

Research in the Northwest Territories

Community Guide to becoming involved in research



(photo: Louise Chavarie)



(photo: Jean Polfus)

Why should communities be involved in research?

Involvement in research being conducted in your community gives community members and/or leadership an opportunity to influence the direction of research.

You can ask that visiting researchers work on issues that are important to your community and make sure that researchers explain the results in ways that people in the community understand.

* Significant content in this guide has been adapted with permission from the Nunavut Research Institute and Inuit Tapiriit Kanatami's document, *Negotiating Research Relationships: A Guide for Communities*, and the Aurora Research Institute's, *Doing Research in the Northwest Territories: A Guide for Researchers Applying for a Scientific Research Licence*.

What is research?

Research is a systematic process to gather, analyze and present information in order to answer a question or investigate an issue of interest or concern. In the NWT, both scientific and traditional knowledge research approaches are used to learn about people, wildlife, and the environment.

Information can be gathered in various ways, including:

- a. Observing people's behaviour or activities.
- b. Conducting interviews, surveys or focus groups.
- c. Using non-public records that contain personal information about people.
- d. Observing or counting wildlife.
- e. Taking people's blood or other body samples, when not for medical purposes.
- f. Capturing, then releasing, "tagging," collaring or killing animals and fish.
- g. Collecting plants, ice, soil, water samples, artifacts or fossils.

The research process

During the research process, there are several points where communities can and should be engaged with the researchers. Community engagement should occur through the whole process.



Who does research?

Research conducted in the NWT is often related to resource exploration, health, and environmental impact studies. It is common for industry, government and health agencies to send researchers into northern communities. University researchers also commonly work in the north. Communities also take the lead on some research projects.

Some researchers are easy to identify because they come from outside your community, while other researchers may be members of your community. Often, community members are engaged as research collaborators, contributing technical skills and special knowledge of the land and wildlife. Researchers may also be medical personnel from health agencies or community health centres taking samples for health and environmental studies.

Researchers have a variety of motivations and objectives: for example, industry may do research to support a project, while academic researchers work to advance knowledge.

Research Design

When starting a project, researchers must decide on what they want to learn (research questions), how they are going to carry out the research (methods) and where the research will happen. The research team needs to be identified – it could include community-based staff and interpreters, possible community or regional partners, and funders.

Researchers who will work in or near an Aboriginal community should consult the Tri-Council Policy on ‘Research Involving the First Nations, Inuit and Métis Peoples of Canada’ and the principles of Ownership, Control, Access and Possession (OCAP).*

* www.naho.ca/documents/fnc/english/FNC_OCAPCriticalAnalysis.pdf. Researchers should also consult other available resources, such as www.nwtresearch.com/licensing/research-in-the-north.

How can communities be involved in research design?

Communities can ask researchers to look into issues that they are interested in, helping to make research responsible and useful. Communities can be active partners in planning and conducting research projects. Communities can also design and lead research and monitoring programs themselves, engaging outside researchers for support.

Communities may wish to set up a research contact and advisory group to review research applications, consider ways for the community to partner with researchers on projects, and give researchers guidance during their projects.

Questions for communities to think about:

- a. How does this research relate to the needs and values of our community?
- b. What would be the main benefits of this type of research?
- c. If traditional knowledge is shared, how will researchers make sure that information is protected and not misused?
- d. Who is available in the community to take part in the project as part of the research team or as participants? What kind of research training is available?
- e. What resources – including time and funding – is required for community involvement? What funding is available to support our involvement?

Communities may work with researchers to:

- a. Negotiate a research agreement that sets out the conditions for research, including the duties and responsibilities of both researchers and community members.
- b. Agree on interpretation and translation needs and payment rates.
- c. Find ways to actively involve community members in the research, such as hiring and training community members. For example, outside researchers could hire a local research coordinator and/or involve students at the school or college.
- d. Hold a terminology workshop to go over the most important terms and concepts in English and local Aboriginal language(s) that are going to be used, figure out how they relate to what people are already familiar with, and how they can be interpreted across cultures.

Approval, licences and permits

Before gathering data, researchers must obtain research licences and permits from the appropriate authorities, such as the Aurora Research Institute (see nwtresearch.com or accessnwt.ca.) Communities are involved through the review process and have an opportunity to communicate their concerns.

It is a researcher's responsibility to make contact and address any potential concerns, questions and suggestions community members may have. Researchers must share how and why the research is being done, how it will affect the community, who is funding it and who is in charge of it.

What can communities ask for?

- a. That applications be communicated in a way that the community members understand (i.e. translated, or in plain, non-technical language).
- b. More time for reviewing the application.
- c. Review and approval by a Research Ethics Board (e.g. university or government REB) is required for all research involving interviews or surveys of NWT residents. You can ask the researcher or ARI for this information.

Consent and Confidentiality

Researchers must obtain free, informed and ongoing consent from research participants. Consent means that you understand what the research is for, who is going to use the data and that you have formally agreed to be part of the research. **Researchers need to make sure that they have consent before they start their research.** This means that:

- a. Participants have been invited to take part in the research before it begins, either in writing or verbally; they have received the information in their Aboriginal language if needed; and participants have formally agreed to participate in the research, usually by signing a consent form.
- b. The research purpose and procedures are explained in plain English or the appropriate Aboriginal language(s) to make sure that people understand.
- c. Identities of the researchers and funders are made clear.
- d. Time and responsibilities expected of participation are explained.
- e. Information about payment and reimbursement for participation is established up front.
- f. Risks and benefits are explained.
- g. Participants know they do not have to participate, or may withdraw at any time – participants should never be pressured to participate in research projects.
- h. Community members are given enough time to ask questions, understand the information presented, and consider whether they will participate.

Researchers must maintain confidentiality as appropriate: participants must be given the option of requesting that their identities be kept confidential. This would mean that:

- a. Names are not linked to information given, unless permission granted.
- b. Personal information must be protected.
- c. Participants must be told who may see or work with the information collected.

Gather and Analyze information

Community members may be involved in the collection of research information as interpreters, assistants, sources of information and researchers. People may be able to receive research training – for example in taking scientific samples, or doing surveys and interviews.

The community needs to decide whether it would be a good idea to ask researchers to add traditional knowledge as a component of the study. It takes effort, time and resources to do a traditional knowledge study well. The community also needs to consider the risks and benefits of sharing traditional knowledge. Some Aboriginal communities have their own research and traditional knowledge guidelines; for a variety of community definitions and policies, visit www.accessnwt.ca. In other cases, community leaders and experienced researchers can share protocols.

Researchers should ensure that their activities are coordinated with community schedules.



Fred Jumbo and Ron Kotchea with evidence of woodland caribou – fecal pellets (Sambaa K'e Woodland Caribou Field Survey Project 2009) (photo: Troy Marsh)



Deanna Jumbo testing water in Sambaa K'e (photo: Christine Wenman)

Report Results

Researchers report results by writing reports and academic papers, putting the information into posters, giving presentations and webinars, or making videos. At the minimum, researchers should provide their results to communities in plain language and provide opportunities for community members to ask questions and give their feedback.

How can communities be involved in reporting results?

- a. By reviewing findings and reports to make sure that they are accurate.
- b. By co-authoring reports, and co-presenting at conferences or meetings.
- c. By collaborating with the researcher(s) on presentations to community members so that they are understandable

and involve two-way discussion. Communities can also help to spread the word about those presentations to make sure a lot of people attend.

Communities can ask for copies of final reports and papers in plain language summaries, including in Aboriginal language(s).



