



# HAY RIVER

## Strategic Housing Plan



March 2023

*A house is made of bricks and beams.  
A home is made of hopes and dreams.*



## 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 and Phillpot 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

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

There will be an increase in housing supply in Hay River with a focus on multi-family units and densification:

**30**

new secondary suites (approximately 3% of existing single-family units have added a secondary suite).

**140**

new housing units within two or more multi-family housing developments.

**20%**

of new housing builds will be duplex instead of single-family.

The Town of Hay River will continue review and amendment of its bylaws and will work with governments and developers to increase the availability of land for housing development:

**20%**

of privately-owned brownfield sites will be returned to active residential housing use.

of vacant government held properties will be returned to active use.

**50%**

of vacant government units will be returned to active use.

The Town of Hay River, Housing NWT, and developers will collaborate in Town capital planning and land development processes.





# The Plan at a Glance *continued*

The Town and community partners will collaborate with the Hay River Senior's Society to plan new housing and support programs for seniors, targeting:

**30**

new seniors  
housing units

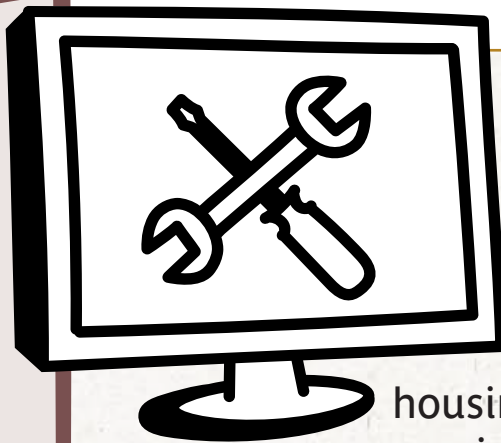
**2**

community projects  
to improve home  
accessibility and  
supports

**20%**

increase in applications to  
Housing NWT's Senior's Aging  
in Place program

A Transitional housing program will be established in Hay River, integrated with emergency shelter services and wellness supports. Funding will be secured to support the sustainability of program operations.



The Housing Plan will support community economic development with contracting and employment opportunities tied to land development, housing construction, and home repairs and renovations. A focus on local trades development will see:

- A 10% increase in the number of trades contractors and housing maintainers in Hay River.
- A 20% increase in trades apprenticeships in Hay River.
- The Schools North Apprentice Program re-instated at Diamond Jenness Secondary School.
- Governments will work to remove barriers and promote awareness of homeowner repair programs, targeting a 20% increase in Housing NWT homeowner repair program applications received.



Town planning and bylaw updates will ensure that housing will be resilient to environmental risks such as flooding and forest fires.



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:

- **The Town will establish and resource a Housing Committee of partners working together to drive implementation over the five-year plan term.**
  - **The Housing Committee will establish a process with acceptance criteria to support a mid-term plan evaluation and renewal.**
- **The Town of Hay River will pursue opportunities to partner on housing projects with local Indigenous governments and organizations: Kátl'odeeche First Nation, West Point First Nation, and the Hay River Metis Government Council.**
- **The Town of Hay River will establish a community of practice with tools and resources to strengthen collaboration among local NGOs and governments supporting unhoused and vulnerable community members.**
- **The Town of Hay River will have improved housing knowledge and access to resources and will be a partner in two new housing research projects, programs, or policies.**

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 housing program delivery:

- **A Pathfinder position will be created to support unhoused and vulnerable community members in navigating wellness programs and services.**
- **A Senior's Navigator will be hired to support outreach and communications to seniors with program providers, streamline funding applications, and create program stability and continuity.**

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**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

**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

## 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

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

*Northwest Territories*



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. Hay River is 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.

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

# 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>.

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





# 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, 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 lot development and addition of suitable new housing units, such as garden suites and new multi-housing projects. 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.

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.

## 20-year vision



# 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.

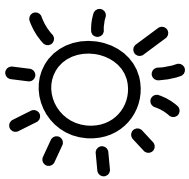
## Collaboration makes for greater success

- 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).



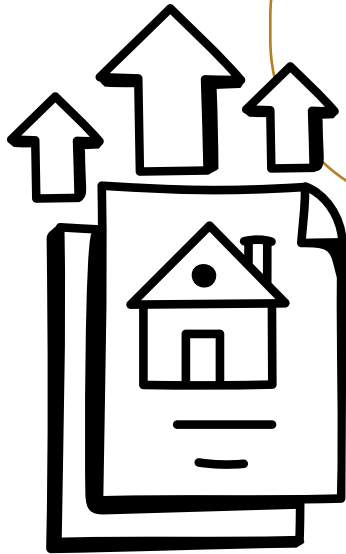
## Goal #1: Hay River has an inventory of development-ready land for new residential development.



- **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.

