PLAN

*April 2019*

## Introduction

The Village of Fort Simpson's 2019-2024 strategic plan identifies a set of goals established by the Mayor, Council and Senior Administrative Officer in their efforts to guide the Village's activities over the next five years.

A strategic plan is important for a community as it clarifies the vision a community strives for and establishes a set of goals for the community to accomplish to reach that vision. The plan establishes community goals, strategies and supporting actions; the goals build on the council's commitment to provide quality and cost effective programs and services.

## Message from the Mayor

*<insert message from the Mayor>*

## Message from the Senior Administrative Officer

*<insert message from the Senior Administrative Officer>*

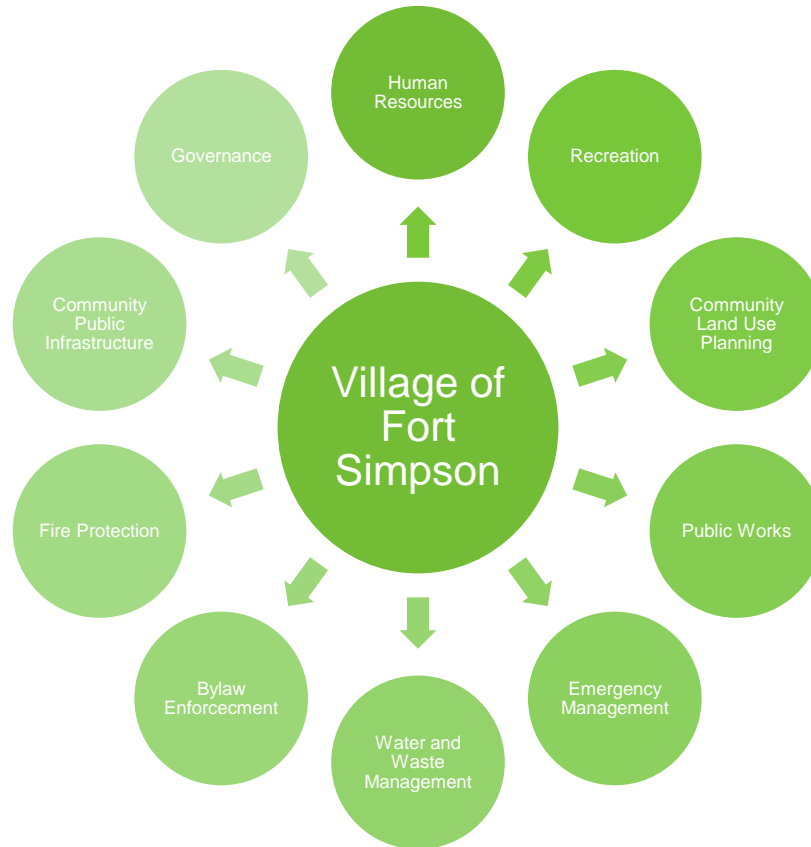
## Community profile

The Village of Fort Simpson is located on an island in the junction of the Mackenzie and Liard Rivers. The community's traditional name is Liidli Kue, which means 'where the rivers meet' in Dehcho Dene Zhatie. Fort Simpson is the oldest continuously occupied community on the Mackenzie River.

The community was originally known as 'Fort of the Forks' when it was a Northwest Co. trading post between 1804 and 1812. In the 1820s, the arrival of the steamboat 'Wrigley' reduced the need for Hudson Bay Co. boatmen to work the river. A group of the unemployed boatmen settled in Fort Simpson. The community grew steadily through the next century, gradually acquiring Anglican and Catholic Missions, an RCMP detachment, a school and a hospital. In the 1950s-60s, Fort Simpson was known as the 'Garden of the North' because its temperate climate and rich soils allowed agricultural development. For years, the community was able to supply fresh produce to its residents until the opening of the NWT highway system. Improved shipping and transportation decreased the need for locally produced goods. Fort Simpson is the administrative centre of the Dehcho region. The community's economy is based on government activity, transportation, tourism, oil and gas industry activities and local businesses. In addition, there is a traditional economy based on hunting, trapping and fishing. Many tourists visit Fort Simpson, as it is the gateway to the beautiful Nahanni National Park. In 1963, a record flood forced many residents to relocate their homes to higher ground. The community is still vulnerable to seasonal flooding. Fort Simpson is accessible year-round by air from Yellowknife and by the Mackenzie Highway.

## Core Municipal Services

The following is a chart outlining the core services that fall under the responsibility of the Village administration.



## Methodology

The Village of Fort Simpson strategic plan was prepared by the Mayor, Council, Senior Administrative Officer and Village staff in April 2019. The contents of this plan were developed during a strategic planning workshop facilitated by Municipal and Community Affairs staff held on April 6 & 7, 2019.

This strategic plan was developed by reflecting on the past to support decision making for the future. The process is to ensure the community government has a common understanding of their mission; what they currently do for their community, their vision for how they would like to see their community in the future and the pathway for how to get there. The plan identifies a set of goals that the community will strive to meet over the next five years. For each goal a series of strategies and action items were prepared to focus efforts of the Mayor, Council and Village staff as they work to meet each goal.