Discussing operations of the municipal water cycle (photo: Caroline Lafontaine)



Christine Wenman facilitating (photo: Caroline Lafontaine)

Community Engagement

Information about the purpose of the research, methods involved, and findings should be shared throughout the whole project, not just at the time of application for research approval.

Before, during and after research has taken place, communities can invite researchers to:

- a. Speak at community and council meetings.
- b. Give talks at schools.
- c. Provide non-technical posters of the research to display in the community.
- d. Appear in the local newspaper or on the radio.
- e. Provide short videos describing the research and its findings.
- f. Co-present with community collaborators to make sure that everyone understands.
- g. Provide copies of all reports and papers produced from the research, including plain and non-technical language versions.

CLIMATE CHANGE CLAUSES IN CONTRACTS

ADAPTATION SMART MANAGEMENT PRACTICES



Climate Change Adaptation & Communities

Communities are on the frontlines of the
Climate Change Challenge.

Although your municipality may be always applying the climate change lens to all that you do, you also need to craft your tender and proposal documents to ensure that your consultants and contractors also consider climate change as well.

Can we help you with your climate change challenge?

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E-mail: sara@nwtac.com

www.nwtac.com

SMP-Adapat-02



Some clauses that you might want to consider for your tenders and/or construction contracts are:

- Clauses which ensure that the permafrost disruption is kept to a minimum.
- Ensuring that cuts into the permafrost are closed as quickly as possible to reduce thaw.
- If the timing can reduce the impacts of the work without compromising the quality of the work, make sure those terms are clearly spelt out in the work.
- All surface and ground water should be effectively managed on site to reduce the impact on the permafrost.
- The site drainage plan should be implemented as soon as possible in the project.

Some clauses that you might want to consider for your Requests for Proposals and/or consulting contracts are:

- All design work must be completed with consideration of climate change expected within the design lifespan of the infrastructure. These considerations must be clearly documented.
- All site planning should also consider climate change impacts. See Site Planning Smart Management Practice.
- All site planning should also consider climate change Impacts.
- Have the building and site plan designers sign affidavits that they have duly considered climate change impacts in their design for the designated lifespan. This should be stamped by either the architect or engineer as appropriate.

Be sure and take advantage of the contract review service available through the Northern Communities Insurance Program

THE CLIMATE CHANGE LENS

ADAPTATION SMART MANAGEMENT PRACTICES



Climate Change Adaptation & Communities

Communities are on the frontlines of the
Climate Change Challenge.

Although the development of Climate Change Adaptation Plans is critical to the resilience of NWT Communities - *it is important that communities put on the climate change lens for all decisions that they make.*

There are tools that can help communities to apply that lens more consistently and to remind all involved of its importance and they can be as simple as adding a section on all of your reports to Council/ Committees and Boards.

Can we help you with your Climate Change Adaptation Planning?



Note both Sustainability and Climate Change Adaptation Sections

ORIGIN / BACKGROUND
That to owehotwhg gajechqhv. Thrwrowyov

DISCUSSION
That to owehotwhg gajechqhv. Thrwrowyov

ATTACHMENTS
Community Drainage Plan as prepared t

CONCLUSION
That the Community Drainage Plan, a
Consultants, be approved;
and that the approved Community
were possible when completing reg
year's budget submissions.

Prepared By: I.B. Adapting, Director of P...

Approved By: U.R. Resilient, Senior Administrative Officer



TOWN OF ADAPTATION

Report #: PW-2011-01
To: Council
From: I.B. Adapting, Director of Public Works
Meeting Date: January 1, 2011
Subject: Community Drainage Plan

RECOMMENDATION:

IT IS RECOMMENDED THAT: Report #PW-2011-01, prepared by I.B. Adapting, Director of Public Works, regarding the Community Drainage Plan be received;

AND FURTHER THAT: the Community Drainage Plan, as prepared by Adaptation Engineering Consultants, be approved;

AND FURTHER THAT: the approved Community Drainage Plan be implemented starting this year were possible when completing regular maintenance and through inclusion in next year's budget submissions.

SUSTAINABILITY IMPLICATIONS (ICSP & ENERGY PLAN):

- Will ensure completion of ICSP Action Item #PW-35
- Will reduce Energy Consumption due to reduction in Sump Pump Use

CLIMATE CHANGE ADAPTATION CONSIDERATIONS:

- Identified Adaptation Action # 12
 - Note: will slow permafrost degradation
- Next Step to require drainage plans on all new Site Plans
- Relates to Home Owners Property Checklist as distributed 2 months ago



COMMUNITY DRAINAGE PLANS

ADAPTATION SMART MANAGEMENT PRACTICES



Climate Change Adaptation & Communities

Communities are on the frontlines of the
Climate Change Challenge.

Since many communities in the NWT have developed very organically and slowly, most do not have Community Drainage Plans. Why would you need one in our dry conditions?

Climate Change is changing all that . In addition to the increased precipitation that is falling in more intensive storms, one of the greatest threats to permafrost is water whether it is on the surface or below ground. One of the most effective ways to manage this threat is through the development and implementation of Community Drainage Plans.

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The importance of Community Drainage Plans

- **Manage surface water in the community**
- **Protect permafrost from standing water**
- **Allows for more effective planning**
- **Protect roads from standing water thus reducing damage**
- **More likely to be able to contain spills**
- **Better able to handle increased storm volumes and intensity**
- **Increase Public Health and Safety**
 - **Removes Mosquito breeding grounds**
 - **Removes drowning hazard**
 - **Reduced mold**
 - **Increased lifespan of permafrost**
- **To be combined with drainage improvements on private property. See Smart Management Practice Sheet.**
- **To be combined with Site Drainage Plans on new development—See Smart Management Practices Sheet**



PERMAFROST/HAZARD MAPPING



Climate Change Adaptation & Communities

Communities are on the frontlines of the
Climate Change Challenge.

When you must meet any challenge, including climate change, knowing where your risks are is an important element in helping with planning to meet the challenge.

What the mapping might look like varies from community to community depending on hazards and vulnerabilities. How you might get the mapping done might vary depending on what mapping is already done.

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Some sources for information to complete hazard or permafrost mapping in your community:

- Community Members especially elders
- Satellite Images
- Mapping from ENR and MACA
- Geotechnical Reports (check with Public Works, GNWT)
- Geotechnical Consultants

Clyde River Flooding Mapping

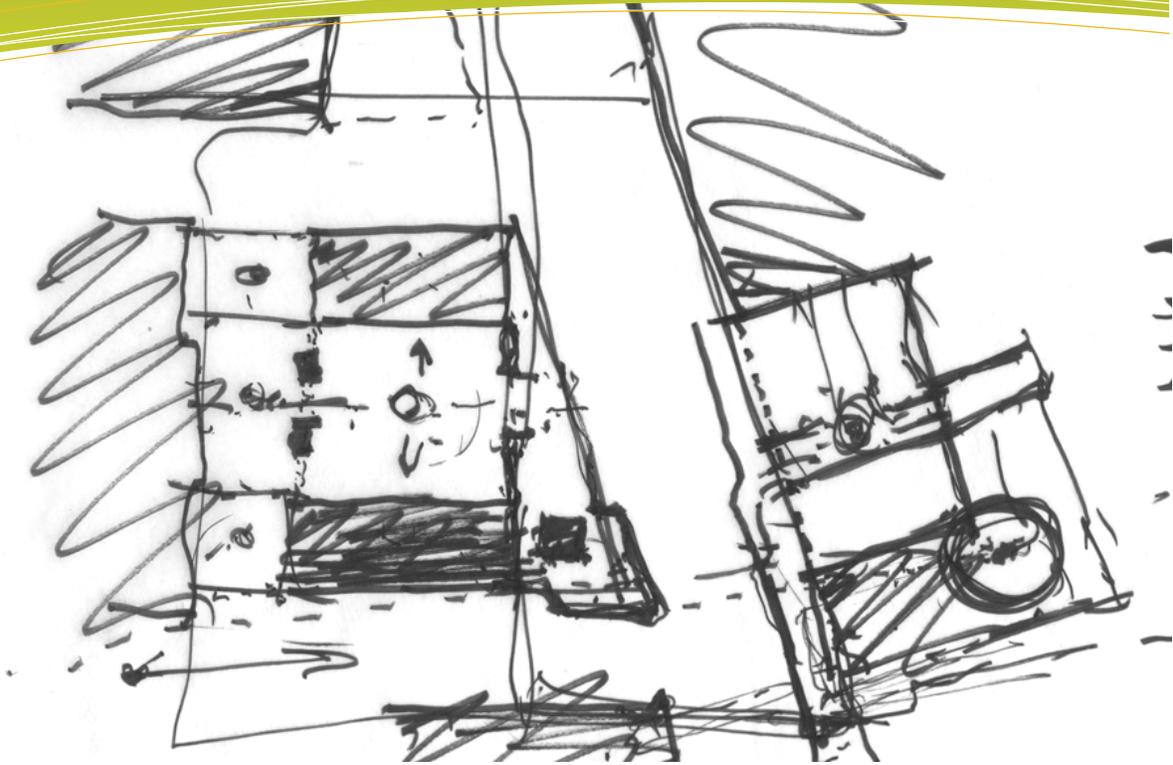


Tsiighechic Permafrost Mapping



CLIMATE CHANGE AND SITE PLANS

ADAPTATION SMART MANAGEMENT PRACTICES



Climate Change Adaptation & Communities

Communities are on the frontlines of the
Climate Change Challenge.

A large development in your community like an office building, store or school can have a significant impact on your community. Be sure you have a comprehensive site plan review completed to minimize climate change impacts.

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Don't be shy about insisting that a comprehensive site plan review be completed. It becomes even more critical with climate change. Some things to consider are:

- Be sure that your Public Works Director and Fire Chief review the plans and provide comment.
- Do not hesitate to have an experienced northern engineer review the plan on your behalf. Pick an engineer that you are comfortable with and who knows your community and its potential climate change impacts.
- The cost can be recovered by adding those fees to your building permit fee.
- Have the building and site plan designers sign affidavits that they have duly considered climate change impacts in their design for the designated lifespan. This should be stamped by either the architect or engineer as appropriate.

Some things you might want to ensure you or your consultant have an opportunity to review:

- Drainage Plan both on or off the site. Review how it integrates with your Community Drainage Plan.
- Should the developer upgrade the ditches and sidewalks adjacent to their property? (Be sure that this is included in a potential requirement in your zoning or general plan)
- Grading and information on surfaces
- Snow storage
- If the building is large you may want to have wind tunnel testing completed
- All site planning should also consider climate change Impacts.

Be sure that your by-laws and forms reflect the new fees that might be required as part of your revised site plan process

ICSP Progress Reporting

PLANNING SMART MANAGEMENT PRACTICES



Integrated Community Sustainability Plans

Completing annual progress reports take time and effort, but it is important. Listed are a few suggestions of how the NWTAC & MACA can assist communities with keeping the ICSP on the radar and completing the progress reports.

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Progress Reports & Reporting Back

Setting up monitoring and reporting back systems is critical to all participants and partners knowing where you are in process.

NWTAC can help you to develop monitoring products that can also be used to report back to the Federal Government.

Not a Report Card

Many communities have been reluctant to complete the Reporting Back Progress Report. This is not report card on the community. This process is about revisiting the ICSP. Many communities have been anxious before completing the forms but then were pleasantly surprised with the Goals and Strategies being checked off their ICSP.

Priorities can change, especially since it has been 4 years since the ICSP's have been completed. This is just an exercise to ensure that we are staying on track with our original ICSP or making the necessary changes and communicating to the community.

NWTAC & MACA can help you by:

- Arranging a meeting to assist communities in complete the Progress Reporting Forms.
- Providing materials and templates for tracking progress
- Providing information from other communities
- Assist with incorporating feedback and making adjustments to Plans and projects using the public input.
- Providing support, ideas and best practices
- Helping to facilitate meetings and workshops

For assistance in any of these areas please contact :

Chelsey Andrews
Sustainability Coordinator
867-873-8359 or chelsey@nwtac.com

Informed and Engaged Communities

PLANNING SMART MANAGEMENT PRACTICES



Integrated Community Sustainability Plans

Keeping communities informed and engaged can take time and effort, but it is important.

A variety of suggestions are provided in order to assist communities with keeping the public able to participate in the ICSPs.

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Some Ideas for ensuring that you reach as many residents as possible include:

- Celebrate the end of projects by organizing an event to show your success
- Use Bulletin Boards in public places to track progress on projects and action items
- Use Community Newsletters to show progress and successes as well as highlighting your vision and goals
- Use Community Feasts to highlight your vision, goals and information on projects—posters and verbal combinations work well
- Have an annual Open House and include lunch (or a café) include a graffiti wall—especially useful for youth and students
- Have a Hamlet/Band office drop in—tea, coffee and hot chocolate to view the vision, strategies and actions and provide input
- Make special efforts to include the youth and elders in events—ask them to be part of organizing the event
- Go to the schools and engage the students—inform them about the vision and goals and get input. Try to have contests and challenges
- Encourage child care and traditional and/or nutritious food for community events
- Listen and provide feedback opportunities at all events
- Use public places to show the vision and goals and to receive input i.e. library, recreation centre, post office, health centre, hamlet office, band office, school and even outside places
- Seek out ideas from other communities who had positive information and consultation events

MACA and NWTAC can help you by:

- Providing materials and templates for tracking progress
- Providing information from other communities
- Assist with incorporating feedback and making adjustments to Plans and projects using the public input.
- Providing support, ideas and best practices
- Helping to facilitate meetings and workshops

ENHANCING YOUR PUBLIC ENGAGEMENT

PLANNING SMART MANAGEMENT PRACTICES



Integrated Community Sustainability Plans

Getting participation from the community can be a challenge.

Every community is different and will respond differently to various engagement techniques.

We are proud to highlight some innovative ways that communities have used to encourage participation in public meetings. Perhaps you can adapt one for your community?

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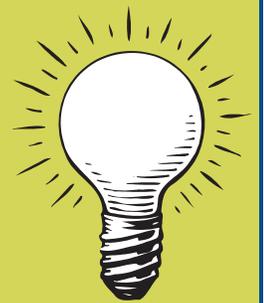
IdeasFortSmith

- Two day event held in the Recreation Centre to educate and celebrate successes as well as solicit input from community members
- Included conservation spaces for one-on-one discussions
- Graffiti Wall allowed for public to layout thoughts and drawings. Very popular with Youth
- Dragons Den included as well



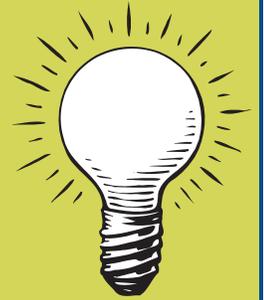
Hay River Café/Coffee House

- Was set up to look like a café— individual tables, tablecloths and flowers; comfortable chairs and displays with
- Included coffee and light meals—all day event
- Set up to encourage discussion to occur in a friendly manner



Ulukhaktok Community Event

- Lunch time event in Community Centre
- Soup and bannock—informal setting
- Elders, students and young families attended
- Drop in—displays and feedback sheets
- Individual discussions with people while eating

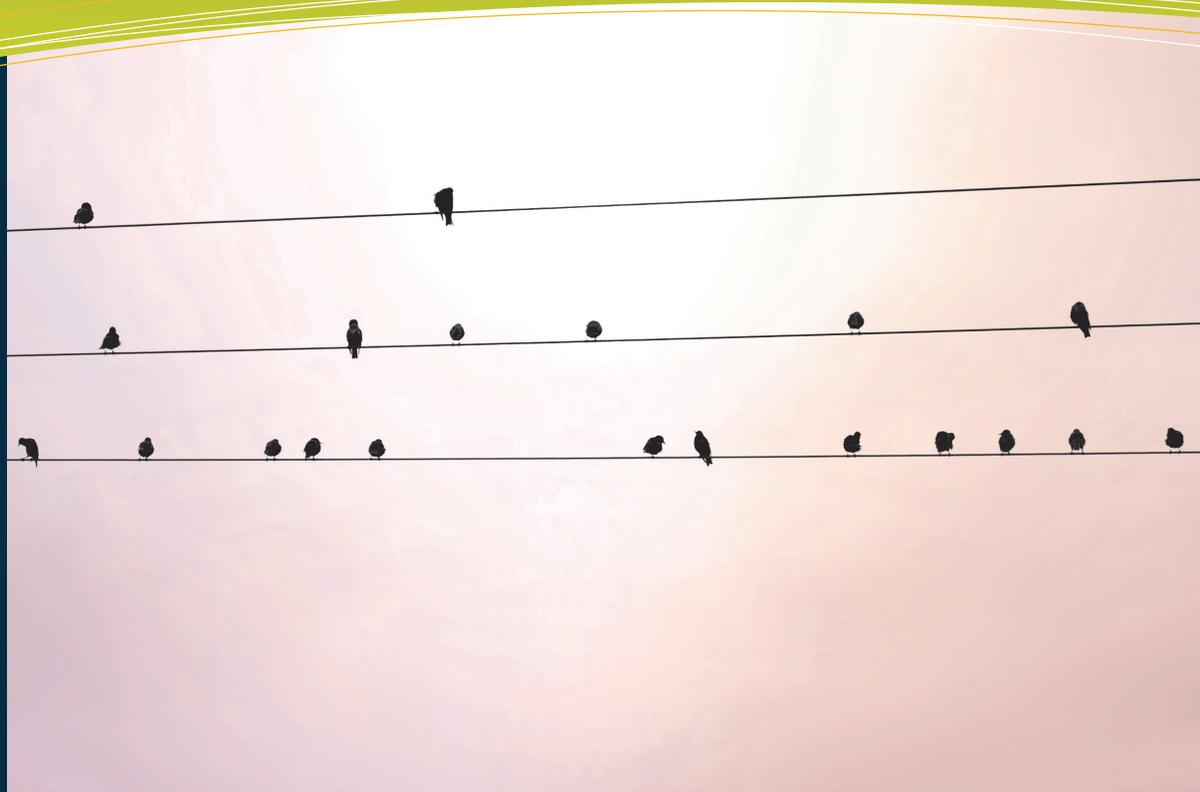


Some things you might want to consider to enhance the attendance at your Public Meetings/Events:

- Tie it into an event that already draws people out i.e. a community feast, a recreation event, or something at the school
- Serve Food
- Have door prizes
- Have contests
- Have childcare
- Include Youth and Elder participation methods
- Provide Transportation
- **Make it FUN!**

TRANSPARANCY AND PUBLIC ENGAGEMENT

PLANNING SMART MANAGEMENT PRACTICES



Integrated Community Sustainability Plans

There are many ways to get information out to the community so that everyone knows what you are doing and so that you are perceived to be more transparent and open.

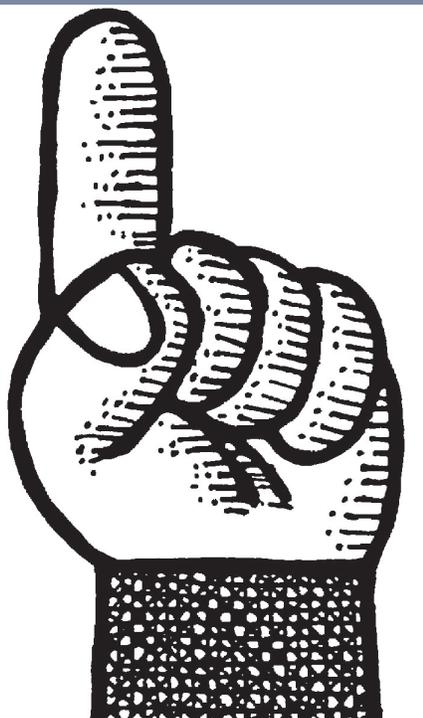
These are ideas that can work to help communities be better informed and to ensure that the public is more effectively engaged for the ICSP implementation.

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GETTING YOUR INFORMATION OUT:

- **Celebrate the completion of Projects:**
Organize an event & invite every-one even if it is a small project. Celebrate your successes and be and take photos for your next report or newsletter.
- **Feature Stories:**
Use public and internal Bulletin Boards or newsletters to track progress on projects and action items and highlight vision and goals
- **Community Feasts**
Can be an opportunity to highlight your vision, goals and provide information on projects using posters and presentation material
- **Using public places**
These are the best places to show the vision and goals and to receive input i.e. library, recreation centre, health centre, hamlet office, band office, school, post office and even outside places.



Social Media - an effective way to get your message out and get feedback.

Many communities use:

- Web sites
- Face book
- U Tube
- Twitter
- Flicker
- Blogging
- E-mailing

INVOLVING YOUTH



PLANNING SMART MANAGEMENT PRACTICES

Integrated Community Sustainability Plans

Getting participation from the community can be a challenge.

One of the groups that is a challenge to engage is youth as they do not respond well to traditional engagement methods.

By changing how you engage to include youth, you will greatly enhance your planning exercises. You won't regret it!

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The Importance of Youth Involvement

- Our youth are an important part of the community and future leaders
- Youth have great, fresh ideas
- Combine youth's ideas with elders and we often are surprised at what happens
- Youth are fun and have energy when approached correctly

Suggestions:

- Go to them – schools and special events (sports & recreation) or places they hang out
- Use language youth understand
- Use Social Media
- Graffiti walls is one way to get their ideas (check with the Town of Fort Smith approach profiled)
- Art – music and drawings – use their talents at events as ways to express their ideas
- Invite students to Community Council as part of a class project or Civic week
- Recognize their school projects when it is community focused
- Consider appointing a youth member of Council. Consider contributing to a post secondary bursary.
- Have contests with prizes like i-pods and free use of Recreation Facilities (ie/ free skate or pool party)

HAVE



FUN!!

BUILDING ON YOUR STRENGTHS

PLANNING SMART MANAGEMENT PRACTICES



Integrated Community Sustainability Plans

Building and linking your community strengths brings about positive actions.

By examining what you do well you may learn lessons for your challenges identified in your ICSP.

