



AGENDA

PUBLIC INPUT

1. CALL TO ORDER
2. ADOPTION OF AGENDA
3. DECLARATION OF INTEREST
4. ANNOUNCEMENTS, AWARDS, CEREMONIES & PRESENTATIONS
5. ADMINISTRATIVE ENQUIRIES
6. NEW BUSINESS
 - a. Draft 2023 O&M and Capital Budget – page 3-
 - b. Excused Absence
7. NOTICE OF MOTIONS
8. IN CAMERA
 - a. **Matters under Consideration** - pursuant to Cities, Towns & Villages Act, S.N.W.T. 2003 c. 22, Section 23. (3), (e)
9. ADJOURNMENT



REPORT TO COMMITTEE

COMMITTEE: FINANCE COMMITTEE

DATE: NOVEMBER 21, 2022

SUBJECT: 2023 O & M and Capital Budgets

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approves the 2023 Consolidated O&M and Capital budgets as presented and recommended by the Finance Committee.

BACKGROUND:

The Capital and O and M Budgets are following a 3-cycle process for review, development, and eventual approval by Council.

Cycle 1 was completed on November 9, 2022 when the Finance Committee was presented the Capital and O&M Budgets. The Committee requested some refinements to the O&M budget that reduced total expenditures and revenue requirements. Changes have been incorporated into the budget being presented and recommended to the Standing Committee of Council through Cycle 2. If there are any revisions to the budgets coming out of the Standing Committee of Council, these will be incorporated into Cycle 3 as the final budgets to be brought to the next Regular Council Meeting for Council consideration and approval.

The Cycle 2 budgets are outlined in the attached presentation file. Also included in the package are the results of the 2022 public budget survey, 2023 capital project briefs for projects over \$50,000, and 2023 departmental business plans. These are intended to assist Council in their decision making and supplement the 10 Year Capital Plan, Strategic Plan, and other previously approved planning documentation that have guided the development of the O&M and capital budgets.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Cities, Towns and Villages Act S.N.W.T. 2003, c.22 Sec. 94 (1)

FINANCIAL IMPLICATIONS:

The operations and services of the Town will be sustained.

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

- 2023 O & M and Capital Budget Presentation
- 2022 Budget Survey Summary
- 2023 Departmental Business Plans
- 2023 Capital Project Briefs

Prepared by:
Patrick Bergen
Acting Director of Finance & Administration
Date: November 21, 2022

Reviewed by:
Glenn Smith
Senior Administrative Officer
Date: November 21, 2022




2023 Budget Cycle 2

Standing Committee of Council Presentation

November 21, 2022




Agenda

- Budget Process
 - Planning
 - 2023 Cycle 2 O&M Budget
 - 2023 Cycle 2 Capital Budget
 - Conclusion
- 



Budget Process

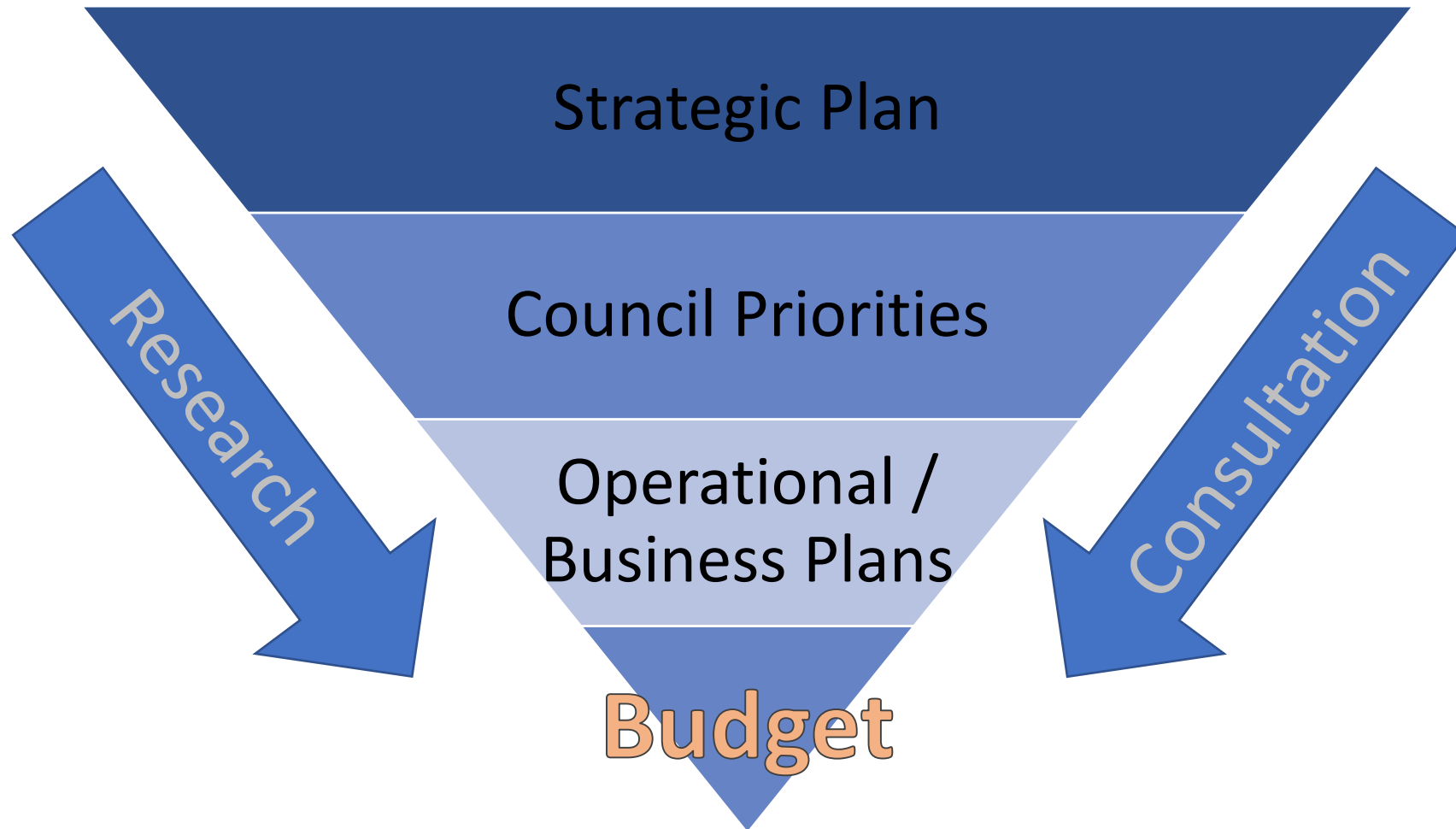
Budget Process

- Cycle 1 
 - Draft
 - Consultation with Finance Committee
- Cycle 2
 - Draft
 - Presentation to Standing Committee of Council
- Final Approval
 - Draft
 - Presentation to Council



Planning

Planning - Hierarchy






Planning – Strategic Plan

- Council High Priority Initiatives for 2023
 - Ensure the town's capital plan is kept current and that funding sources are identified.
 - Complete all new and replacement infrastructure projects identified in the budget.
 - Divert waste from the landfill through improved recycling and waste management procedures.
 - Update the land development plan and zoning bylaw.
 - Develop and begin implementation of flood recovery and mitigation plans.
 - Establish a Social Issues Committee that defines a community plan for improving mental health and addressing addictions issues.
 - Develop and implement a Community Housing Plan.
 - Create zoning allowances that permit homeless shelters or transitional housing.
 - Modify zoning bylaws to allow for increased residential density.
 - Employ workforce planning programs in Town departments that encourages increased service levels, professional development, and retention of quality staff.




Planning – Operational Plans

- 10 Year Capital Plan
 - Flood Recovery and Mitigation
 - Community Housing Plan
 - Tourism Marketing and Tourism Development Plans
 - Land Development Plan
 - Agricultural Plan
 - Cost of Service Study
 - Committee Terms of Reference
- 



Planning – 2023 Business Plans

- Departmental / Divisional Plans
 - Goals
 - Initiatives
 - Risk Management
 - Human Resources
 - Budgets
- 



Planning – Research and Consultation

- Research and Consultation in Planning Process
 - Budget Survey
 - Budget Cycles
- 




Planning – Research and Consultation

- 2023 Budget Survey – Have Your Say
 - Background
 - Online and manual collection
 - 66 respondents
 - Respondent Overall Satisfaction
 - 49% Poor-Very Poor
 - 51% Fair-Good
 - Service Level Satisfaction
 - High: Ambulance & Fire; Trucked Water; Waste Collection
 - Low: Flood Preparedness; Roads and Sidewalks; Snow Removal; Landfill Mgmt.; Ec. Dev.; Land Planning
 - Service Level Changes
 - Increase Fire and Flood Preparedness
 - Decrease Bylaw and Garbage Pickup



Planning – Research and Consultation

- 2023 Budget Survey – Have Your Say
 - Taxes
 - 52% Maintain taxes and fees
 - 21% Increase taxes and fees to increase services
 - Multi-Government Issues
 - Housing
 - Cost of Living
 - Governance and Transparency
 - Evolving Topics
 - 63% Support of Biomass System if doesn't increase taxes
 - 82% Support reduce landfill hours
 - 64% Support flood mitigation but only through third party funding



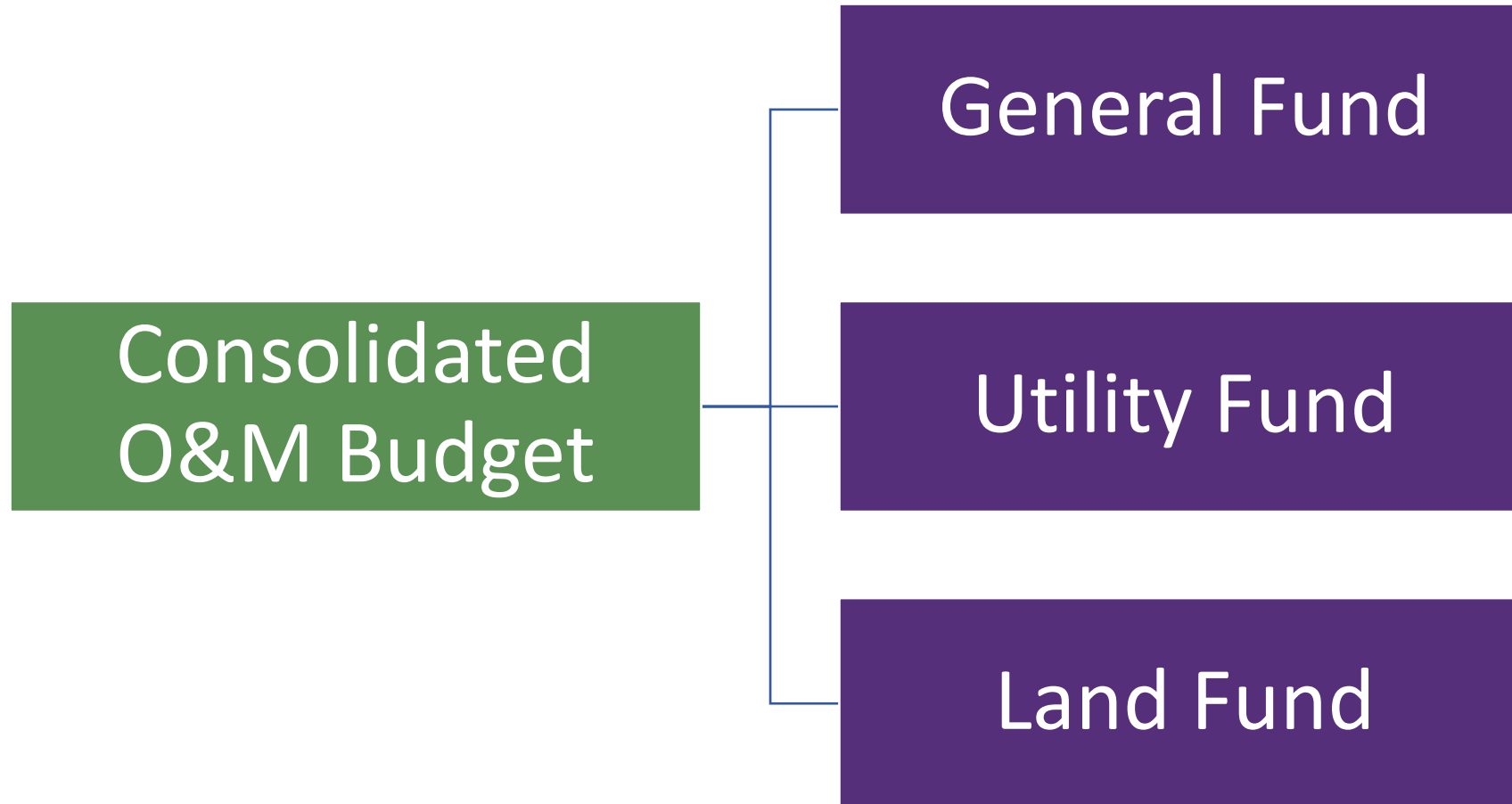
2023 Cycle 2 O&M Budget



2023 Cycle 2 O&M Budget - Background

- Ongoing Operations of Town
 - Salaries
 - Contracted Services
 - Maintenance
 - Utilities
 - Supplies
 - Debt Servicing
- Contribution to Capital / Reserves

2023 Cycle 2 Capital Budget - Background





2023 Cycle 2 O&M Budget - Assumptions

No changes to core GNWT / MACA funding.

Mayor and 7 Councillors honorarium budgeted.

5% staff vacancy rate included in budget.

Any net revenue over expense to be allocated to reserves to fund capital. \$2.0M reserve allocation currently included in budget.

O&M expenses contingent on revenues from third parties are fully budgeted.

No major changes to service levels. Landfill services in-house with reduction of operating hours.

Flood response and recovery expenses recoverable. Mitigation through 75% contribution funds.

Inflation at 7% overall. Fuel services at 52.5% over prior year budget.



2023 Cycle 2 O&M Budget - Highlights

- Total Revenue
 - \$16,323,343
- Tax Revenue Requirement – 4.51% increase of \$306,525
 - Certified Assessment Role
 - Tax/GIL
- Fees and Charges
 - Water/Sewer 4% increase per bylaw of \$84,000
 - Solid Waste increase of \$110,000 from managing site internally and intended bylaw change
 - Other
- Contribution Funding
 - GNWT / MACA
 - Other



2023 Cycle 2 O&M Budget - Highlights

- Total Expenses increase of approximately \$900K through inflationary pressures
 - \$16,323,343
- Staffing
 - 2% Salary Increase (\$88,656)
 - Full Year Landfill and Water Treatment
 - 1 FTE Term Conditional
- Fuel
 - 52.5% Cost Increase (\$359,000)
- Flood Recovery and Planning
 - Own Source Labour
- Contribution to Capital
 - 18% increase (\$300,000)
- Other Inflation
 - Approximately \$150,000 increase in contracts and supplies

2022 vs 2023 Net Change by Department

	2022			2023			YOY	
	Revenue Budget	Expense Budget	Net	Revenue Budget	Expense Budget	Net	Net Change	Net % Change
Finance and Administration	9,514,073	1,367,600	8,146,473	9,870,143	1,252,362	8,617,781	471,308	5.79%
Land Fund/Land Development	2,035,000	1,705,000	330,000	1,165,000	840,000	325,000	-5,000	-1.52%
Mayor and Council	0	162,571	-162,571	0	171,099	-171,099	-8,528	5.25%
Office of the SAO	0	1,490,500	-1,490,500	125,000	1,496,735	-1,371,735	118,765	-7.97%
Protective Services	562,300	801,902	-239,602	657,300	949,336	-292,036	-52,434	21.88%
Public Works	55,000	2,845,450	-2,790,450	112,000	2,712,776	-2,600,776	189,674	-6.80%
PW - Utilities	3,221,200	2,805,600	415,600	3,395,000	3,268,085	126,915	-288,685	-69.46%
Recreation	733,400	3,077,750	-2,344,350	903,500	3,412,000	-2,508,500	-164,150	7.00%
Tourism	80,400	245,000	-164,600	95,400	220,950	-125,550	39,050	-23.72%
Transfer to Capital		1,700,000	-1,700,000		2,000,000	-2,000,000	-300,000	17.65%
Total	16,201,373	16,201,373	0	16,323,343	16,323,343	0	0	0%

**The amounts do not include the school tax which is a flowthrough from the GNWT.*

Mayor and Council

Expenses	2022 Budget	2023 Budget	Change	% Change
1110 - MAYORS INDEMNITY AND TRAVEL	\$58,507	\$58,507	\$0	0.00%
1130 - COUNCILLORS INDEMNITY and TRAVEL	\$104,064	\$112,592	\$8,528	8.19%
Total Expenses	\$162,571	\$171,099	\$3,528	2.17%
Net Total	\$(162,571)	\$(166,099)	\$(3,528)	2.17%

Office of the SAO

Revenues	2022 Budget	2023 Budget	Change	% Change
1213 - OFFICE OF THE SAO	\$0	\$125,000	\$125,000	100.00%
Total Revenues	\$0	\$125,000	\$125,000	100.00%
Expenses				
1213 - OFFICE OF THE SAO	\$1,490,500	\$1,496,735	\$12,235	0.82%
Total Expenses	\$1,490,500	\$1,496,735	\$12,235	0.82%
Net Total	\$(1,490,500)	\$(1,377,735)	\$112,765	9.21%

Finance and Administration : Revenues

Revenues	2022 Budget	2023 Budget	Change	% Change
1100 – MUNICIPAL and GRANT LEVIES ON PROPERTY	\$6,791,118	\$7,097,643	\$306,525	4.51%
1202 - LOCAL IMPROVEMENTS	\$20,405	\$17,000	\$(3,405)	-16.69%
4100 - ADMIN TAXABLE COSTS RECOVERED	\$11,300	\$19,000	\$7,700	68.14%
4104 - TAX CERTIFICATES REVENUE	\$3,000	\$3,500	\$500	16.67%
5120 - BUSINESS LICENSE REVENUE	\$65,000	\$85,000	\$20,000	30.77%
5140 - MOTOR LIVERY LICENSE REVENUE	\$250	\$500	\$250	100.00%
5193 - CEMETARY BURIAL FEE REVENUE	\$5,000	\$20,000	\$15,000	300.00%
5440 - FRANCHISE FEE REVENUE	\$340,000	\$340,000	0	0.00%

Finance and Administration : Revenues continued

Revenues	2022 Budget	2023 Budget	Change	% Change
5510 - INTEREST ON INVESTMENTS	\$48,000	\$105,000	\$57,000	118.75%
5520 - LAND SALES INTEREST & PENALTIES	\$20,000	\$30,000	\$10,000	50.00%
5610 - PROPERTY TAX PENALTIES REVENUE	\$175,000	\$200,000	\$25,000	14.29%
5720 - SENIOR/DISABLED MUNICIPAL TAX EXEMPTION	\$(190,000)	\$(232,500)	\$(42,500)	22.37%
5721 - SENIOR/DISABLED SCHOOL TAX EXEMPTION	\$(33,000)	\$(30,000)	\$3,000	-9.09%
6210 - GNWT MACA BLOCK FUNDING	\$2,215,000	\$2,215,000	\$0	0.00%
7599 - TERRITORIAL MISC GRANTS REVENUE	\$43,000	\$0	\$(43,000)	-100.00%
Total Revenues	9,514,073	9,870,143	356,070	3.74%

Finance and Administration : Expenses

Expense	2022 Budget	2023 Budget	Change	% Change
1210 - ADMINISTRATION	\$635,900	\$598,162	\$(30,738)	-4.83%
1220 - Professional Services and Amortization	\$345,000	\$380,000	\$20,000	5.80%
1240 - TAXATION	\$10,000	\$10,000	\$2,000	20.00%
1250 - EMPLOYEE COSTS	\$36,000	\$10,000	\$(26,000)	-72.22%
1292 - OVERHEAD CHGS TO UTILITY FUND	\$(200,000)	\$(200,000)	\$0	0.00%
1293 - OVERHEAD CHGS TO LAND FUND	\$(40,000)	\$(75,000)	\$(35,000)	87.50%
5160 - CEMETARY	\$1,200	\$1,200	\$0	0.00%
6210 - GNWT MACA BLOCK FUNDING EXPENSES	\$78,000	\$78,000	\$0	0.00%
8110 - BANK/DEBT CHARGES	\$61,500	\$60,000	\$(1,500)	-2.44%
8120 - DEBENTURE INTEREST	\$400,000	\$350,000	\$(50,000)	-12.50
8211 - TO ALLOWANCE FOR BAD DEBTS	\$40,000	\$40,000	\$0	0.00%
Total Expenses	\$1,367,600	\$1,252,362	\$(121,238)	-8.87%
Net Total	\$8,146,473	\$8,617,781	\$148,332	1.82%

Protective Services

Revenues	2022 Budget	2023 Budget	Change	% Change
2200 - BYLAW ENFORCEMENT	\$20,000	\$0	\$(20,000)	-100.00%
2400 - FIRE PROTECTION	\$30,000	\$35,000	\$5,000	16.67%
4246 - FIRE DEPARTMENT REVENUES	\$0	\$35,000	\$35,000	100.00%
4254 - AMBULANCE OPERATING AGREEMENT	\$25,300	\$25,300	\$0	0.00%
4255 - AMBULANCE BILLING REVENUE	\$450,000	\$525,000	\$75,000	16.67%
4256 - AMBULANCE GRANTS	\$37,000	\$37,000	\$0	0.00%
Total Revenues	\$562,300	\$657,300	\$95,000	16.89%
Expenses				
2200 - BYLAW ENFORCEMENT	\$103,450	\$105,370	\$1,920	1.86%
2400 - FIRE PROTECTION	\$575,700	\$717,650	\$141,950	24.66%
2460 - EMERGENCY RESPONSE TRAINING CEN	\$1,000	\$1,000	\$0	0.00%
2462 - ERTC BLDG/LAND MAINTENANCE	\$2,500	\$0	\$(2,500)	-100.00%
2510 - CIVIL EMERGENCY	\$31,200	\$32,200	\$1,000	3.21%
2540 - AMBULANCE	\$26,152	\$33,516	\$7,364	28.16%
2930 - ANIMAL & PEST CONTROL	\$61,900	\$59,600	\$(2,300)	-3.72%
Total Expenses	\$801,902	\$949,336	\$147,434	18.39%
Net Total	\$(239,602)	\$(292,036)	\$(52,434)	17.77%

Public Works

Revenues	2022 Budget	2023 Budget	Change	% Change
3110 - PUBLIC WORKS ADMINISTRATION	\$0	\$70,000	\$70,000	100.00%
5171 - DEVELOPMENT PERMITS NON-TAXABLE REVENUE	\$5,000	\$7,000	\$2,000	40.00%
5172 - BUILDING PERMIT NON-TAXABLE REVENUE	\$50,000	\$35,000	\$(15,000)	-30.00%
Total Revenues	\$55,000	\$112,000	\$57,000	103.64%
Expenses				
3110 - PUBLIC WORKS ADMINISTRATION	\$574,050	\$667,580	\$95,530	16.29%
3131 - VEHICLE OPERATIONS MAINTENANCE	\$125,000	\$170,000	\$45,000	36.00%
3150 - TOWN GARAGE, YARDS	\$233,700	\$251,290	\$17,590	7.53%
3190 - CARPENTER SHOP	\$106,000	\$113,741	\$7,741	7.30%
3231 - SUMMER ROADS	\$864,500	\$644,630	\$(219,870)	-25.43%
3237 - WINTER ROADS	\$311,000	\$345,090	\$34,090	10.96%
3250 - STREET LIGHTING	\$260,000	\$245,000	\$(15,000)	-5.77%
3260 - ROAD SAFETY	\$2,000	\$2,000	\$0	0.00%
6100 - PLANNING & ZONING	\$344,700	\$242,445	\$(102,255)	-29.66%
7510 - TERRITORIAL ROAD CONSTRUCTION GRANT	\$19,500	\$11,000	\$(8,500)	-43.59%
7591 - ANNUAL TOWN CLEAN UP	\$5,000	\$20,000	\$15,000	300.00%
Total Expenses	\$2,845,450	\$2,712,776	\$(132,674)	-4.66%
Net Total	\$(2,790,450)	\$(2,600,776)	\$146,731	-5.26%

Public Works : Utilities

Revenues	2022 Budget	2023 Budget	Change	% Change
4400 - Utility sales	\$2,126,200	\$2,300,000	\$173,800	8.17%
4401 - Utility subsidy	\$1,095,000	\$1,095,000	\$0	0.00%
Total Revenues	\$3,221,200	\$3,395,000	\$173,800	5.40%
Expenses				
4110 - UTILITY ADMINISTRATION	\$156,700	\$263,360	\$106,660	68.07%
4111 - OVERHEAD CHARGES	\$200,000	\$200,000	\$0	0.00%
4120 - PURIFICATION & TREATMENT	\$75,000	\$95,000	\$20,000	26.67%
4140 - TRANSMISSION & DISTRIBUTION	\$1,575,000	\$1,820,000	\$245,000	15.86%
4144 - UTILITY DISTRIBUTION MAINTENANCE	\$346,900	\$338,225	\$(3,675)	-1.06%
4220 - SEWAGE & COLLECTION	\$30,000	\$30,000	0	0.00%
4320 - SANITATION OPERATIONS	\$400,000	\$347,000	\$(50,000)	-12.50%
4330 - LANDFILL EXPENDITURES and Amortization	\$52,000	\$174,500	\$122,500	235.58%
Total Expenses	\$2,835,600	\$3,268,085	\$432,485	15.25%
Net Total	\$415,600	\$58,915	\$(258,685)	-67.09%

