



# INTEGRATED COMMUNITY SUSTAINABILITY PLAN

March  
2010

Town of Inuvik



# Integrated Community Sustainability Plan

TOWN OF INUVIK



Prepared for:  
The Town of Inuvik



Prepared by:  
Kavik-AXYS in association with Stantec Consulting Ltd.



KAVIK-AXYS Inc.



Stantec

## March 2010

# Table of Contents

I. Executive Summary

II. Introduction

III. ICSP Process

IV. Current Situation

V. Vision

VI. ICSP: Goals and Strategies

VII. Next Steps



# EXECUTIVE SUMMARY

## EXECUTIVE SUMMARY

This Inuvik Integrated Community Sustainable Plan (ICSP) is based on the visions, goals and priorities that underline the engagement processes in Inuvik. This ICSP has been developed to ensure the quality of life of present and future generations in Inuvik.

The Inuvik ICSP seeks to shape a healthy community that balances multiple cultures, activities and interests (i.e., the 3Ps: people, profit and planet. The ICSP is guided by objectives that include:

- happiness and wellbeing, including culture (art, music and languages) and social goals
- benefits of a solid and diverse local economy
- a healthy, protected and beautiful natural environment.

The ICSP outlines Inuvik's current conditions and goals and suggests actions that can be taken by the town.



# Introduction

## INTRODUCTION

Inuvik's ICSP is being developed by the Inuvik community. The ICSP was developed in collaboration with community members and stakeholders and creates a roadmap for integrating social, cultural, economic, environmental and planning dimensions.

This document includes brief descriptions of the current reality, the vision, goal areas and strategies identified in the engagement process as priority for people in Inuvik. Some action ideas provided at the sessions were also included for the Town to consider. These are suggested action areas provided that would require further evaluation.

The reasons for developing this plan include:

- setting criteria for achieving federal funding (funded by Gas Tax Agreement)
- providing guidelines for town plans, policies and government decision-making
- opening opportunities for innovation and community wellbeing

The ICSP is a dynamic document that will be reviewed and monitored by the community.

### Sustainability

Sustainability and sustainable development are concepts about promoting a future that balances environmental, societal, cultural, political and economic factors. One of the most widely referenced definitions of sustainable development was established by the Brundtland Commission:

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs"  
(World Commission on Environment and Development, 1987, p. 43)

The sustainability principles considered in this plan support:

- promoting intergenerational, social, economic and political equity
- valuing biodiversity and natural ecosystems
- enabling communities to minimize their ecological footprint
- building on the characteristics of ecosystems in the development of healthy towns
- recognizing and building on distinctive characteristics, including human and cultural values, history and natural systems
- empowering people and fostering engagement and participation

- expanding and enabling cooperative networks towards a common future
- promoting sustainable production and consumption
- ensuring accountability, transparency and good governance

Since the path to sustainability varies by individual, location and organization, it is important that the goals, content and activities of an education for sustainability program are locally relevant. This requires a vision that fosters, guides and motivates people to be active participants in their communities and to live in a sustainable manner.

This ICSP was completed not only with the hard work of the Consultants but with the important contribution of the Senior Management Team.



# ICSP Process

## ICSP Process

The ICSP was developed through a community-based process that included:

- researching and establishing a baseline of current reality
- developing a comprehensive engagement with many people in the community
- compiling and organizing the data according to priority goals and strategies

The baseline research was developed from previous Inuvik documents.

The comprehensive engagement was the core of this plan. The main goals of the engagement sessions were to:

- educate and develop awareness around sustainability issues
- collect people's ideas and insights for the plan
- empower the community, developing a sense of ownership over the plan

Engagement included collecting data from surveys, interviews, focus groups, workshop sessions and open houses. Stakeholders participating in the engagement sessions varied from town council, town staff, the schools, interagency committee, recreation committee and Gwich'in and Inuvialuit people. Each session became an opportunity, as participants committed to the process, got involved in the engagement and took ownership of the results.

- Gathering input from the community. In November & December 2009, the Town organized a number of activities for Council, residents, Town staff and stakeholders to participate and provide input and feedback into CEP. The engagement for the plan included:
  - Community Energy Committee Workshop
  - Council Workshop
  - Public Open House
  - Community Survey
  - Interagency Committee Meeting

- Gwich'in Tribal Council interview
- Inuvialuit interview
- Primary School Sessions
- High School Session with Northern Studies Class
- Compiling the community input and developing key goals and strategies.

Engagement results were compiled, grouped and ranked based on priorities, actions and issues repeated in responses (see Appendix with rollups from engagement responses). Responses were prioritized as broader goals and subsequent strategies. Some action ideas provided at the sessions were included for further evaluation.



# CURRENT SITUATION

## Current Situation

Inuvik is a town with a population of 3,484. Inuvik was founded in 1958 and was the first planned town north of the Arctic Circle. In a relatively short time, Inuvik has become the government, transportation, education, medical, and oil and gas development centre for the people of the Western Arctic. In addition, the offices for the Inuvialuit and Gwich'in are headquartered in Inuvik.

Some other statistics for Inuvik include:

-  Other forms of Government include: Gwich'in and Inuvialuit Regional and local governments
-  Total Community Government Full Time Positions: 32
-  Total Community Government Part Time/Seasonal Positions: 33
-  Total Community Government Budget (2009): \$ 14,755,000
-  Number of Residential Units: 1245

Through initial research, the ICSP team found that Inuvik has many reasons to be proud. The people of Inuvik have come together to form various groups that set out to make the town a better place. Examples of the committees that have looked after the interests of the town include the:

- tourism association that seeks out greater opportunities through hosting the Petroleum Show
- energy planning committee, which spearheaded the biggest loser contest in 2008
- community beautification committee that initiated improved litter control, installing the gateway entrances and beautifying main street
- interagency committee

Other groups which are largely made up of volunteers add to the appeal of being a resident of Inuvik. These groups provide the community with such things as:

- softball leagues
- hockey leagues and tournaments
- curling leagues and bonspiels

- youth sports training for hockey
- figure skating and speed skating
- Swim Team
- Soccer Leagues
- the spring Muskrat Jamboree
- the annual End of the Road Music Festival
- the world renowned Great Northern Arts Festival

Inuvik has taken steps towards sustainable living. Inuvik has formed a basic plan that prepares us for the possibility of climate change. Out of this plan, four core strategies have emerged:

- protecting existing town infrastructure
- ensuring new infrastructure is well built (e.g., through new bylaws and maintenance schedules)
- assisting with existing private buildings (e.g., providing education on best management practices)
- creating mitigation measures (e.g., in the community energy plan)

According to the surveys received as part of the engagement, the people that live in Inuvik are considered its most valuable asset. It is a place where culture is celebrated and passed down. The surrounding land is an important part of day-to-day activity and is a place to witness the beauty of the Mackenzie Delta and to connect with cultural identity. The town residents enjoy the recreational opportunities provided by facilities as well as the land with its various trails.

Inuvik has developed a conference and tourism strategy that promotes Inuvik as a unique place, which offers:

- a recreation centre
- a greenhouse
- Aurora College
- Aurora Research Institute
- festivals and games (e.g., Jamboree and Northern Sports Day)

- a library
- the most northern conference destination in Canada
- midnight sun from May 23 to July 20 and noon moon in December
- proximity to Beaufort Sea
- Mackenzie Delta
- industry logistic centre of oil and gas exploration
- northern terminus of Dempster Highway
- the Centre of Inuvialuit and Gwich'in Society and Culture
- proximity to wildlife such as caribou, moose, bears, and birds and great fishing

Inuvik wants to build on its current situation and reach towards a desirable future. This ICSP will help guide the way to that future.

Inuvik is an example of a community in which people come together to plan, to celebrate, to share and to support one another. We thank everyone who supported us— through participating in the engagement— in collecting the information necessary for this plan.

This process was an enlightening opportunity for the team that participated in the development of this Inuvik ICSP.



# VISION

## VISION

*Inuvik means Living Place in Inuvialuktun.*

This vision and comments below capture the vision of the people in Inuvik, which was developed in the engagement sessions:

***Inuvik is a healthy, welcoming and culturally proud community that works, shares, and enjoys life: - caring for friends, families and visitors, while striving to live in harmony with nature.***

***As a barometer of climate change, Inuvik is a looking glass for the rest of the world and as such we will endeavor to be a leading example of sustainable innovation.***

Inuvik prides itself on its people: its family and friends. A deep cultural heritage and diversity leads a unique community that is celebrated into the future. The future of Inuvik will be led by people of all backgrounds forming an inclusive and empowered community in which each person takes responsibility for actions and strives to meet the challenges ahead.

The 2050 vision was developed through the engagement process which saw groups taken to the future in their minds and were left to describe what they saw...

Our town is thriving: we have a strong and diverse local economy, and we are healthy. We have a diverse array of employment opportunities, including research and green technology jobs that have been created at the new Arctic University. In a beautified city with core activities bringing people together at the centre as a united community, our town residents and tourists alike, dine on local food produced by greenhouses, gardens and well-managed game herds. Year round festivals and recreational opportunities are enjoyed by all groups and ages in a meaningful way that enhance the sharing of elders and youth, cultures and healthy living, and the pride of all those in Inuvik. Net zero carbon buildings are built in a compact sustainable community where walking the network of paths, trails, and sidewalks is the main mode of transportation.

Collaboration on decision-making and actions of all governments and local groups, ensure that people's well being—culture, health, recreation, education and opportunities—expand personal and professional goals, and overall basic needs are met.

As the town grows, the importance of identity and traditional culture strengthens. We are a community who values equality and we treat each member of the community with fairness and compassion.



# GOALS & STRATEGIES

## GOALS AND STRATEGIES

The results from the engagement were organized into the following goals:

1. local economy
2. cultural eco-tourism
3. plan accountability
4. governance
5. recreation
6. education
7. sense of community
8. town beauty
9. traditional knowledge, environment and culture
10. public service

A number of strategies and actions are required to achieve these goals. Actions were derived from the extensive public engagement sessions and represent the ideas of the community. Strategies were developed to focus the actions and help create a plan. It is expected that there will be some overlap between goals, strategies and actions (e.g., within the tourism goal); as some actions can work towards fulfilling two strategies or more. This is expected as the plan encompasses the interconnections of different areas.



# LOCAL ECONOMY

**Local Economy Goal: We sustain ourselves by producing, consuming and working and hiring locally.**

A sustainable community has a strong and diverse local economy. The more we can locally produce what we consume, the stronger our economy will be. Local production provides business opportunities, increased employment and keeps profits in the community instead of shipping them south. Eating locally produced food can cut down on transportation costs and associated greenhouse gases, not to mention the possible better taste and higher nutrition of local food.

## **Strategy SP-1: Increase local employment**

Increased local employment will contribute to creating a viable sustainable community that is able to rely on itself rather than outside help.

### Actions

- Promote and support local businesses and contractors

Action #: SP-1-1

Time Frame: On-Going

Budget – Operating: Within Current Budgets

Budget – Capital: None

Performance Measure: Diversification of Inuvik Economy

Target: A diverse local economy that survives the fluctuations of the economy

Community Involvement: Chamber of Commerce, Business Community, Gwich'in & Inuvialuit, ITI

Links to Other Initiatives: SP-2-4, SP-2-5, SP-2-7, SP-2-9, SP-3, SP-4

Initiative Leader: Community Economic Development Manager

Notes: Some initiatives underway: Conference Marketing, Tourism Strategy, Satellite Receiving Station Strategy

- Encourage the Northwest Territories to support local business incentive and training programs

Action #: SP-1-2

Time Frame: On-Going

Budget – Operating: Within Current Budget

Budget – Capital: None

Performance Measure:

Target: Education of Town Staff on available programs

Community Involvement: ITI, WABDS, Chamber of Commerce, BDIC

Links to Other Initiatives:

Initiative Leader: Community Economic Development Manager

Notes: By becoming aware of the various programs for local businesses, the Town can support the businesses. The Town is proud to be a part of the business development Lunch Series being offered at the Midnight Sun Complex

- Encourage southern workers to stay in town year-round by promoting opportunities, create innovative and interesting cultural activities and communicate the benefits of living in the north

Action #: SP-1-3

Time Frame: On-Going

Budget – Operating Under other Programs

Budget – Capital \$

Performance Measure:

Target: Creation of Attraction Materials

Community Involvement: ITI, GNWT, Chamber of Commerce

Links to Other Initiatives: See Human Resources Plan

Initiative Leader: Community Economic Development Manager, Human Resources Coordinator

Notes: Town of Inuvik already supporting NWT Attraction initiative, Town to develop materials about “What is great about living and working in Inuvik”

### Strategy SP-2: Create a healthy, local, sustainable food supply

A viable local food supply would provide jobs and has the potential to decrease living costs by reducing the need for expensive imported food.

## Food

The typical North American meal travels 1500 kilometres from farm-to-plate, which is part of the larger food production system (growing, processing, distribution, etc) consumes large amounts of energy. Locally raised and produced food has been proposed as the better alternative and has even been called “the new organic” — better tasting, better for the environment, better for local economies, and better for your health . So, while local food results in reduced energy consumption and GHG emissions, it can also make a community more able to sustain and depend on itself, and not rely on outside sources for food. In Inuvik, the mean annual growing season is approximately 90 days, compared to 160-280 days in many regions of southern Canada, limiting the amount of food that can be grown locally? However, there is an existing greenhouse in Inuvik that was converted from the old decommissioned building, the Grollier Hall Arena starting in 1998, and is growing and selling its produce in the summer months.



**INUVIK GREENHOUSE**  
Source: Cityfarmer.org

## Actions

- Expand and build upon existing greenhouse developing greater food production and exploring ways to extend the greenhouse growing season. Allow the greenhouse to also provide opportunities for elders and youth to apply traditional knowledge and learn from one another with interesting activities

Action #: SP-2-4

Time Frame: On-Going

Budget – Operating – N/A

Budget – Capital: N/A

Performance Measure: N/A

Target: N/A

Community Involvement: Tourism Links, Healthy Foods North, INAC, Agriculture Canada

Links to Other Initiatives: SP-2-5, SP-2-6

Initiative Leader: Inuvik Greenhouse

Notes: Human Resources Coordinator to be Liaison. Staff have already set up meeting and offered to assist the Greenhouse with accessing Federal Grants.

- Create a place to promote and sell products (e.g., a farmer's market)

Action #: SP-2-5

Time Frame: On-Going

Budget – Operating: N/A

Budget – Capital: N/A

Performance Measure: N/A

Target: N/A

Community Involvement: Tourism Links, Healthy Foods North, INAC, Agriculture Canada

Links to Other Initiatives: SP-2-4, SP-2-6

Initiative Leader: Inuvik Greenhouse

Notes: Human Resources Coordinator to be Liaison. Staff have already set up meeting and offered to assist the Greenhouse with accessing Federal Grants.

- Promote and provide education on backyard gardening techniques and other traditions that enhance nutritional habits

Action #: SP-2-6

Time Frame: On-Going

Budget – Operating N/A

Budget – Capital N/A

Performance Measure: N/A

Target: N/A

Community Involvement: Tourism Link, Healthy Foods North, INAC, Agriculture Canada

Links to Other Initiatives: SP-2-4, SP-2-5

Initiative Leader: Inuvik Greenhouse

Notes: Human Resources Coordinator to be liaison. Staff have already set up meeting and offered to assist the Greenhouse with accessing Federal Grants.

- Explore the opportunity for the Town of Inuvik to support the production and consumption of local food by allocating public space or underutilized buildings to build community greenhouses. Underutilized space such as road ends could provide more opportunities for these community development projects.

Action #: SP-2-7

Time Frame: On-Going

Budget – Operating None

Budget – Capital None

Performance Measure: Review of Current Opportunities Complete

Target: Report/ Request report to be brought to Council

Community Involvement: Town of Inuvik

Links to Other Initiatives:

Initiative Leader: Inuvik Greenhouse

Notes: Human Resources Coordinator to be liaison

- Explore the feasibility of expanding greenhouse capabilities by partnering with local agencies to secure funding to support the existing greenhouse and develop new ones.

Action #: SP-2-8

Time Frame: On-Going

Budget – Operating Within Current Budget

Budget – Capital N/A

Performance Measure: Grant Applications

Target: Completion of Grant Applications and Funding Secured

Community Involvement: Town of Inuvik, ITI, INAC, Agriculture Canada

Links to Other Initiatives:

Initiative Leader: Inuvik Greenhouse

Notes: Human Resources Coordinator to be Liaison. SAO to assist with applications. Have already facilitated meetings with INAC

- Feasibility of developing a small-scale fishery that invites other similar activities

Action #: SP-2-9

Time Frame: One Year

Budget – Operating Within Current Budget

Budget – Capital: N/A

Performance Measure: Feasibility Review

Target: Report to Council and Agencies

Community Involvement: HTC, GTC, Nihtat, IRC, ICC, ITC, Fisheries

Links to Other Initiatives:

Initiative Leader: Community Economic Development Manager

Notes: Used to be one. Should explore along with marketing of other county foods (Reindeer, Muskox etc.)

- Continue to promote traditional practices such as trapping and hunting as part of children's education, explaining the value of the foods

Action #: SP-2-10

Time Frame: On-Going

Budget – Operating N/A

Budget – Capital N/A

Performance Measure: N/A

Target: N/A

Community Involvement: Healthy Foods North, Schools, School Board, HTC, GTC, Nihtat, IRC, ICC

Links to Other Initiatives:

Initiative Leader: School Leadership, School Board

Notes: Our Schools have already earned awards for related programming thus should be easy to integrate



# Cultural Eco-Tourism

## Cultural Eco-Tourism Goal: Our Town is where you come to experience the North

The North offers a multitude of opportunities for exploration, tourism, culture and outdoor adventures. Business and tourists alike are looking for those special experiences that can be talked and boasted about. Our challenge is to bring these together and promote Inuvik as the best place to experience the North.

### Strategy SP-3: Become the conference centre of choice for Western Canada

The conference business has the potential to be a major economic driver for the community creating local employment in the service sector.

#### Actions

- Actively promote the workshop & conference business with local, territorial, federal, and aboriginal governments and agencies

Action #: SP-3-11

Notes: Already have Marketing Plan Completed. Have been attending event conference to promote Inuvik.

- Increase partnerships with air industry and local groups. Create tie-in with airlines for discount volume deals.

Action #: SP-3-12

Notes: Have already started meeting with Tourism Industry and started formulating a strategy. Need to continue this initiative.

- Use the Arctic and climate change as a possible marketing tool (e.g., tell people to come to Inuvik to learn about climate change effects and adaptation). This will showcase Inuvik as place to hold conferences.

Action #: SP-3-13

Notes: Should explore hosting Climate Changer Conference in IPS model

#### For All Actions Under Strategy SP-3

Time Frame: On-Going

Budget – Operating Within Current Budgets

Budget – Capital \$ None

Performance Measure: Increased Conferences/Workshops

Target: 1 to 2 added per year

Community Involvement: ITI, INAC, GTC, Nihtat, IRC, ICC, Chamber of Commerce, Hospitality Industry, Tourism, Airlines

Links to Other Initiatives:

Initiative Leader: Community Economic Development Manager

### Strategy SP-4: Promote Inuvik as a tourism destination

Tourism, like the conference business, has the potential to be a major economic driver for the community creating local employment in the service sector.

#### Actions

- Develop tourist packages that invite people to experience opportunities to enjoy nature, culture, arts and crafts and other unique activities based in Inuvik  
Action #: SP-4-14  
Notes: Packages are drafted
- Promote town nationally and globally  
Action #: SP-4-15  
Notes: Building on current activities such as Ice Road Truckers and Tropicana
- Explore the building of an Inuvik specific visitor, interpretation and info centre or expand the existing government visitor centre  
Action #: SP-4-16  
Notes: Feasibility study to be done
- Develop and promote eco-tourism  
Action #: SP-4-17  
Notes: Materials to be created
- Promote Inuvik as a year-round tourist destination  
Action #: SP-4-18  
Notes: Building on current activities such as Ice Road Truckers and Tropicana
- Integrate tourism and marketing plan involving, as examples, all cultural groups and ages  
Action #: SP-4-19  
Notes: Materials and Initiatives to be reviewed
- Explore the idea of creating better access to Gwich'in and Inuvialuit lands for tourism and develop partnerships to create programs that show traditions that groups feel proud to share with the world  
Action #: SP-4-20  
Notes: Included as partners

**For All Actions Under Strategy SP-4**

Time Frame: On-Going

Budget – Operating Within Current Budgets

Budget – Capital \$ 25,000 for Website Redevelopment

Performance Measure:

Target: Promotional Materials, Website Redevelopment

Community Involvement: ITI, INAC, GTC, Nihtat, IRC, ICC, Chamber of Commerce, Hospitality Industry, Tourism, Airlines

Links to Other Initiatives: See SP-3 Initiatives

Initiative Leader: Community Economic Development Manager



# Accountability

## Accountability Goal: This Plan is kept current and relevant to everyday citizens

In the past, plans tend to become stale, out-of-date, and no longer reflect the community in which they are made for. It is the intention to keep this plan up-to-date and relevant to ensure maximum participation within the community.

### Strategy SP-5: Strive for effective and increased communication

Regular communication with community on the progress on the plan is essential to keeping the public engaged and active.

#### Actions

- Create a monitoring program that tracks the progress towards meeting the ICSP goals. The monitoring program will identify indicators for each goal and identify which of these indicators are suitable to have targets. Targets can then be set for each suitable measure.

Action #: SP-5-21

Notes: All strategies and action will be placed in tables for ease of tracking  
Finalized Plans to be forwarded to all participants

- Create a website that is updated regularly.

Action #: SP-5-22

Notes: Will use newly update website and make materials available

- Publish a status update report regularly

Action #: SP-5-23

Notes: Report to be sent to Council semi-annually and forwarded to interested parties and published on the web after Council Approval

**For All Actions Under Strategy SP-5**

Time Frame: On-Going

Budget – Operating Within Current Budget

Budget – Capital \$ 25,000 as per SP-4

Performance Measure:

Target: Completion and Implementation of Council Communication Plan

Community Involvement: All

Links to Other Initiatives:

Initiative Leader: SAO to ensure regular reporting and Community Economic Development Manager to take lead on Website Re-development



# Governance

## Governance Goal: Everyone has a say in the Town's governance

A participatory democracy is a healthy democracy. Citizens are engaged and develop a sense of ownership of the community. They have a vested interest in community decision making process and are an active part of this process.

### Strategy SP-6: Create a town council representing the community in which it serves

A council that represents the community it serves ensures all possible voices are heard before decisions are made. This allows for balanced discussions and therefore better outcomes.

#### Actions

- Increased Involvement for the Inuvialuit and Gwich'in people

Action #: SP-6-24

Time Frame: On-Going

Budget – Operating Within Current Budget

Budget – Capital N/A

Performance Measure:

Target: Regular Meetings between Aboriginal Leadership and Council

Community Involvement: All Aboriginal Groups

Links to Other Initiatives: All

Initiative Leader: Mayor and SAO

Notes: With the exception of Youth Representatives Council cannot have non-elected members. As per the Council Communication Plan, Council intends to have regular meetings with leadership of the various Aboriginal Groups within the Town of Inuvik

- Establish a council seat to be occupied by a youth representative that is chosen by their Peers

Action #: SP-6-25

Time Frame: Completed

Budget – Operating Within Current Budget (Scholarship based on attendance)

Budget – Capital N/A

Performance Measure: Seat Created and Filled

Target: One Youth Rep position

Community Involvement: Selection by Student Council at High School

Links to Other Initiatives:

Initiative Leader: SAO

Notes: Completed

**Strategy SP-7: Generate a culture of community collaboration and participation**

An active community that participates in its running leads to a sustainable community. Participation by stakeholders leads to a greater understanding of the issues at hand and an empowerment of the community members.

**Actions**

- Explore ways to include the voices of residents of all ages in the decision making process. For example, have council present to schools and get youth feedback.

Action #: SP-7-26

Notes: Comprehensive Youth Feed back program as part of development of this plan

- Include all affected stakeholders when solving a problem

Action #: SP-7-27

Time Frame: On-Going

Notes:

- Promote community participation by advertising local meetings and forums

Action #: SP-7-28

Notes: Effective notice has been an on-going issue

**FOR For All Actions Under Strategy SP-7**

Time Frame: 3 months

Budget – Operating \$ Reallocation of existing resources

Budget – Capital \$

Performance Measure:

Target: Development and Implementation of Council Communication Plan

Community Involvement: All

Links to Other Initiatives: All

Initiative Leader: Mayor / SAO



# Recreation

## Recreation Goal: Everyone, everyday has an opportunity to participate in recreational activities

Recreational activity has a lot more to offer than something to do in your free time. Recreation increases well-being and community vitality, economic sustainability and natural resource protection and conservation. Everybody of all ages, background, and gender should have the opportunity to participate in some form of recreational activity.

### Strategy SP-8: Increase the number of available activities for our youth

The youth of this town need recreation opportunities. Recreation activities get children out of the house, helping our children be physically active and healthy.

#### Actions

- Build a skate and bike park

Action #: SP-8-29

Time Frame: By 2014

Budget – Operating \$ Should remain same as current

Budget – Capital \$ Unknown

Performance Measure:

Target: Park Constructed

Community Involvement: Youth, Youth Centre, Contractors

Links to Other Initiatives:

Initiative Leader: SAO / Director of Community Services

Notes: Park is to be moved over by the future Youth Centre. More info and opportunity for feedback when first draft of park design completed

- Supply better equipment available for use by the public

Action #: SP-8-30

Time Frame: On-Going

Budget – Operating \$ 20,000/yr

Budget – Capital \$

Performance Measure:

Target: Slowly increasing the equipment available for various programs

Community Involvement: All Equipment Users, Sports Associations, Rec Board Leisure Services Committee

Links to Other Initiatives:

Initiative Leader: Director of Community Services

Notes: By adding new equipment every year, more opportunities are created for programming as well.

- Explore other recreation opportunities
  - Paintball
  - Indoor Gym at Rec Complex
  - Indoor Turf Fields

Action #: SP-8-31

Time Frame: 6 months

Budget – Operating \$

Budget – Capital \$

Performance Measure:

Target: Feasibility study on other recreation opportunities

Community Involvement: Rec Board, Leisure Services Committee

Links to Other Initiatives:

Initiative Leader: Director of Community Services

Notes:

### Strategy SP-9: Encourage and support outdoor activity

Recreation is a great way to explore what the outdoors has to offer. Being outdoors and on the land helps generate an appreciation for the local landscape and beauty of the area.

#### Actions

- Increase the network of walking of trails, bike trails, skiing trails, and ski-dooing trails

Action #: SP-9-32

Time Frame: On-Going

Budget – Operating \$ 5,000 to \$10,000

Budget – Capital \$ \$ 350,000 in 2010

Performance Measure: Increased Sidewalks

Target: 1 km per year

Community Involvement: Contractors, MACA, INAC

Links to Other Initiatives:

Initiative Leader: Director of Community Services/ Municipal Engineer

Notes: Funding Secured for 2.5 km in 2010

- Provide better maintenance of existing trails: more benches and garbage cans

Action #: SP-9-33

Time Frame: On-Going

Budget – Operating – Already in Budget

Budget – Capital \$ 40,000 in 2010

Performance Measure:

Target: Improved trails

Community Involvement: Public, Contractors

Links to Other Initiatives:

Initiative Leader: Director of Public Services

Notes: Included in this years Capital Budget

- Build a golf course

Action #: SP-9-34

Time Frame: Three Years

Budget – Operating N/A

Budget – Capital N/A

Performance Measure:

Target: Completion of the Golf Course

Community Involvement: Town, ITI

Links to Other Initiatives: Tourism

Initiative Leader: End of the Road Golf Association

Notes: Three of Nine Holes Completed. Exploring grant opportunities

- Explore building a downhill ski and toboggan hill

Action #: SP-9-35

Time Frame: 9 months

Budget – Operating With current resources

Budget – Capital N/A

Performance Measure:

Target: Completion of Feasibility Study

Community Involvement: Rec Board, Leisure Services Committee

Links to Other Initiatives:

Initiative Leader: Director of Community Services / Director of Public Services

Notes:

### Strategy SP-10: Recreation is accessible to a variety of age groups

Recreation is just not for the young. It is for everybody! Activities need to meet the needs of all our life stages.

#### Actions

- Develop activities that can be enjoyed year-round

Action #: SP-10-36

Notes: Community Services is developing new programming for the entire family to enjoy year round

- Create and maintain affordable recreational programs

Action #: SP-10-37

Notes: Programming is always reviewed for affordability and opportunities for sponsors always explored

- Provide a variety of recreational programming for all ages, groups, genders and families

Action #: SP-10-38

Notes: New elders and youth programming being developed

**Strategy SP-11: Efficient use of existing facilities**

Existing facilities should be used to their fullest extent. This enables a wider variety of participants to get involved and join in on the fun.

**Actions**

- Use recreation centre time more effectively and efficiently (e.g., seven days a week)

Action #: SP-11-39

Notes: Increased programming will lead to increased facility use

- Produce and hold more events at the recreation centre

Action #: SP-11-40

Notes: Some of the new programming is event oriented

**For All Actions Under Strategies SP-10 & SP-11**

Time Frame: On-Going

Budget – Operating \$ 25,000 added already

Budget – Capital \$

Performance Measure:

Target: Increased programming / Leisure Guide

Community Involvement: Public, Rec Board, Leisure Services Board, Sports and Service Groups, DEA, Aurora College, Youth Centre, IRC, ICC, Nihtat, GTC

Links to Other Initiatives:

Initiative Leader: Director of Community Services



# Education

## Education Goal: We are a centre for quality education in the North

Quality education is one of the foundations of a sustainable tomorrow. A well trained population is a great resource and competitive advantage for current and future employers. A community with a diversity of skills is better equipped to become less reliant on imported talent and more self sufficient.

### Strategy SP-12: Become a centre of excellence for the Arctic

Becoming a centre for excellence will draw talent from across the country to our town further driving our economy.

#### Actions

- Work towards obtaining university status for Aurora College

Action #: SP-12-41

Time Frame: 5 to 10 Years

Budget – Operating N/A

Budget – Capital N/A

Performance Measure:

Target: University Status for Aurora College

Community Involvement: Town, GNWT, Aurora Research Institute, University of the Arctic, Chamber of Commerce, GTC, IRC

Links to Other Initiatives:

Initiative Leader: Aurora College

Notes: Need to watch for opportunities and partnerships that may be a first step towards this occurring

- Focus research and training on green technology, research, off shore training and climate change

Action #: SP-12-42

Time Frame: On-Going

Budget – Operating N/A

Budget – Capital N/A

Performance Measure:

Target: Increased research at ARI and programming at Aurora College

Community Involvement: Town, GNWT, Aurora Research Institute, University of the Arctic, Chamber of Commerce, GTC, IRC

Links to Other Initiatives: See Energy Plan, Eco-Tourism SP-4

Initiative Leader: Aurora College, Aurora Research Institute

Notes: Much of this trending has already started. Should continue.

**Strategy SP-13: Continue to provide a well rounded primary and secondary education**

A quality education system is essential to provide our kids with the tools they need to succeed tomorrow.

Actions

- Provide creative, cultural and outdoor educational opportunities

Action #: SP-13-43

Notes: SAM's school principal's just won awards for their on the land programs and cultural programs

- Provide environmental education throughout the different grades

Action #: SP-13-44

Notes:

- Put an emphasis on traditional knowledge

Action #: SP-13-45

Notes: Town will be exploring what traditional programs to offer to all age groups

- Develop a youth employment program to provide hands on employment experience

Action #: SP-13-46

Notes:

**For All Actions Under Strategies SP-13**

Time Frame: On-Going

Budget – Operating N/A

Budget – Capital N/A

Performance Measure:

Target: Increased opportunities for youth in particular for culturally relevant programming

Community Involvement: GNWT, DEA, Schools, IRC, ICC, GTC, Nihtat, Elders, Youth

Links to Other Initiatives:

Initiative Leader: DEA, Schools



# Sense of Community

## Sense of Community Goal: People are at the heart of what it means to be an Inuvikite

The residents of Inuvik are its most valuable asset. Family and friends gained through school, work, and recreational activities combine to create a sense of community that brings this unique small town to life. The social networks that are created throughout the town are leaned upon in tough times and lifted up together in celebration during times of prosperity. Its people are what make this town.

### Strategy SP-14: Preserve the already strong relationships between family and friends

Bonds and relationships between family and friends are the backbone of the community. They should remain the backbone even in times of growth.

#### Actions

- Celebrate and promote family oriented activities

Action #: SP-14-47

Time Frame: One Year

Budget – Operating – Within Current Budget

Budget – Capital N/A

Performance Measure:

Target: More Family Oriented Activities

Community Involvement:

Links to Other Initiatives: See Recreation Section

Initiative Leader: Director of Community Services

Notes: Increased programming will include more family oriented programming

### Strategy SP-15: Create an equal and healthy community

Equality is a fundamental element to sustainability. Everyone should have access to the care and help they need to lead a healthy lifestyle including physical, mental, spiritual and emotional well-being.

#### Actions

- Build a drug and alcohol centre

Action #: SP-15-48

Time Frame: One to Five Year

Budget – Operating N/A

Budget – Capital N/A

Performance Measure:

Target: Have a well funded Drug and Alcohol Centre

Community Involvement: Inuvik Interagency, Nihtat, GTC, ICC, IRC, GNWT, RCMP

Links to Other Initiatives: SP-16-55 Homeless Shelter

Initiative Leader: GNWT (Inuvik Interagency)

Notes: Mayor to host Forum on Drug and Alcohol Centre and Homelessness

- Build and operate a new homeless shelter

Action #: SP-15-49

Time Frame: One to Five Years

Budget – Operating N/A

Budget – Capital N/A

Performance Measure:

Target: Ensure adequate funding for Homeless Shelter and associated programming

Community Involvement: Inuvik Interagency, Nihtat, GTC, ICC, IRC, GNWT, RCMP

Links to Other Initiatives: SP-16-54 Drug and Alcohol Centre

Initiative Leader: Nihtat Gwich'in

Notes: Mayor to host Forum on Drug and Alcohol Centre and Homelessness

- Create accessible child care programs

Action #: SP-15-50

Time Frame: 2013

Budget – Operating N/A

Budget – Capital N/A

Performance Measure:

Target: New Childcare / Early Childhood Development Centre Created

Community Involvement: Inuvik Interagency, Nihtat, GTC, ICC, IRC, GNWT, Childcare Facilities, Parents, Children's First, Schools

Links to Other Initiatives:

Initiative Leader:

Notes: Mayor to host Forum on Childcare

- Provide affordable health services

Action #: SP-15-51

Time Frame: On-Going

Budget – Operating N/A

Budget – Capital N/A

Performance Measure: N/A

Target: N/A

Community Involvement:

Links to Other Initiatives:

Initiative Leader: GNWT

Notes: Concerns of the community to be passed onto GNWT



# Town Beauty

## Town Beauty Goal: Inuvik is a beautiful city that its residents can be proud of

A clean, beautiful city is a source of pride for its citizens. A sense of ownership is developed within the people that further entrench values and a sense of community throughout.

### Strategy SP-16: Town beautification

A clean town serves as one big welcoming sign to residents and visitors alike. It provides a positive lasting image of the town.

#### Actions

- Maintain and create more parks within town boundaries

Action #: SP-16-52

Time Frame: On-Going

Budget – Operating – Already Allocated

Budget – Capital \$ 170,000 in 2010 Capital

Performance Measure:

Target: Annual Allocation for maintenance and capital

Community Involvement: Rec Board, Leisure Services Committee, Youth

Links to Other Initiatives:

Initiative Leader: Director of Community Services / Director of Public Services

Notes: Rec Board to make recommendations on allocation of funds

- Have a yard clean-up incentive or disincentive

Action #: SP-16-53

Time Frame: On-Going

Budget – Operating Within Current Budget

Budget – Capital \$

Performance Measure:

Target: More Clean Yards in Inuvik

Community Involvement: All homeowners, All business owners, Chamber of Commerce

Links to Other Initiatives:

Initiative Leader: By-Law Officers

Notes: Contest Recommended for this spring, Increased By-Law will allow for more enforcement

- Make downtown beautification a priority

Action #: SP-16-54

Time Frame: One Year

Budget – Operating Within Current Budget

Budget – Capital \$

Performance Measure:

Target: Development of A Downtown Beautification Plan

Community Involvement: All Residents, Downtown Businesses, GNWT

Links to Other Initiatives: Jim Koe Park Design

Initiative Leader: SAO / Director of Community Services / Municipal Engineer

Notes: As a first step, a downtown Beautification Plan should be developed

## Solid Waste

Many municipal solid waste landfills in cold, dry regions do not produce enough methane gas to support conventional gas extraction, treatment, and utilization or flaring. Still, methane is emitted and strategies to reduce these emissions are required in order to address climate change. In Inuvik, solid waste is handled by the Town, which in 2005 introduced a by-law authorizing a levy on solid waste collection for multi-family residential, and institutional, commercial, industrial (ICI) zones.

Also in 2005, the GNWT began Canada's most northerly recycling program. All ready-to-serve drink containers (glass, plastic, aluminum, metals, waxed cardboard and tetra packs) are included in the program, which is administered by the GNWT, but implemented by private business or community organizations. In Inuvik, this is done through the Inuvik Recycling Society, with materials processed through the Inuvik Recycling Depot, one of three regional depots in the territory. The recycled materials are shipped from Inuvik, through the action of the Inuvik Recycling Society, to the Raven Recycling processing centre in Whitehorse. The Inuvik Recycling Society was formed to promote the 3 R's (reduce, reuse, recycle) within Inuvik, and provides a recycling service for those materials that have the most effect on the local environment, including hazardous wastes.

### Best Practice Example

#### Whistler Re-Use It Centre

The sale of items from the Re-Use It Centre helps to provide food, emergency funding, and other social service programming in Whistler. In addition, it helps the community to address its

### Strategy SP-17: Produce and follow a solid waste management plan

A solid waste management plan will allow the town to effectively collect waste and recyclables from the community and reduce the amount of garbage that is produced.

#### Actions

- Create a recycle program. If possible, work in conjunction with other communities.

Action #: SP-17-55

Notes: Town has continued to lobby the GNWT to facilitate recyclables collection on territory wide basis.

- Consider including compostables in this new program or promote household composts

Action #: SP-17-56

Notes: See opportunity below

- The Town could investigate opportunities to promote composting locally. One opportunity for local composting may be found at the local greenhouse, where compost could be used to assist with greenhouse production or it could be distributed to residents that keep gardens in the summer months. Another opportunity might be through backyard composters. While backyard compost will go dormant during the winter freeze, it will start up again in the spring and may even be accelerated as a result of the long daylight hours during the summer.

Action #: SP-17-57

Notes: Discussions with Inuvik Greenhouse should be first step

- Produce and create a waste reduction awareness program

Action #: SP-17-58

Notes: Tie in with Energy Plan and Water Conservation Initiatives

- The Town could investigate the potential to create local product exchange and resale networks. This could be done online by creating a local version of websites like Craigslist or Kijiji to encourage Inuvik residents to sell or give away items (e.g., furniture, electronics, etc). Alternatively (or in addition), an outlet that would allow residents to drop off quality used household goods would also encourage exchange or resale locally (see example in text box on this page).

Action #: SP-17-59

Notes: Exchange already exists at landfill. Investigate opportunities for expansion.

#### **For All Actions Under Strategies SP-17**

Time Frame: One Year

Budget – Operating – Within Current Budget

Budget – Capital \$

Performance Measure:

Target: Completion of Waste Diversion Strategy

Community Involvement: Inuvik Greenhouse, Public, Landfill Contractor, GNWT, Current Operator of Recycling Program,

Links to Other Initiatives: Energy Plan, Water Conservation Education

Initiative Leader: Municipal Engineer



# Traditional Knowledge, Environment & Culture

**Traditional Knowledge, Environment and Culture Goal: The traditional knowledge of the community is celebrated and used to protect our environment.**

Traditional knowledge and the culture of environmental stewardship are linked so closely are celebrated and kept alive. Celebrating through the arts, music, and language, Inuvik is a place where tradition is not only kept alive but grows in step as the town develops.

## **Strategy SP-18: Celebrating traditional knowledge and culture**

Traditional knowledge and culture should not be relegated to the past. Rather, they should be celebrated in the present and into the future. It is this culture that makes us unique and proud.

### Actions

- Promote and encourage the use of native languages

Action #: SP-18-60

Time Frame: Six months

Budget – Operating – Within Current Budgets

Budget – Capital N/A

Performance Measure:

Target: Language classes offered

Community Involvement: IRC, GTC, ICC, Nihtat, Library, Literacy Council, Elders

Links to Other Initiatives:

Initiative Leader: Director of Community Services

Notes: Offer introductory classes to local aboriginal languages (include local culture as well)

- Hold a yearly multicultural festival highlighting and celebrating cultural differences

Action #: SP-18-61

Time Frame: Six Months

Budget – Operating – Within Current Budgets

Budget – Capital N/A

Performance Measure:

Target: Multi-Cultural Festival

Community Involvement: Muslim Association , Francophone Association, GTC, IRC, Nihtat, ICC

Links to Other Initiatives:

Initiative Leader: Director of Community Services

Notes: This project is already in the work plan for Community Services Department

- Public and street art projects (e.g., mural painted on northern wall)

Action #: SP-18-62

Time Frame: One to Two Years

Budget – Operating – With Current Budgets

Budget – Capital \$10,000

Performance Measure:

Target: Carving for Jim Koe Park and Report to Council on other opportunities

Community Involvement: GNAF, GTC, ICC, IRC, Nihtat

Links to Other Initiatives: Downtown Beautification

Initiative Leader: Director of Community Services

Notes: Explore opportunities for Street Art Projects. Report back to Council. Carving Project for Jim Koe Park in 2010 Budget

### **Strategy SP-19: Establish a multiuse Northern Cultural Centre**

A permanent building where our culture can be displayed and showcased to the world will further cement its importance to our community and allow us to share it with our visitors.

#### Actions

- Combine the centre with a future conference and information centre

Action #: SP-19-63

Time Frame: 5 – 10 years

Budget – Operating \$

Budget – Capital \$

Performance Measure:

Target: Completion of Cultural Centre

Community Involvement: GNAF, ICC, Nihtat, GTC, IRC

Links to Other Initiatives:

Initiative Leader:

- Notes: Include artist incubation space, Ensure exhibition space is available for local use, Use it as a community center

**Strategy SP-20: Protection and Management of Natural Resources**

Respect for the environment is demonstrated in each day-to-day activity as natural resources are protected and used wisely.

**Actions**

- Create a water conservation strategy

Action #: SP-20-64

Time Frame: One Year

Budget – Operating - Within Current Budget

Budget – Capital \$

Performance Measure:

Target:

Community Involvement:

Links to Other Initiatives: Energy Plan, Solid Waste/ Recycling

Initiative Leader: Municipal Engineer

Notes: Tie in Education component with Energy and Water Conservation Education



# Public Service

## Public Service Goal: Quality public services are provided

Public sector services are provided on a timely and effective manner.

### Strategy SP-21: Have the RCMP more actively involved in the community

A visible police presence is the strongest deterrent against crime and theft.

#### Actions

- Increase visual community police presence with members on a walking beat

Action #: SP-21-65

Time Frame: On-Going

Budget – Operating N/A

Budget – Capital N/A

Performance Measure: N/A

Target: N/A

Community Involvement: Interagency, Downtown Merchants

Links to Other Initiatives:

Initiative Leader: RCMP

Notes: RCMP have done foot patrol with staff volunteers in the summer to assist with curfew issues.

### Strategy SP-22: Increase by-law enforcement

By-law enforcement is essential in a well run, orderly town.

#### Actions

- Have by-law officers enforce, as examples, littering and yard clean-up etc.

Action #: SP-22-66

Time Frame: Completed

Budget – Operating \$ 75,000 already added

Budget – Capital N/A

Performance Measure:

Target: New By-Law Officer Added

Community Involvement:

Links to Other Initiatives:

Initiative Leader: By-Law Enforcement

Notes: New By-Law Officer added. Increased coverage and presence.



## NEXT STEPS

### Next Steps

The ICSP goals, strategies and actions will be reviewed by the Town. The actions in each goal and strategy will require further evaluation. Building upon suggested actions, action plans that outline short, medium and long-term actions are to be developed to meet each goal. The intention of the action plans will work toward meeting the goals of the ICSP. Although the Town of Inuvik has led the development of this ICSP and it is already implementing programs and actions related to what is suggested by the community, it is not the intention of this plan for the town to be responsible for all of the actions discussed. Rather, as this ICSP was created from the input of the community, all residents, employees, organizations and businesses in Inuvik can be responsible and empowered for the implementation and fulfillment of the goals, actions and strategies put forward by the ICSP.

The Town will complete the ICSP and send it for review and feedback to stakeholders who participated in the engagement process and others. The plan begins its implementation with the sustainability behaviours and actions of all Inuvik residents. For successful implementation, it is important that leaders provide structure and support to the actions to meet the ICSP goals



## APPENDIX 'A'

# COMMUNITY SURVEYS & COMMENTS



## APPENDIX 'B'

# Council Sign Off

## Appendix #2: Council Sign off

The council approves this strategic plan.

Council resolution/motion # \_\_\_\_\_

Date: \_\_\_\_\_

Signed by: \_\_\_\_\_

Mayor Denny Rodgers

Date: \_\_\_\_\_