



# **Community Government of Whati**

**Strategic Plan  
2016-2021**

***"Our Focus for the Future"***





## Messages from the Chief & Administration

### Message from Chief Alfonz Nitsiza:



*In November 2013, the newly-elected Council gathered with Administration for a two-day session with Municipal & Community Affairs to create a set of goals and objectives for 2014-2019. In January 2016, Council repeated that process to ensure that our goals and objectives are clear and realistic.*

*Council wants to make Whatì one of the best community's in the Northwest Territories.*

*The **2016-2021 Strategic Plan** adds a new Goal Category: Partnership Opportunities. Council recognizes that there are many goals and objectives that we need to see completed in Whatì that are not under the direct control of Council. We can, however, create partnerships or lobby for those services or objectives. Council recognizes that to be truly effective, we must influence the future not merely be passive witnesses to it. To ensure that our Strategic Plan continues to be relevant and reflect the needs of our residents, Council has committed to revisit this Five year Strategic Plan each year to update it, and push it out for another year.*

### Message from SAO, Lisa Nitsiza:

*Chief & Council recognize that, each day, it is the employees of the Community Government of Whatì who make the community better for the residents, and achieve the goals and objectives set out in the Strategic Plan.*

*One of the important goals included in the Strategic Plan is staff training and mentorship. I am proud to be one of the people who have benefitted from Chief & Council's commitment that training and professional development. I completed the School of Community Government - Advancing Local Gov't Administrators Program in 2015 became the Senior Administrative Officer in October..*

*The Community Government of Whatì **2016/2021 Strategic Plan** builds upon the strengths of the community and expands them.*



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## New for the 2016/2021 Strategic Plan ...

On January 30, 2016, Whatì Chief, Council & Senior Administration met with MACA facilitators (Yvonne Doolittle and Jacynthia Rabesca) to complete the review of the previous 5 Year Plan and update it. In light of eminent changes possible for the community, Council recognized that some current goals needed to be postponed ... while other goals needed to be either added or moved forward. As a result, not only was a NEW Category added (*Partnership Opportunities*) but a new method of prioritizing the Top Ten Initiatives for focused attention during 2016/2017 was created.

At the end of the session, the participants were each asked to rate their Top Ten initiatives and strategies for the 2016/2017. After the votes were tallied, the following list of Top Ten goals & strategies was created. These Top Ten items are also noted in the following report.

### Final Top Ten Initiatives for 2016/2017

- |     |   |                     |
|-----|---|---------------------|
| 1.  | Professional Development (Council & Administration)     | Goal 2, Objective 1 |
| 2.  | Prepare for All Season Road                             | Goal 1, Objective 2 |
| 3.  | Hotel & Café  | Goal 3, Objective 3 |
| 4.  | Arena - Gymnasium Addition                              | Goal 4, Objective 3 |
| 5.  | Arena - Research Artificial Ice Option                  | Goal 4, Objective 3 |
| 6.  | Strategically Placed Landfill Berms & Natural Screening | Goal 5, Objective 1 |
| 7.  | Revive Community Futures                                | Goal 3, Objective 3 |
| 8.  | Daycare   | Goal 6, Objective 1 |
| 9.  | Tłjchq Regional Economic Development Working Group      | Goal 3, Objective 3 |
| 10. | Form separate Economic Development Entity               | Goal 3, Objective 3 |



(left to right) Councillor Ted Nitsiza, Deputy SAO Larry Baran, Jacynthia Rabesca (seated), Councillor Leo Nitsiza, Chief Alfonz Nitsiza, Finance Manager Pushp Seth, Public Works Foreman Alfred Nitsiza (top), Translator Francis Zoe, Councillor Alex Nitsiza (seated), Councillor George Nitsiza (top), Councillor Alfred Flunkie, Councillor Sonny Zoe (front), Recreation Coordinator Doreen Nitsiza (seated), Councillor Michel Moosenose, SAO Lisa Nitsiza, Yvonne Doolittle, Councillor (Elder) Jimmy Rabesca (seated).