Recreation Revenue

Revenues	2022 Budget	2023 Budget	Change	% Change
4730 - SWIMMING POOL LESSONS NON-TAXABLE	\$15,000	\$15,000	0	0.00%
4731 - SWIMMING POOL LESSONS TAXABLE	\$5,000	\$13,000	8,000	160.00%
4733 - SWIMMING POOL TICKETS REVENUE	\$40,000	\$40,000	0	0.00%
4734 - SWIMMING POOL HOURLY RENTAL	\$7,000	\$7,000	0	0.00%
4737 - SWIMMING POOL GRANTS	\$12,000	\$12,000	0	0.00%
4739 - SWIMMING POOL SALES OF MERCHANDISE	\$0	\$1,500	\$1,500	100.00%
4740 - CURLING CLUB RENTAL REVENUE	\$36,000	\$36,000	0	0.00%
4750 - SCHEDULED ICE RENTAL	\$145,000	\$180,000	35,000	25.00%
4754 - ADVERTISING REVENUE	\$45,000	\$35,000	(10,000)	-22.22%
4755 - CONCESSION REVENUE	\$18,000	\$18,000	0	0.00%
4756 - DANCE HALL RENTAL REVENUE	\$18,000	\$50,000	32,000	177.78%
4759 - PROGRAMS REVENUE	\$45,000	\$60,000	15,000	33.33%
4780 - BALLPARK RENTAL REVENUE	\$7,000	\$8,000	1,000	14.29%
4790 - OTHER RECREATION REVENUE	\$226,000	\$230,500	4,500	1.99%
5130 - LOTTERY LICENSE REVENUE	\$15,000	\$22,500	7,500	50.00%
7110 - RECREATION ADMINISTRATION	\$60,000	\$60,000	0	0.00%
7530 - TERRITORIAL RECREATION GRANTS REVENUE	\$39,400	\$115,000	75,600	191.88%
Total Revenues	\$733,400	903,500	168,600	22.99%

Recreation Expenses

Expenses	2022 Budget	2023 Budget	Change	% Change
7110 - RECREATION ADMINISTRATION	\$197,100	\$208,305	\$11,205	5.68%
7130 - SWIMMING POOL OPERATIONS	\$874,150	\$933,730	\$59,580	6.82%
7140 - CURLING CLUB OPERATIONS	\$46,000	\$46,000	\$0	0.00%
7150 - REC CENTRE OPERATION	\$924,100	\$1,064,425	\$140,325	15.19%
7152 - REC CENTRE BLDG MAINTENANCE	\$166,000	\$199,000	\$33,000	19.88%
7180 - SPORTS FIELDS	\$229,000	\$267,500	\$38,500	16.81%
7245 - BEAUTIFICATION COMMITTEE	\$5,000	\$5,000	\$0	0.00%
7250 - LIBRARY	\$179,000	\$179,000	\$0	0.00%
7590 - RECREATION PROGRAMS	\$457,400	\$509,040	\$51,640	11.29%
Total Expenses	\$3,077,750	\$3,412,000	\$334,250	10.86%
Net Total	\$(2,344,350)	\$(2,505,000)	\$(164,150)	7.00%

Tourism

Revenues	2022 Budget	2023 Budget	Change	% Change
6910 - TOURISM	\$80,400	\$95,400	\$15,000	18.66%
Total Revenues	\$80,400	\$95,400	\$15,000	18.66%
Expenses				
6910 - TOURISM	\$245,000	\$220,950	\$(24,050)	-9.82%
Total Expenses	\$245,000	\$220,950	\$(24,050)	-9.82%
Net Total	(164,600)	\$(125,550)	\$39,050	-2.78%

Land Development

	2022 Budget	2023 Budget	Change	% Change
Revenues				
4000 - LAND SALES	\$1,600,000	\$700,000	\$(900,000)	-56.25%
4001 - LEASE FEES	\$435,000	\$465,000	\$30,000	6.90%
Total Revenues	\$2,035,000	\$1,165,000	\$(870,000)	-42.75%
Expenses				
6211 - OVERHEAD CHARGES FROM GENERAL FUND	\$40,000	\$75,000	\$35,000	87.50%
6220 - LAND DEVELOPMENT COSTS	\$1,665,000	\$765,000	\$(900,000)	-54.05%
Total Expenses	\$1,705,000	\$840,000	\$(865,000)	-50.73%
Net Total	\$330,000	\$325,000	\$(5,000)	-46.39%



2023 Cycle 2 Capital Budget

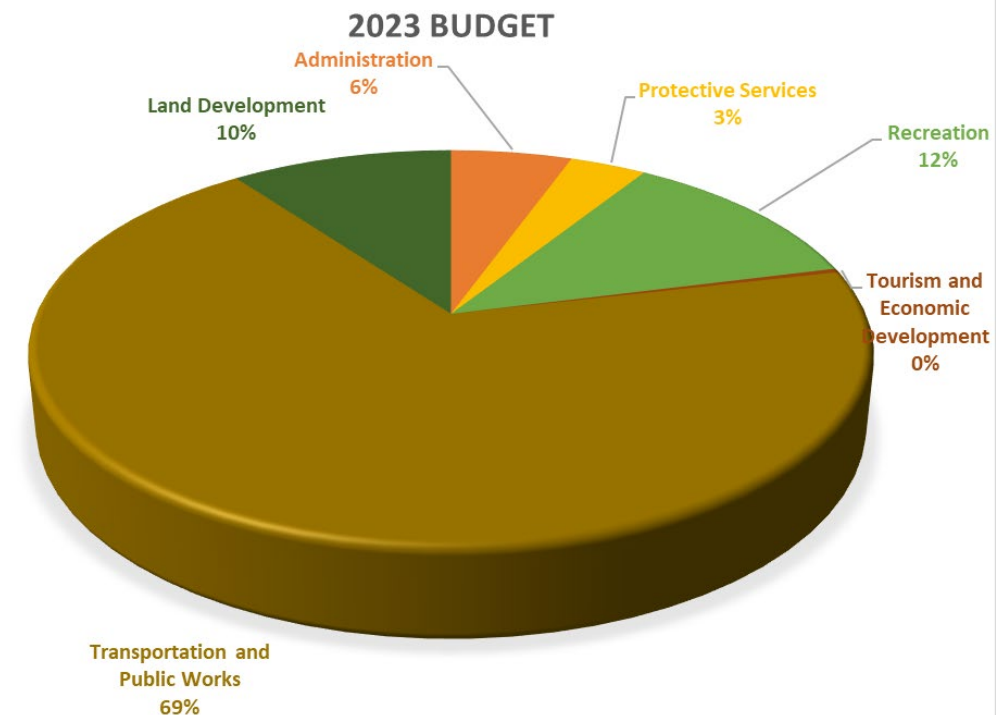


2023 Cycle 2 Capital Budget - Background

- Purchase of Physical Replacement and Development Assets
 - Equipment
 - Fleet
 - Buildings
 - Land Development
 - Roads
 - Utility Infrastructure
 - Solid Waste
 - Parks
 - Capital Debt Servicing
- Reserves
- 10 Year Capital Plan

2023 Cycle 2 Capital Budget– Expenditure Summary

Department	2023 Budget	2022 Budget
Administration	819,000	765,000
Protective Services	517,500	400,000
Recreation	1,794,000	1,967,000
Tourism and Economic Development	47,000	77,000
Transportation and Public Works	9,755,050	12,906,952
Land Development	1,500,000	2,950,000
Grand Total	14,432,550	19,065,952

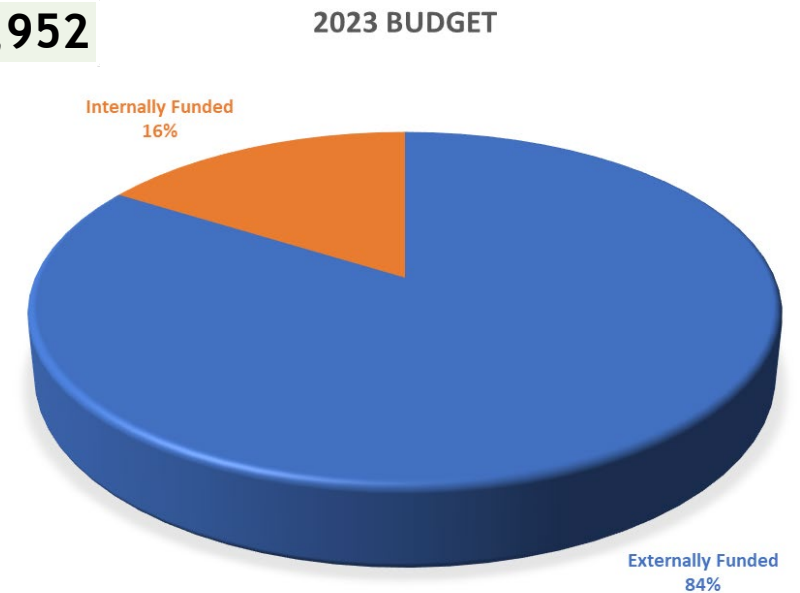


2023 Cycle 2 Capital Budget– Funding Detail

<i>PROPOSED FUNDING</i>	<u>2023</u>
CPI	1,552,340
Gas Tax	475,000
Flood Relief and Mitigation Funding	1,345,000
Insurance and Donations	1,621,000
CANOR	802,500
ICIP	3,713,948
Disaster Mitigation and Adaptation Fund	1,360,000
Pre-Sales for Land Development	800,000
Other External	438,500
Total External	12,108,288
Reserves	2,162,763
Proposed Debt and/or Funding Shortfall	-
O&M Funding for Debt Servicing	161,500
Total Internal	2,324,263
Grand Total	14,432,550

2023 Cycle 2 Capital Budget– Funding Summary

<u>Source</u>	<u>2023 Budget</u>	<u>2022 Budget</u>
Externally Funded	12,108,288	13,237,914
Internally Funded	2,324,263	5,828,038
Grand Total	14,432,550	19,065,952



2023 Cycle 2 Capital Budget -Public Works – Land Development

Legend		<100,000	
		\$100,001-\$499,999	
		>\$500,000	
Project Name	Description	2023	Unidentified Funding
Aspen Heights Subdivision Development	Review and update of design and engineering. Preparation of proposal documents to support third party development		No
Fraser Place Subdivision Development	Design and development of residential area. Estimated 20-30 lots. Costs include new roads, utilities.		No
Sundog Subdivision Development	Residential and commercial land development to meet housing and economic growth demands. Design work planned in 2023		Yes

2023 Cycle 2 Capital Budget –Public Works

- Roads

<u>Project Name</u>	<u>Description</u>	<u>2023</u>	<u>Unidentified Funding</u>
553 - Pine Crescent Upgrades	Includes Underground , Road, Curb and Gutter. Will be done over two construction seasons		No
553 - Preliminary Drainage Plan	553 - Preliminary Drainage Plan		No
Airport Road Repair and Upgrade	Specific project related to 2022 flood response		No
Beaver Cres. Water, Sewer and Drainage Replacement	Includes Underground , Road, Curb and Gutter. Will be done over two construction seasons		No
Capital Drive Watermain, Sidewalk and Roadworks	Underground, Roads and Sidewalks replacement for Capital Drive		No
Industrial Drive Base Upgrade, Paving and Underground	Roads are currently degraded chip seal. Involves paving of the entire road and installing underground services.		No
Paradise Road Repair and Replacement	Specific project related to 2022 flood response		No
Riverview Drive Upgrades	Work to include water/sewer and road surfacing upgrades from Liftstation 1 to intersection with Woodland Drive.		No

2023 Cycle 2 Capital Budget –Public Works

Project Name	Description	2023	Unidentified Funding
Asset Management System Implementation	Multi year project for implementation of corporate asset management system		No
Biomass District Heating System	Looking to heat new Town Hall, Fire Hall, Library and Community Center.		Yes
Delancey Estates Drainage Enhancements	Correction of drainage problems near Choice Farms		No
Fire Hall/Town Hall Demolition	Demolition to occur in 2023		No
Hazardous Waste Removal	Removal of hazardous materials (metal, white goods etc.) before closure of landfill. Regional project coordinated by MACA.		No
Hearse Replacement	Hearse is nearing end of life.		No
Industrial Area Drainage	Continuation of previous projects to improve the drainage in and around the Industrial area.		No
Infrastructure Planning and Studies	This project will be used to formalize long term infrastructure requirements.		No
Liftstation 1 Flood Mitigation Evaluation	Study to determine options available for flood mitigation of Liftstation 1		No
Liftstation 1 Repair and Replacement	Specific project related to 2022 flood response		No
Miron Storm Outlets Improvements	Improving storm sewer along Miron Drive. Some of these are currently failing and need replacement		No
Miron/ John Mapes/ Riverbend Storm and Sewer Manhole Upgrades	Multiyear project to repair heaving manholes causing damage to sidewalks and road infrastructure		No
Municipal Solid Waste Facility (Phase I and II)	New solid waste management facility. Site is TBD.		Yes
New Town Hall	Construction of new Town Hall building		Yes
New Weigh Scale at Landfill	For Landfill		No
Pumps and Generator Replacements at Lift Stations	Replacement of end of life pumps with energy efficient models		No

2023 Cycle 2 Capital Budget – Public Works (Con't)

<u>Project Name</u>	<u>Description</u>	<u>2023</u>	
Shoreline Flood Mitigation	Repairs to Alaska Road berm and extension of berm at entrance to West Channel.		No
Storm Backflow Flood Valves	Purchase and installation of backflow devices for storm outlets. Used to prevent floods during highwater events.		No
Tire Recycling Program	Disposal / recycling of stockpiled tires at landfill site.		No
Vale Island Truck Fill Station Tank Replacement	Vale Island Truck Fill Station Tank Replacement		No
Vale Island Truck Potable Water Study	Vale Island Truck Potable Water Study		No
Vale Island/West Channel Drainage	Undertake drainage improvements for Vale Island / West Channel		No
Water Treatment Plant Feasibility Study and Preliminary Design	Study costs required to assess options for a new water treatment plant and/or upgrading existing plant.		No

2023 Cycle 2 Capital Budget - Recreation

<u>Project Name</u>	<u>Description</u>	<u>2023</u>	<u>Unidentified Funding</u>
Aquatic Centre small MAU retrofit project	new initiatives 2023		No
Bob McMeekin Park Enhancements	Includes Welcome to Hay River Sign, landscaping upgrades, open air shelter and small outdoor amphitheater.		No
Children's Activity Centre Equipment	Provide safe fun equipment for children of all ages. Will be around the walking track.		No
Community Centre Security Cameras	Cameras by all entrances, common areas. Approximately 30 cameras with central monitoring ability		No
Dog park	Fence off area for off leash dog park. Location to be determined.		No
Don Wright Park Revitalization	Don Wright Park Revitalization		No
Downtown Beautification and Accessibility Project	Park by Rec Center, Benches, Sidewalk improvements.		No
Golf and ski club building retrofits project	new initiatives 2023		No

2023 Cycle 2 Capital Budget – Recreation (Con't)

<u>Project Name</u>	<u>Description</u>	<u>2023</u>	<u>Unidentified Funding</u>
Hay River Golf Course - Golf Green Replacements	Replacing artificial greens - phased approach approx one green per year.		No
Ice Resurfacers	Replacement Zamboni for the arena		No
Keith Broadhead Field Replacement - Flood	related to 2022 spring flood		No
Ray Benoit Rink Replacement (Multi Sport Surface)	Ray Benoit Rink Replacement (Multi Sport Surface)		No
Replace Playground Fall Zones	Replace fall zones with improved material to improve safety of playgrounds		No
Riding Mower Replacements	Replacement mowers for cutting grass for town parks and greenspaces		No
Skatepark Upgrades	Add additional equipment, ramps, rails to the skatepark.		No
Small Capital Program - Aquatics	Small capital purchases for pool area.		No
Small Capital Program - Facilities and Parks	Small capital purchases for recreation center and Town parks.		No
Small Capital Program - Programming	Small capital purchases for Town delivered recreation programs		No
Vale Island Multi-Use Recreation Area	Includes indoor/outdoor venue for small gatherings, improve playground and new skating rink and multi-sport surface		No
Vale Island Multi-Use Recreation Area - Flood Mitigation	Vale Island Multi-Use Recreation Area - Flood Mitigation		No

2023 Cycle 2 Capital Budget – Administration, Tourism, Economic Dev.

<u>Project Name</u>	<u>Description</u>	<u>2023</u>
Computer Equipment Replacement Program	Annual replacement of IT assets including workstations and network devices	
Debt Service Community Center - CPI and Donation Portion	Annual repayment requirements for debt service for the Community Center Debt. A portion of this is funded annually through CPI and donations.	
Vendor EFT Implementation	Automation of electronic payments to vendors	
Small Capital Program - Tourism and Economic Development	For small capital related to VIC and other tourism initiatives.	
VIC Septic Tank Replacement	VIC Septic Tank Replacement	
Visitor Information Wayfinder Signage Development	Signage around town pointing towards downtown core and visitor attractions.	

2023 Cycle 2 Capital Budget – Protective Services

<u>Project Name</u>	<u>Description</u>	<u>2023</u>	<u>Unidentified Funding</u>
AED Replacement	Automated External Defibrillator replacement		No
Bylaw Truck Replacement	Vehicle replacement as per replacement policy		No
Drone for Flood Monitoring	Drone for Flood Monitoring		No
Heavy Rescue Truck Replacement	Vehicle replacement as per replacement policy		No
Sparky Mascot	Replace existing mascot costume		No

2023 Cycle 2 Capital Budget - Reserves

Reserve	2022 Closing Balances Projected	2023 Projected Addition	2023 Projected Spend	2023 Projected Closing Balance
Recreation Infrastructure	413,737	100,000	489,000	24,737
Municipal Infrastructure	563,407	800,000	1,211,263	152,145
Landfill Reserve	2,275,099	750,000	47,500	2,977,599
Utility Infrastructure	1,315,877	350,000	415,000	1,250,877
Grand Total	4,568,120	2,000,000	2,162,763	4,405,358



Conclusion

2023 Budget Survey Executive Summary

The recent budget survey was made available on line and to be manually filled out at the town office. There were a total of 66 respondents who were largely in the 26 to 59 age range and lived in the New Town area. While the sample size was small, most supported a survey as the best way to have input into the budget process.

There is a general discontent with the value for dollar for taxes with the suggestion being predominantly to maintain tax levels even if it meant a reduction in services. Respondents were most satisfied with Ambulance and Fire, Trucked Water Delivery and Garbage pickup and least satisfied with Fire and Flood Preparedness, Roads and Sidewalks, Snow Removal, Landfill Management as well as Economic Development and Land Planning.

There was moderate support to increase taxes and services for Fire and Flood Preparedness and support to decrease services and taxes in Bylaw and Garbage Pickup.

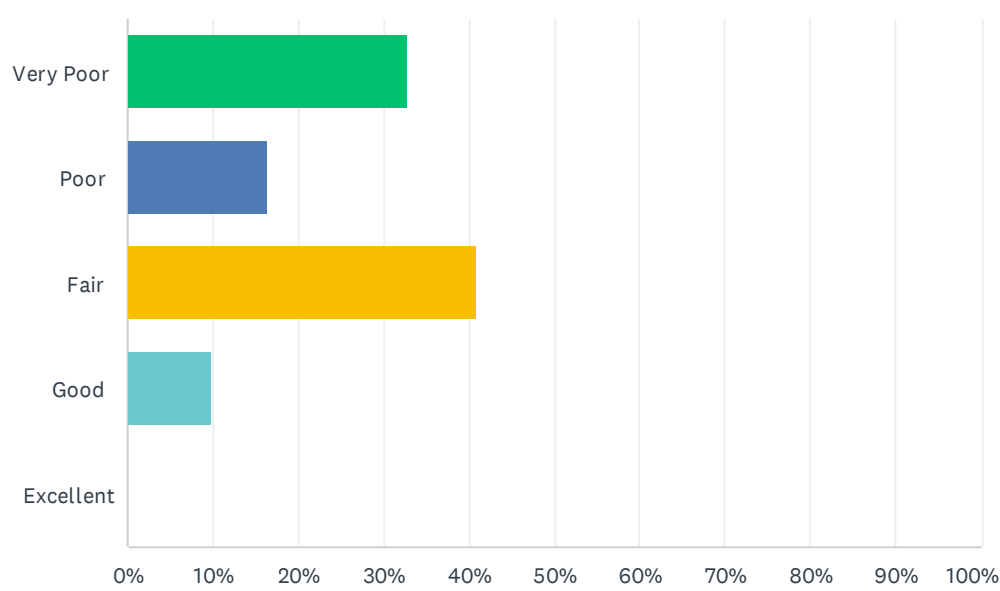
There was support to increase cash reserves for infrastructure replacement with the method being split between reducing services or increasing taxes. There was great support in general for the town maintaining its cash reserves.

Respondents rated Housing, as the largest issue followed by Cost of Living and Governance and Transparency. Roads and infrastructure were also concerns.

There were three new questions on the survey this year that conveyed that there was strong support for a new Biomass District Heating System as long as it didn't raise taxes. The same sentiment prevailed for Flood Mitigation where there was strong support as long as it did not increase taxes. Respondents also strongly supported the closure of the Landfill on Mondays and additionally Sundays for the winter.

Q1 With your property taxes paid to the Town of Hay River in mind, how would you rate the overall value you receive for your tax dollars?

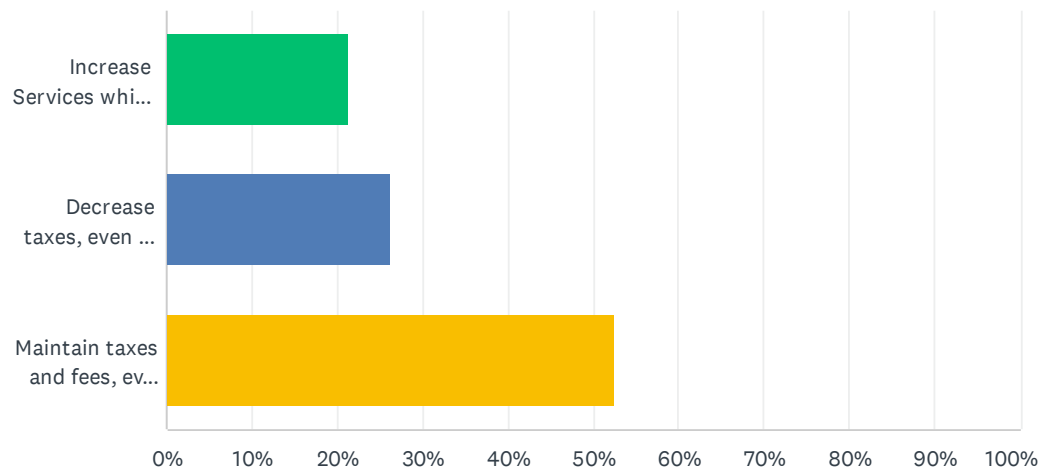
Answered: 61 Skipped: 1



ANSWER CHOICES	RESPONSES	
Very Poor	32.79%	20
Poor	16.39%	10
Fair	40.98%	25
Good	9.84%	6
Excellent	0.00%	0
TOTAL		61

Q2 When creating the municipal budget and knowing that the budget must balance, which statement comes closest to your viewpoint. The Town should:

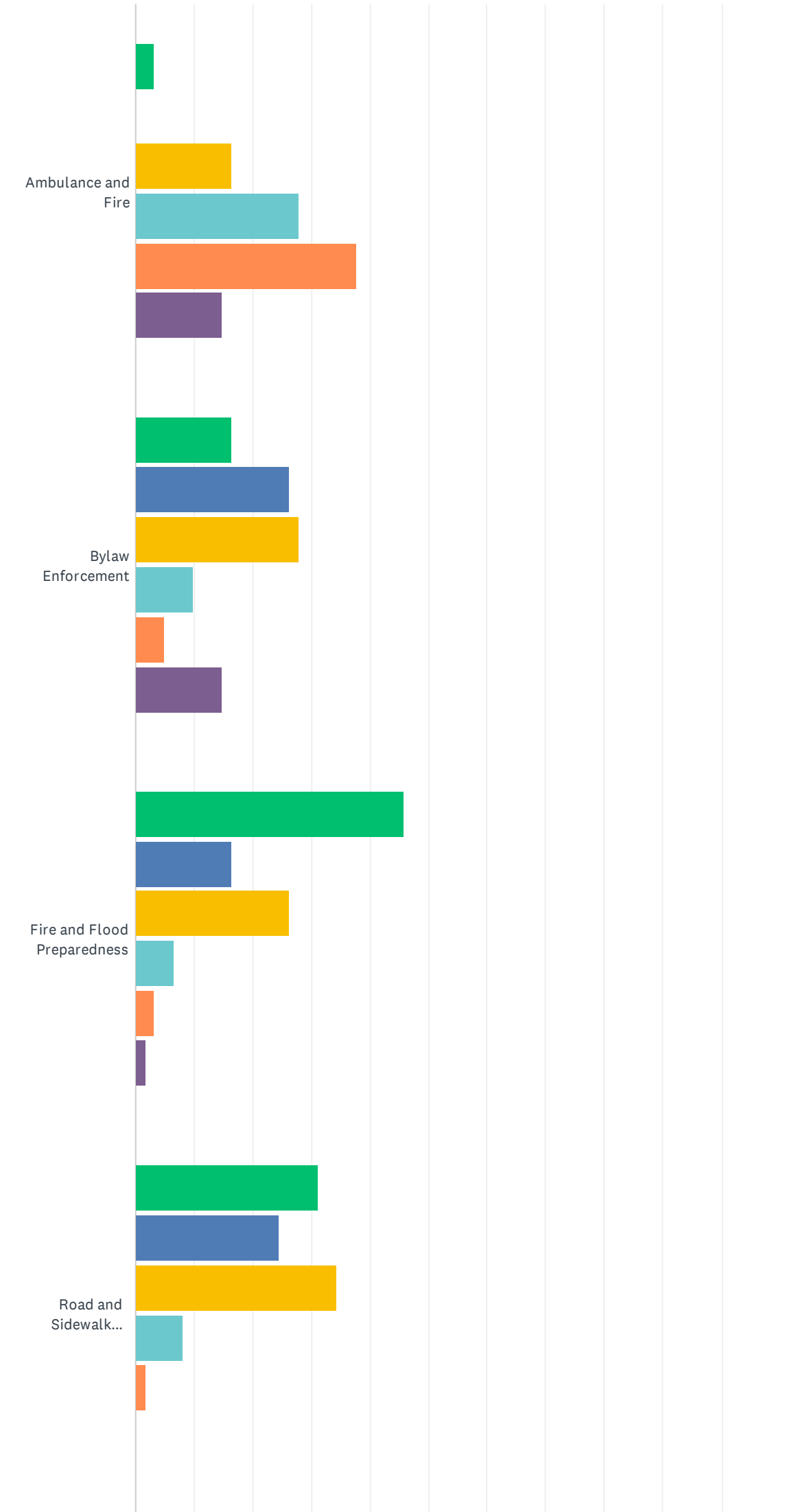
Answered: 61 Skipped: 1



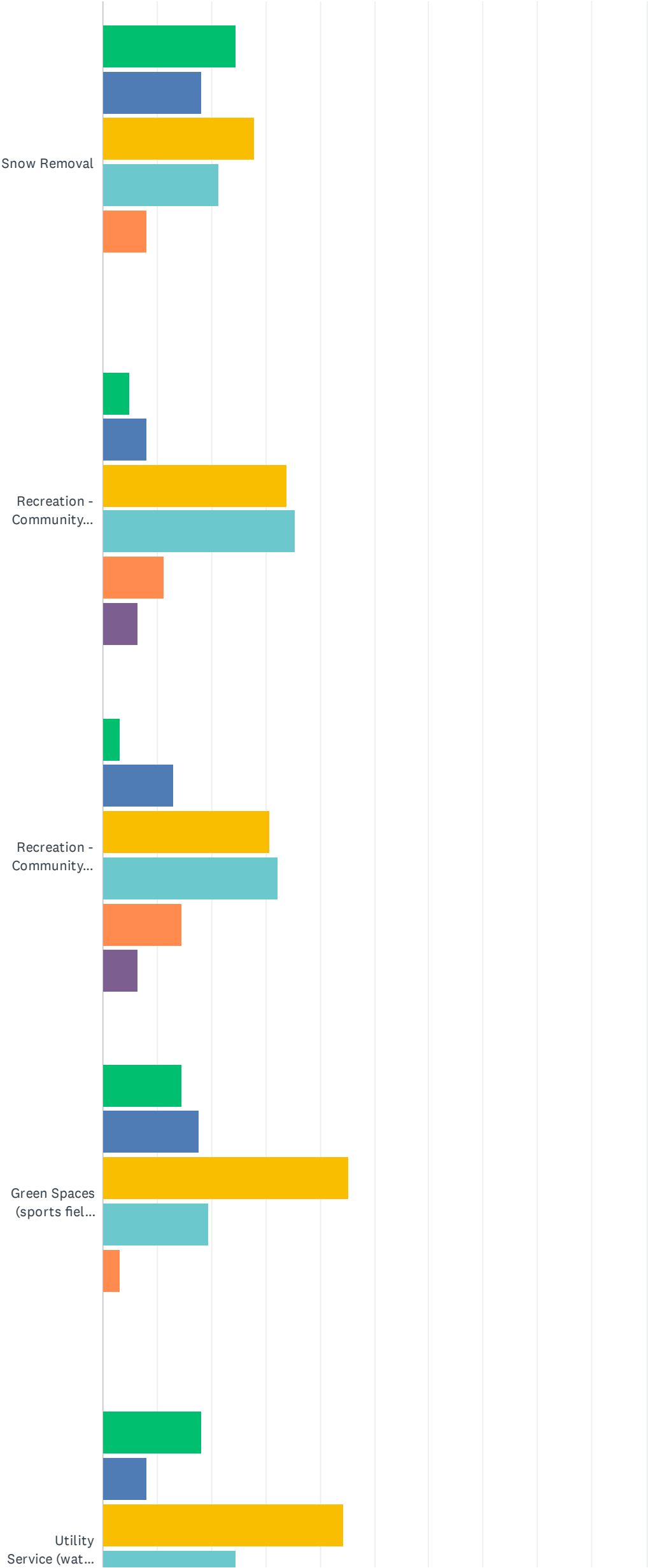
ANSWER CHOICES	RESPONSES	
Increase Services while increase taxes and charges	21.31%	13
Decrease taxes, even if services must be decreased	26.23%	16
Maintain taxes and fees, even if some services reduce to maintain others	52.46%	32
TOTAL		61

Q3 How satisfied were you with the following specific department's service level:

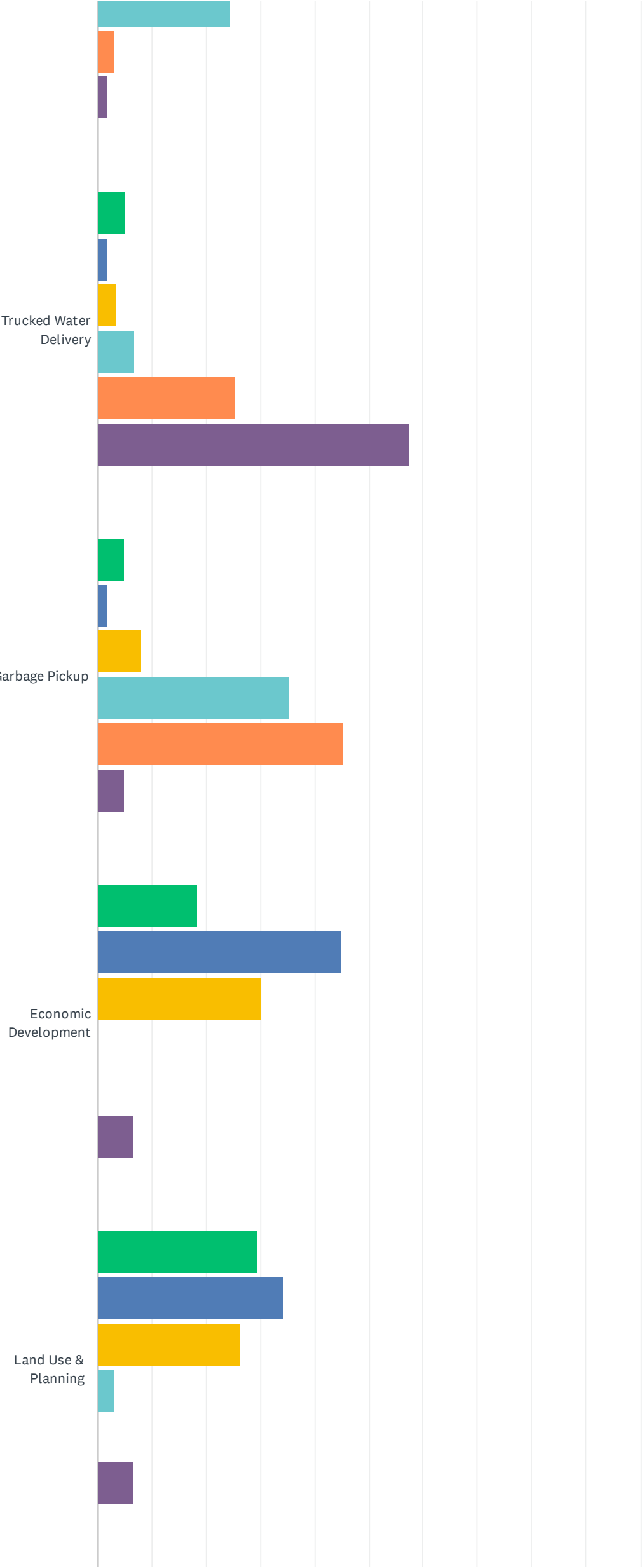
Answered: 62 Skipped: 0



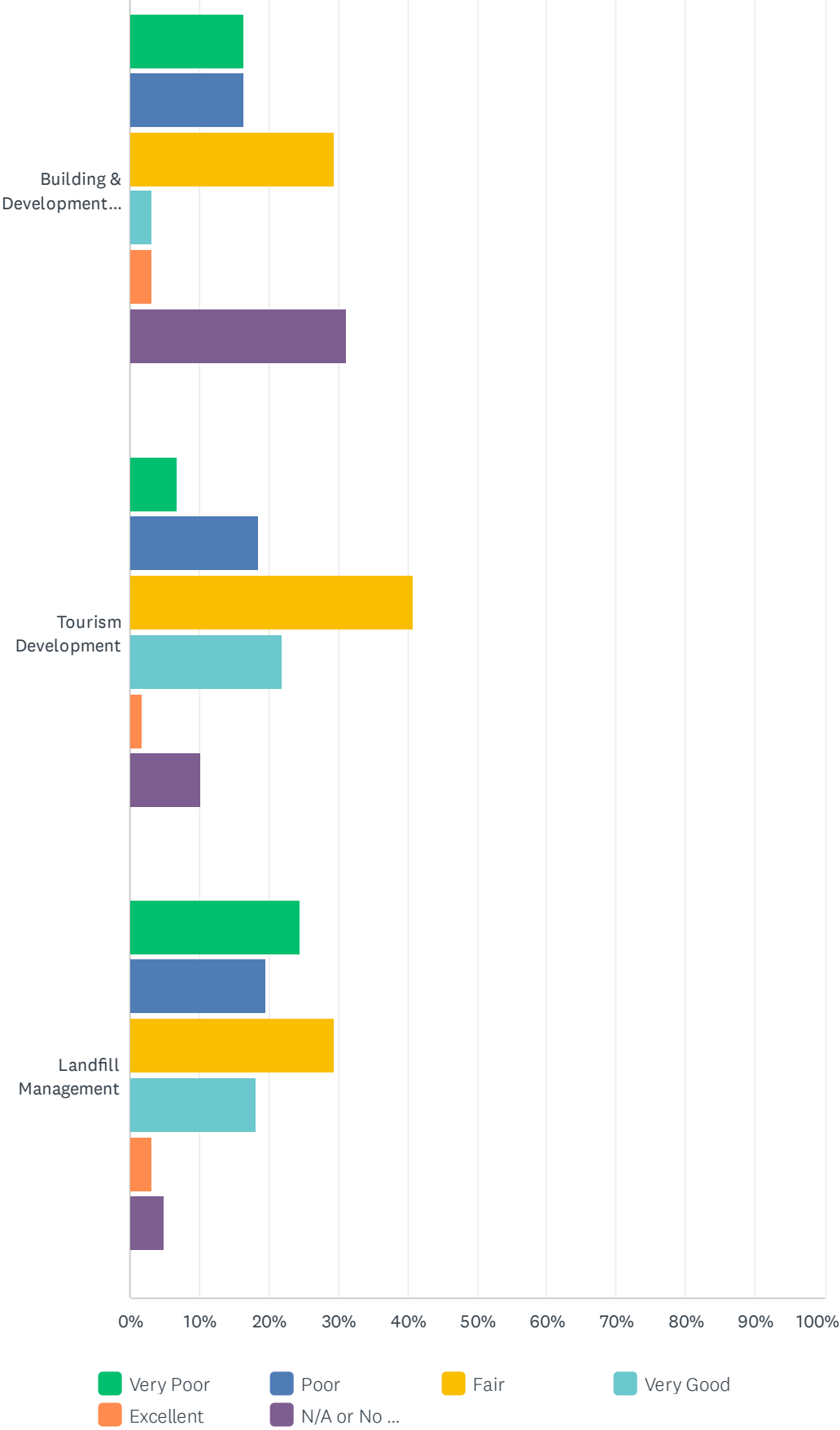
2023 Public Budget Survey



2023 Public Budget Survey



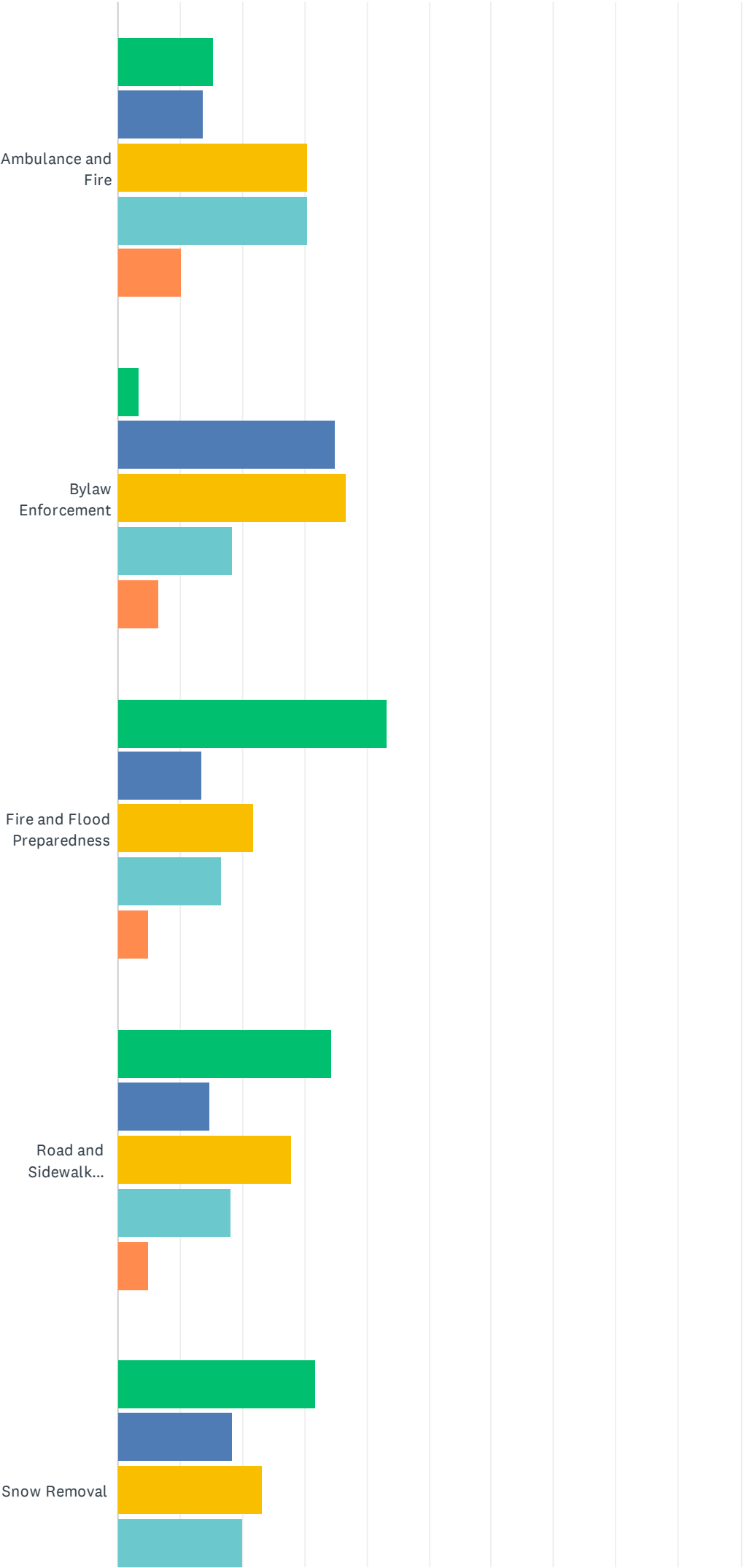
2023 Public Budget Survey



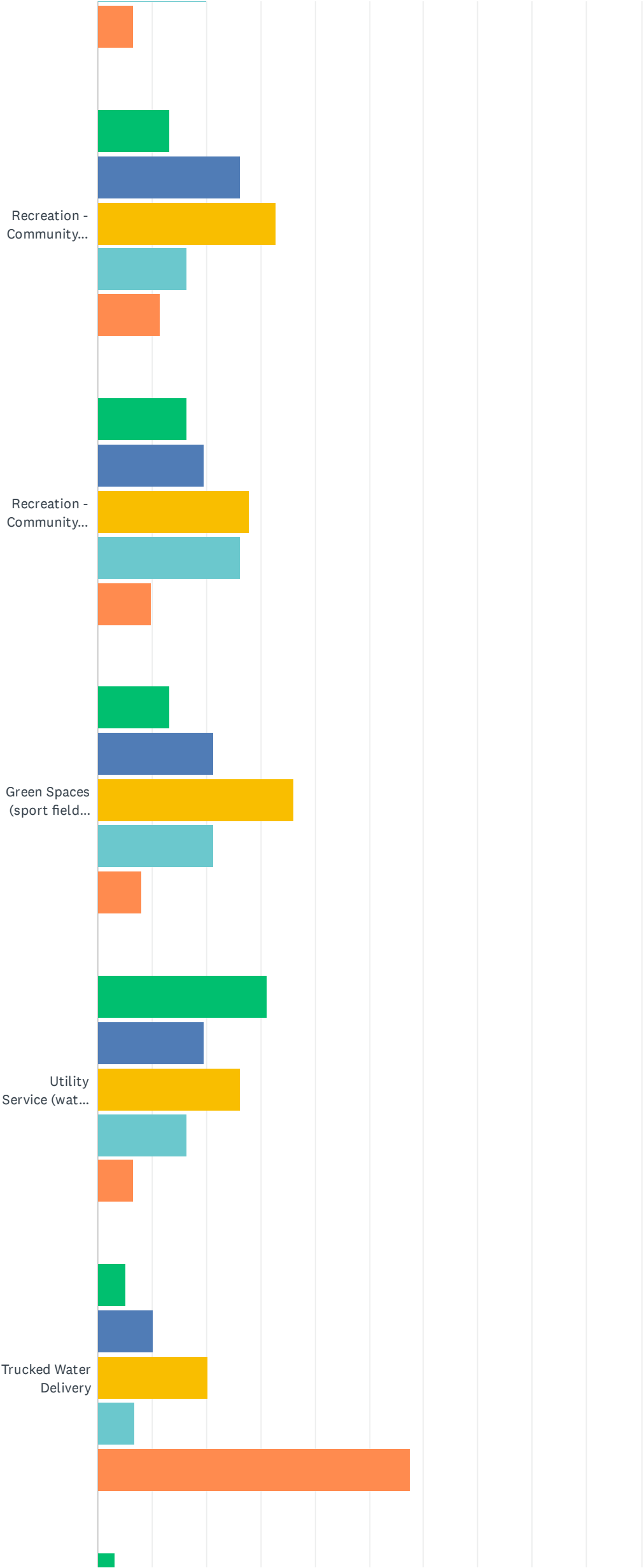
2023 Public Budget Survey							
	VERY POOR	POOR	FAIR	VERY GOOD	EXCELLENT	N/A OR NO OPINION	TOTAL
Ambulance and Fire	3.28% 2	0.00% 0	16.39% 10	27.87% 17	37.70% 23	14.75% 9	61
Bylaw Enforcement	16.39% 10	26.23% 16	27.87% 17	9.84% 6	4.92% 3	14.75% 9	61
Fire and Flood Preparedness	45.90% 28	16.39% 10	26.23% 16	6.56% 4	3.28% 2	1.64% 1	61
Road and Sidewalk Maintenance	31.15% 19	24.59% 15	34.43% 21	8.20% 5	1.64% 1	0.00% 0	61
Snow Removal	24.59% 15	18.03% 11	27.87% 17	21.31% 13	8.20% 5	0.00% 0	61
Recreation - Community Centre (programming)	4.84% 3	8.06% 5	33.87% 21	35.48% 22	11.29% 7	6.45% 4	62
Recreation - Community Centre (availability and condition)	3.23% 2	12.90% 8	30.65% 19	32.26% 20	14.52% 9	6.45% 4	62
Green Spaces (sports fields and parks)	14.52% 9	17.74% 11	45.16% 28	19.35% 12	3.23% 2	0.00% 0	62
Utility Service (water & sewer quality)	18.03% 11	8.20% 5	44.26% 27	24.59% 15	3.28% 2	1.64% 1	61
Trucked Water Delivery	5.08% 3	1.69% 1	3.39% 2	6.78% 4	25.42% 15	57.63% 34	59
Garbage Pickup	4.84% 3	1.61% 1	8.06% 5	35.48% 22	45.16% 28	4.84% 3	62
Economic Development	18.33% 11	45.00% 27	30.00% 18	0.00% 0	0.00% 0	6.67% 4	60
Land Use & Planning	29.51% 18	34.43% 21	26.23% 16	3.28% 2	0.00% 0	6.56% 4	61
Building & Development Permits	16.39% 10	16.39% 10	29.51% 18	3.28% 2	3.28% 2	31.15% 19	61
Tourism Development	6.78% 4	18.64% 11	40.68% 24	22.03% 13	1.69% 1	10.17% 6	59
Landfill Management	24.59% 15	19.67% 12	29.51% 18	18.03% 11	3.28% 2	4.92% 3	61

Q4 For each of the following departments and with the knowledge the Town must balance it's budget, do you feel the service level for each department should:

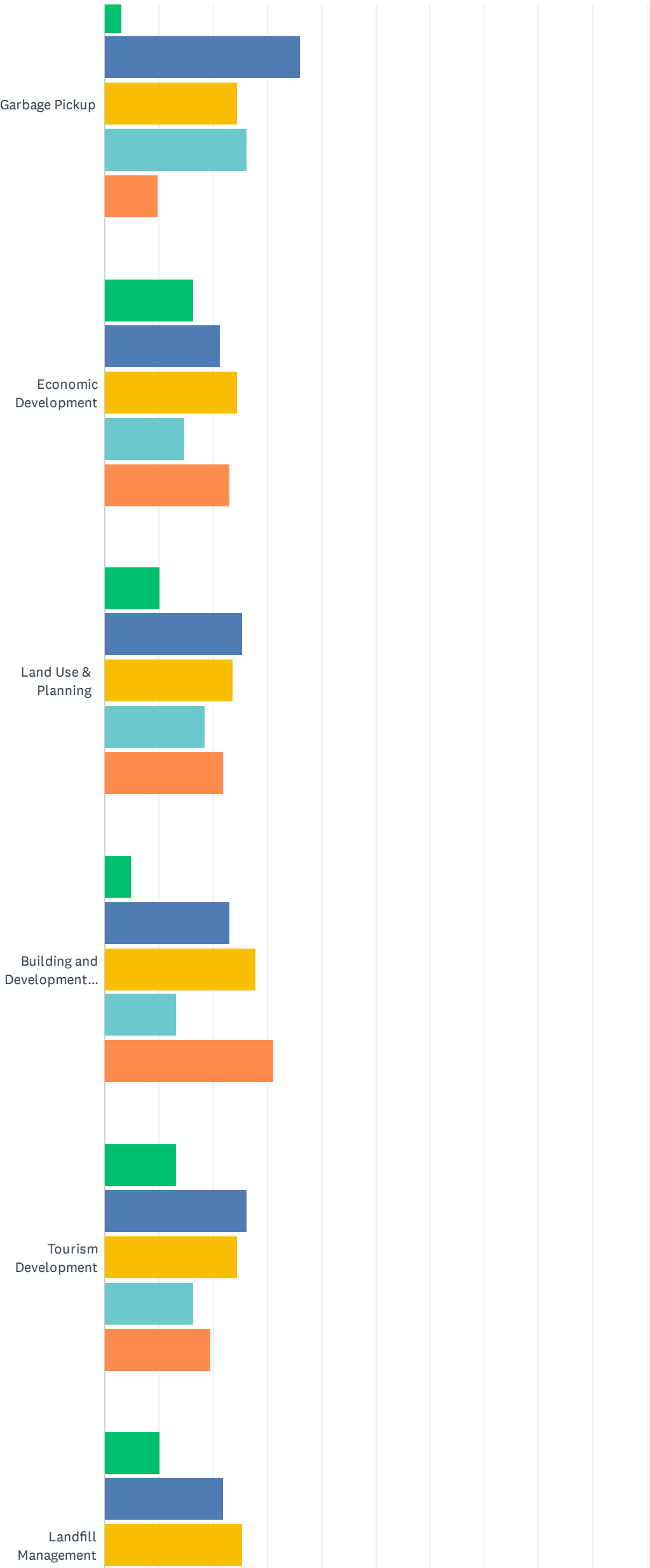
Answered: 61 Skipped: 1

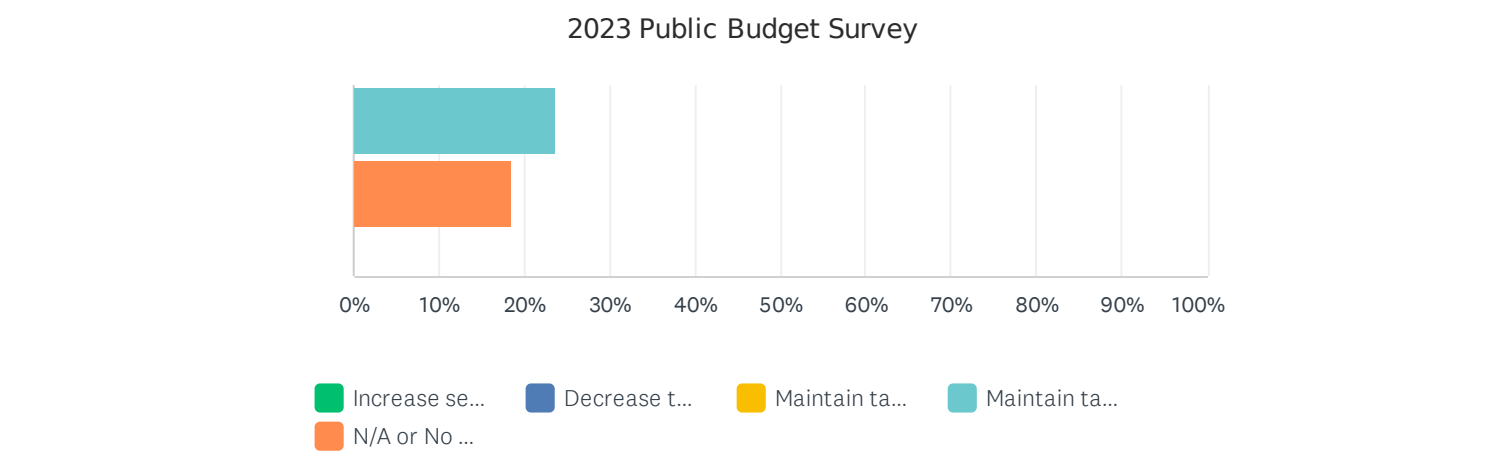


2023 Public Budget Survey



2023 Public Budget Survey

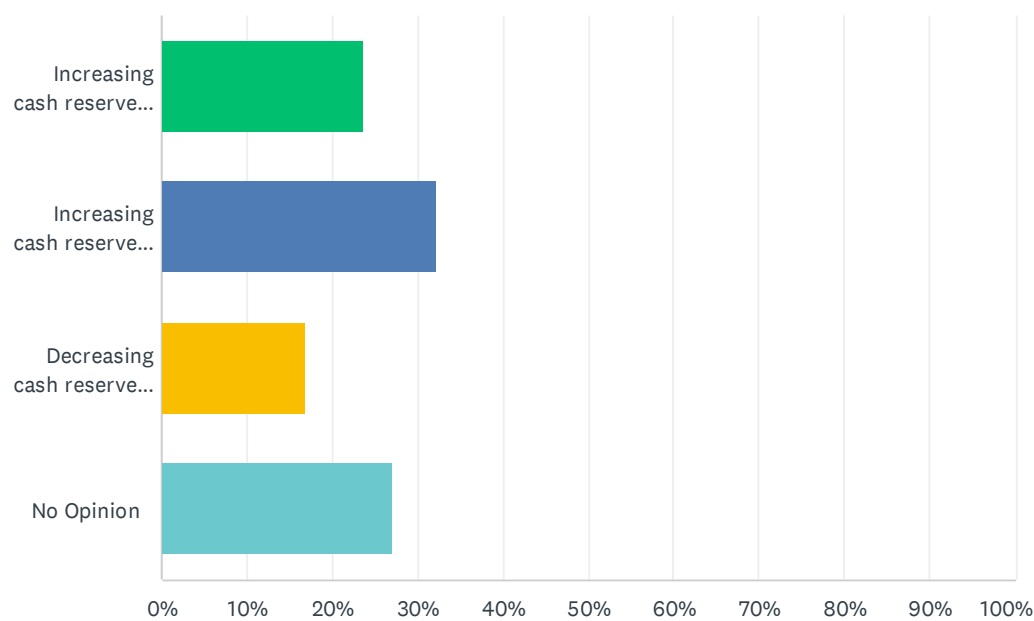




	INCREASE SERVICES WHILE INCREASE TAXES AND CHARGES	DECREASE TAXES AND FEES, EVEN IF SERVICES MUST DECREASE	MAINTAIN TAXES AND FEES, EVEN IF SERVICES MUST DECREASE	MAINTAIN TAXES AND FEES, EVEN IF SOME SERVICES REDUCE TO MAINTAIN	N/A OR NO OPINION	TOTAL
Ambulance and Fire	15.25% 9	13.56% 8	30.51% 18	30.51% 18	10.17% 6	59
Bylaw Enforcement	3.33% 2	35.00% 21	36.67% 22	18.33% 11	6.67% 4	60
Fire and Flood Preparedness	43.33% 26	13.33% 8	21.67% 13	16.67% 10	5.00% 3	60
Road and Sidewalk Maintenance	34.43% 21	14.75% 9	27.87% 17	18.03% 11	4.92% 3	61
Snow Removal	31.67% 19	18.33% 11	23.33% 14	20.00% 12	6.67% 4	60
Recreation - Community Centre (programming)	13.11% 8	26.23% 16	32.79% 20	16.39% 10	11.48% 7	61
Recreation - Community Centre (availability and condition)	16.39% 10	19.67% 12	27.87% 17	26.23% 16	9.84% 6	61
Green Spaces (sport fields and parks)	13.11% 8	21.31% 13	36.07% 22	21.31% 13	8.20% 5	61
Utility Service (water quality)	31.15% 19	19.67% 12	26.23% 16	16.39% 10	6.56% 4	61
Trucked Water Delivery	5.08% 3	10.17% 6	20.34% 12	6.78% 4	57.63% 34	59
Garbage Pickup	3.28% 2	36.07% 22	24.59% 15	26.23% 16	9.84% 6	61
Economic Development	16.39% 10	21.31% 13	24.59% 15	14.75% 9	22.95% 14	61
Land Use & Planning	10.17% 6	25.42% 15	23.73% 14	18.64% 11	22.03% 13	59
Building and Development Permits	4.92% 3	22.95% 14	27.87% 17	13.11% 8	31.15% 19	61
Tourism Development	13.11% 8	26.23% 16	24.59% 15	16.39% 10	19.67% 12	61
Landfill Management	10.17% 6	22.03% 13	25.42% 15	23.73% 14	18.64% 11	59

Q5 The Town of Hay River pays for the portion of cost infrastructure replacement, with the rest funded through grants and programs Administration applies for. By having cash reserves, the Town is able to pursue funding which often covers 75% of the cost of the infrastructure. This contribution to cash reserves is targeted at \$2M per year based on the most recent 10-year plan. I agree with the following statement:

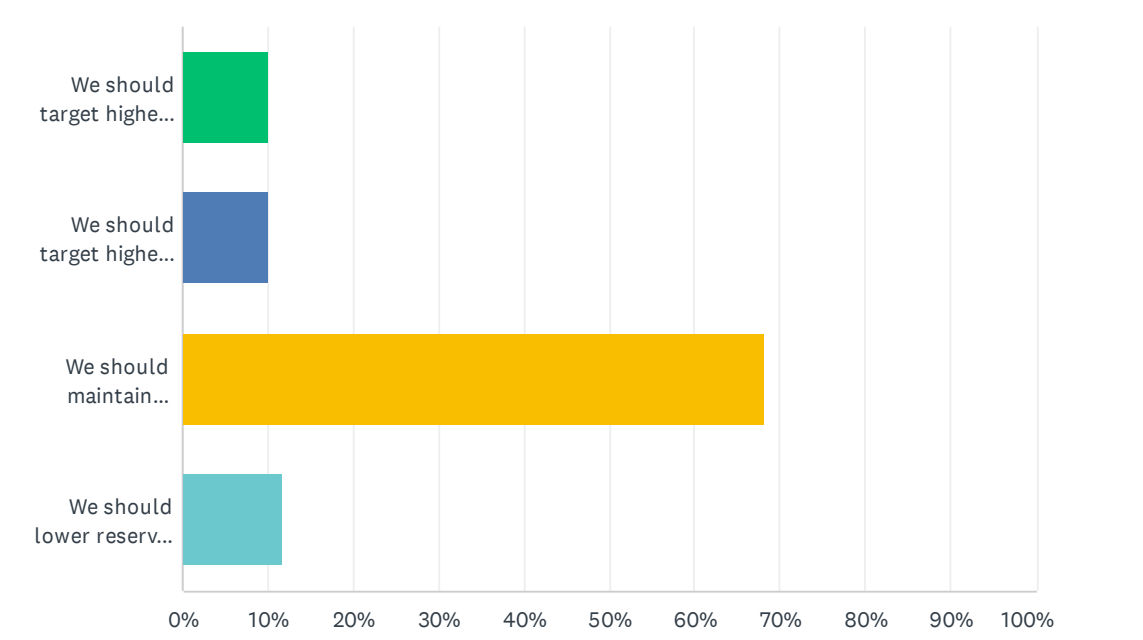
Answered: 59 Skipped: 3



ANSWER CHOICES	RESPONSES	
Increasing cash reserve targets, while increasing taxes and charges.	23.73%	14
Increasing cash reserve targets, while decreasing services. decreasing cash reserve target.	32.20%	19
Decreasing cash reserve target, even if infrastructure will suffer.	16.95%	10
No Opinion	27.12%	16
TOTAL		59

Q6 Please select the following statement which best represents your opinion

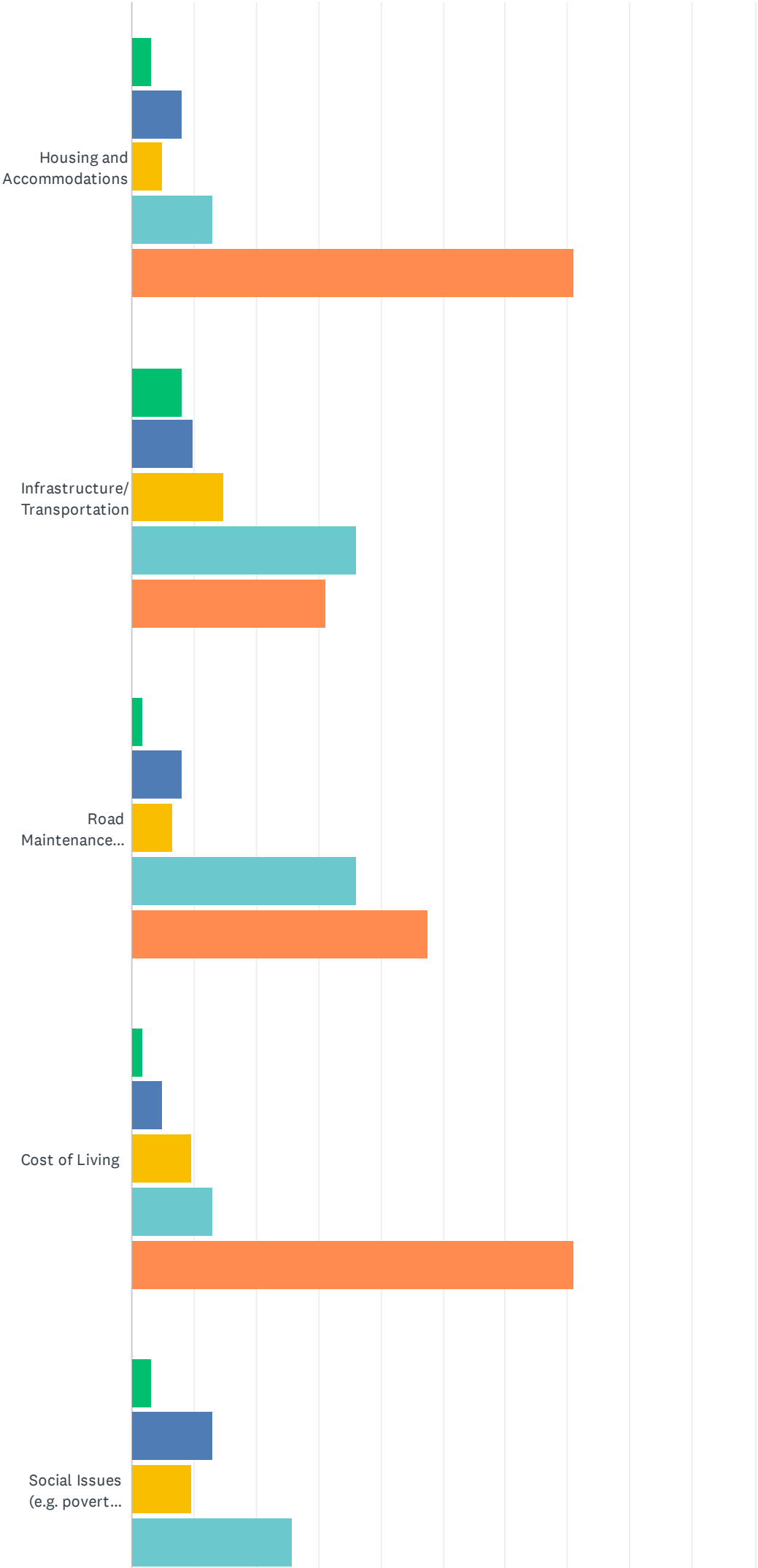
Answered: 60 Skipped: 2



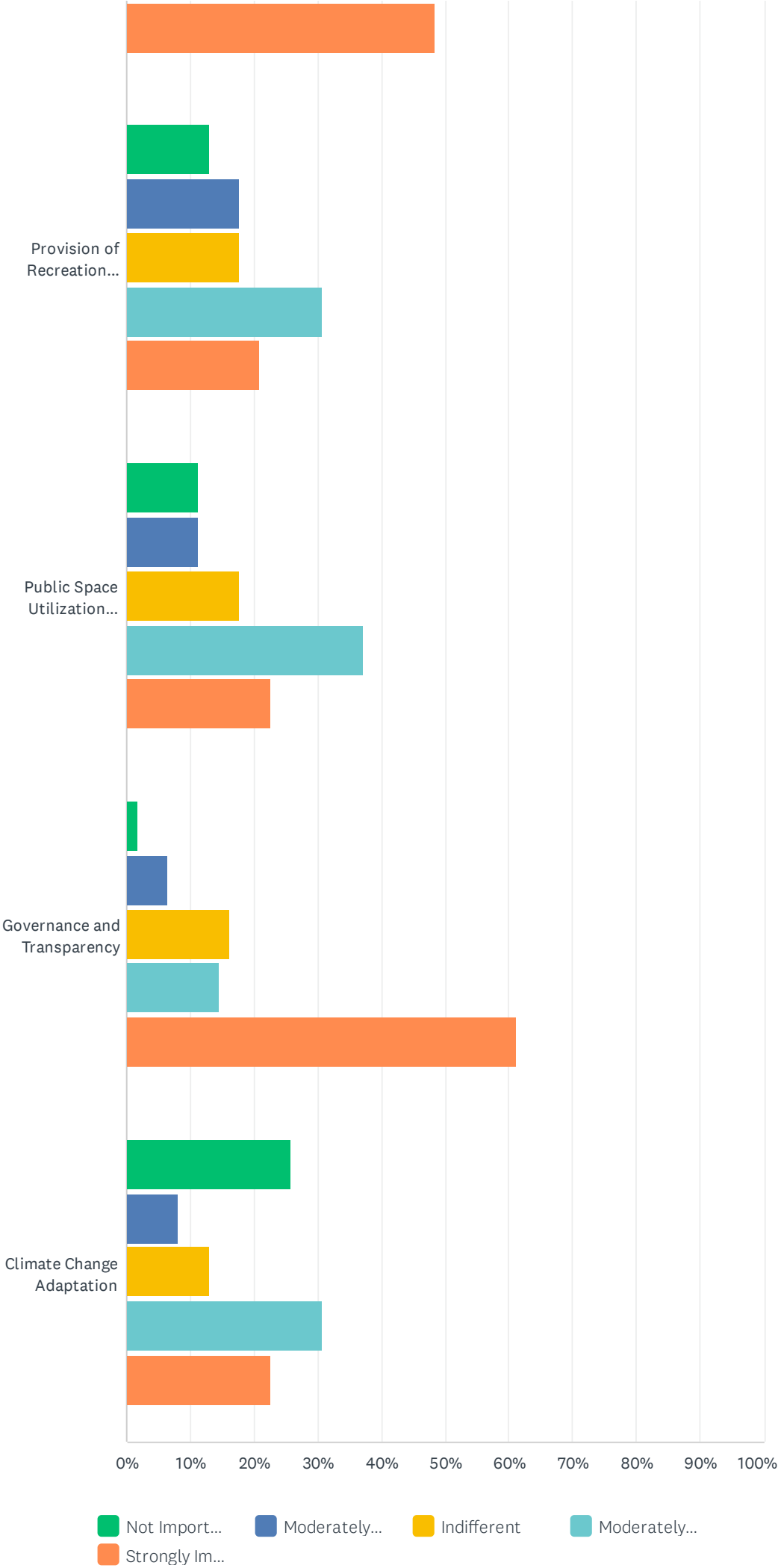
ANSWER CHOICES	RESPONSES	
We should target higher contributions to reserves by decreasing services	10.00%	6
We should target higher contributions to reserves by increasing taxes and fees	10.00%	6
We should maintain current reserve targets	68.33%	41
We should lower reserve targets, even if this means higher service costs/lower quality infrastructure	11.67%	7
TOTAL		60

Q7 From your perspective, and recognizing that not everything is within Town control, rate the importance of the following issues facing the Town at the present:

Answered: 62 Skipped: 0



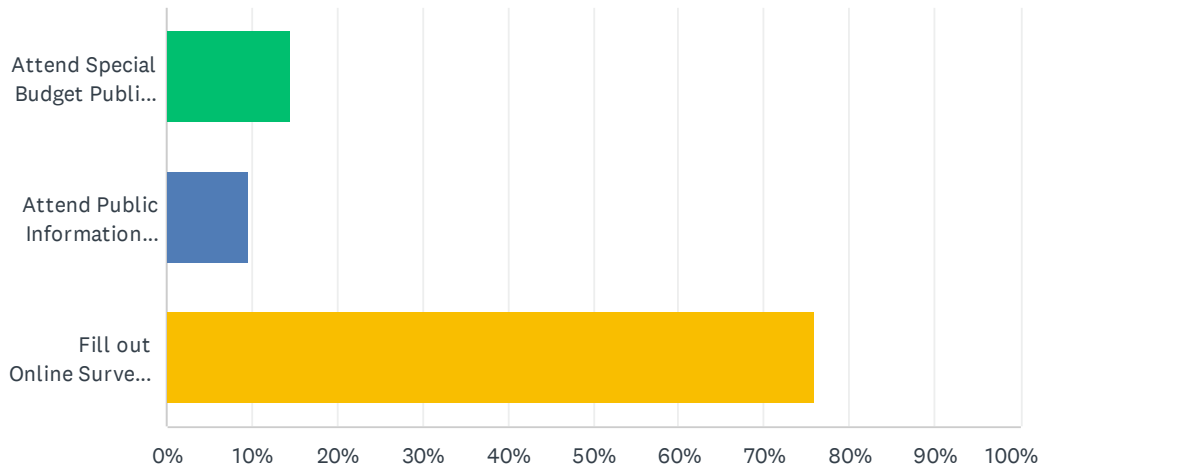
2023 Public Budget Survey



2023 Public Budget Survey						
	NOT IMPORTANT	MODERATELY UNIMPORTANT	INDIFFERENT	MODERATELY IMPORTANT	STRONGLY IMPORTANT	TOTAL
Housing and Accommodations	3.23% 2	8.06% 5	4.84% 3	12.90% 8	70.97% 44	62
Infrastructure/Transportation	8.20% 5	9.84% 6	14.75% 9	36.07% 22	31.15% 19	61
Road Maintenance (road patching, street cleaning, drainage) and Snow Removal	1.64% 1	8.20% 5	6.56% 4	36.07% 22	47.54% 29	61
Cost of Living	1.61% 1	4.84% 3	9.68% 6	12.90% 8	70.97% 44	62
Social Issues (e.g. poverty, social service & resources, childcare)	3.23% 2	12.90% 8	9.68% 6	25.81% 16	48.39% 30	62
Provision of Recreation Facilities	12.90% 8	17.74% 11	17.74% 11	30.65% 19	20.97% 13	62
Public Space Utilization (green space, playground, walking trails)	11.29% 7	11.29% 7	17.74% 11	37.10% 23	22.58% 14	62
Governance and Transparency	1.61% 1	6.45% 4	16.13% 10	14.52% 9	61.29% 38	62
Climate Change Adaptation	25.81% 16	8.06% 5	12.90% 8	30.65% 19	22.58% 14	62

Q8 How would you like to be involved in the next budget process?

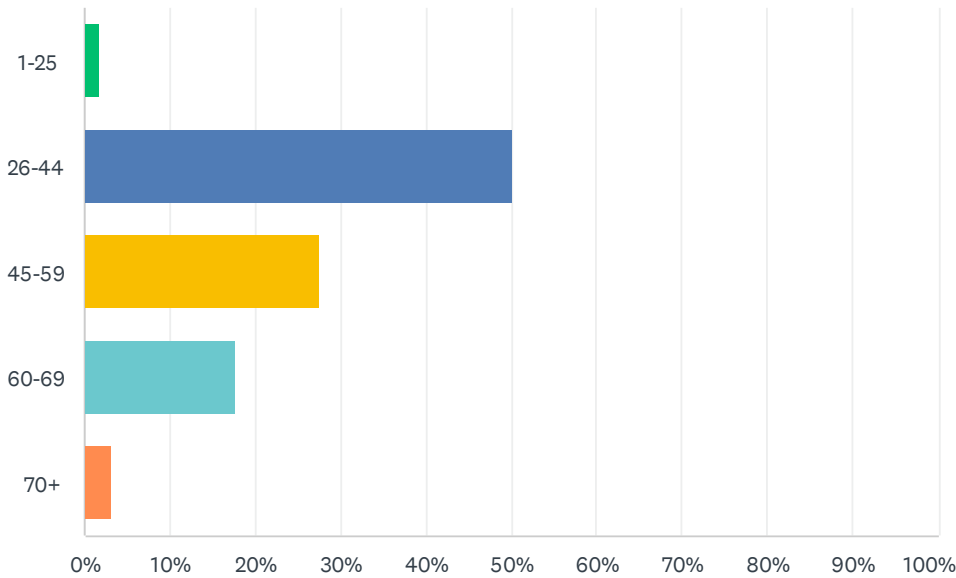
Answered: 62 Skipped: 0



ANSWER CHOICES	RESPONSES	
Attend Special Budget Public Meeting	14.52%	9
Attend Public Information Session	9.68%	6
Fill out Online Surveys, Questionnaires or Budget Tools	75.81%	47
TOTAL		62

Q9 What is your age demographic?

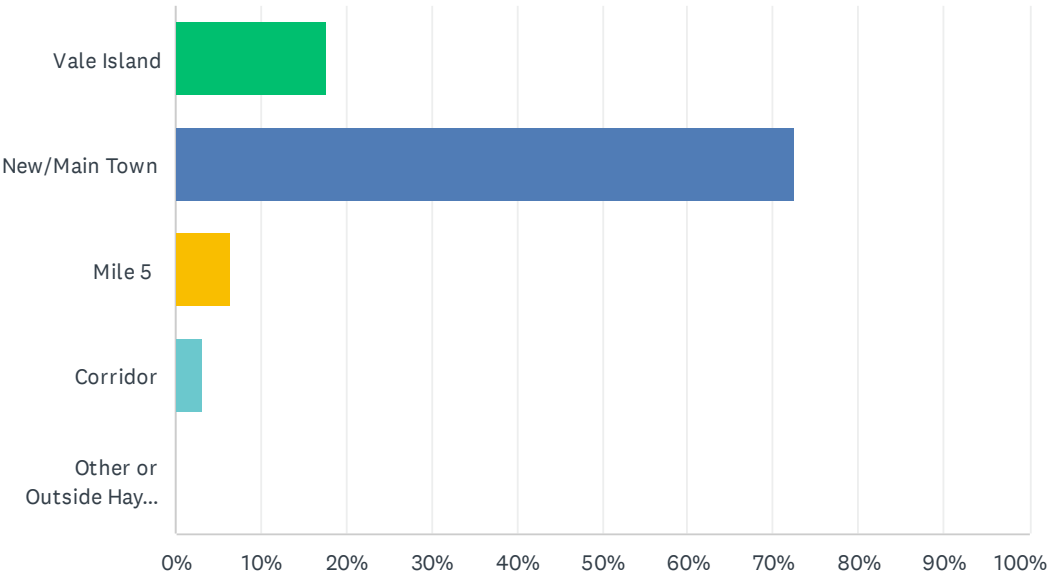
Answered: 62 Skipped: 0



ANSWER CHOICES	RESPONSES	
1-25	1.61%	1
26-44	50.00%	31
45-59	27.42%	17
60-69	17.74%	11
70+	3.23%	2
TOTAL		62

Q10 Where is your primary residence located?

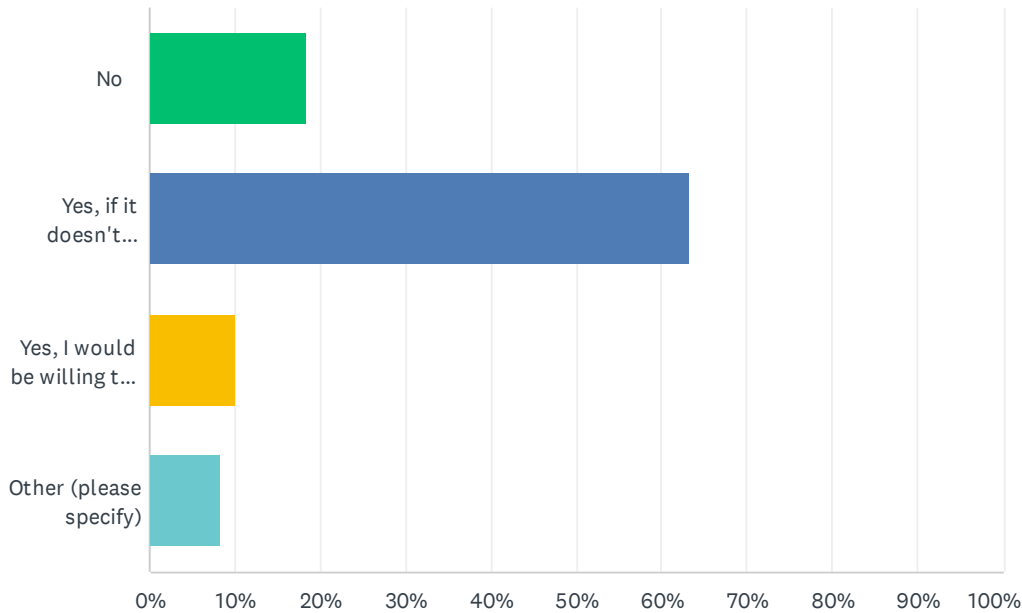
Answered: 62 Skipped: 0



ANSWER CHOICES	RESPONSES	
Vale Island	17.74%	11
New/Main Town	72.58%	45
Mile 5	6.45%	4
Corridor	3.23%	2
Other or Outside Hay River	0.00%	0
TOTAL		62

Q11 The Town of Hay River is considering a BioMass District Heating for the Fire Hall, Community Centre, Aquatics Centre and for a potential new Town Hall which will provide a green option for heating. Do you support the town putting in this kind of system?

