



AGENDA

PUBLIC INPUT

1. CALL TO ORDER

2. ADOPTION OF AGENDA

3. DECLARATION OF INTEREST

4. ANNOUNCEMENTS, AWARDS, CEREMONIES & PRESENTATIONS

5. MINUTES

- a. Regular Meeting of Council – July 28th 2020 – page 2-12

6. BUSINESS ARISING

7. ADMINISTRATIVE ENQUIRIES

8. DELEGATION

- a. Pine Point Project Update (15 Minute Presentation) – page 13-64

9. COMMITTEE REPORTS

- a. Tourism and Economic Development Report for July – page 65-68
- b. Recreation Monthly Report for July – page 69-72
- c. Emergency Services Monthly Report for July – page 73-75
- d. Municipal Services Monthly Report for July 76-77
- e. Asset Disposal Report – page 78-79
- f. Excused Absence for Mayor Jameson, Cllrs Dohey and Willows – page 80

10. NEW BUSINESS

- a. Excused Absence for Cllr Anderson – page 81
- b. Excused Absence for Cllr Willows – page 82
- c. Public Works Monthly Report for July – page 83-84
- d. Strategic Plan Progress Update – page 85-115

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



REGULAR MEETING MINUTES July 28th, 2020

The Regular Meeting of Council was held on Tuesday, July 28th, 2020 at 6:30pm By Video Conference Call

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

Staff: SAO – Glenn Smith, Director of Recreation – Stephane Millette, 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 6:30pm with Mayor Jameson presiding.

2. ADOPTION OF AGENDA

#20-182

MOVED BY CLLR CHAMBERS

SECONDED BY: CLLR DUFORD

3. DECLARATION OF INTEREST

There were no declarations of interest at the Regular Meeting of Council on Tuesday, July 28th, 2020.

4. ANNOUNCEMENTS, AWARDS & PRESENTATIONS

Mayor Jameson – Congratulations to Judy Goucher on her retirement. Thank you for your years of knowledge and support over the last 3 years. And a big thank you to Jill Morse for an amazing job with the summer parks program this year.

Cllr Duford – The Fisherman’s Wharf opens on this Saturday

5. MINUTES

a. Regular Meeting of Council – June 30th, 2020

#20-183

MOVED BY: DEPUTY MAYOR BOUCHARD

SECONDED BY: CLLR CHAMBERS

CARRIED

6. BUSINESS ARISING

There were no business arising at the Regular Meeting of Council on Tuesday, July 28th, 2020.

7. DELEGATION

Erin Griffiths, CEO HRHSS & Brian Willows, Public Administrator HRHSS reviewed the Hay River Health and Social Services Annual Report



REGULAR MEETING MINUTES July 28th, 2020

8. ADMINISTRATIVE ENQUIRIES

Director of Finance – Sam Mugford

- Audited Financial Statements are on the agenda for tonight
- Property Tax notices are mailed out this week
- Posted the Accounts Payables & Payroll position

Director of Protective Services – Ross Potter

- Started work on the breakup equipment to send out for refurbishment and replacement
- Working through interviews for the Protective Services Specialist

Mayor Jameson – Thank you to all your volunteers for all their hard work keeping our town safe.

Director of Recreation – Stephane Millette

- Summer Heat, Fitness Programs, and Beach Attendants are going well
- Working on Return to play dates for August 7
- Fisherman's Wharf opening this Saturday
- Social time returning
- Community Beach day on August 8th
- Meeting with Ice User groups
- Repairs at Porritt Landing for the retaining wall
- Posted 3 job openings for Aquatics that close on Friday

DM Bouchard – How is the wharf going to be different this year?

SAO Smith – Working closely with contractor on new covid rules, new numbers, no seating

CLLR Anderson – Thank you to the Recreation Dept for all the summer programs

Director of Public Works – Mike Auge

- Working on line painting
- The grader will be out in Old Town and Industrial area next week
- Contractor will be out laying dust palliative next week
- Riverview is closed tomorrow as the work continues on Caribou Crescent
- MACA was in town last week testing water quality
- Reviewing references for the 2 Public Works positions

CLLR Dohey – Who is responsible for the culverts in the Old Town?

Auge – Will look into it and get back to Council

CLLR Anderson – good job on street sweeping

DM Bouchard – What is being done on Riverview Drive from all the heavy trucks?

Auge – The construction can take up to 4 years in that area



REGULAR MEETING MINUTES July 28th, 2020

Senior Administrative Officer – Glenn Smith

- Understanding to transfer of position
 - Long standing files
 - Community plan
 - Draft process update on the Strategic Plan
 - Staycation planning
- Supporting food banks and seniors applying for funding
- GNWT fish plant going to retender
- Planning a grand opening at the Fisherman’s Wharf Pavilion
- Attended a chamber meeting with the Minister of ITI last week
- Working on various residents’ inquiries

CLLR Willows – is there an update on RCMP housing?

SAO Smith – they are still demolishing houses in Dessy and Morin Place and for Saskatoon, we are working on land purchases agreements

DM Bouchard – Any word on the Community Plan? It is very frustrating

MAYOR Jameson – Will make a call to the Ministers

CLLR Dohey – can we meet with the RCMP about the ATV’s and Bikes racing around town?

MAYOR Jameson – Ongoing talks with them

9. NEW BUSINESS

- a. 2019 Audited Financial Statements

RECOMMENDATION:

#20-184

**MOVED BY: CLLR ANDERSON
SECONDED BY: CLLR DUFORD**

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approves the 2019 Audited Financial Statements as recommended by the Finance Committee.

CARRIED

BACKGROUND:

In accordance with the *Cities, Towns and Villages Act* and our funding sources from other levels of government and our financial services provider the Town is required to have an annual audit of the financial statements.

On July 13, 2020, Sam Mugford, CPA, CA (Director of Finance) presented draft financial statements to the Finance Committee. At that meeting the Finance Committee recommended that the 2019 Audited Financial Statements be brought forward to Council for approval.

COUNCIL POLICY / STRATEGY OR GOAL:

Fiscal responsibility and transparency

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Cities, Towns and Villages Act



REGULAR MEETING MINUTES July 28th, 2020

FINANCIAL IMPLICATIONS:

Audited Financial Statements are approved by Council

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

Draft 2019 Audited Financial Statements

Prepared by:

Sam Mugford, CPA, CA
Director of Finance
July 23, 2020

Reviewed by:

Glenn Smith
Senior Administrative Officer
July 23, 2020

b. 2020 Q1 Capital Update

RECOMMENDATION:

#20-185

**MOVED BY: CLLR ANDERSON
SECONDED BY: CLLR DUFORD**

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approves the 2020 Q1 Report on Capital as presented as recommended by the Finance Committee.

CARRIED

BACKGROUND:

As at March 31, 2020 the Town of Hay River has spent \$795,247 on capital. The only requested forecast adjustments at Q1 relate to the following projects:

- Porritt Landing expansion – increase of \$43,000, to be funded through third party funding.
- Transfer of \$500,000 of approved budget from the Treatment Plant Intake inspection to Lift Station System Upgrade. This is requested as the estimate for the Treatment Plant Intake Inspection came in significantly lower than budgeted, while the tender for the Lift Station work came in higher than expected.

A more robust capital report will be provided for the period ending June 30, 2020 (Q2 update).

COUNCIL POLICY/STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS OR STUDIES:

Bylaw #1574/GEN/16 Property Procedures and Procurement Bylaw



REGULAR MEETING MINUTES July 28th, 2020

FINANCIAL IMPLICATIONS:

Increase in forecasted capital spend of \$43,000. No impact to reserves.

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

March (Q1) 2020 Capital Report

Submitted by:
Sam Mugford, CPA, CA
Director of Finance and Administration

Reviewed by:
Glenn Smith
Senior Administrative Officer

c. 2020 Q1 O&M Update

RECOMMENDATION:

#20-186

**MOVED BY: CLLR DUFORD
SECONDED BY: CLLR DOHEY**

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approves the 2020 Q1 Report on O&M as presented as recommended by the Finance Committee.

CARRIED

BACKGROUND:

As at March 31, 2020 the Town of Hay River has incurred a deficit of \$879,000, which is \$497,000 less than the budgeted deficit of \$1,376,000.

Administration has estimated the preliminary impact of COVID-19 and provided forecast adjustments to reflect the impact. Overall, we are forecasting a reduction of surplus before undernoted of \$27,000.

At the time the Q1 update was prepared, the Emerging Wisely plan issued by the GNWT had not been released to the public and as such, some of the underlying assumptions that when into this report may have changed. A more robust update will be provided as part of the June (Q2) update.

COUNCIL POLICY/STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS OR STUDIES:

Bylaw #1574/GEN/16 Property Procedures and Procurement Bylaw



REGULAR MEETING MINUTES July 28th, 2020

FINANCIAL IMPLICATIONS:

Forecasted reduction of surplus of \$27,337.

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

March (Q1) 2020 O&M Report

Submitted by:
Sam Mugford, CPA, CA
Director of Finance and Administration

Reviewed by:
Glenn Smith
Senior Administrative Officer

d. Variance Request Application

RECOMMENDATION:

#20-187

**MOVED BY: CLLR DOHEY
SECONDED BY: CLLR ANDERSON**

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approve Development Permit No. D20-043, to allow an extra relaxation to the side yard set-back to allow a Roof and Screened in Walls to be added to the existing ground level Deck.

CARRIED

BACKGROUND:

The Town of Hay River has received a request from Tod Venne Contractor for Heather Tybring asking Mayor and Council to allow a variance on the side yard set-back to allow the existing Ground level Deck to have a Roof and Screened Side Walls added at 10 Wright Crescent, Lot 1295, Plan 1041 (see attached documents).

The site is R1B Single Family Residential (Class B) One Single Family Housing Unit per lot is listed under Permitted Uses in this Zone.

The Flanking side yard set-back requirements for this property is 11 feet. The Development Officer can grant a 20% relaxation bringing the Flanking Side Yard set-back down to 8.8 feet, Council may grant relaxation further.

The side yard would need to be reduced from 8.8 feet down to 4.5 feet. There is a rather large Road Median on that side of the street of 11 feet, giving a total of 15 foot 5 inches which would allow the screened in deck to not look out of place.

It is approximately 47 feet back from the front yard giving ample room for line of site around corners, 15 feet back on each property line at a corner are required for clear line of site.



REGULAR MEETING MINUTES July 28th, 2020

3.8 Relaxation of Regulations

- 1) The Development Officer may approve a development application notwithstanding that the proposed use does not comply with the provisions of this bylaw, if the non-compliance is minor and where in the opinion of the Development Officer, denial of the application would cause the applicant unnecessary hardship unique to this use.
- 2) The Development Officer may relax Front Yard Set Backs 10%, Side Yard Set Backs 20% and Rear Yard Set Backs 10%. Any other set back relaxation greater than the above, shall only be granted by Council.
- 3) The Development Officer may permit a development in any zone on a lot which is substandard with respect to width, depth, or area.
- 4) In approving an application for a development permit, pursuant to subsections 1, 2 and 3 above, the Development Officer or Council shall adhere to the following:
 - a) A relaxation shall be considered only in cases of unnecessary hardship or practical difficulties unique to the use, character, or situation of land or building, which are not generally common to other land in the same zone;
 - b) There shall be no deviation from building height, floor area ratio, density regulations and parking requirements unless otherwise stated in this bylaw;
 - c) The General Purpose of the appropriate zone; and
 - d) The policies of the general zone.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

General Plan By-law, By-law No. 1811.
Zoning and Building By-law, By-law No. 1812.
2015 National Building Code of Canada

FINANCIAL IMPLICATIONS:

N/A.