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Building on Your Strengths

- Spend time reviewing community strengths with community members, Council and staff
- Determine ways to acknowledge community strengths
 - hold an event
 - show them on your web site
 - take it to schools
 - show rewards to staff and partners
- Story telling can help with identifying strengths
- Have a local person collect successful stories from past experiences—youth and elders have talents to assist with this
- Link stories and make the into Community strengths (assets) in order to bring about actions
- Understand about the assets, skills and talents of individual community members and organizations
- Bring strengths together—mobilize—and find ways to link them building relationships and enjoyment

Working together builds strong communities



GETTING EMPLOYEE BUY-IN

ENERGY SMART MANAGEMENT PRACTICES



Energy Planning & Communities Program

Communities are on the frontlines of the
Climate Change Challenge.

The success of your energy initiatives is greatly influenced by
the municipal staff.

There are many things that you can do to get the support and
buy-in of your employees.

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Your community government can set an example for businesses and residents on how to engage in Energy reduction.

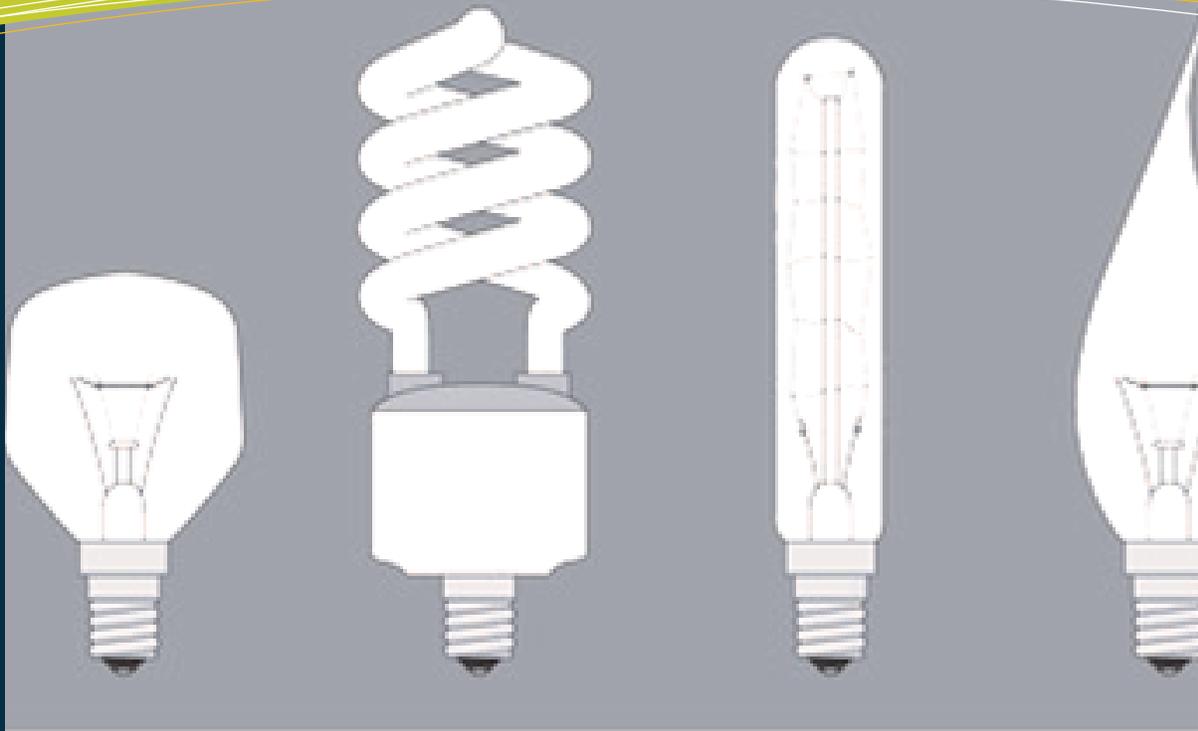
Some of the ways that you can help your employees be ENERGY CHAMPIONS are:

- Develop a communications plan. See NWTAC communication products on www.nwtac.com such as posters and fact sheets
- Involve the media to recognize what you and your employees are doing
- Do a Employee survey and quiz. See how they do at the beginning of your campaign vs. the end
- Have a LUNCH AND LEARN or COFFEE AND LEARN to either educate or to solicit ideas through brainstorming
- Do a weekly "DID YOU KNOW" e-mail out to staff
- Develop a recognition program to reward employees who are making an effort to reduce energy use.
- Develop an ENERGY SUGGESTION BOX not only for visitors and residents but also for staff
- Recognize/Reward staff whose suggestions are implemented
- Have a "TURN IT OFF DAY"
- Issue a corporate challenge to other offices in your community to LEAVE YOUR CAR AT WORK WEEK
- Review the cost savings of more efficient computers. If the payback is short enough consider replacement. Everyone likes having a new computer!
- Be sure and consult with the affected employees before implementing any energy policies
-

Your Employees have the potential to be your community's best ENERGY CHAMPIONS!

LIGHTING POLICIES

ENERGY SMART MANAGEMENT PRACTICES



Energy planning & Communities Program

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Climate Change Challenge.

We are pleased to highlight a Smart Management Practice used by the Town of Inuvik. By setting lighting levels by policy the Town of Inuvik avoids the appearance of arbitrariness.

Can we help you with your climate change challenge?

Northwest Territories Association of Communities

Phone: (867) 873-8359 x 7

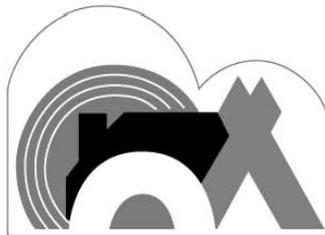
Fax: (867) 873-3042

E-mail: sara@nwtac.com

www.nwtac.com

Below is a sample of the type of items that should be included in your lighting policy. Be sure and do the following to ensure the successful implementation of your policy:

- Consult with user groups to minimize later conflicts
- Develop with the facility maintainers
- Provide an opportunity to purchase different levels if available
- Ensure it is ratified by Council so it can't be disputed



TOWN of INUVIK

Midnight Sun Complex Roy "Sugloo" Ipana Arena Lighting Policy for User Groups

Group

Lighting to be Used

Public Skating, SAMS School

One Bank Lights

Casual Hockey, Figure Skating
Speed Skating, Minor Hockey

Two Banks of Lights
(Banks 2 and 3)

Old Timers, Rec Hockey,
Mixed Rec Hockey,
Intermediate Hockey

Three Banks of Lights
(Banks 1, 2 and 3)

When Rink lights are turned on, bleacher lights should be turned OFF.

Any user group wanting additional lighting can purchase it at the rate of \$XX per bank per hour.

Please contact the Recreation Department for further details or to make arrangements to purchase additional lighting.

User groups and individuals are reminded that this policy is part of the Town of Inuvik Energy Conservation Policy.

The Town of Inuvik wishes to thank you for your cooperation and understanding in this matter

Check out www.nwtac.com for sample Lighting Policies.

GETTING EMPLOYEE BUY-IN

ENERGY SMART MANAGEMENT PRACTICES



Energy Planning & Communities Program

Communities are on the frontlines of the
Climate Change Challenge.

The success of your energy initiatives is greatly influenced by
the municipal staff.

There are many things that you can do to get the support and
buy-in of your employees.

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Your community government can set an example for businesses and residents on how to engage in Energy reduction.

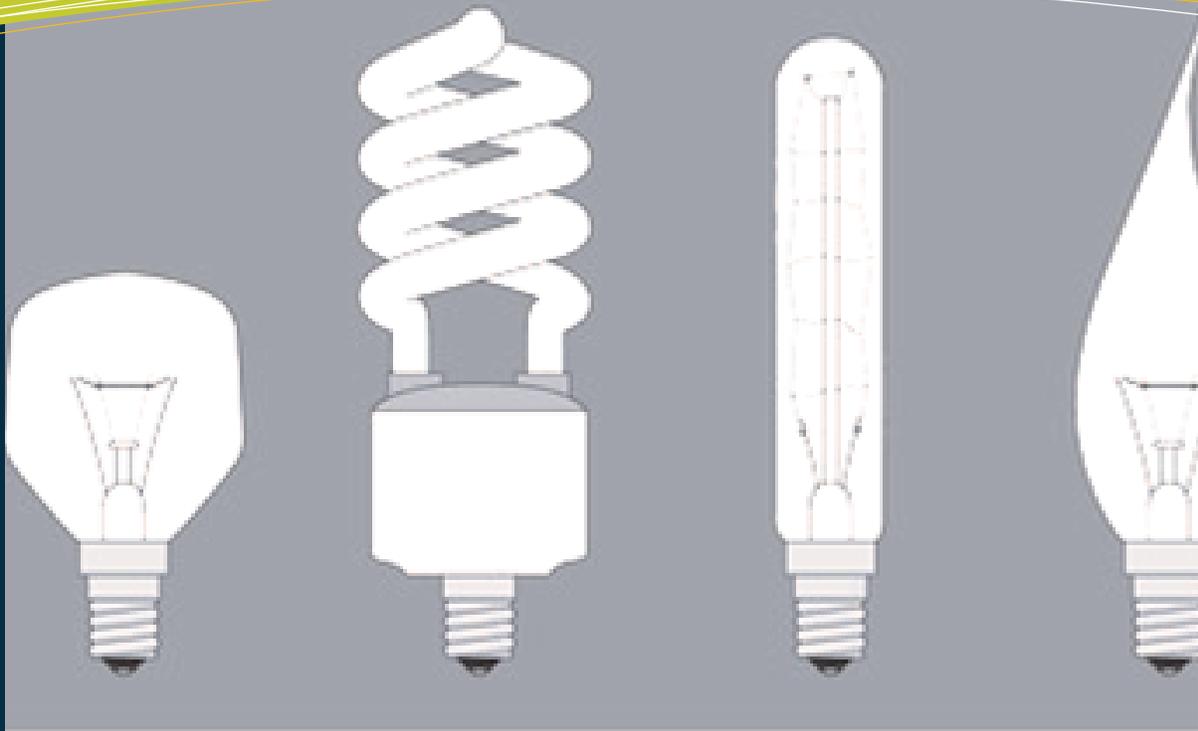
Some of the ways that you can help your employees be ENERGY CHAMPIONS are:

- Develop a communications plan. See NWTAC communication products on www.nwtac.com such as posters and fact sheets
- Involve the media to recognize what you and your employees are doing
- Do a Employee survey and quiz. See how they do at the beginning of your campaign vs. the end
- Have a LUNCH AND LEARN or COFFEE AND LEARN to either educate or to solicit ideas through brainstorming
- Do a weekly "DID YOU KNOW" e-mail out to staff
- Develop a recognition program to reward employees who are making an effort to reduce energy use.
- Develop an ENERGY SUGGESTION BOX not only for visitors and residents but also for staff
- Recognize/Reward staff whose suggestions are implemented
- Have a "TURN IT OFF DAY"
- Issue a corporate challenge to other offices in your community to LEAVE YOUR CAR AT WORK WEEK
- Review the cost savings of more efficient computers. If the payback is short enough consider replacement. Everyone likes having a new computer!
- Be sure and consult with the affected employees before implementing any energy policies
-

Your Employees have the potential to be your community's best ENERGY CHAMPIONS!

LIGHTING POLICIES

ENERGY SMART MANAGEMENT PRACTICES



Energy planning & Communities Program

Communities are on the frontlines of the
Climate Change Challenge.

We are pleased to highlight a Smart Management Practice used by the Town of Inuvik. By setting lighting levels by policy the Town of Inuvik avoids the appearance of arbitrariness.

Can we help you with your climate change challenge?

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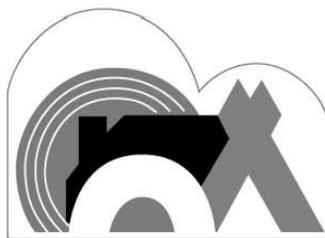
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Check out www.nwtac.com for sample Lighting Policies.

Daily Inspections of Vehicles and Equipment

**Asset Management
Smart Management
Practice**



Asset Management & Communities

One of the most effective ways of ensuring the safety and longevity of your equipment and vehicles is to require staff to complete an inspection at the beginning of each shift. Check out the tools that have been developed to assist you.

Can we help you with your Asset Management Program?



Northwest Territories Association of Communities

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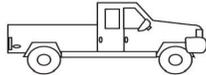
Fax: (867) 873-3042

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www.nwtac.com

Based on an analysis of the vehicles insured within the fleets of the communities in the NWT, a series of inspection sheets have been developed for all of the most common vehicles and pieces of equipment. By requiring the use of these inspection sheets at the start of each shift you will find that :

- Problems are getting identified earlier before they escalate to equipment failures
- More ownership and accountability by employees for the equipment they utilize
- More accountability by the mechanics to address issues as issues are being identified in writing
- Demonstrated due diligence from a safety perspective

	
Daily Inspection Form Light Duty Vehicles	

Operator/Inspector:	Date & Time:
Car Make and Model:	License No:

What are you inspecting?	What are you looking for?	Evaluator Comments
--------------------------	---------------------------	--------------------

Driver/Passenger Side		
External Side Mirror (right & left)	Crack, broken, working condition, properly placed	
Tires	Properly inflated, adequate tread	
Windows	Broken, cracked, missing, cleanliness	

Rear of Vehicle		
Bumper	Loose, missing, damage	
License Plate	Current sticker, cleanliness, properly attached	
Inside of trunk or truck bed	Spare Tire, Jack, wrench, free of debris, cleanliness	
Brake Lights	Tested and working properly, broken	
Rear Window	Broken, cracked, missing, cleanliness	

Front of Vehicle		
Headlights (Normal and Bright)	Tested and working properly, broken	
Turn Signals	Tested and working properly, broken	
Bumper	Securely Attached	
Windshield	Broken, cracked, missing, cleanliness	
Windshield Wiper Blades	Properly Installed, damaged, broken, proper working order	

Under the Hood		
Battery	Properly secured, cables secured, working properly	
Air Filter	Cleanliness	
Leaks	Cracks in hoses, fluid on ground, leaks from filters	
Windshield Fluids	Proper Fluid Level	
Transmission Fluid	Proper Fluid Level	
Engine Coolant	Proper coolant level	
Engine Oil	Proper Fluid Level	

Employee Bonding Warranty

All of your employees are automatically bonded when they start working for the community government. There is no application to complete or notice to be provided when you hire new employees. However there is a warranty within the employee bond that will void the bond coverage for any employees who have committed fraud or a dishonest act during their employment with you or prior to their employment with you. The coverage for that particular employee is automatically terminated as soon as you, the employer, becomes aware of a past or present infidelity.

This clause is key to your employees being bonded. As individual bond applications are not required for employees when they are hired, your bonding company relies heavily on the community government, to perform proper back ground checks on the people they hire. This clause acts as protection for the bonding company because they would not normally bond an employee who has committed fraud or a dishonest act. The same is true and applies to employees who have had their bonding cancelled by a previous insurer where the bond was never reinstated.

If you have an employee who would not qualify for bonding because of the above conditions, we may still be able to obtain bonding for them. We can complete and individual application for that particular employee and submit it to the bond company for consideration. In some cases bonding may be granted under certain conditions and a lower limit of coverage

Employee Dishonesty and theft of money: \$1,000,000

Covering: *All employees of the community government, plus Money and Securities on the premises, or on the way to the bank, or at the bank for theft, disappearance destruction, robbery or safe burglary.*

200-5105 50th Street
Yellowknife, NT
X1A 1S1



NWT Association of Communities

Connecting Community Governments Since 1966

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Toll Free: 1.866.973.8359
F: 867.873.3042

www.nwtac.com

NORTHERN COMMUNITIES INSURANCE PROGRAM

FINANCE
SMART MANAGEMENT
PRACTICES

PREVENTING INTERNAL CRIME

Protecting Your Organization



Organizations spend much effort on preventing crime from **outside**; yet the biggest risk is actually **from within**.

Risks you can prepare for and help reduce losses include:

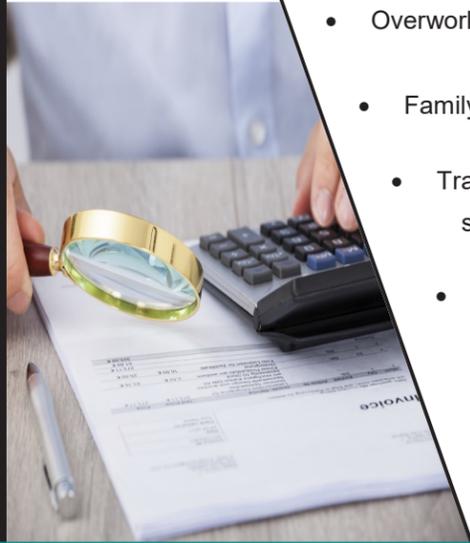
- Disappearing cash payments
- Overtime abuse
- Acting pay abuse
- Payment of factitious claims



Controlling the Risk

Employee Dishonesty: Why does it happen?

- Certain acts are no longer regarded as being wrong or illegal by employees.
- Overworked and underpaid employees.
- Family income has remained static or has been reduced.
- Transfer of funds electronically depend on fewer people with specialized skills who know the vulnerable areas of banking
- Management changes and restructuring leave more opportunities for crime to remain undetected.
- An Employee sees a vulnerable area and takes advantage of it.
- Gambling, Drug and Alcohol Dependency, On-line shopping



Where does Employee Dishonesty happen?

- ✓ Accounting
- ✓ Purchasing
- ✓ Payroll
- ✓ Computer
- ✓ Cashier
- ✓ Warehousing / supplies
- ✓ Equipment Use

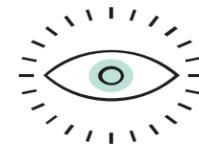
INDIVIDUAL WARNING SIGNS

- Individuals that seem to be living beyond their means, have high personal debts or you suspect they have some kind of addiction
- Employees who work long hours or refuse to take vacation
- A senior manager that seems to have a secretive management style that frequently over rides systems and controls in regards to spending.
- An unexplained close relationship with a supplier or customer



WARNING SIGNS

What to look for in an individual and in the work environment if you suspect criminal activity



CORPORATE WARNING SIGNS

- A work environment where employees feel they are owed for: unpaid overtime, an increase in wages, or more time off
- A sudden increase in accounts receivable
- Lax enforcement of internal controls
- High rates of turn over and absenteeism
- Lack of formal controls and accountability

SEPARATION OF RESPONSIBILITIES

Most fraudulent activities are carried out by **one person**. Internal controls should separate responsibilities in to **four key areas**:



1. Authorizing transactions
2. Preparing transactions
3. Collecting or paying cash
4. Maintaining records of accountability

INTERNAL CONTROLS

- Perform **internal and external** audits
- Make sure staff take their vacation for at least **one full week** at a time
- Passwords for computers should be **changed regularly**, and the person in charge of your computer system should not be allowed to have access to other employees' day to day activities
- Policies for the purchase of goods should be carefully drafted and strictly adhered to. Check that the vender addresses match the invoices and phone directories
- Procedures should **separate tasks** - payment authorization, preparation of cheques, signatures on cheques
- Procedures should include **electronic transfers**
- Electronic transfers also require **separation of duties** and should have **two signatures**

If you suspect someone in your organization is engaging in criminal activity, or you have any questions about internal crime, please contact the NWTAC.



- Take care in hiring honest people with a known work history. Perform criminal background and reference checks on all potential employees.
- If the individual has worked in the North, you can usually find out from superintendents in other regions. Make the call.
- Avoid hiring relatives and spouses, especially in the same department or in a manager-subordinate position.
- If at all possible, rotate employees in positions of trust fairly frequently.
- Review employee empowerment- Are employees given too much control and authority or are controls lacking?
- Minimize the use of Corporate Credit Cards: Expense accounts should be submitted to justify the transactions on the card. Have policies and procedures regarding expense accounts and travel.
- Create an ethical environment for your staff. Have a code of conduct in place.
- Follow your Policies and Procedures.



What Should You Do If A Slip and Fall Claim Arises?

- If someone is injured, administer first aid or call an ambulance
- Never admit you are at fault
- Never offer to compensate an injured person
- As soon as possible, complete an incident report providing as much detail as possible on the injured person – include name, witnesses names, addresses, telephone numbers, complaints of pain, etc.
- Also include weather conditions, lighting, warning signs, foreign material on the floor, distractions, etc.
- Detail any mitigation circumstances i.e. absence of snow or ice on walkways, when sidewalks were last cleared, type of shoes and clothing injured party was wearing, note use of walking aides or prescription glasses, note the part of the body where injuries occurred, etc.
- Take digital photographs of the location where incident occurred – note skid marks in the area of the alleged slip and fall - use a ruler or pen to show relative size. Take from every angle and at an increasing distance from the scene. Show the general area, including lighting and signage, and taken from the direction the person was walking and from the opposite direction as well
- If you receive any correspondence from the injured party, forward it directly to NWTAC

NWTAC can help you by...

- Providing sample bylaws, policies, and procedures
- Using your loss prevention funds for School of Community Government Training
- Legal Services Advice Line
- Governance Advice Line
- Human resources advice services
- Job descriptions
- Loss prevention workshops

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NORTHERN COMMUNITIES INSURANCE PROGRAM

RISK MANAGEMENT
SMART MANAGEMENT
PRACTICES



REDUCING WINTER SLIP AND FALL HAZARDS

Protecting Your Organization



Slips and falls can cause serious injuries to visitors on community properties. In the winter, snow covered parking lots, icy sidewalks and slippery floors dramatically increase the chance of slip and fall incidents. A little extra care and prompt attention to outside and inside slippery surfaces, can easily and quickly prevent slips and falls and thereby reduce claims. Here are a few tips for making your premises safer this winter by managing slippery conditions and snow removal activities.

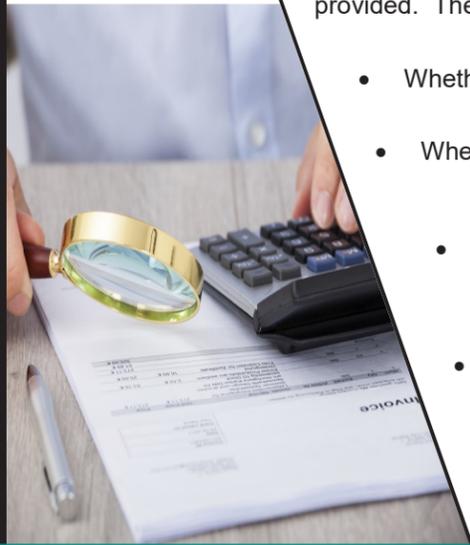


Controlling the Risk

The legal discussion

If someone is hurt in a slip and fall, you must be prepared to demonstrate to a judge that an appropriate standard of care was provided. The following criteria generally apply:

- Whether the danger was foreseeable
- Whether the communities' conduct was within acceptable standards
- Whether there was an adequate system of inspection in place and was it being carried out
- Whether the danger was allowed to exist for an unreasonable amount of time
- Whether the danger could have been easily prevented



BYLAWS, POLICIES AND PROCEDURES

Set out what you will do, and follow through.



1. A snow and ice clearing program for roads, walkways, sidewalks, parking areas, and building entrances
2. Keep a written daily log of snow clearing activities and conditions
3. Keep a written log of any accidents reported and actions taken
4. Review and update your program from time to time

If you need any help in setting up bylaws, policies or procedures with regard to managing your winter hazard risks, please contact the NWTAC.

KNOW THE SLIP AND FALL HAZARDS AND RISKS ASSOCIATED WITH WINTER WEATHER

- Slips or falls on slippery surfaces due to water, ice or snow including melted snow and ice at building entrances
- Roof collapse or property damage under weight of snow
- Injuries while shoveling snow OR falls from heights if for example while cleaning the roof
- Freezing of water run-off from roof down spouts or melting snow from roofs OR storm surges causing flooding
- Wet floors inside buildings
- Icy sidewalks or roadways

What can cause unsafe conditions?

- ✓ Snow or ice on the ground
- ✓ Snow or ice sliding off a roof
- ✓ Steel grates filled with snow
- ✓ Oil or water spills
- ✓ Slippery floor coverings
- ✓ Stairways without railings
- ✓ Trip hazards



MONITOR!

What to look for in your community government properties ...

SAFETY GOALS

- Ensure that all community roads remain passable for emergency vehicles throughout the snow removal period; allow traffic flow, both pedestrian and vehicular, to and from the site.
- Ensure that stairs, roadways, parking lots, sidewalks and entryways are kept free of snow, slush and ice, which may cause hazardous footing
- Keep all building entrances and exit doors free from ice and snow buildup—they must be useable all year long



GOOD HOUSEKEEPING

- Mop wet floors to make dry
- Watch stairs for loose treads
- Use mats to catch snow at entrances
- Monitor weather conditions
- Train your staff appropriately
- Clear ice and snow from roofs over entrances
- Apply grit to slippery outside walking areas

RISK CONTROL MEASURES FOR INSIDE WET FLOORS

- Place "wet floor" signs prominently at entrances – pylons are preferred over 'tent'-style signs
- Use door mats or rubber runners at entrances and exits to help keep water, snow and ice off the floor
- Mats or runners should extend at least 6-8 steps or 3 metres (10 feet) indoors
- Promptly mop up puddles where melting snow has saturated the mats or runners
- Clean up interior wet floors and spills immediately
- Use "slippery floor" warning pylons when surfaces are wet or obstructed
- Maintain a written activity log (sweep log) of all floor cleaning activities on site
- Test floors for slip resistance (wet and dry) and consider treatments to improve floors with unacceptable results





WRONGFUL DISMISSAL LIABILITY

Terminating employment with one of your employees is never a pleasant experience. It can be more difficult when you are informed the employee is now seeking compensation by filing a civil action for what they feel was a wrongful termination. Fortunately NORCIX provides liability coverage for communities who follow the warranty conditions which are expressed in the insurance policy. Your insurance policy will pay on behalf of the community any sums which the community becomes legally obligated to pay for compensation as well as agreeing to defend the community for any civil action that is brought against the community arising out of an alleged wrongful dismissal.

Wrongful dismissal insurance coverage is not common in the insurance industry. While coverage is provided within our wording there are conditions that the community government must comply with in order to be covered. These conditions are:

1. The Community Government must receive *in writing* a legal opinion from an independent lawyer who specializes in employment law or a lawyer chosen by NORCIX. The legal opinion needs to set out how the change or changes desired should be carried out by the Community Government; and
2. The Community Government must implement the approved change or changes in employment conditions in the manor prescribed by the independent lawyer.
3. Both these conditions also apply to all employment contracts and fixed term contracts in excess of five (5) years or a series of consecutive employment fixed term contracts with the combined total being in excess of five (5) years.

There are other conditions and exclusions within the policy but these three conditions in particular must absolutely be met before your insurer will respond to any claim.

Using a lawyer who does not specialize in employment law is not acceptable. Once you have been provided advice and a written legal opinion, you must follow the advice and steps the lawyer has set out with respect to any changes in the employment conditions of the employee.

In most situations it would be best to contact our office so we can put you in touch with an approved lawyer who specializes in this field of law.

Your lawyer should also assist you with the termination letter being provided to the employee.



WHAT SHOULD YOUR LEGAL OPINION CONTAIN?

All of the relevant facts should be set out in the opinion to ensure that the information upon which the lawyer is relying is consistent with the actual employment history of the employee. The letter should include:

- ✓ the position held by the employee
- ✓ the employee's age
- ✓ rate of pay
- ✓ history of employment
- ✓ the existence and relevant terms of an employment agreement
- ✓ the rationale being considered for termination
- ✓ disciplinary history
- ✓ whether the employee has had an absence from the workplace
- ✓ whether you are in a position to dismiss for cause or without cause
- ✓ a process that you must follow for the termination
- ✓ review of any potential Human Rights issues

DISMISSAL FOR JUST CAUSE

Within Employment Law, the definition of Just Cause is very narrow.

The rationale for a just cause dismissal would require review of the Facts and a determination as to whether or not the Facts provide a basis for a just cause dismissal. When dismissing for cause it is intended that there would be no severance package. If the lawyer is in agreement, the opinion should provide the reasons for termination for cause. The lawyer should also be able to assist with the termination letter being provided to the employee. If a civil action is commenced by the employee after the dismissal, the deductible in this case will be the \$25,000 or the first two years of wages, whichever is the lesser. In most cases, the deductible is \$25,000.

DISMISSAL WITHOUT CAUSE

If a determination is made that the circumstances do not provide a basis for a just cause dismissal, the opinion will provide a range of what would most likely be required to pay the employee as compensation in lieu of notice. The range of notice which may be required will depend upon whether an employment agreement or letter of offer has limited the range of notice to that of a contractual amount or if reliance may be placed upon statutory minimum payment. In the absence of an employment agreement, a range of would be provided by the lawyer. This is important because it has a bearing on the deductible that would be applicable in the event it becomes a civil action. If the employee ultimately does not accept the offered severance package and commences a civil action, the deductible will be the median of the range which was provided in the legal opinion prior to dismissal subject to a minimum of \$25,000.

In the event the employee files a civil action and a claim is opened with NORCIX, the deductible that would apply to the claim does not apply to adjusting or legal expense incurred by NORCIX to investigate or defend the community.