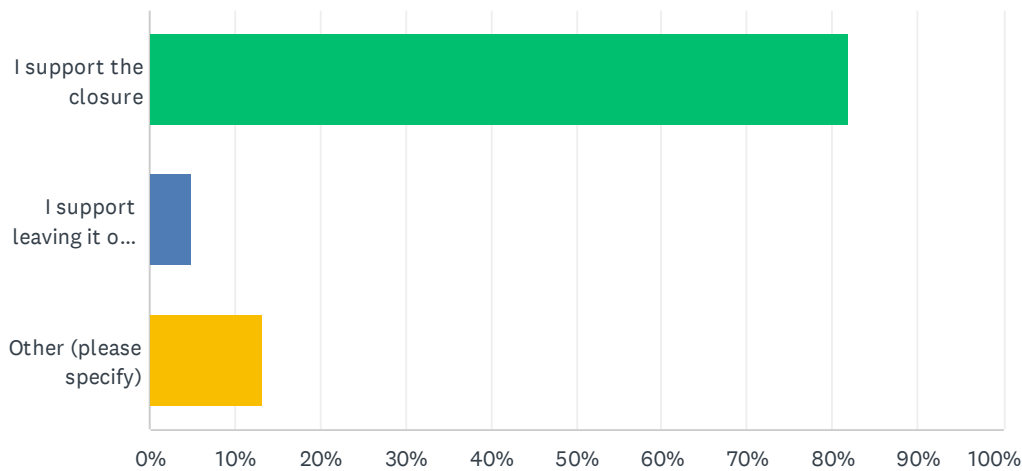
Answered: 60 Skipped: 2



ANSWER CHOICES	RESPONSES	
No	18.33%	11
Yes, if it doesn't increase my taxes	63.33%	38
Yes, I would be willing to have up to a 3% increase in taxes to support it	10.00%	6
Other (please specify)	8.33%	5
TOTAL		60

Q12 The Town of Hay River recently reduced the landfill hours by closing Mondays to reduce costs and is considering closing on Sundays during the winter. This is similar to other communities in the Northwest Territories.

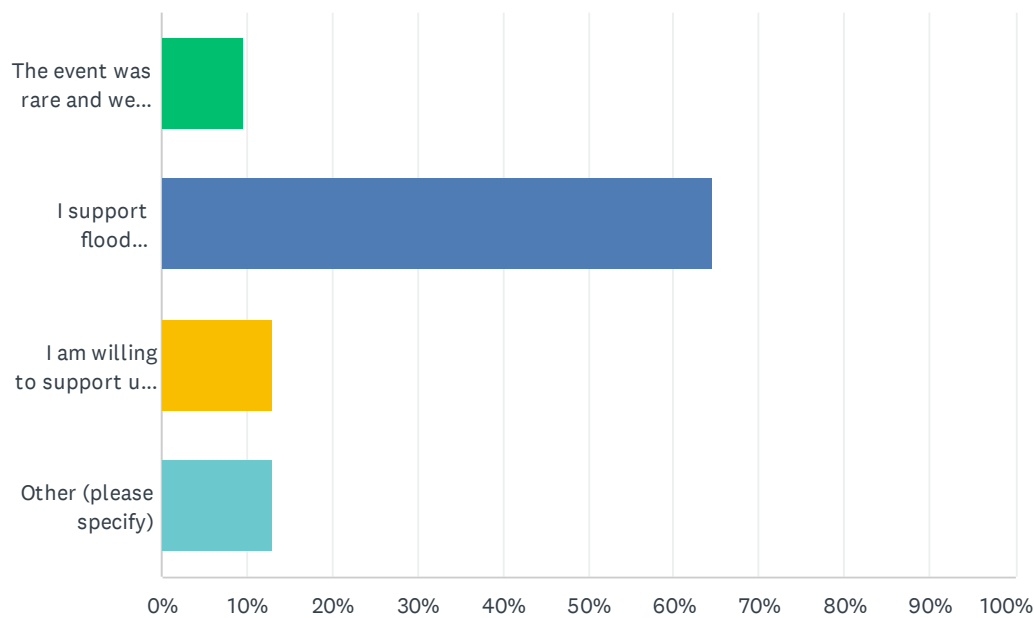
Answered: 61 Skipped: 1



ANSWER CHOICES	RESPONSES	
I support the closure	81.97%	50
I support leaving it open but raising the rates to offset the cost	4.92%	3
Other (please specify)	13.11%	8
TOTAL		61

Q13 The 2022 flood damaged many homes, businesses and Town property & infrastructure. Understanding that each \$70,000 increase in expenses is a 1% tax increase, what is your opinion on funding of flood mitigation not covered by the Northwest Territories or Canada?

Answered: 62 Skipped: 0



ANSWER CHOICES	RESPONSES	
The event was rare and we don't need to spend money on flood mitigation	9.68%	6
I support flood mitigation measures but only as money becomes available	64.52%	40
I am willing to support up to a 5% tax increase to increase flood mitigation	12.90%	8
Other (please specify)	12.90%	8
TOTAL		62



Annual Business Plan 2023

Office of the SAO





Office of the SAO 2023 Business Plan

Departmental Overview

The Senior Administrative Officer's Office has overall responsibility for the administration of the municipal corporation. The SAO's Office provides administrative leadership and direction and is responsible for the co-ordination of information with all divisions while ensuring that the policies of Council are effectively implemented.

The Senior Administrative Officer is Council's principal advisor on matters of policy. The SAO is responsible to Council for the efficient administration of all Town activities, while various Department Directors are responsible to the SAO for the efficient operation of their divisions and services.

Goals

The Office of the SAO has identified the following goals that align with the 2022-2025 Strategic Plan, and will be the focus of departmental activity over the term of the business plan:

1. Update infrastructure within Hay River in accordance with capital plans
2. Ensure that asset management best practices guide infrastructure development and maintenance in Hay River
3. Institute approved flood recovery and mitigation plans to repair and rebuild town infrastructure while reducing the impact of future spring flooding
4. Consider the use of incentives and the removal of barriers to the provision of diverse housing options for Hay River
5. Identify how to use urban space more effectively for housing development
6. Effectively communicate key Town information to create awareness of programs and transparency in decision making
7. Partner with other governments on issues of mutual interest

Office of the SAO

2023 Business Plan

Key Activities Summary

The Department's responsibilities fall into the following key activities:

1. Strategic Planning
2. Governance Administration
3. Executive Management
4. Human Resources
5. Information Systems
6. Tourism and Economic Development
7. Public and Internal Communications

Key Strategic and Policy Activity

The Office of the SAO is working on several initiatives in support of a strong accountability framework. These include:

Title	Notes
Asset Management	Execute Year One objectives identified in the Council approved Asset Management Road Map.
Infrastructure Project Management	Support the Public Works and Engineering Department's management of projects pertaining to a New Town Hall, New Solid Waste Management Facility, and District Biomass Heating System.
Public Communications	Development and implementation of a public communications plan that identifies key messaging, communication mediums, templates and schedules for each functional department.
Flood Recovery and Mitigation	Identify and inventory Town assets that have been damaged by flooding. Complete damage assessments and identify corrective actions that include cost estimates. Identify opportunities for flood mitigation to reduce likelihood of recurrence. Document into prioritized plans with schedules for completion and secure funding.
Strategic Plan	Work with Council and senior management to maintain the strategic plan to ensure that the Town has a current planning document to guide decision making and activity to support a viable, growing community.
Land and Housing Development	Secure financing, develop and action a plan to move forward with new residential and commercial subdivisions of Fraser Place, Sundog, and Aspen Heights. In partnership with NWT Housing, research and develop an inclusive community housing plan that can be used to support development of housing for key demographics of the community.

Office of the SAO
2023 Business Plan

Electrical Franchise	Oversee the execution of a new franchise agreement for electrical power provision with the goal of reducing existing rates.
Organizational Improvements	Complete a PWS Department organizational review and workforce planning project to outline core functions and processes of public works. Should include a prioritization of processes that aligns with strategic create a logical grouping of functions and processes into job positions, identification of the variances between current staffing and job requirements, identification of key position risks and opportunities for succession planning, and development of a transition plan to address the needs identified in the gap analysis
Strengthen Indigenous Relationships	Sign at least one MOU with K'at'l'odeeche First Nation, Hay River Metis, or West Point First Nation regarding how sustainability and development will be shared.

Office of the SAO
2023 Business Plan

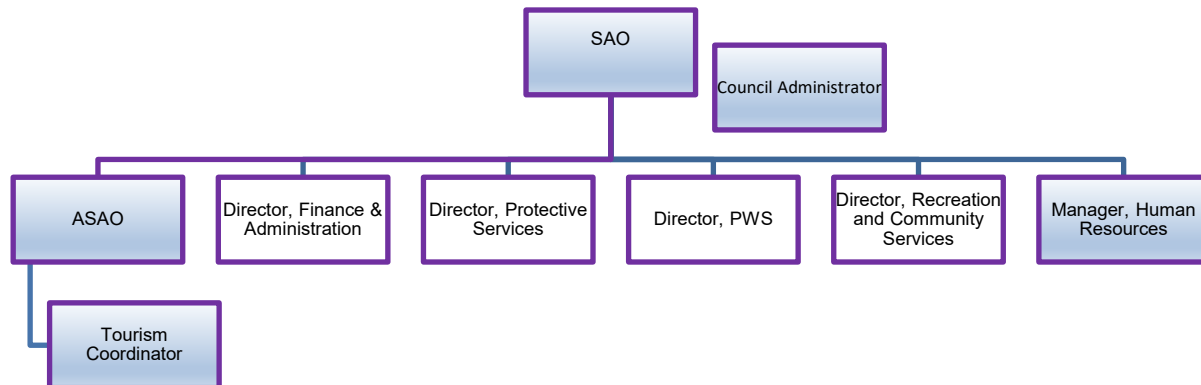
Risk Management

The following information highlights the Department's top risks and mitigation plans to address each risk:

Risk Description	Risk Rating Before Mitigation (H,M,L)	Mitigation	Risk Rating After Mitigation (H,M,L)
Council identification of initiatives that are not in planning documents and do not have dedicated resources assigned.	M	Regular Council updates on strategic plan and priorities. Identification of changes to strategic and other planning documents where needed.	L
Outdated policies and bylaws do not meet best practice and causes conflict with other legislation or do not support the goals of Council and Administration.	M	Complete a review of policies and bylaws with Council based on priorities identified in the strategic plan. Prioritize policy and bylaw updates and complete a minimum of three updates during fiscal 2023.	L
Vacancies in Senior Management positions lead to service level interruptions.	M	Pursue strategic recruitment strategies to attract senior leadership. Reduce resignation risks through sound leadership and retention practices.	L
Town revenues are not able to properly meet inflationary pressures and a general increase in maintenance and capital requirements	H	Support Council's lobbying of the GNWT to reduce core funding gap. Launch economic development initiatives to increase tax and pay for service revenues. Develop land to support economic growth and housing demand. Develop proposal writing network.	M

Office of the SAO 2023 Business Plan

Workforce Summary



Shaded positions are budgeted in Office of the SAO. All others are in their respective departments.

Staffing Pressures: There currently is a vacancy in the Director of Finance and Administrative position. This position is essential for execution of the Town's financial plans and financial reporting. The position manages the company's core financial processes and supervises a team of production level staff. With no middle level management or senior level union positions, the risks to financial reporting errors is high.

A historically competitive labour market pool is translating to difficulties in recruiting all staff types. Limited housing options in Hay River is compounding the difficulty in recruiting from outside of the community.

Some improvements to Senior Management and Excluded employees' compensation was approved by Council and implemented in 2022. This includes the creation of a new compensation group for the PWS Director position. It is hoped that this will provide some marginal improvement in recruitment abilities.

With a compressed organizational structure, there are significant knowledge and competency gaps between management and production level employees. This also leads to high work demand and stress on several management positions.

Staffing opportunities: Actively recruit to the Director of Finance and Administration position. Use of head hunter type services may be needed to improve access to the labour market. Consider addition of Finance Supervisor / Controller type position to reduce risks surrounding clerk and Director vacancies.

Develop succession plans for senior management. Complete PWS organization review and workforce planning development to improve maintenance programs and service level delivery.



Annual Business Plan 2023

Public Works & Services Department





Public Works & Services 2023 Business Plan

Departmental Overview

Departmental Overview

1. Public Works Administration

The Administration unit is responsible for overseeing all public works operations. This includes departmental planning, budgeting, administration of capital projects, contracts and tenders, project design and development. This unit consists of the Director of Public Works, Civil Infrastructure Manager, Town Foreman and the Development Officer.

2. Utilities - Water Treatment & Distribution

The Town of Hay River sources raw water directly from the Great Slave Lake. On average the Town treats and distributes 380,000 cubic meters of water annually for 3823 residents(2021). With the replacement of old watermain infrastructure the Town has been able to reduce treated volumes that would be wasted when watermain issues occur or go undetected, In addition, the town has also experienced a slight decrease in population. The age of our underground water distribution system ranges from 1966-Present.

Currently, the Town has approximately 1375 residential and commercial customers. This number is a combined count of both piped and trucked services. In addition, the Town of Hay River also provides water for the communities of Enterprise, Kakisa and Katlodeeche First Nation. KFN receives their water through a service crossing under the Hay River East Channel to a truck fill reservoir station. KFN manages the fill station and trucked water delivery.

Within the Water Treatment and Distribution unit, the Town of Hay River's Public Works and Services Department operates and maintains a water treatment plant, a water storage reservoir, two truck fill stations, 36 kilometers of watermain, approximately 100 fire hydrants

2. Utilities - Waste Water Collection & Treatment

The Town of Hay River currently manages its collection and treatment of wastewater through a network of underground piping, lift stations, manholes, sewage lagoon, and a biological



Public Works & Services 2023 Business Plan

remediation field.

On average the town processes 577,000 m³ annually of waste water through its sewage lagoon and remediation field.

Within the Wastewater Collection & Treatment unit, the Town of Hay River's Public Works & Services Department operates and maintains 6 satellite lift stations that pump to a main Lift Station #4 which pumps directly to the lagoon system. Wastewater is collected and pumped through 6km of force main piping, 21 kms sewer piping, 300 manholes, and a 4-cell sewage lagoon with a 50 ha remediation field with a 2.8km off take. There is also 5km of storm system piping,

3. Environment and Solid Waste

The Town of Hay River began the operation of its current landfill site in 1973, located 7 kilometers south of town along Highway No 5. Numerous studies over the years have indicated that this solid waste management site has neared the end of its life cycle, and that a new program, such as the development of a new waste management facility, should be considered in the very near future.

It is estimated that the landfill receives 4500 Tonnes of solid waste collected annually (27% domestic, 73% commercial). This figure, however, does not include for bulk waste such as tires, white good, and vehicles.

In 2022 management and daily operations of the landfill transitioned from a contractor run facility to Town staffed. Waste collection remains contracted to Hay River Disposals. Residential waste is collected bi-weekly from residential properties, and commercial waste collection based on arrangements with the contractor. The Hay River Landfill does not accept commercial hazardous wastes. For example, asbestos containing materials (ACM's), or leachable leads, and must be diverted to other Approved facilities. The landfill will however accept residential hazardous wastes such as paints, oils, and antifreeze.

4. Roads and Sidewalks

The Town of Hay River's transportation network consists of approximately 25 Kilometers of paved roads, and 32 Kilometers of gravel road.

Within the Roads and Sidewalks unit, the Town of Hay River's Public Works and Services

Public Works & Services

2023 Business Plan

Department performs operational and maintenance functions for the following responsibilities:

- ❑ Surface maintenance/ grade work on gravel roads
- ❑ Pothole patching program
- ❑ Snow clearing and removal, including key sidewalks
- ❑ Sanding/ salting
- ❑ Street cleaning/ sweeping
- ❑ Traffic control, cross walks
- ❑ Street signs
- ❑ Line painting
- ❑ Dust suppressants

In addition to the department's own forces, the Town of Hay River also has an established agreement for road maintenance and snow removal on specific roadways. These include the maintenance of the Corridor roadways (Garden Road, Patterson Road, Paradise Valley Road, Delancey Estates). The 2 highways, No.2 and No.5 that are within our corporate limits, are also maintained by the Government of the Northwest Territories.

5. Town Garage

The Town of Hay River's Public Works and Services Department owns and operates a modest fleet of mobile equipment and vehicles necessary for the daily operations of the department. As such, our equipment is managed and maintained through our town garage, located in the industrial part of Hay River.

The town garage site also serves multiple functions for the department. In addition to equipment maintenance, the garage serves as the following:

- ❑ Central coordination point for all field infrastructure staff
- ❑ Staging/ laydown area
- ❑ Sand/ salt storage
- ❑ Heated space for specialty equipment
- ❑ Storage for seasonal equipment and quick attachments
- ❑ Storage for all municipal inventory
- ❑ Carpentry shop

6. Cemetery



Public Works & Services

2023 Business Plan

The Town of Hay River owns and operates the Hay River Cemetery. Site services provided are for both ground burial and cremated remains. The Town of Hay River is also a provider in the community of Hearse services.

7. Planning & Development

Within the planning and development category, the Public Works and Service Department is responsible for land development within the municipal boundaries of Hay River, in accordance with the Town's Land Use and Zoning Bylaws. Public works will review applications, approve or make recommendations for approval, for zoning amendments, development permits and building permits. In addition, the department is responsible for coordinating new inventory land development, such as subdivisions, to meet the community's growing needs for accessible residential/ commercial lots.

Goals

The Public Works Department has identified the following goals that align with the 2022-25 Strategic Plan, and will be the focus of departmental activity over the term of the business plan:

1. Maintain an appropriate asset maintenance management program for all assets under PWS.
2. Develop a comprehensive long-term capital plan with consideration for the department's aged infrastructure.
3. Develop and implement a respected solid waste management plan, including options for increased recycling.
4. Meet the expectations and commitments specified in the Town's water license.
5. Ensure safe and reliable drinking water is available to residents.
6. Recruit and retain qualified public works staff capable of meeting the requirements of departmental needs.
7. Establish and maintain safe work environments for public works staff.

Public Works & Services 2023 Business Plan

Key Activities Summary

The Public Works and Services Department delivers its services through the following business units:

1. Public Works Administration
2. Utilities – Water / Wastewater
3. Environment & Solid Waste
4. Roads and Sidewalks
5. Town Garage
6. Cemetery
7. Planning & Development

Key Strategic and Policy Activity

The PWS Department is working on several initiatives in support of a strong accountability framework. These include:

Title	Notes
Review of Public Works Department	An audit of the Public Works department to determine needs of the department and that appropriate resources are available to meet expectations. A plan would be developed to meet the requirements in areas where there is a gap.
Land Development	Completion of Fraser Place utilities installation and flood mitigation. Prepare for sales of Fraser Place lots. Request for Proposals for Aspen Heights land development. Completion of detailed design for Sundog.
Water / Sewer Projects	Finish construction of lift station #4. Completion of water treatment plant feasibility study and preliminary design. Vale Island Truck Potable Water Study for end of life waterline and fill station. Replacement of Vale Island fill station water storage tank. Complete design for Pine Crescent water/sewer replacement. Complete Lift Station 1 flood mitigation evaluation. Lining of Stewart Drive South sewer main.
Solid Waste Management	Update of Solid Waste Bylaw and associated fees and charges. Configuration of scale at landfill. Execute contract for waste collection. Identification and land application for new solid waste facility site.

Public Works & Services

2023 Business Plan

	Remove recyclable materials from landfill.
Major Road Projects	Tender and construction for Industrial Drive asphalt. Completion of Riverview Drive underground and resurfacing. Tender for multiyear asphalt contract. Complete design for Pine Crescent, Eagle Crescent, Riverview Drive north end, and Royal Road and Taylor Place asphalt replacement. Raising of Airport Road for flood mitigation. Design and resurfacing of Stewart Drive South with sidewalk.
Road Maintenance Improvements	Reintroduce line painting and tar crack sealing programs. Increases to street sweeping activity.
Drainage Improvements	Execution of prioritized capital and maintenance drainage projects throughout town. Procurement and installation of storm system backflow valves. Upgrades to Miron/John Mapes / Riverbend Storm and Sewer manholes. Complete preliminary drainage plan for 553 area.
Flood Mitigation	Through acquisition of third-party funding, completion of improvements to the West Channel berm, Airport Road raising, study of Lift Station 1 mitigation options.
Town Hall	Abatement and demolition of old Town Hall. Completion of preliminary design to support near net zero funding applications. Submit applications for funding new Town Hall.

Public Works & Services 2023 Business Plan

Risk Management

The following information highlights the Department's top risks and mitigation plans to address each risk:

Risk Description	Risk Rating Before Mitigation (H,M,L)	Mitigation	Risk Rating After Mitigation (H,M,L)
O&M Schedules and Activities – lack of a defined preventative maintenance schedule and activities record.	H	Develop maintenance policies and procedures in conjunction with the implementation of an asset management system, including scheduling and tracking.	M
Aged Infrastructure – Facilities and utility infrastructure within the department are reaching end of life cycle requiring replacement or modernization.	H	Update or complete facility audits/ studies to identify critical infrastructure as part of the capital planning process.	M
Technological Changes- WTP and lift stations. Training and equipment for remote monitoring of facility status.	M	Complete training during equipment replacement	L
DSS designated substance survey – many PWS facilities are 40 years+ in age and could contain hazardous materials.	M	Complete necessary facility testing and develop management plans as required.	L
Predictable losses of qualified and experienced public works staff over the next 5-10 years.	H	Development of succession planning, staff retention, future training requirements. Creation of second WTP Operator position.	M

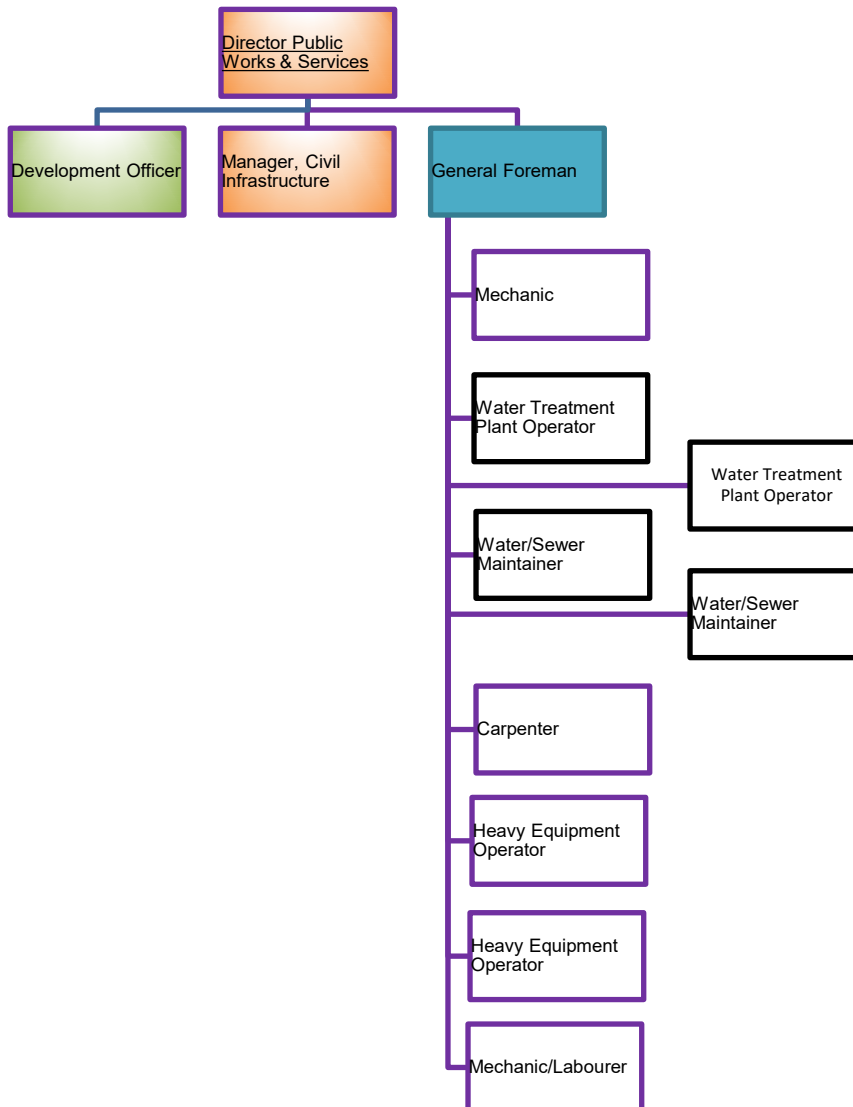
Key Performance Indicators

The Public Works and Services Department has identified the following deliverables to be measured against performance levels:

1. Work Order Aging
2. Grader Hours
3. Water / Sewer Line Repairs

Public Works & Services 2023 Business Plan

Workforce Summary



Staffing Pressures: The Director of Public Works position will be filled in late 2022 allowing for Capital and O/M Planning and budgeting going forward in 2023.

Throughout 2022 the Town has contracted out Water Treatment Plant operations



Public Works & Services 2023 Business Plan

given vacancies and no on staff licensed operator. The Town should staff a minimum of 2 licensed operators. A second indeterminate position has been proposed in budget for 2023. Training of other staff will be completed to provide further coverage and succession benefits.

Role overlaps and confusion appears to be occurring with PWS maintenance staff.

Staffing opportunities: An operational review and identification of human resource gaps is recommended to improve service levels and reduce risks associated with core maintenance activities as well as a succession plan for positions that may come open in the near future.