This strategic plan aims to unite efforts of Mayor, Council and Village staff in efforts to reach long-term goals.

### Our Values

The following values are shared by Mayor, Council and Village staff:



### Mission statement

The Village of Fort Simpson is a diverse, progressive municipal government that works with partners to provide reliable services and a safe healthy lifestyle for community residents, while serving as a regional center for Dehcho communities, a gateway to Mackenzie Valley and the Nahanni National Park.

### Vision Statement

Fort Simpson will be a beautiful and vibrant community led by progressive leadership that work together to provide well-maintained infrastructure, exemplary services and quality programs while empowering a new generation of leaders making it a great place to live, raise a family and visit.

### 2019-2024 Strategic Goals

The following strategic goals were identified as priorities that the Village has direct influence over.

## **Goal 1: Recreation Planning**

### **Strategy 1: Development of a recreation plan.**

#### **Actions**

- Review previous recreation plans.
- Consult with MACA regional recreation staff for development of new recreation plan.
- Ensure volunteerism strategies and facility maintenance is incorporated in new recreation plan.

### **Strategy 2: Investigate staffing reorganization and opportunities for efficiencies and training**

#### **Actions**

- See Goal 4: Strategy 1.
- Recreation coordinator to use ALGAP Self-Assessment tool to discover areas of strength, weakness and opportunities for more training.

## **Goal 2: Improving communications with outside agencies, partners and stakeholders**

### **Strategy 1: Establish policy for reviewing topics and formalizing Council positions**

#### **Actions**

- Add ongoing agenda item to Council meetings aimed at reviewing any “hot topics” (eg. Legislation reviews, proposed changes to programming, new GNWT initiatives, etc.).
- During review of “hot topics” Council to establish a policy of forming a formal and united stance using key messages for all to reference when speaking on said topics.

### **Strategy 2: Establish formalized method for communicating with partners and stakeholders (eg. Tricouncil)**

#### **Actions**

- Develop communications plan for external communications with partners and stakeholders. Plan to include the following: Why are we communicating? What are we communicating? With who are we communicating? How will we be communicating? What communications methods will we be using? Etc.
- Share draft communications plan with partners and stakeholders for feedback and buy in.
- Review and adopt communications plan.

#### **Example elements which can be included in the plan:**

- A quarterly newsletter to Tricouncil to alert stakeholders of current actions initiatives being taken by the Village of Fort Simpson with hopes to improve communication, seek out collaboration opportunities and reduce redundancies and duplicated efforts.
- A quarterly status update to be provided on progress being made on the Village of Fort Simpson’s Strategic Plan.

### Goal 3: Investigate options for developing land use plan

#### Strategy 1 – Better understand history of land use planning and future options

##### Actions

- Contact the Municipal and Community Affairs' regional office to request assistance in working with a land use planning expert to better understand historical land use planning efforts in Fort Simpson and to develop pathway forward for updating existing land use planning tools.

### Goal 4: Human resources

#### Strategy 1 – Implement ALGAP Self-Assessment Tool for Village staff

##### Actions

- SAO to provide staff emails and positions to MACA (Emily King) in order to register staff to use ALGAP Self-Assessment Tool.
- Village staff to utilize ALGAP Self-Assessment Tool to establish a baseline understanding of staffing strengths, challenges and training needs.
  - Utilize assessment results to develop training plans for employees.

#### Strategy 2 – Investigate opportunities for staff efficiencies or reorganization

##### Actions

- Gather example job descriptions for common community staff positions from MACA and cross reference with existing Village job descriptions.
- Conduct internal assessment of improvements and potential reorganization that can be made on job descriptions and duty distribution.
- Should there be a need for an operational review of community structure/staffing, a request for proposals for this work may be required in order to hire someone to complete the review. Contact MACA and NWTAC to see if there are any examples of related RFPs from the past or related templates which can provide guidance.
- Consult Capital Plan to ensure this project can be funded.
- Issue RFP and select successful contractor to complete work.

### Goal 5: Public Safety

#### Strategy 1: Emergency Plan review and validation

##### Actions

- Host regular Community Emergency Response Committee meetings (Quarterly)
- Review Emergency Plan and update contact and resources lists.
- Validate Community Emergency Plan via table-top exercise (Contact MACA's Public Safety Division to request Table-Top Exercise Workshop).
- Participate in Airport Live Exercise activity – Summer 2019
- Contact the regional Environment and Natural Resources' Forest Management representative to investigate guidance and recommendations for FireSmarting the Village of Fort Simpson.

#### Strategy 2: Investigate fire chief liability

##### Actions

- Identify Fire Chief roles, responsibilities and any associated liabilities.

- **Contact MACA regional office (Assistant Fire Marshall) regarding liability and WSCC coverage for Fire Chief position.**

### **Goal 6: Asset Management**

#### **Strategy 1 - Investigate asset management tools**

##### **Actions**

- **Contact the Municipal and Community Affairs' regional office (Mike Drake and William Bennet) to request assistance and express interest in participating in the next round MACA's asset management tool implementation.**