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

Development Permit Application D20-043 and additional paperwork from Tod Venn (5 pages).
Sketch and Atlas plot plan from Development Officer (2 pages).



REGULAR MEETING MINUTES July 28th, 2020

Prepared by:
Randy Froese
Development Officer
July 22, 2020

Reviewed by:
Mike Auge
Director of Public Works
July 22, 2020

- e. Sidewalks for Caribou and Beaver Crescent

RECOMMENDATION:

#20-188 **MOVED BY: CLLR ANDERSON**
SECONDED BY: DEPUTY MAYOR BOUCHARD

THAT THE COUNCIL OF THE TOWN OF HAY RIVER does not include the provisional sidewalks in the Caribou Crescent and Beaver Crescent water and sewer upgrade projects.
CARRIED

BACKGROUND:

Council has approved projects to upgrade the water and sewer services as well as the roadways for Caribou Crescent, Beaver Crescent, and Riverview Drive over the next three years. Each of these projects was funded in part by the Investing in Canada Infrastructure Program (ICIP). The estimates used for the ICIP application included the cost of sidewalks for Caribou Crescent and Beaver Crescent, however, it did not include the cost of sidewalks for Riverview Drive. During the application process, it was determined that the additional cost required to include curb and gutter and sidewalks along Riverview Drive was not feasible, therefore the estimate for this project only include redoing the asphalt road surface.

In previous upgrade projects that the Town has undertaken, the choice of whether to include sidewalks or not was put out to the homeowners that would be affected and they were also required to cover a portion of the costs associated with sidewalks through a LIP if they chose to include them. As all three roads mentioned in this recommendation are closely connected, it makes sense to decide on whether or not to include the sidewalks as a group as opposed to individual decisions for each project. Without a sidewalk on Riverview Drive, the sidewalks on the two crescents would not connect to any other sidewalks.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

- Council Motion #20-080 to award the Caribou Crescent tender.

FINANCIAL IMPLICATIONS:

The financial implications for the project are broken down by roadway as follows:



REGULAR MEETING MINUTES July 28th, 2020

Caribou Crescent: A provisional line item for sidewalks was included in the tender for the Caribou Crescent project and is valued at \$214,000. Removing this cost from the project would reduce the construction costs for this project by that amount. The funding for the sidewalk portion of this project was included in the ICIP funding application and therefore 75% of this cost is covered by that funding.

Beaver Crescent: The estimated cost of sidewalks for Beaver Crescent based upon the original estimate provided by our consultant and the tender amount that was submitted for the provisional Caribou Crescent sidewalks is approximately \$170,000. The funding for the sidewalk portion of this project was included in the ICIP funding application and therefore 75% of this cost is covered by that funding.

Riverview Drive: The estimate for Riverview Drive that was approved under the ICIP funding did not include the cost of sidewalks. The additional costs for these sidewalks would not be covered by the ICIP funding and would need to be covered entirely by the Town. The estimate for the addition of sidewalks to this project is approximately \$1,000,000.

There are 16 properties on Caribou Crescent, 17 properties on Beaver Crescent, and 54 properties on Riverview Drive for a total of 87 properties. In previous projects that the Town has completed where residents covered a portion of the cost of sidewalks, the average cost per lot was \$2,530. At this rate, the total amount contributed by the residents from all three roadways would be \$220,110 leaving a significant portion of the costs for the Town to cover.

ALTERNATIVES TO RECOMMENDATIONS:

- 1) That the Council of the Town of Hay River include the provisional sidewalks in the Caribou Crescent and Beaver Crescent water and sewer upgrade projects. The Town can then determine if it would like to also include sidewalks on Riverview Drive or leave the sidewalks on Caribou and Beaver crescents as stand-alone sidewalks.
- 2) That the Council of the Town of Hay River let the citizens of Caribou Crescent and Beaver Crescent vote on whether or not to include the provisional sidewalks in the water and sewer upgrade projects for these crescents. A determination on how to proceed on Riverview Drive would also be needed along with this recommendation.

ATTACHMENTS:

N/A

Prepared by:
Mike Auge
Director of Public Works
Date: July 23, 2020

Reviewed by:
Glenn Smith
Senior Administrative Officer
Date: July 23, 2020



REGULAR MEETING MINUTES July 28th, 2020

f. Shop Local Day

RECOMMENDATION:

**#20-189 MOVED BY: CLLR ANDERSON
 SECONDED BY: CLLR DUFORD**

THAT THE COUNCIL OF THE TOWN OF HAY RIVER declare August 21st, 2020 Hay River Chamber Shop Local Day.

CARRIED

BACKGROUND:

The Hay River Chamber of Commerce has submitted a request to declare August 21st, 2020 “Hay River Chamber Shop Local Day”. The declaration is to show appreciation to all our local businesses. 2020 has been a difficult operating year for many local businesses. The majority of our local businesses have so far been able to survive and keep offering services to our loyal community members.

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:
Stacey Barnes
Council Administrator
July 24th 2020

Reviewed by:
Glenn Smith
Senior Administrative Officer
July 24th, 2020

10. NOTICE OF MOTIONS

There we no notice of motions for the Regular Meeting of Council, Tuesday, July 28th, 2020.



REGULAR MEETING MINUTES July 28th, 2020

11. IN CAMERA

#20-190

MOVED BY: CLLR DUFORD
SECONDED BY: CLLR ANDERON

That the Council of the Town of Hay River move to In Camera at 8:40pm.

CARRIED

#20-191

MOVED BY: CLLR DUFORD
SECONDED BY: CLLR DOHEY

That the Council of the Town of Hay River move out of In Camera At 9:25PM.

CARRIED

12. ADJOURNMENT

#20-192

MOVED BY: CLLR WILLOWS

That the Regular Meeting of Council be adjourned at 9:26pm.

CARRIED

Certified Correct as Recorded on the 28th Day of July 2020

These minutes were accepted by motion #_____.

Mayor

Senior Administrative Officer

A photograph of a rock sample with a complex, crystalline texture, showing various shades of grey, white, and dark brown. The rock is set against a light brown background.

PINE POINT PROJECT
NORTHWEST TERRITORIES

Introduction



- PPML's Qualified Persons have recently completed a Preliminary Economic Analysis ("PEA") of the Pine Point Project which concluded that the project has technical and financial merit using base case assumptions and is sufficient to initiate a Feasibility Study.
- The study makes recommendations for additional work on site.
- We will present a summary of the results of the PEA and the upcoming permit applications we are planning to submit:
 - Confirmation & Exploration Program Permits
 - Mining and Milling Permits
- We hope to hear from you during this presentation about your aspirations and concerns for the future regarding the project and what are your suggestions to improve the project and address these aspirations and concerns.

Project Location



- Within 42 km of Hay River,
- Recognized as the **“Hub of the North”**.
- CN Rail Head From Edmonton.
- Paved Highway Access.
- Low-Cost Hydro-Electric Power Available On Site From Taltson Dam.

Historical Photos - Cominco



Current Activities



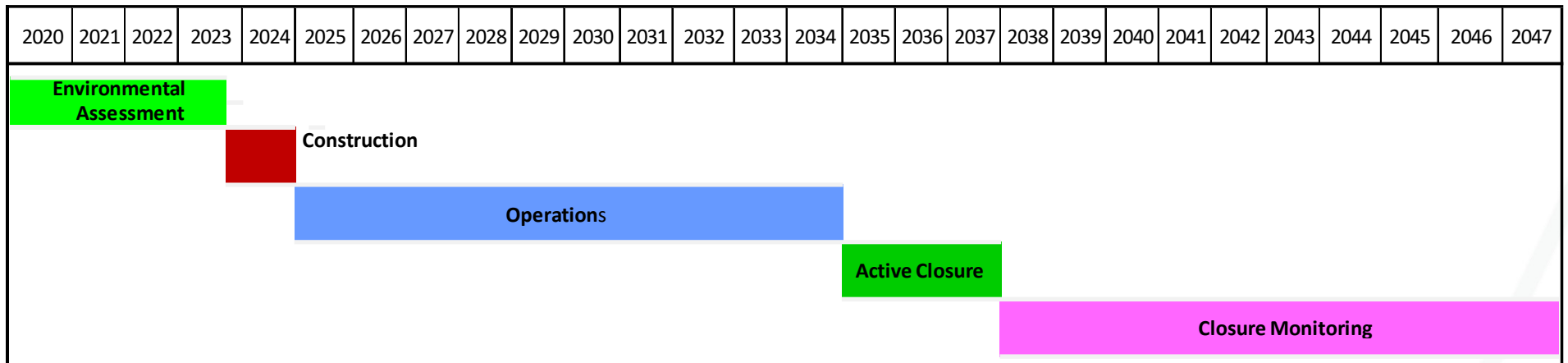
- Exploration camp has been generally on care and maintenance since COVID-19 lock down. Recently limited re-opening, compliant with Covid-19 protection measures.
- Plan is to recommence drilling in August. A slow startup logging old core commenced in July in accordance with COVID-19 requirements
- Project engagement transitioned from Darnley Bay (2016-2017) to PPML (2017 onward); PPML is aware of the issues/concerns previously raised and will consider them moving forward
- Most involved to date include DKFN, KFN, FRMC, HRMC, and the Town of Hay River and Hamlet of Fort Resolution
- **June 2020:** Pine Point Preliminary Economic Assessment (“PEA”)
- **August 2020:** Application for Confirmation & Exploration Permit (“CEP”)
- **September 2020:** Initiation of Environmental Assessment for Mining and Milling at Pine Point.

Overview of the Proposed Mining and Milling Project

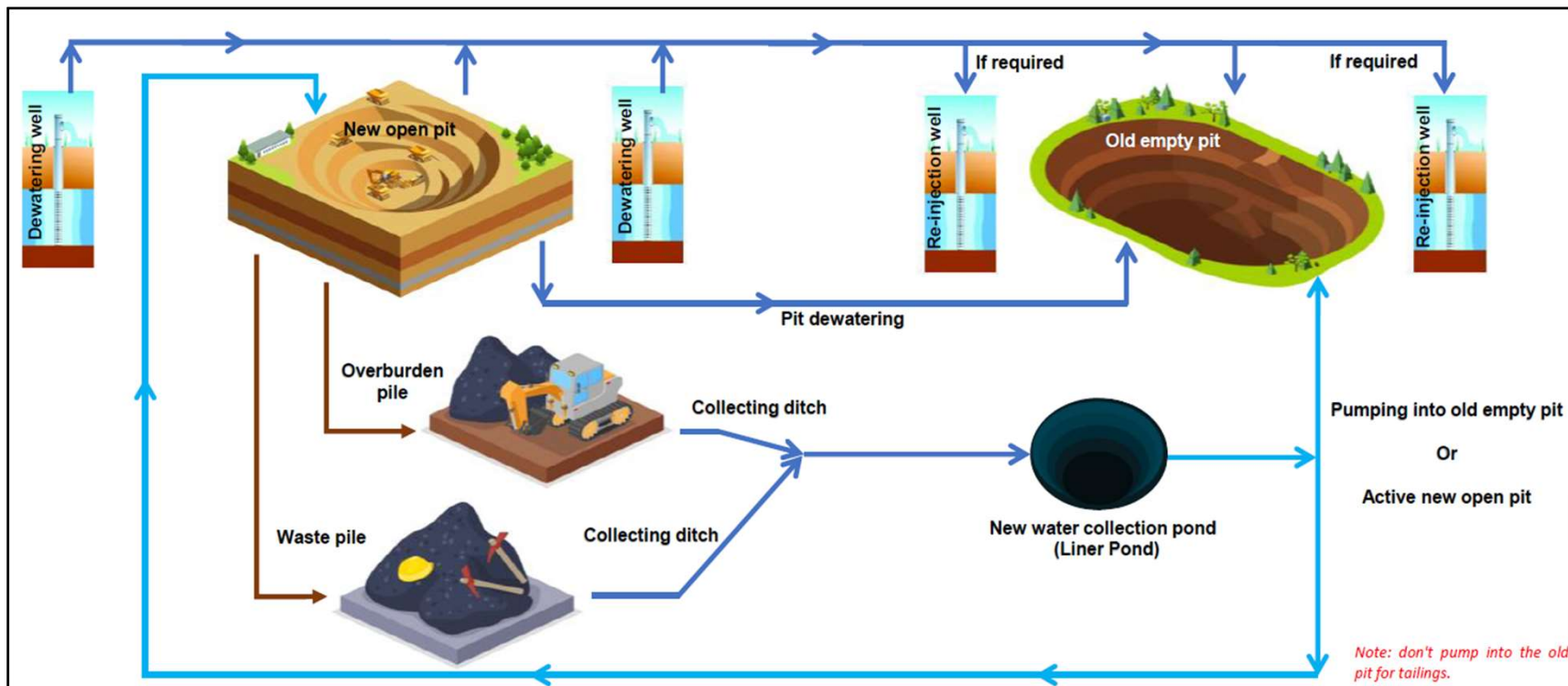


- **Life of Mine:** 10 years, mining 39.1 Mt of mineralization from 47 pits, 456 employees during operations and average of 280 during construction
- **Brownfield Site:** Use previously disturbed areas as much as possible for access and infrastructure.
- **Open Pits (OP)** mainly located East of the Buffalo River will consist of several small pits and/or a series of pits grouped together as in the East Mill Zone.
- **Underground Mines (UG)** Located in the West (of the Buffalo River) and Central Zones. West Zone will use grout curtain around the mine to reduce water inflow
- **Waste Rock:** Pads adjacent to open pits or placed in historical pits where feasible. UG mines will have less waste rock produced. Acid rock drainage from the carbonate rocks is very minimal
- **Water Influx:** Water from open pits and underground workings will be pumped into historical pits or new pits in which mining has been completed, or re-injected back into the underground aquifer via reinjection wells.

Project Overall Timeline

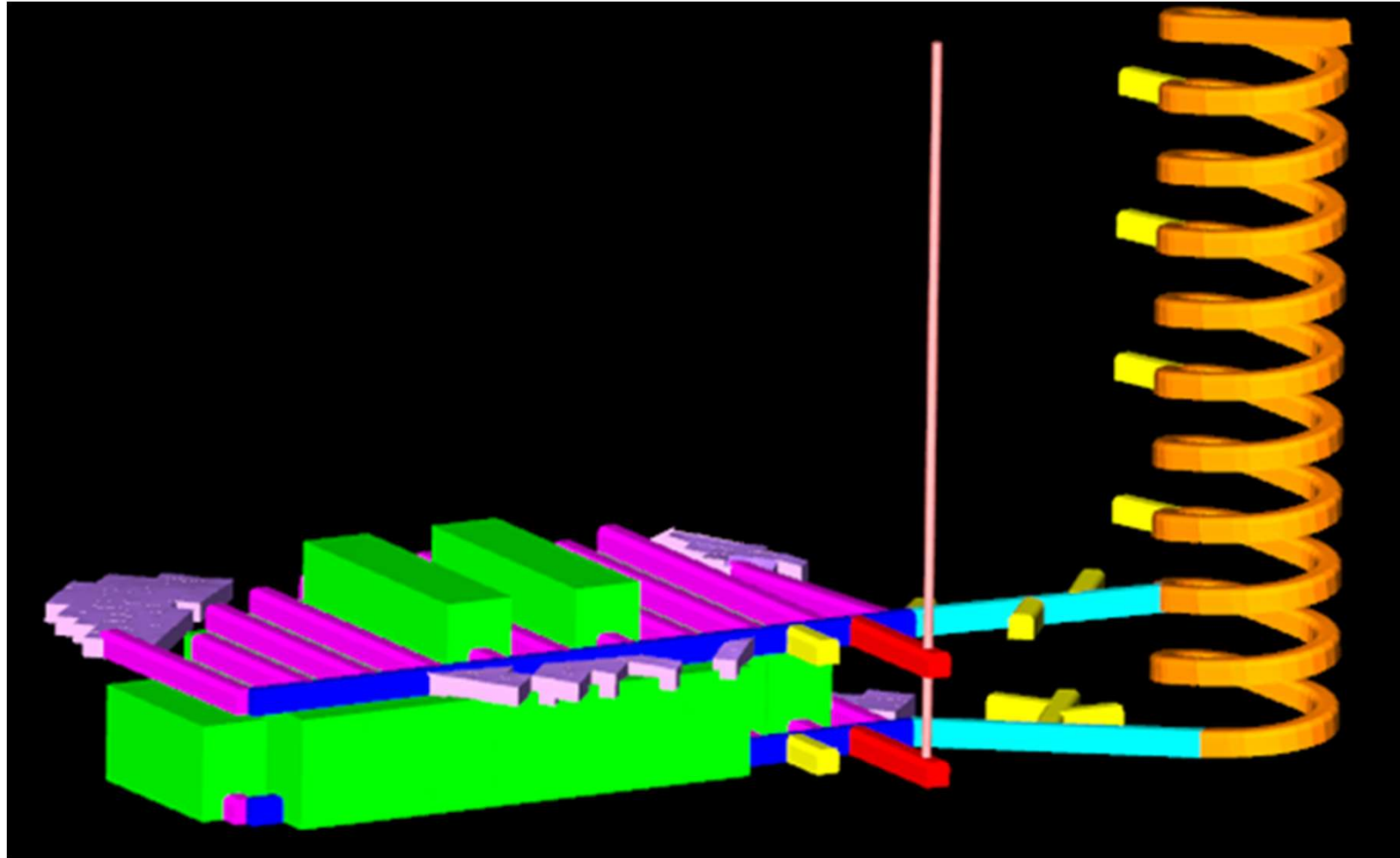


Pit Dewatering & Waste Rock Stockpile Water Management

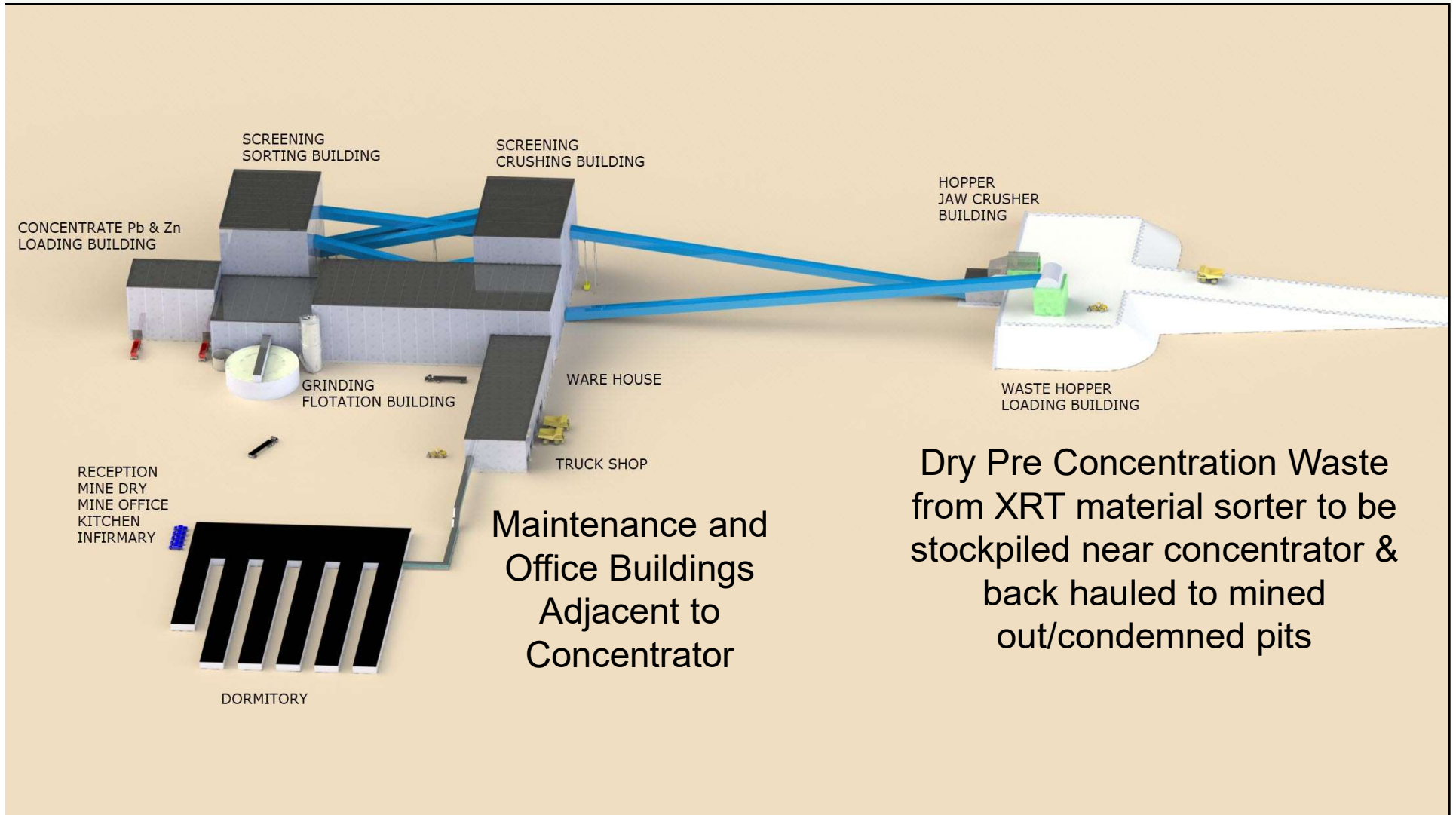


UG Preliminary Designs

R190



Plant Site Layout



Closure



- Brownfield site will be returned to current status
- Greenfield areas will be returned to similar productive state as present.
- Progressive reclamation will be developed during feasibility study and ongoing during operations
 - Several old pits will be used to store tailings and some waste rock (the non-mineralized rock we mine)
 - Above ground storage piles for overburden and waste rock will be re-sloped and dust mitigation measures will be applied.
 - Closure plan to be developed with regulators and communities.