Annual Business Plan 2023

**Department of Recreation
and Community Services**



Department of Recreation and Community Services 2023 Business Plan

Departmental Overview

Mandate

The Department of Recreation and Community Services is responsible for developing, monitoring, and managing a community activity and recreation system which reflects the needs of the residents of Hay River. The Department liaises with many community and recreation groups and agencies to build strong networks and connections across the community and region. Recreation leadership and volunteerism is promoted within the community and residents are empowered to increasingly provide for their own leisure and recreation needs.

The Recreation Department oversees the Recreation Policy, standards, and procedures. These combined guide service levels for recreation programming and operation and maintenance of core community recreation facilities.

Goals

The Department of Recreation has identified the following goals that align with the Town's 2022-2025 Strategic Plan.

1. Develop and maintain a comprehensive Recreation Plan that outlines the short and long-term direction of community recreation;
2. Ensure relevant maintenance procedures are in place for safe, efficient and cost-effective long-term operation of recreation assets;
3. Maintain a diversified recreation programming catalogue that supports the various demographics of the community;
4. Embrace beautification of local parks, greenspaces, trails and facilities;
5. Promote and support a culture of healthy recreation leadership, volunteerism and lifestyles within the community;
6. Attract, develop, and retain quality recreation staff;
7. Maintain a safe environment for workers and community members.

Department of Recreation and Community Services

2023 Business Plan

Key Activities Summary

The Department's responsibilities fall into the following key activities:

1. Recreation Administration;
2. Parks and Greenspace Management;
3. Recreation Facility Maintenance;
4. Recreation Programming;
5. Aquatics Programming.

Key Strategic Activities

The Recreation Department is working on several initiatives through 2023. These include:

Title	Notes
Recreation Policies	Work with the Town's Recreation Committee to update/create recreation policies and procedural documents to provide clarity surrounding the operations of recreation facilities, to define service level expectations, and outline key roles and responsibilities.
Recreation Plan	Through consultation with various local sport and recreation groups and the Recreation Committee, develop a multiyear Recreation Plan that outlines key initiatives and resources required to support implementation.
Joint Use Agreement	Update the expired Joint Use Agreement with local schools. The agreement will outline rates for use of Town and school facilities.
Asset Management	Develop an asset management system for improved lifecycle management of core recreation assets. Condition assessments to be completed and preventative maintenance plans put in place.
Aquatics Facility	Repair degraded assets within the Aquatic Centre that are key to the safe and cost-effective operation of the facility. Work includes reintegration of the intrusion alarm system, integration of the small makeup air unit to automated controls system, painting of the pool deck area, and continuation of tile repairs in and around the pool basin.
Porritt Landing Marina	Enhance the usability of the Porritt Landing Marina facility to allow for improved access to Hay River's waterways. Work includes annual dredging, increasing seasonal docking slips, and preparation of a seasonal concession operator site.
Greenspace Revitalization	Enhance the usability of Hay River's feature greenspaces via the replacement of aging infrastructure and designs that increase accessibility. Bob McMeekin Chamber Park (continuation), Porritt Landing Marina (continuation) and Vale Island Multi-Use Recreational

Department of Recreation and Community Services

2023 Business Plan

	Area to be prioritized in 2023. Replacement of playground fall zones at 3 at Malcolm Park, Gord Thompson Park and Ray Benoit Park will also occur in 2023.
Trail System	Improve the accessibility of local trail systems while adding signage that provides information on the local natural environment. Priorities for 2023 will be flood remediation of Fraser Place trails, the Scout's Trail and the Oxbow Trail system, as well as installation of ATV barriers and interpretive signage at strategic locations along the trail systems.
Recreation Programming	Maximize the return on capital investment in the Hay River Community Centre through consistency and quality of youth and fitness program offerings, increased rental of the facility, and implementation of appropriate maintenance activities.
Community Centre Sponsorships	Develop and execute a sponsorship plan for the Hay River Community Centre, including naming rights for the building and structures within.
Human Capital	Build and implement training development plans for recreation staff to reduce operational risks and recognize retention benefits. Ensure proper performance management system is in place. Address difficulties in maintaining and recruiting for Aquatic staff.

Risk Management

The following information highlights the Department's top risks and mitigation plans to address each risk:

Risk Description	Risk Before Mitigation	Mitigation	Risk After Mitigation
Lack of structured preventative maintenance procedures, planning and scheduling systems in place.	H	Department to test launch of newly purchased Town of Hay River asset management system in 2023.	L
Existing safety program and supporting documents	H	Department participating in gap analysis of all THR departments, in cooperation with Director of Protective Services and local consultant. Internal procedures, training	

Department of Recreation and Community Services
2023 Business Plan

Risk Description	Risk Before Mitigation	Mitigation	Risk After Mitigation
		and documentation, based on legislation and industry standards, are also being implemented as temporary measures.	
Rec policies and internal procedures require updating and consistent implementation.	M	2021-22 Rec Policy changes to be implemented, followed by additions in 2023 to reflect all THR recreation assets. Rec Dept Staff Handbook to be developed and launched subsequently.	M
Difficulties training and retaining specialized recreation staff lead to risk of interruptions and/or cancellation of services if leave THR employment.	M	Develop a human resource succession plan, including training opportunities and timelines, in cooperation with THR Human Resources Manager.	L
Facility and structural at playgrounds and greenspaces may lead to unsafe use and increased risks to residents.	M	Upgrades to offsite facilities such as greenspaces, playgrounds, outdoor rinks, and skate park would increase use and satisfaction of users.	L
Community groups entrusted with Town assets or special events having difficulties with volunteer recruitment, budgeting, and resource management.	M	Further collaboration and communication between Department of Recreation senior staff to identify potential synergies, funding opportunities and/or support for community groups.	
Operational cost analysis needed given 2018 new facilities and services, followed by Covid interruptions in 2020-21.	L	Significant changes made to budget structure with more frequent and detailed reporting necessary to better determine various cost recovery ratios. Post Covid-19 return to normalcy should allow more accurate cost recovery analysis.	L



Department of Recreation and Community Services 2023 Business Plan

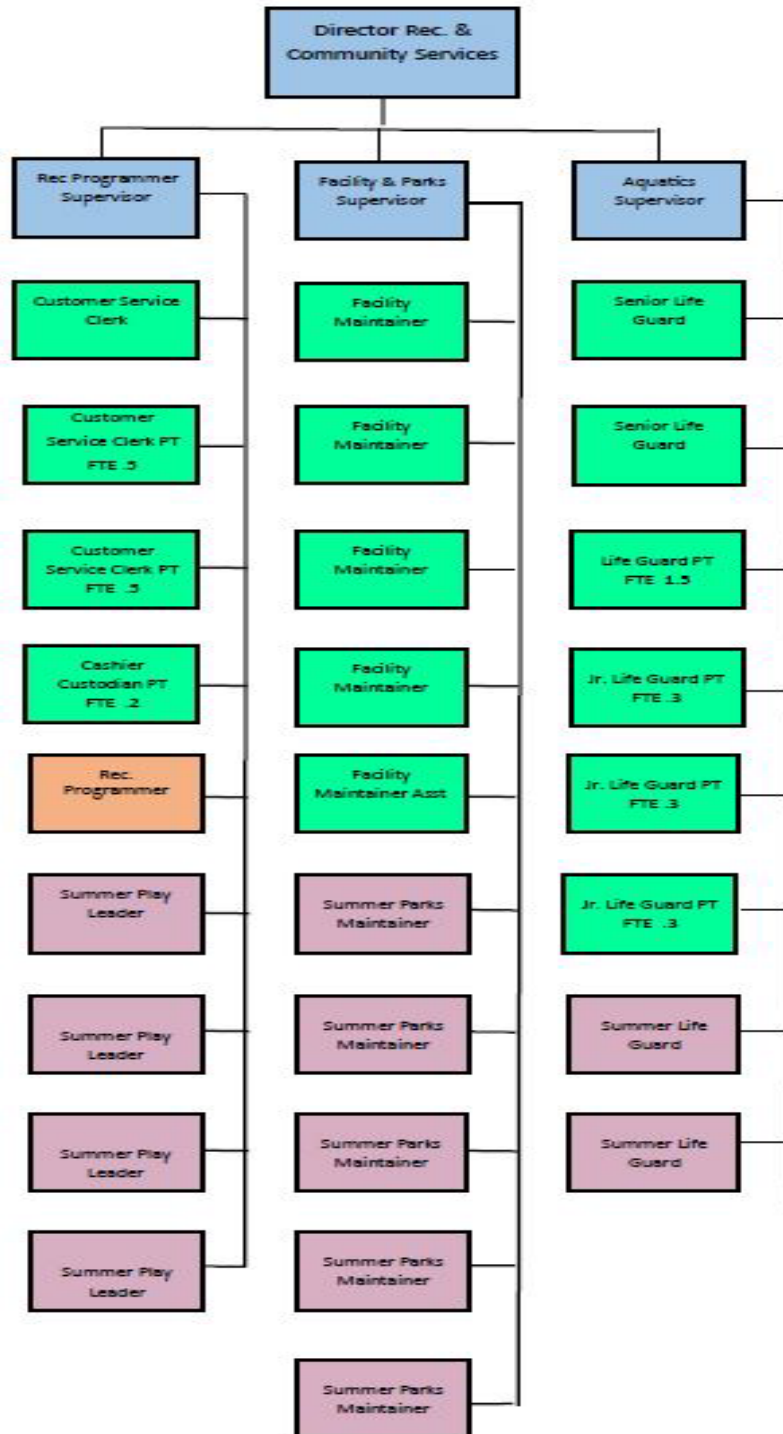
Key Performance Indicators

The following metrics have been identified to gauge the general performance of the Recreation Department and adherence to any defined service levels. Targets and actuals will be developed through 2023:

1. Cost recovery of 25% as per Town of Hay River Recreation Policy.
2. Secure a minimum of \$120,000 in 3rd party funding for the delivery of regular youth and fitness programming by Town of Hay River staff.
3. Secure \$50,000 advertising and sponsorship revenues for recreation assets.
4. Senior Recreation staff participate in at least 1 conference and 3 online training courses in 2023.
5. A calendar of training opportunities is established and implemented, requiring front line staff to participate in at least 1 job specific safety course per month.
6. Approximately 5 social or cultural events each year are coordinated by the Department of Recreation and Community Services.
7. The Department of Recreation and Community Services provides in-kind support to at least 4 social or cultural events each year.
8. A plan and calendar of annual swimming lesson and lifesaving course offering is developed and implemented.
9. A plan and calendar of annual youth and fitness programs is developed and implemented.
10. Two new greenspace revitalization projects are underway and fall zones are replaced at two or more playgrounds. Priorities for 2023 :
 - a. Bob McMeekin Park (continuation of 2022 revitalization project)
 - b. Porritt Landing (increase of seasonal docking and day-use site)
 - c. Fraser Place trail system (integration into TCT system)
 - d. Vale Island Recreational Area (revitalization as per ICIP funding)

Department of Recreation and Community Services 2023 Business Plan

Workforce Summary





Annual Business Plan 2023

Finance & Administration Department





Finance & Administration Department 2023 Business Plan

Departmental Overview

Mandate

The Finance & Administration department is responsible for providing advice and guidance to support the fiscal sustainability of the Town of Hay River and provides key strategic and financial support through financial planning, administration of the municipal budgeting process, the accounting of municipal revenues and expenditures, payroll and benefits, purchasing and inventory management, and administrative support services. The below business plan assumes a transition to adding a Finance Supervisor role is successful for the time covered in the Business Plan.

Goals

The Finance & Administration department has identified the following goals that align with the requirements under the **MACA Accountability Framework**, as well as the **2022 – 2025 Town of Hay River Strategic Plan**:

- Ensure the town's capital plan is kept current and that funding sources are identified.
- Provide financial and administrative support for the flood recovery and mitigation measures.
- Develop a long-term fiscal sustainability plan for operations, capital, and reserves that is funded through the use of diverse funding sources and partnerships with other governments.
- Ensure financial reporting is delivered on time and accurately to Administration, Council and funding agencies respectively.
- Provide administrative support for managing funding sources outside of the Town for use in leveraging the Town's internal resources.
- Ensure training and mentoring is in place to provide the financial and administrative staff the tools necessary to provide the most up to date and accurate financial information to Administration and Council.
- Demonstrate effective land management procedures with an emphasis on maintaining detailed historical land records
- Support development of suitable records management processes that ensure protection of records and evolving requests for access to information
- Ensure secure and efficient collection and payment processes are in place
- Maintain a register of approved funding applications and monitoring funds and reporting deadlines to achieve the optimal success in procuring leverage for the Town's existing resources.

Finance & Administration Department 2023 Business Plan

Key Activities Summary

The Department's responsibilities fall into the following key activities:

- Financial Reporting & Budgeting
- Payroll Processing
- Customer Service Management
- Property Tax Processing
- Land Administration
- License and Permit Processing
- Accounts Receivable
- Accounts Payable

Title	Notes
Capital Plan	Continue efforts to update the 10 year capital plan including grants and grant tracking.
Financial Reporting	Work with the current accounting system to update and implement automated budget development and financial reporting processes. Training and mentoring staff to achieve the service levels desired.
Land Lease Renewals	Finish improved reporting and management of lease agreements. Processing of all expired lease agreements.
Accounts Receivable Process Improvements	Automation of trucked water consumption and billing data. New check reports for automated reads.
Electronic Procurement & Payments	Continue efforts to oversee the development and implementation of electronic payment cards process for procurement procedures; and receiving payments by electronic and on-line methods.
Land Acquisition	Continue efforts to fully execute land transfers identified in MOU with GNWT and other bulk land interests. Apply for fee simple title on Commissioner and Territorial lands currently leased by the Town.
Collection Improvements	Continue efforts to improve property tax and lease collection and reporting procedures. For accounts without land ownership.
2022 Flood	Support flood restoration and mitigation efforts through insurance and third party funding reporting

Finance & Administration Department 2023 Business Plan

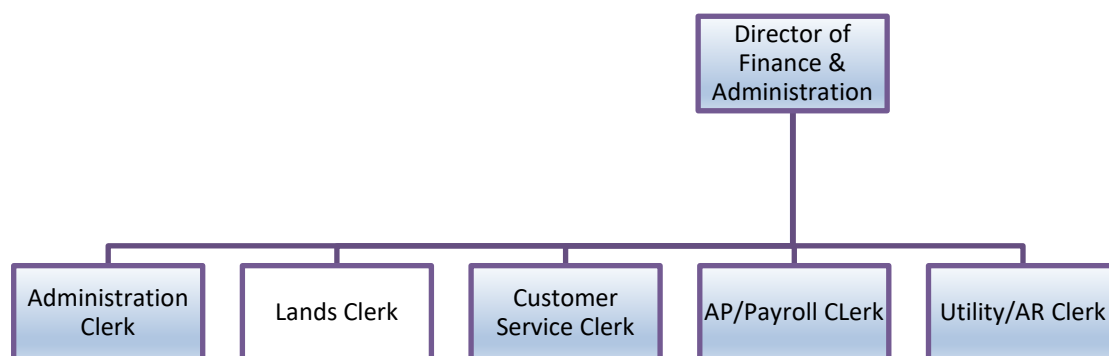
Risk Management

The following information highlights the Department's top risks and mitigation plans to address each risk:

Risk Description	Risk Rating Before Mitigation (H,M,L)	Mitigation	Risk Rating After Mitigation (H,M,L)
Liquidity and business continuity; the impact on our ability to operate due to a cash shortage or the interruption of key government contributions or labour disruption.	H	Reporting to Administration on a monthly basis and, Council and Government funding bodies quarterly in a timely and accurate manner to allow for quick decision making and development of mitigating steps.	L
Compliance: risk of reputation damage if we are not compliant with enacted legislation.	H	Support implementation of an Asset Management system that includes work order, procedures and scheduling functions.	L
Cost controls: large capital project cost over runs or an unexpected rise in operating expenses	H	Updated Procurement By-law and purchasing practises to ensure optimal controls and monitoring	M
Theft or fraud; although theft or fraud is normally relatively low value financially, it can have a disproportionate impact on reputation and/or culture	M	Ensuring appropriate segregation of duties and control processes are followed	L
Allocation of resources; risk of misalignment of budget and strategy, or modelling/budgeting error leading to over commitment of funds.	M	Annual collaborative budget process which is aligned with the strategic plan developed by Council approved by the end of the fiscal year.	L

Finance & Administration Department 2023 Business Plan

Departmental Structure:



Staffing Pressures:

The Finance and Administration Department has 2 major focus areas; the tactical work ex. Accounts Payable, and the strategic work ex. Budgeting. The single Director role has been challenging to provide good oversight to staff and continue with required strategic work. The expanded role of Council Administrator / Finance Supervisor has been considered to address this issue.

Within Finance and Administration, there are currently employees which have been with the Town for several years in their current roles which are nearing retirement age. This creates a risk of turnover, which is partially mitigated through cross-training and succession planning.



Annual Business Plan 2023

Protective Services Department



Departmental Overview

Mandate

The mandate of the Protective Services Department is to maintain the security of residents of the community of Hay River and Town of Hay River staff while sustaining order through structured fire protection, rescue operations, Emergency Medical Services, and bylaw enforcement. The Department is responsible for protecting residents through planning, communicating, and responding to a range of potential community emergencies. Protective Services educates residents on Town bylaws and enforces non-compliance to correct behaviours. The Department is responsible for maintaining the organizational safety program that helps ensure a safe work environment for all the town of Hay River employees.

Goals

The Protective Services Department has identified the following goals that align with the 2022-2025 Town of Hay River Strategic Plan.

1. Attract, develop, and retain quality protective services staff - both permanent and paid on call;
2. Foster a positive morale within the department membership while maintaining a strong governance and role definition for management of the department.
3. Ensure the Town's Emergency Plan is understood by those who administer and are expected to support a response to various community emergencies.
4. Oversee appropriate municipal and organizational safety programs that guides the safety of employees and residents.
5. Enhance understanding of and public compliance with bylaws prioritized by Council and management.
6. Provide secondary emergency services for neighboring communities and areas through established service agreements

Key Activities Summary

The Department's responsibilities fall into the following key activities:

1. Protective Services Administration;
2. Fire Department & Ambulance Services;
3. Bylaw & Animal Control;
4. Emergency Measures Organization;
5. Town Safety program administration.

Key Strategic Activities

The Protective Services Department is working on several initiatives through 2023. These include:

Title	Notes
Recruitment and Retention	Continue to develop and improve department recruitment program. Recruit new members to the department to replenish vacancies and maintain department membership numbers overall. This is a reoccurring item that needs to continue to be a priority each year.
Department Moral	Work to actively improve the fire department membership moral. Encourage and organize outside team building activities with the membership through the establishment of a social committee.
2023 Spring Break Up Preparation	Update and repair monitoring equipment prior to 2023 break up season. Update Town Emergency Plan and conduct a tabletop exercise prior to 2023 break up season. Recruit more people to the monitoring team to help support the current break up team. Work with supporting agencies to prepare for the 2023 break up season.
Officer Core Roles and Responsibilities	Create job descriptions for all the officer positions and outline roles responsibilities and expectations of each position. This will help to balance the management responsibilities within the department.
Town Safety Program Review	Review the entire Town safety program through a safety Gap analysis. Develop a strategic plan to move forward and either develop a new program specific to the towns operations or improve the current town safety program to meet the needs of the different departments.
Fire Department Review and Master Plan	Review the fire departments operations and have a cross department comparison completed with similar departments. This will show us the differences there is in the way we are structured and where we could have improvements. This will inform the development of a 5 year and 10 year master plan for the department.
Bylaw Development and Enforcement	Lead the update of the Unsightly Bylaw and creation of Derelict Properties Bylaw with the goal of improving community beautification and the safety and housing risks associated with unkept properties.
Update Memorandum of Understandings	Update or develop Memorandum of Understandings for Katlodeeche First Nations, Hamlet of Enterprise and Riverwoods for the provision of Fire and Ambulance services. Continue work with the GNWT to establish a Memorandum of Understanding for the provision of Ground Ambulance and Highway Rescue Services

Risk Management

The following information highlights the Department's top risks and mitigation plans to address each risk:

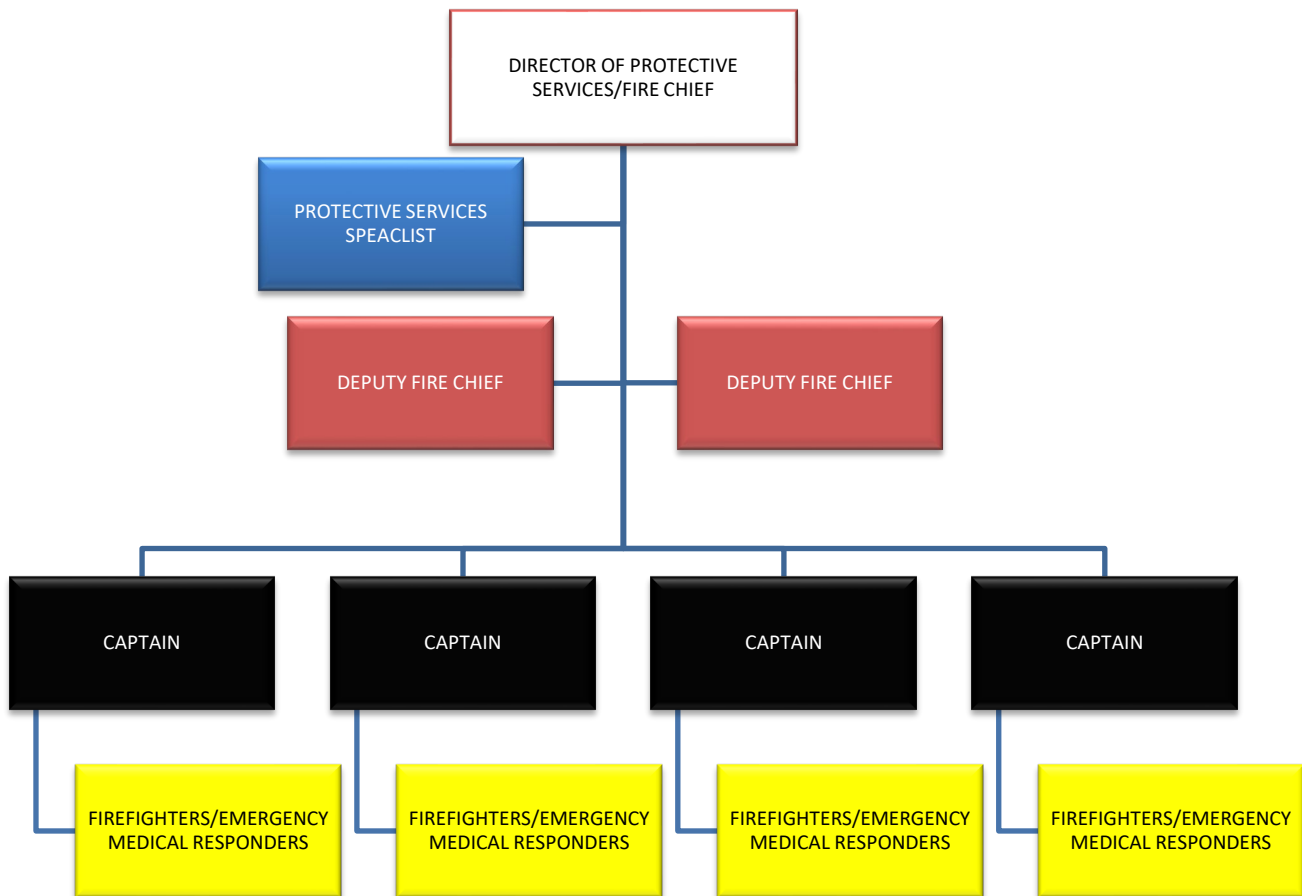
Risk Description	Risk Rating Before Mitigation (H,M,L)	Mitigation	Risk Rating After Mitigation (H,M,L)
Difficulties in recruiting and retaining Fire & EMS staff leading to difficulties in meeting service level expectations.	M	Maintain a Recruitment and Retention program that builds morale within the department by recognizing accomplishments, paying stipends and providing meaningful training.	L
Difficulties in providing the expected level of service during working hours (Monday thru Friday from 08:00 to 17:00).	H	Educate employers in need for their support to allow employees to respond to calls during working hours.	L
Mental Health issues related to high call volumes and dealing with stressful incidents.	M	Debriefing after calls to ensure staff can discuss problems relating to calls. Establishing a Member Family Assistance Program for EMS and Fire personnel.	L
Burnout of members who are responding on a continual basis.	M	Educate members on the need for everyone to take a fair share of the workload. Education of employers so that they understand the needs of our Paid On Call members.	L
Membership moral	M	Organize team building activities and social events to bring people together outside of the response and training.	L

Key Performance Indicators

The following metrics have been identified to gauge the general performance of the Protective Services Department and adherence to any defined service levels:

- Maintain Safe Advantage status with WSCC;
- Maintain a Membership of a minimum of 30 Paid On Call Members
- Team survey to evaluate where membership moral is at
- A comprehensive assessment of the Town safety program
- Updated draft memorandum of understanding documents for KFN and Enterprise.
- Job descriptions created for officer roles.
- 75 % of Members trained to EMR
- 70 % of Members trained to National Fire Protection Association (NFPA) 1001
- 70 % of Members trained to NFPA 472
- Emergency Measures tabletop test completed, and deficiencies addressed.
- Fit testing for designated Town of Hay River Staff – 100%

Workforce Summary



Staffing Pressures: The most significant staffing challenges facing the Protective Services Department have been related to the recruitment and retention of members. Another difficulty that surrounds the membership of the Protective Services department is the unavailability of responders during the day and the fact that we have some members that are also mine employees which leaves us vulnerable at times and adds significant load on members that are in town. With the fire department review we might be able to understand staffing needs better while also understand different staffing strategies that departments use.

