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## AGENDA

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### PUBLIC INPUT

#### 1. CALL TO ORDER

#### 2. ADOPTION OF AGENDA

#### 3. DECLARATION OF INTEREST

#### 4. ANNOUNCEMENTS, AWARDS, CEREMONIES & PRESENTATIONS

- a. Housing NWT Presentation – Community Housing Plan – page 2-16

#### 5. ADMINISTRATIVE ENQUIRIES

#### 6. NEW BUSINESS

- a. Public Works Monthly Report for February – page 17-23
- b. Recreation Monthly Report for February – page 24-30
- c. Tourism and Economic Development Report for February – page 31-35
- d. Emergency Services Monthly Report for February – page 36-40
- e. Municipal Services Monthly Report for February – page 41-43
- f. Excused Absence – page 44
- g. Emergency Plan Report – page 45-169
- h. Community Housing Plan – page 170-206
- i. Letter of Support for Hay River Harbour Restoration – page 207-211
- j. Flood Preparedness – Verbal Update

#### 7. NOTICE OF MOTIONS

#### 8. IN CAMERA

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

#### 9. ADJOURNMENT

# Hay River Community Housing Plan

Hay River Town Council Meeting

March 6, 2023

Your opinion matters.



# Presentation outline

1. What is a Community Housing Plan?
2. What was the process to develop the Hay River Housing Plan and who was involved?
3. What's in the Plan?
4. How will the Plan be implemented?
5. What are the next steps?
6. Q&A



# *What is a community housing plan and why do one?*

## **Community Housing Plans:**

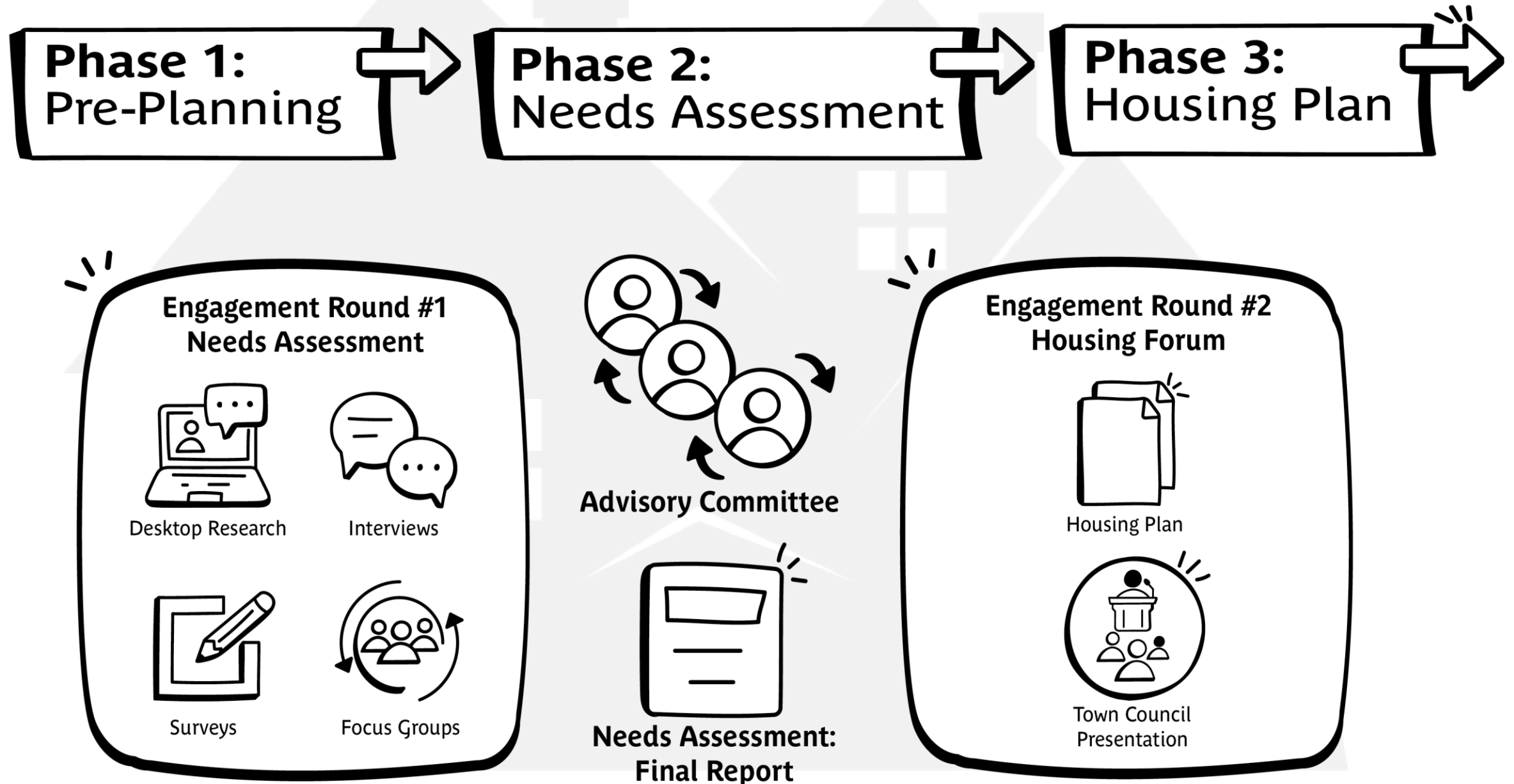
- take the values and priorities that communities have on housing and combine them with housing data, statistics and program information to form a comprehensive map to better direct housing investment in the community (*Housing NWT*)
- supports the Town's prioritization and decision-making
- build relationships & shared understanding with other governments, NGOs and the private sector

Housing Plan development and implementation is supported by Housing NWT





# *What was the process?*



# Who was involved?

## Guided by the Advisory Committee:

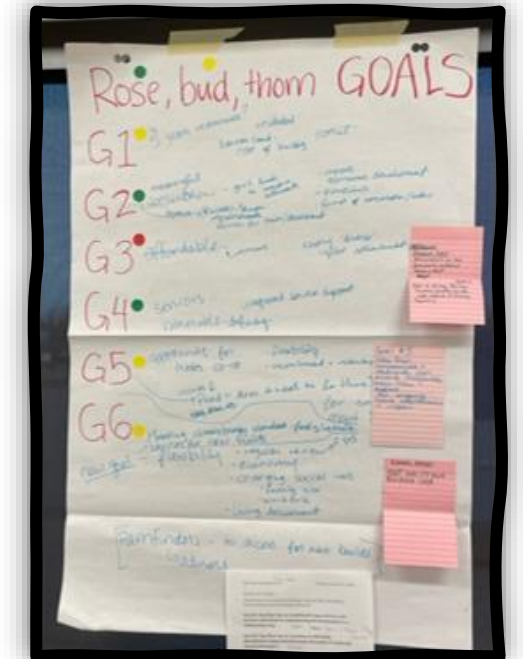
Chamber of Commerce - Jane Groenewegen  
Family Support Centre/Public - Janet-Marie Fizer  
HRCPD - Pravina Bartlett  
Hay River LHO - Adam Swanson & Carl Carty  
Hay River Metis - Sheldon Whitlock  
KFN - Paul Squires & Andy Cardinal (Alex Gresl)  
Public - Liam Dean & Gabrielle Landry  
Senior's Society - Sandra Lester & Tom Makepeace  
Town of Hay River – Glenn Smith, Peter Magill & Jeff Groenewegen  
West Point First Nation - James Cayen & Wendy Ross  
Housing NWT – Heather Coakwell, Terry Piwovar & Chris Van Dyke

## Broad Organizational and Public Involvement

**Hay River Town Council and Staff:** Steve Andersen, Peter Magill, Jeff Groenewegen, Mayor Jameson, Randy Froese

**Other Organizations:** CMHC, GNWT MACA, GNWT Lands, GNWT HSS, GNWT ECE, Housing NWT (South Slave office, Infrastructure, Design, Lands, Community Relations, Homelessness), Developers (ARCAN, ROWES, Heritage Valley Capital), Habitat for Humanity, Salvation Army, Arctic Energy Alliance

## Multiple Opportunities for Public Participation



# *What's in the plan?*

**Goal #1:** Hay River has an inventory of development-ready land for new residential development.

- Objective 1 A: The Town of Hay River creates incentives and disincentives that encourage privately-owned reclamation and redevelopment, and supports property owners to remove derelict buildings.

- Objective 1 B: Governments examine their land inventory to return land to the market or be made available for new housing projects, with a priority on multi-family housing.
- Objective 1 C: Governments work together to support developers to find suitable land for multi-family residential housing projects.



# *What's in the plan?*

**Goal #2:** Governments and the private sector collaborate to diversify and increase Hay River housing stock.

- Objective 2 A: The Town of Hay River encourages collaboration with multi-family housing developers to align projects with community housing needs.

- Objective 2 B: The Town of Hay River reduces barriers and promotes living suites, garden suites, and duplexes.
- Objective 2 C: Vacant Houses are returned to the Town's housing supply.





# *What's in the plan?*

**Goal #3:** Hay River's vulnerable unhoused and seniors have homes with integrated support services.

- Objective 3 A: The Town of Hay River establishes a community of practice for NGOs supporting unhoused and vulnerable community members.
- Objective 3 B: The Town of Hay River and community NGOs build integration between service streams: emergency shelter, transitional housing, and supports beyond.

- Objective 3 C: Community partners collaborate with Hay River Senior's Society to plan new seniors housing.
- Objective 3 D: Local partners work with governments to increase support programs to help seniors age in place.



# *What's in the plan?*

**Goal #4:** Hay River homeowners and landlords can access materials, know-how and support for ongoing home maintenance and repair.

- Objective 4 A: Governments work to remove barriers and promote awareness of homeowner repair programs.
- Objective 4 B: Town of Hay River works with government partners to create programs and incentives that support residents to enter and stay in the trades.



# *What's in the plan?*

**Goal #5:** Hay River housing is resilient and sustainable.

- Objective 5 A: The Town of Hay River develops and implements a flood mitigation plan.
- Objective 5 B: Governments review and update policies and bylaws to make housing more resilient to floods.
- Objective 5 C: The Town of Hay River develops and implements plans and policies for wildfire mitigation.



# *What's in the plan?*

**Goal #6:** Hay River has an established process with partners committed to implementing the plan in a collaborative way.

- Objective 6 A: Housing NWT and the Town of Hay River have established and resourced a Housing Committee of partners working together to implement the Hay River Housing Plan.

- Objective 6 B: Housing Committee and the Town of Hay River staff have knowledge of and access to tools and policies needed to drive housing plan implementation.





# *How will the plan be implemented?*

## 5-year Action Plan:

- Each objective has targets & specific actions to achieve them
- Lead, supporting partners, resources, timelines

## Implementation Process

- forum for ongoing relationships between housing partners



# *What are the Next Steps?*

- Any feedback will be incorporated in a final Plan tabled at Town Council on March 20th
- Initial support for implementation will be provided by PlanIt North – focus on funding
- Monitoring, evaluating progress, consider new actions as needed





# *Questions?*

# Thank you!

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Sophie Maksimowski: [Sophie@planitnorth.ca](mailto:Sophie@planitnorth.ca)

Christine Wenman: [Christine@planitnorth.ca](mailto:Christine@planitnorth.ca)





# REPORT TO COUNCIL

**DEPARTMENT:** Public Works

**DATE:** March 6<sup>th</sup>, 2023

**SUBJECT:** Public Works Monthly Report for February 2022

## **RECOMMENDATION:**

**THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the Public Works Monthly Report for February 2022 as presented.**

## **BACKGROUND:**

### **Capital Projects 2022:**

A complete list of 2023 capital projects are found as an attachment to this document. Following are some major changes since the last monthly report:

- Fraser Place Subdivision
  - Working with NUL and NTPC on design and pricing for installation of electrical utilities.
- Sundog Subdivision
  - Design ongoing, expected to be complete by March 31, 2023. Awaiting MOU from the GNWT for the Long-Term Care Facility.
- Lift station 1 Mitigation
  - Options analysis ongoing, expected a draft report by mid-March. Option review will then be completed to determine best path forward.
- Storm Outlets/Backflow Valves
  - Preparations underway to inspection and recommendation of repairs/modifications in preparation for 2023 breakup
- Vale Island Truck Fill
  - Procurement of replacement tanks underway, with delivery expected in April. Some minor foundation and piping modifications are required to put system into service.
- Water Treatment Plant Study and Design
  - Preliminary design for the new WTP is well underway. Treatment process has been selected. Consultant will be coming to site in mid-May for onsite data collection and will present to Council on progress at that time.
- New Municipal Solid Waste Facility
  - Draft copy of the report outlining potential new locations for the facility has been received by TOHR and is currently under review.

### **Solid Waste Facility Operations:**

- Ongoing operations and maintenance activities



# REPORT TO COUNCIL

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DEPARTMENT: Public Works

DATE: March 6<sup>th</sup>, 2023

SUBJECT: Public Works Monthly Report for February 2022

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## Water License Activities:

- Submitted revised Hydrocarbon Contaminated Soil Treatment Facility Plan to Water Board – **Complete**
- Regular monitoring programs - Ongoing
- Development of annual report – Ongoing
- Submitted Water Treatment Plant O&M Plan to Water Board – Comments and TOHR responses issued - Ongoing
- Post-Fire Monitoring Study V2 – Ongoing
- Hydrocarbon Contaminated Soil Reclamation Plan – Ongoing
- Biennial Geotechnical Inspection Report planning (Lagoon) – Ongoing

## Public Works Daily Operations and Completed Work Orders

### Water and Sewer:

- Month end reads – **Complete**
- Water meter reads – **Complete**
- Steamed and Flushed manhole by NTPC Office – **Complete**
- Steamed and Flushed manhole on corner of Riverview/Woodland – **Complete**
- Inspection of manholes on Gaetz and Miron – **Complete**
- Upgrade sequencer on underground reservoir – **Complete**
- Wet well in Lift station 1 wash down – **Complete**
- Sampling and water reporting – Ongoing
- Daily inspections of Lift Stations, WTP and Reservoir – Ongoing

### Roads & Ditches

- Clearing road to NFTI – **Complete**
- Clearing snow at fire training facility – **Complete**
- Snow in snow dumps pushed up – **Complete**
- Clearing snow to assist bylaw with towing – **Complete**
- Road Sanding as required – Ongoing
- Snow Clearing as required – Ongoing

### Equipment Maintenance

- Case loader repair (Faulty Throttle) – **Complete**
- Case backhoe service - **Complete**
- CAT loader blower attachment (Auger drive chain and sprocket) – **Complete**
- CAT grader repairs (Circle shims) – **Complete**
- Water/sewer truck service – **Complete**
- Zamboni repairs and maintenance – Ongoing



# REPORT TO COUNCIL

**DEPARTMENT:** Public Works

**DATE:** March 6<sup>th</sup>, 2023

**SUBJECT:** Public Works Monthly Report for February 2022

- Passenger Truck servicing – Ongoing
- Hearse maintenance – Ongoing

## Facilities Management / Miscellaneous

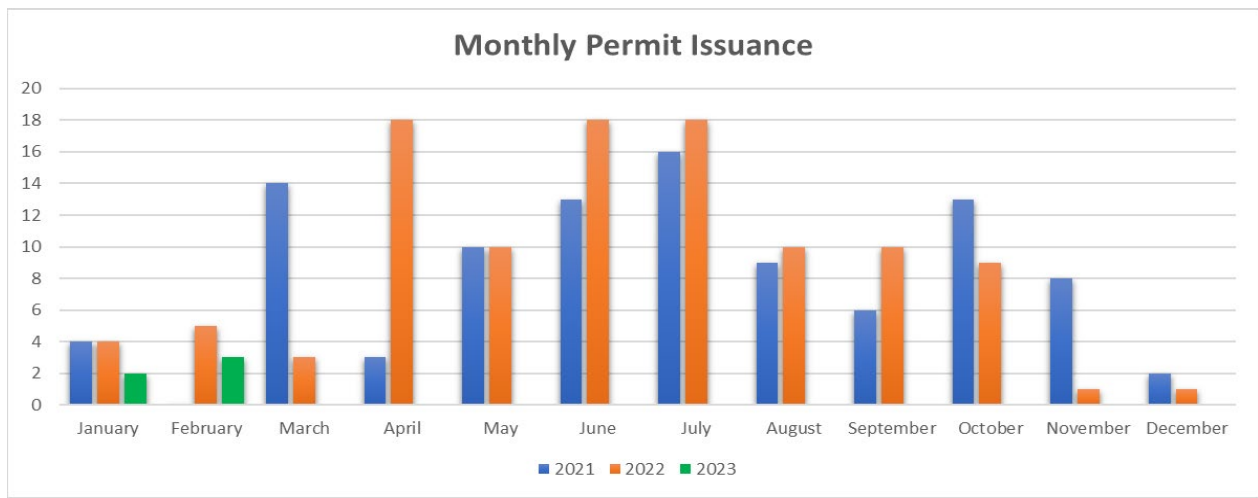
- Cleanup leaking oil barrels in garage and replace with lube cubes – **Complete**
- Secured access to fuel tank at Old Town Truck Fill – **Complete**
- Clean lights in garage – **Complete**
- Troubleshooting fuel tank issues at garage - Ongoing
- Building additional barricades in preparation for breakup – Ongoing
- Issues with fuel pumps at town garage – Ongoing
- Doorway and sidewalk snow clearing (All Facilities) – Ongoing

## Development Permits

- The following permits were issued for the month of February 2023:

DATE		DEV #	CIVIC ADDRESS	DESC. OF WORK
Feb 8 2023		D23-004	7 Smith Trail	Business License
Feb 22 2023		D23-005	7 Wright Crescent	Business License
Feb 27 2023		D23-006	12 Wild Current Court	Business License

- Updated monthly totals by year as follows:





# REPORT TO COUNCIL

**DEPARTMENT:** Public Works

**DATE:** March 6<sup>th</sup>, 2023

**SUBJECT:** Public Works Monthly Report for February 2022

## 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:

- Project Status Update Spreadsheet February 2023

### Prepared by:

Bradley Harrison  
Director of Public Works and Services  
February 28, 2023

### Reviewed by:

Glenn Smith  
Senior Administrative Officer  
March 2, 2023



Department	Project Name	Description	Status Update	Project Start	Project Finish	Project Phase	% Complete
Administration	Computer Equipment Replacement Program	Annual replacement of IT assets including workstations and network devices	Order has been placed for 2023 replacements.	January 1, 2023	December 31, 2023	Procurement	15%
Administration	Debt Service Community Center - CPI and Donation Portion	Annual repayment requirements for debt service for the Community Center Debt. A portion of this is funded annually through CPI and donations.	Ongoing repayment for Community Center	January 1, 2023	December 31, 2023	Procurement	15%
Administration	Vendor EFT Implementation	Automation of electronic payments to vendors	Scoping to begin in April.	April 1, 2023	December 31, 2023	Scoping	0%
Recreation	Aquatic Centre small MAU retrofit project	New initiatives 2023	Working on funding application	TBD	TBD	Scoping	5%
Recreation	Bob McMeekin Park Enhancements	Includes Welcome to Hay River Sign, landscaping upgrades, open air shelter and small outdoor amphitheater.	Updating charter for Phase 2 work. Expect tendering to occur in April.	April 1, 2023	September 1, 2023	Construction	70%
Recreation	Children's Activity Centre Equipment	Provide safe fun equipment for children of all ages. Will be around the walking track.	Tender to be issued in Q2	June 1, 2023	November 1, 2023	Scoping	5%
Recreation	Community Centre Security Cameras	Cameras by all entrances, common areas. Approximately 30 cameras with central monitoring ability	Tender to be issued in Q2	June 1, 2023	November 1, 2023	Scoping	5%
Recreation	Dog park	Fence off area for off leash dog park. Location to be determined.	Working on funding application	TBD	TBD	Scoping	5%
Recreation	Don Wright Park Revitalization	Don Wright Park Revitalization	Working on funding application	TBD	TBD	Scoping	5%
Recreation	Downtown Beautification and Accessibility Project	Park by Rec Center, Benches, Sidewalk improvements.	Contract for new bench installation has been awarded. Sidewalk improvements were deferred based on high cost. Cross walk lights have been received and will be installed this summer	June 1, 2023	August 1, 2023	Procurement	20%
Recreation	Golf and ski club building retrofits project	New initiatives 2023	Funding from AEA confirmed 50/50 spit wih the club members completing the work.	June 1, 2023	October 1, 2023	Scoping	5%
Recreation	Hay River Golf Course - Golf Green Replacements	Replacing artificial greens - phased approach approx one green per year.	Working on funding application	TBD	TBD	Scoping	5%
Recreation	Ice Resurfacers	Replacement Zamboni for the arena	Working on funding application. Some funding received from Polar Pond Hockey.	TBD	TBD	Scoping	5%
Recreation	Keith Broadhead Field Replacement - Flood	Related to 2022 spring flood	Work has been awarded through tender process, with construction slated to begin this spring. Materials have been received.	June 1, 2023	August 1, 2023	Construction	20%
Recreation	Ray Benoit Rink Replacement (Multi Sport Surface)	Ray Benoit Rink Replacement (Multi Sport Surface)	Developing options analysis for surface (concrete, asphalt). Working with local companies for support during construction.	June 1, 2023	October 1, 2023	Scoping	5%
Recreation	Replace Playground Fall Zones	Replace fall zones with improved material to improve safety of playgrounds	Working on funding application	TBD	TBD	Scoping	5%
Recreation	Riding Mower Replacements	Replacement mowers for cutting grass for town parks and greenspaces	RFQ to be issued	March 1, 2023	June 1, 2023	Procurement	5%
Recreation	Skatepark Upgrades	Add additional equipment, ramps, rails to the skatepark.	Skate park committee is taking the lead in design and proceument.	January 1, 2023	October 1, 2023	Design	15%
Recreation	Small Capital Program - Aquatics	Small capital purchases for pool area.	Ongoing programming.	January 1, 2023	December 31, 2023	Scoping	0%
Recreation	Small Capital Program - Facilities and Parks	Small capital purchases for recreation center and Town parks.	Ongoing programming.	January 1, 2023	December 31, 2023	Scoping	0%
Recreation	Small Capital Program - Programming	Small capital purchases for Town delivered recreation programs	Ongoing programming.	January 1, 2023	December 31, 2023	Scoping	0%
Recreation	Vale Island Multi-Use Recreation Area	Includes indoor/outdoor venue for small gatherings, improve playground and new skating rink and multi-sport surface	Project charted being updated. Tendering in March.	February 1, 2023	October 1, 2023	Design	10%
Tourism and Economic Development	Small Capital Program - Tourism and Economic Development	For small capital related to VIC and other tourism initiatives.	Ongoing.	January 1, 2023	December 31, 2023	Scoping	5%
Tourism and Economic Development	VIC Septic Tank Replacement	VIC Septic Tank Replacement	Scoping underway, construction to take place in a tourism shoulder season.	February 1, 2023	November 1, 2023	Scoping	5%
Tourism and Economic Development	Visitor Information Wayfinder Signage Development	Signage around town pointing towards downtown core and visitor attractions.	Procurement underway for signs, with installation to occur in summer 2023.	January 1, 2023	October 1, 2023	Procurement	10%
Land Development	Aspen Heights Subdivision Development	Review and update of design and engineering. Preparation of proposal documents to support third party development	Work to begin following Sundog design.	April 1, 2023	September 1, 2023	Design	5%

Land Development	Fraser Place Subdivision Development	Design and development of residential area. Estimated 20-30 lots. Costs include new roads, utilities.	Work underway for utility installation with NUL and NTPC. Planning underway for 2024 summer construction.	February 1, 2023	November 1, 2023	Construction	35%
Land Development	Sundog Subdivision Development	Residential and commercial land development to meet housing and economic growth demands. Design work planned in 2023	Design work ongoing, with expected completion of March 31. Waiting for MOU from GNWT for long term care facility lot.	January 1, 2023	March 31, 2023	Design	50%
Transportation and Public Works - Roads	553 - Pine Crescent Upgrades	Includes Underground , Road, Curb and Gutter. Will be done over two construction seasons	Design only this year. Will begin folling Sundog design.	April 1, 2023	September 1, 2023	Design	5%
Transportation and Public Works - Roads	553 - Preliminary Drainage Plan	553 - Preliminary Drainage Plan	Review of drainage to occur during spring melt. Construction to occure this summer based on the recommendations.	April 1, 2023	July 1, 2023	Scoping	5%
Transportation and Public Works - Roads	Airport Road Repair and Upgrade	Specific project related to 2022 flood response	Working on DMAF application for funding.	TBD	TBD	Scoping	5%
Transportation and Public Works - Roads	Beaver Cres. Water, Sewer and Drainage Replacement	Includes Underground , Road, Curb and Gutter. Will be done over two construction seasons	Carry over from 2022. Deficient items will be completed in summer 2023	June 1, 2023	September 1, 2023	Construction	90%
Transportation and Public Works - Roads	Capital Drive Watermain, Sidewalk and Roadworks	Underground, Roads and Sidewalks replacement for Capital Drive	Carry over from 2022. Deficient items will be completed in summer 2023	June 1, 2023	September 1, 2023	Construction	95%
Transportation and Public Works - Roads	Industrial Drive Base Upgrade, Paving and Underground	Roads are currently degraded chip seal. Involves paving of the entire road and installing underground services.	Tender development undeway for 2023 work. Will have an option for this work included in the multi year tender for ashpault	June 1, 2023	September 1, 2023	Construction	30%
Transportation and Public Works - Roads	Paradise Road Repair and Replacement	Specific project related to 2022 flood response	Seeding and vegetation erosion mitigation to occur this summer	June 1, 2023	July 1, 2023	Construction	90%
Transportation and Public Works - Roads	Riverview Drive Upgrades	Work to include water/sewer and road surfacing upgrades from Liftstation 1 to intersection with Woodland Drive.	Carry over from 2022. Deficient items will be completed in summer 2023	July 1, 2023	August 1, 2023	Construction	90%
Transportation and Public Works - Other	Asset Management System Implementation	Multi year project for implementation of corporate asset management system	Software has been selected, currently negotiating contract. Rec department assets to be completed first.	January 1, 2022	December 31, 2024	Construction	20%
Transportation and Public Works - Other	Biomass District Heating System	Looking to heat new Town Hall, Fire Hall, Library and Community Center.	Study complete. Planning of next steps ongoing.	September 1, 2022	January 1, 2023	Complete	90%
Transportation and Public Works - Other	Delancey Estates Drainage Enhancements	Correction of drainage problems near Choice Farms	Review of site conditions in spring of 2023. Scope of project to develop following inspection	May 1, 2023	September 1, 2023	Scoping	5%
Transportation and Public Works - Other	Fire Hall/Town Hall Demolition	Demolition to occur in 2023	Previous successful proponent has been contacted to see if they can meet previous comittment.	February 1, 2023	September 1, 2023	Procurement	10%
Transportation and Public Works - Other	Hazardous Waste Removal	Removal of hazardous materials (metal, white goods etc.) before closure of landfill. Regional project coordinated by MACA.	Work has been awarded, construction to be completed in summer 2023	June 1, 2023	October 1, 2023	Construction	10%
Transportation and Public Works - Other	Hearse Replacement	Hearse is nearing end of life.	Reviewing requirement.	TBD	TBD	Scoping	5%
Transportation and Public Works - Other	Industrial Area Drainage	Continuation of previous projects to improve the drainage in and around the Industrial area.	Review of drainage to occur during spring melt. Construction to occure this summer based on the recommendations.	April 1, 2023	August 1, 2023	Scoping	5%
Transportation and Public Works - Other	Infrastructure Planning and Studies	This project will be used to formalize long term infrastructure requirements.	Ongoing work throughout 2023	January 1, 2023	December 31, 2023	Scoping	5%
Transportation and Public Works - Other	Liftstation 1 Flood Mitigation Evaluation	Study to determine options available for flood mitigation of Liftstation 1	Options study underway to review all options available for Lift 1.	January 1, 2023	May 1, 2023	Scoping	30%
Transportation and Public Works - Other	Liftstation 1 Repair and Replacement	Specific project related to 2022 flood response	Waiting on recommendations from the options analysis. Selected option will drive the scope and schedule of the project.	TBD	TBD	Construction	5%
Transportation and Public Works - Other	Miron Storm Outlets Improvements	Improving storm sewer along Miron Drive. Some of these are currently failing and need replacement	Historical issues and photos reviewed. Planning ongoing with some construction to occur prior to 2023 breakup	April 1, 2023	July 1, 2023	Scoping	10%
Transportation and Public Works - Other	Miron/ John Mapes/ Riverbend Storm and Sewer Manhole Upgrades	Multiyear project to repair heaving manholes causing damage to sidewalks and road infrastructure	Inventory and inspection of all locations to occur this summer. Planning for the multi-year upgrade, and this years construction to occur following inspection.	June 1, 2023	September 1, 2023	Scoping	5%
Transportation and Public Works - Other	Municipal Solid Waste Facility (Phase I and II)	New solid waste management facility. Site is TBD.	Location option analysis draft has been received and is under review.	January 1, 2023	July 1, 2023	Scoping	25%
Transportation and Public Works - Other	New Town Hall	Construction of new Town Hall building	TOHR has submitted comments to deisgn consultant. Consultant will submit concepts and costing information by end of March.	July 1, 2022	December 31, 2023	Scoping	15%
Transportation and Public Works - Other	New Weigh Scale at Landfill	For Landfill	Scale is on site. Installation to occur in summer 2023.	June 1, 2023	July 1, 2023	Construction	40%
Transportation and Public Works - Other	Pumps and Generator Replacements at Lift Stations	Replacement of end of life pumps with energy efficient models	Ongoing work throughout 2023	January 1, 2023	December 31, 2023	Procurement	0%
Transportation and Public Works - Other	Sander	Replacement of end of life sanding equipment	Currently reviewing requirment, and specification for new unit.	January 1, 2023	October 1, 2023	Scoping	5%
Transportation and Public Works - Other	Shoreline Flood Mitigation	Repairs to Alaska Road berm and extension of berm at entrance to West Channel.	Meeting has been held with West Point First Nation regarding scope. Plan to meet following 2023 breakup to review extents of scope.	January 1, 2023	October 1, 2023	Scoping	10%

Transportation and Public Works - Other	Storm Backflow Flood Valves	Purchase and installation of backflow devices for storm outlets. Used to prevent floods during highwater events.	Inventory and inspection of all locations to occur this summer. Planning for the multi-year upgrade, and this years construction to occur following inspection.	April 1, 2023	July 1, 2023	Scoping	5%
Transportation and Public Works - Other	Tire Recycling Program	Disposal / recycling of stockpiled tires at landfill site.	Ongoing work throughout 2023	January 1, 2023	October 1, 2023	Construction	80%
Transportation and Public Works - Other	Vale Island Truck Fill Station Tank Replacement	Vale Island Truck Fill Station Tank Replacement	Procurement of replacement tank underway. Installation to occur durning warmer temperatures.	January 1, 2023	July 1, 2023	Scoping	20%
Transportation and Public Works - Other	Vale Island Truck Potable Water Study	Vale Island Truck Potable Water Study	Review to occur during summer 2023.	June 1, 2023	November 1, 2023	Scoping	5%
Transportation and Public Works - Other	Vale Island/West Channel Drainage	Undertake drainage improvements for Vale Island / West Channel	Review of drainage to occur during spring melt. Construction to occure this summer based on the recommendations.	April 1, 2023	August 1, 2023	Scoping	5%
Transportation and Public Works - Other	Water Treatment Plant Feasibility Study and Preliminary Design	Study costs required to assess options for a new water treatment plant and/or upgrading existing plant.	Design ongoing. Consultant to have site visit following 2023 breakup, and will present an update to council at that time.	July 1, 2022	September 1, 2023	Design	30%
Protective Services	AED Replacement	Automated External Defibrillator replacement	Working through specification will place order early Q2.	June 1, 2023	November 1, 2023	Scoping	5%
Protective Services	Bylaw Truck Replacement	Vehicle replacement as per replacement policy	Working on funding application for potential EV options for vehicle .	June 1, 2023	December 1, 2023	Design	15%
Protective Services	Drone for Flood Monitoring	Drone for Flood Monitoring	Looking at funding to potentially order a larger drone with less limitations.	March 1, 2023	May 1, 2023	Scoping	5%
Protective Services	Heavy Rescue Truck Replacement	Vehicle replacement as per replacement policy	Wokring on specifications for unit.	June 1, 2023	TDB	Design	5%
Protective Services	Sparky Mascot	Replace existing mascot costume	Will place order later in year.	July 1, 2023	December 31, 2023	Scoping	0%



## REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES DATE: March 6<sup>th</sup>, 2023

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

### RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the report entitled "Recreation and Community Services Monthly Report" for February 2023 as presented.

### BACKGROUND:

## Recreational Programming

### After School Programming

After School Club continued through the month of February. Registered attendance decreased slightly this month when compared to January. Registration was approximately 75% full for Mondays through Thursdays and 90% full for half-day programming on Fridays. The After School Club has the capacity to host 10 youth from Monday to Thursday and 20 youth on Fridays.

A partnership with Woodland Manor is being explored for After School Club participants to spend time coloring and playing board games with residents of Woodland Manor.

After School Club is 100% covered by outside funding, namely the Child and Youth Resiliency Grant and the Youth Contribution Grant from Municipal and Community Affairs. Funding is used to purchase program supplies and offset the cost of Play Leader staff wages.

### Fitness Programming

Regular instructor-led fitness programming offerings increased in the month of February due to the addition of two new contracted fitness instructors. The Hay River Community Centre now offers a total of 6 instructor-led fitness classes and 4 instructor-led spin classes, with plans to add additional instructor-led fitness classes to the March fitness schedule. The remainder of the fitness schedule is comprised of virtual programming.

The Recreation Programmer has begun training to receive fitness instructor certification. Once this is complete, additional instructor-led fitness classes will be added to the regular fitness schedule. Interest has also been expressed by two Department of Recreation employees who are interested in leading Aquafit classes. This is being explored in hopes that an Aquafit class can be added to the regular fitness and pool schedules in March.

Fitness class attendance increased slightly overall in February - a slight decrease in spin class attendance was compensated by an increase in overall wellness class attendance. Fitness



## REPORT TO COMMITTEE

**DEPARTMENT:** RECREATION & COMMUNITY SERVICES    **DATE:** March 6<sup>th</sup>, 2023

**SUBJECT:** RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

programming attendance was lower this month when compared to February 2022, likely due to there being fewer instructor-led classes offered in February 2023 when compared to the previous year. Attendance at virtual fitness programming increased in February. Additional advertising for virtual programming began, which likely attracted more virtual fitness programming participants.

### **Community Programming**

**Full Moon Snowshoe:** Full Moon Snowshoe was cancelled this month as the Hay River Ski Club was unable to find a ski club member to guide the walk. Full Moon Snowshoe will return in March.

**Public Skating & Shinny Hockey:** Attendance at lunchtime Junior Shinny increased again this month with an average of 14 youth attending sessions each Tuesday and Thursday. Due to the popularity of the program, additional Junior Shinny times have been added to the weekly ice schedule and new *Youth* Shinny times are being introduced for 7 to 10 year old youths.

Public skating attendance remained steady this month. School groups have continued regularly booking the ice time for gym classes, which contributes to the overall public skating attendance.

**NWT Recreation and Parks Association Walking Challenge:** The Recreation Programmer has been advertising the NWT Recreation and Parks Association Walking Challenge at the Hay River Community Centre and on social media, encouraging regular patrons and residents to join the Hay River Community Centre team. An additional 6 participants have joined the Hay River Community Centre team, bringing the total number of participants to 21.

**Teen Drop-In Programming:** The Recreation Programmer has recently partnered with the Hay River Youth Centre and the HRDEA school staff to begin offering *Lights On* programming for teens once per month at the Hay River Community Centre. This partnership will see *Lights On* and the Hay River Youth Centre providing staff and funding for rental spaces within the Hay River Community Centre, while the Recreation Programmer will plan the monthly event, as well as providing staffing support and additional funding as needed.

**Grants and funding:** In February, the Department Centre received confirmation of \$25,000 in funding from Service Canada, as part of the New Horizons for Seniors Program which supports seniors programming to promote healthy ageing, social participation and inclusion of seniors. This grant will be used to develop low cost seniors programming, both within the Hay River Community Centre and in partnership with other agencies in the community.

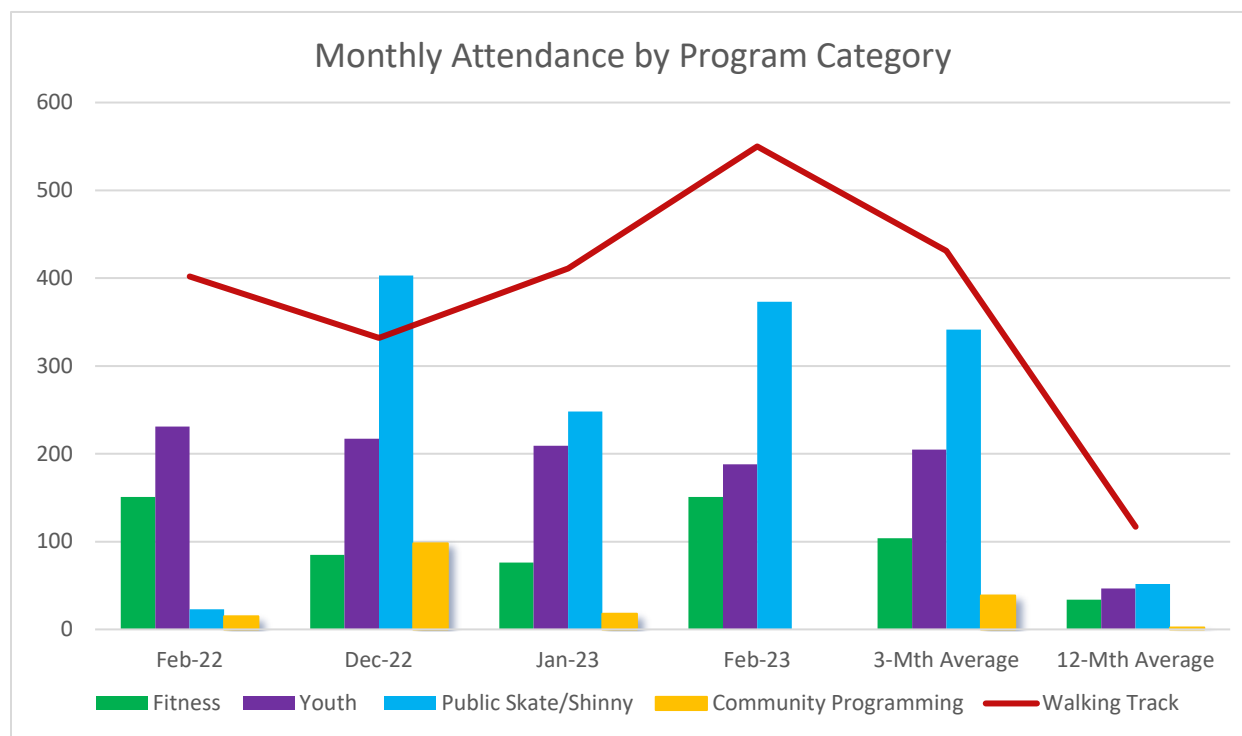


## REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES DATE: March 6<sup>th</sup>, 2023

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

### Recreation Programming Statistics



## Aquatics

### General

The pool continues to run smoothly with minimal issues. Patrons are satisfied with pool temperatures and chemicals remain steady and within allowable ranges.

### Staffing

The Don Stewart Aquatic Centre continues to be fully staffed with 3 full time lifeguards and 7 casuals. In-service training sessions occur monthly for all staff.

### Attendance

The Don Stewart Aquatic Centre hosted 1,546 swimmers in February. This was an increase from 1,350 swimmers in January, and it is 274 more swimmers than the previous 3-month and





## REPORT TO COMMITTEE

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**DEPARTMENT:** RECREATION & COMMUNITY SERVICES    **DATE:** March 6<sup>th</sup>, 2023

**SUBJECT:** RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

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and 314 more than the 12-month average. When compared to February 2022 statistics, the most significant increases noted are for open swim, family swim and adult evening swim times. Post pandemic data serving as a good indicator that residents have increased use of facilities and physical activity. Consistent staffing, program schedules and fewer service interruptions also likely contribute to increased swimmer numbers.

### Swimming Lessons

Swim lessons began the week of January 9<sup>th</sup> and run until the week of March 6<sup>th</sup>. There are 41 children registered in 15 classes. There are 21 children in Swimmer level classes (ages 6+) and 20 in Preschool level classes (ages 3-5).

### Courses & Training

The Aquatic Supervisor completed recertification of National Lifesaving Society trainer qualifications required for instruction and examinations of the National Lifeguard and Swim Instructor courses.

Staff in-service training was held on February 18<sup>th</sup>. Discussions included completing checklists, covering for sick calls, guarding distractions, and anticipated busy operations during hockey tournaments and weekend special events. In water training also occurred, including fitness training activities, removals of unconscious victims, and a review of CPR procedures.

Senior Lifeguards will each complete online Pool Operator Level 1 lessons and certification. This will be occurring over the next few months and will give them better insight into pool operations. Topics include water circulation/filtration, basic pool chemistry, water balance, pool diseases and water testing.

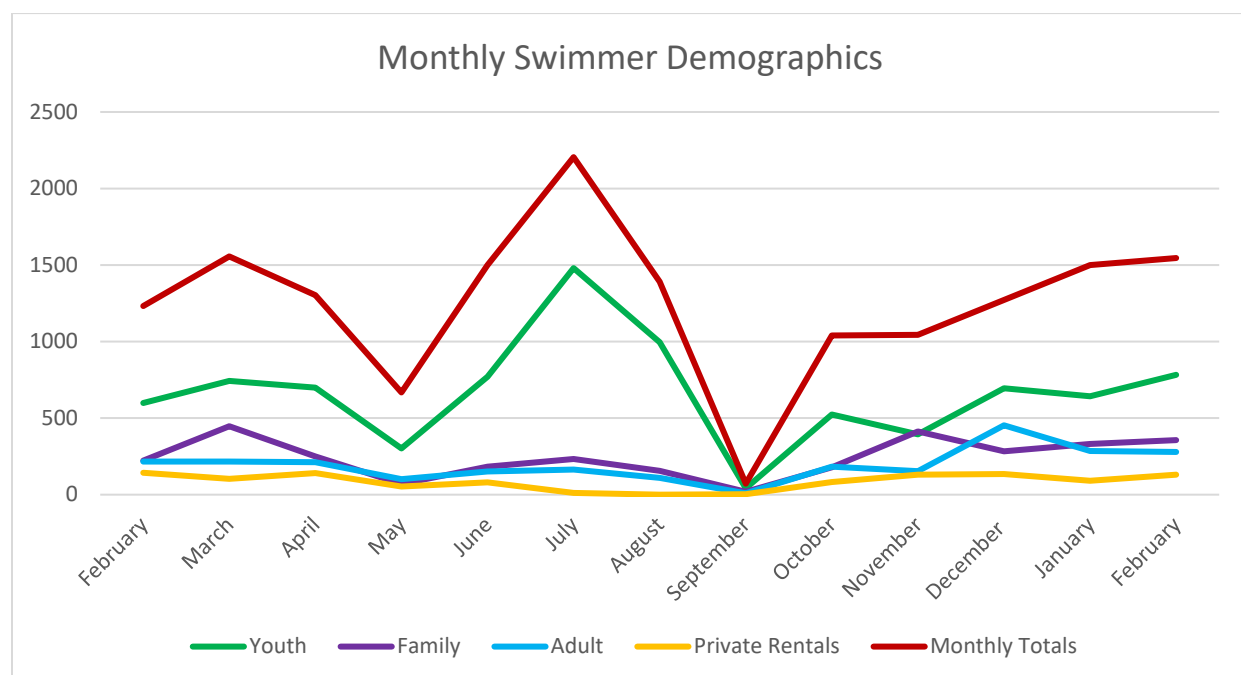
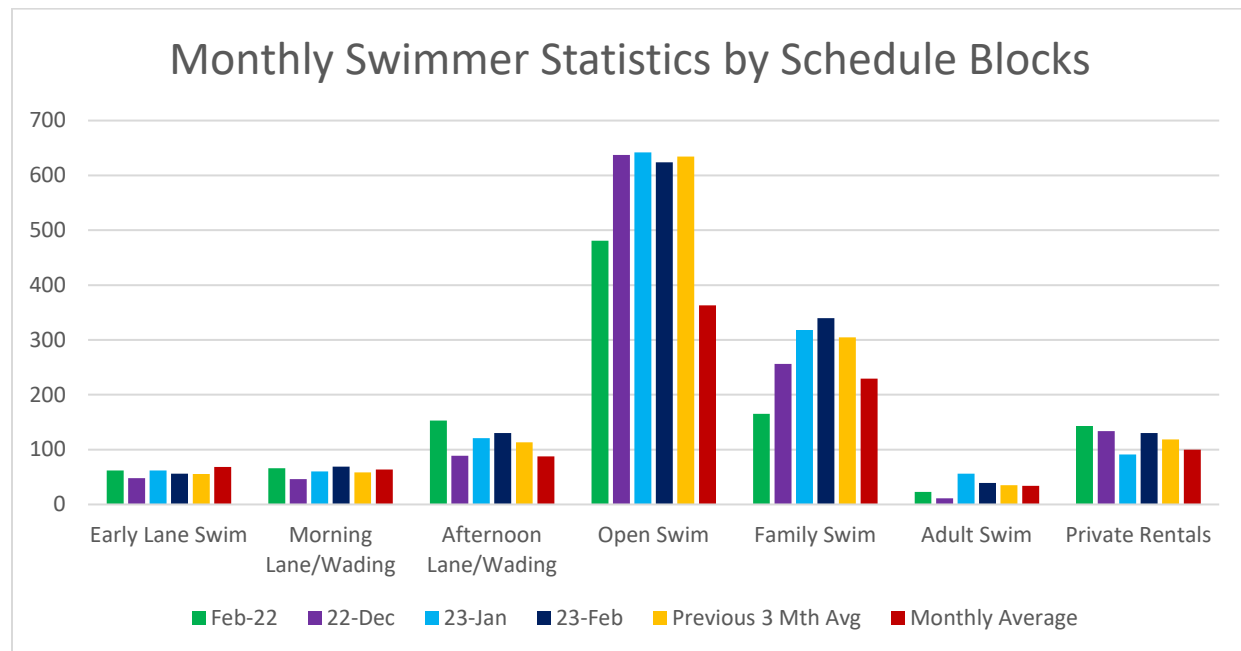


## REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES DATE: March 6<sup>th</sup>, 2023

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

### Don Stewart Aquatic Centre Statistics





## REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES DATE: March 6<sup>th</sup>, 2023

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

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### Facilities and Maintenance

#### Recreation and Aquatic Centre:

##### Don Stewart Aquatic Centre:

- Weekly walkthrough of aquatic centre with Maintenance and Aquatics staff
- Increase in weekly vacuuming of pool and hot tub
- Monitoring weather conditions for frost and humidity in air handlers – daily checks and maintenance required
- Snow and ice clearing at Community Centre

##### Aurora Ford Arena and Hay River Curling Club:

- Routine daily ice maintenance and weekly measurements
- Weekly ice taps and ice edging as part of regular ice maintenance
- Repairs to ice resurfacers vertical auger
- Facilities and Parks Supervisor training as ice resurfacers operator

##### Other Community Centre Maintenance Items:

- Ongoing building inspections, preventative maintenance, etc.
- Monthly fire extinguisher and safety checks
- Snow and ice removal around the building
- Increased frequency of room rentals requiring setup (i.e. birthday parties and meetings)
- Implementation of additional daily preventative maintenance checks and routines
- Support hockey tournaments and weekend special event rentals
- Local locksmith hired to train staff (i.e. door mechanism servicing and repairs)

#### Parks and Greenspaces:

- Garbage containers emptied weekly in downtown core and at greenspaces and trails
- Regular litter pickup and weekly checks of Town sites and assets in the downtown core
- Lights turned off at Mayor's Christmas tree
- Weekly checks of offsite facilities and assets
- Started weekly greenspace checks for garbage damage and any other issues

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#### APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

N/A



## REPORT TO COMMITTEE

**DEPARTMENT:** RECREATION & COMMUNITY SERVICES **DATE:** March 6<sup>th</sup>, 2023

**SUBJECT:** RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

### FINANCIAL IMPLICATIONS:

N/A

### ALTERNATIVES TO RECOMMENDATIONS:

N/A

### ATTACHMENTS:

**Prepared by:**

Stephane Millette

Director Recreation and Community Services

Date: March 2<sup>nd</sup>, 2023

**Reviewed by:**

Glen Smith

Senior Administrative Officer

Date: March 2<sup>nd</sup>, 2023



# REPORT TO COMMITTEE

**DEPARTMENT:** TOURISM AND ECONOMIC DEVELOPMENT **DATE:** Mar 6 2023

**SUBJECT:** TOURISM AND ECONOMIC DEVELOPMENT MONTHLY REPORT

## RECOMMENDATION:

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

## BACKGROUND:

### Tourism & Economic Development Activity:

- Application submitted for the ITI GNWT Community Tourism Coordinator Grant to be announced.
- In advance of the Calgary Outdoor Show participation a number of documents have been getting updated including The Hay River Itinerary Planner, The Hay River Conference Planner, Waterfall and Waterway Adventure Route, Community Centre and Facilities and Programming Brochure and the Hay River Visitors Guide. The Tourism Coordinator will be speaking at the show as well.
- The South Slave Tourism Development Workshop will be taking place April 20, 21 and 22<sup>nd</sup>. This event will support those entrepreneurs in the tourism and related industries. The event is a 2.5-day workshop series that encourages the development of tourism business ideas into business opportunities. Some examples of workshop topics include, business planning, tourism opportunities, brand management, partnership development and networking.
- The Tourism Coordinator will be supporting the Hay Days Festival from July 4<sup>th</sup> to the 9<sup>th</sup>. The event is being run by the Rotary Club and will have Town support including a block of Tourism Coordinator's time through the Town's Donation and Sponsorship program
- Some background work has been completed for the planned volunteer appreciating event being held in the late fall of 2023.

### Upcoming Events/Contests:

- Hay River will have a booth at the Calgary Outdoor Show on March 18<sup>th</sup> and 19<sup>th</sup>. SpectacularNWT has sponsored the cost of the booth for reciprocal future efforts. Jill has reached out to all guides, hotels, restaurants, airlines and other businesses to provide literature at the booth as well as giveaway items. There will be approximately 13,500 visitors to the show.
- The South Slave Tourism Development Workshops are taking place April 20, 21 & 22<sup>nd</sup> in the town of Fort Smith. Hay River businesses as well as Jill will be attending.



# REPORT TO COMMITTEE

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**DEPARTMENT:** TOURISM AND ECONOMIC DEVELOPMENT      **DATE:** Mar 6 2023

**SUBJECT:** TOURISM AND ECONOMIC DEVELOPMENT MONTHLY REPORT

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## **Tourism Projects:**

The remaining project activities are as follows:

- Tourism Website Image and Text content – Jill has been providing written content and licensed images as well as listings of town amenities. 75% Complete and anticipated to be completed by March 31, 2023. A call out to local photographers has been completed.
- Writing the Lure Copy – the lure copy provides the motivation to the website consumer to take a next step and / or spend more time on the site. This work is 25% complete.
- Final Review and Testing – the website will be shared with a small number of stakeholders for final input and testing of links etc. This will take about 2 weeks and occur when the site is completed at the end of March 2023.

## **Town of Hay River Promotional Literature**

All Town of Hay River promotional literature is being review and updated. Once approved, printed copies will be generated. Most of the documents will be done in the next 1 to 2 weeks.

## **Wayfinding Plan**

Signage has been identified and will be complete by March 31, 2023. Quotes are currently being generated.

## **Social Media Strategy**

Funded by CANNOR grant funding, a consultant will assist the Town with a strategy that will support the rollout of the new Tourism website. This work has not been started but is intended to be complete by the end of April 2023.





# REPORT TO COMMITTEE

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**DEPARTMENT:** TOURISM AND ECONOMIC DEVELOPMENT      **DATE:** Mar 6 2023

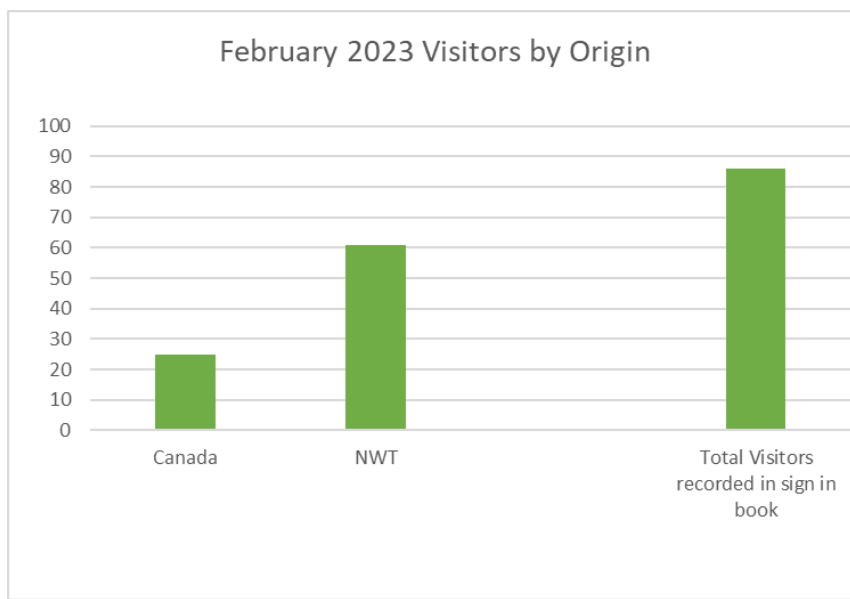
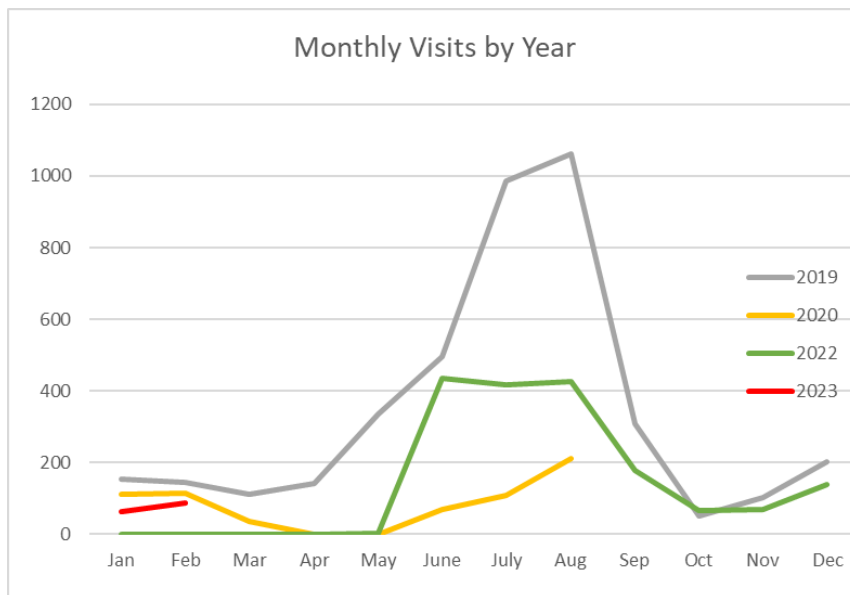
**SUBJECT:** TOURISM AND ECONOMIC DEVELOPMENT MONTHLY REPORT

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## Key Performance Indicators:

### Visitor Information Centre Visitation

*There is a gap in the data from September 2020 to June of 2022.*





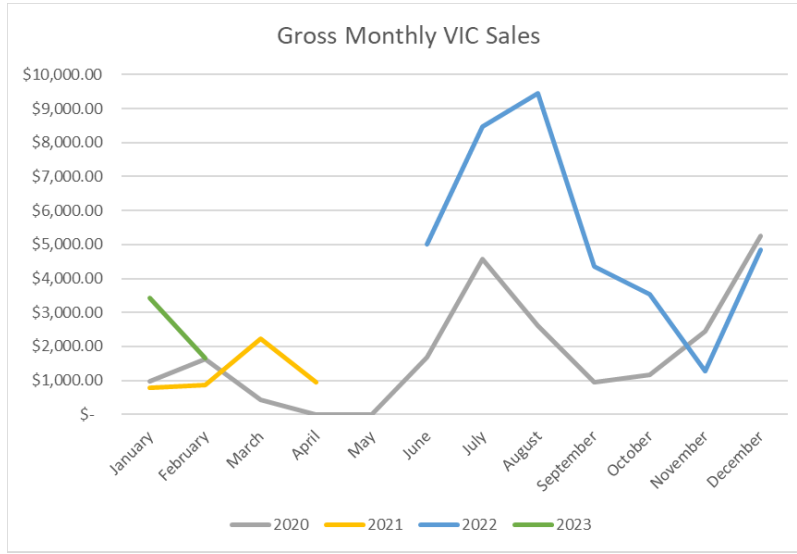
# REPORT TO COMMITTEE

**DEPARTMENT:** TOURISM AND ECONOMIC DEVELOPMENT **DATE:** Mar 6 2023

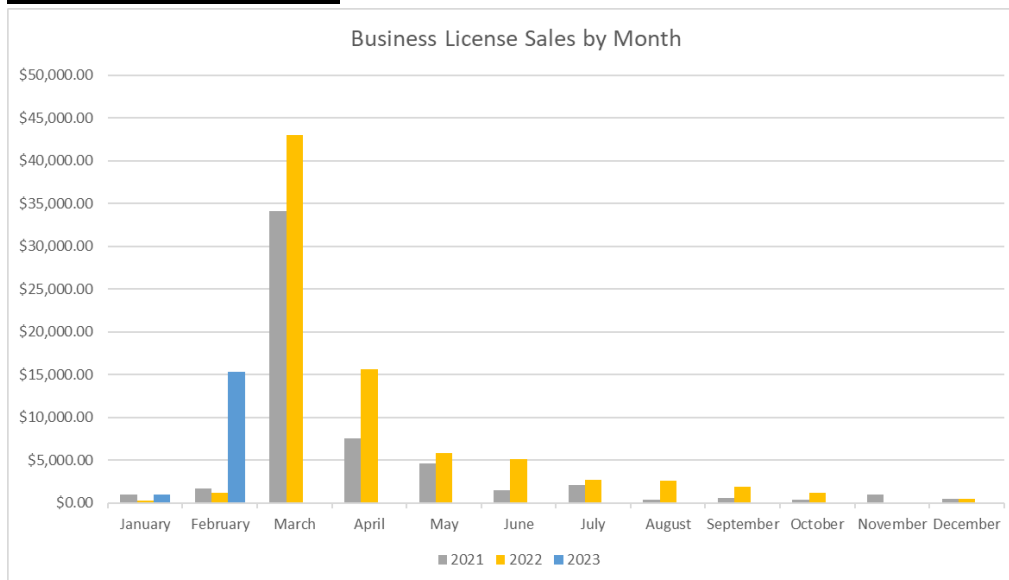
**SUBJECT:** TOURISM AND ECONOMIC DEVELOPMENT MONTHLY REPORT

## Gift Shop Sales

*There is a gap in the data from September 2020 to June of 2022.*



## Business License Sales





# REPORT TO COMMITTEE

**DEPARTMENT:** TOURISM AND ECONOMIC DEVELOPMENT **DATE:** Mar 6 2023

**SUBJECT:** TOURISM AND ECONOMIC DEVELOPMENT MONTHLY REPORT

**COUNCIL POLICY / STRATEGY OR GOAL:**

N/A

**APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:**

N/A

**FINANCIAL IMPLICATIONS:**

N/A

**ALTERNATIVES TO RECOMMENDATIONS:**

N/A

**ATTACHMENTS:**

0

**Prepared by:**

Jill Morse  
Tourism and Economic Development Coordinator  
Date: March 1, 2023

**Reviewed by:**

Patrick Bergen  
ASAO Town of Hay River  
Date: March 1, 2023



# REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: March 6<sup>th</sup>, 2023

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

## RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approves the Emergency Services Activity Report for February 2023 as presented.

## BACKGROUND:

### Summary:

Monthly Stat Summary	
EMS Calls	35
False Alarms	5
Fires	5
Rescue	0

In February, the department responded to two working structure fires. One at KFN on Reserve Rd and the other on balsam Dr. The fire damage to the Reserve rd structure fire was mostly contained to the home's exterior, with smoke damage to the interior. The structure fire at balsam Dr. sustained significant damages and is likely a total loss. Both fires' causes were determined accidental.

The Director of protective services has been preparing for the 2023 break-up season, and over the next few months leading up to the event, this will continue to be a considerable work impact. The break planning document was updated by reviewing all 2022 break-up debrief notes that identified preparation tasks and objectives from lessons learned in 2022 that have been incorporated into the 2023 planning document. There have been several meetings in the month of February, such as the weekly Town planning meeting and various government department meetings, but the largest was the community emergency management meeting. This was the meeting with all local involved government departments. We discuss the lessons learned from 2022 and key changes for the 2023 break-up season. In addition, we reviewed the proposed changes to the emergency plan and discussed the specific identified roles for this year. We plan to meet again at the end of march to do a tabletop exercise with the committee.

The fire department has 7 students training on the 1001 program in February. They have had weekly chapters to cover and training on those skills every Thursday. The subjects covered were fire behavior, Fire Extinguishers, Chainsaws and Tools, and Medical Scenarios.



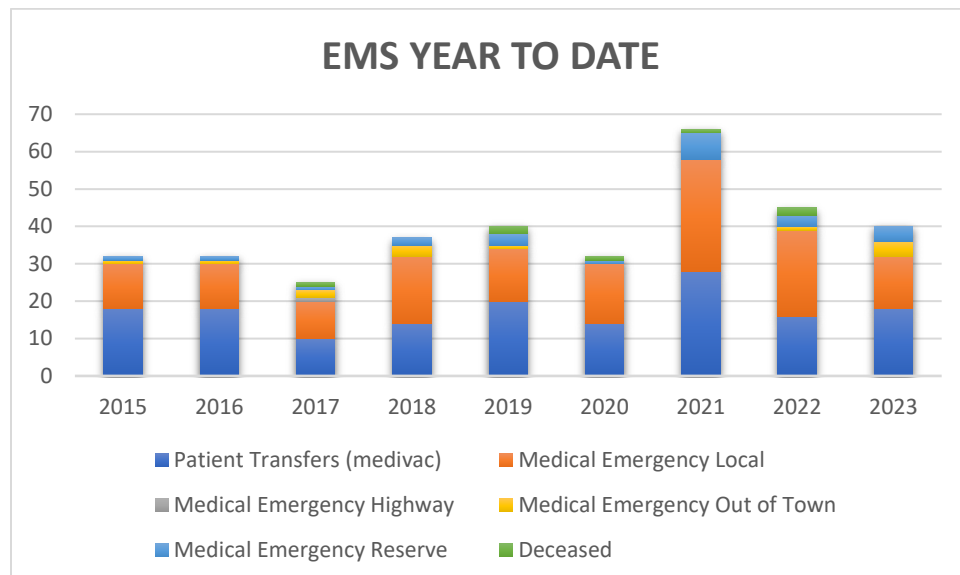
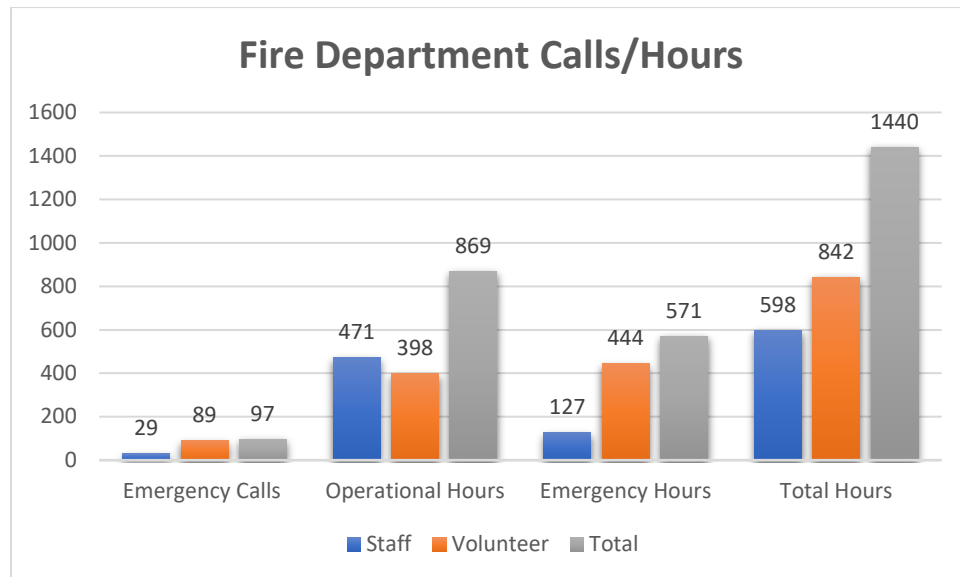
# REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: March 6<sup>th</sup>, 2023

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

## STATISTICS



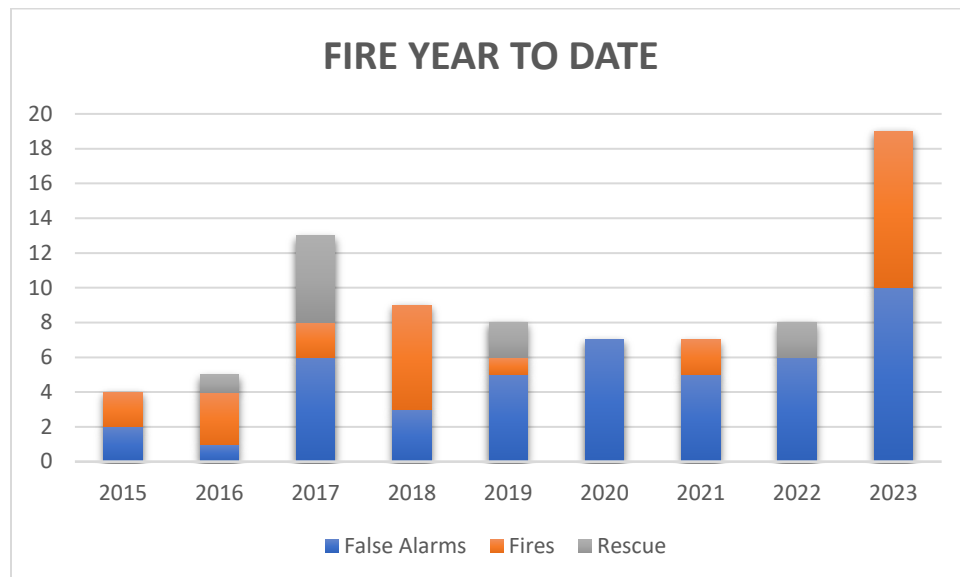
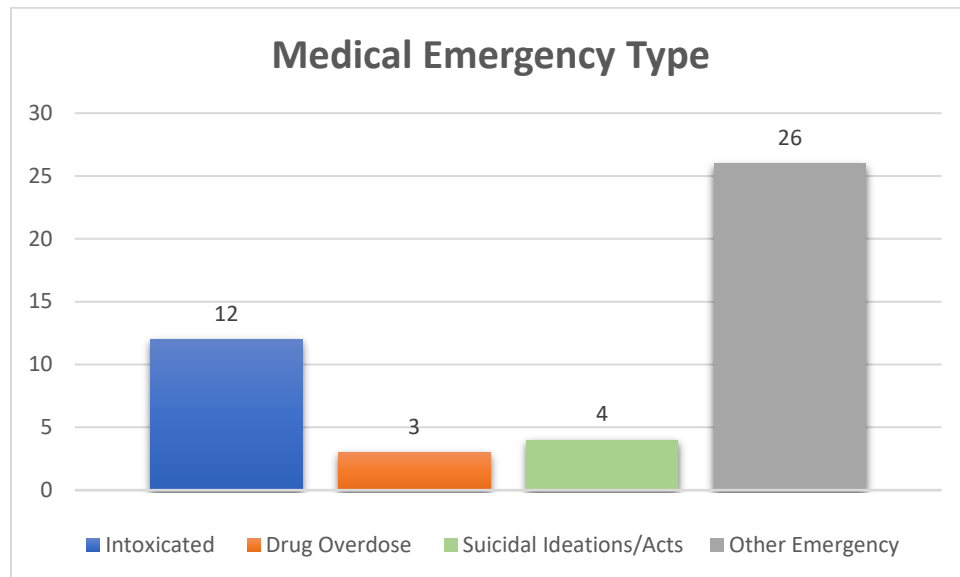


# REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: March 6<sup>th</sup>, 2023

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT





# REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: March 6<sup>th</sup>, 2023

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT



## MAINTENANCE

1. All daily/weekly/monthly maintenance activities were completed.

### COUNCIL POLICY / STRATEGY OR GOAL:

N/A

### APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Fire Prevention Bylaw

### FINANCIAL IMPLICATIONS:

N/A

### ALTERNATIVES TO RECOMMENDATIONS:

N/A





# REPORT TO COMMITTEE

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**DEPARTMENT: PROTECTIVE SERVICES**

**DATE: March 6<sup>th</sup>, 2023**

**SUBJECT: EMERGENCY SERVICES MONTHLY REPORT**

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<b>ATTACHMENTS:</b>
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None

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**Prepared by:**

Travis Wright

Director Protective Services/Fire Chief

Date: March 1<sup>st</sup>, 2023

**Reviewed By:**

Glenn Smith

Senior Administrative Officer

Date: March 1<sup>st</sup>, 2023



# REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: March 6<sup>th</sup>, 2023

SUBJECT: MUNICIPAL ENFORCEMENT REPORT

## RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the Municipal Enforcement Report for February 2023 as presented.

## BACKGROUND:

Monthly Stat Summary	
Animal Control	10
Traffic	10
Snow	8
Other	7

Spring is around the corner, and Protective Services has been working closely with Public Works to ensure that vehicles are not parked or abandoned on the roadways so that the roads can be cleared safely and properly. With the Winter Road Hauling in full swing, large trucks on the roadway around town are being monitored and addressed when needed. Most owners have been cooperative, but some vehicles have been towed and/or ticketed when compliance is not being met.

Snow-clearing issues continue to be monitored and addressed to ensure that sidewalks are being cleared for safe walking paths. With more warm weather coming, this will be an important safety issue. In addition to sidewalks, snow piles being cleared from driveways are being addressed, so that snow piles are not causing safety issues by narrowing street passageways.

Animal activity has increased during the weekends and warmer weather days and will continue to rise into the spring. With the fluctuation of temperatures, dogs being left outside or getting loose are being watched for during patrols to ensure healthy animal welfare and safety for residents and children.