Confirmation & Exploration Program



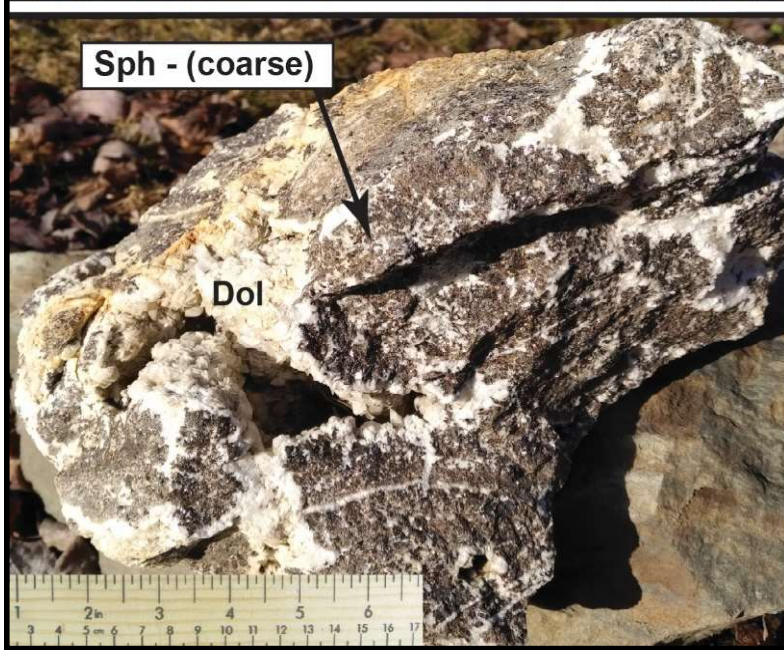
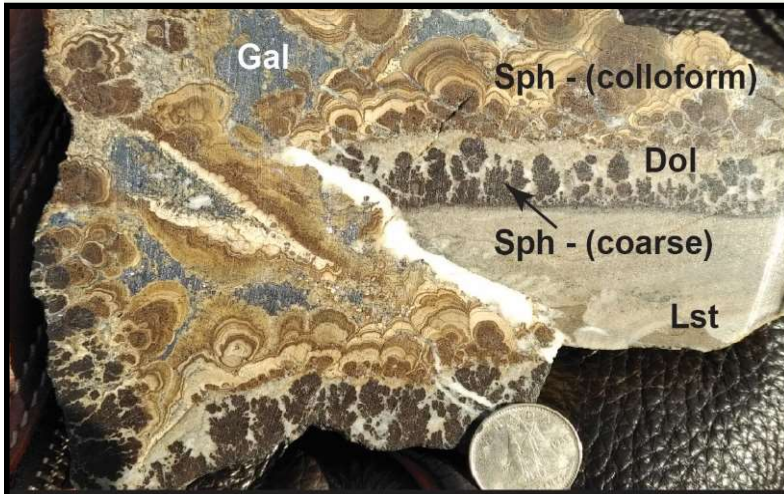
- PEA recommended additional field work.
- The Confirmation and Exploration Program (“CEP”) will consist of:
 - Continued drilling to increase Mineral Resource base
 - Geotechnical sampling and studies from drilling and pitting
 - Dewatering tests using large diameter drill holes and pumping from old pit to pit and reinjection back underground
 - Metallurgical studies on samples from drilling, pitting and pit water
 - Expanded Exploration Camp
- Permits for the Confirmation & Exploration Program (CEP) water license and land use permits are likely to be submitted in **August**.

Summary

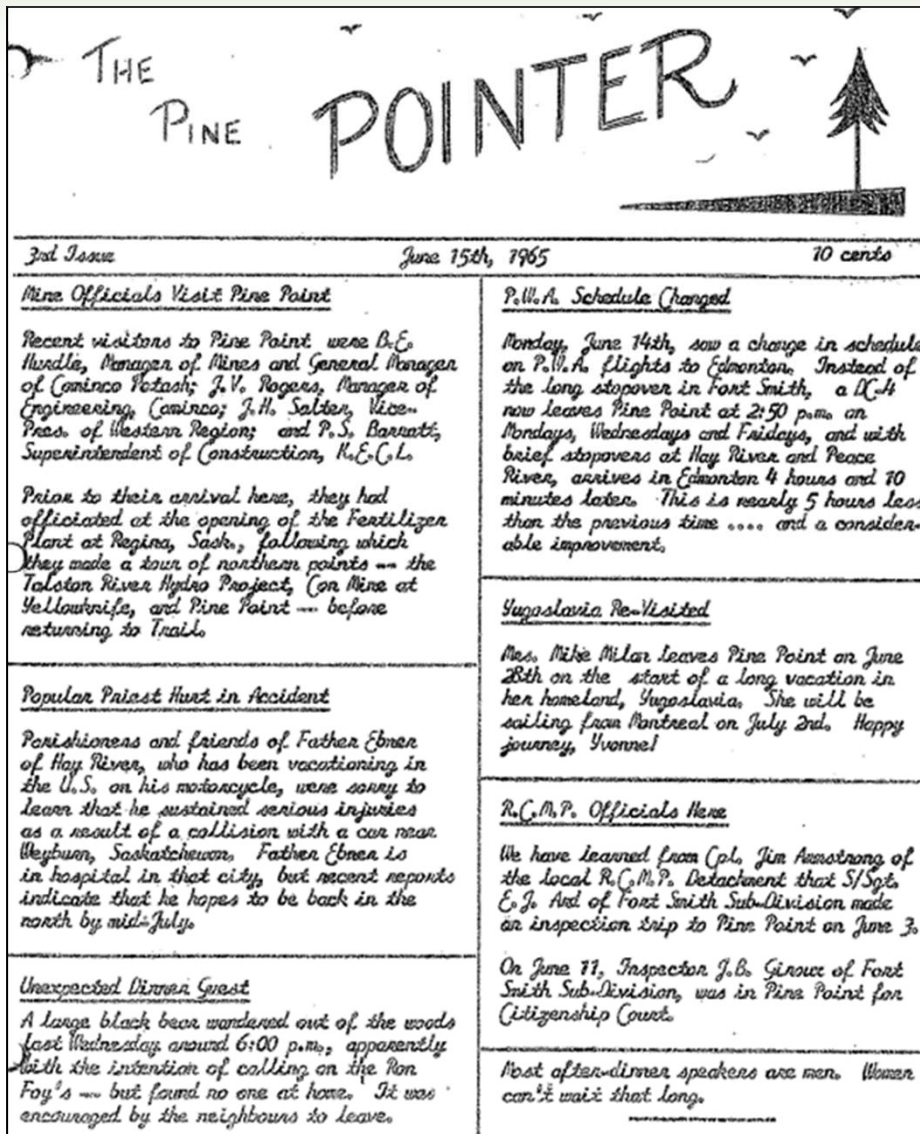


- Preliminary Economic Assessment (PEA) completed and concludes project is economically viable.
- Recommendations for further work will be implemented through the upcoming permit application for the “Confirmation & Exploration Program” (CEP), expected to be submitted latter in August.
- We will be initiating an Environmental Assessment (EA) through the Mackenzie Valley Environmental Review Board and expect to submit in September.
- We would appreciate letters of support for the project for both the CEP and EA submissions.

Rock Samples



Newsletter Coming Soon



- Ideas for content are welcome...

Over to you!



- Thank You for attending and listening to our Project update.
- We would like to answer your questions, and we will take note of all your concerns raised in this meeting
- We will listen to your feedback and incorporate it where we can into the design of the Project as we move forward.

Questions....





REPORT TO COMMITTEE

COMMITTEE: STANDING COMMITTEE OF COUNCIL **DATE:** AUGUST 4, 2020

DEPARTMENT: TOURISM AND ECONOMIC DEVELOPMENT

SUBJECT: TOURISM AND ECONOMIC DEVELOPMENT REPORT

RECOMMENDATION:

MOVED BY: CLLR ANDERSON
SECONDED BY: CLLR DUFORD

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

BACKGROUND:

Tourism Activity:

- Hay-Cation program tied to the NWT Tourism Staycation marketing in full deployment. Worked with Outcrop on creating and approving radio and newspaper ads that launched in the first few weeks of July. Completed interviews with Cabin Radio, Moose FM and Up Here Magazine to promote the Hay-Cation program. Posted regular social media posts for our Hay-Cation program
- Responded to quite a few social media messages and emails regarding interest from people in other NWT communities on what activities and adventures were available in Hay River.
- 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.
- There has been traffic at VIC from other communities coming to vacation; there has been 72 visitors come into the VIC during July (YK – 58, Ft. Liard – 1, Ft. Smith – 4, Ft. Resolution – 2, Nova Scotia – 2, Alberta – 1, Newfoundland - 3). Out of Territory visitors were compliant with COVID-19 requirements.
- Set markers on the highway for the installation of our billboard and amenities signs. The signs have been approved by the GNWT Ministry of Transportation and the Village of Enterprise.

Economic Development Activity:

- Worked with the Fisherman's Wharf Pavilion contractors to ensure that the COVID-19 safety plan submitted to EHO would be implemented. Opening day of the Fisherman's Wharf will be on Saturday August 1, 2020.
- Prepared and submitted a SEED funding proposal for marketing and promotions of our Hay-Cation program, creation of a recreation guide, conference package, tourism itineraries and purchasing photo licenses for marketing. Funding proposal was approved by ITI.

Other Activity:



REPORT TO COMMITTEE

COMMITTEE: STANDING COMMITTEE OF COUNCIL **DATE:** AUGUST 4, 2020

DEPARTMENT: TOURISM AND ECONOMIC DEVELOPMENT

SUBJECT: TOURISM AND ECONOMIC DEVELOPMENT REPORT

- Provided Trans Canada Trail with a progress report for the work on the Oxbow Trail and installation of interpretive signage. Extremely wet conditions have not allowed the installation of some signage.

Key Performance Indicators:

External Funding Success

- Approval of ITI SEED funding application for Hay-Cation and tourism marketing for \$22,000.



Visitor Information Centre Visitation

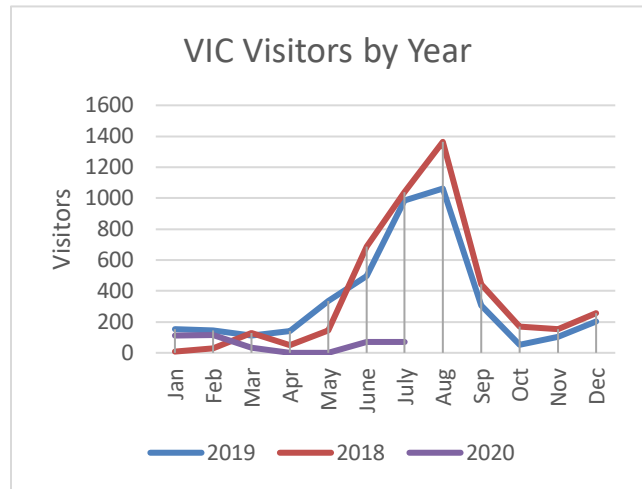


REPORT TO COMMITTEE

COMMITTEE: STANDING COMMITTEE OF COUNCIL **DATE:** AUGUST 4, 2020

DEPARTMENT: TOURISM AND ECONOMIC DEVELOPMENT

SUBJECT: TOURISM AND ECONOMIC DEVELOPMENT REPORT



Gift Shop Sales



Inbound Marketing



REPORT TO COMMITTEE

COMMITTEE: STANDING COMMITTEE OF COUNCIL **DATE:** AUGUST 4, 2020

DEPARTMENT: TOURISM AND ECONOMIC DEVELOPMENT

SUBJECT: TOURISM AND ECONOMIC DEVELOPMENT REPORT

- 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.

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 guestbook but we are taking down information on where they are from, what brings them here, what are they doing here, etc.