Staffing opportunities: Reduce current reliance on the Director of Protective Services on providing coverage on weekends by training the Protective Services Specialist in a developmental position directed at developing into a Deputy Fire Chief over time. This would provide support in all program areas.



Annual Business Plan 2023

Tourism and Economic Development





Tourism and Economic Development 2023 Business Plan

Departmental Overview

The Assistant Senior Administrator has overall responsibility for Tourism and Economic Development areas. The growth of tourism is developed through the Tourism Coordinator role while Economic Development is managed directly by the ASAO.

Direction for the future of Tourism is provided through;

- The Town of Hay River Strategic Plan 2022-2025
- The Town of Hay River Agriculture Plan 2014
- The 2020 Hay River Tourism Development Plan
- The 2014 Town of Hay River Community Economic Development Strategy

Goals

The following goals align with the 2022-2025 Strategic Plan, and will be the focus of departmental activity over the term of the business plan:

1. Consider how agriculture will be supported within the town;
2. Support increased housing options;
3. Promote Hay River as a tourism destination of the north;
4. Promote Hay River as the most desirable place to live and set up a business in the Northwest Territories.

Tourism and Economic Development 2023 Business Plan

Key Activities Summary

The Department's responsibilities fall into the following key activities:

1. Tourism Opportunities
2. Visitor Information Centre Oversight
3. Tourism Promotion
4. Agricultural Development
5. Economic Development

Key Strategic and Policy Activity

The Tourism and Economic Development department is working on several initiatives in support of a strong accountability framework. These include:

Title	Notes
Tourism Development	Execution of the Town's Tourism Development and Marketing Plans supported by the acquisition of third-party funding. Coordination and support of events that attract attendees from outside of the community.
Agricultural Development	Development of a detailed roadmap in concert with stakeholders and existing documents for consideration by Council.
Promote Hay River as the Most Desirable Community to Live and Visit in the NWT	Define and promote tourist-friendly opportunities within Hay River and for regional events. Promote Hay River to external markets through creative marketing.
Update the existing Economic Development Plan through consultation with stakeholders	The 2014 Town of Hay River Community Economic Development Strategy will be used as a starting point to define a new Economic Development Plan.

Tourism and Economic Development 2023 Business Plan

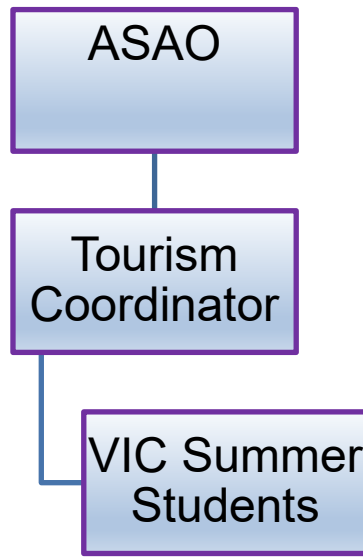
Risk Management

The following information highlights the Department's top risks and mitigation plans to address each risk:

Risk Description	Risk Rating Before Mitigation (H,M,L)	Mitigation	Risk Rating After Mitigation (H,M,L)
Tourism Coordinator is new in the role and the ASAO in charge of Economic Development is new in their role.	M	Develop a business plan, capital and operational budget as well as an action list for upcoming year.	L
The strategic plan defines several tactics that are broad and complex to achieve with regard to advancing the agricultural sector.	H	Define an updated roadmap to create a timeline and budget for agricultural initiative.	M
Accessing stakeholders for the Economic Development Plan will be challenging as the Chamber of Commerce is not functioning now.	M	Utilizing a selection of communication methods to garner feedback can take the place of needing to interact at a Chamber of Commerce meeting.	L

Tourism and Economic Development 2023 Business Plan

Workforce Summary



Staffing Pressures: The Tourism Coordinator and ASAO, overseeing economic development are in place. Summer students will be added in the summer of 2023. There may be some consideration of a consultant to assist with future work such as the economic development plan and agricultural roadmap.



Annual Business Plan 2023

Human Resources Division



Division Overview

Mandate

The Human Resources Division of the Town of Hay River has a core responsibility of enhancing the human capital within the organization. The Division works closely with all Department management to recruit, retain, and develop qualified employees that are in alignment with corporate values and strategic direction. The Division is responsible for advising supervisors on labour practices as they relate to the collective agreement, and the administration of grievance processes. Working with the Finance Department, the Human Resource Division manages the pay and benefits processes ensuring timely and accurate delivery of compensation.

Goals

The Human Resources Division has identified the following goals that align with the Town of Hay River 2022-2025 Strategic Plan and support the human resource elements of the Town's 2023 Business Plans.

1. Implement human resource tools and procedures that aid in the effective management of employees.
2. Foster and create a positive culture of employee engagement and job satisfaction.
3. Develop and implement human resource policies that assist management in the delivery of services, programs and practices in a fair, equitable, and consistent manner.
4. Recruit quality, competent employees aligned with the organization's vision, goals, and strategies.
5. Develop employees to maximize their potential while ensuring succession opportunities are identified and executed.
6. Retain high performing employees through application of strong, authentic leadership practices.

Key Activities Summary

The Division's responsibilities fall into the following key activities:

1. Employee Recruitment
2. Employee Retention
3. Employee Development
4. Collective Agreement Admin
5. Policy Development
6. Performance Management
7. Organizational Culture

Key Strategic and Policy Activity

The Division is working on several initiatives, the priority of which is in support of a strong accountability framework. These include:

Title	Notes
Human Resources Policies and Procedures	Develop new policies and/or update existing policies to provide guidance and consistency across the organization. These policies and procedures should be presented and reviewed regularly with employees and management. Forms need to be developed where an approval process is required.
Succession Plans	Succession plans need to be developed for key roles. Priority should be given to positions where risks of retirement are evident.
Job Descriptions	Updating job descriptions is required to clarify responsibilities or adjust to changes in departmental priorities. In some cases, entirely new job descriptions may have to be created.
Improving Workplace Culture	Workplace culture is the most significant factor that influences happiness, work relationships and employee job satisfaction. A positive culture helps with recruitment and retention of employees and increases productivity. Developing and/or updating Vision & Mission statements for the workforce will help inspire employees as well as creating core values to guide appropriate employees' behaviours, will assist in developing a positive work culture.
Recruitment	Recruitment is an ongoing challenge for all businesses across Canada. Hay River is further impacted by its remoteness and lack of accommodation. Recruitment strategies are continually updated, advertising strategies and headhunting methods reviewed along with incentives to attract candidates. Short term accommodation for new hires needs to be developed.

Risk Management

The following information highlights the Division's top risks and mitigation plans to address each risk:

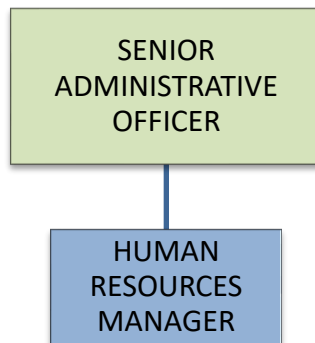
Risk Description	Risk Rating Before Mitigation (H,M,L)	Mitigation	Risk Rating After Mitigation (H,M,L)
Policy and Procedures - lack of defined policies and application of procedures leads to inappropriate or inconsistent behaviours	M	Identification, development and communication of core human resource policies. Procedures with supporting forms should be implemented to help ensure compliance.	L
Succession planning - employees retire or leave the organization leaving gaps in key knowledge of operational procedures.	M	Develop and execute succession plans for employees occupying key knowledge positions. Knowledge management through documented procedures and proper records management should also be identified.	L
Job Descriptions – improper definition of job responsibilities leads to role confusion, lack of accountability, and compromised activities for the organization. Performance management is hampered when job descriptions are missing or out dated	M	Work with directors, supervisors and employees to determine accurate responsibilities, duties, knowledge and skills required for positions within the organization	L
Workplace Culture – a negative culture leads to increased turnover, difficulty in recruitment, and loss of productivity.	M	Developing and/or updating Vision & Mission statements for the workforce will help inspire employees as well as creating core values to guide appropriate employees' behaviours, will assist in developing a positive work culture.	L
Recruitment & Housing– In 2022, across Canada, recruitment is a major concern for businesses. Hay River is further impacted by its remoteness and lack of housing.	H	Secure a residence for incoming new hires to be housed in for the short term	M

Key Performance Metrics

The following metrics will be developed and used to measure the performance of key human resource activities important to a health of the organization. Targets will be identified through the metric development process.

1. **Employee Voluntary Turnover** – Retention measurement. An indication of general employee satisfaction with position, supervision and organization. Divide the number of employees who left over a quarter, by the average total number of employees over the same period.
2. **Employee Engagement** – Retention and productivity measurement. An indication of general employee satisfaction and degree of engagement through their position. Measured through an engagement / organizational culture survey annually.
3. **Employee Vacancy Rates** – Recruitment and retention measurement. An indication of employee job satisfaction and time it takes to recruit to vacant positions. Reported quarterly.

Workforce Summary



Staffing Pressures: The creation and recruitment of a Human Resources Manager position in 2018 relieved management pressures, primarily for the organization's Finance function where the human resource management role resided, and set the tone for investing in the Town's most important assets: its employees. The reporting relationship for the human resources function shifted to the Senior Administrative Officer.

Recruitment is and will continue to be for the mid-term future, very challenging through a decreasing nation labour pool. Housing and cost of living compound the ability to attract talent to the Town of Hay River. Succession planning for critical positions will be very important in order to reduce the increasing challenges for recruitment.

**Town of Hay River
2023 Capital Plan
Project Briefs**

Legend to Capital Cost

<100,000

\$100,001-\$499,999

>\$500,000



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Debt Service Community Center - CPI and Donation Portion	Criteria	Weighting	Value (0-10)
Projec Type:	Recurring Debt			
Existing Asset:		Community Wellness	15	6
Description:		Legislative Requirements	20	5
Substantiation:	Annual Repayment of Community Center Debt funded by CPI and/or Specified Donations from Aurora Ford. Annual Cost ranging from 754,000 to \$934,000 in later years.	Environmental Impact	10	10
		Protection and Safety	20	10
	No options. Payments are based on debt contract.	Community Need	18	5
		Community Want	2	7
		Project Economics	15	5
Capital Cost:		Total	100	48
Project Timeline:				
Start:	2020			
End:	2031+			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Aquatic Centre small MAU retrofit project	Criteria	Weighting	Value (0-10)
Projec Type:	Betterment			
Existing Asset:	yes	Community Wellness	15	3
Description:	Replacement of older model variable flow drive (VFD) controls on reheat coil pumps, with integration to the automated controls system. Also involves converting 1 additional pump from constant drive to become VFD controlled.	Legislative Requirements	20	0
Substantiation:	This is a fairly old speed drive, probably the same vintage as the VFD replaced on the Aquatic Centre's main AHU in 2021. Arctic Energy Alliance funding is available, up to 50% of total cost to maximum of \$50K. THR will be responsible for matching funds to cover remaining cost of retrofits via fundraising, corporate sponsorship and/or club reserves. Further improvements will be explored for improved climate control during shoulder seasons. Climate control in Aq staff area and changerooms is inconsistent and inefficient during shoulder seasons.	Environmental Impact	10	4
		Protection and Safety	20	5
		Community Need	18	3
		Community Want	2	2
		Project Economics	15	8
Capital Cost:		Total	100	3.63
Project Timeline:				
Start:	2023			
End:	2023			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Bob McMeekin Park Enhancements	Criteria	Weighting	Value (0-10)
Projec Type:	Betterment			
Existing Asset:	Day use area with boat launch and limited parking	Community Wellness	15	8
Description:	Greenspace Revitalization and Enhancement	Legislative Requirements	20	0
Substantiation:	The project includes construction of an open-air shelter and small outdoor amphitheater using the natural slope of the riverbank to seat spectators. Design and construct a new entrance monument sign that is built structurally sound and easily maintained while featuring Hay River's identity. Redesign and paving of the parking area. Develop and implement a landscaping program that will improve the usability and accessibility to the park's elevated greenspaces and picnic areas. This greenspace will be an attraction that celebrates the local heritage and provide a site for community gatherings and special events (ie. Live music, cultural presentations, Canada Day, National Indigenous Peoples Day, etc.).			
		Environmental Impact	10	3
		Protection and Safety	20	4
		Community Need	18	6
		Community Want	2	8
		Project Economics	15	0
Capital Cost:		Total	100	3.54
Project Timeline:				
Start:	2022			
End:	2023			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Don Wright Park Revitalization	Criteria	Weighting	Value (0-10)
Projec Type:	Betterment			
Existing Asset:	yes			
Description:	Phase 1 (2023): transition ball diamond to offleash dog park via fencing, removal of bleachers and minor ditching repairs. Phase 2 (2024): raise grade and further erosion control via ditching expansion and drainage improvements.	Community Wellness	15	7
Substantiation:	Proposed repurposing of greenspace due to low usage of current ball diamond and community need for safe offleash dog park areas. Flood remediation and mitigation efforts proposed, if outside funding available. Raising grade and expanding ditching will protect greenspace from annual flooding and erosion.	Legislative Requirements	20	0
		Environmental Impact	10	3
		Protection and Safety	20	2
		Community Need	18	2
		Community Want	2	8
		Project Economics	15	8
Capital Cost:		Total	100	3.47
Project Timeline:				
Start:	2023			
End:	2024			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Downtown Beautification and Accessibility Project	Criteria	Weighting	Value (0-10)
Projec Type:	Betterment			
Existing Asset:	Downtown sidewalks, intersection and Hay River Community Centre greenspace	Community Wellness	15	8
Description:	Improve esthetics and accessibility of downtown core	Legislative Requirements	20	0
Substantiation:	The proposed project will improve pedestrian walking conditions via paving of sidewalks and crosswalk improvements/signage. New landscaping, including trees and shrubs will create a sense of enclosure to a new downtown park area.	Environmental Impact	10	3
		Protection and Safety	20	4
		Community Need	18	6
		Community Want	2	8
		Project Economics	15	0
Capital Cost:		Total	100	3.54
Project Timeline:				
Start:	2021			
End:	2022			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Golf and Ski Club Building Retrofits	Criteria	Weighting	Value (0-10)
Projec Type:	betterment			
Existing Asset:	yes	Community Wellness	15	7
Description:	Replace furnaces, HVAC and windows in HRGC clubhouse and HRSC chalet with support of AEA Building Retrofit Funding.	Legislative Requirements	20	0
Substantiation:	Furnaces, HVAC and windows in both buildings are old, inefficient and costly to operate. Arctic Energy Alliance funding is available, up to 50% of total cost to maximum of \$50K. HRGC and HRSC to cover remaining cost of retrofits via fundraising, corporate sponsorship and/or club reserves.	Environmental Impact	10	7
		Protection and Safety	20	0
		Communnity Need	18	5
		Community Want	2	8
		Project Economics	15	10
Capital Cost:		Total	100	4.31
Project Timeline:				
Start:	2023			
End:	2024			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Hay River Golf Course - Golf Green Replacements	Criteria	Weighting	Value (0-10)
Projec Type:	Betterment			
Existing Asset:	Artificial greens on all 9 holes of HRGC	Community Wellness	15	8
Description:	Replacement of 1 green per year	Legislative Requirements	20	0
Substantiation:	Hay River Golf Club is seeking funding to replace all current greens with new artificial greens . HRGC is seeking outside funding to replace one green per year at an estimated cost of \$50 000 per green	Environmental Impact	10	3
		Protection and Safety	20	4
		Community Need	18	6
		Community Want	2	8
		Project Economics	15	0
Capital Cost:		Total	100	3.54
Project Timeline:				
Start:	2023			
End:	2029			

PROJECT BRIEF

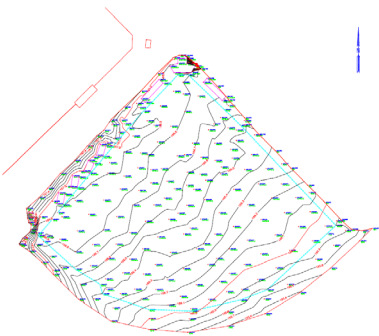
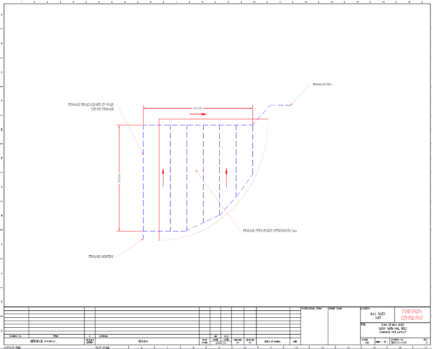
TOWN OF HAY RIVER

Project Name:	Ice Resurfacer	Criteria	Weighting	Value (0-10)
Projec Type:	Replace Asset			
Existing Asset:		Community Wellness	15	
Description:	Replace Ice Resurfacer (Zamboni)	Legislative Requirements	20	7
Substantiation:	The project replaces the existing ice resurfacer at the Arena. Proposed resurfacer will be electric to reduce environmental impact and will be funded in large part through sponsorships.	Environmental Impact	10	6
		Protection and Safety	20	10
		Community Need	18	8
		Community Want	2	7
		Project Economics	15	9
Capital Cost:		Total	100	6.93
Project Timeline:				
Start:	2023			
End:	2023			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Keith Broadhead Field Replacement - Flood	Criteria	Weighting	Value (0-10)
Projec Type:	betterment			
Existing Asset:	yes	Community Wellness	15	7
Description:	Infield drainage improvements via exposure of clay subsurface, establishing proper grade/drainage, install of weeping tile and reestablishing of subsurface and surface shale.	Legislative Requirements	20	0
Substantiation:	There was significant flooding and erosion of ball diamond playing surface in 2022. THR has been experiencing issues with their ball fields and losing playing days on the fields due to significant rainfall. Scope of work for 2023 was developed in consultation with an industry expert and ball diamond consultant who assessed THR's sports fields and made recommendations in September 2022.	Environmental Impact	10	0
		Protection and Safety	20	5
		Community Need	18	4
		Community Want	2	8
		Project Economics	15	9
Capital Cost:		Total	100	4.28
Project Timeline:				
Start:	2023			
End:	2023			



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Ray Benoit Rink Replacement (Multi Sport Surface)	Criteria	Weighting	Value (0-10)
Projec Type:	Replacement			
Existing Asset:		Community Wellness	15	8
Description:	Replacement of the rink surface at Ray Benoit rink. New surface will be a multi-sport surface	Legislative Requirements	20	0
Substantiation:	Significant issues including safety risks with current board system. High maintenance costs to repair boards, surface, and site.	Environmental Impact	10	3
		Protection and Safety	20	6
		Community Need	18	6
		Community Want	2	8
		Project Economics	15	0
Capital Cost:		Total	100	3.94
Project Timeline:				
Start:	2023			
End:	2023			

PROJECT BRIEF

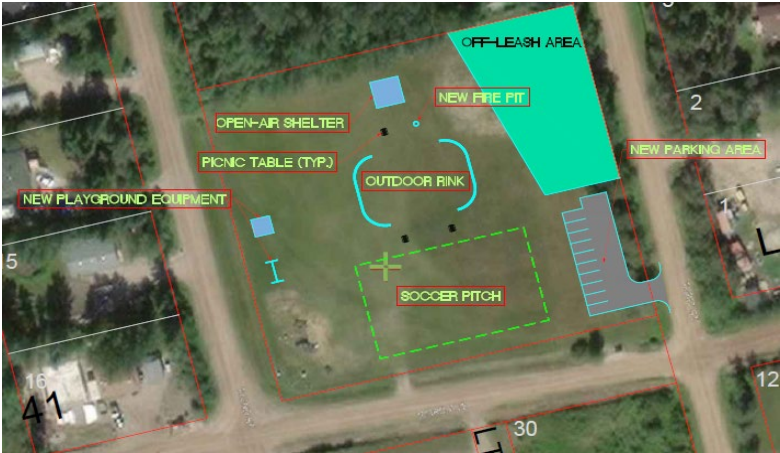
TOWN OF HAY RIVER

Project Name:	Vale Island Multi-Use Recreation Area	Criteria	Weighting	Value (0-10)
Projec Type:	Betterment			
Existing Asset:	Large open greenspace with small playground and decommissioned ball diamond	Community Wellness	15	8
Description:	Greenspace Revitalization and Enhancement	Legislative Requirements	20	0
Substantiation:	This project will increase accessibility to recreation activity for Vale Island residents, overcoming transportation challenges from lack of public transit. Project scope includes a playground, outdoor skating rink and multi-sport surface, and an indoor/outdoor venue for small gatherings. Design will incorporate fishing and transportation native to the history of Vale Island.	Environmental Impact	10	3
		Protection and Safety	20	4
		Community Need	18	6
		Community Want	2	8
		Project Economics	15	0
Capital Cost:		Total	100	3.54
Project Timeline:				
Start:	2023			
End:	2023			

PROJECT BRIEF

TOWN OF HAY RIVER

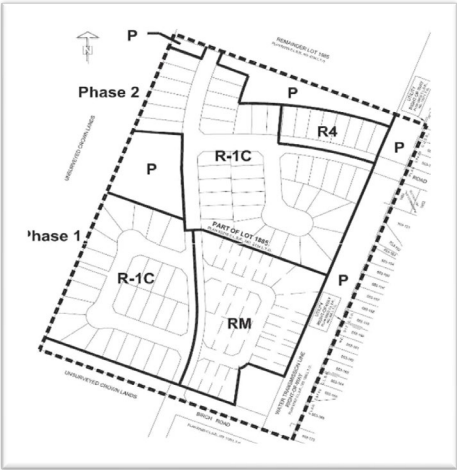
Project Name:	Vale Island Multi-Use Rec Area - Flood Mitigation	Criteria	Weighting	Value (0-10)
Projec Type:				
Existing Asset:		Community Wellness	15	7
Description:	Review and redesign of previously approved Vale Island Park revitalization project to include elevated earthworks and expanded ditching to park infrastructure from future flooding events.	Legislative Requirements	20	0
Substantiation:	Vale Island Park enhancements were previously approved for \$300K infrastructure improvements via an ICIP contribution agreement. Additional flood remediation and mitigation efforts are being proposed, if outside funding available. Mitigation efforts include landscaping berms, elevated earthworks and expanded ditching. Above mentioned ICIP equipment purchases and infrastructure improvements would be elevated to reduce risk, even if flooding of the greenspace occurs.	Environmental Impact	10	3
		Protection and Safety	20	4
		Community Need	18	5
		Community Want	2	6
Capital Cost:		Project Economics	15	8
Project Timeline:		Total	100	4.37
Start:	2023			
End:	2024			



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Aspen Heights Development	<div>Criteria</div> <div>Community Wellness</div> <div>Legislative Requirements</div> <div>Environmental Impact</div> <div>Protection and Safety</div> <div>Community Need</div> <div>Community Want</div> <div>Project Economics</div> <div>Total</div>	<div>Weighting</div> <div>15</div> <div>20</div> <div>10</div> <div>20</div> <div></div> <div>18</div> <div>2</div> <div>15</div> <div>100</div>	<div>Value (0-10)</div> <div>7</div> <div>1</div> <div>1</div> <div>2</div> <div></div> <div>10</div> <div>10</div> <div>7</div> <div>4.80</div>
Projec Type:	Land Development			
Existing Asset:				
Description:	Aspen Heights Development			
Substantiation:	Aspen Heights, situated on Birch Road and adjacent the area known locally as '553', is a proposed 25.05-acre development on Town own land comprised of single family residential, multi-family residential and mobile home residential - all of which offer an array of options to address future growth, as well as current demands. This project will require a review and update of the design & engineering in addition to preparation of proposal documents for subsequent servicing, subdivision, and sale of fully serviced lots by a third party developer.			
Capital Cost:				
Project Timeline:				
Start:	2023			
End:	2023			



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Fraser Place Development			
Projec Type:	Land Development			
Existing Asset:		Criteria	Weighting	Value (0-10)
Description:	Fraser Place Development	Community Wellness	15	7
		Legislative Requirements	20	1
Substantiation:	<p>This project consists of the development of 29 residential properties, 12 of which back to the Hay River and the others to green space. It would involve clearing of wooded area to establish a road way and installation of new water and sewer services from McBryan Drive, these services were stubbed out to Fraser Place for future use when the McBryan Dr. Project was completed in 2016.</p> <p>This development would have asphalt streets with concrete curb and gutter as well as a provisional item for sidewalks.</p>	Environmental Impact	10	1
		Protection and Safety	20	2
		Community Need	18	8
		Community Want	2	7
		Project Economics	15	5
Capital Cost:		Total	100	4.08
Project Timeline:				
Start:	2019			
End:	2024			



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Sundog Development	Criteria	Weighting	Value (0-10)
Project Type:	Land Development			
Existing Asset:		Community Wellness	15	7
Description:	Sundog Development	Legislative Requirements	20	1
Substantiation:	The site for the planned Sundog development is located on 14 hectares of land immediately northwest of the MacKenzie Highway and southwest from Dean Drive and the Hay River Regional Health Center. A geotechnical report completed in 2018 by Stantec Engineering concluded that the land is suitable for commercial and/or residential use. A detailed design will be completed in 2023	Environmental Impact	10	1
		Protection and Safety	20	4
		Community Need	18	7
		Community Want	2	7
Capital Cost:		Project Economics	15	4
Project Timeline:		Total	100	4.15
Start:	2023			
End:	2027			