### School Safety

The Protective Services Specialist continues to monitor and patrol the school zones during peak times to ensure motorists comply with regulations to ensure the safety of school zones. Residents and students are actively encouraged to use the crosswalks when available.

### Upcoming Goals

The Protective Services Specialist is finishing a Certified Fire Officers course that has and will continue to help with professional development and support. With warmer weather on its way, support for spring break-up preparation is a priority and will continue to be a considerable work impact over the coming months.



# REPORT TO COMMITTEE

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**DEPARTMENT: PROTECTIVE SERVICES**

**DATE: March 6<sup>th</sup>, 2023**

**SUBJECT: MUNICIPAL ENFORCEMENT REPORT**

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## **Emergency Services**

The Protective Services Specialist has continued to assist where needed to help support preparation for training and activities for the current 1001 Training program.

<b>COUNCIL POLICY / STRATEGY OR GOAL:</b>	
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*Strategy:*

*Goal:*

<b>APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:</b>
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All applicable Bylaws and Territorial Legislation

<b>FINANCIAL IMPLICATIONS:</b>
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N/A

<b>ALTERNATIVES TO RECOMMENDATIONS:</b>
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N/A

<b>ATTACHMENTS:</b>
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# REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: March 6<sup>th</sup>, 2023

SUBJECT: MUNICIPAL ENFORCEMENT REPORT

OFFENCE	INQUIRY	INVESTIGATED (NO SUBSTANTIATION)	WARNINGS (VERBAL, LETTER OR VISUAL)	FINES / ENFORCEMENT	OTHER ACTION
<b>Animal Control Bylaw</b>					
Animal Abuse/Welfare	2	2	0	0	0
Barking Dogs	3	2	0	0	1
Dog Attack	1	0	1	0	0
Dog Bites	2	1	0	0	1
Loose Cat/Dog	7	3	1	0	3
Sled Dog Complaints	0	0	0	0	0
Miscellaneous	5	2	0	0	3
<b>Business License</b>					
No Business License	1	1	0	0	0
Operating business not as permitted	1	0	1	0	0
<b>Traffic Bylaw</b>					
Vehicle/Trailer Parking	22	2	7	11	2
ATV/Snow Machine	1	1	0	0	0
Fail to drive to road conditions	1	0	0	0	1
Speeding	3	0	1	1	1
Speeding (School/Construct/Industrial)	1	1	0	0	0
Suspected Impaired Driver	0	0	0	0	0
Miscellaneous	5	0	1	2	2
<b>Unightly Bylaw</b>					
Overgrown Trees	0	0	0	0	0
Long Grass & Weeds	0	0	0	0	0
Garbage	3	0	0	1	2
Miscellaneous	2	0	1	0	1
<b>Taxi Bylaw</b>					
Taxi Not Available	0	0	0	0	0
No Brokerage/ Business Licence	1	0	1	0	0
Fail to carry/No Taxi/Chauffer Permit	1	0	1	0	0
<b>Snow Removal Bylaw</b>					
Sidewalks not cleared	87	1	86	0	0
Driveway cleared on to street / sidewalk	3	1	1	0	1
Snow being put on private property	0	0	0	0	0
Miscellaenous	0	0	0	0	0
<b>TOTAL</b>	<b>152</b>	<b>17</b>	<b>102</b>	<b>15</b>	<b>18</b>

Prepared by:

Jonathan Wallington  
Protective Services Specialist  
Date: March 1, 2023

Reviewed By:

Travis Wright  
Director, Protective Services  
Date: March 1, 2023



# REPORT TO COMMITTEE

**DEPARTMENT:** ADMINISTRATION

**DATE:** March 6<sup>th</sup>, 2023

**SUBJECT:** EXCUSED ABSENCE

## RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER excuses Councillors Willows from the Standing Committee of Council, Monday, March 6<sup>th</sup>, 2023.

## BACKGROUND:

Councillors Willows has asked to be excused from the Standing Committee of Council, Monday, March 6<sup>th</sup>, 2023

## 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: March 3<sup>rd</sup>, 2023

**Reviewed by:**



# REPORT TO COMMITTEE

**DEPARTMENT:** OFFICE OF THE SAO

**DATE:** March 6, 2023

**SUBJECT:** Hay River Emergency Plan

## RECOMMENDATION:

**THAT THE COUNCIL OF THE TOWN OF HAY RIVER approves the 2023 Town of Hay River Emergency Plan as presented.**

## BACKGROUND:

The community of Hay River is vulnerable to numerous emergencies. These can be human caused such as transportation accidents, technological incidents, hazardous materials spills, infrastructure disruptions that could involve utility and power failures, and natural hazards such as flooding and wildfires. Given that a portion of the community is situated in a flood plain, Hay River is annually at risk of spring flooding emergencies caused by ice jams.

The Town of Hay River Emergency Plan establishes the framework that ensures the community is prepared to deal with any of these emergencies and hazards. It is the way through which resources will be mobilized in the event of an emergency, thereby restoring the community to a state of normalcy. It is designed to ensure that all agencies are fully aware of their respective roles and responsibilities during that emergency.

The Emergency Plan also makes the provisions for the earliest possible coordinated response to an emergency, an understanding of the personnel and resources available to the community and recognition that additional expertise and resources can be called upon if required.

The plan unifies the efforts of community resources for a comprehensive approach in responding to and reducing the impacts of an emergency. It is intended to increase the emergency response capacity of Hay River by establishing a plan of action to efficiently and effectively deploy all required resources.

In 2022, the town of Hay River experienced unprecedented flooding which led to a mass evacuation of the community. Significant damages occurred to private and public property which is leading to a lengthy recovery process. Several lessons were learned through the emergency preparedness, response and recovery activities. Suggested changes to the 2023 version of the Emergency Plan help address some of the gaps. The draft plan has been reviewed by the Community Emergency Measures Committee as well as MACA ahead of submission to Council for approval.

A summary of recommended changes to the plan are presented as follows:

- Emergency Coordinator role change from the Director of Protective Services to SAO
  - Removed all operational activities and transferred to the newly created Emergency Operations Coordinator
  - The Emergency Coordinator's role will be to manage the CEMC and ECC to support the Emergency Operations Coordinator.
- Emergency Operations Coordinator



# REPORT TO COMMITTEE

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**DEPARTMENT:** OFFICE OF THE SAO

**DATE:** March 6, 2023

**SUBJECT:** Hay River Emergency Plan

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- The new position was created to coordinate and manage all emergency operations during emergencies. In addition, the position will coordinate and manage operations in the recovery phase.
  - The positions assigned to the role are the Director of Protective Services during emergency response and the Director of Public Works for recovery efforts.
  - This position will also monitor potential or developing hazards leading up to Emergencies.
- The authority for making decisions in an emergency was changed to include both the Emergency Coordinator and new Emergency Operations Coordinator positions.
- Authority Change to include First Alternate Brian Willows Councilor; Robert Bouchard as the Second Alternate and removed the Third Alternate.
- Adjustments to the Community Emergency Management Committee membership. Removal of obsolete positions and the inclusion of the Department of Infrastructure, MACA South Slave, Katlodechee, West Point First Nations, Hay River Metis Government, Northland Utilities, Stittco, and a representative from Coast Guard Auxiliary.
- Changes to the term Emergency Operations Centre (EOC) to Emergency Coordination Centre (ECC). This was changed to be consistent with the Emergency Coordinator role and reflect the coordination of the overall emergency rather than just operations.
- Changes to the identified Public Communication streams from ECC during emergencies to reflect the current communications strategy
- Changes to the primary ECC location. The Town Hall is now primary, and the Emergency Services building is secondary. This is to help prevent the operations being run out of the Emergency Services building from being interrupted.
- Changes to the Evacuation Notices and Alerts to include primary communication methods and preparedness information
- Change of outdated terms such as Works Yard to Public Works Garage
- Updated employee references, such as MACA Superintendent from Mary Blake Moore to Bobby Bourque
- Added Community Government Request for GNWT Emergency Management Assistance form to Appendix
- Addition of evacuation hosting checklist
- Various Role changes and clarifications under CEMC responsibilities. Tightened up defined accountability (i.e., CEMC to position title/organization)
  - Fire Chief/Director of Protective Services or designate acting in the position of Emergency Operations Coordinator
  - Public Works Director to act in the Emergency Operations Coordinator role during recovery efforts





# REPORT TO COMMITTEE

**DEPARTMENT:** OFFICE OF THE SAO

**DATE:** March 6, 2023

**SUBJECT:** Hay River Emergency Plan

- The Director of Finance was identified as tracking emergency expenditures
- Manager of Human Resources responsible for registering, tracking, and assigning volunteers
- Department of Infrastructure manages Highway road closures,
  - Coordinated transportation for mass evacuations
- Health & Social Services identified as lead for Registration of evacuees and responsible for the associated processes and tools.
- Appendix D Hazard-Specific Plans had specific roles identified that would be responsible for the action rather than just the CEMC.

The Emergency Plan makes reference to By-law No. 2190/PS/17 – Emergency Measures Bylaw. To better align with terminology and roles of the Emergency Plan, a bylaw revision will be brought forward to Council at an upcoming Regular Meeting of Council.

## COUNCIL POLICY / STRATEGY OR GOAL:

N/A

## APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Town of Hay River Emergency Measures By-Law 2190/PS/17  
Civil Emergency Measures Act  
Cities, Towns and Villages Act

## FINANCIAL IMPLICATIONS:

N/A

## ALTERNATIVES TO RECOMMENDATIONS:

N/A

## ATTACHMENTS:

Town of Hay River Emergency Plan – Redlined

**Prepared by:**

Glenn Smith

SAO

Date: March 2, 2023

**Reviewed by:**



# Town of Hay River Emergency Plan

Updated ~~February 2<sup>nd</sup>, 2023~~ March 14<sup>th</sup>, 2022

**Style Definition:** TOC 1: Tab stops: 16.17 cm,  
Right,Leader: ...

Amendments

REVISION DATE	APPROVED BY

Copies of the Community Emergency Plan are available at:

- The Administrative Centre (SAO Office)
- Fire Hall
- Schools
- RCMP Office
- Health/Social Services Centre
- ~~Works Yard~~ Public Works Garage

ORGANIZATION	TITLE	CONTACT INFORMATION
Municipal and Community Affairs	Regional Superintendent <del>Bobby Bourque</del> <del>Mary Blake</del> <del>Moore</del>	Phone: 1-867-872-6531 Cell Phone: 1-867- <del>587-872-</del> <del>6602</del> Fax: SAT Phone:
Municipal and Community Affairs	<u>Regional Emergency Management Coordinator</u> <del>Regional Assistant Fire Marshall</del> <u>Arshad Khalafzai</u> <del>TJ Moore</del>	Phone: <del>1-867-872-6535</del> 1-867- <del>872-6527</del> Cell Phone: 1- <del>870-239-</del> <del>1968</del> Fax: SAT Phone:
Municipal and Community Affairs	24/7 Emergency	Phone: 1-867-920-2303 FAX: 1-867-873-0309
Environment and Natural Resources	Wildlife Emergencies	Phone: 1-867-875-7640
Environment and Natural Resources	Forest Fire Emergency Line	Phone: 1-877-698-3473
Aboriginal Affairs and Northern Development Canada	24/7 Spill Line	Phone: 1-867-920-8130
NorthwesTel	Customer Service Line	Phone: 1-888-423-2333
Northland Utilities	24/7 Line	Phone: 1-800-264-5313
Parks Canada	Duty Officer Line	Phone: 1-867-621-0136

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## Introduction

Any community is vulnerable to numerous hazards and emergencies. These can be human caused such as transportation accidents, technological incidents, hazardous materials spills and infrastructure disruptions that could involve utility and power failures, and natural hazards such as severe weather.

The Town of Hay River Plan establishes the framework that ensures the community is prepared to deal with any of these emergencies and hazards. It is the way through which resources will be mobilized in the event of an emergency, thereby restoring the community to a state of normalcy. It is designed to ensure that all agencies are fully aware of their respective roles and responsibilities during that emergency.

The Emergency Plan also makes the provisions for the earliest possible coordinated response to an emergency, an understanding of the personnel and resources available to the community and recognition that additional expertise and resources can be called upon if required.

## Scope

The aim of the Hay River Plan is to provide the framework within which extraordinary measures can be taken to protect the health, safety, and welfare of the residents, prevent or minimize property damage or loss, protect the environment and minimize economic disruption when faced with an emergency.

An emergency may result from an existing danger or it may be a threat of an impending situation affecting property or the health, safety and welfare of the community. Its nature and magnitude requires a controlled and coordinated response by a number of agencies, both governmental and private, under the direction of the Emergency Management Control Group, as distinct from routine operations carried out by an agency or agencies, e.g. fire-fighting, police activities, normal medical activities.

Four major categories of emergency may pose a threat to the community or require a coordinated community response.

- Natural Events – severe weather, floods, tornadoes, forest fires caused by lightning strikes, food or human health emergencies.
- Human-caused Events and Accidental Hazards – incidents and accidents that harm public safety, property and security such as civil disorder, forest fires (set by human activity) and bomb threats.
- Technological & Infrastructure Disruptions – incidents involving hazardous materials, utility and power failures, transportation accidents, aircraft crashes, water supply failure and building or structural collapse.
- Organized Searches – the process of finding lost persons – hunters, fishermen whose return is overdue – or searching for children or adults who have wandered off and are lost in the area.

## Purpose

The plan unifies the efforts of community resources for a comprehensive approach in responding to and reducing the impacts of an emergency. It is intended to increase the emergency response capacity of Hay River by establishing a plan of action to efficiently and effectively deploy all required resources.

## Authority

The Emergency Plan is issued under the authority of the Council in accordance with the *Civil Emergency Measures Act* (R.S.N.W.T. 1988, c.C-9) as well as local Bylaw 2190/PS/17 dated 19th day of December 2017 which contains the duties and responsibilities of the Community Emergency Management Committee (CEMC), the Emergency Coordinator and the Emergency Management Agency.

Table 1: Emergency Plan Chain of Command

ADMINISTRATIVE REPRESENTATION	AUTHORITY	POLITICAL REPRESENTATION	AUTHORITY
Senior Administrative Officer	Name: Glenn Smith Alternate: Travis Wright	Mayor	Name: Kandis Jameson Alternate: <a href="#">Brian Willows</a> <del>Robert Bouchard</del> Second Alternate: <a href="#">Robert Bouchard</a> <del>Brian Willows</del> <del>Third Alternate: Linda Duford</del>

In the event of an emergency, the members CEMC convene as needed, the nature of the emergency determines this. Designated officials should identify alternate(s) if they are unavailable during an emergency.

The authority for making decisions in an emergency rests with ~~the SAO Glenn Smith and Director of Protective Service/Fire Chief Travis Wright.~~ Emergency Coordinator or Emergency Operations Coordinator

## Emergency Management Roles and Responsibilities

### Mayor

The following are the actions that the elected officials are responsible for during the emergency:

- Set parameters for emergency operations in response to an event
- Declare/cancel declarations of States of Local Emergency.
- Liaison with elected officials of other governments.
- Liaison with community residents throughout the duration of evacuations.

### *Emergency Management Agency*

As per the Civil Emergency Measures Act (R.S.N.W.T. 1988, c.C-9) and local Bylaw 2190/PS/17 dated the 19<sup>th</sup> day of December 2017, the Emergency Measures Agency represents the local authority and may include Council and/or CEMC members.

## Community Emergency Management Committee

Community Emergency Management Committee consists of:

- The SAO/CAO/Town Manager;
  - The Mayor
  - The Director of Finance;
  - The Director of Public Works-~~Officer~~;
  - ~~The Community's Solicitor;~~
  - ~~The Community Urban Development Officer;~~
  - The Director, Protective Services
  - The Assistant Senior Administrative Officer
  - The Director of Recreation and Community Services
  - The Community Housing Manager;
  - The Powerplant Operator;
  - The Airport Manager;
  - ~~A representative from each school~~ A District Education Authority representative;
  - An RCMP representative;
  - ~~A health center~~ Hay River Health and Social Services representative;
  - NWT Health and social services representative
  - A Department of Infrastructure representative
  - Regional Superintendent for MACA
  - A Coast Guard Auxillary Representative
  - A Katlodechee Representative
  - A West Point First Nations Representative
  - A Hay River Metis Government Representative
  - ~~Northland Utilities~~
  - Stittco
- Anybody else who might serve a useful purpose in the preparation or implementation of the Emergency Response Plan.

The typical response activities performed by the Community Emergency Management Committee include:

- Emergency Plan Activation;
- Assessing the emergency situation;
- Determining the appropriate response;
- Coordinating community resources;
- Notifying the general public and other departments of the emergency situation;
- Requesting mutual aid; and
- Liaising with other government officials as the situation dictates.

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## Emergency Coordinator

The Emergency Coordinator will be the Senior Administrative Officer or SAO. ~~Director, Protective Services.~~ The following are his/her responsibilities:

- Management of the CEMC activities in accordance with duties set out in the local Bylaw 2190/PS/17 dated the 28th day of November 2017;
- Management of the ECC during active emergencies.
- ~~Chairing the planning for emergencies and operational activities of the CEMC;~~
- ~~Coordinating emergency resources used in an emergency;~~
- Arranging training for the members of the CEMC;
- Arranging for testing of the plan; ~~and~~
- Developing and implementing public awareness and education activities.
- Coordinate the support to emergency operations during the emergency.

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## Emergency Operations Coordinator

The Emergency Operations Coordinator will be the Director, Protective Services/Fire Chief for Response activities and the Director, Public Works and Services for Recovery activities. ~~The Following are his/her Responsibilities.~~

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- Management of the operational groups or activities during active emergencies.
- Coordinate monitoring and surveillance of potential or developing hazards
- Coordinate operational activities of the CEMC during emergencies.
- Coordinate restoration of services and infrastructure
- Coordinating emergency resources used in an emergency
- Report the situation and activities to Emergency Coordinator.
- Development of a tabletop exercises to test the emergency plan

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## External Organizations

Depending on the nature of the emergency, external agencies that are usually not part of the Community Emergency Management Committee may be asked to send a representative to join the committee (i.e., airport, power plant operator) to assist in coordinating the response.

## Concept of Operations

As the magnitude of an emergency increases, so will the need for multi-agency support from within the community. If the community resources and capabilities are overwhelmed, the community may contact the MACA Regional Superintendent to provide or acquire additional resources necessary. Each committee member is responsible for their identified roles and responsibilities throughout the emergency response.

## Operational Levels

There are three operational levels of Emergency Management functioning and activity:

- Normal Operations – routine daily operations;
- Monitoring –heightened surveillance of potential or developing hazards; or
- Activation –multi-agency coordinated response.

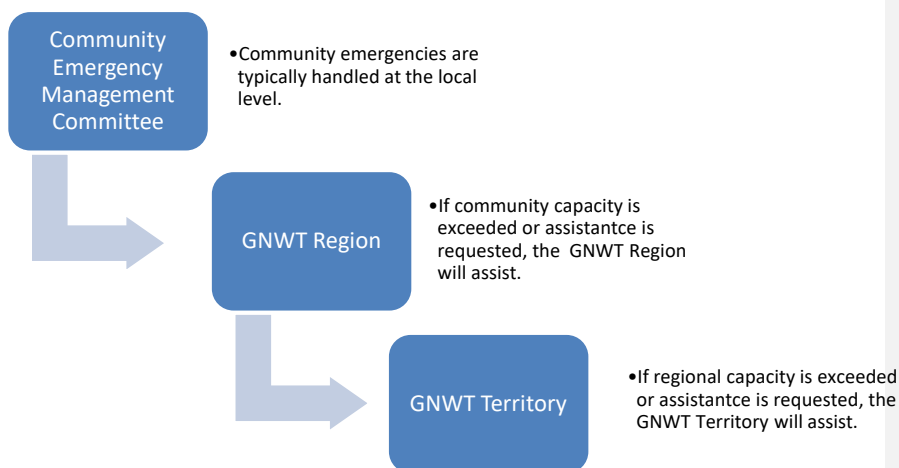
## Implementation Sequence

The following are the typical steps taken to implement an emergency response:

- Emergency Coordinator contacted regarding the incident;
- Emergency Coordinator resolves the problem alone or calls in appropriate CEMC members and subject matter experts to assist;
- Emergency Coordinator notifies Regional Coordinator (~~Mary Blake Moore~~ Bobby Bourque, MACA Regional Superintendent) to alert of the situation (ongoing contact with Coordinator is required);
- Gather committee and formulate a response plan;
- The ECOC may be partially or fully activated, depending upon the conditions of the emergency. All staff will be made available until a response is scaled back or stand-down ECOC operations.
- Committee and Emergency Coordinator may appoint an emergency site manager to liaise from the incident site;
- Emergency Coordinator and Committee to advise Council on declaring a State of Local Emergency; and
- Emergency Coordinator to notify MACA Regional Superintendent and community residents if a State of Local Emergency is declared.

## Escalation

The following depicts how assistance during emergency events flows from the GNWT to communities.



## Warning and Notification Procedures

Upon notification of an imminent or actual emergency, the SAO will initiate the notification of key personnel and agencies. Based on the type and seriousness of the event, appropriate personnel are notified of the current or imminent situation. Community Emergency Management Committee members will be notified of the incident and be required to convene at the ECOC depending on the nature and severity of the emergency. A contact information sheet is provided at Appendix G.

The public in the community will be warned by:

- First responders advising those at risk in the immediate proximity of the emergency
- ~~Emergency Management Coordinator through access to TV and radio;~~
- Local radio station;
- Community website/social media page;
- ~~Emergency Measures Email System;~~
- ~~NWT Alert system;~~
- ~~Community notice board;~~
- ~~Community Television Channel;~~ and
- Using vehicle mounted PA systems of the Protective Services Department.

Public communications tools such as Emergency Notifications, Alerts and Orders will be used to inform the public of threats and actions in response. Refer to Appendices L, M and N for templates.

## Declarations of Local Emergency

The Mayor or designate may declare that a local emergency exists in the community or in any part thereof and may take such action and make such orders as he/she considers necessary. The Mayor or designate may terminate a declaration of a State of Local Emergency. The Mayor shall ensure that the Minister of MACA is notified of a declaration of a state of local emergency. Also, the media and the public shall be informed of the crisis as soon as possible.

A format for Declaration of a State of Local Emergency is in Appendix I. A copy of the declaration must immediately be sent to the Minister via ~~Bobby Bourque~~Mary Blake Moore, MACA's South Slave Regional Superintendent.

## Communications

Depending on the circumstances, communications for an emergency response may include one or a combination of the following:

- Telephone;
- UHF, VHF and/or HF Radios;
- Satellite Phones;
- Internet; and
- More.

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The Communications Coordinator is to be the Assistant Senior Administrative Officer, if required and is responsible for all communications activities. Refer to Appendix C: "Agency CEMC Responsibilities"

## Emergency ~~Coordination~~ Operations Centres

The Community ECOC should be activated and staffed by the CEMC, to manage emergency operations.

The primary ECOC location is [the Town Hall, 100-62 Woodland Drive, Hay River, NT](#) ~~the Emergency Services Building, 73 Woodland Drive, Hay River, NT~~

The alternate ECOC location is [the Emergency Services Building, 73 Woodland Drive, Hay River, NT](#)  
~~the Town Hall, 100-62 Woodland Drive, Hay River, NT~~

## Emergency Site Management

The Emergency ~~Operations~~ Coordinator may appoint an Incident Commander (IC) if one is not in place. The IC may be from the first response agency having the predominant role or may be an individual particularly suited to coordinate the diverse activities being undertaken. In the event that the Fire Department is in charge of the site management, this will be done by the Senior Ranking Officer that is available. The purpose of the IC is to:

- Establish a site command post;
- Establish overall priorities for the on-site response;
- Establish the site perimeter and arrange for security;
- Provide situational updates to the ECOC;
- Assign emergent tasks to response agencies at the emergency site;
- Provide media information; and
- Coordinate support to the responders.

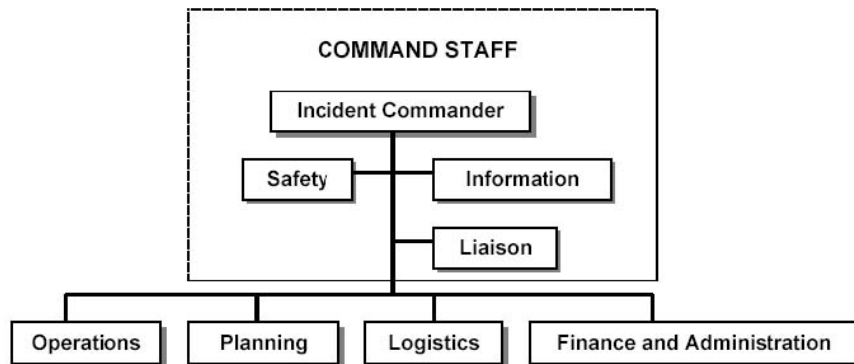
Responding agencies on-site will:

- Cooperate with the IC;
- Provide information on response activities, damage and casualties, and resource needs to the IC; and
- Continue to receive functional direction from their parent organization.

## Incident Command System

The Incident Command System (ICS) is a standardized, on-scene, all-hazard incident management concept in North America. It is a management protocol based upon a flexible, scalable response organization providing a common framework within which people can work together effectively. These people may be drawn from multiple agencies that do not routinely work together, and ICS is designed to give standard response and operation procedures to reduce the problems and potential for miscommunication on such incidents.





ICS is a system designed to be used or applied from the time an event occurs until the requirement for management and operations no longer exist. It is interdisciplinary and organizationally flexible to meet the following management challenges:

- Meet the needs of incidents of any kind or size (expands or contracts)
- Allow personnel from a variety of agencies to meld rapidly into a common management structure with common terminology
- Provide logistical and administrative support to operational staff.
- Be cost effective by avoiding duplication of efforts.

An ICS enables integrated communication and planning by establishing a manageable span of control. It divides an emergency response into five controllable functions essential for emergency response operations: Command, Operations, Planning, Logistics, and Finance and Administration. Diagram 4 below shows a typical ICS structure.

## Evacuation and Reception

The evacuation function describes how the public would be evacuated out of areas affected by an emergency situation that is deemed to be too hazardous for people to stay in place. Evacuation methods will be dependent on the incident, the evacuation process and procedures, along with the roles and responsibilities of the key agencies. Evacuation from one area of the community to another part of the community shall be organized and managed by the community. Evacuation of the community as a whole shall be organized and managed by the territorial government. See Appendices E and F for Evacuation and Reception hazard-specific plans.

## Volunteers

~~A-The Manager of Human Resources or~~ CEMC member ~~or community resident~~ shall be appointed as Volunteer Coordinator by the Emergency Coordinator.

This operational support function provides guidance on the community's role in the management of volunteers. A form for Volunteer registration can be found in Appendix J. It is essential that this form is used whenever there are volunteers during emergency situations as it aids in keeping track of where volunteers are needed and for liability purposes.

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## Specific Hazard Management

The hazards identified in the Hazard Identification Risk Assessment as having the most significant potential for disrupting the community are rated as follows:

HAZARD	HISTORICAL OCCURRENCE	PROBABILITY OF OCCURRENCE	PROPERTY IMPACT	HUMAN IMPACT	BUSINESS IMPACT
Atmospheric Hazard	0	1	0	1	1
Building or Bridge Collapse	0	0	0	1	1
Civil or Political Disorder	0	0	1	1	1
Communications Failure	1	1	0	1	2
Contamination of Soil, Air, Drinking Water or Flood	2	2	0	2	2
Dangerous Goods/Hazmat Incident	0	1	2	1	1
Epidemic/Disease	0	1	0	2	2
Fire - Interface	1	1	2	1	1
Fire - Structural	1	1	2	1	2
Fire - Wildland	1	1	2	1	1
Flood	2	2	2	2	2
Transportation Incident - (air, rail, highway, water)	1	1	2	2	1
Utilities Failure	1	1	2	2	2

Has Not Happened = 0  
 Has Happened = 1  
 Happens Frequently = 2

Not Likely to Occur = 0  
 Might Occur = 1  
 Occurs Frequently = 2

No Impact = 0  
 Some Impact = 1  
 Major Impact = 2

Appendix D "Hazard Specific Plans" includes basic action plans for specific hazards identified as well as an all-hazards plan that may be considered for all other emergencies.

## Recovery

Disaster recovery refers to actions taken to repair or restore conditions to an acceptable level through measures taken after a disaster impacts a community. This includes short term and long term measures such as the return of evacuees, trauma counseling, clean-up, reconstruction, economic impact studies, and emergency financial assistance. Recovery efforts should be conducted with a view towards disaster risk reduction, and forward-looking recovery measures allow communities not only to recover from recent disaster events but also to build back better to help overcome past vulnerabilities.

In instances where there have been damages to public infrastructure including roads, water/sewer systems, electrical utilities, and heating systems, the Director of Public Works may be assigned to the position of Emergency Operations Coordinator to oversee the coordinated safe restoration of services to the community.

The Government of the Northwest Territories' Disaster Assistance Policy provides financial support to assist individuals, small businesses and community governments in recovering from a disaster and restoring damaged property to its pre-disaster condition. To determine if the Disaster Assistance Policy applies to an event, please contact MACA's Regional Superintendent, ~~Mary Blake-Moore~~ Bobby Bourque. More information on the Disaster Assistance Policy, please view MACA's website.

## Plan Maintenance

- The Emergency Response Plan will be updated annually and tested every year.
- After an emergency in which the plan is implemented, the CEMC will meet for an operational debrief and plan re-assessment shortly after that.
- The human, facilities, physical and other potential community resources inventories will be updated annually or as needed. (these inventories are provided in Appendix H).
- Each agency, (for example, RCMP, Fire, or HTA), will participate in the development of plans and procedures, training opportunities, and exercises to achieve and maintain a high state of readiness.

## **Appendix A: Legal Authority**

The following are excerpts from the Civil Emergency Measures Act (R.S.N.W.T. 1988, c.c-9):

#### GENERAL

##### Powers and duties of local authorities

###### 7. (1) Each local authority

- (a) shall appoint a committee to advise the local authority on the development of emergency plans and programs;
- (b) shall establish and maintain a community emergency measures agency;
- (c) shall appoint a coordinator of the community emergency measures agency and establish the duties of the coordinator including the preparation and coordination of emergency plans and programs for the community;
- (d) shall prepare and approve emergency plans and programs; and
- (e) may enter into agreements with and make payments to organizations for the provision of services in the development or implementation of emergency plans or programs.

##### Searches outside community

- (2) The local authority may conduct searches outside the boundaries of the community. R.S.N.W.T. 1988, c.73(Supp.),s.3,4; S.N.W.T. 1998, c.21,s.2(5), (6)(a).

##### Repayment of emergency expenditures

8. The Minister may, by order, require a local authority to pay to the Comptroller General the amount of an expenditure made by the Government of the Northwest Territories within or for the benefit of the community with respect to a disaster or the portion of the expenditure specified in the order, at the times and on the terms as to payment of interest and otherwise as are specified in the order. S.N.W.T. 1998, c.21, s.2(6)(b).

#### DECLARATION OF STATE OF LOCAL EMERGENCY

##### State of local emergency

14. (1) If a local authority is satisfied that an emergency exists or may exist within the community, the local authority may, by resolution, declare a state of local emergency to exist in all or part of the community.

##### Contents of declaration

- (2) A declaration of a state of local emergency shall identify the nature of the emergency and the area of the community in which it exists.

##### Publication

- (3) Immediately after making a declaration of a state of local emergency, the local authority shall cause the details of the declaration to be published in the manner that the local authority considers is most likely to make known, to the majority of the population of the area of the community affected, the contents of the declaration.

##### Delegation

(4) A local authority may delegate any of the powers conferred or the duties imposed on it under this Act to a committee composed of members of the local authority. S.N.W.T. 1998, c.21,s.2(6)(d).

#### Forwarding declaration to Minister

15. (1) On making a declaration of a state of local emergency, the local authority shall, without delay, forward a copy of the declaration to the Minister.

#### Cancellation

(2) The Minister may cancel a declaration of a state of local emergency at any time the Minister considers appropriate.

#### Effect of order by Minister

(3) A declaration of a state of local emergency ceases to have force or effect on the making of an order by the Minister declaring a state of emergency in the same area.

#### Duration of declaration

(4) A declaration of a state of local emergency expires seven days after it is made unless it is sooner cancelled by the Minister or terminated or renewed by the local authority.

#### Application

(5) This section and subsection 14(3) apply to a renewal of a declaration of a state of local emergency.

#### Termination of declaration

16. (1) When, in the opinion of the local authority, an emergency no longer exists in an area of the community for which a declaration of a state of local emergency was made, the local authority shall, by resolution, terminate the declaration of a state of local emergency in respect of that area.

#### Publication

(2) Immediately after a declaration of a state of local emergency

(a) expires under subsection 15(4),

(b) is cancelled by the Minister under subsection 15(2), or (c) is terminated under subsection (1), the local authority shall cause the fact of the expiry or the details of the cancellation or termination to be published in the manner that the local authority considers is most likely to make known, to the majority of the population of the area affected, the fact of the expiry or the contents of the cancellation or termination. S.N.W.T. 1998,c.21,s.2(6)(e).

#### Powers of local authority

17. (1) On making a declaration of a state of local emergency the local authority may, for the duration of the order, do all acts and take all necessary proceedings, including

(a) causing an emergency plan or program to be put into operation;

(b) acquiring or using real or personal property, whether private or public considered necessary to prevent, combat or alleviate the effects of an emergency or disaster;

(c) authorizing or requiring a qualified person to render aid of the type that the person is qualified to provide; or

(d) causing the demolition or removal of vegetation, structures, equipment or vehicles, if this is necessary or appropriate to reach the scene of a disaster or to attempt to prevent or combat a disaster.

#### Compensation

##### (1.1) Where

(a) a local authority acquires or uses any real or personal property under paragraph (1)(b), or

(b) any real or personal property is damaged or destroyed because of an action of a local authority in preventing, combating or alleviating the effects of an emergency or disaster, the Minister may cause compensation to be paid for that purpose.

#### Use of emergency plan

(2) Nothing in subsection (1) shall be construed as forbidding the use of all or part of an emergency plan or program where there has not been a declaration of a state of local emergency.

#### Authorization

(3) A local authority may authorize any person, at any time, to exercise any power referred to in subsection (1), in the operation of an emergency plan or program, in relation to any part of the community affected by a declaration of a state of local emergency.

#### Payment of expenses

(4) Subject to the Cities, Towns and Villages Act, Hamlets Act and Charter Communities Act, a local authority that is the council of a municipal corporation may, during or within 60 days after the declaration of a state of local emergency, by by-law, borrow the necessary sums to pay expenses caused by the emergency, including payment for services provided by the Government of the Northwest Territories or by the Government of Canada where the services were provided at the request of the local authority.

#### Approval of by-law

(5) A by-law referred to in subsection (4) must be approved by the Minister but does not require the assent of electors owning property within the municipality .S.N.W.T.

1998,c.21,s.2(6)(f),(8).

## **Appendix B: Emergency Measures Bylaw**



**A BY-LAW OF THE MUNICIPAL CORPORATION OF THE TOWN OF HAY RIVER IN  
THE NORTHWEST TERRITORIES TO PROVIDE FOR THE ESTABLISHMENT OF AN  
EMERGENCY MEASURES ORGANIZATION**

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**WHEREAS** the Council of the Town of Hay River is responsible for the direction and control of its emergency response and is required, under the *Civil Emergency Measures Act*, R.S.N.W.T. 1988, c. C-9 and Section 28 of the *Cities, Towns and Villages Act*, S.N.W.T. 2008, c.22 to prepare and approve Emergency Response Plans and programs; appoint an Emergency Measures Committee, establish and maintain an Emergency Measures Organization; appoint a Coordinator of the Emergency Measures Organization and establish the duties of the Coordinator;

**NOW THEREFORE** the Council of the Municipal Corporation of the Town of Hay River in regular session duly assembled hereby enacts as follows:

---

**1. Title**

This By-law may be referred to as the Town of Hay River Emergency Measures By-law.

**2. Interpretation**

In this by-law

- a) **"Act"** means *Civil Emergency Measures Act*, RSNWT 1988, c C-9, as amended;
- b) **"Coordinator of the Emergency Measures Organization"** means the person appointed as the Coordinator under Section 6 of this by-law;
- c) **"Council"** means the Council of the Municipal Corporation of the Town of Hay River;
- d) **"Emergency"** means a present or imminent event that is affecting or could affect the health, safety or welfare of people or is damaging or could damage property;
- e) **"Emergency Measures Organization"** means the organization established under this by-law;
- f) **"Emergency Measures Committee"** means the committee established under this by-law;
- g) **"Emergency Plan"** means the Emergency Measures Plan of the Town;
- h) **"Minister"** means the Minister responsible for the Act;
- i) **"SAO"** means the Senior Administrative Officer of the Town of Hay River or designate.
- j) **"Town"** means the Municipal Corporation of the Town of Hay River;
- k) **"Town Limits"** means the corporate limits of the Town as established from time to time.

**A BY-LAW OF THE MUNICIPAL CORPORATION OF THE TOWN OF HAY RIVER IN  
THE NORTHWEST TERRITORIES TO PROVIDE FOR THE ESTABLISHMENT OF AN  
EMERGENCY MEASURES ORGANIZATION**

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**3. Emergency Measures Committee**

There is hereby established an Emergency Measures Committee to advise Council on the development of emergency plans and programs.

**4. Emergency Measures Organization**

There is hereby established an Emergency Measures Organization to act as the agent of Council to carry out its statutory powers and obligations under the Act, provided that the Emergency Measures Organization shall not have the power;

- a) to declare, renew, or terminate a state of local emergency;
- b) to appoint its own members;
- c) to provide for payment of expenses of the members of the Emergency Measures Committee;
- d) to approve the Town's Emergency Plans and programs; or
- e) to exercise any of the powers contained in Section 0 and 8.i) of this By-law.

---

**5. Coordinator**

The Director of Protective Services of the Town or designate is hereby appointed the Coordinator of the Emergency Measures of the Town.

**6. Council Duties**

- a) Council shall:
  - i) By resolution, appoint three of its members to serve on the Emergency Measures Committee;
  - ii) Provide for the payment of expenses of the members of the Emergency Measures Committee;
  - iii) By resolution, appoint a Deputy Coordinator of Emergency Measures who shall do those things delegated by or required of the Coordinator of Emergency Measures in that person's absence;
  - iv) Ensure that emergency plans and programs are prepared to address potential emergencies or disasters in the Town of Hay River;
  - v) Ensure the public is informed of the emergency measures program and community risks;
  - vi) Approve the Town of Hay River's emergency plans and programs; and
  - vii) Review the status of the Emergency Plan and related plans and programs at least once each year.

**A BY-LAW OF THE MUNICIPAL CORPORATION OF THE TOWN OF HAY RIVER IN  
THE NORTHWEST TERRITORIES TO PROVIDE FOR THE ESTABLISHMENT OF AN  
EMERGENCY MEASURES ORGANIZATION**

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- b) Council may:
- i) by By-law borrow, levy, appropriate and expend, without consent of the electors, all sums required for the operation of the Emergency Measures Organization;
  - ii) enter into agreements with and make payments or grants, or both, to persons or organizations for the provision of services in the development or implementation of emergency plans or programs, including mutual aid plans and programs; and
  - iii) during or within 60 days after the declaration of a state of local emergency, by bylaw, borrow the necessary funds to pay for the expenses of the emergency under the provisions and conditions of Sections 17(4) and (5) of the Act.

**7. Committee Structure**

- a) The Emergency Measures Organization Committee shall consist of members who shall be appointed by resolution of Council.
- b) The members of the Committee shall include three (3) Council members; and representatives that may include but are not limited to the:
- 
- i) Hay River Fire Department;
  - ii) Town of Hay River employees;
  - iii) Hay River Health & Social Services Authority;
  - iv) RCMP;
  - v) Hay River Airport;
  - vi) Canadian Coast Guard/Fisheries and Oceans;
  - vii) Canadian Coast Guard Auxiliary;
  - viii) Hay River District Education Authority;
  - ix) Northland Utilities;
  - x) Government of the Northwest Territories, Department of Infrastructure;
  - xi) West Point First Nation; and
  - xii) Kallodeeche First Nation.

**8. Committee Procedures**

- a) Meetings of the Committee shall be held at a time as deemed necessary to be set by resolution of the Committee.
- b) A quorum for regular and special meetings of the Committee shall be six (6) members from six different organizations, one of whom shall be a Councillor.

**A BY-LAW OF THE MUNICIPAL CORPORATION OF THE TOWN OF HAY RIVER IN  
THE NORTHWEST TERRITORIES TO PROVIDE FOR THE ESTABLISHMENT OF AN  
EMERGENCY MEASURES ORGANIZATION**

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- c) The Chair or Alternate Chair may call special meetings.
  - d) Special Meetings of the Committee may be called on forty-eight (48) hours written notice by the Chair at the request of any three (3) members of the Committee.
  - e) The Chair, when present, and every Committee member shall vote on every matter unless, in a specific case, the Chair or any member is excused by resolution of the Committee from voting.
  - f) For greater certainty, the *Conflict of Interest Act* applies to the Committee.
  - g) Neither the Committee, nor any member thereof, shall have the power to pledge the credit of the Town in connection with any matters whatsoever, nor shall the said Committee or any member thereof, have any power to authorize any expenditure charged against the Town.
  - h) Meeting procedures shall be conducted in accordance with *Council Procedures By-law No. 1385*, as amended or replaced from time to time, and *Bourinot's Rules of Order*.
- 

- i) All meetings of the Committee shall be open to the public.

**9. Duties of the Emergency Measures Committee**

The Emergency Measures Committee shall:

- a) review the Emergency Plan and related plans and programs on a regular basis;
- b) make such recommendations to Council as the Committee considers appropriate respecting the Emergency Plan and related plans and programs; and
- c) advise Council on the status of the Emergency Plan and related plans and programs at least once each year.

**10. Composition of the Emergency Measures Organization**

The Emergency Measures Organization shall be composed of those representatives listed in the Emergency Plan of the Town of Hay River.

**A BY-LAW OF THE MUNICIPAL CORPORATION OF THE TOWN OF HAY RIVER IN  
THE NORTHWEST TERRITORIES TO PROVIDE FOR THE ESTABLISHMENT OF AN  
EMERGENCY MEASURES ORGANIZATION**

**11. Duties of the Coordinator**

The Coordinator of Emergency Measures shall:

- a) prepare and coordinate the Emergency Plan and related plans and programs for the Town of Hay River;
- b) act as Director of Emergency Operations, or ensure that someone is designated under the Emergency Plan to so act, on behalf of the Emergency Measures Organization;
- ~~c) submit to Council an accounting of the costs of an emergency measures response;~~
- d) coordinate all emergency services and other resources used in an emergency;
- e) develop and implement an annual public education and awareness program;
- f) ensure that someone is designated to discharge the responsibilities specified in 0, a), b) and c) above.

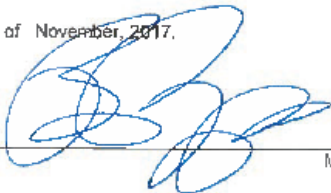
**12. Repeal**

By-law 1339 is hereby repealed.

**13. Effect**

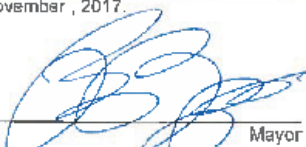
This by-law shall take full force and effect upon the date that this by-law receives third and final reading.

**READ A FIRST TIME** this 28th day of November, 2017.

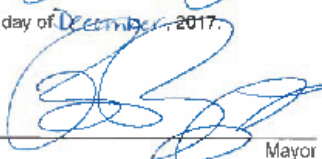
  
\_\_\_\_\_  
Mayor

A BY-LAW OF THE MUNICIPAL CORPORATION OF THE TOWN OF HAY RIVER IN  
THE NORTHWEST TERRITORIES TO PROVIDE FOR THE ESTABLISHMENT OF AN  
EMERGENCY MEASURES ORGANIZATION

READ A SECOND TIME this 28th day of November , 2017.

  
\_\_\_\_\_  
Mayor

READ A THIRD AND FINAL TIME this 19 day of December, 2017.

  
\_\_\_\_\_  
Mayor

CERTIFIED that this by-law has been made in accordance with the requirements  
of the Cities, Towns and Villages Act S.N.W.T. 2003, c.22, and the by-laws of the  
Municipal Corporation of the Town of Hay River on this 19 day of December ,  
2017.

  
\_\_\_\_\_  
Senior Administrative Officer

## **Appendix C: CEMC Responsibilities**

In an emergency, the CEMC will provide the overall direction and oversight. The agencies will carry out their specific responsibilities.

The members of the CEMC and their duties are:

**Mayor or designate**

- Makes a declaration of a state of local emergency;
- Cancellation of a state of local emergency;
- Notification (to residents, MACA and the media);
- Evacuation orders; and
- Request mutual aid/other government support.

**Emergency Coordinator or designate**

- Coordination of all services and functions;
- Recommend declaration/cancellation of a state of local emergency;
- Implement the plan;
- Liaison with MACA, other governments, and industry associations; and
- Overall communications arrangements.

**Fire Chief/Director of Protective Services or designate**

- Act in the position of Emergency Operations Coordinator during Response activity
- Conduct fire-fighting operations;
- Coordinate site activities as required;
- Provide a communication link from the site to the Emergency Coordinator and/or ECOC;
- Coordinate monitoring and surveillance of potential or developing hazards;
- Support for search and rescue activities (with assistance from volunteers);
- Assist in evacuations; and
- Identify threatened utilities.

**Public Works ~~Manager~~Director**

- Act in the position of Emergency Operations Coordinator during Recovery activity
- Provide/arrange for construction resources and services;
- Provide/arrange for transportation resources and services;
- Arrange potable water shuttles;

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- Utilities shut down/restoration and public notices; and
- Damage assessment on the public property.

#### Town Administration **Director of Finance and Administration**

##### • Register volunteers

- Track emergency expenditures
- Assist in dissemination of emergency information

#### Manager of Human Resources

##### • Register, assign and track volunteers

#### Director of Recreation and Community Services

##### • Management of Town evacuation centre facilities including setup, security, and food services

#### **RCMP**

- Assess and report on the degree of public danger
- Security of life, site, property, and evidence
- Coordination of ground search and rescue
- Traffic and crowd control
- Site management when they are lead agency
- Identification and handling of dead
- Support rescue and evacuation operations

#### Department of Infrastructure

##### • Manage highway road closures

##### • Coordinate transportation for mass evacuations

##### • Secure the incident scene

#### **Health & Social Services**

##### • Manage the registration of evacuees and the associated processes and tools

- Provision of advice and assistance ~~to the Town~~ on health and social service-related information
- Manage emergency social services (lodging, feeding, clothing, personal services, registration and inquiry)

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- Assist in the provision of victim and family personal services (Outreach Programs)
- Identify special program needs for recovery
- Provide site medical care
- Disseminate all advisories regarding Public Health/Environmental Health
- Provide leadership in pandemic events
- Arrange medical evacuation
- Advise on evacuation priorities
- Provide casualty data
- Quarantines
- Temporary morgue

#### **District Education Authority**

- Disseminates emergency preparedness information to schools
- Supports access to school facilities and bussing for evacuation and registration centre needs

#### **Communications Coordinator**

- Provision of emergency preparedness information
- Provision of emergency public information to residents

- Provision of information to authorities and media outlets

#### **Housing Authority Manager**

- Use of vacant housing for those displaced by an emergency
- Advice on the safety of shelter in preparation for evacuation and reoccupation

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~~Canadian Rangers~~Coast Guard Auxiliary

- Support for searches and rescues
- ~~• Assist in dissemination of emergency notices~~
- ~~— Assist in the transport of resident in evacuation~~
- ~~• Assist in traffic and crowd control~~

~~School Principal/Superintendent~~District Education Authority

- Student care and protection in on-site emergencies
- Supervision and care of students at any temporary facility
- Provide use of facilities to support evacuation and reception

**Radio Society**

- Assist in disseminating emergency public information

Indigenous Governments and Organizations

- ~~• Assist in dissemination of information~~

~~Media/Public Spokesperson~~

- ~~• Provision of emergency public information to residents and the media.~~

~~Volunteer Coordinator~~

- ~~• Register, assign and track volunteers~~

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## **Appendix D: Hazard Specific Plans**

The following chart outlines actions that may be taken to mitigate, prevent and respond to emergencies. Refer to this All Hazards Response chart if an emergency that does not correspond to any of the following Specific Hazards Plans.

#### ALL HAZARDS RESPONSE

MAJOR CONCERNS: Safety and Comfort of Residents, Property Damage or Loss, Environmental Impacts, Infrastructure Protection, Disruption of normal services, Media/Public Information.

MITIGATION/PREVENTION	RATIONALE	ACTION BY
Community land use plans	<ul style="list-style-type: none"> <li>Incorporate risk reduction measures (i.e. flood risk mapping, community wildfire protection plan).</li> </ul>	Community Council
Emergency back-up power for critical infrastructure	<ul style="list-style-type: none"> <li>Ensure emergency operations centers, community evacuation centers, power generating stations, telecommunications satellite uplinks, water treatment plants, sewage lift stations, and any mechanical sewage treatment plants are protected during interruptions in the supply of power.</li> </ul>	Facility owner(s)
PREPAREDNESS	RATIONALE	ACTION BY
Community Emergency Response Plan	<ul style="list-style-type: none"> <li>Ensure all agencies and individual emergency responders, officials and volunteers are familiar with local emergency arrangements and procedures and are aware of their role and responsibilities.</li> </ul>	<del>CEMC</del> Emergency Coordinator
Public information/ awareness program to inform residents of the need to take proactive measures before, during and after an emergency	<ul style="list-style-type: none"> <li>To reduce individuals' exposure to risk before emergency strikes and ensure timely recovery after a disaster impacts the community.</li> </ul>	<del>CEMC</del> Communications Coordinator
Community emergency training program	<ul style="list-style-type: none"> <li>Ensure emergency responders, officials and volunteers are prepared to fulfill their emergency role or function.</li> </ul>	<del>CEMC</del> Emergency Operations Coordinator
Emergency communications system(s) for first responders and local emergency officials	<ul style="list-style-type: none"> <li>Ensure an efficient and coordinated operational response through effective communications among all response agencies.</li> </ul>	<del>Various member agencies of the CEMC</del> Emergency Coordinator

RESPONSE	RATIONALE	ACTION BY
Activate Emergency Plan	<ul style="list-style-type: none"> <li>• Coordinate all resources;</li> <li>• Engage response agencies; and</li> <li>• Inform Region through the MACA Regional Superintendent.</li> </ul>	Emergency Coordinator/ Mayor
Assessment of the Situation	<ul style="list-style-type: none"> <li>• Assess incident reports and/or forecasts to determine an appropriate response to the threat;</li> <li>• Determine if additional resources are needed;</li> <li>• Determine potential risk of secondary hazards (such as utility failure, interruptions in communications links to the outside, the risk to residents' safety or comfort); and</li> <li>• Determine need to declare a state of local emergency.</li> </ul>	<del>CEMC</del> Emergency Operations Coordinator
Secure the incident scene	<ul style="list-style-type: none"> <li>• Keep onlookers and traffic away from the emergency site and out of danger;</li> <li>• Control access to the evacuation collection area to avoid congestion and potential safety issues; and</li> <li>• Use barricades, signs, and media to restrict access.</li> </ul>	<del>Public Works Manager</del> Fire Chief, Volunteers, and RCMP, <del>Rangers,</del> Department of Infrastructure
Conduct emergency operations	<p>Arrange for:</p> <ul style="list-style-type: none"> <li>• Contain spills of hazardous substances;</li> <li>• Respond to issues of contamination of ground, water or air;</li> <li>• Rescue or recovery;</li> <li>• Demolition or removal of dangerous structures, equipment or vegetation; and</li> <li>• Undertake emergency repairs of critical infrastructure.</li> </ul>	<del>CEMC</del> Emergency Operations Coordinator

Inform Residents	<ul style="list-style-type: none"> <li>• Inform residents of the hazard or threat;</li> <li>• Ensure consistent and up-to-date messages to residents and other involved parties;</li> <li>• Inform residents of measures they can take to avoid risk or remove themselves from danger;</li> <li>• Provide instructions to residents regarding evacuation procedures or their requirement to prepare or act in the face of the threat; and</li> <li>• Keep residents advised of the hazardous situation as it develops.</li> </ul>	<del>CEMC and</del> Communications Coordinator, <del>in support of the Emergency Coordinator/ Mayor</del>
Coordinate Access and Information to the Media	<ul style="list-style-type: none"> <li>• Identify approved spokespersons.</li> <li>• Ensure that only approved messaging is provided to the media.</li> </ul>	Communications Coordinator, <del>in support of the Emergency Coordinator/ Mayor</del>
Relocation/Evacuation	<ul style="list-style-type: none"> <li>• Refer to Evacuation Plan – Appendix E.</li> </ul>	<del>CEMC</del> Emergency Operations Coordinator, MACA Regional Superintendent ( <u>mass evacuations</u> )
Injuries	<ul style="list-style-type: none"> <li>• Conduct triage at the emergency site to determine medical priorities;</li> <li>• Evacuate for medical treatment; and</li> <li>• Provide comfort and shelter for injured as required.</li> </ul>	<del>Healthcare Workers and Volunteers with First Aid</del> Fire Chief; Hay River Health and Social Services
Rescue of Stranded/injured People (with particular attention to the young, elderly and disabled, as well as others needing additional support).	<ul style="list-style-type: none"> <li>• Remove people from danger; and</li> <li>• Treat medical or psychological conditions, if required.</li> </ul>	<del>Volunteers, CEMC,</del> Emergency Operations Coordinator, RCMP and healthcare workers
Handling the dead	<ul style="list-style-type: none"> <li>• Confirm death;</li> <li>• Provide for proper care and custody of human remains;</li> <li>• Identify temporary morgue if necessary;</li> <li>• Secure the scene for the Coroner's investigation;</li> <li>• Record evidence; and</li> <li>• Provide proper notification of casualties to authorities, next of kin and media.</li> </ul>	RCMP and <del>Healthcare Workers</del> Hay River Health and Social Services

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Emergency Response Communications	<ul style="list-style-type: none"> <li>• Maintain up to date information flow among parties involved in emergency operations;</li> <li>• Ensure shared situational awareness; and</li> <li>• Establish required local (eg telephone, internet, VHF, UHF) and long range (eg telephone, internet, satellite phone, HF) communications links as circumstances require.</li> </ul>	<del>CEMC and MACA</del> Emergency Operations Coordinator, Communications Coordinator
Liaison with other Government officials	<ul style="list-style-type: none"> <li>• Ensure proper authorities have most current and accurate information on the incident, possible impacts, and the potential for special assistance;</li> <li>• Consult on new developments and response options related to the emergency as may be required; and</li> <li>• Determine requirement for a formal Declaration of a State of Emergency or Local Emergency.</li> </ul>	MACA Regional Superintendent, Emergency Coordinator / Mayor
Return to Evacuated Area	<ul style="list-style-type: none"> <li>• Decision that it is safe for residents to return; and</li> <li>• Arrange for the safe return of residents.</li> </ul>	<del>CEMC</del> Emergency Operations Coordinator and MACA Regional Superintendent
Damage Assessment	<ul style="list-style-type: none"> <li>• Determine extent of damage; and</li> <li>• Determine if the Disaster Assistance Program applies.</li> </ul>	<del>CEMC</del> Emergency Operations Coordinator, MACA Regional Superintendent



The following chart outlines actions that may be taken to mitigate, prevent and respond to a winter storm emergency.

ATMOSPHERIC HAZARD- Winter Storm		
MAJOR CONCERNS: Safety of Lives and Property, Utilities Failure		
MITIGATION/PREVENTION	RATIONALE	ACTION BY
Protection of housing	<ul style="list-style-type: none"> <li>Drain piping systems in homes to prevent freezing and damage.</li> </ul>	<del>CEMC</del> Emergency Operations Coordinator
Survey homes with alternate sources of heat	<ul style="list-style-type: none"> <li>Accommodate community residents without alternate sources of heat</li> </ul>	<del>CEMC</del> Emergency Operations Coordinator
PREPAREDNESS	RATIONALE	ACTION BY
Personal Preparedness	<ul style="list-style-type: none"> <li>Residents devise their plans for alternative housing with family, friends and/or neighbors with wood stoves.</li> </ul>	Community residents
RESPONSE	RATIONALE	ACTION BY
Activate Emergency Plan	<ul style="list-style-type: none"> <li>Inform MACA Regional Superintendent; and</li> <li>Call a CEMC meeting if required.</li> </ul>	Emergency Coordinator
Assessment of Situation	<ul style="list-style-type: none"> <li>Define areas of risk;</li> <li>Decide if additional resources required; and</li> <li>Determine the potential risk of secondary hazards (i.e. utility failure).</li> </ul>	<del>CEMC, ENR and MACA Regional Superintendent</del> Emergency Operations Coordinator
Notification System	<ul style="list-style-type: none"> <li>Notify local emergency responders, public works department, local public utility companies, local health care representatives</li> </ul>	<del>CEMC,</del> Communications Coordinator
Inform Public	<ul style="list-style-type: none"> <li>Notify residents of the potential threat.</li> </ul>	<del>CEMC</del> Communications Coordinator
Fire Fighting	<ul style="list-style-type: none"> <li>Coordination at the fire site.</li> </ul>	ENR, Fire Department <del>and</del> Volunteers
Relocation/Evacuation	<ul style="list-style-type: none"> <li>Determine need to evacuate; and</li> <li>Refer to Evacuation Action Plan – Appendix E.</li> </ul>	Emergency Operations Coordinator, MACA Regional Superintendent (mass evacuations) <del>CEMC,</del>
Traffic Control	<ul style="list-style-type: none"> <li>Road closures; and</li> <li>Emergency vehicle route identification.</li> </ul>	Department of <del>Transportation</del> Infrastructure, and RCMP.

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Injuries and Rescue	<ul style="list-style-type: none"> <li>Remove casualties from danger;</li> <li>Provide medical treatment; and</li> <li>Transportation to a medical facility.</li> </ul>	<del>Ambulance</del> Fire Department, Coast Guard <del>Auxiliary Healthcare</del>
Communications	<ul style="list-style-type: none"> <li>Up to date information flow amongst parties involved in Emergency Response.</li> </ul>	<del>CEMC,</del> MACA Regional Superintendent, Communications Coordinator
Public & Media Information, Instructions to Residents	<ul style="list-style-type: none"> <li>Provision of consistent information.</li> </ul>	<del>Community Spokesperson</del> Communications Coordinator
Security Control	<ul style="list-style-type: none"> <li>Provide security of evacuated areas; and</li> <li>Secure scene for subsequent investigation.</li> </ul>	<del>CEMC, volunteers, and</del> RCMP
Refreshment / <u>Evacuation</u> Centres	<ul style="list-style-type: none"> <li>Provision of food to those engaged in the Emergency Response; and</li> <li>Provision of shelter and food for those evacuated.</li> </ul>	<del>Recreation Department</del> CEMC
Return to Evacuated Area	<ul style="list-style-type: none"> <li>Ensure safe return of residents; and</li> <li>Decision that it is safe for residents to return.</li> </ul>	<del>CEMC</del> Emergency Operations Coordinator, MACA Regional Superintendent
Road Clearance	<ul style="list-style-type: none"> <li>To provide safe access and movement on community roadways.</li> </ul>	<del>Municipal Works</del> Emergency Operations Coordinator, <del>Department of Infrastructure,</del> RCMP.
Damage Assessment	<ul style="list-style-type: none"> <li>Determine extent of damage; and</li> <li>Determine if the Disaster Assistance Program applies.</li> </ul>	<del>CEMC, MACA Regional Superintendent</del> Emergency Operations Coordinator
Site Clean-up and Restoration	<ul style="list-style-type: none"> <li>Contract available equipment;</li> <li>Coordinate with utility services for restoration of essential services and damaged infrastructure; and</li> <li>Coordinate disposal of debris.</li> </ul>	<del>CEMC,</del> Municipal Works

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The following chart outlines actions that may be taken to mitigate, prevent and respond to a bridge or building collapse emergency.

#### BRIDGE OR BUILDING COLLAPSE

MAJOR CONCERNS: Injuries, fatalities, fire, disruption of utilities or traffic and property damage or loss.

MITIGATION/PREVENTION	RATIONALE	ACTION BY
Building Inspections	<ul style="list-style-type: none"> <li>Ensure that all buildings are inspected and code compliant.</li> </ul>	<del>CEMC</del> Emergency Operations Coordinator
PREPAREDNESS	RATIONALE	ACTION BY
Personal Preparedness	<ul style="list-style-type: none"> <li>Inform residents of the importance of house inspections and of clearing snow build-up from off of roofs.</li> </ul>	Community residents
RESPONSE	RATIONALE	ACTION BY
Activate Emergency Plan	<ul style="list-style-type: none"> <li>Inform MACA Regional Superintendent; and</li> <li>Call a CEMC meeting if required.</li> </ul>	Emergency Coordinator
Assessment of the Situation	<ul style="list-style-type: none"> <li>Define areas of risk;</li> <li>Decide if additional resources required; and</li> <li>Determine the potential risk of secondary hazards (i.e., utility failure).</li> </ul>	<del>CEMC, ENR and MACA Regional Superintendent</del> Emergency Operations Coordinator
Notification System	<ul style="list-style-type: none"> <li>Notify local emergency responders, public works department, local public utility companies, local health care representatives.</li> </ul>	<del>CEMC</del> , Communications Coordinator
Inform Public	<ul style="list-style-type: none"> <li>Notify residents of a potential threat.</li> </ul>	<del>CEMC</del> Communications Coordinator
Fire Fighting	<ul style="list-style-type: none"> <li>Coordination at the fire site.</li> </ul>	ENR, Fire Department <del>and Volunteers</del>
Relocation/Evacuation	<ul style="list-style-type: none"> <li>Determine need to evacuate; and</li> <li>Refer to the Evacuation Action Plan – Appendix E.</li> </ul>	Emergency Operations Coordinator, MACA Regional Superintendent (mass evacuations) <del>CEMC, MACA Regional Superintendent</del>
Traffic Control	<ul style="list-style-type: none"> <li>Road closures; and</li> <li>Emergency vehicle route identification.</li> </ul>	Department of Transportation and RCMP.
Injuries and Rescue	<ul style="list-style-type: none"> <li>Remove casualties from danger;</li> <li>Provide medical treatment;</li> <li>Transportation to a medical facility; and;</li> <li>Establishment of the temporary</li> </ul>	<del>Ambulance</del> Fire Department, Coast Guard Auxiliary, Healthcare workers, Coroner's OfficeHay River Health and

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Communications	<ul style="list-style-type: none"> <li>Up to date information flow amongst parties involved in Emergency Response.</li> </ul>	<del>CEMC,</del> <del>MACA Regional Superintendent,</del> Communications Coordinator
Public & Media Information, Instructions to Residents	<ul style="list-style-type: none"> <li>Provision of consistent information.</li> </ul>	<del>Community Spokesperson</del> <del>Communications Coordinator</del>
Security Control	<ul style="list-style-type: none"> <li>Provide security of evacuated areas; and</li> <li>Secure scene for subsequent investigation.</li> </ul>	<del>CEMC, volunteers and</del> RCMP, <u>Department of Infrastructure</u>
Refreshment / <u>Evacuation</u> Centres	<ul style="list-style-type: none"> <li>Provision of food to those engaged in the Emergency Response; and</li> <li>Provision of shelter and food for those evacuated.</li> </ul>	<del>CEMC</del> <u>Recreation Department</u>
Return to Evacuated Area	<ul style="list-style-type: none"> <li>Ensure safe return of residents; and</li> <li>Decision that it is safe for residents to return.</li> </ul>	<del>CEMC</del> <u>Emergency Operations Coordinator,</u> MACA Regional Superintendent
Road Clearance	<ul style="list-style-type: none"> <li>To provide safe access and movement on community roadways.</li> </ul>	<u>Emergency Operations Coordinator, Department of Infrastructure,</u> <del>RCMP, Municipal Works,</del>
Damage Assessment	<ul style="list-style-type: none"> <li>Determine extent of damage; and</li> <li>Determine if the Disaster Assistance Program applies.</li> </ul>	<del>CEMC, MACA Regional Superintendent</del> <u>Emergency Operations Coordinator</u>
Site Clean-up and Restoration	<ul style="list-style-type: none"> <li>Contract available equipment;</li> <li>Coordinate with utility services for restoration of essential services and damaged infrastructure; and</li> <li>Coordinate disposal of debris.</li> </ul>	<del>CEMC, Municipal Works</del> <u>Emergency Operations Coordinator</u>

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The following chart outlines actions that may be taken to mitigate, prevent and respond to a wildfire emergency.

WILDFIRES		
MAJOR CONCERNS: Safety of Lives and Property, Utilities Failure		
MITIGATION/PREVENTION	RATIONALE	ACTION BY
Establish land use bylaws	<ul style="list-style-type: none"> <li>Minimize risk by situating higher risk development (eg fuel storage facility) in appropriate locations in the community.</li> </ul>	Community Council
Regulate <del>dump site burning</del> <u>fire permits</u>	<ul style="list-style-type: none"> <li>Ensure that <del>dump site</del> burning is monitored and does not take place during high-risk fire season.</li> </ul>	<del>Community Council</del> <u>Fire Department, ENR</u>
PREPAREDNESS	RATIONALE	ACTION BY
Implement Fire Smart guidelines in the community's wildland/urban interface area	<ul style="list-style-type: none"> <li>Maintain firebreaks and reduce underbrush in the areas surrounding the community;</li> <li>Reduce the number of evergreen trees in high-risk areas within the community;</li> <li>Advise residents to maintain property that is free of debris, tall grasses, underbrush, and more flammable trees close to buildings; and</li> <li>Establish a system of permitted fires within the community boundaries.</li> </ul>	<del>Community Council, CEMC, Volunteers, Residents,</del> <u>Fire Department, ENR</u>
Host a community FireSmart Day	<ul style="list-style-type: none"> <li>Community residents and volunteers to clean up brush, grasses and other fuel sources (jerry cans);</li> <li>Inform residents of personal preparedness measures to improve the fire safety of their homes and properties; and</li> <li>Host a community contest for various age groups to promote youth participation.</li> </ul>	<del>CEMC, Fire Department, Communications Coordinator,</del> <u>Volunteers</u>

Educate residents on air quality procedures	<ul style="list-style-type: none"> <li>Hold information session before fire season to educate residents on proper protocol to follow should smoke impact the air quality during wildfire season.</li> </ul>	<del>CEMC and HSS</del> Hay River Health and Social Services, ENR
RESPONSE	RATIONALE	ACTION BY
Activate Emergency Plan	<ul style="list-style-type: none"> <li>Inform MACA Regional Superintendent; and</li> <li>Call a CEMC meeting if required.</li> </ul>	Emergency Coordinator
Assessment of the Situation	<ul style="list-style-type: none"> <li>Define areas of risk;</li> <li>Decide if additional resources required; and</li> <li>Determine the potential risk of secondary hazards (i.e. utility failure).</li> </ul>	<del>CEMC, ENR and MACA Regional Superintendent</del> Emergency Operations Coordinator, ENR
Inform Public	<ul style="list-style-type: none"> <li>Notify residents of the potential threat.</li> </ul>	<del>CEMC</del> Emergency Coordinator
Fire Fighting	<ul style="list-style-type: none"> <li>Coordination at the fire site.</li> </ul>	ENR, Fire Department <del>and Volunteers</del>
Relocation/Evacuation	<ul style="list-style-type: none"> <li>Determine need to evacuate; and</li> <li>Refer to the Evacuation Action Plan – Appendix E.</li> </ul>	Emergency Operations Coordinator, MACA Regional Superintendent (mass evacuations) <del>CEMC, MACA Regional</del>
Injuries and Rescue	<ul style="list-style-type: none"> <li>Remove casualties from danger; and</li> <li>Provide medical treatment.</li> </ul>	<del>Department of Transportation and RCMP. Healthcare workers and</del>
Traffic Control	<ul style="list-style-type: none"> <li>Road closures; and</li> <li>Emergency vehicle route identification.</li> </ul>	<del>Fire Department, Coast Guard Auxillary, Hay River Health and Social</del>
Communications	<ul style="list-style-type: none"> <li>Up to date information flow amongst parties involved in Emergency Response.</li> </ul>	<del>Communications Coordinator</del> CEMC, MACA Regional Superintendent, Public Works Vehicles, Amateur
Public & Media Information, Instructions to Residents	<ul style="list-style-type: none"> <li>Provision of consistent information.</li> </ul>	<del>Communications Coordinator</del> Communication
Security Control	<ul style="list-style-type: none"> <li>Provide security of evacuated areas; and</li> <li>Secure scene for subsequent investigation.</li> </ul>	<del>RCMP, Department of Infrastructure, CEMC, volunteers, and RCMP</del>

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Refreshment / <u>Evacuation</u> Centres	<ul style="list-style-type: none"> <li>• Provision of food to those engaged in the Emergency Response; and</li> <li>• Provision of shelter and food for those evacuated.</li> </ul>	<u>Recreation Department</u> <u>CEMC</u>
Return to Evacuated Area	<ul style="list-style-type: none"> <li>• Ensure safe return of residents; and</li> <li>• Decision that it is safe for residents to return.</li> </ul>	<u>Emergency Operations Coordinator, MACA Regional Superintendent</u> <u>CEMC, MACA Regional</u>
Road Clearance	<ul style="list-style-type: none"> <li>• To provide safe access and movement on community roadways.</li> </ul>	<u>Emergency Operations Coordinator, Department of Infrastructure, RCMP, Municipal Works</u>
Damage Assessment	<ul style="list-style-type: none"> <li>• Determine extent of damage; and</li> <li>• Determine if the Disaster Assistance Program applies.</li> </ul>	<u>Emergency Operations Coordinator</u> <u>CEMC, MACA Regional Superintendent, ENR</u>

The following chart outlines actions that may be taken to mitigate, prevent and respond to a flood emergency.

FLOODS		
MAJOR CONCERNS: Safety of Lives, Damage to Property, Transportation Problems, Isolation		
MITIGATION/PREVENTION	RATIONALE	ACTION BY
Land use bylaw	<ul style="list-style-type: none"> <li>Ensure that new developments are constructed outside of designated flood risk areas;</li> <li>Restrict development or utilize flood risk areas for non-critical facilities that can sustain flooding (eg playground).</li> </ul>	Community Government
Building bylaw	<ul style="list-style-type: none"> <li>Institute <del>CMHC construction</del> standards for flood risk areas to require suitable foundation designs and floor heights to accommodate the 100-year flood specifications.</li> </ul>	Community Government
Construction of berms to channel flood waters	<ul style="list-style-type: none"> <li>Protect private property and critical infrastructure against flooding.</li> </ul>	<del>Community Government and Property owners</del> <u>Director of Public Works and Services, Property Owners</u>
Over design culverts in specified areas to more effectively channel flood water	<ul style="list-style-type: none"> <li>Minimize potential flooding of streets and areas within the community.</li> </ul>	<del>Community Government and Works Foreman</del> <u>Director of Public Works and Services, Department of Infrastructure</u>
PREPAREDNESS	RATIONALE	ACTION BY
Establish a Flood Watch Committee	<ul style="list-style-type: none"> <li>Monitoring of changing breakup or flooding conditions to maintain situational awareness;</li> <li>Early warning to residents in threatened areas so they can be prepared to respond accordingly;</li> <li>Recommend threatened private property and critical infrastructure be protected against flooding or remove from the area.</li> </ul>	<del>CEMC</del> <u>Emergency Operations Coordinator, Communications Coordinator, Hamlet Foreman/ Public Works Staff to monitor potential flooding situations.</u> <del>Local Rangers and Volunteers</del>
RESPONSE	RATIONALE	ACTION BY
Activate Emergency Plan	<ul style="list-style-type: none"> <li>Coordinate all resources</li> <li>Inform and instruct citizens</li> <li>Call emergency meeting</li> </ul>	<del>SAO</del> <u>Emergency Coordinator</u>

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Assessment of the Situation	<ul style="list-style-type: none"> <li>• See if additional resources needed;</li> <li>• See if mutual aid agreements need to be engaged;</li> <li>• Determine potential risk of secondary hazard (utility failure); and</li> <li>• Determine the need to make a declaration of a state of emergency (Are their actions that the community must take that require special powers? Is an evacuation imminent?).</li> </ul>	<del>CEMC</del> <del>Plant Supervisor for notification of potential power disruptions.</del> <u>Emergency Operations Coordinator</u>
Water and Sewer Services	<ul style="list-style-type: none"> <li>• Determine the need to issue a water conservation notice to residents: water use limited to essential washing and eating/drinking needs; and</li> <li>• Keep water and sewer pumping running as long as possible when flooding has begun.</li> </ul>	<del>CEMC to issue Conservation Notification.</del> <del>Residents and Water Delivery and Sewer Pump out Contractors.</del> <u>Public Works and Services</u>
Declaration of a State of Local Emergency	<p>If a declaration of a state of local emergency is declared the community must:</p> <ul style="list-style-type: none"> <li>• Inform community; <del>and</del></li> <li>• <del>Radio Station coordinator will ensure that the radio station is in operation for the duration of the declaration.</del></li> </ul>	<del>CEMC and Radio Operator,</del> <u>Mayor, Communications Coordinator</u>
Evacuation Decisions	<ul style="list-style-type: none"> <li>• Determine if residents need to be removed to a safe, central place</li> <li>• Monitor airport runway conditions; and</li> <li>• Open evacuation center.</li> </ul>	<del>CEMC</del> <u>Emergency Coordinator</u>
Ground Transportation	<ul style="list-style-type: none"> <li>• Contact local buses, taxis, and volunteers with vehicles to transport residents to non-flooded areas of town.</li> </ul>	<del>CEMC</del> <u>Public Works and Services, Department of Infrastructure</u>
Rescue of Stranded People (particular attention to the elderly)	<ul style="list-style-type: none"> <li>• Remove people from danger</li> </ul>	<del>Volunteers</del> <u>Fire Department, Coast Guard Auxillary</u>
Injuries	<ul style="list-style-type: none"> <li>• Treat injured; or</li> <li>• Evacuate for medical treatment.</li> </ul>	<del>Nurse In Charge</del> <u>Health and Social Services, Volunteers</u>

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Security/ Traffic Control	<ul style="list-style-type: none"> <li>Secure incident site</li> </ul>	RCMP, <del>GNWT</del> VolunteersDepartment of Infrastructure
Communications	<ul style="list-style-type: none"> <li>Up to date information flow amongst parties involved in Emergency Response</li> </ul>	<del>CEMC, MACA, RCMP, Fire</del> <del>Dep't, Municipal Works</del> <del>Vehicles, Amateur</del> <del>Radio</del> Emergency Operations Coordinator, Communications
Refreshment / <u>Evacuation</u> Centres	<ul style="list-style-type: none"> <li>Provision of food for those in evacuation center; for those engaged in Emergency Response</li> </ul>	<del>CEMC</del> Recreation Department
Barricades, Signs, etc.	<ul style="list-style-type: none"> <li>To isolate areas of danger;</li> <li>Provide warnings</li> </ul>	Public Works <u>and</u> <del>Services</del> Foreman
Public & Media Information; Instructions to Residents	<ul style="list-style-type: none"> <li>Ensure consistent messages to residents and media.</li> </ul>	<del>Media</del> <del>Coordinator</del> Communications Coordinator

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The following chart outlines actions that may be taken to mitigate, prevent and respond to a major fire or explosion emergency.

MAJOR FIRE/ EXPLOSION

MAJOR CONCERNS: Safety of Lives, Property and Utilities Failure.

MITIGATION/PREVENTION	RATIONALE	ACTION BY
Develop Fire Department	<ul style="list-style-type: none"> <li>Consult with AFM;</li> <li>Invest in and support community fire department development; and</li> <li>Recruitment of firefighters.</li> </ul>	Community Council and the South Slave Regional Assistant Fire Marshal
Equip Buildings with Fire Prevention Equipment	<ul style="list-style-type: none"> <li>Equip all public buildings with fire extinguishers and smoke detectors; and</li> <li>Encourage residents to equip their homes with extinguishers and smoke detectors.</li> </ul>	Community Council, the South Slave Regional Assistant Fire Marshal and residents.
Zoning Bylaw	<ul style="list-style-type: none"> <li>Create zoning bylaw to ensure that tank farms and all fuel storage is away from residential areas and fenced in.</li> </ul>	Community Council
Educate Residents and Community businesses	<ul style="list-style-type: none"> <li>Educate residents of things they can do to protect their homes and properties.</li> </ul>	<del>Community Council, Fire Department</del> , South Slave Regional Assistant Fire Marshal, <del>ENR representatives, community residents and business</del>
PREPAREDNESS	RATIONALE	ACTION BY
Support Fire Department	<ul style="list-style-type: none"> <li>Training and education of volunteer firefighters.</li> </ul>	Community Council, Assistant Fire Marshal and School of Community Government.
RESPONSE	RATIONALE	ACTION BY
Activate Emergency Plan	<ul style="list-style-type: none"> <li>Call a CEMC meeting if required;</li> <li>Select appropriate <del>ECOC</del>; and</li> <li>Inform the MACA Regional Superintendent.</li> </ul>	Emergency Coordinator

Assessment of Situation	<ul style="list-style-type: none"> <li>• Define areas of risk;</li> <li>• Decide if additional resources required;</li> <li>• Coordinate all resources;</li> <li>• Determine the potential risk of secondary hazards (i.e. utility failure); and</li> <li>• Determine need to declare a state of local emergency.</li> </ul>	<del>CEMC, Fire Chief and MACA Regional Superintendent</del> <u>Emergency Operations Coordinator</u>
Inform Public	<ul style="list-style-type: none"> <li>• Notify residents of potential threat (community siren, door-to-door notification or loudspeaker).</li> </ul>	<del>CEMC</del> , Communications Coordinator
Fire Fighting	<ul style="list-style-type: none"> <li>• Conduct fire-fighting activities at the site.</li> </ul>	Fire <del>Chief and Volunteers</del> <u>Department</u>
Relocation/Evacuation	<ul style="list-style-type: none"> <li>• Determine need to evacuate; and</li> <li>• Refer to the Evacuation Action Plan – Appendix E.</li> </ul>	<del>CEMC</del> <u>Emergency Operations Coordinator</u> , MACA Regional Superintendent
Injuries and Rescue	<ul style="list-style-type: none"> <li>• Remove from danger; and</li> <li>• Provide medical treatment.</li> </ul>	Health Centre, Fire Department, <del>and Volunteers</del>
Communications	<ul style="list-style-type: none"> <li>• Up to date information flow amongst parties involved in Emergency Response; and</li> <li>• Do inventory and obtain necessary communications equipment (i.e. VHF radios and SAT phone).</li> </ul>	<del>CEMC, Emergency Operations Coordinator, Communications Coordinator and Volunteers</del>
Public & Media Information, Instructions to Residents	<ul style="list-style-type: none"> <li>• Provision of consistent information.</li> </ul>	Communications Coordinator
Security and Traffic Control	<ul style="list-style-type: none"> <li>• Coordinate the protection of property and relocation of resources where necessary;</li> <li>• Provide security at the evacuated area;</li> <li>• Secure scene for subsequent investigation; and</li> <li>• Coordinate traffic and emergency vehicle routes.</li> </ul>	<del>CEMC and RCMP</del> , <u>Department of Infrastructure</u>
Refreshment/ <u>Evacuation</u> Centres	<ul style="list-style-type: none"> <li>• Provision of food for those engaged in the emergency response; and</li> <li>• Provision of shelter and food for those evacuated.</li> </ul>	<del>CEMC</del> <u>Recreation Department</u>

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Return to Evacuated Area	<ul style="list-style-type: none"> <li>• Decision that it is safe for residents to return; and</li> <li>• Ensure safe return of residents.</li> </ul>	<del>CEMC, MACA Regional Superintendent</del> <u>Emergency Operations Coordinator, MACA Regional</u>
Damage Assessment	<ul style="list-style-type: none"> <li>• Determine extent of damage; and</li> <li>• Determine if the Disaster Assistance Program applies.</li> </ul>	<del>CEMC, MACA Regional Superintendent</del> <u>Emergency Operations Coordinator</u>

The following chart outlines actions that may be taken to mitigate, prevent and respond to a hazardous spill emergency.

HAZARDOUS SPILL/ CONTAMINATION		
MAJOR CONCERNS: Environmental Pollution, Wildlife Harm, Disruption of Traffic, Sudden Health Centre Requirements, Evacuation, Civil Disorder, Illness, Fatalities.		
MITIGATION/PREVENTION	RATIONALE	ACTION BY
Proper care promotion	<ul style="list-style-type: none"> <li>Promote the appropriate handling and storage of toxic materials;</li> <li>Promote WHMIS training.</li> </ul>	<del>CEMC</del> , Local Employers, <del>ENR</del>
PREPAREDNESS	RATIONALE	ACTION BY
Spill Kit Preparedness	<ul style="list-style-type: none"> <li>Maintain sufficient supplies (spill kits, etc) for managing spills.</li> </ul>	Facility owners/operators and ENR
Gather Information	<ul style="list-style-type: none"> <li>Consult with ENR personnel and facility owners/operators.</li> </ul>	Emergency Coordinator
RESPONSE	RATIONALE	ACTION BY
Activate Emergency Plan	<ul style="list-style-type: none"> <li>Coordinate all resources; and</li> <li>Select appropriate <del>EC</del>OC.</li> <li>Inform Region through the MACA Superintendent.</li> </ul>	Emergency Coordinator
Assessment of the Situation	<ul style="list-style-type: none"> <li>Decide if additional resources Required;</li> <li>Determine the potential risk of secondary hazard (i.e., fire, health risk).</li> <li>Determine need to declare a state of local emergency.</li> </ul>	<del>CEMC</del> , ENR, Fire Department, RCMP and <del>Health Authorities</del> Hay River Health and Social Services.
Instructions to Residents	<ul style="list-style-type: none"> <li>Issue instructions to the public and advise on protective measures.</li> </ul>	<del>Designated by ENR and CEMC</del> ENR, <del>Communications Coordinator</del>
Preventing Spread of Contamination	<ul style="list-style-type: none"> <li>Assist in the identification of contaminant and its vector;</li> <li>Isolate immediate area; and</li> <li>Investigate the source of contamination.</li> </ul>	ENR, <del>RCMP</del> , <del>CEMC</del> and <del>fuel owners/operators</del> .
Communications	<ul style="list-style-type: none"> <li>Up to date information flow among parties involved in Emergency Response.</li> </ul>	<del>CEMC</del> , RCMP, ENR, <del>MACA</del> , Local Health Facility and <del>owners/operators</del> ENR.

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Traffic Control & Securing Emergency Site	<ul style="list-style-type: none"> <li>• Coordinate traffic control and routes for emergency vehicles.</li> <li>• Coordination of protection of property; and</li> <li>• Scene security for further investigation.</li> </ul>	RCMP, <u>Department of Infrastructure</u>
Relocation/Evacuation	<ul style="list-style-type: none"> <li>• Refer to Evacuation Plan – Appendix E</li> </ul>	<del>CEMC and MACA Regional Superintendent</del> <u>Emergency</u>
Public & Media Information, Instructions to Residents	<ul style="list-style-type: none"> <li>• Establish a news release system; and</li> <li>• Establish a public inquiry system.</li> </ul>	<del>Media Communications</del> Coordinator
Preliminary Clean Up	<ul style="list-style-type: none"> <li>• If determined safe deploy the spill kit; and</li> <li>• Plan for ongoing clean-up plan.</li> </ul>	ENR, <del>CEMC, SSRERC and owners/operators.</del>
Return to Evacuated Area	<ul style="list-style-type: none"> <li>• Decision that it is safe for residents to return.</li> </ul>	<del>CEMC</del> <u>Emergency Operations Coordinator</u>
Damage Assessment	<ul style="list-style-type: none"> <li>• Determine extent of damage.</li> </ul>	<del>CEMC, MACA Regional Superintendent</del> <u>ENR, Emergency Operations Coordinator</u>

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The following chart outlines actions that may be taken to mitigate, prevent and respond to the loss of critical infrastructure.

#### CRITICAL INFRASTRUCTURE FAILURE

Including Electric, Water and Sewer.

MAJOR CONCERNS: Safety of lives and property, water contamination.

MITIGATION/PREVENTION	RATIONALE	ACTION BY
Protection of housing	<ul style="list-style-type: none"> <li>Drain piping systems in homes and tanks to prevent freezing and damage.</li> </ul>	<del>CEMC</del> Community Council
Survey homes with alternate sources of heat	<ul style="list-style-type: none"> <li>Accommodate community residents without alternative sources of heat, water and bathroom facilities.</li> </ul>	<del>CEMC</del> Housing, Public Works and Services
PREPAREDNESS	RATIONALE	ACTION BY
Personal Preparedness	<ul style="list-style-type: none"> <li>Residents devise their plans for alternative housing with family, friends and/or neighbors with wood stoves and plans to conserve water.</li> </ul>	Community residents
RESPONSE	RATIONALE	ACTION BY
Gather information from Power Corporation	<ul style="list-style-type: none"> <li>If power will be out for a long period of time proceed with the plan</li> </ul>	Emergency Coordinator
Activate Emergency Plan	<ul style="list-style-type: none"> <li>Coordinate all resources; and</li> <li>Select appropriate EOCC</li> <li>Inform Region through the MACA Superintendent.</li> </ul>	Emergency Coordinator
Assessment of the Situation	<ul style="list-style-type: none"> <li>Determine the extent of the problem;</li> <li>Define the affected area;</li> <li>Decide if additional resources required; and</li> <li>Determine the potential risk of secondary hazards (i.e., fire).</li> <li>Determine need to declare a state of local emergency.</li> </ul>	<del>CEMC, RCMP, facility owners/ operators and MACA Regional Superintendent.</del> Emergency Operations Coordinator
Inform Residents	<ul style="list-style-type: none"> <li>Coordinate door-to-door resident notification;</li> <li>Mitigate by draining water from houses without power; and</li> <li>Mitigate by informing residents to conserve water should water and sewer services be interrupted.</li> </ul>	<del>CEMC, Volunteer Coordinator, Volunteers</del> Emergency Operations Coordinator, Communications Coordinator
Relocation/Evacuation	<ul style="list-style-type: none"> <li>Refer to Evacuation Plan – Appendix E</li> </ul>	<del>CEMC and</del> Emergency Operations Coordinator, MACA Regional



Repairs and Restoration of the Service	<ul style="list-style-type: none"> <li>Contract available equipment as needed; and</li> <li>Coordinate with utility services restoration of essential services.</li> </ul>	<del>CEMC, facility owners/operators and External Agencies</del> <u>Emergency Operations Coordinator</u>
Communications	<ul style="list-style-type: none"> <li>Provide liaison amongst parties involved in Emergency Response</li> </ul>	<del>Facility owners/operators, CEMC and MACA Regional Superintendent</del> <u>Communications Coordinator</u>
Traffic Control	<ul style="list-style-type: none"> <li>Coordinate traffic control and routes for emergency vehicles</li> </ul>	<del>RCMP, Department of Infrastructure and</del> <u>volunteers</u>
Public & Media Information, Instructions to Residents	<ul style="list-style-type: none"> <li>Ensure consistent messages, including instructions to public</li> </ul>	<del>Media Coordinator</del> <u>Communications Coordinator</u>
Security Control	<ul style="list-style-type: none"> <li>Coordinate the protection of property and relocation of resources where necessary; and</li> <li>Secure scene for subsequent investigation.</li> </ul>	<del>RCMP, Emergency Operations Coordinator and Volunteers</del>
Return to Evacuated Area	<ul style="list-style-type: none"> <li>Decision that it is safe for residents to return.</li> </ul>	<del>CEMC</del> <u>Emergency Operations Coordinator</u>
Damage Assessment	<ul style="list-style-type: none"> <li>Determine extent of damage.</li> </ul>	<del>CEMC, MACA Regional Superintendent</del> <u>Emergency Operations Coordinator</u>

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The following chart outlines actions that may be taken to mitigate, prevent and respond to an epidemic/disease emergency.

EPIDEMIC/DISEASE		
MAJOR CONCERNS: Casualties, Fatalities, Disruption of Traffic, Sudden Health Centre Requirements, Evacuation, Civil Disorder (Panic)		
MITIGATION/PREVENTION	RATIONALE	ACTION BY
Health promotion	<ul style="list-style-type: none"> <li>Promote the necessity of vaccinations to residents; and</li> <li>Educate residents on washing hands frequently and coughing properly to avoid the spread of germs.</li> </ul>	<del>Health Centre</del> Hay River Health and Social Services
PREPAREDNESS	RATIONALE	ACTION BY
Health Centre preparedness	<ul style="list-style-type: none"> <li>Maintain sufficient supplies (vaccine, masks, gloves, etc) for managing infectious disease outbreaks.</li> </ul>	<del>Health Centre</del> Hay River Health and Social Services
RESPONSE	RATIONALE	ACTION BY
Gather Information	<ul style="list-style-type: none"> <li>The Health Centre will inform the SAO should there be a need.</li> </ul>	Hay River Health and Social Services <del>Health Centre</del>
Activate Emergency Plan	<ul style="list-style-type: none"> <li>Coordinate all resources; and</li> <li>Select appropriate EMC.</li> </ul>	Emergency Coordinator
Assessment of the Situation	<ul style="list-style-type: none"> <li>Decide if additional resources Required;</li> <li>Determine the potential risk of secondary hazard (i.e., civil disorder).</li> </ul>	<del>CEMC, Local, and Health Authorities</del> Emergency Operations Coordinator, Hay River Health and Social Services
Instructions to Residents	<ul style="list-style-type: none"> <li>Issue instructions to the public and advise them on protective measures.</li> </ul>	Hay River Health and Social Services, Communications Coordinator <del>Designated by Nurse In Charge: CEMC</del>
Quarantine (stay at home)	<ul style="list-style-type: none"> <li>Coordinate supply of required resources (i.e., gas masks, drinking water, food, pharmaceutical supplies);</li> <li>Determine the need for evacuation;</li> <li>Identify evacuation relocations; and</li> <li>Establish emergency public health facilities, shelters, refreshment centers and feeding facilities.</li> </ul>	<del>RCMP, Ambulance, External Agencies, Volunteers</del> Emergency Operations Coordinator, Hay River Health and Social Services

Preventing Spread of Disease	<ul style="list-style-type: none"> <li>• Assist in the identification of disease and its vector;</li> <li>• Monitor the potential spread of disease; and</li> <li>• Isolate immediate area.</li> </ul>	<a href="#">Hay River Health and Social Services</a> <del>RCMP, GNWT – Health &amp; Social Services, MACA,</del>
Notification System	<ul style="list-style-type: none"> <li>• Notify ambulance; and</li> <li>• Notify local health-care facilities of casualties (number/type).</li> </ul>	<a href="#">Hay River Health and Social Services</a> <del>CEMC</del>
Establish Temporary Morgue (if required)	<ul style="list-style-type: none"> <li>• Protect bodies of deceased persons.</li> </ul>	<a href="#">Hay River Health and Social Services</a> <del>RCMP, Coroner's</del>
Communications	<ul style="list-style-type: none"> <li>• Up to date information flow among parties involved in Emergency Response.</li> </ul>	<del>CEMC, RCMP, H&amp;SC, MACA, Local Health Facilities, Amateur</del>
Traffic Control & Securing Emergency Site	<ul style="list-style-type: none"> <li>• Coordinate traffic control and routes for emergency vehicles.</li> </ul>	<del>RCMP, Department of Transportation</del>
Public & Media Information, Instructions to Residents	<ul style="list-style-type: none"> <li>• Establish a news release system; and</li> <li>• Establish a public inquiry system.</li> </ul>	<del>Media Coordinator</del> <a href="#">Communication s Coordinator</a>

## Pandemic / Epidemic

The following table identifies activities that can be undertaken by the Local Emergency Management Organization to mitigate or prevent, prepare for and respond to impacts of a pandemic/epidemic.

MAJOR CONCERNS: Public health, continuity of essential services.

MITIGATION/PREVENTION	RATIONALE	ACTION BY
Public information/awareness program to inform residents of the need to implement personal protective measures and proper hygiene practices as advised by HSS/Healthcare staff.	<ul style="list-style-type: none"> <li>Obtain public health messaging from local health official and request a presentation to the LEMO.</li> <li>Distribute and display information throughout the community: <ul style="list-style-type: none"> <li>Community Office</li> <li>Schools/Daycares</li> <li>Elders Facilities</li> <li>Etc.</li> </ul> </li> </ul>	<del>LEMOCEMC</del> with support from the local health official, <a href="#">Hay River Health and Social Services</a>
Protect local authority staff	<ul style="list-style-type: none"> <li>Increase distance between the customer and staff by introducing a barrier, personal protective equipment or by social distancing.</li> <li>Instead of face-to-face meetings, where possible conduct work via telephone, videoconferencing or email.</li> <li>Routine surface cleaning of frequently touched surfaces and objects.</li> <li>Assess need to modify/postpone/cancel mass gatherings.</li> </ul>	<a href="#">Hay River Health and Social Services</a> <del>LEMOCEMC</del>
PREPAREDNESS	RATIONALE	ACTION BY
Community Emergency Plan	<ul style="list-style-type: none"> <li>Ensure all agencies and individual emergency responders, officials and volunteers are familiar with local emergency arrangements and procedures and are aware of their roles and responsibilities.</li> </ul>	<del>LEMOCEMC</del> <a href="#">Emergency Coordinator</a>
Plan for maintenance of essential services	<ul style="list-style-type: none"> <li>Develop a plan to maintain essential services, See <b>Essential Services Continuity Guidelines</b></li> </ul>	<del>LEMO-CEMC</del> <a href="#">Emergency Operations Coordinator, Hay River Health and Social Services</a>

	<ul style="list-style-type: none"> <li>Review human resources policies for alternative work measures (eg. working remotely).</li> </ul>	
Maintain situational awareness	<ul style="list-style-type: none"> <li>Monitor community for impacts as a result of health emergency (eg. community concern, supply shortages).</li> <li>Implement a regular status check-in with the MACA Regional Superintendent to ensure good situational awareness.</li> </ul>	<a href="#">Emergency Operations Coordinator, Hay River Health and Social Services</a> <del>LEMO</del> <del>CEMC</del>
RESPONSE	RATIONALE	ACTION BY
Activate Emergency Plan	<ul style="list-style-type: none"> <li>Coordinate all resources;</li> <li>Engage response agencies; and</li> <li>Inform MACA through the Regional Superintendent.</li> </ul>	<del>Local Coordinator or designate</del> <a href="#">Emergency Coordinator</a>
Assessment of Situation	<ul style="list-style-type: none"> <li>Assess incident information to determine appropriate response to the threat;</li> <li>Determine if additional resources are needed;</li> <li>Determine potential risk of secondary hazards (such as utilities failure, interruptions in communications links to the outside, risk to residents' personal safety or comfort); and</li> <li>Determine need to declare a state of local emergency.</li> </ul>	<del>CEMC</del> <a href="#">LEMO, Hay River Health and Social, Emergency Operations Coordinator</a> <del>Services</del> <del>Fire Chief or designate, RCMP</del>
Response Activities	<ul style="list-style-type: none"> <li>Support the implementation of health measures, support health response and consult local health authority on actions to be taken.</li> <li>Implement plan to maintain community essential services.</li> <li>Work with suppliers to respond to supply chain impacts.</li> </ul>	<del>CEMC</del> <del>LEMO with Healthcare authority as lead</del> <a href="#">Emergency Operations Coordinator, Hay River Health and Social Services</a>
Emergency Response Communications	<ul style="list-style-type: none"> <li>Maintain up to date information flow among responders;</li> <li>Ensure shared situational awareness;</li> <li>Establish required local (e.g.</li> </ul>	<del>CEMC</del> <del>LEMO</del> <a href="#">Emergency Operations Coordinator, Health and Social Services, Communications Coordinator</a>

	telephone, internet, VHF, UHF) and long range (e.g. telephone, internet, satellite phone, HF) communications links as circumstances require.	
Inform Residents	<ul style="list-style-type: none"> <li>• Inform residents of the hazard or threat;</li> <li>• Ensure consistent and up-to-date messages to residents and other involved parties;</li> <li>• Inform residents of measures they can take to avoid risk or remove themselves from risk; and</li> <li>• Keep residents advised of the hazardous situation as it develops.</li> </ul>	<del>CEM</del> <u>CEMO, Chief and Local Coordinator with assistance from Community Administration Communications Coordinator</u>
Coordinate Access and Information to the Media	<ul style="list-style-type: none"> <li>• Identify approved spokespersons.</li> <li>• Ensure only approved messaging is provided to the media.</li> </ul>	<del>Local Coordinator/Chief</del> <u>Communications Coordinator</u>
<b>RECOVERY</b>	<b>RATIONALE</b>	<b>ACTION BY</b>
After Action Review	<ul style="list-style-type: none"> <li>• Meet with those involved in the response to gather information on what went well, areas for improvement and implement recommendations into Emergency Plan.</li> </ul>	<del>CEM</del> <u>CEMO Emergency Operations Coordinator</u>

## Appendix E: Evacuation Action Plan

The following chart outlines actions that may be taken to facilitate evacuation of the Town of Hay River.

EVACUATION		
MAJOR CONCERNS: Movement, care, and safety of displaced residents.		
PREPAREDNESS	RATIONALE	ACTION BY
Personal Preparedness	<ul style="list-style-type: none"> <li>CEMC to distribute evacuation/ reception forms; and</li> <li>Residents to prepare emergency kits and prepare in case of evacuations.</li> </ul>	<del>CEMC and Hay River Health and Social Services</del> , residents.
RESPONSE	RATIONALE	ACTION BY
Activate Emergency Plan	<ul style="list-style-type: none"> <li>Call CEMC meeting if required;</li> <li>Notify MACA Regional Superintendent of necessity to evacuate;</li> <li>Make a declaration of a state of local emergency if there is time; and</li> <li>If a declaration is made forward the declaration to MACA Regional Superintendent.</li> </ul>	Emergency Coordinator
Assessment of Situation	<ul style="list-style-type: none"> <li>Define areas to be evacuated;</li> <li>Determine the evacuation method;</li> <li>Determine the evacuation timeline;</li> <li>Coordinate all resources;</li> <li>Decide if other support is required;</li> <li>Determine priority evacuee groups; and</li> <li>Determine the need to instruct residents regarding power/water shut-offs, luggage restrictions, pet care and evacuee registration.</li> </ul>	<del>CEMC, MACA Regional Superintendent</del> Emergency Operations Coordinator
Inform Public and Put Residents on Evacuation Alert	<ul style="list-style-type: none"> <li>Notify residents of evacuation timeline, evacuation method, priority evacuee groups, any luggage restrictions and the need to register at the muster point or the evacuation center: the School (or the alternate evacuation center: the arena).</li> <li>Registration forms should be made available and/or distributed – see Appendix K.</li> </ul>	Communications Coordinator
	<ul style="list-style-type: none"> <li>Should the evacuees be hosted in the community, activate Reception Action Plan- Appendix F.</li> </ul>	
MACA Regional Office notification	<ul style="list-style-type: none"> <li>Confirm MACA Regional Superintendent of evacuation timeline, method and priority groups.</li> <li>MACA Regional Superintendent to identify host community and arrange for evacuation transportation as requested by the community.</li> </ul>	<del>CEMC</del> Emergency Coordinator

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Communications	<ul style="list-style-type: none"> <li>Up to date information flow amongst parties involved in the evacuation.</li> </ul>	<del>CEMC, MACA Regional Superintendent, Communications Coordinator, Public Works Foreman, Volunteers</del> <u>Communications Coordinator</u>
Evacuation Order	<ul style="list-style-type: none"> <li>Notify residents of evacuation order and instructions;</li> <li>Assist with evacuation as required; and</li> <li>Coordinate with MACA Regional Superintendent on method and reception community.</li> </ul>	<del>CEMC and MACA Regional Superintendent</del> <u>Emergency Coordinator</u>
Public & Media Information, Instructions to Residents	<ul style="list-style-type: none"> <li>Provision of consistent information; and</li> <li>Maintain ongoing sessions with displaced residents to keep them informed.</li> </ul>	Communications Coordinator
Security Control	<ul style="list-style-type: none"> <li>Coordinate the protection of property and relocation of resources where necessary; and</li> <li>Make arrangements for security of the community when fully evacuated.</li> </ul>	<del>CEMC and</del> RCMP
Documentation/Registration	<ul style="list-style-type: none"> <li>A record of all decisions, financial and evacuation details should be kept; and</li> <li>All evacuees should be registered before evacuation and yet again with the reception community once they arrive in the host community. Provide the list to MACA Regional Superintendent.</li> </ul>	<del>A designated CEMC member, volunteer, Host community, Volunteers</del> <u>Director of Finance, Hay River Health and Social Services</u>
Care for the ill/infirm	<ul style="list-style-type: none"> <li>Those residents requiring special consideration for evacuating must be considered; and</li> <li>An escort may be needed to accompany priority residents or priority groups to offer care and to bring prescription drugs, medical supplies or information for evacuees as appropriate.</li> </ul>	<del>CEMC, Volunteers and healthcare workers</del> <u>Hay River Health and Social Services, Fire Department</u>



The following chart outlines actions that may be taken to facilitate the reception of evacuees.

Item	Local EMO Activities / Assessment	Completed
<u>Has an evacuation centre been identified for the community?</u>  <u>Where will evacuees be hosted?</u>  <u>How many evacuees can be hosted there?</u>  <u>Has the floor plan and occupancy been approved by the Office of the Fire Marshall?</u>  <u>Does the chosen hosting facility have back up power? Are washrooms available?</u>		
<u>Are all necessary resources/agreements in place to facilitate hosting of evacuees?</u>  <u>How much bedding is available (cots, blankets, etc)? Any pre-positioned to be quickly set up?</u>  <u>Are feeding services in place?</u>  <u>Are social/medical services able to support?</u>  <u>Is there a storage area to keep all evacuation centre supplies safe and easily accessible?</u>		
<u>How will the evacuation centre be managed?</u>  <u>Who is the lead Local EMO member who will be coordinating hosting efforts?</u>  <u>Who will set up the evacuation centre?</u>  <u>Who will be registering evacuees upon arrival?</u>  <u>Are cleaning services or security required and if necessary, in place?</u>		
<u>What are the gaps?</u>		

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Item	Local EMO Activities / Assessment	Completed
<p><u>Eg. Are there resources required for the evacuation centre that cannot be procured locally?</u></p> <p><b><u>If no, have the gaps been identified to Regional EMO?</u></b></p> <p><u>It is critical for the Local EMO to identify any gaps and potential resource requests to the Regional EMO via the MACA Regional Superintendent as early as possible to allow for planning to take place.</u></p>		
<p><b><u>Are Local EMO members aware of the plan and prepared to manage hosting evacuees?</u></b></p> <p><u>Where will Local EMO meetings take place?</u></p> <p><u>This should be outside of the risk area, in a secure location. A backup location may be required.</u></p> <p><u>Is there a meeting schedule for Local EMO members should an event take place?</u></p> <p><u>Having a known daily meeting schedule can be very helpful to maintain smooth operations during an event. Daily meetings can include:</u></p> <ol style="list-style-type: none"> <li><u>1) Morning meeting to obtain a status update from each section and confirm the plan for the day</u></li> <li><u>2) Briefing meeting where politicians can be brief as to current activities</u></li> <li><u>3) Media opportunity with spokesperson</u></li> <li><u>4) Communications to the public: this doesn't have to be a meeting but could be in the form of a regular update post to a website/social media, radio announcements, etc.</u></li> <li><u>5) Afternoon/evening planning meeting where activities of the day are reviewed and a plan for the following day is developed</u></li> </ol>		

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Item	Local EMO Activities / Assessment	Completed
<u>Is there a regular check-in established to touch base with the Regional EMO?</u>		
<u>Does the Local EMO have an established communications plan?</u>  <u>Who will be the community government spokesperson?</u>  <u>How will the Local EMO deliver messaging to evacuees?</u>  <u>Eg. How often will updates be provided, using what public communications tools? Are residents aware?</u>  <u>Are residents aware of the hosting plans?</u>  <u>Should evacuees require assistance what is the established process to reach Local EMO for assistance?</u>		

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## **Appendix F: Reception Action Plan**

The following chart outlines actions that may be taken to facilitate the reception of evacuees in Hay River, Northwest Territories.

#### RECEPTION

MAJOR CONCERNS: Care and safety of displaced residents.

RESPONSE	RATIONALE	ACTION BY
Assessment of the Situation	<ul style="list-style-type: none"> <li>• Determine how many residents being displaced.</li> <li>• Determine the mode of transportation;</li> <li>• Determine expected time of arrival; and</li> <li>• Determine the special needs of evacuees.</li> </ul>	Emergency <a href="#">Operations</a> Coordinator, MACA Regional Superintendent
Activation of Emergency Plan	<ul style="list-style-type: none"> <li>• Determine the need to activate the Town of Hay River Emergency Plan.</li> </ul>	<del>CEMC</del> Emergency Coordinator
Reassessment of Situation	<ul style="list-style-type: none"> <li>• Determine need to open reception center (School or Arena);</li> <li>• Determine the need for billets;</li> <li>• Determine need for food, blankets, and other supplies; and</li> <li>• Assign an individual to arrange for each of the above-mentioned tasks.</li> </ul>	<del>CEMC</del> , Assigned Coordinators <a href="#">Recreation Department</a>
Call for Volunteers	<ul style="list-style-type: none"> <li>• Notify residents of the situation;</li> <li>• Request volunteers as needed to register evacuees, host billets, cook or bring supplies;</li> <li>• Register volunteers when they are assigned to duties.</li> </ul>	<del>CEMC</del> , <a href="#">Volunteers Manager of Human Resources</a>
Evacuee Registration	<ul style="list-style-type: none"> <li>• Register evacuees upon their arrival at the reception center (all evacuees must check in at the reception center before going to their billet location);</li> <li>• Data required includes names, ages, any special needs, billeting assignments, dates of arrival and departure, the telephone number of billeted location (See Appendix K: Evacuation and Registration Form); and</li> <li>• Once registration is complete, the information must be sent to MACAs Regional Superintendent.</li> </ul>	<del>CEMC</del> , <a href="#">Volunteers</a> , <a href="#">Hay River Health and Social Services</a>

Communications	<ul style="list-style-type: none"> <li>Up to date information flow amongst parties involved in reception efforts; and</li> <li>Establish contact with community spokesperson (Mayor or SAO).</li> </ul>	<del>CEMC, MACA Regional Superintendent, Communications Coordinator, Public Works Foreman, Volunteers, Fire Department, RCMP Communications</del>
Public & Media Information, Instructions to Residents	<ul style="list-style-type: none"> <li>Provision of consistent information.</li> </ul>	Communications Coordinator
Security Control	<ul style="list-style-type: none"> <li>Coordinate the safety of people hosted and the protection of property in the reception center.</li> </ul>	<del>CEMC, RCMP, Hay River Health and Social Services and upon arrival if required.</del>

## **Appendix G: CEMC Contact Sheet**

## **Appendix H: Resource Inventory**



\*See Excel document for resource inventory information.

## **Appendix I: Declaration of a State of Local Emergency**

The following is a draft declaration of a state of local emergency format:

**Declaration of a State of Local Emergency**

Whereas the Town of Hay River is threatened due to \_\_\_\_\_ (insert the nature and condition of the emergency)

Therefore the Council declares that a State of Local Emergency exists in Hay River, NWT.

Time:

Date:

Signatures:

Community residents must be immediately notified once a declaration has been made. This public notice must be given by a means that is commonly acceptable to the community. The following is a template that may be used:

**Public Announcement of a State of Local Emergency**

The Council of the Town of Hay River declares a state of local emergency for the \_\_\_\_\_ (community) due to \_\_\_\_\_ (insert the nature and condition of the emergency).

The public is advised that for the duration of the emergency, the local authority may take any action deemed necessary as authorized by the Civil Emergency Measures Act.

## **Appendix J: Volunteer Registration**

### Volunteer Registration Sheet

In this section, you should list all of the volunteers, along with their current contact information. In the “Volunteer Duties” column, list the volunteer duties that the individual will perform throughout the emergency event. For example, they may be assigned to perform reception duties, or they may have participated in a search before.

NAME	CONTACT INFORMATION	VOLUNTEER DUTIES	SIGNATURE

## **Appendix K: Evacuation and Registration Form**

EVACUATION-AND-RECEPTION-REGISTRATION-FORM				
PREPARED BY		DATE		
Name	Arrival Time	Departure Time	Address of destination and contact information	Comments

Household Evacuee Primary Contact Name: **(Required)**

First

Last

Home Address: **(Required)**

Street Address

Address Line 2

Hay River

NT

City

Province

Postal Code

Contact Telephone: **(Required)**

Household Evacuees Names:

Special Needs:

Evacuee Temporary Accommodation

Please choose one of the following 3 options: **(Required)**

- ☐ I do not currently have temporary accommodations and am interested in Town provided accommodations the Hay River Community Centre or via the Adopt a' Evacuee initiative.
- ☒ I have temporary accommodations and can provide the following contact information.
- ☐ I am refusing temporary accommodations and will be staying at my residence throughout the crisis.

Accommodation Location and/or Contacts

To be completed by Registration Agents:

☒ Click here if completed by an evaluation centre registration agent.

Registration Agent Name:

First

Last



## **Appendix L: Evacuation Notice**

***Evacuation Notice:***

An Evacuation Notice is for information only and is an advisory that an emergency event, such as a wildfire, is currently in an area and may present an increased risk to a community or a remote area endangering life and/or property. Evacuation Notices:

- Can be issued by the Local Authority or MACA; and
- Describes the risk situation and encourages residents to prepare for the emergency and/or self-evacuate.

## Evacuation Notice Template

Please be advised due to \_\_\_\_\_ (*wildfire threat, lack of power, etc.*) the Town of Hay River ~~Emergency Response Committee~~ is asking residents of \_\_\_\_\_ (community areas; town of Hay River) to be prepared to evacuate on short notice.

### FAQ

#### How will I know when I need to evacuate?

The Town of Hay River ~~Emergency Response Committee~~ will issue an Evacuation Order to advise residents when it is time to evacuate. This Order will be issued via NWT Alert, Town of Hay River Facebook Page (<https://www.facebook.com/Townofhayriver>), Town of Hay River Website ([www.hayriver.com](http://www.hayriver.com)), Emergency Measures Email System, the Emergency Measures Voice System (1-833- 699-0188), and \_\_\_\_\_ (*door-to-door, Radio, website, etc.*).

#### Where can I get more information?

For more information please go to/visit/call Town of Hay River Facebook Page (<https://www.facebook.com/Townofhayriver>), Town of Hay River Website ([www.hayriver.com](http://www.hayriver.com)), Emergency Measures Email System, the Emergency Measures Voice System (1-833- 699-0188), and \_\_\_\_\_ (*website, community hall, community notice board, call in line*).

#### What should I pack?

The following is a list of items that community residents should remember to pack when evacuating. If evacuating by plane there will be baggage restrictions; typically baggage is limited to one bag per person.

- Climate appropriate clothing;
- Extra keys (for home and vehicles);
- Cash;
- Special items like prescription medications and infant care products;
- Important documents like prescriptions, insurance documents, etc. ; and
- A copy of your household emergency plan and important contact information.

If evacuating by road, it is suggested that residents pack the following items in addition to the ones listed below:

- Water (at least 2 liters per person);
- Non-perishable food (canned goods, energy bars, dried fruit);
- Crank or battery-powered flashlight (and extra batteries);

- Crank or battery powered radio;
- First-Aid kit;
- Blankets;
- Basic tools (handsaw, hatchet or axe);
- Waterproof matches;
- Candles; and
- A full tank of gas (maybe a jerry can of gas depending on the distance to the destination).

#### **Where will I be staying?**

Reception centers provide basic care for residents who are displaced from their homes. Typically they are set up in schools or community facilities and provide very basic group lodging and meal services. You will be provided with a specific destination when told to evacuate.

#### **What about my pets?**

~~As we will be evacuating by plane, r~~Residents will not be permitted to bring their pets. Please \_\_\_\_\_ (leave your pets in your home and leave a note on your front door indicating how many, what kind of animal, a brief description and the names of your animals inside **OR** set your pets free outside, do not tie them up **OR** other). Emergency officials may remain behind to provide security in the community and they may be able to check on animals that are left behind.

#### **OR**

If you are self-evacuating and have found accommodations that will accept your pets, feel free to bring them with you. However, animals will not be permitted at the reception center.

#### **OR**

If you are self-evacuating and have found accommodations that will accept your pets, feel free to bring them with you. Animals will not be permitted at the reception center, however, there may be pet services nearby that can board your pets temporarily. If you require assistance in making boarding arrangements for your pets please identify yourself upon registration.

Livestock arrangements are your responsibility.

#### **How can I help protect my home?**

For wildfire:

Implementing FireSmart techniques around your property can reduce your home's risk to wildfire. Listed below are a few steps you can take to FireSmart your property, for more information visit [www.nwtfire.com](http://www.nwtfire.com).

- Clean your roof and gutters regularly;
- Trim back trees from the house;
- Ensure combustible materials are properly stored; and
- Prune up trees up and trim back grass and shrubs.

For flood:

Implementing flood proofing techniques around your property can reduce your home's risk to flood. Listed below are a few steps you can take to protect your property, for more information visit [www.hayriver.com](http://www.hayriver.com).

• [Move equipment, vehicles and belongings stored outside to a location that is safe from flooding.](#)

• [Empty sewer tanks as flood risks increase.](#)

• [Landscape with a downward slope away from the house in all directions.](#)

• [Install barriers to protect low lying assets that cannot be relocated.](#)

• [Elevate supplies and equipment stored in garages and sheds.](#)

• [Prepare and check sump or other pumps that may be used on the property](#)

• [Install weather protection sealant around the base of any low-level doors.](#)

• [Turn off furnaces if not needed.](#)

• [Take special precautions to safeguard electrical or propane heating](#)

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## **Appendix M: Evacuation Alert**

***Evacuation Alert:***

An Evacuation Alert is issued to advise residents of the potential for loss of life or property from an emergency event and to be prepared to evacuate on short notice. Government officials shall make every attempt to provide as much advance notice as possible.

- The Local Authority normally issues evacuation Alerts and MACA would only issue an Alert for a community if for some reason the Local Authority was unable.
- Residents shall be advised to prepare for worsening conditions and potential evacuation;
- People may be required to leave their homes with minimal notification of an evacuation order being issued;
- Residents shall be asked to monitor news sources and keep aware of the threatening situation; and
- Residents would also be advised to consider voluntarily evacuating the area when on Alert, although such requests are not enforceable.

## Evacuation Alert Template

Please be advised the risk to The Town of Hay River has increased due to \_\_\_\_\_ (wildfire threat, lack of power, etc.) the Town of Hay River ~~Emergency Response Committee~~ is asking residents to be prepared to evacuate on short notice. People who require assistance due to special circumstances or mobility issues are encouraged to evacuate at this time. ~~Residents who have the means are encouraged to self-evacuate at this time.~~

### FAQ

#### How will I know when I need to evacuate?

The Town of Hay River ~~Emergency Response Committee~~ will issue an Evacuation Order to advise residents when it is time to evacuate. This Order will be issued via NWT Alert , Town of Hay River Facebook Page (<https://www.facebook.com/Townofhayriver>), Town of Hay River Website ([www.hayriver.com](http://www.hayriver.com)), Emergency Measures Email System, the Emergency Measures Voice System (1-833- 699-0188), and \_\_\_\_\_ ( door-to-door, Radio, website, etc.). ~~\_\_\_\_\_ (insert notification method: door-to-door, Radio, website, etc.).~~

#### Where can I get more information?

For more information please go to/visit/call Town of Hay River Facebook Page (<https://www.facebook.com/Townofhayriver>), Town of Hay River Website ([www.hayriver.com](http://www.hayriver.com)), Emergency Measures Email System, the Emergency Measures Voice System (1-833- 699-0188), and \_\_\_\_\_ (website, community hall, community notice board, call in line).

~~For more information please go to/visit/call \_\_\_\_\_ (website, community hall, community notice board, call in line).~~

#### What should I pack?

The following is a list of items that community residents should remember to pack when evacuating. If evacuating by plane there will be baggage restrictions, typically baggage is limited to one bag per person.

- Climate appropriate clothing;
- Extra keys (for home and vehicles);
- Cash;
- Special items like prescription medications and infant care products;
- Important documents like prescriptions, insurance documents, etc. ; and
- A copy of your household emergency plan and important contact information.



If evacuating by road, it is suggested that residents pack the following items in addition to the ones listed below:

- Water (at least 2 liters per person);
- Non-perishable food (canned goods, energy bars, dried fruit);
- Crank or battery-powered flashlight (and extra batteries);
- Crank or battery powered radio;
- First-Aid kit;
- Blankets;
- Basic tools (handsaw, hatchet or axe);
- Waterproof matches;
- Candles; and
- A full tank of gas (maybe a jerry can of gas depending on the distance to the destination).

#### **Where will I be staying?**

A reception center will be set up in \_\_\_\_\_ (community) at the \_\_\_\_\_ (facility). There will be temporary group lodging set up, and basic meal services will be provided. Group lodging does not allow for much privacy or comfort as it is an emergency. If you wish to find alternative accommodations for yourself, please make sure you let us know when you register.

#### **What about my pets?**

~~As we will be evacuating by plane, r~~Residents will not be permitted to bring their pets. Please \_\_\_\_\_ (leave your pets in your home and leave a note on your front door indicating how many, what kind of animal, a brief description and the names of your animals inside **OR** set your pets free outside, do not tie them up **OR** other). Emergency officials may remain behind to provide security in the community, and they may be able to check on animals that are left behind.

#### **OR**

If you are self-evacuating and have found accommodations that will accept your pets, feel free to bring them with you. However, animals will not be permitted at the reception center.

#### **OR**

If you are self-evacuating and have found accommodations that will accept your pets, feel free to bring them with you. Animals will not be permitted at the reception center;

however, there may be pet services nearby that can board your pets temporarily. If you require assistance in making boarding arrangements for your pets, please identify yourself upon registration.

Livestock arrangements are your responsibility.

### **How can I help protect my home?**

For wildfire:

Implementing FireSmart techniques around your property can reduce your home's risk to wildfire. Listed below are a few steps you can take to FireSmart your property, for more information visit [www.nwtfire.com](http://www.nwtfire.com).

- Clean your roof and gutters regularly;
- Trim back trees from house;
- Ensure combustible materials are properly stored; and
- Prune up trees up and trim back grass and shrubs.

For flood:

Implementing flood proofing techniques around your property can reduce your home's risk to flood. Listed below are a few steps you can take to protect your property, for more information visit [www.hayriver.com](http://www.hayriver.com).

- Move equipment, vehicles and belongings stored outside to a location that is safe from flooding.
- Empty sewer tanks as flood risks increase.
- Landscape with a downward slope away from the house in all directions.
- Install barriers to protect low lying assets that cannot be relocated.
- Elevate supplies and equipment stored in garages and sheds.
- Prepare and check sump or other pumps that may be used on the property
- Install weather protection sealant around the base of any low-level doors.
- Turn off furnaces if not needed.
- Take special precautions to safeguard electrical or propane heating

## **Appendix N: Evacuation Order**

### ***Evacuation Order:***

An Evacuation Order is issued by authorities having jurisdiction in response to imminent danger to the involved area. The Local Authority or MACA can issue it. ~~An Evacuation Order can be issued with or without declaring a state of emergency, however, can only be enforced if a “state of emergency” or “state of local emergency is pre-declared by the Local Authority or Minister.~~

- The Local Authority normally issues ~~E~~vacuation Orders and MACA would only issue an Order for a community if for some reason the Local Authority was unable.
- MACA normally issues evacuation Orders for remote areas
- Residents will be told to evacuate and given directions.

## Evacuation Order Template

Please be advised due to \_\_\_\_\_ (wildfire threat, lack of power, etc.) and Evacuation Order has been issued for the \_\_\_\_\_ (area of Town of Hay River). Residents are required to register online at [www.hayriver.com](http://www.hayriver.com) , by phone at \_\_\_\_\_ or in person at the \_\_\_\_\_ (registration area) in \_\_\_\_\_ (community) before evacuating the community. For those individuals requiring assistance evacuating please proceed to \_\_\_\_\_ (evacuation staging point) and transportation will be provided.

### FAQ

#### Where can I get more information?

For more information please go to/visit/call \_\_\_\_\_ (website, community hall, community notice board, call in line).

#### What if I don't have transportation to the staging point?

If you do not have a way to get to the staging area for evacuation \_\_\_\_\_ (will the community issue a door-to-door search for people who require assistance, will the community have a phone number for people to call and self-identify as requiring transportation to the staging area).

#### How will I know what is happening in the community while I'm away?

While the community is evacuated emergency officials will survey the area. \_\_\_\_\_ (daily, weekly, etc.) briefings will be provided through the Town of Hay River website ([www.hayriver.com](http://www.hayriver.com)) and Facebook page (<https://www.facebook.com/Townofhayriver>) to ~~held at the reception center to~~ inform residents of what is happening in the community.

#### Where will I be staying?

A reception center will be set up in \_\_\_\_\_ (community name) at the - \_\_\_\_\_ (building name). There will be temporary group lodging set up, and basic meal services will be provided. If you wish to find alternative accommodations for yourself, please make sure you let us know when you register.

## **Appendix O: Shelter In Place Instructions**

## Shelter-In-Place Instructions

When setting up a shelter-in-place the building that is chosen should:

- Be capable of hosting a large number of people;
- Have adequate washroom and shower facilities;
- Have a food storage/cooking area; and
- Be resistant to fire (have a metal roof or a roof that can be set up with sprinklers by ENR) and in an area of Town with lower fire risk.

In order to prepare the chosen building as a shelter-in-place, implement the following steps:

- Contact ENR regarding the potential to protect the building using sprinklers;
- Close all windows and doors;
- Tape any gaps around the exterior doors;
- Turn off any appliances that blow out indoor air (eg. Exhaust fans, gas stoves);
- Turn off appliances that suck in outdoor air (eg. Heating ventilation and air conditioning (HVAC) systems); and

Turn down the thermostats to the minimum and turn off air conditioners

## Appendix P: Mobile ECOC



### Mobile ECOC List

- Emergency Plan (and any other hazard-specific plans)
- NWT Emergency Plan
- The Civil Emergency Measures Act
- Community Maps (flood risk map, road map, Satellite image map)
- Community Contact Sheets
- Remote Communications Equipment – Satellite Phones, Handheld Radio Equipment
- Notebooks and Pens
- A Laptop Computer
- Keys to an alternate ECOC Site

## Appendix Q: ECOC Agenda Template

## ECOC Agenda Template

- Attendance/ Roundtable
- Situational Awareness Briefing
- Teleconference with Stakeholders
  - MACA Regional Office
  - Other affected communities
  - Other
- Incident Action Plan development
- Incident Action Plan implementation
- Media Briefing
- End of day summary
  - After hours continuity

**Appendix R: Position Checklists**

## Position Checklists

### All Agencies and Services

1. Provide a representative to the Emergency Measures Agency.
2. Provide a representative to the ECOC.
3. Detailed planning, testing and training for own functions.
4. Identification of extra agency resources.
5. Internal notification.
6. Internal communication.
7. Communication link to the ECOC, and if required to the ESM.
8. Providing operational information to the ECOC/ESM.
9. Forecast operational resource requirements.
10. Disaster financial records.
11. Equipment procurement for functional needs.
12. Assist all other agencies.
13. Monitoring stress of emergency workers.

CHECKLIST #	TITLE
CL-1	<del>Emergency</del> Coordinator's Checklist
CL-2	SAO's Checklist
CL-3	Communications <del>Operator's</del> Coordinator's Checklist
CL-4	<del>Emergency Operations Coordinator's Checklist</del> <del>Protective</del>
CL-5	Public <del>Works and</del> Services' Checklist
CL-6	Emergency Site Manager's Checklist
CL-7	RCMP's Checklist
CL-8	Health Services' /Emergency Medical Care Checklist
CL-9	Finance's Checklist
CL-10	Recreation's Checklist
CL-11	Institutions' Checklist
CL-12	<del>School Board's</del> District Education Authority's Checklist
CL-13	Business' And Associations' Checklist
CL-14	Social Services' Checklist
CL-15	<del>Aboriginal-Indigenous</del> Groups' Checklist
CL-16	Human Resources Centre's (HRDC) Checklist

## EMERGENCY COORDINATOR'S CHECKLIST CL -1

1. Determine if an “**emergency**” exists.
2. Appoint ~~ESM~~ [Emergency Operations Coordinator](#) if necessary
3. Activate communications network with responders
4. Activate ~~E~~[EOC](#) if necessary
5. Decide Level of activation
6. Advise ~~SAO~~/Council
7. Recommend declaration/cancellation of a state of emergency
8. Notify appropriate Emergency Measures Agency members
9. Notify MACA Regional Superintendent at: 867-872-6525
- ~~10. Notify MACA Headquarters Emergency at: 867-920-2303~~
- ~~11.~~[10.](#) Implement plan
- ~~12.~~[11.](#) Liaison with other governments and industry associations.
- ~~13.~~[12.](#) Request mutual aid/other government support.
- ~~14.~~[13.](#) Determine if evacuation is required.
- ~~15.~~[14.](#) Determine Social Services and Environmental support required.
- ~~16.~~[15.](#) Activate reception or collection centres as required.
- ~~17.~~[16.](#) Obtain ongoing updates from scene.
- ~~18.~~[17.](#) Damage assessment process.
- ~~19.~~[18.](#) Prepare to brief media.
- ~~20.~~[19.](#) Chair the Emergency Measures Agency.
- ~~21. Act as Operations Director for the Agency and EOC.~~
- ~~22.~~[20.](#) Coordination of all services/functions.
- ~~23.~~[21.](#) Overall communications arrangements.

## SAO'S CHECKLIST CL-2

1. Ensure departmental Directors are supporting the Coordinator
2. Get situation updates [from Emergency operations coordinator](#)
3. Consider the need for emergency declarations
4. Consider the need for Council session to ratify Coordinators actions
5. Determine if Level of response requires SAO to act as ~~Director of Operations~~[Emergency Coordinator](#)
6. Request Finance to consider the impact on operating budgets
7. Consider damage assessment expert support required
8. Determine support required by the [Emergency Operations](#) Coordinator and emergency operations
9. Be prepared to provide media interviews

## COMMUNICATIONS ~~OPERATOR'S~~ COORDINATOR CHECKLIST CL-3

1. Report to the EOC.
2. Open V/UHF net and advise first responders you are open
3. Open HF net if required and advise participants you are open
4. Test all telephones
5. Test ~~fax and~~ email
6. Send advisories by ~~fax and~~ email that EOC communications are functioning to MACA Region and the GNWT TEOC/Emergency Services
7. Identify and maintain a record of the radio networks that Emergency Measures Agencies in the EOC are working on
8. Advise the Coordinator of the communications status



~~PROTECTIVE SERVICES — (FIRE/By-Law) CHECKLIST~~  
~~Emergency Operations~~  
~~Coordinator~~EMERGENCY OPERATIONS  
COORDINATOR CHECKLIST CL-4

1. Advise Emergency Coordinator of response and situation
- ~~2.~~ Act as ~~site~~site-coordinator if the Protective Services Department is the lead agency on scene
- ~~3.~~ Manage the operational groups or activities during active emergencies.
- ~~4.~~ Coordinate monitoring and surveillance of potential or developing hazards
- ~~5.~~ Coordinate operational activities of the CEMC during emergencies.
- ~~6.~~ Coordinate restoration of services and infrastructure
- ~~7.~~ Coordinate emergency resources used in an emergency
- ~~8.~~ Development of a tabletop exercises to test the Emergency Plan
- ~~2.~~
- ~~3-9.~~ Provide a communication link from the site to the ~~EOC~~/Emergency Coordinator
- ~~4-10.~~ Establish communications link with the ~~EOC~~
- ~~5-11.~~ Conduct fire fighting operations
- ~~6-12.~~ Identify threatened utilities
- ~~7-13.~~ Alert threatened utilities
- ~~8-14.~~ Manage fire operations
- ~~9-15.~~ ~~Assist in~~Coordinate evacuations
- ~~10-16.~~ Coordinate casualty search
- ~~11-17.~~ Conduct site rescue operations
- ~~12-18.~~ Activate dangerous goods contacts as required
- ~~13-19.~~ By-Law supports security and evacuation operations

## PUBLIC WORKS & SERVICES' CHECKLIST CL-5

1. Alert staff
2. Contact the Coordinator
3. Report to the EOC if activated
4. Alert major equipment supplies as required
5. Provide/arrange for construction resources and services
6. Provide/arrange for transportation resources and services
7. Provide/Arrange demolition and route clearance
8. Arrange potable water shuttles
9. Establish contact with utilities providers
10. Utilities shut down/restoration and public notices
11. Arrange alternate power and lighting for EOC and ESM
12. Review equipment resource committed and available
13. Provide a representative to the scene if required
14. Determine potential public services impact of the event
15. Damage assessment on public property

16. Emergency Operations Coordination during recovery. Prioritizes critical infrastructure restoration.

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## EMERGENCY SITE MANAGER'S CHECKLIST CL-6

1. Establish site control
2. Establish communication or links with all response managers on scene
3. Identify scene perimeter in consultation with By-Law and police
4. Assess the overall situation and brief the Emergency Coordinator
5. Identify the overall priorities to all responders
6. Advise Coordinator of support required

## RCMP'S CHECKLIST CL-7

1. Protect life, site, property, and evidence
2. Site management when lead agency (See Protective Services)
3. Secure incident perimeter
4. Control convergence
5. Traffic and crowd control
6. Advise Coordinator of disposition
7. Establish contact with the ECOC if activated and provide necessary liaison
8. Assess and report on the degree of public danger
9. Support ESM
10. Assist in evacuation
11. Assist casualty search activities coordinated by Fire
12. Coordination of public ground search and rescue
13. Support rescue and evacuation operations
14. Support/Represent Medical Examiner and ensure ESM is aware of ME needs
15. Identification and handling of dead
16. Establish temporary morgue

## HEALTH SERVICES'/EMERGENCY MEDICAL CARE CHECKLIST CL-8

1. Alert staff
2. Dispatch medical resources to the scene
3. Disseminate all advisories regarding Public Health/Environmental Health
4. Mobilize personnel
5. Determine need for augmentation
6. Establish contact with the [Emergency](#) Coordinator/[ECOC](#)
- [7.](#) Provide Environmental Health advice to the Town
- [7-8.](#) [Manage Registration Centre activities](#)
- [8-9.](#) Provide leadership in pandemic events
- [9-10.](#) Quarantines
- [10-11.](#) Determine the capacity to receive patients
- [11-12.](#) Determine evacuation priority if required
- [12-13.](#) Arrange medical evacuation
- [13-14.](#) Provide Ambulance - Hospital coordination
- [14-15.](#) Provide casualty data to the Coordinator
- [15-16.](#) Support ESM priorities
- [16-17.](#) Activate medevac as needed
- [17-18.](#) Temporary morgue (share - police)

## FINANCE'S CHECKLIST CL-9

1. Mobilize staff
2. Establish an event account code to capture operational costs
3. Identify financial code for operations to all concerned
4. Provide staff to open and support the ECOC
5. Identify the extraordinary economic impact of the event

## RECREATION'S CHECKLIST CL-10

1. Mobilize staff
2. Open facilities for reception or ~~control~~evacuation centers
3. Provide staff for the ~~operations~~reception and evacuation center

4. Coordinate food services

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## INSTITUTIONS' CHECKLIST CL-11

1. Alert institution staff
2. Establish communication with the Coordinator or ECOC
3. Provide liaison to the ECOC if required
4. Implement institution plans as needed
5. Advise the Coordinator of plan implementation and support needs



~~SCHOOL BOARD'S~~ DISTRICT EDUCATION AUTHORITY (DEA)

CHECKLIST CL-12

1. Care and protection of students in on-site emergencies or those affecting the institution
2. Evacuation of students in conjunction with ~~E~~C~~E~~C
3. Supervision and care of students at temporary facilities
4. Arrange alternate power for institutional needs
5. Provide use of facilities to support victim assistance, evacuation or reception

## BUSINESS' AND ASSOCIATIONS' CHECKLIST CL-13

1. Share information on resources, capabilities and on-site or transported hazards.
2. Provide available resources to support response management, victim assistance and relocation.
3. Manage on-site emergencies.
4. Advise authorities of real or potential public safety, property, or environmental dangers that could or do migrate off-site.
5. Provide technical experts.

## SOCIAL SERVICES' CHECKLIST CL-14

1. Provision of advice and assistance to the **ECOC** to manage emergency social services (lodging, feeding, clothing, personal services, registration, and inquiry)
2. Assist in the provision of victim and family personal services (Outreach Programs)
3. Identify special program needs for recovery

## ~~ABORIGINAL~~ INDIGNEOUS GROUPS' CHECKLIST CL-15

1. Translation
2. Identify special social needs
3. Advice on evacuation and reception

## HUMAN RESOURCES CENTRE'S (HRDC) CHECKLIST CL-16

Assist the community in the recruiting, registration, and assigning of emergency workers

**NOTE:** *There is an exchange of letters between GNWT and HRDC in which HRDC offers assistance with the registration and assignment of emergency workers.*

### 1. Identify and recruit volunteers

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**Appendix S: Community Government Request for GNWT Emergency  
Management Assistance**

### Requesting Entity (local authority)

<u>Name of community government requesting assistance</u>	
<u>Primary contact name and number</u>	

### Background

*Please check one option*

<u>1) Local authority is preparing for an emergency or disaster</u>	<input type="checkbox"/>
<u>2) Local authority is responding to an emergency event</u>	<input type="checkbox"/>
<u>3) Local authority has experienced a widespread disaster</u>	<input type="checkbox"/>

### Type of Assistance

<p><b><u>Explain in detail the type of essential emergency assistance required?</u></b></p> <p><i><u>Examples: What is the activity you are seeking help with achieving? Do you need resources such as supplies or people? What do you need and what is it for? Do you need assistance in evacuation? to establish an evacuation centre?</u></i></p>
--

### Timeframe for Assistance

When is the assistance needed by?

What are the consequences if assistance is not received by this time?

### Local Resources

How has the community's capacity to respond or obtain resources been exhausted?

### Additional Information



Please provide any additional information:

Please complete this form and submit it to the MACA Regional Superintendent for your area. MACA Regional Superintendents will acknowledge receipt of your request form and will follow up as soon as possible.

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## Appendix **ST**: Glossary

## DEFINITIONS

**"Act"** means Civil Emergency Measures Act, R.S.N.T. 1988. c. C-9.

**"Agency"** in addition to its ordinary meaning, includes all local, territorial and federal government departments, agencies and crown corporations and other public and private corporations or organizations having been assigned or accepted emergency responsibilities within this Plan.

**"Chief Administrative Officer"** see **"Senior Administrative Officer."**

**"Emergency Coordinator"** means the Coordinator of the Emergency Measures appointed by Council.

**"Council"** means the Council of the Town/Village.

**"Emergency Operations Coordinator"** Means the Coordinator of all the operations during an emergency event and after the emergency in the recovery stage.

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**"Emergency"** means a present or imminent event that is affecting or could affect the health, safety or welfare of people, or is damaging or could damage property. In order to limit injury to people or damage to property, prompt action by members of the Town/Village emergency response system, beyond the normal procedures is required.

**"Emergency Measures Agency (EMA)"** means the agency established under By-Law to act as an agent of the local authority and consists of representatives of government, private sector and volunteer agencies who have a contribution to make to local emergency preparedness

**"Emergency Measures Committee (EMC)"** means the committee of council established under a By-Law to advise Council on the emergency program.

**"Community Emergency Response Plan (CERP)"** means the Emergency Measures Plan of the Town/Village.

**"Emergency Meeting of Council"** means an emergency meeting of Council as described in Section 27 of the Cities, Towns and Villages Act, R.S.N.W.T., 1988, c. C-8;

**"Emergency Site Manager (ESM)"** means the person appointed by the [Emergency Operations Coordinator](#) or lead response agency to manage emergency operations under local control.

**"GNWT"** means the Government of the Northwest Territories

**"Local Authority"** means: The council of a municipal corporation as defined in the Cities, Towns and Villages Act; the Hamlets Act; or the Charter Communities Act;

- The council of a settlement corporation as defined in the Settlements Act;
- A council recognized under the Indian Act; or

- An organization recognized by the Minister, pursuant to Sec. 1(c) of the Civil Emergency Measures Act, as representative of the community for the purposes of the Act.

**"MARS"** means the Mutual Aid Resource Sharing Agreement for forest fire operations, with RWED representing the GNWT.

**"Minister"** means the Minister of Municipal and Community Affairs, responsible for Civil Emergency Measures.

**"On-site Advisor"** means the person appointed by the Chairperson of the GNWT Regional Emergency Response Committee to act as an on-site advisor to the Local Authority in responding to a local emergency.

**"Region"** means a Region of the Government of the Northwest Territories.

**"REOC"** means the Regional Emergency Operations Centre, the GNWT EOC for managing regional emergency operations and coordinating support to community emergencies.

#### **"Response Levels"**

Level 1 – Local Control. Low impact. Short duration. Less than 12 hours. Adequate resources. Adequate arrangements. More than one municipal department or Agency involved. Some coordination is required. May require action by some or all members of the Emergency Measures Agency. An Emergency Site manager may be necessary. No state of emergency is expected. No territorial support is needed.

Level 2 – Local Control. Moderate to high impact. Medium to long duration. More than 12 hours. May involve an ex-community search or multiple casualties. May include support to other communities. Coordination is required to support on-site activities. Assistance is required from GNWT or other governments. EOC and Agency members are activated. On-site Emergency Site Manager may be appointed. A local state of emergency may be required.

Level 2 – Territorial Control. The emergency is in territorial jurisdiction, and the impact or response affects the local authorities. Local authorities continue to manage their resources and responsibilities within a territorial strategy. A state of emergency may be declared by GNWT.

Level 3 – Major Emergency. The event requires the resources of all levels of government. Local authorities continue to manage their own resources and responsibilities within a joint government emergency management structure.

**"Senior Administrative Officer (SAO)" or "Chief Administrative Officer (CAO)"** means the senior officer managing local government operations in a municipality incorporated under the City, Towns and Villages Act, the Hamlets Act, or the Settlements Act, or in an incorporated settlement, a community

organization recognized by the Minister as representative of the population for the purposes of emergency preparedness, or a Band Council recognized under the Indian Act.

**"State of Emergency"** means a declaration relating to all or any part of the Northwest Territories, made by order of the Minister under the Civil Emergency Measures Act, at any time he/she is satisfied that an emergency exists or may exist.

**"State of Local Emergency"** means a declaration by a community government under the Civil Emergency Measures Act relating to all or any part of the community, made by resolution, at any time the local authority is satisfied that an emergency exists or may exist.

**"Superintendent"** means the Regional Superintendent of the Department of Municipal and Community Affairs (MACA). The Superintendent is Coordinator of the GNWT Regional Community Emergency Response Plan.

**"TEOC"** means the Territorial Emergency Operations Centre, the GNWT EOC for managing territorial emergency operations and coordinating support to Regions and communities during emergencies.

**"TERC"** means the Territorial Emergency Response Committee being the GNWT's interagency committee established under this Plan to prepare for and respond to emergencies



# REPORT TO COMMITTEE

DEPARTMENT: OFFICE OF THE SAO

DATE: MARCH 6, 2023

SUBJECT: HAY RIVER HOUSING PLAN

## RECOMMENDATION:

**THAT THE COUNCIL OF THE TOWN OF HAY RIVER approves the 2023 Hay River Housing Plan and its execution conditional on securing third party funding for plan coordination.**

## BACKGROUND:

With land and housing development activities identified as a top priority for Council in the 2019-2023 Town of Hay River Strategic Plan, Council directed Administration in March 2021 to enter into a participation agreement with the NWT Housing Corporation (now Housing NWT) for the completion of a community Housing Plan for Hay River.

The housing planning process began in 2021 with a community housing needs assessment (released May 2022). The purpose of the Hay River Housing Needs Assessment was to present an overview of the current housing situation in the town of Hay River. The Needs Assessment was the first step in developing the Hay River Housing Plan and included both a desktop review and a mix of in-person and virtual community engagement between November 2021 and February 2022.

Community data and feedback was collected and analyzed to understand strengths, weaknesses, opportunities, and barriers. These were then used to prepare draft goals and objectives for the Housing Plan and shared for feedback and validation in October 2022 at a 2-day Community Housing Forum, community open house, and meeting with West Point First Nation.

The planning process has been guided by an Advisory Committee consisting of representatives from local Indigenous governments, organizations, and stakeholder groups. Town Council and Administration also sat on the committee.

5-year and 20-year visions and subsequent goals and objectives for community housing are published in the Housing Plan. Principles that will support the achievement of the plan's vision and goals are defined. A detailed action plan with targets is set over a 5 year timeline which includes action leads, partners and resources.

Execution of the plan will require a new internal human resource to coordinate and oversee the execution of the initiatives. This resource was identified in Council's 2023 budget but is



# REPORT TO COMMITTEE

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**DEPARTMENT:** OFFICE OF THE SAO

**DATE:** MARCH 6, 2023

**SUBJECT:** HAY RIVER HOUSING PLAN

conditional on secured third party funding. In anticipation of approval of the plan, Administration has begun seeking funding and has identified some potential sources.

## ALTERNATIVES TO RECOMMENDATIONS:

- Do not approve the housing plan
- Approve the Housing Plan but do not allocate Town resources to coordinate execution
- Changes to the housing plan

## ATTACHMENTS:

- Hay River Housing Plan

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**Prepared by:**  
Glenn Smith  
SAO  
March 3, 2023

# DRAFT Hay River Strategic Housing Plan



## Acknowledgments

The Hay River Strategic Housing Plan has been developed over a multi-year process, in collaboration with the Town of Hay River and Housing NWT. The goals and objectives in the plan reflect community needs and priorities shared by community members through multiple periods of community engagement and review. A community Advisory Committee was established to guide and inform a 2021 - 2022 housing needs assessment and development of the 2023 strategic housing plan. Planning support was provided through PlanIt North consultants with funding provided by Housing NWT. Plan implementation will be led by the Town with support from Housing NWT and community partners.

## The Plan at a Glance

*(a high-level executive summary and graphic design to be completed with final Plan)*

Hay River’s five-year housing plan presents a vision and pathway to achieve the following:

- Summary of targets and outcomes e.g., new builds, programs
- In year 1, implementation of the plan will create at least one full-time job in Hay River: a Housing Coordinator/Project Manager. Additional employment opportunities will be created in construction, repair, maintenance and program delivery.
- Plan implementation will require a dedicated and collaborative approach, expanding existing networks (such as the Hay River Social Issues Committee), and creating new forums for working together (e.g., between the Town and Housing NWT).

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Definitions

**Brownfield** land is any previously developed land that is not currently in use.

**Housing Continuum** is a theoretical spectrum that illustrates that housing must provide for a range of needs. The continuum articulates a need for housing that provides substantial intervention for those with high levels of need (such as emergency shelters) as well as housing for those able to live with no assistance nor intervention (for example market rental and home ownership). Within the continuum there are intermediary types of housing such as transitional housing and subsidized rental or homeownership.

**Transition (transitional) Housing** is housing that is intended to be temporary (often medium-term or up to three years) and is intended to support individuals to gain increased independence so that they can transition to more permanent and independent housing options. Transitional housing often incorporates supports to facilitate this bridging.

**Housing insecurity** is defined as a situation where an individual, family or community is living without safe and stable housing, or the prospect of getting into safe and stable housing. Housing insecurity is the result of barriers that include a lack of affordable and adequate housing, and/or an individual or households financial, mental, behavioural or physical challenges, and/or systematic racism and discrimination.

**Market housing** means housing owned and operated outside of any government assistance.

**Non-market housing** means housing operated by or subsidized by the government.

**Public Housing** refers to subsidized rental housing that is owned and operated by government. In the case of Hay River, Public Housing is owned by Housing NWT, and operated in partnership with the Hay River Housing Authority.

**Vulnerable population** refers to unhoused or insecurely housed individuals, families, or community, many of whom need supportive housing programs and services.

**Seniors** refers to community members ages 60 and over.

List of Acronyms

AEA	Arctic Energy Alliance
CIRNAC	Crown-Indigenous Relations and Northern Affairs Canada
CMHC	Canada Mortgage and Housing Corporation
ECE	Education, Culture, and Employment
ESDC	Employment and Social Development Canada
DHSS	GNWT Department of Health and Social Services
DOJ	GNWT Department of Justice
GNWT	Government of the Northwest Territories
HRMGC	Hay River Métis Government Council
HRCPD	Hay River Committee for People with Disabilities
ICSP	Integrated Community Sustainability Plan
KFN	Kát’odeeche First Nation
KGHS	K’asho Got’jine Housing Society
LHO	Local Housing Organization
NGO	Non-governmental organization
MACA	GNWT Department of Municipal and Community Affairs
NWTAC	Northwest Territories Association of Communities
NWTHC	Northwest Territories Housing Corporation (now Housing NWT)
PSPC	Public Service and Procurement Canada
SSDO	Housing NWT South Slave District Office
WPFN	West Point First Nation

## About Hay River

Hay River is one of the largest communities in the NWT with a population of approximately 4,000 people.<sup>1</sup> Hay River is located in the traditional territories of Kátł'odeeche First Nation (KFN; neighbouring KFN reserve) and West Point First Nation (WPFN; Vale Island community). It was also historically used by the Métis, represented today by the Hay River Métis Government Council (HRMGC) of the Northwest Territory Métis Nation (NWTMN).

New housing supply in Hay River is lower than it has been in 60 years. Insufficient housing is a barrier to community socio-economic development as it limits employment opportunities for professionals and temporary workers. Schools and hospitals remain understaffed due to a lack of housing in the community. A lack of contractors and high costs of hiring and building materials are significant barriers to housing development and home ownership. Lack of housing for trades contractors is an issue that further exacerbates housing challenges. There is also a lack of suitable housing for seniors in the community, which forces many residents to leave the community as they age, separating families and friends. Existing rental options, when available, cannot often meet the need of the unhoused population as these options lack necessary wrap-around social services.

The community has many strengths and opportunities to overcome these barriers and improve housing in Hay River. The Town has a stable economy as the regional centre for the South Slave, the headquarters of the Northwest Territories Power Corporation, the home of a diverse business sector and a hub for health, flight, and transportation services in the region. The Town has diverse job opportunities, an average family income of \$135,000, and lower unemployment compared to more isolated communities in the territory. Community growth and development are priorities for the Town of Hay River.

Community strengths and opportunities have been noted in reference to the housing plan goals and objectives. More details about Hay River the community's housing needs can be found in the 2022 Housing Needs Assessment Report.

## About the Housing Plan

### Planning Process

This planning process began in 2021 with a community housing needs assessment (released May 2022). The purpose of the Hay River Housing Needs Assessment was to present an overview of the current housing situation in the town of Hay River. The Needs Assessment was the first step in developing the Hay River Housing Plan and included both a desktop review and a mix of in-person and virtual community engagement between November 2021 and February 2022.

Community data and feedback was collected and analyzed to understand strengths, weaknesses, opportunities, and barriers. These were then used to prepare draft goals and objectives for the Housing Plan and shared for feedback and validation in October 2022 at a 2-day Community Housing Forum, community open house, and meeting with West Point First Nation.

The planning process has been guided by an Advisory Committee consisting of representatives from local Indigenous governments, organizations, and stakeholder groups<sup>2</sup>.

### Vision and Principles

#### 5-year vision

In five years, the Town of Hay River has an established role in community housing. The Town is working in direct relationship with local Indigenous governments, community organizations,

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<sup>1</sup> Population Estimates by Community, NWT Bureau of Stats, 2020

<sup>2</sup> Including: Chamber of Commerce, Hay River Committee for People with Disabilities, Hay River Housing Authority, Hay River Métis Government Council, Kátł'odeeche First Nation, Housing NWT, Hay River Seniors' Society, public (community members), Town of Hay River, West Point First Nation.

and housing partners such as Housing NWT, private developers, and NGOs. Community organizations working to meet the needs of unhoused community members have established ways to work more collaboratively and with greater capacity. Housing supply is diversified and more affordable to reflect the needs of renters and buyers. Seniors are supported to age in their homes and able to plan for assisted living in the future. There is more community infill through the lot development and addition of suitable new housing units, such as garden suites and two new multi-housing projects increasing the housing stock by over 100 units. Two new greenfield development projects have added to the inventory of vacant residential lots available for development. The community hosts a growing skilled trades employment sector with local business apprenticeship opportunities. Homeowners have access to knowledge for basic home maintenance and energy retrofits, and can access resources for home repairs and renovations. Strong community planning and mitigation measures are making homes better adapted to risk hazards such as flooding and forest fires.

### 20-year vision

In 20 years, everyone in Hay River will have access to safe, affordable housing that is suitable for their needs. Hay River will offer a wide range of housing options to support community growth, newcomers, and an aging population. New housing developments will support the relocation of homes from flood prone residential areas. The unhoused and vulnerable members of the community will be able to access housing with integrated support services to support wellness and life skills development. Land will strategically be made available for development in a manner that respects the settlement of land claims. Local trades training and employment will be strong and supported through community partnerships and apprenticeship opportunities. Housing will be more resilient and responsive to climate hazards and energy efficient.

### Principles

The principles of the Hay River Housing Plan are the values that will support achievement of the plan's vision and goals. Beyond providing basic shelter, housing shapes the social and economic health of a community. This represents a more reciprocal relationship: individual and community wellness are fundamental to housing just as housing is fundamental to community wellness.

#### Collaboration makes for greater success

- NGOs, the private sector, education and training institutions, and all levels of government create housing partnerships in Hay River
- The Town of Hay River collaborates on projects with Indigenous governments and organizations to achieve housing objectives of mutual interest

#### Housed communities are healthy communities

- Housing is the foundation for individual and family wellness
- Housing is fundamental to community social and economic development
- Education and life skills development are the building blocks for wellness and housing self-sufficiency
- Everyone deserves a safe home that is affordable to them and suitable to their needs
- Housing for Indigenous peoples is a Treaty right
- Seniors / elders are supported to age in place

### Housing Goals

The strategic housing plan goals are broad long-term aims that define fulfillment of the housing plan vision. The plan includes six goals which cover all areas and address diverse needs across the housing continuum (from emergency shelters and housing supports to market rental and homeownership and maintenance).

Objectives are included in support of each goal. The objectives are specific, quantifiable, and realistic. The objectives are action-oriented and outcomes can be measured against established targets (indicators for success).

**Goal #1: Hay River has an inventory of development-ready land for new residential development**

- Objective 1 A: The Town of Hay River creates incentives and disincentives that encourage privately-owned reclamation and redevelopment, and supports property owners to remove derelict buildings.
- Objective 1 B: Governments examine their land inventory in Hay River to return land to the market or be made available for new housing projects, with a priority on multi-family housing projects.
- Objective 1 C: Governments work together to support developers to find suitable land for multi-family residential housing development projects.

The Town of Hay River has sufficient land to support projected growth for the next 20 years and will focus on providing a diverse supply of development ready lots to meet market demand. The most significant barrier to developing affordable lots in Hay River is the high cost associated with land clearing and preparing necessary infrastructure for roads, electrical, water and sewer. The Town has identified strategic options to meet emerging affordable housing needs including concentrated growth where there is existing infrastructure, infill and redevelopment, multi-unit housing developments, and more compact and dense housing development through modifying lot sizes and floor areas. The Town of Hay River has developed 29 new lots at Fraser Place with inground infrastructure, however the 2022 flood has led to some uncertainty about the risk of future development. Flood risk will be an important factor as the Town prioritises the development of new residential areas including Sundog and Aspen Heights. The Town's priority over the next five years is to support developers to access land for multi-family residential developments and to support a more coordinated approach to land development between all levels of government, the private sector, and NGOs.

**Goal #2: Governments and the private sector collaborate to diversify and increase Hay River housing stock**

- Objective 2 A: The Town of Hay River encourages collaboration with multi-family housing developers to align projects with community housing needs.
- Objective 2 B: The Town of Hay River reduces barriers and promotes living suites, garden suites, and duplexes.
- Objective 2 C: Vacant houses are returned to the Town's housing supply.

New housing builds in Hay River is lower than it has been in 60 years. The Town of Hay River has recognized the need for more housing in their 10-year capital plan, and is making amendments to the zoning by-law to enable higher density housing in the community to help meet this demand. In 2021, the Town of Hay River approved the rezoning of land identified for a new residential development, Fraser Place, which could add an addition 29 single-family homes.

Most of the private dwellings in Hay River are single-detached homes, many of which are 40 to 60 years old. These tend to be larger than homes elsewhere in the NWT in terms of having more rooms and bedrooms. An aging population and decreasing family size means that many detached homes in Hay River are larger than needed and expensive to maintain. The Hay River Community Plan recommends reducing lot sizes and floor plan areas to increase density to accommodate growth and reflect that households are smaller and require more affordable dwellings.

**Goal #3: Hay River's vulnerable unhoused and seniors have homes with integrated support services**

- Objective 3 A: The Town of Hay River establishes a community of practice for NGOs supporting unhoused and vulnerable community members.

- Objective 3 B: The Town of Hay River and community NGOs build integration between service streams: emergency shelter, transitional housing, and supports beyond.
- Objective 3 C: Community partners collaborate with Hay River Senior's Society to plan new seniors housing.
- Objective 3 D: Local partners work with governments to increase support programs to help seniors age in place.

The number of people who experience homelessness in the community is a growing concern in Hay River. Housing insecurity affects people across multiple demographics. Community members shared that the cycle of bad credit and debt can follow people throughout their life and is a significant barrier for them to access market housing in the community. Increasing housing supply alone will not improve access to market housing and home ownership for individuals and families who face these systemic barriers. The concepts of integrated support services, or wrap-around programming, are used to describe any program that is flexible, family or person-oriented and comprehensive; for example, community organizations working together to provide a holistic suite of supports. Hay River residents who require supportive housing models include vulnerable youth, seniors, women and families experiencing domestic violence, unhoused community members, people living with disabilities, and those struggling with mental wellness and/or addictions.

Greater collaboration between organizations supporting unhoused community members is needed to streamline funding applications, to support program sustainability and to prevent discontinuation or duplication of services. Additionally, there is a shortage of seniors housing and no transitional housing in Hay River. The community has an existing long-term care facility and the GNWT is planning construction of a new 24-bed facility.

**Goal #4: Hay River homeowners and landlords can access materials, know-how and support for ongoing home maintenance and repair**

- Objective 4 A: Governments work to remove barriers and promote awareness of homeowner repair programs.
- Objective 4 B: Town of Hay River works with government partners to create programs and incentives that support residents to enter and stay in the trades.

Hay River has an aging housing stock and homes require maintenance, repairs, and upkeep. High maintenance costs and challenges in accessing skilled trades people are issues for both homeowners and landlords, including Housing NWT. Housing maintenance is also a high priority raised by Indigenous communities, who have houses that are inadequate due to age, poor build quality, and lack of maintenance. The 2022 flood has increased the need for housing repairs and made access to trades people even more difficult. It is difficult to attract and retain people in the trades.

Hay River's location is strategic for northern housing development as it is a railway and barging hub and has highway connections to Alberta and to other NWT communities. Hay River experiences a lower cost of living compared to other communities such as Yellowknife. This should be promoted as an economic development opportunity for housing development, including trades training and employment, in Hay River.

**Goal #5: Hay River housing is resilient and sustainable**

- Objective 5 A: The Town of Hay River develops and implements a flood mitigation plan.
- Objective 5 B: Governments review and update policies and bylaws to make housing more resilient to floods.
- Objective 5 C: The Town of Hay River develops and implements plans and policies for wildfire mitigation.

The Town of Hay River is vulnerable to flooding due to its location along the banks of the Hay River and vulnerable to wildfire due to its location surrounded by boreal forest. Climate change is further exacerbating these vulnerabilities. The 2022 flood was of unprecedented levels

resulting in significant damage and increased uncertainty about flood vulnerability in Hay River. Whereas previous floods were primarily limited to Vale Island, in 2022 flooding impacted downtown neighbourhoods including the new residential subdivision Fraser Place, as well as the Paradise Gardens neighbourhood. The Town, residents and other levels of government are left with some uncertainty about planned future development locations and housing standards. Flooding along the Hay River is caused by ice jams, which make flood prediction all the more difficult. According to the Town of Hay River, it is not clear that improving energy efficiency or reducing greenhouse gas emissions is a priority for Hay River Council or Hay River residents over the next five years, in comparison to more immediate sustainability issues such as flood and wildfire. However, there may be partnership opportunities with organizations such as Arctic Energy Alliance, NWT Association of Communities, and universities for climate change adaptation projects.

**Goal #6: Hay River has an established process with partners committed to implementing the housing plan in a collaborative way**

- Objective 6 A: Housing NWT and the Town of Hay River have established and resourced a committee of partners working together to implement the Hay River Housing Plan.
- Objective 6 B: Housing Committee and the Town of Hay River staff have knowledge of and access to tools and policies needed to drive housing plan implementation.

Housing issues do not have easy solutions and require innovation, creative approaches, and ongoing learning. The complex intersections of housing needs and solutions in Hay River demands an interagency rather than a siloed approach. Collaboration between levels of government, private sector, academic, and the NGO sectors are needed as solutions cut across areas of responsibility and jurisdiction. Implementation of such an approach needs some kind of vehicle, or forum, where organizations continue to work together. Currently this does not exist. A mechanism must be created to adopt ownership of housing plan and responsibilities need to be party-led. It was shared that “better understanding between parties builds hope over fear”. There is so much that can be accomplished by working together rather than in isolation.

Plan implementation requires a dedicated governance process to bring people together. Given the broad scope and breadth of the Hay River Housing Plan and multiple barriers to housing the plan will address, implementation roles may rotate specific to each goal and objective. As the committee may not have decision-making authority it will be important that commitments are made by the Town, Housing NWT, and stakeholders in implementation. Resourcing and partnerships will be key to the plan’s success and have been referenced for the actions under each objective. An important consideration is which organization will lead the committee and what that process will look like.

There is significant federal investment in Northern housing including multi-year funding programs. Both the Town and Housing NWT are eligible for federal funding such as CMHC programs to create new housing, fund renovation and retrofit projects, and undertake housing research and innovation. Through the National Housing Strategy Initiative the Community Housing Transformation Centre (CHTC) provides tools and assistance to increase the capacity of community housing providers with a focus on affordable housing.



## Action Plan

The Action Plan describes the specific objectives under each goal with an action plan table for each objective. The actions are the tasks or activities that need to be completed to realize the objectives, within a set period, to achieve a specific objective, with lead partner responsibility clearly identified. Potential partners and resources (i.e., collaborators and/or possible funding connections) are identified in consideration of each action item. Targets are identified for each objective to support tracking with quantitative measures for success. Unless a time-frame is specified the timeframe for target achievement is the 5-year lifecycle of the Strategic Housing Plan.

### GOAL 1: Hay River has an inventory of development ready land for new residential development

#### Objective 1 A: The Town of Hay River creates incentives and disincentives that encourage privately-owned reclamation and redevelopment, and supports property owners to remove derelict buildings

The Town of Hay River wants to encourage vacant or underutilized private land to be used for residential housing developments. Changes to taxation bylaws may be an effective tool. Before making changes to taxation bylaws or developing new policies the Town needs to understand the administrative burden associated with policy changes and the implications to residents and businesses. The Town of Hay River is open to innovative approaches to encourage under-utilized private land to be made available for residential housing, including development incentives, land swaps, zoning policies and taxation methods. The 2022 flood may have increased the number of damaged and vacant buildings.

**Target:** 20% privately-owned brownfield sites have been returned to active residential housing use (measure is # of sites)

No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
i.	The Town of Hay River creates an inventory of privately owned serviced lots with no development.	Town of Hay River			✓				
ii.	The Town conducts a jurisdictional scan of development incentives and disincentives to keeping land undeveloped.	Town of Hay River	NWT Association of Communities, MACA		✓				



No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
iii.	Town reviews and updates municipal taxation policies and bylaws to encourage brownfield development.	Town of Hay River	MACA			✓			
iv.	The Town lobbies the GNWT to review and consider changes to the <i>Northwest Territories Cities, Towns, and Villages Act</i> and <i>NWT Fire Prevention Act</i> to increase sales of derelict properties in arrears.	Town of Hay River	NWT Association of Communities, MACA		✓				
v.	The Town of Hay River reviews and revises the Unsightly Land Bylaw to identify and remove potential legal barriers to removal of derelict buildings.	Town of Hay River	MACA		✓				
vi.	The Town of Hay River reviews its Solid Waste Management Bylaw and considers revisions to address barriers to property owners to remove unused buildings, including opportunities to negotiate tipping fees for construction waste.	Town of Hay River	MACA, Private Property Owners			✓			
vii.	Town of Hay River develops communication materials for property owners to communicate policy and bylaw updates intended to promote brownfield development and reclamation.	Town of Hay River	Private Developers				✓		
viii.	The Town of Hay River continues planning for new landfill to receive derelict building construction waste.	Town of Hay River	MACA, Lands	✓					

Objective 1 B: Governments examine their land inventory in Hay River to return land to the market or be made available for new housing projects, with a priority on multi-family housing projects

There are a number of vacant or underutilized properties in Hay River that are owned or managed by governments (federal, territorial, the Town, etc.). Similar to privately owned properties, the Town has an interest to see these properties used for residential housing, in particular for multi-family developments where appropriate. There is support from the Town to provide undeveloped land to developers at a nominal fee, with the expectation that they would pay the costs of land development. Land swaps amongst governments may also help developers find suitable land for multi-family housing projects. Habitat for Humanity has been active in Hay River, with the development of one single family unit in 2022, and the potential for another build. Access to appropriate land is necessary for affordable housing projects of this kind.



**Target:** 20% of vacant government held properties have been returned to active use (# parcels)

No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
i.	Town of Hay River conducts a review of vacant lots or properties with derelict buildings (federal, GNWT), with special attention to identify properties with potential for multi-family development.	Town of Hay River	Housing NWT, Public Service and Procurement Canada (PSPC) , GNWT		✓				
ii.	Town of Hay River approaches CMHC to request to initiate the Federal Lands Initiative process for vacant federal land in Hay River. (See also objective 2 D)	Town of Hay River	CMHC, PSPC, Employment and Social Development Canada (ESDC), Canada Lands Company (CLC)		✓				
iii.	Housing NWT continues to explore opportunities for development of its vacant land, or potential opportunities for partnerships with other organizations.	Housing NWT	Town of Hay River	✓					
iv.	Town reviews and updates land administration bylaw to permit nominal land transfer (to sell land for a nominal fee).	Town of Hay River			✓				
v.	Town of Hay River develops communication materials (e.g., updated website, newsletters etc.) to communicate land availability to potential developers.	Town of Hay River				✓			

Objective 1 C: Governments work together to support developers to find suitable land for multi-family residential housing development projects

Developing and servicing land in the North is a costly endeavour. In Hay River, multiple organizations are seeking to find appropriate land to develop housing and other public infrastructure and this could be an opportunity to potentially share in land development costs. These organizations include GNWT Health and Social Services, Housing NWT, the Seniors Society, HRCPD, and private developers seeking to build multi-family residential housing. There is an opportunity for potential land developers to work together to identify and acquire land based on location and need, align capital planning efforts, and develop cost-sharing proposals for lot development. Some vacant land parcels exist within the main area of town available for development of higher density housing.



Housing NWT and the Town of Hay River are particularly interested in sharing information to support capital planning and Town budgeting cycles. Increased planning collaboration around land development between the Town of Hay River and Housing NWT will ensure that land lots meet community current and forecasted need. Housing NWT will be engaged in and have a stronger understanding of the Town’s community planning process, including changes in zoning and building bylaws. Before development of a housing plan, the Town described its housing development process to be quite “transactional” with limited opportunity for strategic planning and communications of decisions to developers and other potential partners like Housing NWT. The proposed collaborative land development forum will help to identify areas for development and to maintain an updated inventory of vacant land to coordinate and align land development planning for multiple parties.

There may be opportunities for governments to support residential development projects with a commitment to become anchor tenants, for example the new long-term care facility proposed in the Sundog area. If resourced to do so, the Town is well placed to lead a land development plan in collaboration with public sector and private land developers, potentially done through the Hay River Land Development Forum (see Objective 6 B) The Town also can make use of tools such as rezoning and land transfer to support multi-family residential development.

Target:

- Two additional multi-family residential housing projects are in construction (Measure is # of new multi-family housing units).
- Housing NWT and Town of Hay River have improved communication to support capital planning and land development processes (Y/N)

No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
i.	Town of Hay River seeks resources for a land development plan.	Town of Hay River	CMHC		✓				
ii.	Town of Hay River and Housing NWT set up regular (e.g., bi-annual) meetings for integration of their planning processes to find efficient strategies to maximize land development and capital expenditures (monitor progress, identify barriers and solutions).	Town of Hay River	Housing NWT, SSDO, GNWT	✓					
iii.	Land developers collaborate on a land development plan to optimize land availability, match available land to the needs of the community, and create efficiencies in land development costs.	Town of Hay River	IGOs, GNWT Health and Social Services, Housing NWT, Seniors Society, Hay River Committee for Persons			✓			



No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
			with Disabilities, private developers						
iv.	Town identifies commissioners land with potential for multi-family development and applies for land transfer from the GNWT.	Town of Hay River	GNWT Lands			✓			
v.	Town to review and update the Municipal Zoning Bylaw to increase areas in town where multi-family residential development is allowed.	Town of Hay River	Housing NWT, housing developers	✓					

GOAL 2: Governments and the private sector collaborate to diversify and increase Hay River housing stock

Objective 2 A: The Town of Hay River encourages collaboration with multi-family developers to align projects with community housing needs

Mackenzie Place, Hay River’s 17-story 114-unit residential high-rise is located in the downtown core of Hay River. A legacy from the 1970’s resource development-driven housing boom, the building is an anomaly in the community which is otherwise primarily made up of single-family dwellings and small multi-family dwellings. Prior to the 2019 fire which left the building uninhabitable, the building housed 150 residents in rental units, including 70 households receiving income support. The closure of Mackenzie Place significantly reduced the number of smaller and affordable dwellings in the downtown core, which is sought after particularly by seniors, renters, and people needing affordable housing. To place the importance of this building in context, only 73 apartment units remained in Hay River after the closure of the Highrise. In 2021, t Mackenzie Place was purchased by a new owner for redevelopment.. The potential redevelopment presents a significant opportunity to increase available rental properties in Hay River. The CMHC Co-Investment Fund and Rapid Housing Initiative are both funding programs available for new builds or repairs that create affordable housing. CMHC also provides seed funding for feasibility studies and other planning needed to get projects shovel-ready.

In 2023 there will be a new 44-unit accessible rental property located in downtown Hay River, with 1 and2 bedroom suites. The town has developers who are committed to future builds to continue to contribute towards Hay River’s multi-family housing needs. The Town has active housing developers and a housing construction industry. There are





three local Indigenous Governments and Organizations (IGOs) in Hay River who participated in the planning process and have an interest in area housing development. They include Kátł'odeeche First Nation (KFN), West Point First Nation (WPFN) and the Hay River Metis Council. All of these groups have some members who reside in Hay River. KFN has completed a Housing Plan in 2022 and in 2023, WPFN initiated a Housing Plan for its community members. Funders such as Housing NWT and CMHC have designated funding opportunities targeted to IGOs. As these organizations and the Town implement their housing plans, strengthen their internal capacity, and strengthen relationships with local developers, there will be longer term opportunities to work together to support new housing projects in Hay River that support the needs and interests of multiple community partners.

**Target:** 140 new housing units (# of new housing units within multi-family units)

No.	Action	Lead	Potential Partners and Resources	Timeline					
				ongoing	1	2	3	4	5
i.	The Town of Hay River researches and learns about Development Agreements and considers using them as a tool to advance Hay River’s interests and support projects through negotiations to permit new multi-family residential development.	Town of Hay River	Developers, City of Yellowknife		✓				
ii.	The Town of Hay River uses Development Agreements to support and align housing projects with community needs.	Town of Hay River	Developers	✓	✓				
iii.	The Town and private housing developers work together to engage the community about options to site new multi-family residential housing.	Town of Hay River	Housing NWT, Hay River Seniors Society, public			✓			
iv.	Town of Hay River continues to encourage collaboration with neighbouring Indigenous Government and Organizations and private developers to explore opportunities for partnerships for multi-family developments.	Town of Hay River	KFN, WPFN, HRMGC, CMHC, Private Developers	✓					

Objective 2 B: The Town of Hay River reduces barriers and promotes living suites, garden suites, and duplexes

The Town of Hay River has updated its zoning bylaw to reduce barriers including: revisions and reductions to minimum dwelling size; permitting living suites, garden suites and duplexes in most zones. Hay River has a good supply of large single family detached homes on large lots, that could accommodate secondary suites and garden suites. 22% of the Strategic Housing Plan survey respondents said they would consider renting a room or part of their home. With the bylaw barriers out of the way, there is an opportunity to



increase the number of rental units by encouraging existing single-family homeowners to modify their homes for live-in suites, or develop garden suites on their properties, and for property developers to build duplexes instead of single-family units, through communication, promotion, and potentially use of tax incentives and disincentives.

**Target:** 30 new secondary suites (approximately 3% of existing single-family units have added a secondary suite); 20% of new housing builds are duplex instead of single-family (# new secondary units and new multi-family builds)

No.	Action	Lead	Potential Partners and Resources	Timeline					
				ongoing	1	2	3	4	5
i.	The Town of Hay River develops and disseminates communication materials to promote secondary suite development and duplex development, targeting existing homeowners and new developers.	Town of Hay River	Hay River homeowners / developers		✓				
	The Town of Hay River evaluates progress towards targets and considers additional actions.	Town of Hay River	Hay River homeowners / developers				✓		

Objective 2 C: Vacant houses are returned to the Town’s housing supply

There are some vacant government-owned houses in Hay River , and there is an interest to see these houses returned to active use. The Federal Lands Initiative (FLI) is a \$200-million fund that supports the transfer of surplus federal lands and buildings to eligible proponents for use as affordable housing, which may be a tool to enable this. The FLI has established policies and processes to guide the transfer of eligible property.

**Target:** 50% of vacant government units are returned to active use (# vacant units returned to market)

No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
i.	Town of Hay River validates the inventory of vacant houses in Hay River	Town of Hay River			✓				
ii.	Town of Hay River approaches the federal government to request to initiate the Federal Lands Initiative process for vacant federal houses.	Town of Hay River	CMHC, Public Service and Procurement Canada		✓				



			Federal Lands Initiative, Federal Lands Initiative Program Guide						
iii.	Housing NWT continues to work toward returning vacant units into active supply as budget and capacity allows.	Housing NWT		✓	✓				
iv.	Housing NWT continues to make any units appropriate for continued use that are deemed surplus available for disposal to interested parties in accordance with the Disposal of Residential Property Policy.	Housing NWT		✓					

GOAL 3: Hay River’s vulnerable unhoused and seniors have homes with integrated support services

Objective 3 A: Town of Hay River establishes a community of practice for NGOs supporting unhoused and vulnerable community members

A considerable limitation of the 2022 Housing Forum was that community NGOs supporting the unhoused and vulnerable community were unable to attend. There are strong community champions within NGOs providing programs and services for vulnerable and unhoused community members, and the community has enough emergency shelter beds available for those in immediate need. The Soaring Eagle Friendship Centre, Hay River Council for Persons with Disabilities and Family Support Centre each play an important role in providing shelter and programs for vulnerable and unhoused residents. These voices are essential to reflect in the community housing plan; meaningful plan implementation requires NGO participation. This objective is intended to identify opportunities for more collaboration with community NGOs through actioning the Hay River Housing Plan. This will ensure the plan is community-driven and that housing programs are responsive to identified needs.

The Housing Forum highlighted the need for a program pathfinder supporting clients in navigating various community-based and government sponsored programs. Several NGOs in the community are currently separately trying to fill this role, resulting in employee burnout. For example, there is no addictions treatment program available in Hay River and there is a resultant need for greater collaboration between community service providers and government departments and agencies (such as DOJ, DHSS, ECE, and Housing NWT). The GNWT Department of Health and Social Services is currently seeking input on a regional approach to integrated service delivery. Integrated service delivery and case management support clients in accessing the type of programs and services they need – in some cases referring clients to programs (e.g., for addictions treatment, or





training) that are out-of-territory. This pathfinder position should be in Hay River (possibly located with the Town or a local NGO). Some service providers expressed that GNWT DHSS would be a good place to house the position while others felt GNWT has too much 'red tape' for hiring to enable this type of role. The GNWT government services officer position was referenced as example but a Pathfinder who is a registered social worker could provide valuable case management support. The GNWT also has a forthcoming 2023 Homelessness Strategy which should be considered for options.

Community members also suggested a centralized committee (like a community of practice) be established in Hay River to support greater collaboration between the Town of Hay River and organizations providing services to vulnerable and unhoused community members. Currently, there are a number of NGOs working in isolation of each other to provide programs and services to meet the needs of vulnerable and unhoused community members. These community NGOs have strong engagements with the Town, Housing NWT, and the Hay River Health and Social Services Authority. A Town-led collaborative model such as the Yellowknife Community Advisory Board (CAB) on Homelessness could be considered with GNWT advisory member support to inform the community's planning and funding decisions. There is also a strong need in Hay River for more funding coordination with GNWT and NGOs and consistency in funding application and reporting requirements (look at DHSS and DOJ as a model). The GNWT is working to develop a new funding portal which should help with this. It was shared that regional, community, and Yellowknife offices of the same department have different forms and requirements which creates administrative burden for program providers.

This committee could build off or formalize the existing Social Issues Committee (part of the Hay River Interagency Group) which is led by the Town of Hay River, or find synergy with the activities of other GNWT working groups. For example, GNWT DHSS and DOJ have an interdepartmental working group in place to support integrated case management. There are also numerous housing organizations around the country with a mandate to support unhoused and vulnerable populations that could inform advocacy and program work in Hay River. For example, looking into harm reduction approaches such as managed alcohol in other jurisdictions. The intended outcomes of the committee include greater coordination and transparency and increased organizational capacity and funding efficiency.

**Target:**

- Pathfinder position created in Year 1 (Y/N); hired by Year 2 (Y/N)
- Community NGOs report improved communication and collaboration to meet the needs of the vulnerable and unhoused (Y/N)
- Three (3) new tools, programs, or resources identified to support the collective work of Hay River NGOs (# of new tools or programs)
- One (1) multi-year collaborative funding application put forward by Social Issues Committee (# of proposal submissions and # approved)



No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
i.	a. Establish TOR with structure of participating organizations; look at the Yellowknife Community Advisory Board (CAB) on Homelessness as a potential model for collaboration b. Document program areas to identify opportunities for collaboration/sharing resources or streamlining to avoid program overlap	Town of Hay River Interagency Group – Social Issues Committee (SIC)	Hay River Housing Plan Project Manager, KFN, WPFN, HRMGC, HRCPD, Soaring Eagle Friendship Centre, Family Support Centre		✓				
ii.	Establish job description and hire a Pathfinder co-funded by community organizations or other partners to connect program users and support continuity of services	Town of Hay River SIC	Housing NWT, GNWT DHSS and DOJ, HRCPD, Soaring Eagle Friendship Centre, Family Support Centre		✓	✓			
iii.	Document the service gaps experienced by each organization as well as overlaps to identify capital and operational planning needs	Town of Hay River SIC	Hay River Housing Plan Project Manager, KFN, WPFN, HRMGC, HRCPD, Soaring Eagle Friendship Centre, Family Support Centre		✓				
iv.	Determine how to share information for transparency in programs and services; explore tools (e.g., software programs like Slack and HelpSeeker) to improve communication	Town of Hay River SIC	Hay River Housing Plan Project Manager, City of Yellowknife Housing First Initiative and Homelessness Coalition		✓				
v.	Work with GNWT (e.g., DOJ, DHSS) to support integrated service delivery and/or pilot integrated case management as a model in Hay River (e.g., GNWT business case or multi-year contribution agreement for a Coordinator in Hay River)	Town of Hay River SIC	GNWT Integrated Case Management Working Group			✓			
vi.	Research and engage territorial and federal government departments and agencies to identify relevant and flexible multi-year funding programs (review the GNWT funding portal)	Town of Hay River SIC	Hay River Housing Plan Project Manager, HRCPD, Soaring Eagle Friendship Centre, Family Support Centre, Housing NWT, GNWT		✓				



No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
vii.	Advocate and seek 5-year contribution funding agreements from government	Town of Hay River SIC	Hay River Housing Plan Project Manager, Social Issues Committee, Housing NWT, DHSS, DOJ, ECE			✓			
viii.	Identify tools to strengthen the strategic planning and governance capacity of community NGOs	Town of Hay River SIC	Hay River Housing Plan Project Manager, HRCPD, Soaring Eagle Friendship Centre, Family Support Centre, City of Yellowknife Housing First Initiative and Homelessness Coalition	✓		✓			

Objective 3 B: Town of Hay River and community NGOs build integration between service streams: emergency shelter, transitional housing and supports beyond

Community members explained there isn’t need for additional shelter beds in the community but there is a need for more collaboration and more coordination and continuity to ensure access to services. These services are provided for separately by at least three organizations in the community. The Family Support Centre provides a dedicated shelter space for women and children at risk of domestic violence. In recent years, emergency shelters and programs have been provided on a rotating basis by at least two organizations through annual funding contracts: Hay River Council for Persons with Disabilities (HRCPD) and the Soaring Eagle Friendship Centre. The HRCPD has also piloted a transitional housing program as part of its core funded operations with the intention to formalize and expand this program. Depending on the outcomes of a feasibility study, an existing building(s) in the community (such as vacant houses) may be available for the transitional housing project. Community organizations expressed that it would be beneficial to work together to provider better supports and services for unhoused community members. It can be difficult for vulnerable populations to navigate changes in services provided. An example cited was the lack of overnight shelter available in the community during the summer months and unhoused individuals setting up camp on the outskirts of the community, with less access to community services and employment.



There is clear recognition in the community that providing housing is not enough. Housing first must be supported with programs and services to meet individuals’ basic needs. Transitional housing provides a safe, stable, and supportive place to help people for a period of several months or 1-3 years to be housing ready and to transition into market housing. A key goal of transitional housing is to build independence over time through wellness supports and skills development opportunities, connecting tenants to community volunteering, employment, and training opportunities. It is not one size fits all and different individuals will require different types and levels of support. CMHC has designated funding for shelters.

Target:

- Transitional housing program established with-in 5-years – or funding secured and designs drafted for modular or purpose-built building(s) (Y/N)
- Funding in place for both shelter and transition home operations (Y/N)

No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
i.	Apply for federal multi-year funding for planning and pre-development work	Town of Hay River (Social Issues Committee - SIC)	Hay River Housing Plan Project Manager, CMHC, CHTC		✓				
ii.	Identify and review research completed to-date to support shelter with transitional housing <ul style="list-style-type: none"><li>a. As needed, complete a jurisdictional scan and community interviews/workshops to explore service models in other similar communities and identify options, considerations and recommendations for shelter and transitional housing programming</li><li>b. Connect with service providers in the NWT to review options and identify best practices (e.g., Home Base in Yellowknife, Inclusion NWT supported living and supported independent living, Salvation Army productive choice program)</li></ul>	Town of Hay River SIC	HRCPD, Housing NWT, KFN, WPFN, HRMGC, Salvation Army (Yellowknife), Inclusion NWT, Home Base (Yellowknife)		✓	✓			
iii.	Conduct a feasibility study to determine which available spaces could be designated as dedicated shelter and transitional housing with programming to meet resident needs <ul style="list-style-type: none"><li>a. Needs assessment to identify space and program needs for men, women, youth</li></ul>	Town of Hay River SIC	HRCPD, Soaring Eagle Friendship Centre, Family Support Centre, KFN, WPFN, HRMGC		✓	✓			



No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
	b. Site inventory to examine suitability of existing buildings (lease vs. ownership terms), as well as vacant land (e.g., by new health centre -industrial zoning) and assess value c. Contractor inspection and assessments for any required home renovations d. Legislation and policy review (Residential Tenancies Act) to consider occupancy requirements, selection criteria, suitability, rent and fees e. Building code review								
iv.	Research alternative build options for a new facility or self-contained units (e.g., sea can homes, pods)	Town of Hay River SIC	private developers, Housing NWT		✓	✓			
v.	Complete detailed designs, project work plan secure existing building(s) or land for development (including any requirement environmental assessment and permitting); apply for funding to support renovations or new build	Town of Hay River SIC	CMHC, private developers				✓		
vi.	Complete operational sustainability planning and access funding; target multi-year, flexible program funding	Town of Hay River SIC	CMHC, Housing NWT, Infrastructure Canada					✓	
vii.	Complete operations planning including development of programs policies and procedures, including: HR, eligibility criteria and tenancy agreements, case management, health and safety, Emergency Response Plans with the Town of Hay River, program monitoring and evaluation plans	Town of Hay River SIC	Town of Hay River, CHTC, Soaring Eagle Friendship Centre, Family Support Centre, KFN, WPFN, HRMGC					✓	
viii.	Establish suitable employment, education, and training opportunities for tenants (e.g., Salvation Army thrift shop to create jobs and generate revenues, Inclusion NWT's Odd Job Squad)	Town of Hay River SIC	Hay River DEA, KFN DEA, and Hay River schools, Inclusion NWT, Salvation Army, Home Base						✓
ix.	Find additional supports to hire and train case workers	Town of Hay River SIC	GNWT						✓
x.	Maintain and renew program funding agreements and monitor to identify new opportunities	Town of Hay River SIC		✓					





### Objective 3 C: Community partners collaborate with Hay River Senior's Society to plan new seniors housing.

Hay River has a strong and mobilized Seniors' Society advocating for seniors housing development in the community and ready to partner with funders, developers, and trades contractors. Seniors staying in town provides an economic benefit to the Town of Hay River through revenue and job creation. Hay River has an estimated 600 residents over the age of 55, a figure that is expected to grow in the near future. This segment of the population provides a significant contribution to the Town's economy and it is important to ensure housing is available for them to comfortably remain in the community.

Much of Hay River's housing is single-detached multi-bedroom homes and there is a lack of suitable homes for seniors as they age. Building new and more appropriate homes for seniors could make more single detached houses in the community available for other community members. A strongly identified need is to establish a supported living campus for seniors in Hay River, modelled after similar facilities in the NWT and elsewhere.

Affordability will be an important consideration for a new facility and costs are affected by the level of supportive services provided. Not all seniors need the same level of care and the community needs a new facility able to offer appropriate levels of supported living services scaled to resident needs as they age. Other important considerations for a facility include independent living units, grouped by cluster or pod. Community members would like to see communal gathering spaces for visiting friends and family, including rental rooms for visiting family members so that the campus feels more like a community and not a medical facility.

Housing NWT is considering options for a longer-term replacement of Riverview Lodge. The department will be engaging with local partners on this project. Community members, and importantly seniors, expressed that Disneyland would be a great site for a seniors' facility as it is close distance to services downtown. This site will be considered by Housing NWT when it begins planning for a new seniors facility.

#### Targets:

- Land set aside for senior's housing (Y/N)
- Design concept developed (Y/N)
- Planned creation of a minimum of 30 new housing units for seniors (# of units)



No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
i.	Hay River Senior's Society secures funding for new seniors housing project in Hay River (planning and capital funding)	Hay River Senior's Society	CMHC, Town of Hay River		✓				
ii.	Hay River Senior's Society works with members, community partners and stakeholders to develop plan for housing development <ul style="list-style-type: none"> <li>- Undertake case study review including Yellowknife Avens Pavillion, among other examples</li> <li>- Look at models for small, individually contained homes for independent living (e.g., collaborate on research of self-contained units for transition home planning – Objective 3B)</li> </ul>	Hay River Senior's Society	Town of Hay River, NWT Seniors Society, Housing NWT, Avens		✓				
iii.	Review and update seniors needs assessment; develop business case to show demand and identify model options and considerations such as accessibility and affordability <ul style="list-style-type: none"> <li>- Consider options for lease vs rent, operational costs, caretaker, programming</li> <li>- For example, small modular units, 1 or 2 lower floors at the high-rise building; development of condo association or cooperative model</li> </ul>	Hay River Senior's Society	Housing NWT, Town of Hay River, GNWT			✓			
iv.	Hay River Senior's Society secures land for proposed housing development	Hay River Senior's Society	Town of Hay River, Housing NWT, GNWT Lands			✓			
v.	Hay River Senior's Society begins design phase to identify partnership with potential developers and design concept	Hay River Senior's Society,	Housing NWT Town of Hay River, DHSS, private developers				✓		
vi.	Complete detailed designs including required environmental assessment and permitting	Hay River Senior's Society	Housing NWT, Town of Hay River, private developer						✓

### Objective 3 D: Local partners work with governments to increase support programs to help seniors age in place

Many seniors do not require supported living but may need some extra support around their home with maintenance, for example. Others require modifications to their homes like ramps to remove barriers to accessibility as they age. Housing NWT's Mobility Modifications program is able to support lower-income seniors to fund these modifications. The GNWT Department of Health and Social Services is working to develop an NWT Seniors Strategic Framework with a strong focus on seniors aging in place. DHSS staff communicated some of the greatest barriers for community seniors' housing are the lack of affordable and accessible housing options. One proposed initiative advocated for by



the Hay River Senior’s Society is to hire a navigator to support seniors in the community with accessing home care and program supports. Interest was also raised in establishing a condo association or a cooperative model to retain contractors dedicated to seniors’ home maintenance and repair.

Targets:

- Twenty (20) per cent increase in program applications received and approved for SAIP (# program applications)
- Two (2) community programs/projects to improve home accessibility and supports for seniors (# of community programs/projects)

No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
i.	Look at Housing NWT’s Seniors Aging in Place (SAIP) program as a model and support better advertising and marketing on available funding and how to access	Hay River Senior’s Society	Housing NWT, Town of Hay River		✓				
ii.	Hire a seniors navigator to support outreach and communications to seniors with program providers, streamline funding applications, and create program stability and continuity	Hay River Senior’s Society	Housing NWT, CHTC		✓				
iii.	Remain engaged with DHSS on how the paid family caregiver model will advance, and consider how this service option can proceed in Hay River, including securing core funding and hiring staff	HRHSSA with Hay River Senior’s Society	DHSS, Town of Hay River			✓			
iv.	Seek government funding for projects like ramps for seniors home or hiring a part-time housing maintainer for seniors home care (potential linkage to individuals in transitional housing seeking employment)	Hay River Senior’s Society	Housing NWT, Inclusion NWT, Hay River Social Issues Committee	✓		✓			

GOAL 4: Hay River homeowners and landlords can access materials and support for ongoing home maintenance and repair





Objective 4 A: Governments work to remove barriers and promote awareness of homeowner repair programs

Improved communications and outreach by program providers could help to understand real and perceived barriers to homeownership programs and inform policy changes, marketing and education strategies. The Needs Assessment identified a lack of community understanding and awareness of funding opportunities and changes to program requirements. Application processes could also be brought online or otherwise streamlined to improve both user and program accessibility. As part of its strategic renewal Housing NWT is working to improve communications and is implementing changes to its funding programs to make them more effective. This includes eliminating the co-pay requirement for the Emergency Repair Program and increasing the maximum funding for the Preventative Maintenance, Emergency Repair, Fuel Tank Replacement, and Seniors Aging in Place programs.

There is opportunity for government to partner directly with community organizations and IGOs in this. The needs assessment survey identified a lack of awareness of Housing NWT programs. The WPFN has expressed challenges accessing Housing NWT housing repair programs because of perceived inability to qualify under the annual Core Need Income Threshold (\$110, 000 in 2021). The income threshold takes into account the income of the main applicant (though previous program criteria considered combined household income). Improved communication directly with the WPFN on how to access housing supports might help community members to benefit from these programs.

Targets:

- Community leadership and residents report increased awareness of repair programs (by Housing NWT and other housing organizations) (Y/N)
- Twenty (20) per cent increase in applications to Housing NWT homeowner repair programs approved (# program applications)

No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
i.	Housing NWT continues to review program barriers, identify resolutions, and improve communication and advertising of new programs and changes to existing programs	Housing NWT	SSDO	✓					
ii.	Research other homeownership programs and providers for potential funding and maintain list as an easy to share spreadsheet	Town of Hay River Housing Committee	CMHC and other government agencies	✓					
iii.	Housing NWT conducts an evaluation of its STEP program to review outcomes, program effectiveness and recommendations for improvement and advertising	Housing NWT	SSDO				✓		
iv.	Hire a South Slave program navigator support to work with to promote programs and collect applications	Housing NWT	SSDO, LHO, Hay River Housing Authority			✓			



No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
v.	Seniors Society (e.g., Senior’s Navigator) coordinates program applications on behalf of members in partnership with SSDO	Hay River Seniors Society	Housing NWT, SSDO			✓			
vi.	Housing NWT updates its website to make it more user-friendly	Housing NWT	SSDO,		✓				

Objective 4 B: Town of Hay River works with government partners to create programs and incentives that support residents to enter and stay in the trades

There is a need for better promotion and marketing of trades training opportunities and supports for apprentices and businesses. A number of trades contractors are approaching retirement in the community and there is a need to attract more people to the industry. One noted barrier to trades program completion and certification is that the wages for apprentices are lower than wages for general labourers and it can be difficult for apprentices with families and associated living expenses to make ends meet. Incentives can be used to encourage program recruitment and retention because the low rate of pay is a known barrier to apprenticeships. GNWT ECE provides Trades and Occupation Wage Subsidy Program (TOWSP) funding to subsidize the wages with the employer. The rate of pay is determined by the employer, and minimum wages for apprentices are legislated as a percentage of a Journeyperson’s wage, by the Apprenticeship and Trade Certification Regulations. ECE also partners with Aurora College through the Trades Awareness Program (TAP) which provides fieldtrips to the Aurora College Thebacha campus to introduce them to skilled trades career opportunities.

GNWT’s Department of Education, Culture and Employment oversees and supports apprentice programs. ECE’s Schools North Apprenticeship Program (SNAP) allows students to begin apprenticeships while they are still completing high school. In the earlier 2000’s, the Diamond Jenness Secondary School had an active apprentice program. Youth in that program built and successfully auctioned off a small number of homes in Hay River. Community members and organizations would like this program to be brought back. There is a need to understand what the current barriers are to offering these trades programs.

There are other great opportunities for partnership development to support trades development. Hay River has representatives on the Apprenticeship, Trade and Occupational Certification Board (ATOCB). ATOC actively promotes and shares information on apprenticeship opportunities across a number of territorial trades training and education platforms. Community stakeholders suggested that Housing NWT and Aurora College work with the Northern Alberta Institute of Technology (NAIT) as a successful polytechnic and potential partner in promoting and supporting the trades. Hay River’s Community Learning Center provides a satellite campus for Aurora College, with the potential for



offering community education and skills training in trades and industrial apprenticeships. As an example, Arctic Canada Construction Ltd. (ARCAN) was shortlisted in the CMHC Housing Supply Challenge Northern Supply Chain Solutions project. ARCAN has received funding for their proposal to develop a hub for modular manufacturing in Hay River. In this project ARCAN has proposed to partner with local schools, the Hay River Métis Government Council, ECE, NAIT and Aurora College to promote skilled trades.<sup>3</sup>

The Housing Maintainer Apprenticeship Program is a unique offering in the NWT through Aurora College; no other jurisdiction has or recognizes this program (other than Nunavut). To date, the majority of graduates from this program have been hired by LHOs (to maintain Housing NWT homes) or municipalities. The Housing Maintainer program allows certified Housing Maintainers to transfer some credit hours from the program if they seek to enter a plumbing, electrical or carpentry trade. A review of labour market data and employer needs could identify current and future demand for Housing Maintainers. ECE has updated the Housing Maintainer occupational standards and has been actively working with Aurora College to implement these standard changes to the program beginning Fall 2023. The changes include technological changes in housing and building systems.<sup>4</sup> Currently the Housing Maintainer Program is offered at the Thebacha campus of Aurora College in Fort Smith and there is a desire to expand offerings of the program and use this as a pathway for other trades certifications. This initiative could be supported through the development of the Polytechnic University.

**Targets:**

- 10% increase in number of trades contractors and housing maintainers in Hay River (# of contractors and # of housing maintainers)
- SNAP program re-instated at Diamond Jenness Secondary School (DJSS) (Y/N)
- Twenty (20) per cent increase in trades apprenticeships in Hay River (# apprenticeships)

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<sup>3</sup> Cabin Radio. November 28, 2022. Six NWT housing projects reach new federal funding shortlist. Accessed December 7, 2022: <https://cabinradio.ca/110395/news/housing/six-nwt-housing-projects-reach-new-federal-funding-shortlist/>; CMHC. Housing Supply Challenge Round 3 – Northern Round Shortlist. Accessed December 7, 2022: <https://www.cmhc-schl.gc.ca/en/professionals/project-funding-and-mortgage-financing/funding-programs/all-funding-programs/housing-supply-challenge/round-3-housing-supply-challenge/round-3-applicants#7>

<sup>4</sup> GNWT. August 4, 2022. “GNWT releases updated Housing Maintainer’s Standards”. Accessed February 15, 2023: <https://www.gov.nt.ca/en/newsroom/gnwt-releases-updated-housing-maintainer-standards>



No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
i.	Town of Hay River reviews community labour market data and considers opportunities to attract and promote business development through incentive programs and advertising	Town of Hay River	Hay River Chamber of Commerce, GNWT ECE		✓				
ii.	Town of Hay River identifies is there is need for Housing Maintainer Program and works with Aurora College to identify opportunities to expand offerings of the program through the Polytechnic university	Town of Hay River	Aurora College, ECE, Housing NWT, SSDO, NAIT		✓				
iii.	Review experiences of the previous Hay River SNAP program and partner with ECE and other SNAP programs in the NWT (e.g., Yellowknife) to identify program supports, document lessons learned and best practices for application in Hay River	Town of Hay River	DJSS, ECE South Slave Regional Service Centre, Hay River DEA, KFN DEA, ESDC, Aurora College, Housing NWT, SSDO		✓				
iv.	a. Work with ECE Career and Education Advisor and Career Development Officer to secure funding and identify other program supports for SNAP students and apprentices	Town of Hay River	DJSS, ECE South Slave Regional Service Centre, Hay River DEA, KFN DEA, ESDC, Aurora College, Skills Canada NWT, ESDC			✓			
	b. Seek funding as needed and hire a SNAP teacher								
v.	Collaborate with Aurora College and ECE to further explore the pathways for adults to enter the trades certification, such as the ESDC Skilled Trades Awareness and Readiness Program	Town of Hay River	ESDC, Aurora College, NAIT, ATOCB			✓			
vi.	Identify possible incentives and trades promotional programs to support and encourage apprenticeship programs such as ECE TOWSP wage subsidies and Aurora College TAP	Town of Hay River	ECE, DJSS, Aurora College, ATOCB, Skills Canada NWT	✓					

				ongoing	1	2	3	4	5
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GOAL 5: Hay River housing is resilient and sustainable

Objective 5 A: The Town of Hay River develops and implements a flood mitigation plan

The Town of Hay River is committed to develop a flood mitigation plan and recognizes the need to engage community members in the process. The Town has been managing flood risk for many years, however existing mitigations such as the elevation of a home, and temporary relocation during flood watch may no longer be sufficient. Additional mitigation measures need to be explored, including dredging, and dykes. Federal funding may also be available for larger infrastructure projects, however it can take time to apply and receive the funding and therefore this should be initiated immediately and not wait until the flood mitigation plan is complete. New technologies in remote sensing and satellite imagery will help predict ice jam floods in the future, creating opportunities for partnership with government (e.g., federal Climate Change Preparedness in the North program) and academic institutions to further explore innovative methods and improve community planning capacity.

**Target:** Complete the flood mitigation plan within 2 years (Y/N); Federal funding is received (Y/N)

				ongoing	1	2	3	4	5
i.	Town of Hay River seeks GNWT funding to develop a flood mitigation plan.	Town of Hay River	GNWT MACA			✓			
ii.	Town develops and implements a flood mitigation plan, including community engagement on proposed mitigation strategies.	Town of Hay River	GNWT MACA, GNWT ENR, DFO, GNWT Infrastructure, NRCan			✓			
iii.	Town seeks federal funding to implement the flood mitigation, in particular capital infrastructure projects.	Town of Hay River	ECC, NRCAN,		✓				
iv.	Town and federal partners work together to clarify outstanding jurisdictional issues that may be a barrier to implementing flood mitigations (i.e., dredging, berms)	Town of Hay River	Department of Fisheries and Oceans Canada, MVLWB		✓				

Objective 5 B: Governments review and update policies and bylaws to make housing more resilient to floods

The NWT Community Planning and Development Act requires that a Community Plan must contain statements of policy respecting the management of any environmentally sensitive lands or lands subject to natural hazards such as flood or slope instability. The Town of Hay River’s 2019 Plan states that “substantial areas of Vale Island and other



lands along the Hay River are flood prone as they lie within the flood fringe of the 1:100 flood plain as shown on by the flood plain mapping program prepared by the federal government in 1984. Existing development within the flood fringe is subject to regulatory measures within the Town’s Zoning Bylaw to minimize the risk of property damage due to flooding”. The ability for homeowners to insure their homes is also an important factor, and more information on policy implications to insurance is needed to ensure decisions are being made in the best interest of residents. Flood plain maps are an important information source to support decision-making. NRCan is updating the 1984 flood plain maps. The Public Infrastructure Engineering Vulnerability Committee (PIEVC) risk analysis protocol would be a good resource to use at a workshop of stakeholders including the Town, MACA, and other building professionals, to come to a shared understanding of appropriate guidelines for housing in Hay River give the likelihood and severity of risk.

**Target:** Building standard and zoning bylaw review complete (Y/N); Flood plain maps are complete (Y/N)

No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
i.	Town of Hay River conducts a jurisdictional scan of building standards and zoning bylaws related to flood mitigation, including the implications of policy decisions on a property owners’ ability to access flood insurance.	Town of Hay River	Housing NWT, MACA, Northwest Territories Association of Communities (NWTAC)		✓				
ii.	Town of Hay River and GNWT MACA will convene a meeting to reach agreement on appropriate building standards, and consider using the PIEVC protocol.	Town of Hay River	GNWT MACA, NWTAC		✓				
iii.	Town of Hay River will review the building standards and zoning bylaw and consider revising building standards if updates are needed.	Town of Hay River		✓					

Objective 5 C: The Town of Hay River develops and implements plans and policies for wildfire mitigation

The Town of Hay River has a Community Wildfire Protection Plan (2018), which includes fire risk assessment at the subdivision level. Recommendations from the Community Wildfire Protection Plan were considered when the Town of Hay River Zoning and Building Bylaw which were incorporated into 2019 Community Plan and the forthcoming Zoning Bylaw. In 2022 the NWT Association of Communities (NWTAC) received \$20 Million from the federal Disaster Mitigation and Adaptation Fund (DMAF). The Town of Hay River recognizes the importance of this work and the opportunity to seek funding.

**Target:** Wildfire Protection Plan is updated (Y/N); Key bylaws have been reviewed and updated (# of bylaws).



No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
i.	Town of Hay River works with ENR and NWTAC to update the wildfire protection plan and implement fire breaks.	Town of Hay River	NWTAC, ENR Forest Management		✓	✓			
ii.	Town of Hay River collaborates with ENR on biomass management planning with cut forest from fire break implementation.	Town of Hay River	NWTAC, Disaster Mitigation and Adaptation Fund (DMAF), ENR Forest Management				✓		
iii.	Town of Hay River implements the wildfire protection plan through review and updating of standards and bylaws and other strategies.	Town of Hay River	NWTAC, ENR Forest Management						✓

GOAL 6: Hay River has an established process with partners committed to implementing the housing plan in a collaborative way

Objective 6 A: Housing NWT and the Town of Hay River have established and resourced a Housing Committee of partners working together to implement the Hay River Housing Plan

This objective is fundamental to the success of the Hay River Housing Plan as it addresses the questions of who will lead the plan’s implementation, what the process will be, and how implementation will be resourced. A challenge to be overcome through this planning process is that housing is not a core area of municipal responsibility or one which the Town is currently resourced to manage, however the Town is responsible for many of the tools that guide and enable housing development. Coordination is needed to create ownership and accountability for committed actions, identify and secure resources for implementation, and ensure monitoring and reporting on plan progress. Plan stakeholders are aware of numerous funding opportunities for housing but recognize it takes a lot of administrative work to identify and apply for these. The Town of Hay River



does not have subject matter expertise or dedicated staff to lead this work. A project manager or planning and development officer position is needed with a defined coordination role.

The Town wishes to hire a housing project manager in Hay River who will work with the Town, Housing NWT, and other community organizations on a Housing Committee to action the plan. Multi-year funding is available to support housing interns through various federal, territorial, and NGO-sector programs, though recipients must apply every year. Secondment of a Housing NWT intern with the Town of Hay River may be an option, though policy may need to be developed to support this approach. The Hay River Housing Authority may also become a partner in this process specific to items concerning Housing NWT assets, policies, and programs.

Targets:

- Housing Committee established in year one (Y/N) and maintained over 5-year term (Y/N)
- Project Manager is hired in year one (Y/N); position maintained over 5-year term (Y/N)
- Funding secured for plan management and oversight (Housing Committee) over 5-year term (Y/N)

No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
i.	Research governance models to identify how other municipalities are actioning their housing plans and determine the type of governance structure needed in Hay River, including participating organizations and designated staff	Housing NWT with Town of Hay River	MACA, NWT municipalities, IGOs		✓				
ii.	Identify existing resources that can support establishment of the committee and additional funding required for a five-year term	Town of Hay River	Housing NWT, MACA (e.g., NGO Stabilization Fund)		✓				
iii.	Develop JD and hire a Project Manager with funding (e.g., identify CMHC or Housing NWT funding early in FY 2023-24)	Town of Hay River	Housing NWT, SSDO, CMHC		✓				
iv.	Establish a Housing Committee with terms of reference that identifies mandate, clear roles and responsibilities, meeting frequency, and decision-making powers/process	Town of Hay River	Housing NWT		✓				
v.	As a first order of implementation committee business, review and adopt housing action plan including identified outputs and indicators of success and identify responsibilities for plan monitoring and evaluation	Project Manager with Housing Committee	Town of Hay River, Housing NWT		✓				





No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
vi.	Lay out financial plan identifying available fundings and gaps, and seek funding for financial shortfalls (e.g., Housing NWT CHSI funds)	Project Manager with Housing Committee	Town of Hay River, Housing NWT, CMHC	✓	✓				
vii.	Identify project management tools and training opportunities for the project manager / housing intern	Project Manager with Housing Committee	Town of Hay River, Housing NWT	✓	✓				
viii.	Hold regular meetings to monitor progress, identify barriers to housing plan implementation, and develop solutions to address barriers	Project Manager with Housing Committee	Town of Hay River, Housing NWT	✓					

No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5

Objective 6 B: Housing Committee and the Town of Hay River staff have knowledge of and access to tools and policies needed to drive housing plan implementation

This objective involves identifying new approaches and innovation to support community housing planning, development, and implementation of this Housing Plan. Plan implementation over the next 5 years will require the Town of Hay River and other community organizations to access existing and develop new housing programs, policies, and tools and knowledgeable staff to support housing projects, strengthen relationships with developers, funders, and other potential partners. Housing NWT is going through a strategic renewal process, making changes to improve accessibility and impact of its programs, and building partnerships and greater collaboration with community housing providers. A significant barrier to innovative research and policy is capacity. Neither the Town or Housing NWT have a position focused on research and innovation. However, Housing NWT sits on the GNWT Knowledge Agenda Working Group which is focused on increasing research partnerships and projects on identified housing priorities in the NWT.



Some of this work will be completely internal to Hay River and other projects might address broader NWT housing needs. A good example of this would be Town bylaw amendments to require greater building energy efficiency and/or climate resiliency, coupled with research on innovative building materials and design requirements. Another example might be exploring solutions to local and NWT labour and supply chain issues. Another area of research could examine models to support people in leaving public housing and accessing supportive housing through other types of rental subsidy or income support and training programs.

It was noted that there are many plans and reports developed by Housing NWT and lots of good work has been done over the years that should be capitalized on now through the strategic renewal and this planning process. An example raised was the NWT HC Northern Housing Summit which brought together Indigenous leadership from across the NWT pre-pandemic to collaborate on housing. This collaboration was delayed as a result of the Covid pandemic but highlights an opportunity for policy and research forums going forward.

Targets:

- Improved housing knowledge and resources with Town of Hay River and Housing Committee to access and support housing programs and policies (Y/N)
- Two (2) new housing research projects, programs or policies with Town of Hay River (# projects/programs/policies)
- Identified process with acceptance criteria to support renewal of the Hay River Housing Plan (Y/N)

No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
i.	Housing NWT continues to lead collaborative policy review and modernization through its strategic renewal process and establishes pathways to communicate with community leadership and organizations	Housing NWT	SSDO	✓	✓				
ii.	Town of Hay River identifies strategic policy development and research partnerships to improve housing knowledge, tools, and capacity	Town of Hay River with Housing Committee	Academic and training institutions, engineers, architects, planners, IGOs, Housing NWT			✓			
iii.	Identify mid-term review process for Housing Plan to evaluation implementation progress, successes and challenges, and update plan objectives and actions as new programs or policies are identified	Housing Committee	Town of Hay River, Housing NWT			✓			





# REPORT TO COUNCIL

**DEPARTMENT: ADMINISTRATION**

**DATE: March 6<sup>th</sup>, 2023**

**SUBJECT: LETTER OF SUPPORT FOR HAY RIVER HARBOUR RESTORATION**

## **RECOMMENDATION:**

**THAT THE COUNCIL OF THE TOWN OF HAY RIVER directs Administration to draft a letter supporting the Government of the Northwest Territories (GNWT) application to the federal Oceans Protection Plan (OPP).**

## **BACKGROUND:**

The application is for funding for the emergency short-term restoration of a narrow channel between the Port of Hay River and the navigable waters of Great Slave Lake, as well as for a four-year program to remove the backlog of sediment to reinstate safe navigation of the East Channel.

## **COUNCIL POLICY / STRATEGY OR GOAL:**

N/A

## **APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:**

N/A

## **FINANCIAL IMPLICATIONS:**

N/A

## **ALTERNATIVES TO RECOMMENDATIONS:**

N/A

## **ATTACHMENTS:**

Letter of Request from Minister Archie  
Draft Template

**Prepared by:**  
Stacey Barnes  
Council Administrator  
March 3<sup>rd</sup>, 2023

**Reviewed by:**  
Glenn Smith  
Senior Administrative Officer  
March 3<sup>rd</sup>, 2023



March 01, 2023

Her Worship Mayor Kandis Jameson  
Town of Hay River  
100-62 WOODLAND DRIVE  
HAY RIVER NT X0E 1G1

Dear Mayor Jameson:

**Request for Support – Application to the Oceans Protection Plan for Hay River Harbour Restoration**

I am writing to seek your support for an application by the Government of the Northwest Territories (GNWT) to the federal Oceans Protection Plan (OPP). The application is for funding for the emergency short-term restoration of a narrow channel between the Port of Hay River and the navigable waters of Great Slave Lake, as well as for a four-year program to remove the backlog of sediment to reinstate safe navigation of the East Channel.

The OPP started in 2017/18 and will invest \$2 billion over nine years to improve marine safety and responsible shipping, protect Canada's marine environment, and create stronger partnerships with and opportunities for Indigenous and coastal communities. The GNWT is applying for funding under the OPP Safety Equipment and Basic Marine Infrastructure in Northern Communities Initiative.

The goal of the OPP is to protect Canada's coasts and waterways for future generations, while growing our economy. The Hay River Harbour is a key link in the Northwest Territories (NWT) supply chain, connecting the NWT's marine transportation corridors to the territory's only rail line, as well as to the Alberta highway system. The Port of Hay River is the cornerstone of what makes the Town of Hay River an economic and transportation hub.

Safe and efficient marine transportation, including but not limited to those provided by the GNWT's Marine Transportation Services, provides the essential annual resupply of food, freight and fuel to 10 northern communities not connected to the highway system. The Hay River Port facility is also a central point in commercial shipping activities, including the resupply of industrial projects along the Mackenzie River and Great Slave Lake, and the transportation of natural resources that are exported from the territory.

Given the critical importance of the Hay River Harbour and the urgency with which the harbour needs to be restored, I would like to request a letter of support from your organization to strengthen our application for funding under the OPP. I have attached a draft letter that can be placed on your letterhead, signed and returned.

.../2

We would appreciate if you would send any letters to my attention by Friday, March 10, 2023, with a copy to Mr. Seth Bohnet, Director of Strategic Infrastructure ([seth.bohnet@gov.nt.ca](mailto:seth.bohnet@gov.nt.ca)) so that we may include supporting documentation with our application.

Thank you for your consideration and I look forward to your support in this matter. Please do not hesitate to contact my office if you have any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Diane Archie'.

Diane Archie  
Minister, Infrastructure

Attachment

c. Rocky Simpson  
Member of the Legislative Assembly, Hay River South

R.J. Simpson  
Member of the Legislative Assembly, Hay River North

Shaleen Woodward  
Principal Secretary

Martin Goldney  
Secretary to Cabinet/Deputy Minister  
Executive and Indigenous Affairs

Stephen R. Loutitt  
Deputy Minister  
Infrastructure

Seth Bohnet  
Director, Strategic Infrastructure  
Infrastructure

The Honourable Diane Archie  
Minister, Infrastructure  
Government of Northwest Territories  
PO Box 1320  
Yellowknife, NT X1A 2L9

Dear Minister Archie:

I am pleased to support the application of the Government of the Northwest Territories (GNWT) under the Oceans Protection Plan (OPP) for funding of the Hay River Harbour Restoration project.

The Hay River Harbour is a key supply chain hub, linking the Northwest Territories (NWT) marine transportation corridors to the Territory's only rail line, as well as to Alberta's highway system. Restoring navigable waterways for marine traffic at this key transportation hub will support several NWT communities that rely on marine transportation for the annual resupply of essential goods, such as food, equipment, vehicles, etc., as well as petroleum products.

The Port of Hay River hosts Marine Transportation Services' (MTS') primary marine terminal, a Canadian Coast Guard base, the CN railhead end, and wharf facilities used by local fishers and other mariners. An ongoing buildup of sediment in the Harbour is impeding safe marine navigation between the Port of Hay River and the navigable waters of Great Slave Lake.

MTS is a GNWT-run program that provides marine resupply operations to 10 northern communities, most of which are not connected to Canada's highway system. This terminal also acts as a hub for the transportation of fuel and freight to commercial operators along the Mackenzie River, on Great Slave Lake, and along the Arctic Ocean coastline. Our communities rely on this Harbour to receive the goods required to heat our homes, schools and hospitals, as well as to generate economic activity.

The benefits of the Hay River Harbour Restoration project align closely with the objectives of the OPP funding program, including: the protection of marine environments; improved safety of sealift and resupply operations; improved efficiency of sealift and resupply options and reduced cost to Northerners and businesses; and regional benefits to the NWT. Further, restoring full navigation will support the sovereignty interests and activities in the Canadian North, enabling the marine transportation of supplies in the national interest including critical minerals.

Restoring the Hay River Harbour would support the safety and efficiency of northern marine resupply operations headquartered out of the Port of Hay River. These marine infrastructure improvements will contribute to protecting NWT communities from the socio-economic, environmental and cultural impacts of natural hazards and extreme weather events related to climate change in the NWT.

The Port of Hay River is a critical piece of transportation infrastructure in the NWT. Failure to invest in restoring and maintaining navigability in the Hay River Harbour poses environmental risks, as well as socio-economic and security risks to the many NWT communities and businesses who rely on goods shipped through this Harbour.

Sincerely,

Name  
Title

c      Mr. Seth Bohnet  
Director, Strategic Infrastructure