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: July 30, 2020

Reviewed by:
Glenn Smith
SAO
Date: July 30, 2020



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** August 4th, 2020

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

RECOMMENDATION:

MOVED BY: CLLR DUFORD
SECONDED BY: CLLR CHAMBERS

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

BACKGROUND:

Recreational Programming

The Community Centre remains closed to the public given restrictions in the GNWT's Emerging Wisely Plan. The Community Centre will remain closed for the foreseeable future because swimming pools are to remain closed to the general public until phase 3 and ice sports like hockey and curling are identified under phase 4. Phases 3 and 4 of the Emerging Wisely Plan do not have dates identified as they are dependent on an expected second wave of COVID-19 in Canada and the development of better testing/methods as well as a vaccine.

Further facility and operational updates:

- concession contractor continues to operate via the Community Hall for take-out orders only;
- THR parks and greenspaces remain operational with COVID appropriate signage and disinfection;
- Keith Broadhead park ball diamonds are maintained weekly for the Hay River Mixed Slopitch League and Hay River Men's Fastpitch;
- Hay River Public beach remains open with THR Aquatic staff on site 7 days per week;
- Porritt Landing Marina remains open though some retaining wall repairs are needed;
- Fisherman's Wharf pavilion is near completion with an expected opening date of August 1st;

The Director of Recreation and Programming staff remain in communication with local sport user groups and community partners to facilitate return to play initiatives and encourage healthy, active lifestyles in the community. Local ice sport representatives will be submitting return to play plans in August with hopes of hitting the ice in October. The Department of Recreation will also be submitting a reopening plan for most spaces of the Community Centre.



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** August 4th, 2020

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

Dates and details will be determined via communications with GNWT Environmental Health representatives and regular user groups to ensure cost recovery on operations.

Recreation Programming Statistics

Monthly statistics unavailable due to COVID restrictions and current closures. Programming is slowly resuming, and some statistics should be available for next report.

User group and programming updates:

- Town of Hay River delivered programming:
 - o Summer Heat: 21 registrants, plus as and when from waiting list when possible;
 - o Outdoor spin classes: registrations met minimums, stats to be available in Aug;
 - o Fitness classes at local greenspaces: registrations met minimums, stats to be available in Aug;
 - o Meditation at the Beach: resumed in July, stats to be available in August;
 - o Social Paddle: expected to resume in August;
 - o Canada Day car parade and celebration organized by THR on July 1st;
 - o Water Smart Community Beach day: scheduled for August 8th;
 - o Junior Lifeguard Club and Bronze level swimming lessons: expected in August;

- Local Sport User Groups:
 - o HR Golf Club: memberships increased approx. 40% comparable to recent years;
 - o HR Men's Fastpitch: 2 weekly practices and 2 local tournaments hosted in July;
 - o HR Mixed Slopitch: 6 league teams with a modified schedule and format;
 - o HR Elk's Soccer: returned to play with 2 weekly practices in July;
 - o Initial scheduling meeting held with Hay River Figure Skating Club, Hay River Minor Hockey, Hay River Speed Skating Club and local adult hockey groups;
 - Meetings to be held every 2 weeks until return to play;

Aquatics

THR Department of Recreation's beach attendant partnership with the GNWT's Department of Industry Tourism and Investment is a great success at the Hay River Territorial Campground beach. Positive feedback is frequent and staff from both parent organizations seem satisfied with coordination.

Beach Attendants duties include, but are not limited to:



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** August 4th, 2020

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

- Monitoring beach capacity;
- Provide public awareness of COVID restrictions and best practices;
- Ensure a daily beach count is recorded and submitted to ITI;
- Monitor waterfront activities and report back daily;
- Educate waterfront users of safe water use practice and hazards;
- Identify and assess unsafe waterfront use and intervene as needed;

The beach continues to be supervised 7 days per week from 10:00 am to 7:00 pm and THR attendants will be on duty until August 24th.

Communication and coordination between Aquatic staff, Maintenance staff and local contractors has resumed to ensure start up time will be minimal when the NWT moves to Phase 3 of the *Emerging Wisely* plan.

Job postings were advertised for the Aquatic Supervisor, Senior Lifeguard and Lifeguard positions. Postings were open until July 31st with interviews to be scheduled shortly thereafter. Further Covid-19 updates are needed from the GNWT's Environmental Health office to confirm staffing need in the fall.

Facilities and Maintenance

Parks and Greenspaces:

- Maintenance:
 - Hanging baskets, planters and greenspaces watered daily;
 - Regular checks, clean up and emptying of garbage cans on TOHR properties;
 - Pick up litter in ditches and in downtown core;
 - Mowing and brushing of THR greenspaces and highway ditches;
 - Coordination and cooperation with Beautification Committee;
 - Weekly greenspace and building inspections, with maintenance as required;
 - Support Summer Heat and outdoor fitness classes;
 - Weekly janitorial service at Community Centre;
 - Weekly maintenance of Glenn Smith ball field (4 days/week);

- Improvements:
 - Supporting completion of Wharf Pavilion build via carpentry work and staining of interior and exterior walls;
 - Investigation and application for permits required for Porritt Landing retaining wall repairs;
 - Aquatic Centre steam room exhaust system upgrades;



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** August 4th, 2020

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

- Funding application submitted to Arctic Energy Alliance for pool pump upgrades and conversion of lighting to LED:
- Trail improvement project resumed via partnership with the NWT Metis Nation and Hay River Metis Government Council:
 - 2020 priorities:
 - Complete installation of 2019 trailhead and interpretive signage;
 - Brushing and clean up of 2 trailhead sites;
 - Remove dangerous trees and hazards along new town trails;
 - Improve connection or airport trail to Oxbow trailhead on 105th st;

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: July 30, 2020

Reviewed by:
Glenn Smith
SAO
Date: July 31, 2020



STANDING COMMITTEE TO COUNCIL

DEPARTMENT: PROTECTIVE SERVICES

DATE: AUGUST 4, 2020

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

RECOMMENDATION:

**MOVED BY: CLLR GROENEWEGEN
SECONDED BY: CLLR CHAMBERS**

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

BACKGROUND:

Summary:

The Protective Services group had another busy month with a total of 59 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. It has become commonplace for both ambulances to be out on responses at the same time, but this month during a serious structure fire, we also had an ambulance call and a false alarm, all of which were responded to with no delays.

We had Rocky Mountain Phoenix service all the town's SCBA and the Fire Department's SCBA Compressor. We worked with Protect NWT to make this happen as the service technician had to come from Alberta.

This month practical training was focused on NFPA 1001 skills and included Drags and Carries, Forcible Entry and Search and Rescue. All the students that participated were extremely engaged and performed very well.

Meetings:

Hospital Meeting
Protective Services Specialist Interviews

During July 312, paid-on-call hours were served by the members of the HRFD for a year to date, a total of 2,082.5 hours.

STATISTICS *note statistics are from July 1 to July 27, 2020*



STANDING COMMITTEE TO COUNCIL

DEPARTMENT: PROTECTIVE SERVICES

DATE: AUGUST 4, 2020

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

FUNCTION	JULY 2018	JULY 2019	JULY 2020	JULY 2018 YTD	JULY 2019 YTD	JULY 2020 YTD
Patient Transfers	8	11	16	90	82	129
Medical Emergency Local	21	20	20	101	93	136
Medical Emergency Reserve	0	0	3	11	10	18
Medical Emergency Highway	0	1	0	6	2	6
Medical Emergency Out of Town Patients	0	0	8	11	7	11
Body Transfer	0	0	0	5	3	6
Fires & Rescues	1	2	3	15	10	10
False Alarms	5	2	9	18	12	32
Training	4	4	3	27	31	15
Special Training	0	7	0	16	19	0
Maintenance	5	4	2	26	25	15
Fire Permits	1	0	1	16	6	4
Fireworks Permits	0	0	1	3	0	1
Public Safety	7	5	1	20	16	2
Inspections	8	4	1	47	60	17



STANDING COMMITTEE TO COUNCIL

DEPARTMENT: PROTECTIVE SERVICES

DATE: AUGUST 4, 2020

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

MAINTENANCE

1. All daily/weekly/monthly maintenance activities were completed.
2. Medic 1 link in rear suspension repaired.
3. Full-service Engine 2
4. SCBA inspected and serviced as required.
5. SCBA air compressor serviced.

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: July 28, 2020

Reviewed By:
Glenn Smith
Senior Administrative Officer
Date: July 31, 2020



REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: AUGUST 4, 2020

SUBJECT: MUNICIPAL ENFORCEMENT REPORT

RECOMMENDATION:

MOVED BY: CLLR DUFORD
 SECONDED BY: CLLR ANDERSON

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

BACKGROUND

OFFENCE	INQUIRY	INVESTIGATED NO SUBSTANTIATION	OFFENCES	WARNINGS	SHELTER	FINES	TOWED	RETURNED TO OWNER	CLEANED UP
Animal Control Bylaw									
Animal Abuse									
Barking Dogs	1			1					
Dog Attack									
Dog Bites	2			2					
Loose Cat									
Loose Dogs	1	1							
Sled Dog Complaints									
Business License									
No Business License									
Traffic Bylaw									
Vehicle Parking	1						1		
Trailer Parking									
ATV									
Misc									
Unightly Bylaw									
Overgrown Trees									
Long Grass & Weeds	14			14					9
Miscellaneous									
Garbage									
Development Related									
Infringing on Property									
Development No Permit	2	2							
Fire Prevention Bylaw									
Burn Garbage									
Smoke									
Porritt Landing									
Vessel Parking Issues									
Snow Removal									
Not Clearing Sidewalks									
Dumping Snow on Neighbors Property									



REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: AUGUST 4, 2020

SUBJECT: MUNICIPAL ENFORCEMENT REPORT

Unightly Properties: 5

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. We are actively working on filling the position so that we can provide full services once again.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

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 July 28, 2020

Reviewed By:

Glenn Smith
Senior Administrative Officer
Date: July 31, 2020



REPORT TO COMMITTEE

DEPARTMENT: ADMINISTRATION **DATE:** August 4th, 2020

SUBJECT: DISPOSAL OF ASSETS

RECOMMENDATION:

MOVED BY: CLLR GROENEWEGEN

SECONDED BY: CLLR CHAMBERS

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approve the disposal, through auction of various Town assets as per our Procurement Bylaw 2388.

BACKGROUND:

Administration has identified several assets that have reached end of life, are beyond reasonable repair, are no longer safe for operation, or are no longer part of an equipment standard for the Town. Most of the assets are cluttering limited facilities.

Assets sent to local auction will be in accordance with Bylaw 2388 Procedure Bylaw and Policy and will be removed with consideration of environmental, safety and operational regulations and risks.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Bylaw 2388 Procedures Bylaw and Policy

FINANCIAL IMPLICATIONS:

Estimated revenue through auction to be less than \$25,000 in total

ALTERNATIVES TO RECOMMENDATIONS:

Keep assets; scrap all assets; donate assets.

ATTACHMENTS:

Asset Disposal Form – Recreation

Prepared by:
Stacey Barnes

Reviewed by:
Glenn Smith



REPORT TO COMMITTEE

DEPARTMENT:

ADMINISTRATION

DATE: August 4th, 2020

SUBJECT:

DISPOSAL OF ASSETS

Council Administrator
Date: July 31, 2020

Senior Administrative Officer
Date: July 31, 2020



STANDING COMMITTEE OF COUNCIL

DEPARTMENT: ADMINISTRATION

DATE: August 4th, 2020

SUBJECT: EXCUSED ABSENCE

RECOMMENDATION:

MOVED BY: CLLR DUFORD
SECONDED BY: CLLR CHAMBERS

THAT THE COUNCIL OF THE TOWN OF HAY RIVER excuses Mayor Jameson, Councillor Dohey and Councillor Willows from the Standing Committee of Council, Tuesday, August 4th, 2020.

BACKGROUND:

Mayor Jameson, Councillor Dohey and Councillor Willows have asked to be excused from the Standing Committee of Council, Tuesday, August 4th, 2020

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:
Stacey Barnes
Council Administrator
Date: August 4, 2020

Reviewed by:



REPORT TO COUNCIL

DEPARTMENT: ADMINISTRATION

DATE: August 11th, 2020

SUBJECT: EXCUSED ABSENCE

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER excuses Councillor Anderson from the Regular Meeting of Council, Tuesday, August 11th, 2020.

BACKGROUND:

Councillor Anderson have asked to be excused from the Regular Meeting of Council, Tuesday, August 11th, 2020

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:
Stacey Barnes
Council Administrator
Date: August 7th, 2020

Reviewed by:



REPORT TO COUNCIL

DEPARTMENT: ADMINISTRATION

DATE: August 11th, 2020

SUBJECT: EXCUSED ABSENCE

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER excuses Councillor Willows from the Regular Meeting of Council, Tuesday, August 25th, 2020.

BACKGROUND:

Councillor Willows have asked to be excused from the Regular Meeting of Council, Tuesday, August 25th, 2020

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:
Stacey Barnes
Council Administrator
Date: August 7th, 2020

Reviewed by:



REPORT TO COUNCIL

DEPARTMENT: ADMINISTRATION

DATE: August 11, 2020

SUBJECT: Town of Hay River Strategic Plan – July 2020 Progress Update

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approves the Town of Hay River 2019-23 Strategic Plan – July 2020 Progress Update

BACKGROUND:

In May 2019, the Town of Hay River Council approved the 2019-23 Strategic Plan (“Plan”). The Plan was developed through a prior 2 day workshop held with Council, and Union and Management Administration representation, that was facilitated by Ian McCormack of Strategic Steps Inc.

The Plan provides a roadmap for both Council and Administration to achieve the strategies that are outlined in this plan.

In July 2020, Administration undertook an exercise to document a progress update on strategies and performance measures identified in the original plan. The draft document was sent to Council for further input on progress.

A strategic plan update session is being planned for early Fall 2020. The session will allow Council an opportunity to revise and reprioritize strategies in consideration of changes to the Town’s operating environment.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

N/A

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

- Do not approve July 2020 progress update – Administration

ATTACHMENTS:

- Town of Hay River Strategic Plan – July 2020 Progress Update
-

Prepared by:



REPORT TO COUNCIL

DEPARTMENT: ADMINISTRATION

DATE: August 11, 2020

SUBJECT: Town of Hay River Strategic Plan – July 2020 Progress Update

Glenn Smith
Senior Administrative Officer
August 7, 2020



2019-2023

Town of Hay River

Strategic Plan – July 2020 Update - DRAFT

1.1 Vision, Mission and Values

Hay River is looking towards the future of the town and its region. When doing so, it is important that council members agree on what the final destination looks like. With this in mind, council first decides on the town’s ideal long-term future (vision) and the general direction it will take to achieve that future (mission).

When reviewing the existing versions of the vision and mission, council made some alterations to ensure that they reflect the town’s desired future.

1.1.1 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.

1.1.2 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.

1.1.3 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.*

1. Priority Ranking of Strategies

Each strategy in the tables in Section 4 below contains a colour coded prioritized ranking of relative strategies for 2019 and beyond as determined by town council. This ranking is used by administration to determine the relatively high, moderate, and low priorities for the year as council assigns resources to key strategies.

Priority rankings will be reviewed and adjusted as planning for subsequent years is undertaken. Current year priority strategies may rise or fall in comparison to other strategies in following years as the town works toward achieving its vision. Priority is not purely an indication of 'importance' of a strategy; it is also an indication of the necessary timeliness of required action.

The town's priority rankings for 2019-2020 are defined and colour coded as:

High Priority - Work on this strategy must be conducted in 2019 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.



2 Goals and Strategies

The following pages contain the full list of goals as identified by Hay River Town Council. Within each goal, are a series of strategies that contribute to achieving that individual goal.

Throughout the tables on the following pages, the term 'Lead Role' is used. This list identifies the lead role:

- SAO..... Senior Administrative Officer (or Assistant SAO)
- Mayor..... Mayor
- Council... Town Council
- EcDev Tourism & Economic Development
- Prot..... Protective Services
- Fin..... Finance
- PW..... Public Works
- Rec Recreation

2.1 Governance

2.1.1 Organizational Capacity

Goal: To Maintain Expertise, Capacity, and Continuity in Town Management				2020 Update
Strategies (We Will...)		Desired Result(s) or Achievement(s)		Status @ July 2020
a)	Create a succession plan for town administration.	<ul style="list-style-type: none"> Ensure continuity of professional staff. 		SAO succession plan in place and actioned. Cross-training taking place among admin staff. Broader application of succession planning continues to be an identified need for Town staff.
b)	Actively recruit staff who thrive in Hay River's environment.	<ul style="list-style-type: none"> Staff remain with the town for the long term. 		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.
c)	Encourage professional development for staff.	<ul style="list-style-type: none"> Capacity and expertise in town staff grows. 		MACA school of community government continues to be a viable cost-effective source for staff development. COVID impacted program delivery in 2020.
d)	Learn from and contribute to best practices in local government management.	<ul style="list-style-type: none"> Hay River remains a leader in NWT management and financial expertise. 		Through a combination of inhouse and external expertise, Management and Council have had opportunities to develop best practices to improve performance.
Performance Measures				Status @ July 2020
Strategy	Measure	Target Time	Lead Role	Status @ July 2020
a)	Succession planning policy is considered by town council.	2019 Q4	ASAO	Administration started work on a suite of HR policy updates including a succession planning policy. These policies are still in progress. Administration has successfully implemented the succession plan for a new SAO. The ASAO completed the ALGAP program and a bylaw appointing a new SAO was passed in June 2020.

b)	At least 80% of town staff indicate they are very satisfied or satisfied with their work environment*.	2022 Q4	ASAO	This activity requires an employee survey which will be developed and implemented prior to the target date.
c)	At least 75% of eligible town staff engage in at least one professional development exercise each year.	2022 Q4	ASAO	This activity has been partially implemented as most Finance employees received professional development in 2019. Operational professional development will be a focus going forward.
d)	Each year, at least four communities throughout the NWT contact Hay River to ask about how the town operates.	2021 Q4	SAO	Senior Management has provided advice to at least 3 tax-based municipalities as well as shared opinions with NWTAC staff and had outreach from non-taxed based communities for best practice support. It is anticipated that this level of collaboration will continue in the future and be reciprocated by other communities providing advice to Hay River Administration.

* This measure relies on an annual survey of town staff.

2.1.2 Transparency

Goal: To Conduct Town Business in Public Whenever Possible			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	Status @ July 2020
a)	Broadcast town council meetings.	<ul style="list-style-type: none"> Anyone who wishes to can watch or listen to the public portion of town council meetings in real time. 	Council meetings are now broadcast live and recorded for playback on YouTube and during COVID Zoom meetings were held to continue to be accessible to the public.
b)	Publish public documents in a timely fashion.	<ul style="list-style-type: none"> With exceptions for privacy legislation, individuals and organizations are able to get access to town-owned information they require. 	Public documents such as Council meeting packages are posted on social media and the Town's website the same day they are distributed to Council. During COVID and breakup Administration focused on increased public outreach to keep citizens informed on a timely basis. Feedback has been positive.
c)	Involve citizens of Hay River in town decision making where possible	<ul style="list-style-type: none"> Public Advisory Committees launched. 	During COVID and breakup the Town actioned its EMO and brought a cross-section of citizens and stakeholder groups to the virtual table to help plan, communicate and troubleshoot issues. Future plans include public participation on major bylaw changes such as the Zoning and Building bylaw. Recreation user groups have been actively engaged in Emerging Wisely planning. Tourism and Economic Development and Recreation public advisory groups were reformed and have been meeting regularly. Capital plans were presented to public at 2019 Hay River Tradeshow for input.
d)	Build partnership with local Indigenous groups.	<ul style="list-style-type: none"> Hay River residents and businesses collaborate with nearby Indigenous groups. 	Administration and Council have held meetings with KFN, WPFN, and Hay River Metis on major issues such as land use and the Community Plan. KFN and WPFN were included in the breakup EMO meetings to ensure they were informed and had an opportunity to provide input. Two partnership contribution agreements have been executed with the Northwest Territory Metis Nation for trail development.
Performance Measures			

Strategy	Measure	Target Time	Lead Role	Status @ July 2020
a)	Town council meetings are regularly audio or video cast.	2020 Q2	ASAO	As of 2020, all Council meeting are regularly video cast on YouTube.
b)	Council packages are shared publicly in advance of meetings and all reports and minutes are published within days of Council approval.	2021 Q2	SAO	Council packages are shared on social media and the website. Media and MLAs receive email packages. Council passed a new Council Procedures bylaw in 2020 which contains timelines for distribution of Council meeting materials.
c)	Council considers bylaw(s) to enable Public Advisory Committees.	2019 Q3	ASAO	Two advisory committees were established in 2019 – Recreation and Economic Development and Tourism. These advisory groups have met regularly and submitted minutes for Council information.
d)	Hay River Town Council holds individual meetings twice a year with elected leaders from K'at'l'odeeche First Nation, Hay River Metis, and West Point First Nation.	2021 Q4	Mayor	Members of Town Council met with KFN and Hay River Metis at least once in 2020. A meeting is planned with WPFN for summer 2020. This is an area for continued emphasis to build on relationships with indigenous groups.

2.1.3 Statutory Currency

Goal: To Ensure that Town Council is Governing Using Best or Required Practices				2020 Update
Strategies (We Will...)		Desired Result(s) or Achievement(s)		Status @ July 2020
a)	Ensure that all bylaws and policies are current.	<ul style="list-style-type: none"> Hay River maintains a record of current statutory documents and a review schedule is developed and followed to ensure critical bylaws remain 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. The Management bylaw update has been drafted.
b)	Improve the town's contract management processes.	<ul style="list-style-type: none"> Contract management is nimble and responsive while meeting legislation-based requirements. 		This is an area identified for process improvement in the future. Contract management as well as contribution funding agreement management are two critical processes identified for improvement.
c)	Prepare Hay River for the introduction of Access to Information and Protection of Privacy (ATIPP) legislation.	<ul style="list-style-type: none"> Hay River meets or exceeds the requirements of ATIPP. 		Very little has been communicated to the Town in terms of the timing of ATIPP implementation. Conversion to cloud-based file management may present an opportunity to improve records management in preparation for ATIPP implementation.
d)	Update procedures for the sale of land.	<ul style="list-style-type: none"> Hay River receives the best possible return for land the town sells. 		Updating the Land Administration bylaw is on the schedule of critical bylaw updates identified for late 2020.
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status @ July 2020
a)	Council considers a bylaw and policy review schedule.	2019 Q4	SAO	The Policy Committee has reviewed the Bylaw and Policy update schedule at 2 meetings. The second meeting took place during COVID and the updated timelines reflected the impacts that COVID has had on Administration's ability to complete updates as per the original schedule.
b)	A new town contract management process is launched.	2020 Q1	Fin	This process review was delayed due to focus on year end audit.

c)	ATIPP request numbers remain steady or fall over time.*	2021 Q2	ASAO	Progress on the implementation of ATIPP for municipal governments is expected to be delayed as this work is being lead by MACA who have been diverted to COVID activity. An update is likely to be provided at the Local Government Administrator's annual conference if it proceeds in Fall 2020.
d)	The town receives fair market value for any land it sells.	2022 Q4	Fin	This will be an ongoing objective incorporated into the purchase price calculations for any land that the Town brings into inventory and offers for sale.

* This is the same measure used for one of the strategies in the previous goal.

2.2 Economy

2.2.1 Business Friendly Climate

Goal: To Prepare an Environment that Makes Hay River the Most Attractive Place in the NWT to Locate a Business			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	
a)	Explore least-cost land development strategies.	<ul style="list-style-type: none"> Business and industry can acquire high-value serviced land from the town. 	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).
b)	Complete a power franchise agreement with NWT Power Corporation.	<ul style="list-style-type: none"> Hay River has the lowest possible electricity rates and reliable electricity service. 	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.
c)	Provide excellent value for business-related tax dollars received.	<ul style="list-style-type: none"> Local taxes are not a barrier to conducting business in Hay River. 	Taxes for most categories of rate payer were held constant in 2020. Continued emphasis on sourcing and successfully obtaining contribution funding is having a positive impact on the Town's financial ability to provide service and infrastructure. The landfill fire of 2019 was a financial setback for which the Town is hoping to see some level of compensation from the GNWT.
d)	Advocate for lower air transportation costs into Hay River.	<ul style="list-style-type: none"> Air access to Hay River is competitively priced. 	COVID has negatively impacted the airline industry and tourism travel. This is an area for future focus when travel to the NWT re-opens and tourism travel returns.

Performance Measures				
Strategy	Measure	Target Time	Lead Role	
a)	Business indicates that they paid fair market value for serviced land purchased from the town.	2023 Q4	PW	This will require a survey once the Town has moved forward with larger scale developments planned for residential and commercial properties.
b)	Power rates are in alignment with other communities within the Taltson Hydro system.	2020 Q1	Mayor	This will be assessed when the new franchise is completed and the PUB sets rates for Hay River. Due to the timing of current court proceedings it is unlikely that this will be completed in 2020.
c)	Chamber of Commerce indicates that local taxes provide good value to members.*	2021 Q4	EcDev	This will require a survey and would benefit from up front discussions with the Chamber to manage expectations and improve understanding of service cost. The cost of service study of utilities will provide information to support these discussions. Cost of service of snow clearing activities is another service of interest to businesses.
d)	At least three airlines serve Hay River with service to Yellowknife and Alberta.	2023 Q4	EcDev	COVID impacts on the tourism sector will negatively impact performance for this strategy. At this time, it is difficult to quantify the long-term negative effects that COVID will have on the NWT tourism sector. Increased economic activity from other sectors such as the developments that are taking place in Enterprise may positively impact airline travel to Hay River.

* The town is not in complete control of this measure.

2.2.2 Business Support

Goal: To Support Regional Business and Economic Development			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	Status @ July 2020
a)	Support economic development and diversification in the town and region.	<ul style="list-style-type: none"> Hay River supports new business such as the Pine Point Mine, Hay River Fish Processing Plant, Enterprise Pellet mill. Hay River has facilities that support people working in local business and industry, including advocacy for long-term care facilities and seniors' residences. 	The Town has indicated its support for these activities when asked but there is opportunity to shift to a roll of advocacy as the Town will see direct benefits from economic activity in satellite areas.
b)	Partner with neighbouring communities and Indigenous groups to promote regional development.	<ul style="list-style-type: none"> The Government of the Northwest Territories (GNWT) recognizes Hay River as the regional centre of the South Slave Region. 	The updated Tourism Plan speaks to the benefit of these partnerships as a means of attracting and extending visitor stays. COVID will negatively impact this strategy. Other opportunities to work together for the benefit of the region include a regional landfill which is an identified need for many of the South Slave communities.
c)	Assist business and industry as they support the growth of Hay River and the region.	<ul style="list-style-type: none"> Business and industrial partners support Hay River's future as expressed in a current community profile and community plan. Hay River Chamber of Commerce works with the town to attract and retain business. 	Three pillars of economic development include a competitive tax regime, transportation links and competitive advantage for the cost of doing business including utilities and labour costs. The Town is working to reduce the cost of business through a new electricity franchise. 2020 property taxes were held at 2019 rates to provide businesses relief from the negative financial impacts of COVID. Hay River continues to be known as the Hub, recognizing its transportation links. Access to low cost labour continues to be negatively impacted from limited land supply and low-cost housing alternatives to stimulate population growth.
Performance Measures			

Strategy	Measure	Target Time	Lead Role	Status @ July 2020
a)	The Chamber of Commerce agrees that the town supports local/regional business and industry.*	2020 Q4	EcDev	This will require a survey and would benefit from up front discussions with the Chamber to manage expectations and improve understanding of service cost. The cost of service study of utilities will provide information to support these discussions. Cost of service of snow clearing activities is another service of interest to businesses.
a)	Three net new associated businesses or facilities opened.	2022 Q4	SAO	The Town was on track for seeing three net new businesses or facilities opened by end of 2022 however, the closure of businesses due to COVID may push out the date that this measure is achieved.
b)	Hay River is widely recognized as the regional centre of the South Slave Region.	2022 Q4	Council	This measure would benefit from the development of specific strategies. The new Tourism Plan speaks supports this measure. Similar plans for other sectors would improve the potential for achieving this measure.
c)	Council considers a revised Community Plan that identifies highest and best use for land within town boundaries.	2019 Q4	Council	Delays in getting the 2019 Community Plan approved by the Minister has impacted the timing of this activity. The Town has started a list of future Community Plan and zoning amendments that will support this strategy.
c)	The town strengthens its relationship with the Chamber of Commerce.	2022 Q4	Council	During initial stages of COVID outbreak, Town actively shared information around financial support options for local businesses. The Town is a Chamber member and regularly attends meetings. Specific strategies such as engagement in budget planning, keynote speeches by the Mayor at Chamber meeting, and targeted communication to inform the business community are opportunities to achieve this measure.

* The town is not in complete control of this measure.

2.2.3 Tourism Destination

Goal: To Promote Hay River as a Tourism Destination			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	Status @ July 2020
a)	Develop tourism-related infrastructure.	<ul style="list-style-type: none"> Facilities such as the Visitor Information Centre, Fisherman’s Wharf, beach and Porritt Landing are attractive to tourists. 	<p>Fisherman’s Wharf building was constructed and had a soft opening during 2020 Polar Pond Hockey and will reopen for the summer market season in early August. THR partnered with ITI in completing upgrades to the Hay River Public Beach facility. Dredging was undertaken at Porritt Landing marina and additional docks and short-term docking rentals have been made available. Upgrades to the Trans Canada Trail system including installation of new multilanguage interpretive and way finder signage have been completed. The VIC has seen a downturn in visits and reduced operating hours due to COVID but was well-positioned to elevate service through year-round operation and extended summer hours. The elevated service can be reactivated as soon as border restrictions are removed, and tourist visits commence. Porritt Landing continues to be an area of expansion with new rates approved to attract multi-day users (as opposed to seasonal or day use). Recreation has developed a 5-year revitalization and expansion plan for Porritt and has applied for third party funding to implement the early stages of that plan. Leisure infrastructure includes the golf and ski clubs and the public beach. Recreation is engaging stakeholder groups to work cooperatively to maintain and develop these assets. This suite of tourism-related infrastructure will be marketed to increase tourism visits to the area.</p>

b)	Develop and implement a tourism marketing strategy.	<ul style="list-style-type: none"> Tourism focuses on Hay River's competitive advantages in areas such as summer tourism and athletic events. Town recreational facilities and protective services support tourism, business growth and citizen well-being. 	<p>The Town launched a new Tourism Plan and a tourism marketing strategy in 2020. The Hay-Cation campaign leverages the competitive advantage of Hay River as a tourist destination. Funding applications targeted at improving tourism infrastructure and information campaigns in line with the new Tourism Plan and marketing strategy will further this strategy.</p> <p>Administration has accessed third party funding to develop the new community centre as a conference facility and to support hosting sporting events. These events provide direct benefits to local businesses as well as offset the operating cost of the facility. General emphasis on increased recreation programming is targeted at citizen well-being.</p>	
c)	Partner with external groups and regional partners to support events and ideas that bring tourists to Hay River.	<ul style="list-style-type: none"> Hay River is known as a willing partner in local and regional events that attract people to the town. 	<p>The Town continues to support local event planners. COVID has limited the number of events in 2020. The Town was successful in its proposal to host the 2020 AGM for the NWT Tourism Association which has since been cancelled due to COVID. The Tourism Plan and marketing strategy supports this strategy.</p>	
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status @ July 2020
a)	Number of visitors to the Visitor Information Centre rises year over year.	2022 Q4	EcDev	COVID will impact this measure. Statistics will need to be adjusted for the anomalous data due to COVID to make this a reasonable measure.
b)	Council considers a revised tourist marketing strategy.	2020 Q4	EcDev	Marketing strategy approved in 2020 and implementation has commenced. Third party funding to support execution has been applied for.
b)	Tourists indicate they are very satisfied or satisfied with the way the town is marketing itself.	2021 Q2	EcDev	To be assessed after tourism visitation is authorized by the Chief Public Health Officer. The target time may need to be pushed out to incorporate enough data in order to be statistically significant.

c)	Hay River hosts more regional or territorial events each year.	2023 Q4	EcDev	The Town will continue to submit proposals to host regional or territorial events. Due to COVID this measure will need to be adjusted with the base year set after COVID restrictions are removed.
----	--	---------	-------	--

2.3 Social and Culture

2.3.1 Celebrating Culture

Goal: To Promote and Celebrate Local Culture			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	Status @ July 2020
a)	Promote the gathering spaces in Hay River.	<ul style="list-style-type: none"> Town owned facilities are used for community gatherings and cultural events. 	The new Pavilion will be marketed as a gathering space offering extended seasonal market and winter events through the temporary exterior wall system.
b)	Support existing cultural groups as they promote local culture and social events.	<ul style="list-style-type: none"> Events such as Kamba Carnival, Polar Pond Hockey, and Hay Days are successful. 	The new Tourism Plan identifies cultural events as a growth opportunity for Hay River.
c)	Coordinate timing of events to ensure maximum possible attendance.	<ul style="list-style-type: none"> Communication and planning between cultural/social groups and the Town helps events be as successful as possible. 	Pre-COVID, efforts were being made to improve coordination through increased user group meetings and communication. Efforts will continue to maximize opportunities from local events (cultural, sporting, conferences, etc.)

Performance Measures				Status @ July 2020
Strategy	Measure	Target Time	Lead Role	
a)	Approximately 5 social or cultural events each year are coordinated by the Town of Hay River	2019 Q4	Rec	<p>COVID will impact this measure in 2020. Events coordinated within the term of this strategic plan include:</p> <ul style="list-style-type: none"> RCMP Musical Ride; Canada Day Celebration; NYE Festival at the Forks; Skate with Santa; Breakfast with Santa; Mother's and Father's Day events; Sponsored skate/swim times (civic holidays)
b)	The town provides funding or in-kind support to at least four social or cultural events each year.	2022 Q4	Rec	<p>The Town has established policies to improve clarity for user groups and guide decisions on in-kind requests. Support through in-kind donations continues to be a positive means for the Town to assist local events. Examples in 2019 include:</p> <ul style="list-style-type: none"> NWT Metis Nation AGM; Polar Pond Hockey; HRHSSA Mud Run; Chamber of Commerce Tradeshow; SEFC Fiddling and Jigging Festival; RCMP Spooktacular Dance; March Against Racism; DJSS and EB grads; Growing Together Bike Rodeo; Indigenous Day Celebrations; Jill Taylor Memorial Hockey Game; NWTRPA Conference; MRA AGM; Fastpitch Territorials; HRFSC end of year gala;

c)	Attendance at key social and cultural events rises each year.	2023 Q4	Rec	Attendance information should be tracked to measure this metric. COVID impacts can be removed from the data to provide comparable results year over year.
----	---	---------	-----	---

2.3.2 Indigenous Relationships

Goal: To Strengthen Relationships between Hay River and Local Indigenous Groups			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	Status @ July 2020
a)	Remain in close contact with local Indigenous groups.	<ul style="list-style-type: none"> Regional leaders support each other's activities and strategies for success. K'at'l'odeeche First Nation, Hay River Metis, West Point First Nation and Hay River Town councils support local sustainability and development. 	Local indigenous groups have been invited and participated in recent recurring EMO COVID and River Breakup meetings for communication and support benefits. Mayor holds regular check-in calls with HR Metis Government to discuss concerns and opportunities. Letters of support have been offered by and for the local indigenous groups to support funding and program initiatives that benefit the community. Community Plan and land use consultation meetings have occurred between all parties. KFN participated in the Town Tourism Marketing Plan development.
b)	Identify and act on opportunities for mutual aid agreements.	<ul style="list-style-type: none"> Hay River and K'at'l'odeeche First Nation, Hay River Metis, and West Point First Nation assist each other during times of need. 	A multiyear partnership agreement has been established with the Northwest Territory Metis Nation to upgrade local trail systems. Letters of support for contribution agreements have been provided for and from local indigenous groups. Town of Hay River is investigating funding opportunities to support Fire Smarting requests by WPFN.
c)	Encourage Hay River's elected officials and staff to increase their levels of cultural awareness.	<ul style="list-style-type: none"> All town elected officials and staff understand local Indigenous culture. 	Town coordinated events with speaking engagements now include official recognition of the lands of the local indigenous groups. Events have included cultural presentations and prayers. Dene language has been included on Town produced interpretive trail signage.

Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status @ July 2020
a)	Hay River Town Council holds individual group meetings twice a year with elected leaders from K'atl'odeeche First Nation, Hay River Metis, and West Point First Nation.*.*	2022 Q4	Mayor	Discussions have occurred with each local indigenous group on scheduling meetings with elected officials. COVID and schedule conflicts have impacted ability to meet regularly.
a)	Hay River signs at least one MOU with K'atl'odeeche First Nation, Hay River Metis, and West Point First Nation regarding how sustainability and development will be shared.*	2020 Q4	Council	Several letters of support have been offered between the groups in supporting individual programs. Support has been offered for the Town's Community Plan which is an important document in supporting development that considers various sustainability factors.
b)	Mutual aid agreements between Hay River and K'atl'odeeche First Nation, Hay River Metis, and West Point First Nation remain current.*	2022 Q4	Prot	No formal mutual aid agreements have been established however mutual aid activities were a critical component of the landfill and high-rise fire response. KFN was an active partner in these events. Similarly, Hay River breakup activities and flood response created a mutual aid opportunity.
c)	Town council and staff regularly participate in cultural awareness training.	2020 Q4	Council	Town coordinated events with speaking engagements now include official recognition of the lands of the local indigenous groups. Events have included cultural presentations and prayers. Dene language has been included on Town produced interpretive trail signage.

* These measures are not completely within the town's control.

2.4 Environment

2.4.1 Effective Infrastructure

Goal: To Ensure that Town Infrastructure Meets the Needs of the Community			
Strategies (We Will...)		Desired Result(s) or Achievement(s)	Status @ July 2020
a)	Replace ageing underground infrastructure as necessary.	<ul style="list-style-type: none"> ▪ Hay River's water and waste water infrastructure including pipes, lift stations, and other system components meet the needs of the town as it grows. 	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).
b)	Develop a comprehensive asset management plan.	<ul style="list-style-type: none"> ▪ Priorities for replacement and repair of infrastructure are set. ▪ Town infrastructure assets are reliable. 	The Town has been approved for MACA's asset management program implementation. System 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.
c)	Be a model for sustainable development.	<ul style="list-style-type: none"> ▪ New Hay River Town Hall is net-zero energy use. ▪ Grant funding provides a significant funding for the new town hall. 	The Town Hall demolition is in 2020 capital budget and will proceed if COVID restrictions permit. Discussions have commenced with FCM to identify third party funding to offset the cost of constructing an energy efficient Town Hall facility.

Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status @ July 2020
a)	All underground infrastructure is replaced by the end of its projected lifespan.	2023 Q4	PW	The asset management tool will be instrumental in setting priorities for asset replacement. Implementation should include projected asset life estimations.
b)	Asset management plan is complete.	2020 Q2	ASAO	Due to COVID this project is behind schedule. End of 2020 or mid 2021 are more reasonable estimates of when this plan can be completed. Assets have been inputted into the Azzier asset management software.
b)	Infrastructure failure rates are below those of comparable municipalities.	2023 Q4	PW	This data will need to be tracked in the new asset management system. The ability to compare to other municipalities will depend on their willingness to share data if they track similar information about asset performance.
c)	Planning for new town hall is underway.	2019 Q4	PW	Introductory discussions have occurred with FCM and the representative at NWTAC expressed an interest in communicating further with the Town in terms of support that FCM has for green infrastructure. These discussions were delayed due to COVID but could take place in 2020 to provide clarity on third party funding programs. The project will depend on the Town's ability to secure third party funding and the equity component. A new Town Hall is in the 5-year capital budget however the landfill fire costs may push out this project (and others) depending on the equity ratio and ability to finance.
c)	At least 25% of the funding for the new town hall is provided through grants.	2021 Q4	Fin	Based on preliminary discussions with FCM this may be achievable. Further updates will be provided during the 2021 capital budget approval process.

2.4.2 Available Land Meets Needs

Goal: To Prepare for Growth Needs by Procuring Required Land				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		Status @ July 2020
a)	Work with stakeholders to find innovative solutions to meet the need for land within the town.	<ul style="list-style-type: none"> The town and its partners (governmental and non-governmental) proceed together to identify and meet long-term best uses for land in 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.
b)	Identify how to fund and develop land for community growth needs.	<ul style="list-style-type: none"> Hay River's citizens have ample opportunity to have meaningful input on changes to land use. 		Fraser Place is an area identified for residential development. The process to move forward with this development includes completing geotechnical assessment of the land, designing the residential development and holding public consultations on design and zoning (currently institutional).
c)	Zone land so that density of residential development may be increased.	<ul style="list-style-type: none"> Available space within Hay River reaches an ideal residential density target. 		The updated Zoning and Building bylaw could incorporate changes to zoning that would allow for smaller scale developments. This is an area that could be put forward for public consultation when the zoning and building bylaw gets updated (to be done after the Community Plan is approved).
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status @ July 2020
a)	Council considers a revised Community Plan that identifies highest and best use for land within town boundaries.*	2019 Q4	Council	Delays in getting the 2019 Community Plan approved by the Minister has impacted the timing of this activity. The Town has started a list of future Community Plan and zoning amendments that will support this strategy.

b)	Council follows MACA's required consultation process for land development.	2020 Q2	Council	The Town conducted a land consultation process that included in person meetings with local indigenous groups and a public meeting. The result of these consultations was submitted to MACA along with the updated Community Plan. MACA then proceeds with their own consultation of the same groups and the Town is not part of that consultation nor are they informed with it is happening. This is seen as redundant and a disconnect between MACA and the municipalities and would benefit from further discussion with the GNWT. The Town submitted its Community Plan in August 2019 and MACA is still working on its consultation.
c)	New or infill development meets town council's increased density targets.	2022 Q4	SAO	This is an area to be considered when the Zoning and Building bylaw is updated. Smaller lot allowances and more multi-family housing would promote increased density on land developed within the community.

* This measure is also used in the Economy section of the strategic plan.

2.4.3 Environmental Stewardship

Goal: To be the Best Environmental Stewards we can be				
Strategies (We Will...)		Desired Result(s) or Achievement(s)		Status @ July 2020
a)	Manage our solid waste in a conscientious and economically feasible manner.	<ul style="list-style-type: none"> A regional solid waste management site meets the needs of growth. 		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.
b)	Institute a waste reduction strategy.	<ul style="list-style-type: none"> The town establishes a recycling, compost and waste reduction strategy. 		The Town received approval for \$550,000 in ICIP funding for waste diversion projects at the current landfill. Removal of tires was a key focus of this funding application. This waste displacement is scheduled to take place in 2020.
c)	Explore alternative energy options for the town.	<ul style="list-style-type: none"> Where practical, existing town facilities are retrofitted to use renewable energy. New town facilities rely on renewable energy sources for a significant portion of their energy use. 		The new Town Hall planning discussions will incorporate energy efficiency in design. Other facilities (community centre, town garage, VIC) have accessed energy efficiency program funding to proceed with energy efficiency retrofits ranging from replacement lighting, pellet heating, variable speed pumps and air handling improvements.
Performance Measures				
Strategy	Measure	Target Time	Lead Role	Status @ July 2020
a)	Hay River chooses to extend the use of its landfill by removing recyclable material and expanding the site, or chooses to develop an alternate site.	2019 Q4	PW	These discussions are ongoing. The ICIP funding will help to divert the tires that have accumulated at the landfill. The Town plans to decommission the biotreatment facility at the existing landfill. Other South Slave communities are in a similar position in terms of landfills reaching end of life which provides an opportunity to discuss a regional landfill solution.
b)	Council considers a revised waste reduction strategy that includes diversion as a major component.	2020 Q3	PW	COVID has impacted this initiative due to delays in the tire waste diversion initiative and diverted focus on essential service delivery under COVID conditions.

c)	Retrofits of existing town-owned buildings get a portion of their energy from newly installed renewable sources.	2021 Q1	PW	This is an area for future consideration and will be tied in large part to energy savings projects and third-party funding criteria. For example, solar installations on the community centre roof may reduce energy costs however the Town is not eligible for third party funding as its primary source of electricity is hydro which is considered a renewable. Changes in program criteria may improve viability of this measure.
c)	All new town-owned buildings get a portion of their energy from renewable sources.	2023 Q4	PW	See discussion above regarding early planning discussion for new energy-efficient Town Hall.

3 Conclusion

The pages of this Hay River 2019-2023 Strategic Plan provide a roadmap that was developed by the town's council, senior administration and managers. It is important that both the council and administration work together to achieve the priorities that are outlined in this plan.

Also important is the recognition that the environment in which the town operates is always shifting. In response, the town's plans also must shift to remain relevant. As with any plan, this one must be used, reviewed and updated on a regular basis.

Appendix 1 - Glossary of Acronyms

These acronyms appear in locations through this plan:

ATIPP	Access to Information and Protection of Privacy
GNWT	Government of the Northwest Territories
MACA	Municipal and Community Affairs department of GNWT
MOU	Memorandum of Understanding
SAO	Senior Administrative Officer
SWOT	Strengths, Weaknesses, Opportunities, Threats
VIC.....	Visitor Information Centre