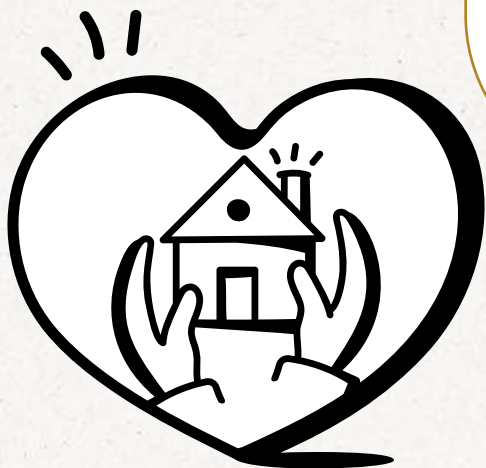
- **Objective 2 A:** The Town of Hay River encourages collaboration with multi-family housing developers to align projects with community housing needs.
- **Objective 2 B:** The Town of Hay River reduces barriers and promotes living suites, garden suites, and duplexes.
- **Objective 2 C:** Vacant houses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







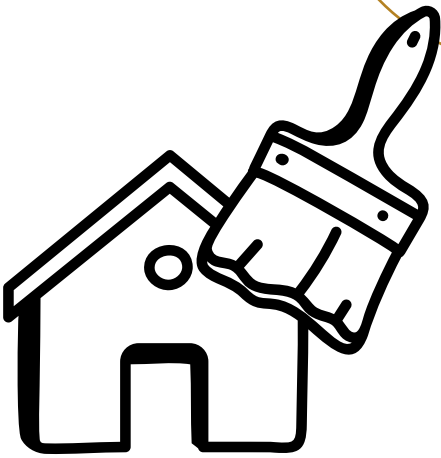
## Goal #3: Hay River's vulnerable unhoused and seniors have homes with integrated support services.

- **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.

*There is nothing more important than a good, safe, secure home.*



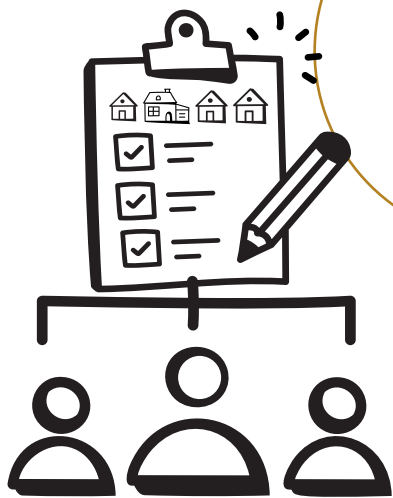


## Goal #5: Hay River housing is resilient and sustainable.

- **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:** A committee of partners (Housing Committee) is established and resourced 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 the housing plan and responsibilities need to be community-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 will be advisory, it will be important that community partners with the appropriate authority are involved in plan implementation. Resourcing and partnerships will be key to the plan’s success and have been referenced for the actions under each objective.

There is significant federal investment in Northern housing including multi-year funding programs. Community partners 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, 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 timeframe is specified the timeframe for target achievement is the 5-year lifecycle of the Strategic Housing Plan. A separate Monitoring and Evaluation Framework will be used by the Town and plan partners to review and evaluate plan implementation progress.



## 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.

#### Targets:

- Key bylaws have been reviewed and amendments are in progress by year 2 (measure is # bylaws)
- 20% privately-owned brownfield sites have been returned to active residential housing use (measure is # sites; # derelict buildings removed)

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		✓				
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		✓				

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

#### Targets:

- Key bylaws have been reviewed and amendments are in progress by year 2 (# bylaws)
- 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	GNWT, Public Service and Procurement Canada (PSPC)		✓				
ii.	Town of Hay River approaches CMHC to request to initiate the Federal Lands Initiative process for vacant federal land in Hay River.	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 of Hay River 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, Hay River Senior's Society, the Hay River Council for Persons with Disabilities (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 the Town's capital planning and 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. The Town also can make use of tools such as rezoning and land transfer to support multi-family residential development.



**Targets:**

- Land has been set aside in year 2 or 3 for two additional multi-family residential housing projects (Measure is # land parcels identified)
- Housing NWT and Town of Hay River have improved communication to support the Town's 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, GNWT		✓				
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 with Disabilities, private developers			✓			
iv.	Town identifies Commissioner's 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 building's closure. The potential redevelopment of the high-rise presents a significant opportunity to increase available rental properties in Hay River. Under the National Housing Strategy, CMHC has funding programs to support 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- and 2-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 Kátl'odeeche First Nation (KFN), West Point First Nation (WPFN) and the Hay River Metis Government Council (HRMGC). Each of these groups have 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 CMHC have designated funding opportunities targeted to IGOs. As these organizations and the Town implement their housing plans, build 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.

#### Targets:

- Two development agreements signed by year 2 or 3 to support community housing projects (# agreements)
- 140 new housing units (# 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	Town of Hay River	Developers, City of Yellowknife		✓				

	projects through negotiations to permit new multi-family residential development.								
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 Senior's 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 and Building 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. In a 2022 housing survey, 22% of 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.

#### Targets:

- 30 new secondary suites (approximately 3% of existing single-family units have added a secondary suite) (# applications received, # new secondary units)
- 20% of new housing builds are duplex instead of single-family (# duplex 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		✓				
ii.	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 or 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 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 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. The intended outcomes of the committee include greater coordination and transparency and increased organizational capacity and funding efficiency. 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/GNWT, 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 (with suggestion to look at DHSS and DOJ as a model). The GNWT has 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.

A community of practice 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 has 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.

#### Targets:

- 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)
- 3 new tools, programs, or resources identified to support the collective work of Hay River NGOs (# new tools or programs)
- 1 multi-year collaborative funding application put forward by Social Issues Committee (# 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	GNWT, 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		✓				

No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
			Yellowknife Housing First Initiative and Homelessness Coalition						
v.	Work with GNWT 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, GNWT		✓				
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 provide 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.

#### Targets:

- Within 2-3 years, capital funding secured, space identified, and designs drafted for modular or purpose-built building(s) (Y/N)
- Funding in place for both shelter and transition home operations (Y/N)
- Transitional housing program established (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 services: <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, GNWT, KFN, WPFN, HRMGC, Salvation Army (Yellowknife), Inclusion NWT, Home Base (Yellowknife)		✓	✓			

No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
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: a. Needs assessment to identify space and program needs for men, women, youth. 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.	Town of Hay River SIC	HRCPD, Soaring Eagle Friendship Centre, Family Support Centre, KFN, WPFN, HRMGC		✓	✓			
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, GNWT, 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. 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.

#### 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 (# 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		✓				



No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
iii.	Review and update seniors needs assessment; develop business case to show demand and identify model options and considerations such as accessibility and affordability: - Consider options for lease vs rent, operational costs, caretaker, programming. - For example, small modular units, 1 or 2 lower floors at the high-rise building; development of condo association or cooperative model.	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:

- Hire senior's navigator to support outreach and communications to seniors (year 1; Y/N)
- 20% per cent increase in program applications received for SAIP (# program applications)
- 2 community programs/projects established to improve home accessibility and supports for seniors (# 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 senior's 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	GNWT, 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:**

- Housing NWT increases community awareness of programs through annual community meetings, advertisements, and other communications channels (# meetings; # advertisements, etc.)
- 20% increase in applications to Housing NWT homeowner repair programs received (# 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 programs to review outcomes, program effectiveness and recommendations for improvement.	Housing NWT	SSDO				✓		
iv.	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			✓			
v.	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). ATOCB 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 (# contractors and # housing maintainers)
- SNAP program re-instated at Diamond Jenness Secondary School (DJSS) (Y/N)

<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>

- Twenty (20) per cent increase in trades apprenticeships in Hay River (# apprenticeships)

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 if 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. b. Seek funding as needed and hire a SNAP teacher.	Town of Hay River	DJSS, ECE South Slave Regional Service Centre, Hay River DEA, KFN DEA, ESDC, Aurora College, Skills Canada NWT, ESDC			✓			
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	✓					

## 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.

#### Targets:

- Complete the flood mitigation plan within 2 years (Y/N)
- Federal funding is received (Y/N)

No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	ongoing
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 and Building 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 given the likelihood and severity of risk.

#### Targets:

- Zoning and Building Bylaw review complete (Y/N)
- Flood plain maps are completed and shared (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 bylaw 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 updated the Zoning and Building Bylaw which were incorporated into 2019 Community Plan. 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.

#### Targets:

- Wildfire Protection Plan is updated (Y/N)
- Key bylaws have been reviewed and updated (# 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: A committee of partners (Housing Committee) is established and resourced 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 community partners 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) and position is maintained over 5-year term (Y/N)
- Funding secured for plan management and oversight (Housing Committee) over 5-year term (Y/N)
- Housing partnerships established with local IGOs (# collaborative partnerships)

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.	Housing NWT with Town of Hay River	MACA, NWT municipalities, IGOs		✓				

No.	Action	Lead	Potential Partners and Resources	Timeline (Years 1-5)					
				ongoing	1	2	3	4	5
ii.	Determine the type of governance structure needed in Hay River, including participating organizations and designated staff.	Town of Hay River	GNWT, NWT municipalities, IGOs		✓				
iii.	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)		✓				
iv.	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		✓				
v.	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		✓				
vi.	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		✓				
vii.	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	✓	✓				
viii.	Identify project management tools and training opportunities for the project manager / housing intern.	Project Manager with Housing Committee	Town of Hay River, Housing NWT	✓	✓				
ix.	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	✓					

## 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 NWTHC Northern Housing Summit which brought together Indigenous leadership from across the NWT pre-pandemic to collaborate on housing. This collaboration was delayed by Covid 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)
- 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			✓			



## Notes:



*Home is our safe place.*