## **Vision Statement:**

*"Whati will be a healthy and safe place to live,  
raise a family, visit and operate a business"*

## **Mission Statement:**

*"The Community Government of Whati supports residents in achieving a good quality of life through the delivery of efficient and effective infrastructure programs and services that adapt to our evolving needs."*

## **Values**

When our Chief, Council, and staff gather to accomplish our plan, our words, decisions and actions will be guided by the following values and principles:

- Our strong identity of being Tl̓ich̓q from Whati celebrates the unique pride, character and beauty of our community.
- We respect our relationships and partnerships. This is inherent in our culture.
- Our quality of Life for all inclusive of culture, language, and the traditional way of life.
- Our actions are always responsible and we are accountable for our decisions.
- We are inspirational to people especially the youth with the goal of *"being strong like two people"*.

## **Current Situation - Strengths, Weaknesses, Opportunities and Threats:**

Whati is a growing community with many new and exciting changes that will have impact on our water, land, roads and community life. Our Chief, Council and staff outlined what is impacting our community that could affect us. We categorized them into four categories - Strengths, Weaknesses, Opportunities and Threats.

## **Current Community STRENGTHS:**

- Chief and Council work hard to provide strong leadership to the staff so that programs and services are provided without interruption.
- Chief and Council understand their Roles & Responsibilities, and have a positive and supportive working relationship with the SAO and staff.
- Chief and Council are often used as an example in other communities for their focus and goals.
- People seek advice from Chief and Council.
- Whati is a majestic community with clean water and land.
- Whati has a reputation of having a good reliable labour-force, with a good work ethic.
- Whati's infrastructure and systems have much improved over the last decade.
- Tl̓ich̓q culture and language thrive in the community.
- In the spirit of Tl̓ich̓q unity, a sense of pride and community exists.
- Self-Government enhances governance and creates harmony and strengthens the ability to build capacity.

**Current Community WEAKNESSES:**

- Roads have not been upgraded for many years since being built, and the community is dependent on winter road.
- Language for younger generation is at risk.
- Youth Leaders are not available to work with youth or youth support staff.
- Residents have high expectations that, sometimes, cannot be met.
- There is a lack of local driver training and testing.
- Small pool of human resources to draw from (including volunteers).
- Sharing information timely with the public is challenging.

**Current Community OPPORTUNITIES:**

- All-weather road will bring opportunities that we can capitalize upon.
- New *Gas Tax Funding* for community infrastructure will again be available, but with more flexibility in the past.
- Future Federal Government funding programs for infrastructure, such as the *Building Canada Fund II*, will be available in the near future.
- Tłıchǫ Regional Economic Development Working Group will bring opportunities.
- Reviving the Dogrib Area Community Futures will bring opportunities..
- Local banking services will provide great benefit to residents.
- Legacy funds from mining companies are available.
- Devolution will bring new opportunities.
- Traditional food opportunities (fisheries, caribou) are available.

**Current Community THREATS:**

- All Season Road will bring pressures on housing, which is limited and current management system is slow to respond to need.
- All Season Road can bring social and other issues.
- All Season Road could bring tourists and visitors who may want to fish and hunt, when these natural resources are currently limited.
- Food stability & security (traditional foods).
- Financial dependency on government, and future seems to indicate reduced funding capacity.
- Devolution is not well understood and the long-term impacts are unknown.

This Strategic Plan will be for five (5) years from 2015 to 2020.

During these five years, Council will focus on the following goals, objectives, and actions as outlined in the following pages.

## Goal 1: Strong Program and Service Delivery





## **Goal 1: Strong Program and Service Delivery**

### **Objective 1.1: Improve Public Communication**

- Strategic Actions:
- Work cooperatively with the Tlįchq Government to host Community Government website information
  - Re-establish the local radio station
  - Host Public Meetings
  - Engage & Empower Community Members

### **Objective1.2: Improve the quality of the municipal roads for health and safety of residents**

- Strategic Actions:
- Rebuild roads in the Old Section of Whati
  - Prepare for All Season Road by preparing to widen road from lagoons to Falls Junction (*There is also a social component to this preparation - See Goal #4*)
  - Better quality of road surface within Whati (*i.e. chip seal*)
  - Prepare to extend the lake front road to Northend Bay

### **Objective1.3: Build Human Resource Capacity of Staff**

- Strategic Actions:
- Complete/implement Human Resource Plan
  - Complete job descriptions for all staff
  - Staff Appreciation & Recognition Event(s)
  - Complete Annual Performance Reviews
  - Continue/Create mentorship opportunities

### **Objective1.4: Effective Administration**

- Strategic Actions:
- Maintain current infrastructure with Asset Management System
  - Provide Emergency Services as defined by Council
  - Water Treatment Plant - Continual Reinvestment
  - Water Treatment Plant - Backup Generator
  - Water Treatment Plant - Above Ground Storage
  - Resource for More Funding Sources

## Goal 2. Strong Leaders



*Providing Leadership to both the residents of  
the Community Government of Whatì  
as well as  
the Tłı̨chǫ Government*



## Goal 2. Strong Leaders

### Objective 2.1: Strengthen Leadership of Council

- Strategic Actions:
- Complete and Implement Plans  
*By creating or reviewing:*
    - the Five Year Strategic Plan every year,
    - the Land Use Plan every two years,
    - the Community Emergency Management Plan each year,
    - the Resiliency Plan every two years,
    - Assist in Household Emergency Preparedness (residents)
    - Support with School Emergency Preparedness
    - Reactivate the Community Warning System
    - Provide or Support staff and residents First Aid training
    - Hazardous Materials training for staff
    - Responsive Volunteer Fire Department*the Community Government of Whatì will be able to respond to changing demands and needs within the community.*
  - Professional Development for Council & Administration  
*For Council & Administration to be effective in their roles, the Community Government must budget for and make opportunities continually available for professional development.*
  - Develop a closer working relationship between the Tłìchq Government and the Community Governments:  
*In 2016, Council wants to seek to closer cooperation with the Tłìchq regional government as well as the other three Tłìchq communities (Behchokq, Gametì & Wekweètì). Whatì Residents and Tłìchq citizens expect regional cooperation and Council wants to demonstrate the advantages of that regional cooperation.*

Chief Alfonz Nitsiza:

*The leadership is now being recognized after we have done this work. This plan is a process to get things done. Our lives have changed, become more technical, more complicated due to things such as the computer. We have our language and literacy and we must adopt some of the ways of mainstream society. With continued professional development we will continue to be well informed and make good decisions. We will need to ensure we review legislation and develop our economic arm.*





### Goal 3: Vibrant Local Economy (business & tourism)



### Goal 3: Vibrant Local Economy (business & tourism)

#### Objective 3.1: Develop & Support a Local Economic Development Strategy

- Strategic Actions:
- Support efforts of the **Tłıchǫ Regional Economic Development Working Group** to develop and create business & tourism opportunities in Whatì.
  - Support efforts to revive the former **Dogrib Area Community Futures** to develop and create business & tourism opportunities in Whatì.
  - Explore the formation of a separate economic development business to be wholly-owned by the Community Government of Whatì.
  - **Hotel & Café**  
*Council will seek opportunities and partnerships that will support and/or create local businesses and provide more local services, such as a hotel & café.*
  - **Local Banking Services**  
*Council will explore options to support a banking institution in opening a limited-service banking service in the community.*
  - **Office Space for Private Business & Government Services**  
*Council recognizes that to support increased local services and/or increased business offices, there is a need for additional office space above what is currently available.*
  - **Phase One of a Biomass District Heating System**  
*In 2016, Whatì will acquire and install a wood-fired boiler system to support the Fire Hall, the Maintenance Shop and the Administration Building, as well as possibly support the Health Centre.*
  - **Diversify the Local Economy**  
*To assist Whatì in becoming more resilient to outside pressures, Council wants to collaborate regionally to develop an economic development strategy for region and community.*



## Goal 4. Healthy Community



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### Objective 4.1      Support Elders and the Community

- Strategic Actions:
- Lobby for Social Services specifically for Elders
  - Advocate for a *Home Maintenance Program* for Elders
  - Lobby for increased Social Services for Residents
  - Support Whatì Inter-Agency by being active participant & providing regular reports to Council
  - Lobby for local delivery of drug and alcohol programs
  - Lobby for increased local Health Education services
  - Support Volunteerism and Cultural Activities

### Objective 4.2:      Develop Gardens and Greenhouse Program

- Strategic Actions:
- Feasibility study of a community greenhouse.
  - Enhance, expand and provide direct support for the community garden to create more self-reliance and self-sufficiency.

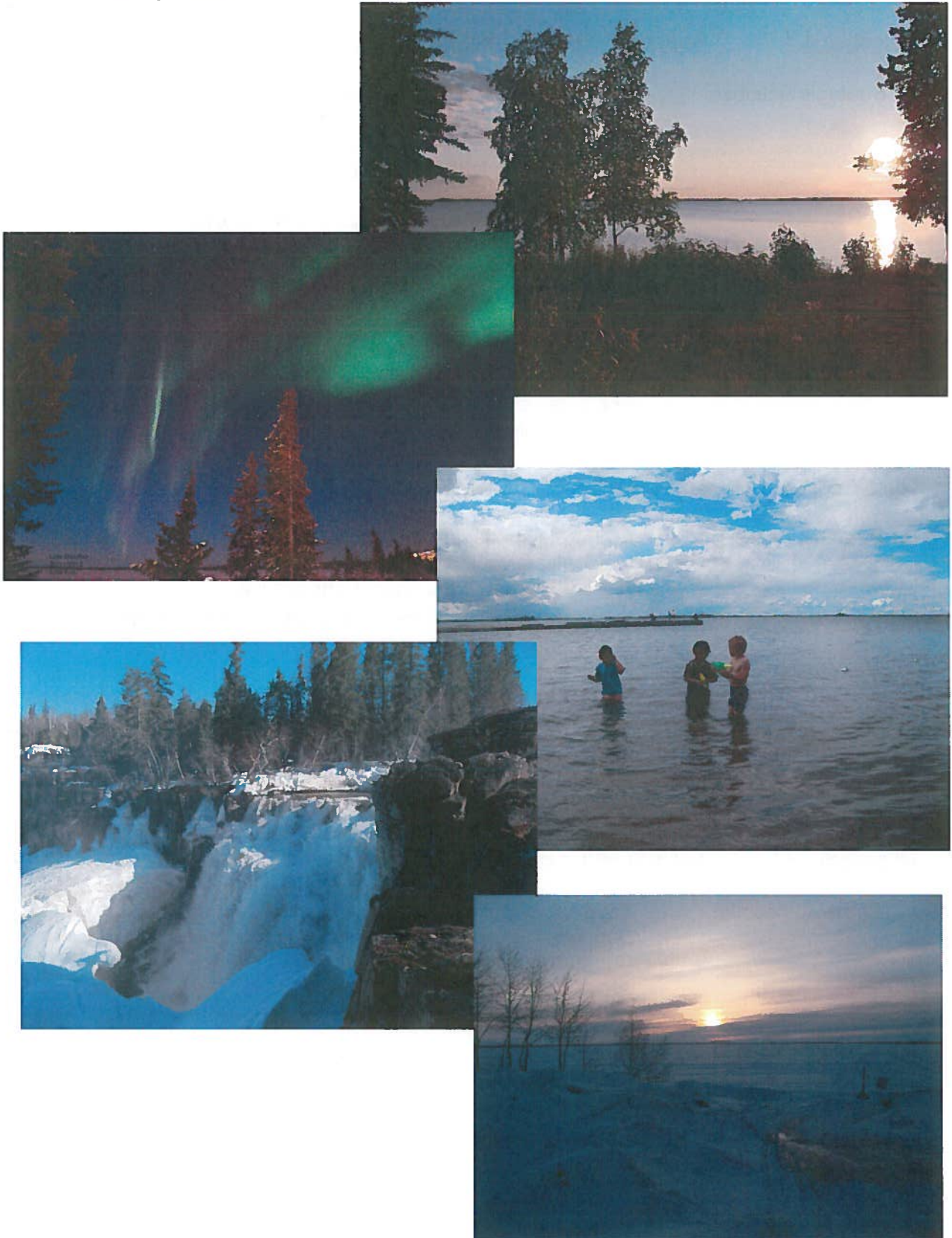
### Objective 4.3:      Develop quality Sports and Recreation Department

- Strategic Actions:
- Arena - Gymnasium Addition for increased rec opportunities for all residents, & youth in particular, creates a healthier community.
  - Arena - Research the cost of artificial ice.
  - Arbour - Transfer from Tłıchǫ Government to the Community Government to become an additional recreation facility.
  - Expanded recreation programming.
  - Establish an Annual Recreation Calendar.
  - Work with the Tłıchǫ Government to develop a environmentally responsible and culturally sensitive campground near the Whatì Falls.
  - Research the development of a 9-Hole Golf Course.

### Objective 4.4:      Culture and Heritage

- Strategic Actions:
- Establish and create Heritage Site in the community.
  - Support development of a museum in the community.
  - Support the Biennial Annual Hand Game Tournaments (*every second year*).
  - Identify land for a New Cemetery.

## Goal 5     Majestic Whati





## Goal 5      Majestic Whatì

### Objective 5.1:      Community Beautification

- Strategic Actions:
- Develop a central community park by the Administration Building  
*Council wants to create more of a central community gathering place near the two government buildings, and establish a monument where local community builders can be remembered and honoured*
  - Plant more Trees on Community Government lots  
*Council wants to 'green-up' the community, by re-planting trees within the community, around Community Government buildings, parks, etc.*
  - Grow grass on Community Government properties  
*As an attractive form of dust control, Council recognizes that grassed areas not only provides a solution, but creates a warmer more attractive community.*
  - Provide Flower Boxes for Elders  
*Council recognizes that flower boxes, if made available to the Elders, would not only make the community more attractive but would provide a source of pride and accomplishment for the elders in the community*
  - Welcome to Whatì Sign(s)  
*Council recognizes that community signage, such as Welcome to Whatì, creates more pride in the community as well as provides an noticeable label for visitors*
  - Construct Berms and Natural Berms to Screen Landfills, etc  
*Council recognizes that more community pride will be created if people, when traveling in/out of the community do not see some of the landfills along the access road*
  - Add More Boardwalks Each Year  
*Council wants to provide an attractive and safer way for children and elders to walk within the community and boardwalks create an attractive and cost-effective alternative to walking in the streets. Council wants to create a network of walking trails, with boardwalks, throughout the community to encourage both safety and exercise.*

## Goal 6 Partnership Opportunities





## Goal 6 Partnership Opportunities

### Objective 6.1: Community Cooperation

Strategic Actions: - Day Care

*The Community Government recognizes that a year-round Day Care service supports families, especially single parents, in participating in the work-force, thus creating self-reliance and independence. Council will lobby for year-round Day Care services in Whatì.*

- Airport - Expanded Services

*With the probability of the All Season Road proceeding in the near future, there may be increased demands on the airport & industrial areas for increased storage and warehouse capacity. The Community Government may want to partner with other parties to develop this capacity.*

- Church Restoration

*The Community Government recognizes that the Church plays an active role in the cultural and social conscience of the community, yet the existing building requires renovation and renewal. Council will lobby for that funding assistance.*

- School Expansion

*The Community Government recognizes that as the community grows as a result of All Season Road development, the existing capacity of Mezi Community School will soon be reached. Council will lobby for another school in Whatì.*

- Supporting Families, New Mothers & Children

*The Community Government of Whatì will lobby for the promotion and implementation of positive parenting activities by identifying & utilizing residents with relevant training & expertise. Where possible, supportive initiatives will offered cooperatively through the Recreation Department.*

**Senior Administrative Officer Lisa Nitsiza**

*This is my 3<sup>rd</sup> year working on this plan and I am happy to see that some of the actions and initiatives that used to be on the list are now core functions (such as the fire department).*

**Councillor (Elder) Jimmy Rabesca**

*Thank you, it was a wonderful meeting. You are all younger than me so you are young people and I almost want to learn English! With your support I am helping the community and I want to help in every way possible that I can. Stay hopeful and obey each other, young people. I will remember this day.*

## **Appendix:**

### **Detailed Goals, Objective & Strategies (2016 to 2021)**