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Pine Crescent Water, Sewer and Road Upgrades (Design only)	Criteria	Weighting	Value (0-10)
Projec Type:	Replacement Asset			
Existing Asset:	Water, Sewer, Road Infrastructure	Community Wellness	15	3
Description:	Water, Sewer, Road Upgrades	Legislative Requirements	20	0
Substantiation:	Water and sewer systems have reached end of life and are due for replacement. Sagging sewer infrastructure is resulting in regular maintenance activity on the line and risks of blockages/freezing. Asphalt conditions have deteriorated.			
		Environmental Impact	10	5
		Protection and Safety	20	0
		Community Need	18	6
		Community Want	2	9
		Project Economics	15	7
Capital Cost:		Total	100	3.26
Project Timeline:				
Start:	2023			
End:	2025			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Airport Road Repair and Upgrade	Criteria	Weighting	Value (0-10)
Project Type:	Improvement/ Mitigation			
Existing Asset:		Community Wellness	15	3
Description:	Raise elevation of road to mitigate flooding	Legislative Requirements	20	0
Substantiation:	Specific project related to 2022 flood response. This project would require raising a section of the road to accomodate water levels seen during the spring breakup of 2022 and to mitigate against any potential flooding near Cranberry Cres and Lift Station #6 during future flood events. Third party funding is required to proceed with the project.	Environmental Impact	10	6
		Protection and Safety	20	8
		Community Need	18	6
		Community Want	2	9
		Project Economics	15	5
Capital Cost:		Total	100	4.66
Project Timeline:				
Start:	2022			
End:	2023			



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Beaver Crescent Water/Sewer/Road Upgrades	Criteria	Weighting	Value (0-10)
Project Type:	Replacement/Betterment			
Existing Asset:	#52	Community Wellness	15	5
Description:	Beaver Crescent Water/Sewer/Road Upgrades	Legislative Requirements	20	10
Substantiation:	Beaver Crescent was constructed in the early 70's and has experienced substantial sluffing in to the ravine causing the Town to establish a small lift station to accommodate sewer flows as well as regular flushing due to lack of pipe grades and pipe separations. The water main has reached end of life, having undergone 3 water main repairs since 2016 as well as 2 additional repairs in 2013. Due to the topographical area and location of current buried systems Beaver Crescent will require the small lift station to be left in place and utilized. This project would establish a 11-meter roadway and concrete curb and gutter as well as a provisional item for sidewalks. Access to Beaver Crescent is through Riverview Drive which also was constructed in the early 70's. Riverview infrastructure is has also reached end of life.	Environmental Impact	10	10
		Protection and Safety	20	5
		Community Need	18	10
		Community Want	2	8
		Project Economics	15	5
Capital Cost:		Total	100	7.89
Project Timeline:				
Start:	2020			
End:	2023			



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Capital Drive Watermain Replacement from Gagnier to Woodland Dr.	Criteria	Weighting	Value (0-10)
Project Type:	Replacement Asset			
Existing Asset:		Community Wellness	15	5
Description:	Capital Drive Watermain Replacement from Gagnier to Woodland Dr.	Legislative Requirements	20	5
Substantiation:	This project is to replace 400m of water main as well as all sidewalks on both sides of the street and replace asphalt. This portion of Capital Cres is the only section in the down town core that has ductile iron water main near end of life, the sewer lines were re lined in 2017 and do not require replacement. The project would start at Gagnier Road and wrap around to Woodland Dr.	Environmental Impact	10	1
		Protection and Safety	20	5
		Community Need	18	5
		Community Want	2	3
		Project Economics	15	5
Capital Cost:		Total	100	4.56
Project Timeline:				
Start:	2021			
End:	2023			



The red line identifies limits of construction

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Industrial Drive	Criteria	Weighting	Value (0-10)
Project Type:	Infrastructure Improvement /Replacement			
Existing Asset:		Community Wellness	15	3
Description:	Industrial Drive Infrastructure Improvement/Replacement	Legislative Requirements	20	1
Substantiation:	This project consists of design work in preparation of drainage improvements, repaving or chip sealing, and underground infrastructure replacement within areas of concern.	Environmental Impact	10	3
		Protection and Safety	20	4
		Community Need	18	6
		Community Want	2	6
		Project Economics	15	7
Capital Cost:		Total	100	4.00
Project Timeline:	2022-2023			
Start:	2022 (Design, Underground), 2023 (Construction Road)			
End:	2023			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Paradise Road Repair and Replacement	Criteria	Weighting	Value (0-10)
Project Type:	Repair/Replacement			
Existing Asset:	Paradise Valley Road	Community Wellness	15	3
Description:	Paradise Valley drainage & erosion control	Legislative Requirements	20	0
Substantiation:	Specific project related to 2022 flood response. Road portion was completed by the Department of Infrastructure in 2022, however drainage and reinstatement of vegetation for erosion control to be completed in 2023.	Environmental Impact	10	6
		Protection and Safety	20	7
		Community Need	18	6
		Community Want	2	7
		Project Economics	15	7
Capital Cost:		Total	100	4.72
Project Timeline:				
Start:	2023			
End:	2024			



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Riverview Drive Water/Sewer/Road Replacement	Criteria	Weighting	Value (0-10)
Project Type:	Replacement	Community Wellness	15	5
Existing Asset:		Legislative Requirements	20	10
Description:	Riverview Drive was constructed in the early 70's and has had multiple water and sewer main repairs as the watermain is ductile iron and sewer mains are clay ductile. As it is near 50 yrs. old it also has multiple brick style manholes that are showing signs of missing or damaged grouting and need of replacement. Riverview Drive has 52 residential homes as well as 2 Crescents (Caribou, Beaver) which are serviced from Riverview.	Environmental Impact	10	10
Substantiation:	This project would replace all water and sewer infrastructure from Lift Station #1 to the Ravine crossing at the north end approx. 1150 meters long. Upon completion the road way would have positive slope to the east to allow a 2m asphalt walkway as Riverview Drive has extensive pedestrian traffic. Project started in 2021 - Underground and Road completed in 2021 and 2022. Drive reinstatements to complete in 2023.	Protection and Safety	20	5
Capital Cost:		Community Need	18	10
Project Timeline:		Community Want	2	8
Start:	2021	Project Economics	15	5
End:	2023	Total	100	7.46



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Asset Management System Implementation	Criteria	Weighting	Value (0-10)
Project Type:	Information Technology			
Existing Asset:		Community Wellness	15	2
Description:	The goal of this project, defined by the 3 year roadmap reviewed by Council, is to create an asset management system that will provide internal and external users with the ability to report issues, do capital planning, trouble shoot and provide ongoing maintenance for the Town of Hay River assets. Costs for the project include the software and implementation.	Legislative Requirements	20	7
Substantiation:	A new asset management system will inform the long term capital plan, support asset maintenance through a work order system, and assist to find the most efficient way to maintain and replace assets.	Environmental Impact	10	2
		Protection and Safety	20	4
		Community Need	18	6
		Community Want	2	6
		Project Economics	15	7
Capital Cost:		Total	100	4.95
Project Timeline:				
Start:	2022			
End:	2024			

PROJECT BRIEF

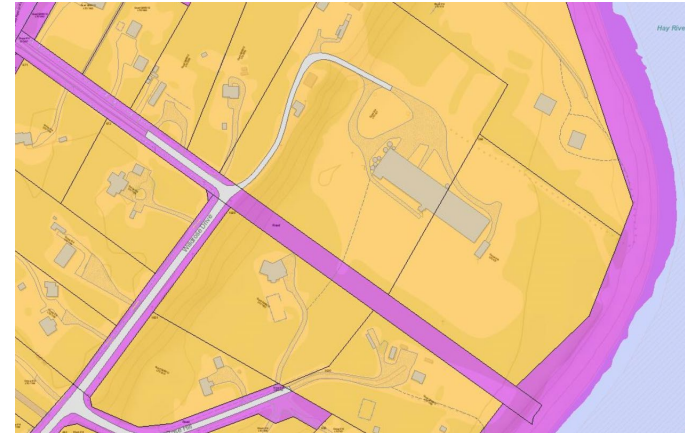
TOWN OF HAY RIVER

Project Name:	BioMass District Heating System	Criteria	Weighting	Value (0-10)
Projec Type:	Capital Infrastructure			
Existing Asset:				
Description:	A feasibility study has already been completed. Design and build a BioMass System District Heating System that will provide hot water through underground infrastructure to the Fire Hall, New Town Hall, Library, Aquatics Centre and Rec Centre. The water will work with a heat exchanger at each location.	Community Wellness	15	2
Substantiation:	The project will mitigate the risk of increased propane / natural gas prices with a renewable heating source (wood pellets). The project would make this portion of the heating in the associated buildings net zero.	Legislative Requirements	20	0
		Environmental Impact	10	10
		Protection and Safety	20	2
		Community Need	18	3
		Community Want	2	6
		Project Economics	15	4
Capital Cost:		Total	100	2.96
Project Timeline:				
Start:	2022			
End:	2024			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Drainage Delancey Estates - at Polar Eggs Farm on Road Easement	Criteria	Weighting	Value (0-10)
Project Type:	Addition			
Existing Asset:		Community Wellness	15	5
Description:	Drainage Delancey Estates - at Polar Eggs Farm on Road Easement	Legislative Requirements	20	5
Substantiation:	<p>Establish a new drainage ditch along a 340-meter-long Right of Way adjacent to Polar Eggs to allow positive drainage from the existing property.</p> <p>This would include the clearing/burning of mature trees and vegetation to create room for equipment to complete the ditching project. Suitable excavated materials could be hauled to the land fill for cover material.</p> <p>This Project was brought to the Towns attention by Polar Eggs.</p>	Environmental Impact	10	8
		Protection and Safety	20	5
		Community Need	18	5
		Community Want	2	8
		Project Economics	15	1
Capital Cost:		Total	100	4.72
Project Timeline:				
Start:	2023			
End:	2023			



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Fire Hall/Town Hall Demolition	Criteria	Weighting	Value (0-10)
Projec Type:	Replacement Asset			
Existing Asset:	3	Community Wellness	15	6
Description:	Demolish Fire Hall and Town Hall	Legislative Requirements	20	3
Substantiation:	<p>The Fire/Town Hall demolition was originally budgeted for 2018 but due to funding constraints and the need for further investigation to see if the building is structurally sound, it has been pushed out. The hazard assessment is complete for the Town Hall portion of the building. The project will include an asbestos survey of the Fire Hall section as this has never been done. The next phase will be the remediation of asbestos from the Fire Hall and Town Hall. once this is complete the Demolition phase may begin. The current budget is for the structural engineering study, the project management, including overseeing the tendering process and air sampling during abatement, abatement and demolition</p>	Environmental Impact	10	8
		Protection and Safety	20	8
		Community Need	18	7
		Community Want	2	5
		Project Economics	15	5
Capital Cost:		Total	100	42
Project Timeline:				
Start:	2021			
End:	2023			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Hearse Replacement	Criteria	Weighting	Value (0-10)
Projec Type:	Replace Asset			
Existing Asset:		Community Wellness	15	5
Description:	Replace Town's Hearse	Legislative Requirements	20	5
Substantiation:	<p>The project aims to replace a 2000 Cadillac Krystal Koach Stationwagon that was purchased in June of 2015.</p> <p>Frequent repairs required in recent years, combined with increasing difficulties in obtaining necessary replacement parts, have resulted in a need for replacement.</p>	Environmental Impact	10	8
		Protection and Safety	20	5
		Community Need	18	5
		Community Want	2	8
		Project Economics	15	1
Capital Cost:		Total	100	4.76
Project Timeline:				
Start:	2023			
End:	2023			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Industrial Area Drainage	Criteria	Weighting	Value (0-10)
Project Type:	Betterment			
Existing Asset:	41	Community Wellness	15	10
Description:	upgrade drainage system	Legislative Requirements	20	2
Substantiation:	In 2017, the Town completed drainage improvement in the main drainage ditch and the Spruce Road culvert. In 2018, it is proposed to complete the work required along Studney Drive, Willow Road and Spruce Road.	Environmental Impact	10	5
		Protection and Safety	20	5
	By doing nothing, this area of Town will not have safe and reliable drainage as well as increased maintenance costs for culvert flushing.			
	Completing the project will provide businesses in the area with more reliable drainage and lower maintenance costs for the Town.	Community Need	18	7
		Community Want	2	7
Capital Cost:		Project Economics	15	8
Project Timeline:		Total	100	6.00
Start:	2023			
End:	2023			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Infrastructure Planning and Studies	Criteria	Weighting	Value (0-10)
Project Type:				
Existing Asset:		Community Wellness	15	5
Description:	Recurring Cost	Legislative Requirements	20	5
Substantiation:	Annual cost associated with planning and doing studies related to Town Infrastructure. This project will be used to formalize long term infrastructure requirements.	Environmental Impact	10	8
		Protection and Safety	20	5
		Community Need	18	5
		Community Want	2	8
		Project Economics	15	1
Capital Cost:		Total	100	4.76
Project Timeline:				
Start:	2021			
End:	2030			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Lift Station #1 Repair & Upgrade	Criteria	Weighting	Value (0-10)
Project Type:	Repair/Improvement			
Existing Asset:	Sewage Lift Station	Community Wellness	15	3
Description:	Lift Station Repair & Improvement	Legislative Requirements	20	0
Substantiation:	Sewage Lift Station #1 located on Riverview Drive is a critical lift station in the Town, collecting sewage from Mcrorie Rd in the south to the West Channel Bridge in the north. During the spring flood of 2022 the Lift Station was submerged in 2.3 meters of water and sustained considerable damage to all the equipment in the building, including generators, electrical panels, pump controls, lighting, HVAC systems, macerator systems, and sewage pumps. Replacement and repairs would be through insurance. A separate project will study mitigation build options.			
		Environmental Impact	10	6
		Protection and Safety	20	3
		Community Need	18	9
		Community Want	2	6
		Project Economics	15	8
Capital Cost:		Total	100	4.59
Project Timeline:				
Start:	2023			
End:	2024			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Miron Storm Outlets	Criteria	Weighting	Value (0-10)
Project Type:	Repair/Replace Infrastructure			
Existing Asset:		Community Wellness	15	5
Description:	Miron Storm Outlets	Legislative Requirements	20	5
Substantiation:	Improving storm sewer along Miron Drive. Some of these are currently failing and are in need of replacement.	Environmental Impact	10	8
		Protection and Safety	20	5
		Community Need	18	5
		Community Want	2	8
		Project Economics	15	1
Capital Cost:		Total	100	4.76
Project Timeline:				
Start:	2023			
End:	2024			



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Miron/ John Mapes/ Riverbend Storm and Sewer Manhole Upgrades	Criteria	Weighting	Value (0-10)
Project Type:	Replacement/Betterment			
Existing Asset:		Community Wellness	15	3
Description:	New Town Manholes	Legislative Requirements	20	0
Substantiation:	Multi year project to repair or reset manholes and storm catch basins that have heaved due to frost causing considerable damage to road and sidewalk surfaces. Damages to sidewalks have created a safety risk for pedestrians. Repairs to address future damages to infrastructure. Repairs to adjoining sidewalks included.			
		Environmental Impact	10	5
		Protection and Safety	20	5
		Community Need	18	4
		Community Want	2	6
		Project Economics	15	7
Capital Cost:		Total	100	3.84
Project Timeline:				
Start:	2023			
End:	2024			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	New Town Hall - Net Zero Impact Building	Criteria	Weighting	Value (0-10)
Project Type:	Replacement Asset			
Existing Asset:	#1	Community Wellness	15	5
Description:	Design and Construct New Town Hall	Legislative Requirements	20	5
Substantiation:	The replacement of Town Hall will allow the Town to once again own its primary office/administration space. It is currently leasing a building downtown at approximately \$220,000 per year. Net Zero Impact Building - Valleyview may be the Model for Hay River (pictured)	Environmental Impact	10	8
		Protection and Safety	20	5
		Community Need	18	5
		Community Want	2	8
		Project Economics	15	1
		Total	100	4.76
Capital Cost:				
Project Timeline:				
Start:	2022			
End:	2025			



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	New Weigh Scale at Landfill	Criteria	Weighting	Value (0-10)
Project Type:	New Asset			
Existing Asset:		Community Wellness	15	3
Description:	Purchase and installation of new landfill scale	Legislative Requirements	20	0
Substantiation:	Purchase and install of refuse weigh scale at the landfill to determine capacities to align with the Town's Water Licence for annual reporting and closure plan. Scale will support improvements to tipping fee calculations. New scale would be re installed at new landfill location when completed.			
		Environmental Impact	10	5
		Protection and Safety	20	0
		Community Need	18	5
		Community Want	2	4
		Project Economics	15	7
Capital Cost:		Total	100	2.98
Project Timeline:				
Start:	2023			
End:	2024			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Sander	Criteria	Weighting	Value (0-10)
Project Type:	Replacement			
Existing Asset:	Sander	Community Wellness	15	3
Description:	Sander Replacement	Legislative Requirements	20	0
Substantiation:	Current Sander has had multiple repairs and patches to grating system and is due for replacement. Required as part of winter road safety and maintenance procedrues.	Environmental Impact	10	3
		Protection and Safety	20	9
		Community Need	18	6
		Community Want	2	5
		Project Economics	15	5
Capital Cost:		Total	100	4.48
Project Timeline:				
Start:	2023			
End:	2024			

Project Name:	Shoreline Flood Mitigation	Criteria	Weighting	Value (0-10)
Project Type:	Replacement			
Existing Asset:		Community Wellness	15	5
Description:	This project involves repairs to Alaska Road berm and extension of berm at entrance to West Channel. Project will be done in partnership with West Point First Nations.	Legislative Requirements	20	5
Substantiation:	The section of the berm that protects WPFN along Alaska Road has suffered significant damage during spring breakup, requiring installation of a sheet pile wall and subsequent road repair to allow safe travel and protection from future events. Additional work would be included in the project, including an extension of the berm at the Oxbow outlet to provide flood protection in that area, as well as additional minor mitigation work to provide further protection to other areas of the community from future flood events.	Environmental Impact	10	8
		Protection and Safety	20	5
		Community Need	18	5
		Community Want	2	8
		Project Economics	15	1
Capital Cost:		Total	100	4.76
Project Timeline:				
Start:	2022			
End:	2023			



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Storm Backflow Flood Valves	Criteria	Weighting	Value (0-10)
Project Type:	Replacement/ Repair/ Mitigation			
Existing Asset:	Backflow Valves (10)	Community Wellness	15	3
Description:	Replacement/ Repair of Backflow Valves	Legislative Requirements	20	0
Substantiation:	The Town currently has 10 storm off takes to the river that allowed water to back up during spring flooding. This project would see the installation of backflow devices for storm outlets that are used to prevent floods during high water events.	Environmental Impact	10	5
		Protection and Safety	20	4
		Community Need	18	6
		Community Want	2	7
		Project Economics	15	7
Capital Cost:		Total	100	4.02
Project Timeline:				
Start:	2023			
End:	2024			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Lanfill - Tire Recylling Program	Criteria	Weighting	Value (0-10)
Projec Type:	Landfill Remediation			
Existing Asset:		Community Wellness	15	10
Description:		Legislative Requirements	20	10
Substantiation:	<p>The landfill currently has an estimated 60,000+ tires on site that are taking up a large amount of space as well as creating an extreme fire hazard. There is currently no tire recycling program in the NWT and this has been brought to the attention of the Department of Environment and Natural Resources which is being investigated at this time through the Waste Resource Management Strategy Team. The nearest facility that will accept the tires is Liberty Tire in Liberty Alberta.</p> <p>As tires are a bulky item and are only accepted whole at the facility it is recommended to load and haul the tires from Hay River to Liberty. This will require hand loading of tires to utilize as much space as possible within the trailers.</p> <p>By removing the tires, the existing landfill could be extended another 7 years. (Stantec Report)</p>			
		Environmental Impact	10	10
		Protection and Safety	20	10
		Community Need	18	10
		Community Want	2	5
Capital Cost:		Project Economics	15	5
Project Timeline:		Total	100	9.15
Start:	2021			
End:	2023			



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Storm Backflow Flood Valves	Criteria	Weighting	Value (0-10)
Project Type:	Repair/Replacement			
Existing Asset:	Backflow Flood Valves	Community Wellness	15	3
Description:	Repair/Replacement of Storm Flood Valves	Legislative Requirements	20	0
Substantiation:	With the freezing of the water main on Vale Island in winter 2022 the truck fill station was inoperable. Once the water main had thawed and repairs completed the holding tank was flushed multiple times and water samples were sent out for testing, test results failed due to extreme corrosion in the steel tank below the structure. This project would involve the installation of a above ground tank within the current building to allow truck filling services.			
		Environmental Impact	10	5
		Protection and Safety	20	0
		Community Need	18	6
		Community Want	2	5
		Project Economics	15	9
Capital Cost:		Total	100	3.48
Project Timeline:				
Start:	2023			
End:	2024			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Vale Island Truck Potable Water Study	Criteria	Weighting	Value (0-10)
Project Type:	Assessment			
Existing Asset:	Water distribution	Community Wellness	15	3
Description:	Assessment of Vale Island Piped Water	Legislative Requirements	20	0
Substantiation:	This project would allow for the inspection/investigation of the end of life Vale Island Water Main for pipe and service connection vulnerabilities. Options for ongoing services will be reviewed through a feasibility analysis. Portions of the line are insulated concrete lined pipe, however, some areas are standard ductile iron. It is uncertain how much is insulated and concrete lined. Historical repairs show that couplers every 40 to 50 feet are failing.			
		Environmental Impact	10	5
		Protection and Safety	20	3
		Community Need	18	7
		Community Want	2	6
Capital Cost:		Project Economics	15	6
Project Timeline:		Total	100	3.83
Start:	2023			
End:	2024			



PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Vale Island/West Channel Drainage Study	Criteria	Weighting	Value (0-10)
Projec Type:	Scoping			
Existing Asset:		Community Wellness	15	10
Description:	Drainage Survey/Study	Legislative Requirements	20	2
Substantiation:		Environmental Impact	10	5
	These areas of Hay River have had some work in the past couple years including driveway/road culvert replacement as well as cleaning out the vegetation along and in the ditches.	Protection and Safety	20	5
	This survey/study would help in identifying the problem areas and make a more accurate scope of work for to insure positive drainage and reduce ponding water.			
		Community Need	18	7
		Community Want	2	7
		Project Economics	15	8
Capital Cost:		Total	100	6.00
Project Timeline:				
Start:	2023			
End:	2023			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Water Treatment Plant Feasibility Study and Preliminary Design	Criteria	Weighting	Value (0-10)
Project Type:	Study			
Existing Asset:		Community Wellness	15	10
Description:	Study costs required to assess options for a new water treatment plant and/or upgrading existing plant.	Legislative Requirements	20	10
Substantiation:	A report commissioned by MACA in 2020 suggested full replacement of the plant. The Town will complete a feasibility and preliminary design in 2023 to support decision making on further actions.	Environmental Impact	10	3
		Protection and Safety	20	10
		Community Need	18	10
		Community Want	2	10
		Project Economics	15	5
Capital Cost:		Total	100	8.55
Project Timeline:				
Start:	2021			
End:	2022			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Automatic External Defibrillator	Criteria	Weighting	Value (0-10)
Projec Type:	Replacement Asset			
Existing Asset:		Community Wellness	15	8
Description:	Purchase new AED	Legislative Requirements	20	8
Substantiation:	The EMS division is requesting a replacement AED in 2023 present unit will be 10 years old at that time. Many major improvements have been made in technology since we purchased the Zoll Series X	Environmental Impact	10	1
		Protection and Safety	20	10
		Community Need	18	7
		Community Want	2	6
		Project Economics	15	4
Capital Cost:		Total	100	6.88
Project Timeline:				
Start:	2022			
End:	2023			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Bylaw Truck Replacement	Criteria	Weighting	Value (0-10)
Projec Type:	Replace Asset			
Existing Asset:		Community Wellness	15	
Description:	Replacement pickup truck for the Bylaw Department	Legislative Requirements	20	7
Substantiation:	<p>The project replaces a pickup truck that was taken out of service due to safety and maintenance issues. The replacement truck with be a crew cab that will be sized appropriately.</p> <p>\$60K per replacement</p>	Environmental Impact	10	3
		Protection and Safety	20	10
		Community Need	18	8
		Community Want	2	7
		Project Economics	15	9
Capital Cost:		Total	100	6.63
Project Timeline:				
Start:	2022			
End:	2023			

PROJECT BRIEF

TOWN OF HAY RIVER

Project Name:	Heavy Rescue Truck	Criteria	Weighting	Value (0-10)
Projec Type:	New Infrastructure			
Existing Asset:	Rescue Vehicle	Community Wellness	15	0
Description:	Our present Heavy Rescue Truck will be 28 years of age in 2022 and will require replacement. As the NFPA standards have changed considerably over the past 20 years, the present configuration of module on our present Rescue Truck will no longer suffice so a replacement of Chassis and Module will be necessary.	Legislative Requirements	20	8
Substantiation:	The Heavy Rescue will be used as a transport vehicle for fire fighters, ancillary equipment such as SCBA, Rescue Tools, Electrics including Lights and Smoke Ejectors, Salvage and Overhaul Gear and Supplies plus Extrication Equipment for in town Motor Vehicle Accidents. The unit also provides a secure area for Firefighter Rehab and a Command Center during longer assignments. This unit is one of our primary response units and it is the second unit to respond to all fires. O&M costs will be reduced for a minimum of 5 years as the unit will be on warranty	Environmental Impact	10	0
		Protection and Safety	20	10
		Community Need	18	10
		Community Want	2	10
		Project Economics	15	4
Capital Cost:		Total	100	6.20
Project Timeline:				
Start:	2023			
End:	2023			



REPORT TO COMMITTEE

DEPARTMENT: ADMINISTRATION

DATE: November 14th, 2022

SUBJECT: EXCUSED ABSENCE

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER excuses Councillor Bouchard from the Standing Committee of Council, Monday, November 21st, 2022.

BACKGROUND:

Councillor Bouchard have asked to be excused from the Standing Committee of Council, Monday, November 21st, 2022

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

N/A

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

N/A

Prepared by:

Stacey Barnes

Council Administrator

Date: November 18th, 2022

Reviewed by: