



AGENDA

PUBLIC INPUT

1. CALL TO ORDER

2. ADOPTION OF AGENDA

3. DECLARATION OF INTEREST

4. ANNOUNCEMENTS, AWARDS, CEREMONIES & PRESENTATIONS

5. DELEGATION

- a. Pandemic Presentation – Hay River Health & Social Services Authority – page 2-7

6. MINUTES

- a. Regular Meeting of Council – September 15th, 2020 – page 8-26

7. BUSINESS ARISING

8. ADMINISTRATIVE ENQUIRIES

9. COMMITTEE REPORTS

- a. Tourism and Economic Development Report for September – page 27-30
- b. Emergency Services Monthly Report for September – page 31-33
- c. Municipal Enforcement Monthly Report for September – page 34-35
- d. Public Works Monthly Report for September – page 36-39
- e. Recreation Monthly Report for September – page 40-41

10. NEW BUSINESS

- a. Municipal Enforcement Plan – page 42-54
- b. Fire Smart Project – page 55-57
- c. Strategic Plan Update – page 58-89

11. NOTICES OF MOTIONS

12. IN CAMERA

- a. **Matters under Consideration** - pursuant to Cities, Towns & Villages Act, S.N.W.T. 2003 c. 22, Section 23. (3), (e)

13. ADJOURNMENT

SUMMARY:

COVID-19 Pandemic Response Plan for Health Services

The NWT Health and Social Services Authorities COVID-19 Response Team's Pandemic Response Plan for Health Services (Pandemic Response Plan) is a document that outlines the patient care actions that will be taken as the demand for health services evolves due to the introduction of COVID-19 throughout the Northwest Territories.

We recognize the plan is complex; this is to be expected as it is intended to guide the work of the health and social services authorities through a difficult situation that includes unknown factors and events.

Our goal in releasing this plan is threefold:

1. We want to be transparent and build confidence in our healthcare response to COVID-19.
2. We need the public to know what to expect from a patient care perspective should the situation for COVID-19 escalate in the NWT.
3. We want people to understand the capacity of our health and social services system to respond to COVID-19 and encourage them to continue to follow the measures put in place by the Chief Public Health Officer to manage the spread of COVID-19.

It is important to remember that this plan aims to cover scenarios from current state through worst case scenario. COVID-19 has forced health and social services systems across the globe to make difficult decisions when demand exceeds capacity. Being prepared and transparent about how the NWT would escalate care and services is important.

Along with the preparations being implemented across the NWT health and social services system, the behaviours and choices of NWT residents can influence the demand on the healthcare system in the NWT during the COVID-19 pandemic. By following the orders of the Chief Public Health Officer to limit contact with others through physical distancing and to get tested if experiencing symptoms we can all help to lessen the impact of COVID-19 on individuals, communities, and our health and social services system.

This plan has been developed based on NWT pandemic planning structures and guidelines and brings together all three NWT Health and Social Services Authorities' COVID-19 pandemic response planning into one document. Many aspects of the plan have been activated and are already in place; however, this is the first time we have shared the detailed approach to our response in a cohesive document.

Key Areas of the COVID-19 Pandemic Plan Response Plan for Health Services

Caring for Patients with COVID-19

The plan covers processes for how we would care for patients with COVID-19. This ranges from supporting individuals with mild symptoms to stay at home in their community and recover while self-isolating to moving patients with more severe illness.

Self-isolation at home for those who have mild illness would be supported through a combination of in-person visits and virtual care encounters to monitor symptoms. Self-isolation facilities are being identified in several communities to support those who cannot self-isolate at home while they recover from mild illness.

Anyone who needs hospitalization for active care related to COVID-19 would be moved to receive care at Stanton Territorial Hospital during the early stages of the pandemic response. Inuvik Regional Hospital would care for some patients during later stages, if required. Comfort care (also known as palliative care) requiring inpatient admission can also occur in Hay River. Consideration of community palliative care in other locations would be assessed, case by case, based on community staffing and case requirements.

Discussing Goals of Care

“Goals of Care” is the term used to describe discussions between providers and patients about a patient’s values and wishes about their medical care when they have a very serious illness. Goals of care help guide the patient’s care team to ensure that medical care is appropriate and meets the patient’s personal values and wishes. These discussions are particularly important for higher risk individuals. The pandemic plan outlines how Goals of Care would be included in clinical decision making.

Clarity and Transparency in Pandemic Responses Stages

Should COVID-19 escalate in the NWT, having a structured approach to decisions, triggers and actions is important for a number of reasons. It allows our system to clearly define what measures will be taken and when. It allows the public to understand what care will look like at different points in our pandemic response, including what care might not be accessible if we shift resources to address COVID-19.

This plan clearly outlines the pandemic stages, provides detailed information on what actions would be taken in each stage, and what events would trigger moving up or down stages of response.

Pandemic Response Structure and Decision Making

Outlined in the plan are the structures that have been created to help support decision making in a very complex environment. It outlines roles and responsibilities for the organizations who are involved in responding to COVID-19 and it documents what structures and groups will be involved in decision making and determining details of our response in the NWT.

What to Expect Across the NWT

Patient Flow

Mild Symptoms: Care Provided

- All patients with mild symptoms will be assessed and swabbed by a healthcare provider (RN, NP, MD) in person or virtually, in their home community.
- 80% of patients who test positive for COVID-19 will have mild symptoms and can stay at home if they can self-isolate. They will be followed by a healthcare provider and receive regular in-person or virtual assessments, as required.
- If the condition worsens, patients will be offered care options based on symptom severity and Goals of Care and the patient's wishes
- Patients will be asked to self-isolate at home.
- Patients who cannot self-isolate at home may be offered with accommodation in their community, region, or elsewhere in the territory depending on availability. Transportation will be provided.

Moderate and Severe Symptoms: Active Treatment and Comfort Care (Palliative Care)

- All patients with moderate or severe symptoms will be assessed in person. If the assessment is not by a physician, a physician will be consulted.
- If a patient chooses Active Treatment for moderate or severe symptoms, admissions for Active treatment will only be at Stanton Territorial Hospital during Response Stages 1 and 2. Starting at Stage 3, Active Treatment for moderate symptoms may be offered in Inuvik for patients in the Beaufort Delta and Sahtu regions.
 - All community health centres can provide active treatment while patients are awaiting transportation. Transportation, including by air ambulance, will be provided, if needed.
- If a patient chooses comfort care (palliative care) for Moderate or Severe Symptoms, inpatient comfort care will be provided at Stanton Territorial Hospital, Inuvik Regional Hospital, and Hay River Regional Health Centre.
 - All community health centres can provide comfort care while patients are awaiting transportation. Transportation to the location including by air ambulance, will be provided if needed. It is important to note that due to the highly infectious nature of COVID-19, consideration of community palliative care in other locations besides Stanton

Territorial Hospital, Inuvik and Hay River would be assessed, case by case, based on community staffing and case requirements.

Surge

A coordinated approach across the NWT healthcare system is critical to ensure all resources are managed in alignment to achieve the best possible outcomes for patients, staff, and the residents of the territory. To achieve this goal, a staged response plan has been put into place. These four response stages for the NWT are adapted from and aligned with Alberta's pandemic response, enabling common language and effective communication with the NWT's closest tertiary care resource.

	1 - MINOR	2 - MODERATE	3 - MAJOR	4 - CRITICAL
TRIGGER	 First COVID-19 Hospitalization	 Community Transmission	 50% COVID-19 inpatient beds at STH Full	 Scarce Resource Allocation
GOAL	Detect and contact trace initial isolated cases, prevent community transmission	All activities should aim to reduce the rate of infection in the territory during community transmission ("flatten the curve")	Maintain capacity at Stanton Territorial Hospital to delay or avoid progression to stage 4	Use all available resources and external agency supports to return to Territorial Response Stage 3.
DESCRIPTION	Isolated cases with initial hospital admissions at STH.	Community transmission is occurring requiring active management of system resources.	Increasing critically ill patients are being admitted for active care.	Some or all of critical system resources exceed maximum capacity.
BED SURGE CAPACITY	6 ICU 36 COVID+ 30 OTHER	8 ICU 49 COVID+ 17 OTHER	8 ICU 63 COVID+ 17 OTHER	8 ICU 84 COVID+ 0 OTHER
TOTAL	72	74	88	92*

Outbreak

Despite the planning and public health measures in place, we will need to prepare for possible scenarios when there is a concentrated increase in the number of COVID-19 illness in one of our facilities or throughout a community.

In those scenarios, the ability of the health system to respond to increases in demand are limited to the following categories of action:

Mobilize & Maximize Staff: Add additional staff resources into the health system or reallocate staffing resources to areas as required, including moving staff to different communities.

Mobilize Patients: Move patients from their current location to a place where care can be provided. This can include moving critical patients to a central location (such as Stanton Territorial Hospital), moving non-critical patients to another location (such as Inuvik Regional Hospital or Hay River Regional Health Centre), or transfers out of territory based on other jurisdiction capacity.

Mobilize Other Resources: This includes may include utilizing external resources, non-medical staff, and/or delegate all appropriate tasks away from the health system to allow a focus on patient care and health system operations. This also includes the use of major external organizations such as the military to provide large-scale support for the response.

Triage Care Decisions: Demand for health services may greatly exceed available supply despite other mitigating actions. When the demand for ICU beds, ventilators, staff, medevacs, or other scarce resources outstrip available supply, decisions on how to prioritize these resources will need to be made.

The structure and decision making tools established under the Incident Command Structure of the Authorities COVID-19 Response Team (ACRT) will be activated in scenarios that require any of the above actions to address a need in the NWT, related to COVID-19.

Continuing to meet the health and wellness needs of the NWT

The uncertainty of the COVID-19 pandemic has a direct impact on non-covid healthcare. We must balance the public health measure to prevent viral spread with the continuation of provision of necessary healthcare services.

This is a complex balancing act that we are managing by the following principles:

- When appropriate, replace face-to-face encounters with virtual encounters. This means meeting the patient's healthcare needs by phone, video or secure messaging
- Reduce patient movement by reducing unnecessary/ inefficient in-person presentations to healthcare facilities
- Continue face-to-face encounters when appropriate
- Encouraging Choosing Wisely guides to minimize assessments or treatments for things that are not evidence-based or will not impact health outcomes



REGULAR MEETING MINUTES September 15th, 2020

The Regular Meeting of Council was held on Tuesday, September 15th, 2020 at 6:30pm By Video Conference Call

Present: Mayor Kandis Jameson, Deputy Mayor Bouchard, Councilors Anderson, Chambers, Duford, Dohey, Groenewegen, and Willows

Staff: SAO – Glenn Smith, Director of Protective Services – Ross Potter, Director of Public Works – Mike Auge, Director of Finance - Sam Mugford, Council Administrator – Stacey Barnes

1. CALL TO ORDER:

This Meeting was called to order at 6:38pm with Mayor Jameson presiding.

2. ADOPTION OF AGENDA

#20-218

MOVED BY CLLR ANDERSON

SECONDED BY: CLLR CHAMBERS

3. DECLARATION OF INTEREST

There were no declarations of interest for the Regular Meeting of Council, Tuesday, September 15th, 2020

4. ANNOUNCEMENTS, AWARDS & PRESENTATIONS

There were no announcements, awards or presentations for the Regular Meeting of Council, Tuesday, September 15th, 2020

5. MINUTES

a. Regular Meeting of Council – August 25th, 2020

#20-219

MOVED BY: DEPUTY MAYOR BOUCHARD

SECONDED BY: CLLR WILLOWS

CARRIED

6. BUSINESS ARISING

There were no business arising at the Regular Meeting of Council on Tuesday, September 15th, 2020.

7. ADMINISTRATIVE ENQUIRIES

Director of Finance – Sam Mugford

- Was busy all of last week with collective bargaining
- Working on 2020 budget preparations



REGULAR MEETING MINUTES September 15th, 2020

Director of Protective Services – Ross Potter

- Reports in the Council package
- Bylaw, Fire and Ambulance has been steady
- New Protective Services Specialist started on Monday

SAO Smith – Travis will be enrolling in the MACA Bylaw course and working on a prioritization plan

Director of Public Works – Mike Auge

- Boil Water Advisory is still in effect
- Water License Public Hearing Presentation was last week, the draft will be out by October 8th.
- Last of the tie-ins for the lift station are happening
- Asphalt Paving has been completed
- Removing all the banners, flags and flowerpots from the poles this week
- Water Intake report is back including the reservoir inspections

Cllr Willows – What is the next step in finding the line?

Mike – Different equipment is needed.

Recreation – SAO Smith

- Approval from the Chief Public Health Officer to open certain spaces in the community centre including the walking track

Finance – SAO Smith

- Finance Committee meeting next week for Q2 Capital and O&M
- Property tax payments have been coming in
- Accounts payable and Payroll clerk position will have interviews next week
- Working through land purchase agreements

Cllr Duford – There was a lot of electrical issues this past weekend at the pavilion

SAO Smith – We are working on the cause to have it corrected

Mayor Jameson – Aquatics positions are closed, but the pool is not to open till phase 2 with limitations, we do we need so many aquatics staff?

SAO Smith – Supervisor position is needed, others is a balancing act, but I will get back to you with answers.

Director of Public Works – Mike Auge

- Calcium has gone down on the various roads this past weekend
- Caribou Crescent is wrapping up for this season
- Fraser Place is starting its Geotech work last week
- Working with our consultant on the Water License renewal
- Water Intake Line Inspection will start this week. Going into next week

Deputy Mayor Bouchard – What is the timeline for Fraser Place?

SAO Smith – more information coming in camera

Senior Administrative Officer – Glenn Smith

- Meetings with timelines for ICIP and Climate Change programs



REGULAR MEETING MINUTES September 15th, 2020

- Applying for funding for \$20,000 from Food Centre Canada for food bank programs and Hay River Seniors
- Working on business development
- Dealing with public concerns that have come forward

Mayor Jameson

- Minister Simpson has been following up with MACA with regards to our Community Plan
- Met with NWTAC and Minister Simpson regarding schools opening in September and the procedures
- Met with MACA to talk about the Canadian top up for residents of the NWT, funding changes to help local economies, isolation centre measures, and training for border control messaging.

8. COMMITTEE REPORTS

- a. Tourism and Economic Development Report for August

RECOMMENDATION:

#20-220

MOVED BY: CLLR ANDERSON

SECONDED BY: CLLR CHAMBERS

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the Tourism and Economic Development Report for the month of August 2020.

CARRIED

BACKGROUND:

Tourism Activity:

- Hay-Cation marketing has been attracting NWT & Nunavut tourists to town and the South Slave Region. Posted regular social media posts for our Hay-Cation program throughout the month and attracted and engaged many new followers.
- Visitor Information Centre registered visitors by location: YK 183, Ft. Smith 9, NU 4, ON 3 (Wedding and a locum Dr. at Hospital), NFLD 1 (visiting mother working here), NB 2 (parents visiting children & grandchildren), BC 1 (working at hospital), AB 7 (4 heading to Taltson River power dam to work, 3 checking town water intake) .
- Working with Outcrop Communications and Manager of NWT Conference & Business Partnerships on creating travel itineraries, conference and accommodation flatsheets.
- Created a new Hay-Cation ad for the Sept/Oct issue of Up Here Magazine and an online ad block on Up Here website.
- Met with The Hub to promote and discuss the Hay-Cation marketing program. Online articles in The Hub and News North published on August 13, 2020. Also interviewed with the Recreation Director for the Trans Canada Trail work, published in The Hub on August 19, 2020.
- Attended a virtual presentation for a new tourism product called Firecircle. The product allows tourism operators to work through a virtual workshop that assists them with creating a stable

business. At the end of the workshops the tourism operator will have a complete business plan.

- Provided photos of a few restaurants and facilities for Spectacular NWT's China marketing to feather Hay River as a tourist destination once travel is allowed.

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Economic Development Activity:

- Arranged for 5-day rental (~\$4500) of Fisherman's Wharf Pavilion for ITI workshop; The Dope Experience.
- Prepared and submitted a new Trans Canada Trail funding application for work on joining the Old Town Connector Trail to the Oxbow Trailhead.

Other Activity:

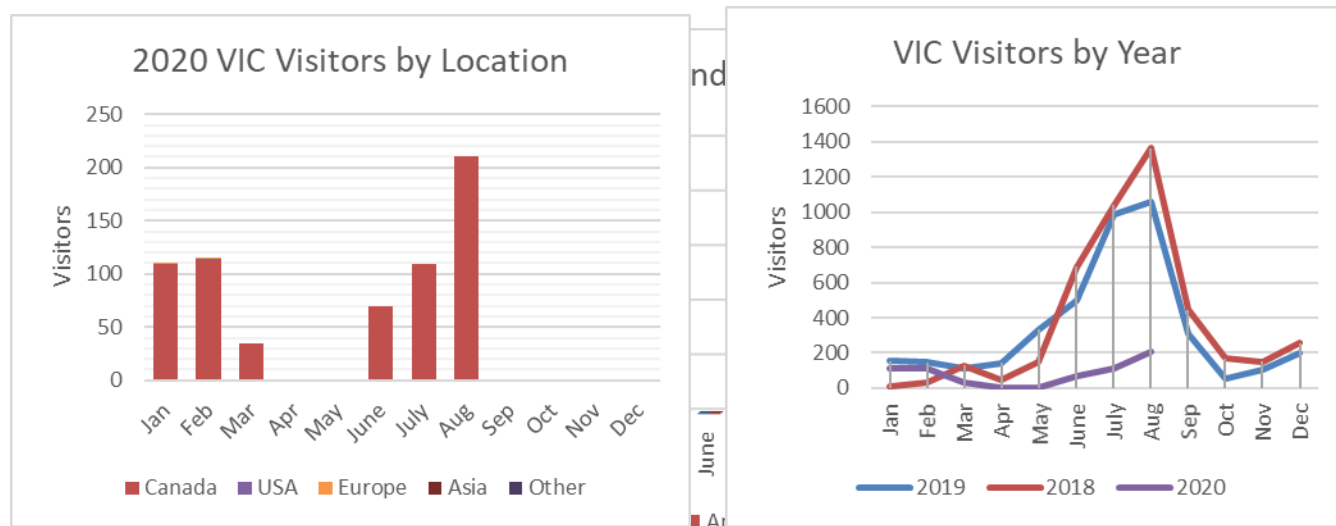
- Met with new Tourism Development Officer, Eric Chalker, about funding opportunities and mentorship program. Peter has applied for the mentorship program.
- Provided Trans Canada Trail with a progress report for the work on the Oxbow Trail and installation of interpretive signage. Extreme wet conditions have continued to not allow the installation of the sign frames and signs. Installation has been rescheduled for July of 2021.
- Working on getting some of the 50th anniversary of the Mackenzie Highway artwork panels from the old recreation centre put up on the back of the Fisherman's Wharf Pavilion. We should see them up at the beginning of September.
- Assisted NACC with arranging permission to film local artists out at Escarpment Creek Park. NACC is filming artists performing in nature to promote art and artists during the pandemic.
- Invited to attend the 20th Anniversary of the Hay River Heritage Museum. Wonderful celebration and the museum and property are looking amazing.

Key Performance Indicators:

External Funding Success

- Submitted a new Trans Canada Trail funding proposal to connect the Old Town Connector Trail to the trailhead of the Oxbow Trail.

Visitor Information Centre Visitation



Gift Shop Sales



Inbound Marketing

- Promotion through social media still remains the focus for marketing. Hay-Cation promotion is creating an added buzz for Hay River and the South Slave communities with the Spectacular NWT Northern Staycation marketing program. Continue advertising tourism in Up Here Magazine.

Visitor Satisfaction Rating

- We have been working with ITI, NWT Parks and Spectacular NWT to create an NWT wide visitor metrics that will be of value to all involved. Currently in discussion.
- COVID protocol does not allow tourists to sign the guest book but we are taking down information on where they are from, what brings them here, what are they doing here, etc.
- Feedback from tourists coming into the VIC is extremely positive and Hay-Cation marketing is the reason most tourists say they are visiting Hay River and the South Slave Region.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

N/A

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A



REGULAR MEETING MINUTES September 15th, 2020

ATTACHMENTS:

N/A

Prepared by:

Peter Magill

Tourism and Economic Development Coordinator

Date: August 28, 2020

Reviewed by:

Glenn Smith

ASAO

Date: August 28, 2020

b. Emergency Services Monthly Report for August

RECOMMENDATION:

#20-221

MOVED BY: DEPUTY MAYOR BOUCHARD

SECONDED BY: CLLR CHAMBERS

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the Emergency Services Activity Report for August 2020 as presented.

CARRIED

BACKGROUND:

Summary:

The Protective Services group had another busy month with a total of 54 emergency responses that were either medical or fire-related. The agility of the department continues to be tested with multiple responses happening at the same time.

This month's practical training was focused on NFPA 1001 skills and included Deployment and Drafting from Portatanks, Ropes, Knots, Hitches, and Hoisting and finally Live Fire Evolutions. The live-fire evolutions were new to a couple of rookie members, so a unique experience for them with live fire attack in an enclosed area.

EMO and Fire Department personnel started working on all the monitoring stations for breakup. The first stage was the disassembly of all sites and shipping the data loggers out for overhaul and calibration. The data loggers are expected back in the first week of September. We are presently working on specifications and purchasing new sensors and cameras for all sites. We are shooting for a completion date for all areas to be back up and running late September, early October.

Meetings:

From July 28 to August 26, 2020, 229, paid-on-call hours were served by the members of the Fire Department for a year to date, a total of 2,311.5 hours.



REGULAR MEETING MINUTES September 15th, 2020

STATISTICS

FUNCTION	AUGUST 2018	AUGUST 2019	AUGUST 2020	AUGUST 2018 YTD	AUGUST 2019 YTD	AUGUST 2020 YTD
Patient Transfers	11	18	17	101	100	146
Medical Emergency Local	12	11	23	113	104	159
Medical Emergency Reserve	2	2	2	13	12	20
Medical Emergency Highway	0	0	0	6	1	6
Medical Emergency Out of Town Patients	1	0	8	12	7	19
Body Transfer	1	1	1	6	4	7
Fires & Rescues	1	1	0	16	14	10
False Alarms	6	1	3	24	13	35
Training	4	4	3	31	35	21
Special Training	0	10	1	16	29	1
Maintenance	4	3	3	30	28	18
Fire Permits	1	0	2	17	6	6
Fireworks Permits	3	0	2	6	0	3
Public Safety	2	0	2	22	16	11
Inspections	5	7	5	52	67	22

MAINTENANCE

1. All daily/weekly/monthly maintenance activities were completed.
2. Rescue 5 had emergency lights replaced due to the total malfunction of old lights.
3. Ambulance 1 electrical failure repaired inhouse.



REGULAR MEETING MINUTES September 15th, 2020

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Fire Prevention Bylaw

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

N/A

Prepared by:

Ross Potter

Director Protective Services/Fire Chief

Date: August 26, 2020

Reviewed By:

Glenn Smith

Senior Administrative Officer

Date: August 28th, 2020

c. Municipal Enforcement Monthly Report for August

RECOMMENDATION:

#20-222

MOVED BY: CLLR DOHEY

SECONDED BY: CLLR WILLOWS

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the Municipal Enforcement Report for August, 2020 as presented.

CARRIED

BACKGROUND



REGULAR MEETING MINUTES September 15th, 2020

OFFENCE	INQUIRY	INVESTIGATED NO SUBSTANTIATION	OFFENCES	WARNINGS	SHELTER	FINES	TOWED	RETURNED TO OWNER	CLEANED UP
Animal Control Bylaw									
Animal Abuse									
Barking Dogs									
Dog Attack									
Dog Bites									
Loose Cat	1			1					
Loose Dogs	5	3		2					
Sled Dog Complaints									
Business License									
No Business License									
Traffic Bylaw									
Vehicle Parking									
Trailer Parking			9	9					6
ATV									
Misc									
Unightly Bylaw									
Overgrown Trees									
Long Grass & Weeds			1	1					1
Miscellaneous	1		1						
Garbage									
Development Related									
Infringing on Property									
Development No Permit									
Fire Prevention Bylaw									
Burn Garbage									
Smoke									
Porritt Landing									
Vessel Parking Issues			4	4					
Snow Removal									
Not Clearing Sidewalks									
Dumping Snow on Neighbors Property									

Unightly Properties: 0

The Director, Protective Services is presently acting as the Bylaw Enforcement Officer due to a shortage of staff. Patrols have been reduced from the 2 patrols per day, but we are still responding to complaints. The new Protective Services Specialist will be starting with the town on September 14, 2020.

With the recruitment of a new Protective Service Specialist, a bylaw enforcement prioritization plan will be developed and shared with Council in September. The plan will guide the direction of the department and is intended to create alignment with the goals and strategies of various Town operation and strategic plans.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A



REGULAR MEETING MINUTES September 15th, 2020

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Bylaws as applicable

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

N/A

Prepared by:
Ross Potter
Director, Protective Services
Date August 28, 2020

Reviewed By:
Glenn Smith
Senior Administrative Officer
Date: August 28, 2020

- d. Public Works Monthly report for August

RECOMMENDATION:

#20-223 **MOVED BY: CLLR CHAMBERS**
 SECONDED BY: CLLR ANDERSON

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the Public Works Monthly Report for August 2020.

CARRIED

BACKGROUND:

Public Works Daily Operations:

Public Works staff continued with regular operations and maintenance work on the Town's water, sewer, roads & sidewalks, vehicles, and infrastructure. The following is a summary of the work completed this month:

Regular Operations and Maintenance Items	
Item	Activity
Water & Sewer	Water shut offs and turn ons as requested
	Water and Sewer inspections of areas of concern
	Water and Sewer locates as required
	Meter readings taken
	Flushing of lines



REGULAR MEETING MINUTES September 15th, 2020

	Meter replacements Month end water report
Water & Sewer Facilities	Inspection of Town reservoirs
Roads	Grading of roads Clearing of ditches Street sweeping Sign repairs as needed Line painting Patching of minor holes in roads
Other	Regular fleet maintenance Funerals

Landfill Operations:

The Landfill continued regular operations and monitoring activities throughout the month.

The ICIP funding agreement for removal of tires has been finalized. Currently working to explore various options and develop a plan to have tires removed from site as soon as possible in 2020.

Soil on biotreatment pad was tested and half of the remaining material is good to be removed. Remainder expected to be removed by September.

Water Licence Activities:

Regular monitoring programs continue as per the requirements of the Town's water licence.

The Town's water licence renewal application was submitted to the Mackenzie Valley Land and Water Board on September 16th. In June, the MVLWB applied for an additional 60-day extension to the Town's existing water licence in order to provide more time to complete the renewal process due to delays associated with COVID-19. The next major step in the process is the public hearing which is scheduled for September 8-10. The renewal process is now expected to continue until the end of 2020 with a new licence being issued in early 2021.

Capital Projects 2020:

A list of 2020 Capital Projects along with an update of the status of these projects is included below. Any capital projects from 2019 that were not completed have been carried over and are included on this list.

2020 Capital Projects	
Project	Update
Lift Station System Upgrade	Construction has begun. Clearing, dewatering and excavation activities taking place on the lot. Tie-ins and concrete work expected to take place in September.
Fraser Place Development	Geotechnical work started in August, issues with the drill. Work to be completed in September. Design and clearing work will follow in 2020 with more development work in 2021.



REGULAR MEETING MINUTES September 15th, 2020

Caribou Crescent Water, Sewer, and Drainage	Underground infrastructure work completed and backfilled. Paving work to occur in 2021.
Water Treatment Plant and Reservoir Roof Upgrades	Project has been completed.
Water Licence Renewal	Ongoing - See Water Licence section
Commercial Water Meter upgrade	Majority of meters have been purchased and a portion have been installed. Remainder to be done as time permits.
Landfill Waste Projects (Tires and others)	Exploring a variety of options for removal of tires from the landfill including local options. Options to be presented to council in September.
Paradise Road Realignment	Planned for the fall of 2020. Need telecomm infrastructure moved before work can begin.
Lift Station #2 Demolition	Project has been completed.
Sewer Flusher (Equipment)	Tender for this equipment is being finalized and should be ready to go out in September.
Beaver Crescent Water, Sewer, and Drainage	Surveying and design to be completed in 2020, construction in 2021.
Riverview Drive Upgrade	Surveying and design to be completed in 2020, construction in 2021.
Capital Drive Watermain	Surveying and design work to be completed in 2020.
Treatment Plant Intake Inspection	Contractor attempted to perform intake inspection but was unable to locate intake due to turbidity and uncertainty in information. Reservoirs were inspected and solutions for intake inspection to be included in final report.
Old Town Hall Demolition	Town Hall has been cleared of items, have reached out to consultant on removal of hazardous materials. Will move forward with tendering of hazardous material removal and demolition work.

Planning:

3 Development Permits and 1 Building Permits have been approved for August 2020. In the month of August 2019, there were 15 Development Permits and 1 Building Permits signed out. The monthly Development and Building report is as follows:

DATE	DEV #	CIVIC ADDRESS	DESC. OF WORK
Aug 4/20	D20-052	24 Balsam Drive	New Fence entire yard
Aug 20/20	B20-024	9 McMeekin Crescent	New 14'X20' Shed
Aug 25/20	D20-053	28 Stewart Drive	New 16'X20' Garage
Aug 26/20	DH20-054	35 John Mapes Crescent	Babes and Tots Dayhome



REGULAR MEETING MINUTES September 15th, 2020

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

- Mackenzie Valley Land and Water Board Town of Hay River License #MV2009L3-0005
- Bylaw 1812 Zoning and Building Bylaw

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

N/A

Prepared by: Mike Auge
Director of Public Works
August 28, 2020

Reviewed by: Glenn Smith
SAO
August 28, 2020

- e. Community Centre Operational Update and Reopening Plan

RECOMMENDATION:

#20-224 **MOVED BY: CLLR DOHEY**
SECONDED BY: CLLR ANDERSON

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accept the Hay River Community Centre Operational Update and Reopening Plan as information.

CARRIED

BACKGROUND:

The GNWT's *Emerging Wisley* plan provides guidelines and regulations for community centres and most recreational activities. Reopening of recreational complexes such as the Hay River Community Centre require consultation with GNWT Environmental Health officials and ultimately approval from local EHO.

The Department of Recreation had previously received GNWT for operation of outdoor programming at local parks, playgrounds and greenspaces. The Hay River Community Centre Operational Update and Reopening Plan provides an update to current Department of Recreation operations while also



REGULAR MEETING MINUTES September 15th, 2020

proposing a phased approach to the reopening of THR indoor recreation facilities which would allow resumption of fall/winter programming.

Department of Recreation staff have consulted local user groups, GNWT Environmental Health officials and other NWT communities. THR's Recreation Committee will also be consulted prior to the public communication of the plan.

COUNCIL POLICY / STRATEGY OR GOAL:

- n/a

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

- GNWT Emerging Wisely Plan;
- NWT Safety Act;
- NWT OH&S Regulations
- WSCC Workplace Safety Planning for COVID-19 documents;

FINANCIAL IMPLICATIONS:

ALTERNATIVES TO RECOMMENDATIONS:

- Request further review and updates to the document.

ATTACHMENTS:

- Hay River Community Centre Operational Update and Reopening Plan

Prepared by:
Stephane Millette
Director of Recreation
August 27, 2020

Reviewed by:
Glenn Smith
ASAO
August 27, 2020



REGULAR MEETING MINUTES September 15th, 2020

9. NEW BUSINESS

a. KFN Sign Application

RECOMMENDATION:

#20-225

MOVED BY: CLLR ANDERSON

SECONDED BY: CLLR GRONEWEGEN

THAT THE COUNCIL OF THE TOWN OF HAY RIVER support the Katl'odeeche First Nations (KFN) for their application to the GNWT for the installation of signage at the junction of highways #2 and #5.

CARRIED

BACKGROUND:

On September 2nd the Town of Hay River received an email from KFN with a design and plan for installation of highway signage. The signage is planned to be installed on the right-of-way of the eastbound traffic on the southside of highway #5 at the junction of highways #2 and #5. KFN is asking for the Town of Hay River's support of the placement of the signage.

In the attachments, KFN has indicated that the printing and installation of the sign and will be completed by Poison Painting. KFN is intending to have the sign installation completed this Fall.

On August 7, 2018 Town of Hay River Council passed a resolution to support the Northwest Territory Metis Nation's installation of highway signage of a similar design and installation location as the proposed KFN signage.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

N/A

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

- KFN Sign Location
- KFN Sign Graphic
- KFN Highway Sign Application to the GNWT



REGULAR MEETING MINUTES September 15th, 2020

Prepared by:

Stacey Barnes

Council Administrator

Date: September 10, 2020

Reviewed by:

Glenn Smith

Senior Administrative Officer

Date: September 10, 2020

b. FCM Asset Management Funding Application

RECOMMENDATION:

#20-226

MOVED BY: CLLR DOHEY

SECONDED BY: CLLR DUFORD

THAT THE COUNCIL OF THE TOWN OF HAY RIVER directs Administration to apply for a grant opportunity in the amount of \$47,000 from the Federation of Canadian Municipalities's Municipal Asset Management Program for its "Advancing Municipal Asset Management Program". The Town's financial contribution for the grant will be up to \$9500.

CARRIED

BACKGROUND:

Asset management is a systematic process that is used by organizations to optimize spend and performance of its core assets. Effective application of asset management principles improves decision making related to the operation, maintenance, replacement and disposing of its assets. The Town of Hay River can benefit from more formalized governance, procedures and tools to enhance activities and decisions tied to asset management.

As part of the GNWTs agreement with Canada for accessing Federal Gas Tax funding used for municipal infrastructure replacement, the GNWT and its municipalities have committed to improving asset management programs. The Town has entered into an agreement in 2019 with MACA for implementation of their asset management software. While the software will provide a platform the Town can use for managing asset management data, several steps are needed to prepare the organization for successful adoption of the system. These steps are best implemented through a defined project and using principles of project and change management.

The Town of Hay River will focus on improving several elements of its asset management system through this project and FCM funding opportunity. The Town will increase its understanding and subsequent performance of its assets to ensure cost effective decisions are made including those related to asset maintenance and replacement.

The finalization of an asset management policy will guide the organization on the principles and expectations for asset management. A roadmap will be developed that aligns the various departments and Council through the next several years of organizational asset management improvements. THR will be able to measure and quantify program progress and adjust activities where necessary.



REGULAR MEETING MINUTES September 15th, 2020

A cross-functional project team will be established to provide a full perspective of organizational processes and to help facilitate adoption of the project goals. Accountability will be driven through defined roles and responsibilities for employees and performance management.

An expanded asset inventory will be developed with an indication of asset condition for critical assets. Staff will understand how assets are performing and information will be used to support reporting on service level expectations and in supporting decisions related to maintenance versus replacement. Long term capital plans will be developed using assessments of the assets' performance.

Appropriate training will be executed so staff understand their roles and how to work through the asset management system. Staff will share information through the system to improve on maintenance activities and reduce risks of knowledge loss. Some asset information will be shared with the public for their understanding on how assets are performing and what the future needs of the organization look like.

COUNCIL POLICY / STRATEGY OR GOAL:

Town Strategic Plan – Strategy to Improve Asset Management Practices

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

N/A

FINANCIAL IMPLICATIONS:

- \$9500 from 2020 and 2021 operating budgets

ALTERNATIVES TO RECOMMENDATIONS:

- Do not apply for FCM funding and rely on MACA and Town human resources to develop AM program

ATTACHMENTS:

FCM Application

Prepared by:

Glenn Smith

Senior Administrative Officer

Date: September 13, 2020

10. BYLAWS

- a) Bylaw 2411 – Protective Services Specialist Appointment – First Reading

#20-227

MOVED BY: CLLR DOHEY

SECONDED BY: CLLR DUFORD

CARRIED



REGULAR MEETING MINUTES September 15th, 2020

Bylaw 2411 – Protective Services Specialist Appointment – Second Reading

#20-228 **MOVED BY: CLLR DOHEY**
SECONDED BY: CLLR DUFORD

Bylaw 2411 – Protective Services Specialist Appointment – Consent Reading

#20-229 **MOVED BY: CLLR DOHEY**
SECONDED BY: CLLR DUFORD

Bylaw 2411 – Protective Services Specialist Appointment – Third Reading

#20-230 **MOVED BY: CLLR DOHEY**
SECONDED BY: CLLR DUFORD

11. NOTICE OF MOTIONS

There were no notice of motions for the Regular Meeting of Council, Tuesday, September 15th, 2020.

12. IN CAMERA

“Do you solemnly swear and sincerely affirm that you are alone and cannot be overheard while in camera?” Yes by all of Council

#20-231 **MOVED BY: DEPUTY MAYOR BOUCHARD**
SECONDED BY: CLLR GROENEWEGEN

That the Council of the Town of Hay River move to In Camera at 7:35pm.

CARRIED

#20-232 **MOVED BY: DEPUTY MAYOR BOUCHARD**
SECONDED BY: CLLR DOHEY

That the Council of the Town of Hay River move out of In Camera At 8:45PM.

CARRIED



REGULAR MEETING MINUTES September 15th, 2020

13. ADJOURNMENT

#20-233

MOVED BY: CLLR WILLOWS

That the Regular Meeting of Council be adjourned at 8:46pm.

CARRIED

Certified Correct as Recorded on the 15th Day of September 2020

These minutes were accepted by motion #_____.

Mayor

Senior Administrative Officer



STANDING COMMITTEE OF COUNCIL

DEPARTMENT: TOURISM AND ECONOMIC DEVELOPMENT DATE: October 5th 2020

SUBJECT: TOURISM AND ECONOMIC DEVELOPMENT REPORT

RECOMMENDATION:

MOVED BY: CLLR ANDERSON
SECONDED BY: CLLR GROENEWEGEN

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the Tourism and Economic Development Report for the month of September 2020.

BACKGROUND:

Tourism Activity:

- Hay-Cation marketing continues to attract tourists to town and the South Slave Region. Feedback from visitors has been positive and there is a lot of interest expressed in returning to Hay River and exploring the region.
- Supplied NWT Tourism with the last 3 years of tourist traffic data from the VIC and the breakdown of NWT tourist stats since the lockdown. NWT Tourism confirmed that they will be providing all VICs and parks with consistent questionnaires to gather tourist data throughout the NWT.
- September breakdown of visitor origin YK 26, Ft. Smith 4, BC 2, ON 1, AB 1, US 1 (all out of NWT visitors confirmed that they had self-isolated for 14 days before entering the community).

Economic Development Activity:

- Attended an online NT Chamber of Commerce Hospitality Roundtable. Much was discussed about the lack of consistency in the application of COVID plans in restaurants and other service businesses, and thoughts on moving forward under the COVID restrictions.
- Radio Taiga interview regarding the August Tourism & Economic Development report was completed. They were interested in the success of the Hay-Cation marketing and effects of COVID on local tourism numbers.
- Met with the SAO and Kim Staples-Lakhani, Lead Consultant with PanArctic Consulting to showcase the VIC and discuss funding opportunities for Hay River tourism & economic development.
- Amended our CanNor funding application for Enhancing Community Tourism Platform and re-submitted on Sept 29, 2020.

Other Activity:

- Supplied some Hay River promotional materials for the GNWT caucus meetings in Fort Smith for the Ministers and MLAs in attendance.
- The VIC was closed from September 8 – 11 for Town of Hay River and PSAC collective bargaining.

DEPARTMENT: TOURISM AND ECONOMIC DEVELOPMENT DATE: October 5th 2020

SUBJECT: TOURISM AND ECONOMIC DEVELOPMENT REPORT

- Met with Silke Jahn, Inkit CEO regarding their business and how they could assist in helping to promote Hay River businesses and service providers.
- Working with Seniors Society on project plan proposal for the FoodCycler composter to submit to Council for approval
- Met with Janelle King the Community Relations Officer for CESO (Canadian Executive Service Organization) to go over acceptance into the mentorship program. The program is a partnership between ITI and CESO. Peter's profile and areas of mentorship assistance will be sent to Canadian CESO members to find a suitable candidate.

Key Performance Indicators:

External Funding Success

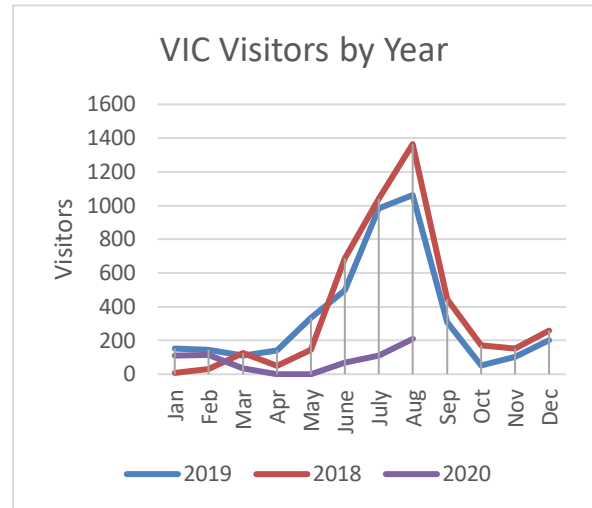
- Re- submitted the April CANNOR Expanding Community Tourism Platform application augmenting the scope and amount after discussions with CANNOR.



DEPARTMENT: TOURISM AND ECONOMIC DEVELOPMENT DATE: October 5th 2020

SUBJECT: TOURISM AND ECONOMIC DEVELOPMENT REPORT

Visitor Information Centre Visitation



Gift Shop Sales





STANDING COMMITTEE OF COUNCIL

DEPARTMENT: TOURISM AND ECONOMIC DEVELOPMENT DATE: October 5th 2020

SUBJECT: TOURISM AND ECONOMIC DEVELOPMENT REPORT

Inbound Marketing

- Promotion through social media still remains the focus for marketing. Hay-Cation promotion is creating an added buzz for Hay River and the South Slave communities with the Spectacular NWT Northern Staycation marketing program. Continue advertising tourism in Up Here Magazine.

Visitor Satisfaction Rating

- In speaking with Leslie Dragon from ITI, they will be sending out consistent tourism questionnaires for all VICs and Parks to use. This will allow all data gathered to be the same to provide a detailed overview of tourism numbers, reasons for coming, interests, etc.
- Feedback from tourists coming into the VIC is extremely positive and Hay-Cation marketing is the reason most tourists say they are visiting Hay River and the South Slave Region.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

N/A

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

N/A

Prepared by:
Peter Magill
Tourism and Economic Development Coordinator
Date: September 29, 2020

Reviewed by:
Glenn Smith
SAO
Date: September 29, 2020



STANDING COMMITTEE OF COUNCIL

DEPARTMENT: PROTECTIVE SERVICES

DATE: OCTOBER 5, 2020

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

RECOMMENDATION:

**MOVED BY: DEPUTY MAYOR BOUCHARD
SECONDED BY: CLLR CHAMBERS**

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the Emergency Services Activity Report for September 2020 as presented.

BACKGROUND:

Summary:

The Protective Services group had another busy month with a total of 53 emergency responses that were either medical or fire related.

This month's fire-related practical training involved a couple of training sessions where we worked with live fire at the Emergency Response Training Center. As part of the training, we practiced firefighter rescue simulating mayday situations where a rapid intervention team had to go in to either rescue firefighters trapped inside the building or ran into simulated breathing air emergencies.

Medical training dealt with primary and secondary surveys, vitals on one training session, and the next week we practiced packaging, removal of patients, and transport. This training was to prepare our class who participated in Medical First Responder training this month. We did certify five members with Medical First Responder, and they will have continued education next month to complete their Emergency Medical Responder certification.

EMO and Fire Department personnel continued working on all the monitoring stations for breakup. We have received the Data Loggers back, and the new Sensors have arrived. A portion, if not all, of these, will be installed over the next few weeks. Our main objective is to have at minimum the falls station up and running before snowfall.

From August 27 to September 28, 2020, 542, paid-on-call hours were served by the members of the Fire Department for a year to date, a total of 2,853.5 hours.

Meetings:

Meeting with the new Sergeant from the RCMP



STANDING COMMITTEE OF COUNCIL

DEPARTMENT: PROTECTIVE SERVICES

DATE: OCTOBER 5, 2020

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

STATISTICS

FUNCTION	AUGUST 2018	AUGUST 2019	AUGUST 2020	AUGUST 2018 YTD	AUGUST 2019 YTD	AUGUST 2020 YTD
Patient Transfers	8	18	22	109	118	168
Medical Emergency Local	12	22	16	126	126	174
Medical Emergency Reserve	1	4	3	14	16	23
Medical Emergency Highway	0	0	0	6	4	7
Medical Emergency Out of Town Patients	0	3	7	12	10	27
Body Transfer	0	1	1	8	5	8
Fires & Rescues	3	2	1	19	16	11
False Alarms	2	1	2	26	14	37
Training	4	4	4	35	39	25
Special Training	4	6	6	20	35	7
Maintenance	4	3	3	34	31	21
Fire Permits	0	3	3	17	6	9
Fireworks Permits	1	1	1	8	1	4
Public Safety	0	4	0	22	20	11
Inspections	6	12	1	60	79	23



STANDING COMMITTEE OF COUNCIL

DEPARTMENT: PROTECTIVE SERVICES

DATE: OCTOBER 5, 2020

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

MAINTENANCE

1. All daily/weekly/monthly maintenance activities were completed.
2. Engine 1 full fall service, repair proxy lights
3. Engine 3 full fall service, repair air compressor
4. Rescue 1 full fall service
5. Rescue 2 full fall service, repair battery charger
6. Tender 1 full fall service, repair pump throttle, repair air leaks, repair air compressor
7. Ambulance 1 repair shoreline power

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Fire Prevention Bylaw

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

N/A

Prepared by:

Ross Potter

Director Protective Services/Fire Chief

Date: September 27, 2020

Reviewed By:

Glenn Smith

Senior Administrative Officer

Date: September 30th, 2020



STANDING COMMITTEE OF COUNCIL

DEPARTMENT: PROTECTIVE SERVICES

DATE: October 5th, 2020

SUBJECT: MUNICIPAL ENFORCEMENT REPORT

RECOMMENDATION:

MOVED BY: CLLR WILLOWS
SECONDED BY: CLLR GROENEWEGEN

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the Municipal Enforcement Report for September, 2020 as presented.

BACKGROUND

OFFENCE	INQUIRY	INVESTIGATED NO SUBSTANTIATION	OFFENCES	WARNINGS	SHELTER	FINES	TOWED	RETURNED TO OWNER	CLEANED UP
Animal Control Bylaw									
Animal Abuse	1	1							
Barking Dogs									
Dog Attack	1	1							
Dog Bites									
Loose Cat	1							1	
Loose Dogs	4	1	3	1		3			
Sled Dog Complaints									
Business License									
No Business License									
Traffic Bylaw									
Vehicle Parking	1			1					
Trailer Parking	5	2		3					
ATV	1	1							
Fail to Stop (Sign or Light)	26			26					
Distracted Driving	5			1		4			
No Seat Belt	2			2					
No Driver's License	1					1			
Vehicle Unfit for Road	1								
Unightly Bylaw									
Overgrown Trees									
Long Grass & Weeds	3			3					
Miscellaneous	1			1					
Garbage									
Taxi Bylaw									
Taxi Not Available	3			3					
Smoking in Taxi	1			1					
Noise Abatement Bylaw									
Noise Complaint	2	2							

The new Protective Services Specialist started with the town on September 14, 2020. An average 3 patrols occur daily at random intervals looking for public safety issues varying in degree. We are presently taking the opportunity whenever possible to educate offenders before we enforce the bylaws with ticketing.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A



STANDING COMMITTEE OF COUNCIL

DEPARTMENT: PROTECTIVE SERVICES

DATE: October 5th, 2020

SUBJECT: MUNICIPAL ENFORCEMENT REPORT

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Bylaws as applicable

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

N/A

Prepared by:

Travis Rosborough
Protective Services Specialist
Date September 30, 2020

Reviewed By:

Ross Potter
Director, Protective Services
Date: September 30, 2020



STANDING COMMITTEE OF COUNCIL

DEPARTMENT: PUBLIC WORKS

DATE: OCTOBER 5, 2020

SUBJECT: PUBLIC WORKS MONTHLY REPORT FOR SEPTEMBER 2020

RECOMMENDATION:

MOVED BY: CLLR CHAMBERS
SECONDED BY: DEPUTY MAYOR BOUCHARD

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the Public Works Monthly Report for September 2020.

BACKGROUND:

Public Works Daily Operations:

Public Works staff continued with regular operations and maintenance work on the Town's water, sewer, roads & sidewalks, vehicles, and infrastructure. The following is a summary of the work completed this month:

Regular Operations and Maintenance Items	
Item	Activity
Water & Sewer	Water shut offs and turn ons as requested Water and Sewer inspections of areas of concern Water and Sewer locates as required Meter readings taken Flushing of lines Water & Sewer repairs as necessary Meter replacements Month end water report
Water & Sewer Facilities	Daily rounds of facilities
Roads	Grading of roads Clearing of ditches Street sweeping Sign repairs as needed Asphalt patching Prepping of salt and sand for winter road maintenance
Other	Regular fleet maintenance Funerals

Landfill Operations:

The Landfill continued regular operations and monitoring activities throughout the month.

The ICIP funding agreement for removal of tires has been finalized. Currently working to explore various options and develop a plan to have tires removed from site as soon as possible in 2020.



STANDING COMMITTEE OF COUNCIL

DEPARTMENT: PUBLIC WORKS

DATE: OCTOBER 5, 2020

SUBJECT: PUBLIC WORKS MONTHLY REPORT FOR SEPTEMBER 2020

Soil on biotreatment pad was tested and half of the remaining material is good to be removed. Remainder expected to be removed by October.

Water Licence Activities:

Regular monitoring programs continue as per the requirements of the Town's water licence.

The Town's water licence renewal application was submitted to the Mackenzie Valley Land and Water Board on September 16th, 2019. The process for licence renewal has continued throughout 2020 with the final public hearing sessions being held September 8 – 10, 2020. The Town presented at the public hearings and responded to concerns raised by interested parties including KFN, ECCC, GNWT-ENR, and MVLWB staff. The MVLWB is expected to issue a draft licence for review in early October, followed by comments and closing arguments from all parties. A new water licence is expected to be approved and issued in early 2021.

September annual inspection of Town facilities by ENR has been postponed until early October.

Capital Projects 2020:

A list of 2020 Capital Projects along with an update of the status of these projects is included below. Any capital projects from 2019 that were not completed have been carried over and are included on this list.

2020 Capital Projects	
Project	Update
Lift Station System Upgrade	Construction has begun. Dewatering and excavation activities taking place on the lot. Clearing of lot and tie-ins of existing lines completed in September.
Fraser Place Development	Geotechnical work started in August, issues with the drill. Work to be completed in October. Design work will follow in 2020 with more development work in 2021.
Caribou Crescent Water, Sewer, and Drainage	Underground infrastructure work completed and backfilled. Paving work to occur in 2021.
Water Treatment Plant and Reservoir Roof Upgrades	Project has been completed.
Water Licence Renewal	Ongoing - See Water Licence section
Commercial Water Meter upgrade	Majority of meters have been purchased and a portion have been installed. Remainder to be done as time permits.
Landfill Waste Projects (Tires and others)	Exploring a variety of options for removal of tires from the landfill including local options. Options to be presented to council in October.



STANDING COMMITTEE OF COUNCIL

DEPARTMENT: PUBLIC WORKS

DATE: OCTOBER 5, 2020

SUBJECT: PUBLIC WORKS MONTHLY REPORT FOR SEPTEMBER 2020

Paradise Road Realignment	Waiting on response from NWTel to get telecommunications lines moved.
Lift Station #2 Demolition	Project has been completed.
Sewer Flusher (Equipment)	Tender has gone out for equipment, closing in mid-October.
Beaver Crescent Water, Sewer, and Drainage	Surveying and design to be completed in 2020, construction in 2021.
Riverview Drive Upgrade	Surveying and design to be completed in 2020, construction in 2021.
Capital Drive Watermain	Surveying and design work to be completed in 2020.
Treatment Plant Intake Inspection	Contractor attempted to perform intake inspection but was unable to locate intake. Reservoirs were inspected and solutions for intake inspection to be included in final report. Intake has been located, inspection being rescheduled for this fall.
Old Town Hall Demolition	Town Hall has been cleared of items, have reached out to consultant on removal of hazardous materials. Will move forward with tendering of hazardous material removal and demolition work.

Planning:

9 Development Permits and 4 Building Permits have been approved for September 2020. In the month of September 2019, there were 17 Development Permits and 5 Building Permits signed out. The monthly Development and Building report is as follows:

DATE	DEV #	CIVIC ADDRESS	DESC. OF WORK
Sept 2/20	D20-056	15 Studney Drive	Temporary Site Office.
Sept 3/20	D20-057	39 Studney Drive	Heated Storage/Office.
Sept. 3/20	D20-058, B20-027	4 Malcolm Crescent	New front Deck Stairs and pergola roof.
Sept 3/20	DH20-059	2Gaetz Drive	Home Occupation Bed and Breakfast.
Sept 4/20	D20-060, B20-029	69-102 nd . Avenue, (Museum property)	Wheel-chair Ramp.
Sept 10/20	B20-030	87 Riverview Drive	Interior and Exterior Renovations.
Sept 10/20	DH20-061	29 Woodland Drive	Home Occupation, Soupy Services (Odd Jobs).
Sept 10/20	DH20-062	116 Miron Drive	Home Occupation, 5228 NWT Ltd. (Retail Giftware Engraving and Clothing).



STANDING COMMITTEE OF COUNCIL

DEPARTMENT: PUBLIC WORKS

DATE: OCTOBER 5, 2020

SUBJECT: PUBLIC WORKS MONTHLY REPORT FOR SEPTEMBER 2020

Sept 10/20	D20-063, B20-031	75 McBryan Drive	14'X29' Rear Patio Roof.
Sept 18/20	D20-064	65 Dean Drive	Install Commercial Entranceway/Driveway C/W Culvert and Clear Land of Trees.
Sept 28/20	D20-065	7 John Mapes Crescent	1428 SQ.FT. House C/W Attached Garage.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

- Mackenzie Valley Land and Water Board Town of Hay River License #MV2009L3-0005
- Bylaw 1812 Zoning and Building Bylaw

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

N/A

Prepared by: Mike Auge
Director of Public Works
September 30, 2020

Reviewed by: Glenn Smith
SAO
September 30, 2020



STANDING COMMITTEE OF COUNCIL

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** October 5th, 2020

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

RECOMMENDATION:

MOVED BY: CLLR DOHEY
SECONDED BY: CLLR WILLOWS

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the report entitled "Recreation and Community Services Monthly Report" for September as presented.

BACKGROUND:

Overview

Much time and effort were spent on planning and preparing for the gradual reopening of the Hay River Community Centre. Ongoing communications with the South Slave's Environmental Health Officer and the Office of the Chief Public Health Officer have been positive.

The Department of Recreation submitted a 5-step reopening plan along with two Applications to Vary from Public Health Order Requirements relating to the Covid-19 pandemic. The plan treats the Community Centre as a recreation complex with guidelines and mitigating measures for 8 separate spaces: main lobby, Don Stewart Aquatic Centre, Community Hall, Multipurpose Room, walking track, Aurora Ford Arena, Doug Wieterman Hall, Hay River Curling Club.

The Community Centre is currently operating under step 2 of the reopening plan with the concession contractor operating out of the Community Hall and some THR delivered programming offered in the Multipurpose Room and curling arena. The customer service desk and walking track are also open Monday to Friday.

The Department of Recreation was granted approval to move to step 3 of its reopening plan, which allows for the skating arena to reopen under certain guidelines and restrictions. Maintenance staff expect to have the ice surface ready on October 13th and the weekly ice schedule is expected to be very similar to normal years. Ice user groups have approval from the OCPHO to return to play and the Director of Recreation is confident that facilities can accommodate the Covid guidelines. Monthly revenues should remain very similar to previous years if Covid-19 risk level remains low.

The Director of Recreation has received assurances from the local EHO that the Don Stewart Aquatic Centre can reopen. A formal letter of approval from the OCPHO should be provided shortly. Other NWT communities also have approval to resume aquatic center operations and they are expected to reopen in October. THR's reopening plan has comparable Covid-19 guidelines and mitigating measures. Staff training is being planned for October 23rd to 30th. The pool should reopen to the public shortly thereafter.



STANDING COMMITTEE OF COUNCIL

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** October 5th, 2020

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

Recreational Programming

Fitness and after school programming resumed on September 14th with most activities being planned and delivered by the Recreation Programmer. After school programs met maximum registration numbers and most fitness classes met or surpassed minimum

The walking track also reopened on September 14th with walker numbers gradually increasing as mornings and evenings get cooler. Approximately 50 walkers have made use of the track in the first 2 weeks. Table tennis and air hockey are also available on the walking track but they have not seen use at this point.

The Doug Wiertman Hall and Multipurpose Room saw several rentals in September. A total of 12 rentals were taken in September with further meetings and events being booked for coming weeks. October/November programming has been advertised with registrations taking place from September 30th to October 9th.

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

N/A

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

Prepared by:

Stephane Millette

Director Recreation and Community Services

Date: September 30, 2020

Reviewed by:

Glenn Smith

SAO

Date: September 30, 2020



REGULAR MEETING OF COUNCIL

DEPARTMENT: PROTECTIVE SERVICES

DATE: October 19, 2020

SUBJECT: MUNICIPAL ENFORCEMENT PLAN

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approves and supports the Municipal Enforcement Plan as presented.

BACKGROUND:

We now have a full time Protective Services Specialist and with that position being filled we are now able to better focus on the community education of and enforcement of the Town of Hay River Bylaws.

The attached Municipal Enforcement Plan illustrates the areas that Administration thinks are important and was prepared with thoughts of past issues in mind.

It is important that Administration and Mayor and Council are in alignment on the priorities of the Protective Services Department Bylaw enforcement efforts to alleviate any issues in the future.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Assorted Bylaws

FINANCIAL IMPLICATIONS:

Increase in fines revenue (\$7000-\$12,000 / year).

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

Municipal Enforcement Plan

Prepared by:

Ross Potter

Director Protective Services/Fire Chief

Date: October 15th, 2020

Reviewed By:

Glenn Smith

Senior Administrative Officer

Date: October 15, 2020



TOWN OF HAY RIVER
MUNICIPAL ENFORCEMENT PLAN
OCTOBER 2020

MUNICIPAL ENFORCEMENT PLAN

The Protective Services Department has put together this Municipal Enforcement plan to bring forward a proactive approach to communicating, educating on and enforcing the Town of Hay River Bylaws. Where applicable, support for influencing positive behavioural change is included in the plan.

In recent years, the Town of Hay River has taken a reactive approach to enforcement as we did not have dedicated resources to provide the services needed. Taking a reactive stance on enforcement created issues as there was no uniformity to how our bylaws were dealt with, and in some cases, bylaws were not followed by the general public.

The primary role the Protective Services Group will be focusing on is the education and activities that promote public compliance for bylaws that Administration and Mayor and Council feel are important at this time. While the plan presents a prioritization of bylaw efforts for 2021, the Municipal Enforcement Plan will be a living document that will consider where our actions need to be on an ongoing basis. It will consider concerns from the Mayor and Council, Administration, the general public, , other governing bodies, and legislation.

The Protective Services Specialist will assist the Development Officer with the Zoning and Development Bylaws. The Specialist will monitor developments happening around the Town of Hay River and communicate with the Development Officer to ensure that the actions are permitted. The Zoning and Building Bylaws are outside the Protective Services Division's scope and reside with the Public Works Department, but all issues shall be dealt with as a team effort.

The Town's general focus and timing are illustrated in the chart following on the next page:

Monitoring Focus													
Communications													
Education													
Support													
	January	February	March	April	May	June	July	August	September	October	November	December	
Animal Control Bylaw													Loose dogs, loose cats, barking dogs, dangerous dogs, dog bites
Taxi License Bylaw	January	February	March	April	May	June	July	August	September	October	November	December	Monitor for 24 hour service and field complaints
Traffic Bylaw	January	February	March	April	May	June	July	August	September	October	November	December	Stop signs, trailers parking on street, abandoned vehicles, vehicles parked in wrong direction, distracted driving
Unightly Bylaw	January	February	March	April	May	June	July	August	September	October	November	December	Long grass & weeds, garbage, wrecked vehicles
Street Clearing Bylaw	January	February	March	April	May	June	July	August	September	October	November	December	Downtown, residential
Porritt Landing Bylaw	January	February	March	April	May	June	July	August	September	October	November	December	Vessels illegally parked
Business Licence Bylaw	January	February	March	April	May	June	July	August	September	October	November	December	Business license approvals, watch for unlicensed businesses
Lottery License Bylaw	January	February	March	April	May	June	July	August	September	October	November	December	Monitor Social Media for unlicensed lotteries and take complaints from public.
Zoning and Building Bylaws	January	February	March	April	May	June	July	August	September	October	November	December	Monitor for unapproved developments, assist Development Officer

The Bylaws in the chart above are arranged in what we believe the priority should be at this time. These priorities will change seasonally and as we get more compliance from the residents and organizations of Hay River.

Bylaw 1957/ADMIN/05 Animal Control Bylaw

Overview:

We have received several complaints about loose animals (cats and dogs), these complaints are not isolated incidents, and loose animals can be found in all areas within the Town. There is an odd call for animal neglect - some substantiated others not.

Several dog bites have also occurred within the Town, as reported by the Public Health Officer. Some of these offenses were minor and resulted from playing with the animals. We also had several complaints where the dogs were not provoked, but still attacked the injured individual. Most dog bites result from animals at large.

Communication:

Social media messaging to the public will create awareness that the Town supports responsible ownership of domestic animals within the town limits. We will be doing licensing drives at the beginning of every year to ensure that animals will have proper tags for easy identification.

Education:

Supply pamphlets on pets' basic needs (i.e., exercise, socialization, shelter, feeding). Provide information on off-leash areas and where animals are not permitted (i.e., ballparks).

Support:

The Town of Hay River will continue to fund and work with the contractor supplying animal shelter services.

Protective Services will work with the Department of Recreation to enhance safe off-leash areas that provide dog owners with an area to safely exercise pets. Also, to explore the opportunity for a dog-park that offers not only a place for off-leash exercise but promotes the social development of dogs with the intention of lowering risks associated with poor /dangerous behaviors.

Enforcement:

There will be a two-step approach taken with enforcement. The first step will be a warning (either verbal or written) regarding the infraction to educate the offender. The second step will be fining the offender.

Timing:

The Animal Control Bylaw will be enforced on a year-round basis. Education and Support efforts will be targeted for Spring when exposure risks are high.

Bylaw 2016/GEN/09 Taxi License Bylaw

Overview:

The Taxi License Bylaw regulates the operation of Taxies within the Town of Hay River. The Bylaw deals with rates, hours of service, age of equipment, communications, and other items dealing with a taxi service's day-to-day operation, including who can drive.

Over recent years, there have been numerous reported concerns that taxi services are not always available, and those taxi companies cannot respond within a reasonable amount of time. Lack of reliability of service can expose residents to several safety risks.

Communication:

The Town of Hay River administration will work directly with the taxi firms to ensure that these businesses meet the criteria spelled out in the Bylaw. Of particular importance is the safety of the equipment being used, the drivers' qualification, and ensuring that their services are available on a 24/7 – 365 day of the year basis.

Enforcement:

There will be a two-step approach taken with enforcement. The first step will be a warning (either verbal or written) regarding the infraction to educate the offender. The second step will be fining the offender or, in extreme cases, revocation of license.

Support

Administration will meet with taxi companies to better ensure they understand and can meet the requirements of the Bylaw and appropriate service levels that ensure the safe commute of residents through Town. A multipoint plan for improving services will be codeveloped between the Town and current taxi license holders.

Timing:

The Taxi License Bylaw will be enforced on a year-round basis. Specific attention will be made to compliance during winter months when risks of exposure have increased. A meeting will be held with taxi operators in the Fall of 2020.

Bylaw 2381 Traffic Control Bylaw

Overview:

Several infractions have regularly been reported or witnessed within the Town of Hay River. These issues include people talking on cell phones while driving, rolling through or ignoring stop signs, parking of trailers on the streets, etc. Of particular concern is that a lot of these infractions are within school zones, which put our youth at increased risk.

The focus we plan on taking with Bylaw 2381 will be parking of motor vehicles and trailers, enforcement of yielding and stopping, distracted driving (cell phones), failing to stop for school buses, failure to yield emergency vehicles, and failure to wear seat belts.

Communication:

Social media messaging to the public will create awareness that the Town of Hay River will be taking an active role in the enforcement of traffic regulations.

Education:

We will supply specific examples of what traffic offenses will be enforced through a poster campaign on the social media pages. We will also be adding items to the monthly Town of Hay River newsletter.

Support:

The Town of Hay River will be working with the R.C.M.P. to help enforce traffic offenses. The Town will meet with District Education Authority to discuss their concerns and risks occurring around school zones.

Enforcement:

There will be a two-step approach taken with enforcement. The first step will be a warning, either verbal or written, regarding the infraction to educate the offender. The second step will be issuing a S.O.T.I. to the offender.

Timing:

The Traffic Control Bylaw will be enforced on a year-round basis. Communication on trailer infractions will be issued in the Summer. School zone support program offered in the Fall.

Bylaw 2322-GEN-13 Unsightly Land Bylaw

Overview:

Unsightly Land means any property or part of it which is characterized by visual evidence of a lack of general maintenance and upkeep and or by the accumulation of;

- any rubbish, refuse, garbage, papers, packages, containers, bottles, cans, manure, human excrement or sewage or the whole or a part of an animal carcass, dirt, soil, gravel, rocks, sod, petroleum products, hazardous materials, disassembled equipment or machinery, broken household dishes and utensils, boxes, cartons, fabrics, household appliances and furniture; equipment or machinery which has been rendered inoperative because of its disassembly, age or mechanical condition;
- animal material, yard material, ashes, building material, and garbage as defined in this Bylaw;
- all forms of waste, refuse litter as defined under this Bylaw;
- in the case of external surfaces of buildings, unsightly Land means unauthorized signs, posters, billboards, graffiti, obscene or offensive symbols, words, pictures, or art; and may include but is not limited to dilapidated paint, siding, trim, roofing material, soffits, fascia material, and eave troughs.

The degree of compliance with this bylaw varies significantly from one area of town to another. It is important to understand the general zone interests and state of maturity in application of the bylaw.

Beautification initiatives are published in several Town planning documents. Protective Services has a role in supporting community development in this area through enforcement of the Unsightly Land bylaw.

Communication:

Social media messaging to the public will create awareness that the Town focuses on improving the appearance of properties following Bylaw 2322-GEN-13. Meetings with Bylaw and the GNWT's Housing Corporation, and the Federal Government will be held to discuss expectations around maintenance on their respective properties.

Education:

Examples of well-kept yards and properties will be presented through a social media campaign. Specific examples of what is considered unsightly will be delivered through a poster campaign.

Support:

Outreach to parties and access to funding to support vulnerable populations (i.e., Low income, Seniors) who may have difficulties in cost coverage or completing the physical activity. We will work with the Beautification Committee to expand on the Yards in Bloom program that encourages and rewards residents and organizations for the upkeep of their properties. Meetings with the local Chamber of Commerce to discuss business beautification and program partnership will occur.

Enforcement:

Targeted enforcement of the Bylaw will occur after the steps of communication, education, and support have been undertaken. Enforcement will take a stepped approach through warnings and include cleanup orders or issuing fines if required.

Timing:

The primary focus on this Bylaw will be from the beginning of May to the end of September when maintenance and cleanup activities can be more easily addressed. Meetings with government housing and maintenance departments will occur in the Spring. Support programs will be executed throughout the Summer months.

Bylaw 406 Street Clearing Bylaw

Overview:

The Street Clearing Bylaw provides for establishing and operating of a system respecting the clearing of snow and ice from streets in the Municipal Corporation of the Town of Hay River. In recent years there have been many concerns raised by the public specifically around sidewalk snow removal compliance.

Communication:

Social media messaging to the public will create awareness of the Town of Hay River's expectations regarding snow clearing from streets and sidewalks

Support:

Outreach to parties and access to funding to support vulnerable populations (i.e., Low income, Seniors) who may have difficulties in cost coverage or completing the physical activity.

Enforcement:

There will be a two-step approach taken with enforcement. The first step will be a warning (either verbal or written) regarding the infraction to educate the offender. The second step will be fining the offender.

Timing:

The Street Clearing Bylaw will be enforced from the beginning of October to the end of May every year. Protective Services will contact community organizations that may be able to provide support for snow clearing for vulnerable populations.

Bylaw 2386/GEN/18 Porritt Landing Bylaw

Overview:

The Porritt Landing Bylaw focuses on the controlled use of slips, the boat launch, and the parking area at Porritt Landing. The bylaw was developed in 2018 with changes made in 2020. The facility is evolving and it is expected that bylaw enforcement will be needed to support the changes.

Communication:

Social media messaging to the public will create awareness that the Town of Hay River will be enforcing infractions regarding Porritt Landing for the storage of vessels. The messaging will include the fines involved and the fact that repeat offenders will have their vessels removed from the area at the owner's expense.

The administration will advertise the options available to watercraft owners for permitted mooring at the facility.

Enforcement:

There will be a two-step approach taken with enforcement. The first step will be a warning notice placed in a conspicuous location on the vessel. As it is challenging to ascertain ownership of boats, the message will mention that the boat may be removed from the area at the owner's expense.

Timing:

The primary focus on this Bylaw will be from the beginning of June to the end of September.

Bylaw 1395 Business License Bylaw

Overview:

The Business License Bylaw is a bylaw that ensures that any person engaged in commercial activity for gain or livelihood is licensed to operate in the Town of Hay River. This does not include a business regulated by an Act of Parliament of Legislative Assembly of the Northwest Territories or any other exempt business as may be prescribed by regulation. With growth of online and homeowner businesses, it is important that the Town recognize how this business type is best regulated, licensed and enforced.

Communication:

Social media messaging to the public will create awareness that the Town of Hay River requires all businesses that meet a business's criteria to be licensed.

Education:

Contact offenders and advise that they are in contravention of the Business License Bylaw and guide them in the steps to become a licensed business within the Town. Protective Services will work with our Tourism and Economic Development Coordinator to provide information on why it is essential to register businesses with the Town, and inform on the various types of business licenses available and the process used to acquire.

Support:

The Town of Hay River will guide persons engaged in commercial activity for gain or livelihood that is not licensed to operate in the Town of Hay River through the Development and Business License process.

Enforcement:

There will be a two-step approach taken with enforcement. The first step will be a warning (either verbal or written) regarding the infraction to educate the offender. The second step will be fining the offender.

Timing:

The Business License Bylaw will be enforced on a year-round basis. Education on business licensing requirements and procedures will be issued ahead of licensing renewal deadlines.

Bylaw 1653 Lottery License Bylaw

Overview:

The *Lotteries Act G.N.W.T. 1988 Chapter L-11, Section 4b* delegates the authority to Hay River to regulate and license lottery schemes within the Town of Hay River.

The Lottery License Bylaw regulates any lottery schemes that occur within the Town of Hay River. No person, persons, or organizations shall hold a lottery unless they have a lottery license for that lottery scheme issued under this Bylaw.

There has been a reported increase in the number and type of unlicensed lotteries occurring through local social media accounts. These venues should be regulated in a similar fashion to traditional lottery spaces.

Communication:

Social media messaging to the public will create awareness that the Town of Hay River will be enforcing infractions regarding lotteries within the Town of Hay River. The messaging will include the types of lotteries that are regulated and how to apply for them.

Education:

Suppose we find any persons engaged in lottery activity that is not licensed to occur in the Town of Hay River. In that case, we will contact them and advise that they are in contravention of the Lotteries License Bylaw and guide them in the steps to getting a license from the Town of Hay River.

Administration will provide information on why it is essential to register lotteries with the Town. We will also provide information regarding the various types of lotteries available and the process used to acquire them.

Support:

The Town of Hay River will guide persons engaged in lotteries activity for gain that is not licensed to hold a lottery in the Town of Hay River through the Lotteries License process.

Enforcement:

There will be a two-step approach taken with enforcement. The first step will be a warning (either verbal or written) regarding the infraction to educate the offender. The second step will be fining the offender.

Timing:

The Business License Bylaw will be enforced on a year-round basis. Communication and Education will occur at peak periods of fundraising activity.



REGULAR MEETING OF COUNCIL

DEPARTMENT: PROTECTIVE SERVICES

DATE: October 19, 2020

SUBJECT: FIRE SMART PROJECT

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER directs Administration to move forward with Fire Smart activity on the present ignition line through a contribution agreement from ENR totalling up to \$45,000.

BACKGROUND:

Representatives from ENR Fire Smarting Division have made us aware of available funding up to \$45,000 to accomplish some Fire Smart work in Hay River. In consideration of the Town of Hay River Community Wildfire Protection Plan, ENR is recommending that the present ignition line, that is in place between Airport Road and the Hospital, would be a good area to apply the funds to. ENR is suggesting the ignition line would be widened to become a Fire Break. Completing the work in this area will benefit the community in the affect that the present ignition line will be cleaned up, the line will be much wider than what is presently there, and it would be affective in helping stop or slowing any wildfire in the area. A wider line will also give better access for wildland firefighters and helicopters to the area.

The Town has received a request in 2020 from West Point First Nations for some Fire Smart work surrounding their area of the community. Upon review, there is only a very small portion that could be Fire Smarted. The greatest proportion would be in Zone 1 to Zone 3 which is not something that is funded by ENR and needs to be completed by the residence owners. Fire Smarting work for high risk areas of the West Channel has recently been completed by THR.

The ignition line project would be fully funded by ENR and would need to be completed by March 31, 2022.

DEPARTMENT: PROTECTIVE SERVICES

DATE: October 19, 2020

SUBJECT: FIRE SMART PROJECT



Figure 1 – Ignition Line

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

N/A

FINANCIAL IMPLICATIONS:

Contribution agreement up to \$45,000 between the Town of Hay River and ENR. There is no requirement for Town matching funds.



REGULAR MEETING OF COUNCIL

DEPARTMENT: PROTECTIVE SERVICES

DATE: October 19, 2020

SUBJECT: FIRE SMART PROJECT

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

N/A

Prepared by:

Ross Potter

Director Protective Services/Fire Chief

Date: October 15, 2020

Reviewed By:

Glenn Smith

Senior Administrative Officer

Date: October 15, 2020



REPORT TO COUNCIL

DEPARTMENT: ADMINISTRATION **DATE:** October 19, 2020

SUBJECT: 2019 – 2023 STRATEGIC PLAN Update

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approve the updated 2019-2023 Strategic Plan as presented.

BACKGROUND:

On February 24th and 25th, 2019 Council and Administration met with a facilitator and developed a Strategic Plan that articulated a Vision and a roadmap to achieve that vision through strategic initiatives organized under four pillars – Governance, Economy, Social and Culture and Environment. The initial Strategic Plan was approved by Council in May 2019 and covered the period from 2019 to 2023.

On August 29, 2020 Town Council and Senior Management attended a facilitated workshop to review, validate and update the 2019-2023 strategic plan.

The attached presentation summarizes the recommended updates to the 2019-2023 Strategic Plan and focusses on the high priority strategies which will be completed or demonstrate significant progress in the next twelve months.

The first Strategic Plan progress report was presented to Council in August 2020. The full progress report is available in the August 11, 2020 Council package. Highlights of progress on high priority initiatives include:

Pillar	Strategy	Results (@ July 31, 2020)
Governance - organizational capacity	Create a succession plan for town administration.	SAO succession plan was fully implemented, and the ASAO succeeded the retiring SAO on schedule in June 2020.
	Actively recruit staff who thrive in Hay River's environment	Recruitment efforts over past few years, majority of which have been at senior management level, have been successful in hiring local or northern which bodes well for longer term commitments.
Governance - transparency	Broadcast town council meetings.	Council meetings are now broadcast live and recorded for playback on YouTube and



REPORT TO COUNCIL

DEPARTMENT: ADMINISTRATION DATE: October 19, 2020

SUBJECT: 2019 – 2023 STRATEGIC PLAN Update

Pillar	Strategy	Results (@ July 31, 2020)
		during COVID Zoom meetings were held to continue to be accessible to the public.
Governance <ul style="list-style-type: none"> - statutory currency 	Ensure that all bylaws and policies are current.	A bylaw update schedule has been developed to guide timelines for updates for critical bylaws. Council Procedures, Recreation Rates, Bylaw Officer, Porritt Landing, Mill Rate, and SAO bylaws were updated for 2020.
Economy <ul style="list-style-type: none"> - business friendly climate 	Explore least-cost land development strategies.	There has been limited activity in the area of land development while the Town waits for approval of its Community Plan bylaw and then completes an update of the zoning and building bylaw. This is an area where external expertise is likely to be required as Town Administration has limited capacity in lands administration (other than clerical capacity).
Economy <ul style="list-style-type: none"> - business friendly climate 	Complete a power franchise agreement with NWT Power Corporation.	The Mayor continues to take the lead on this file. A second appeal will be heard by the Courts in Fall 2020. The purchase and sale agreement are still in development and was negatively impacted by the computer system interruptions at NTPC.



REPORT TO COUNCIL

DEPARTMENT:

ADMINISTRATION

DATE: October 19, 2020

SUBJECT:

2019 – 2023 STRATEGIC PLAN Update

Pillar	Strategy	Results (@ July 31, 2020)
Economy <ul style="list-style-type: none"> - business support 	Support economic development and diversification in the town and region.	When asked, the Town has indicated its support for new business such as the Pine Point Mine, Hay River Fish Processing Plant, Enterprise Pellet mill but there is opportunity to shift to a roll of advocacy as the Town will see direct benefits from economic activity in satellite areas.
Social and Culture <ul style="list-style-type: none"> - celebrating culture 	Promote the gathering spaces in Hay River.	The new Pavilion will be marketed as a gathering space offering extended seasonal market and winter events through the temporary exterior wall system.
Environment <ul style="list-style-type: none"> - effective infrastructure 	Replace ageing underground infrastructure as necessary.	Funding was secured through a 75/25 cost sharing with agreement ICIP to construct a new lift station that will add capacity and stabilize the existing sewer system. Funding for three priority roadworks projects (Caribou, Beaver, Riverview) were also secured through 50/50 cost sharing with ICIP. The next round of ICIP applications has been announced and the Town will prepare and submit its next priority roadworks projects (constraint is Town's equity share).
Environment <ul style="list-style-type: none"> - effective infrastructure 	Develop a comprehensive asset management plan.	The Town has been approved for MACA's asset management program implementation. System



REPORT TO COUNCIL

DEPARTMENT: ADMINISTRATION DATE: October 19, 2020

SUBJECT: 2019 – 2023 STRATEGIC PLAN Update

Pillar	Strategy	Results (@ July 31, 2020)
		training scheduled by MACA for delivery to the Town was suspended due to COVID. Funding is being sought for implementation preparedness and implementation. Once implemented this tool will be used to plan maintenance and replacement schedules for Town assets.
Environment <ul style="list-style-type: none"> - available land meets needs 	Work with stakeholders to find innovative solutions to meet the need for land within the town.	Pre-selling of developed lots is one solution to reduce the upfront cost to the Town. Bringing in private developers is another option to consider. Discussions with the GNWT to bridge finance development (bridge the lag from development cost to sale of land) was constrained by the GNWT's debt cap limitations and the Town's debt limit and debt servicing limitations. With the recent announcement of an increase in the GNWT's debt limit, this is a topic that could be raised for further discussion with the GNWT.
Environment <ul style="list-style-type: none"> - environmental stewardship 	Manage our solid waste in a conscientious and economically feasible manner.	The Director of PWS has participated in preliminary discussions with MACA and other South Slave communities about the need for a regional solid waste facility.



REPORT TO COUNCIL

DEPARTMENT:

ADMINISTRATION

DATE: October 19, 2020

SUBJECT:

2019 – 2023 STRATEGIC PLAN Update

Other medium and low priority strategies were completed by the end of July 2020 including the development of a Tourism and Marketing Plan, establishing advisory committees with private sector representation to provide advice and guidance to Council on Recreation priorities and Business Development and Tourism.

COUNCIL POLICY / STRATEGY OR GOAL:

2019-2023 Strategic Plan

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

N/A

FINANCIAL IMPLICATIONS:

Budgetary considerations include capital and O&M approvals and will be incorporated into the upcoming budget approval process. Where possible, budgetary estimates are provided for each of the high priority initiatives.

ALTERNATIVES TO RECOMMENDATIONS:

Not accept the strategic plan update and refer back to Administration for further changes as directed by Council.

ATTACHMENTS:

2019-2023 Strategic Plan Update

Prepared by:

Glenn Smith

Senior Administrative Officer

Date: October 14, 2020



2019-23 Strategic Plan Update

Date of last Review: Saturday, August 29, 2020

Strategic Plan Update Priorities

1. Affirm Strategic Pillars
 - ▶ Review original pillars
 - ▶ Modify original pillars
 - ▶ Add/subtract pillars
2. Affirm Strategies
 - ▶ Review original strategies for each pillar
 - ▶ Identify any strategies that have been completed
 - ▶ Modify original strategies
 - ▶ Add/subtract strategies
3. Agreement on Communication Plan (to whom, in what form and when)

Vision and Mission

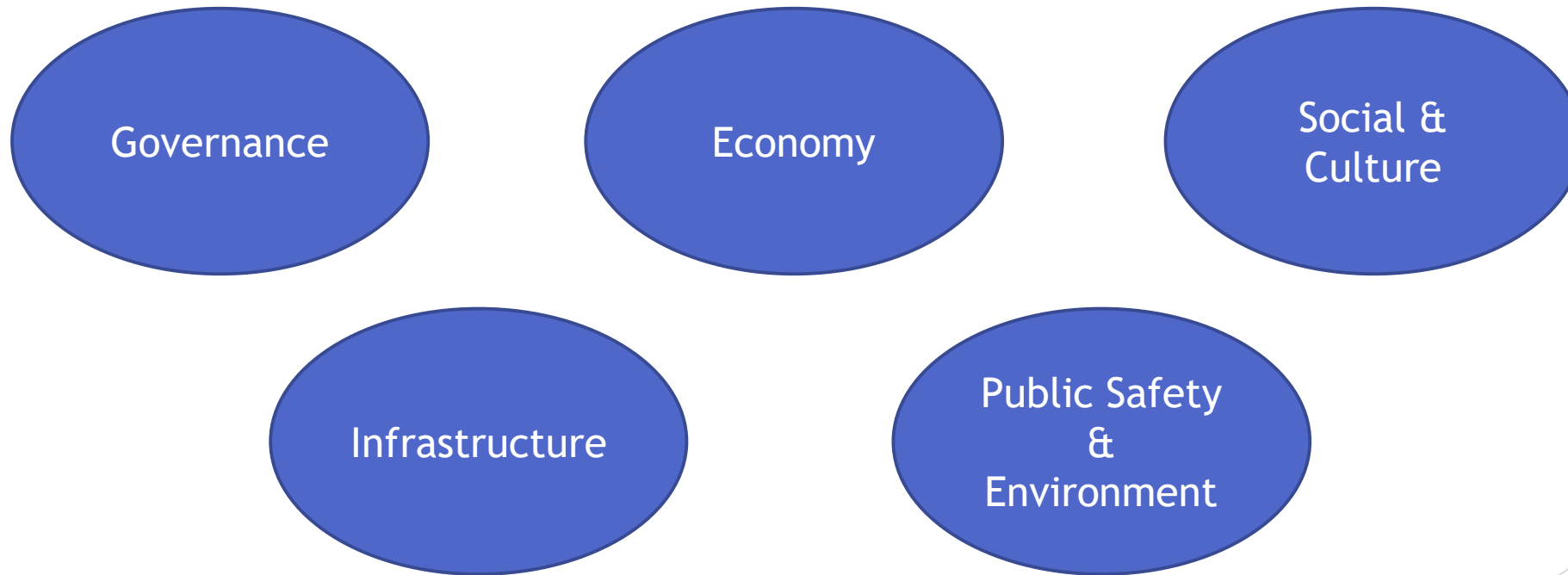
- ▶ **Vision Statement**
- ▶ *Hay River is a culturally diverse, regional hub that celebrates its history, natural setting, social and recreational well-being, and its opportunities for business.*
- ▶ The town's vision provides a long-term picture of where or what it wishes to be or become. The vision also indicates what makes the town unique from other similar entities.
- ▶ **Mission Statement**
- ▶ *Volunteers power us, business drives us, and our environment inspires us.*
- ▶ The town's mission answers a question about what business the town is in. It lets readers know what Hay River does and who benefits from the work of the town.

Values

- ▶ The values expressed here are the guiding principles that help determine how the town will operate, both in public and privately.
- ▶ As a town, we value:
- ▶ **Accessibility** We value the needs of a diverse and dynamic community. We will ensure all citizens have appropriate access to public information, facilities, and services of the town.
- ▶ **Creativity** *We get better by trying new things. We encourage this attribute in ourselves and those with whom we interact.*
- ▶ **Growth** *We see growth as important for Hay River. Growth is not only physical, but cultural and social as well. Prudent growth indicates maturity for the town.*
- ▶ **Integrity** *We believe in doing what we say we will do. Our actions will align with what is best for Hay River in achieving our vision.*
- ▶ **Partnerships** *When we work together, we are greater than the sum of our parts. We know that there is expertise in the town and beyond and we will use that expertise to benefit the town.*
- ▶ **Sustainability** *We must be sustainable in all we do. We need to leave future generations the opportunities to make their own choices by making thoughtful choices today.*

Sustainability Pillars

- Update added Public Safety to Environment, added Infrastructure as a stand alone pillar



Priority Ranking (definitions and colour coding)

- Update focussed on High Priority Initiatives

High Priority - Work on this strategy must be completed or have significant progress over the next twelve months in order for the goal to be achieved within the scope of this strategic plan.

Medium Priority - When resources and/or better information become available after required resources are assigned to high priority strategies, action will be taken on this strategy.

Low Priority - Limited action is expected on this strategy in the current calendar year.


High Ranked Strategies

- Update removed initiatives completed from initial Plan and added new priority initiatives

Sustainability Pillar	Plan Reference	Strategy
Governance	4.1.1 a)	Complete a Human Resource Plan to achieve the desired outcomes for the high priority initiatives in the strategic plan
Governance	4.1.2 a)	Communicate information that is relevant, timely and easily accessible to the public
Governance	4.1.3 a)	Ensure that all bylaws and policies are current.
Economy	4.2.1 b)	Complete a land development plan to meet current and future needs.
Economy	4.2.1 c)	Reduce electrical utility costs for consumers
Economy	4.2.2 a)	Support economic development and diversification in the town and region.

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Infrastructure	4.4.1 a)	Replace ageing infrastructure in accordance with capital replacement plan.
Infrastructure	4.4.1 b)	Complete a 10-year capital plan that includes both replacement assets and development assets to meet the projected growth in the Community Plan.
Public Safety & Environment	4.5.1 a)	All Town employees have the knowledge and equipment to follow safe practice during a pandemic and Town facilities are operated in compliance with pandemic safe practice.
Public Safety & Environment	4.5.1 c)	Work with other levels of government and indigenous groups, to respond to impacts of climate change. Identify and implement emergency measures for flood mitigation, preparedness and response.

	PUBLIC SAFETY AND ENVIRONMENT	
	Plan Reference	4.5.1 a)
Strategy	All Town employees have the knowledge and equipment to follow safe practice during a pandemic and Town facilities are operated in compliance with pandemic safe practice.	
Title	COVID safe practice	
Lead	Protective Services	

Description (in the next 12 months we will ...)	Provide all employees with educational information on COVID safe practice specific to their job and supply personal protective equipment for safe work practices during a pandemic. Monitor to ensure that safe work practices are being followed. Town facilities are equipped to operate in compliance with pandemic safe practice and follow recommendations of the Chief Public Health Officer.
Significant metrics	
1)	Regularly provide Town employees with informational materials on pandemic safe work practices and have supervisors review materials with employees.
2)	Identify and supply PPE to support safe work practice during pandemic.
3)	Survey employees to confirm that they are understand COVID safe work practices and are complying. Address any gaps in understanding or compliance.
4)	Provide continuous messaging to the general public on pandemic safe practice in Town facilities. Engage user groups to reinforce safe practice expectations.
5)	Monitor Town facilities for ongoing compliance with CPHO and adjust practices and messaging as required.
6)	By November 30, 2020 prepare response procedures to be followed in the event that any infection/contact is reported at Town facilities.
Resources	Internal resources include the Director, Protective Services, remainder of Senior Management Team and all employees.
Budget – n/a	The majority of pandemic safe practice PPE and other related expenses were incurred by the end of September 2020. Ongoing expenses may include refreshing of PPE, additional cleaning supplies, minor modifications to facilities to comply with CPHO direction.

Sample Strategic Initiative Scoping Document

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Governance	4.1.1 a)	Complete a Human Resource Plan to achieve the desired outcomes for the high priority initiatives in the strategic plan
Key deliverable		Complete a Human Resources Plan that focuses on the human resources needed to complete the high priority strategic plan initiatives. Prepare a risk matrix and identify mitigating measures to ensure that key human resources are adequately managed in the event of vacancies or delays in filling positions. Include strategies for securing the right people, building a supportive work environment and developing the capacity to ensure the organization's success and strong foundation for the future.
Target completion date	30/11/2020	Budget – n/a internal resources will be used. Possible legal fees to backfill for labour relations issues that arise during the timeline to complete this priority.

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Governance	4.1.2 a)	Communicate information that is relevant, timely and easily accessible to the public
Key deliverable		The Town's website will be updated to improve accessibility to information, improve the timeliness of information that is posted to the website and a process map will be developed to support a cultural shift within Administration such that communication is elevated in priority and value. Social media will be used to point readers at the website to increase traffic and provide opportunities for the Town to increase messaging and community outreach.
Target completion date	30/11/2020	Budget - \$5,000 – website developer expenses to improve functionality of website and organization of content.

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Governance	4.1.3 a)	Ensure that all bylaws and policies are current.
Key Deliverable 1		<p>Update Bylaw 2252 Financial Administration Bylaw to streamline the Town's financial administration and simplify financial reporting for improved disclosure and reader understanding of the Town's financial statements.</p> <p>Complete an Omnibus Bylaw that contains rates and charges from most if not all services that the Town provides. This project will involve completing the new Bylaw and identifying all the existing Bylaws that will be amended to remove rates and fees. There will be a suite of Bylaws for Council to amend once the fee and charges information is removed and incorporated into the Omnibus Bylaw.</p>
Target Date	30/11/2020	Budget - \$10,000 external consultant resources
Key Deliverable 2		Update Bylaw 2165 Taxi License to improve the taxi company performance and reduce the number of complaints the Town receives regarding poor taxi service
Target Date	31/12/2020	Budget – n/a to be completed with internal resources

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Governance	4.1.3 a)	Ensure that all bylaws and policies are current.
Key Deliverable 3		Update Bylaw 2240 to align with the priority to attract and retain qualified professionals who provide expert advice to Council and best practice leadership to employees who deliver municipal services.
Target Date	28/02/2021	Budget - \$5,000 external legal consulting
Key Deliverable 4		Update Bylaw 1786 for operational changes and incorporate the cost of service study results to inform rate setting for water and sewer services.
Target Date	31/03/2021	Budget - \$15,000 external consulting for both operational and rate updates.

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Governance	4.1.3 a)	Ensure that all bylaws and policies are current.
Key Deliverable 5		Update Bylaw 1812 to align with the Community Plan and to provide users with a clear concise Bylaw that provides guidance for development within the municipality and a framework for best practice in municipal zoning and building process. Proceed with amendments to Bylaw 1812 incorporating stakeholder input through surveys or other means. Progress the Bylaw to 1st and 2nd reading and hold a public meeting. Third reading of the amended Bylaw 1812 is expected to be outside of the 12-month window but will proceed if other milestones are met.
Target Date	15/08/2021	Budget - \$50,000 external consulting
Key Deliverable 6		Prepare a Municipal Enforcement Plan to present for Council approval to serve as a guide for protective services personnel in exercising their duties and communicating with the public.
Target Date	31/10/2020	Budget – n/a to be completed with internal resources

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Governance	4.1.3 a)	Ensure that all bylaws and policies are current.
Key Deliverable 7		Update Bylaw 619 – Garbage Collection and Bylaw 1516 – Dump Tipping Fees. Updated Bylaws are required in advance of an RFP process for a new garbage contract as the Bylaw identifies the service levels and whether the Town or the contractor receives the tipping fees.
Target Date	30/06/2021	Budget - \$10,000 external consulting

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Economy	4.2.1 b)	Complete a land development plan to meet current and future needs.
Key Deliverable 1		Hold an information session for Council to share the land development plans and costing that were completed during the term of the last Council. By end of December 2020, Council will have a shared understanding of the land development studies that were prepared and submitted to the GNWT to get support for financing land developments. This session will include an overview of the assumptions that guided the priority setting for developments and any updated information that Council might consider before they affirm or revise the priority for land development in Hay River.
Target Date	30/11/2020	Budget - \$5,000 external consulting

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Economy	4.2.1 b)	Complete a land development plan to meet current and future needs.
Key Deliverable 2		<p>Complete the testing and research, design, rezoning and presale of a housing development off McBryan Drive (aka Fraser Place) that may accommodate both single and duplex dwellings to optimize density for land development. Issue and award tenders for the survey and development of the land with a goal to have inground services completed and restored to grade by end of 2021 construction season.</p> <p>*If permafrost is an issue, the restored to grade timeline will be pushed out to 2022. Work with Finance to complete land pre-sale process to finance construction of new lots through a combination of pre-sales and short-term debt. Support Finance in approval process for short-term debt, including Council and the GNWT approvals as per CTV Act.</p>
Target Date	12/31/2021*	Budget - \$2.7 M - total budget figure and is a place-marker only until the design and scope are finalized.

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Economy	4.2.1 b)	Complete a land development plan to meet current and future needs.
Key Deliverable 3		Following Council review of current Land Development Plan, identify priority development areas within Town. Address the shortage of land within Hay River by exploring developer interest in partnering with the Town to develop one or more new sub-divisions that uphold the four pillars of sustainability – environmental responsibility, social equity, economic health and cultural vitality. EIO to be issued after residential and commercial land needs assessment surveys are complete.
Target Date	31/03/2021	Budget - \$75,000 external planner consultant

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Economy	4.2.1 c)	Reduce electrical utility costs for consumers
Key Deliverables		Progress the Town of Hay River Franchise to the stage where the franchise is presented to the Public Utilities Board for approval and can move to the next stage where new (lower) electricity rates for Hay River are approved.
Target Date	30/09/2021	Budget – n/a Town expenses to be borne by new franchise holder.

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Economy	4.2.2 a)	Support economic development and diversification in the town and region.
Key Deliverables		Establish pro-active practices to send a clear signal that the Town of Hay River supports economic development in the community and surrounding area.
Target Date	31/03/2021 Date for first meeting.	Budget – n/a – minimal cost as Town facilities will be used to host meetings.

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Infrastructure	4.4.1 a)	Replace ageing infrastructure in accordance with capital replacement plan.
Key Deliverable 1		Position the Town for successful third-party funding applications for infrastructure replacement projects and new infrastructure. Review and update project brief estimates and timelines for approved projects in the Town's multi-year capital budget and complete detailed studies for new projects. Prepare and submit funding applications and actively manage the application process to increase the likelihood of funding approvals. Timelines have been identified but may need adjusting based on closing dates for funding submissions.
Target Date	30/11/2020	Budget - \$25,000 – engineering and other consulting services

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Infrastructure	4.4.1 a)	Replace ageing infrastructure in accordance with capital replacement plan.
Key Deliverable 2		Enter into an agreement with a qualified contractor who will manage the Town Hall demolition project. The contract manager will have responsibility for preparing tender documents and for site monitoring and quality control for reporting to regulator (WSCC). Tender for demolition contract with timeline for demolition to be completed by August 31, 2021. Complete a go forward plan for Town Hall facility by August 31, 2021.
Target Date	31/08/2021	Budget - \$270,000 (demolition only) New Town Hall or ongoing leasing of space for Town Hall to be completed for 2022 capital budget or 2022 O&M budget.

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Infrastructure	4.4.1 a)	Replace ageing infrastructure in accordance with capital replacement plan.
Key Deliverable 3		Tender for the infrastructure replacement for Beaver and Riverview in time to complete inground work and restore to grade by end of 2021 construction season. Complete pavement, curb and gutter under current tender for Caribou. Award tender for Beaver/Riverview roadworks for 2021 construction season start date.
Target Date	15/03/2021	Budget - \$11.3 M (of which \$5.6 M is funded through ICIP)

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Infrastructure	4.4.1 b)	Complete a 10-year capital plan that includes both replacement assets and development assets to meet the projected growth in the Community Plan.
Key Deliverable		10-year capital plan for 2021 – 2031 is completed and approved by Council
Target date	28/02/2021	Budget - \$10,000 external consultant to assist Director, Finance to coordinate and compile multi-year capital budget.

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Public Safety & Environment	4.5.1 a)	All Town employees have the knowledge and equipment to follow safe practice during a pandemic and Town facilities are operated in compliance with pandemic safe practice.
Key Deliverable		<p>Provide all employees with educational information on COVID safe practice specific to their job and supply personal protective equipment for safe work practices during a pandemic. Monitor to ensure that safe work practices are being followed.</p> <p>Town facilities are equipped to operate in compliance with pandemic safe practice and follow recommendations of the Chief Public Health Officer.</p>
Target Date	30/09/2020	Budget – TBD - The majority of pandemic safe practice PPE and other related expenses were incurred by the end of September 2020. Ongoing expenses may include refreshing of PPE, additional cleaning supplies, minor modifications to facilities to comply with CPHO direction.

High Ranked Strategies

Sustainability Pillar	Plan Reference	Strategy
Public Safety & Environment	4.5.1 c)	Work with other levels of government and indigenous groups, to respond to impacts of climate change. Identify and implement emergency measures for flood mitigation, preparedness and response.
Key Deliverable		Involve other levels of government in the Town's emergency preparedness and response to access additional resources and increase awareness and participation in emergency planning and response activities.
Target Date	31/03/2021	Budget - \$250,000 for flood mitigation measures

Communication Plan

- ▶ Administration proposes:
 - ▶ Council receive quarterly update on high priority initiatives in alignment with quarterly financial reporting
 - ▶ Quarterly update to take similar form to annual update recently provided
 - ▶ Strategic Plan Executive Summary:
 - ▶ Vision, Mission, Values endorsed by this council
 - ▶ progress report on achievements to September 2020
 - ▶ priorities to end of term of this council
 - ▶ forward looking strategic initiatives for the next council to use or modify to align with their priorities