



AGENDA

PUBLIC INPUT

1. **CALL TO ORDER**
2. **ADOPTION OF AGENDA**
3. **DECLARATION OF INTEREST**
4. **ANNOUNCEMENTS, AWARDS, CEREMONIES & PRESENTATIONS**
5. **ADOPTION OF MINUTES FROM PREVIOUS MEETING**
 - a. Regular Meeting of Council – November 17th, 2025 – page 2-5
6. **INFORMATION ONLY**
7. **ADMINISTRATIVE ENQUIRIES**
8. **COMMITTEE REPORTS**
 - a. 2026 O&M and Capital Budget – page 6-53
 - b. Excused Absence for Cllr Willows – page 54
 - c. Excused Absence Cllrs Wall and Willows & DM Dohey – page 55
 - d. Infrastructure and Planning Services Monthly Report for November– page 56-62
 - e. Recreation and Community Services Monthly Report for November – page 63-78
 - f. Emergency Services Monthly Report for November – page 79-83
 - g. Municipal Enforcement Monthly Report for November – page 84-87
9. **NEW BUSINESS**
 - a. Appointing a Deputy Mayor – page 88-89
 - b. 2025 Q3 Unaudited Consolidated Statement of Operations – page 90-101
 - c. 2025 Q3 Capital Spend Report – page 102-107
 - d. 2025 Q3 Receivables Report – page 108-111
 - e. Audit Request for Proposals – 2025-27 – page 112-115
10. **NOTICE OF MOTIONS**
11. **IN CAMERA**
 - a. **Matters under Consideration** - pursuant to Cities, Towns & Villages Act, S.N.W.T. 2003 c. 22, Section 23. (3), (h)
12. **ADJOURNMENT**



REGULAR MEETING MINUTES November 17th, 2025

The Regular Meeting of Council was held on Tuesday, November 17th, 2025 at 6:30pm

Present: Deputy Mayor Dohey, Councillors Lakusta, Wall, Gagnier and Willows

Director of Corporate Services – Blair Porter, Director of Recreation and Community Services – Stephane Millette, Director of Protective Services – Travis Wright and Council Administrator – Stacey Barnes

1. CALL TO ORDER:

This Meeting was called to order at 6:30pm with Deputy Mayor Dohey presiding.

2. ADOPTION OF AGENDA

#25-247

MOVED BY CLLR WILLOWS

SECONDED BY: CLLR GAGNIER

Add 9b) – Excused Absence – Add Mayor Jamson

3. DECLARATION OF INTEREST

There were no declarations of interest

4. ANNOUNCEMENTS, AWARDS & PRESENTATIONS

Metis 51 gave a presentation – Terry Camsell and Hollis Dimion

5. ADOPTION OF MINUTES

a. Regular Meeting of Council – October 28th, 2025

#25-248

MOVED BY: CLLR GAGNIER

SECONDED BY: CLLR LAKUSTA

CARRIED

6. INFORMATION ONLY

- RCMP Monthly Mayors Report for October

7. ADMINISTRATIVE ENQUIRIES

Verbal updates given by Director of Corporate Services – Blair Porter, Director of Recreation and Community Services – Stephane Millette, Director of Protective Services – Travis Wright



REGULAR MEETING MINUTES November 17th, 2025

8. COMMITTEE REPORTS

a. RECOMMENDATION:

#25-249 **MOVED BY: CLLR WILLOWS**
SECONDED BY: CLLR GAGNIER

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the Infrastructure and Planning Services Monthly Report for October 2025 as presented.

CARRIED

b. RECOMMENDATION:

#25-250 **MOVED BY: CLLR WILLOWS**
SECONDED BY: CLLR GAGNIER

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the report entitled "Recreation and Community Services Monthly Report" for October 2025 as presented.

CARRIED

c. RECOMMENDATION:

#25-251 **MOVED BY: CLLR WALL**
SECONDED BY: CLLR WILLOWS

That the Council of the Town of Hay River approves the Emergency Services Activity Report for October 2025 as presented.

CARRIED

d. RECOMMENDATION:

25-252 **MOVED BY: CLLR LAKUSTA**
SECONDED BY: CLLR GAGNIER

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the Municipal Enforcement Report for October 2025 as presented.

CARRIED

e. RECOMMENDATION:

25-253 **MOVED BY: CLLR WILLOWS**
SECONDED BY: CLLR WALL

THAT THE COUNCIL OF THE TOWN OF HAY RIVER excuses Cllrs Squirrel and Gagnier from the Standing Committee of Council Monday, November 3rd, 2025.

CARRIED



REGULAR MEETING MINUTES November 17th, 2025

9. NEW BUSINESS

a. RECOMMENDATION:

#25-254 **MOVED BY: CLLR WALL**
 SECONDED BY: CLLR GAGNIER

THAT THE COUNCIL OF THE TOWN OF HAY RIVER will identify proposed NWTAC resolutions for the January 12th, 2026 Standing Committee of Council meeting. Council approved resolutions will be submitted for consideration to the NWTAC by January 23, 2026

CARRIED

b. RECOMMENDATION:

#25-255 **MOVED BY: CLLR GAGNIER**
 SECONDED BY: CLLR WILLOWS

THAT THE COUNCIL OF THE TOWN OF HAY RIVER excuses Cllr Bouchard from the Regular Meeting of Council Monday, November 17th, 2025.

CARRIED

c. RECOMMENDATION:

#25-256 **MOVED BY: CLLR WALL**
 SECONDED BY: CLLR GAGNIER

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the report on the drinking water THM Public Health Advisory as information

CARRIED

10. NOTICE OF MOTIONS

There were no notice of motions for the Regular Meeting of Council – Tuesday, November 17th, 2025

11. IN CAMERA

#25-257 **MOVED BY: CLLR GAGNIER**
 SECONDED BY: CLLR WILLOWS

That the Council of the Town of Hay River move to In Camera at 7:35pm.

CARRIED



REGULAR MEETING MINUTES November 17th, 2025

#25-258

**MOVED BY: CLLR WILLOWS
SECONDED BY: CLLR GAGNIER**

That the Council of the Town of Hay River move out of In Camera At 8:00pm.

CARRIED

12. ADJOURNMENT

#22-259

MOVED BY: CLLR WILLOWS

That the Regular Meeting of Council be adjourned at 8:01pm.

CARRIED

Certified Correct as Recorded on the 17th Day of November 2025

These minutes were accepted by motion # _____



REPORT TO COUNCIL

COMMITTEE: FINANCE

DATE: DECEMBER 15, 2025

SUBJECT: 2026 O&M AND CAPITAL BUDGETS

RECOMMENDATION:

**MOVED BY: CLLR DUFORD
SECONDED By: CLLR GAGNIER**

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approves the 2026 Consolidated Operations & Maintenance budget and the 2026 Capital Spend budget as presented and recommended by the Finance Committee.

BACKGROUND:

The 2026 Operations & Maintenance and Capital Budgets were developed through a structured, multi-cycle review process to ensure alignment with Council priorities, financial sustainability, and community input.

Cycle 1 – Administration Draft (Finance Committee Review: November 26–27, 2025)

Administration presented the initial consolidated O&M and Capital Budgets to the Finance Committee. The draft reflected inflationary pressures, service-level requirements, and significant unfunded infrastructure needs identified through the 10-Year Capital Plan. The initial proposal included higher property tax rate increases and a higher contribution to capital to begin addressing long-term infrastructure gaps.

Following detailed review, the Finance Committee directed Administration to:

- Reduce proposed property tax rate increases across all classes;
- Refine operating expenditures while maintaining core service levels;
- Adjust user fees and utility rates to better balance affordability and cost recovery; and
- Reprioritize and phase certain capital projects while maintaining overall capital investment levels.

Cycle 2 – Revised Budget (Standing Committee Review: December 1, 2025)

Administration incorporated Finance Committee direction and presented a revised budget to the Standing Committee of Council. Key changes from Cycle 1 included:

- Revised property tax rate increases of **3.5% Residential, 3.9% Commercial/Industrial, and 4.9% Institutional**;
- A revised consolidated contribution to capital of **\$2,402,100**;
- Adjusted fees and charges, including waste processing levies and utility rate assumptions;
- Confirmed service level adjustments and reallocations within departments; and
- A refined capital program reflecting updated project phasing and confirmed external



REPORT TO COUNCIL

funding assumptions.

Cycle 3 – Final Recommended Budget (Council Approval: December 15, 2025)

No changes were made between Cycle 2 and Cycle 3. The budgets presented for Council approval are unchanged from those reviewed by the Standing Committee and represent the final recommended 2026 Operations & Maintenance and Capital Budgets as endorsed by the Finance Committee.

Strategic Alignment and Planning

Throughout this process, the Town has drawn on identified operational and maintenance risks and key planning documents to ensure that its financial decisions support a strong, vibrant, and resilient future. These guiding documents—including the 2025–2028 Strategic Plan, the 10-Year Capital Plan, the Town of Hay River Healthy Communities Strategy, 2023 Strategic Housing Plan, 2024 Trails and Greenspace Master Plan, 2020 Hay River Tourism Development and Marketing Plans, the 2026 Departmental Business Plans, and the draft Community Economic Development Strategy — provide a shared vision for long-term community wellbeing and sustainable growth.

To help ground this work in community voices, a 2026 Budget Survey was issued to the public in October 2025. The survey provided valuable insights into residents' perceptions of core service performance and priorities for future service delivery. These perspectives, combined with other inputs, have helped inform budget development and guide Council's decision-making.

The 2026 budgets reflect operational needs and the Town's strategic commitment to meeting today's challenges while preparing for tomorrow's opportunities. They acknowledge the realities of national inflationary pressures, declining Territorial economies, climate change, increasing social needs, and the persistent underfunding of municipal operations and infrastructure by other levels of government. Despite long-term capital needs being underfunded by an estimated \$7.9 million per year—beyond what Town fees and taxation alone can address—the Town remains dedicated to building a sustainable, forward-looking financial foundation with strategic partnerships that supports a thriving community for current and future generations.

1. SUMMARY: 2026 OPERATIONS & MAINTENANCE (O&M) BUDGET

The O&M budget pays for the day-to-day operations of the Town—snow clearing, road maintenance, water and sewer services, recreation, protective services, waste management, administration, bylaw, and facility operations.

Key Highlights of the 2026 O&M Budget

Overall Financial Picture

- **Revenues:** Approximately **\$19.43M**
- **Expenditures:** Approximately **\$16.75M**
- **Contribution to Capital: \$2.40M** (\$250K increase) to enable priority capital projects while responding to infrastructure replacement funding gap



REPORT TO COUNCIL

Property Taxes

- **3.9% Property Tax Revenue Increase** (3.5% Residential; 3.9% Commercial/Industrial; 4.9% Institutional) to address inflation and fund operational and capital goals

Utility Services (Water/Wastewater/Solid Waste Management)

- **3.0% Water/Sewer Revenue Increase** to balance effect of reduced community consumption and to modernize water treatment systems
- Reintroduction of **Summer Watering Rates** to increase residential property beautification and combat effects of sustained drought conditions
- **\$4/month Waste Processing Levy Increase (\$1/month for Corridor) and \$2/100kg Solid Waste Tipping Fee Increase** to meet waste cost recovery targets, create sustainable waste management programs, and support replacement of end of life facility

Corporate Services

- Establishment of **MOUs and Partnerships with Local Indigenous Governments** to advance reconciliation and recognize mutual community opportunities
- Support for creation of **Mutual Aid Agreements** with neighbouring communities to reduce combined service costs
- Completion of a **Revenue Requirement Study** to identify feasible revenue streams and improve financial sustainability

Recreation and Community Services

- Funding for the **Community Enhancement Grant** to Support Community Group led Arts, Beautification, Library, and Heritage programs
- Support for coordination of the interagency **Healthy Communities Committee** and the implementation of the **Healthy Community Strategy**
- Funds to support an **Irrigation Design** for priority greenspaces

Economic Development and Tourism

- Creation of an **Economic Development Coordinator** position to implement the Community Economic Development Strategy, increase funding grant application intake, enhance public communication, and brand and market Town services and opportunities
- Update to the **Agricultural Plan** to support development of the local Agri sector

Infrastructure and Planning Services

- Increased allocations to **Roads and Sidewalks Maintenance**
- More **Vegetation Management** resources to support fire smarting and maintenance of right of ways, easements, and ditches



REPORT TO COUNCIL

- Creation of a **Community Climate Adaptation Plan** to set a path for long term emergency mitigation systems
- Development of a **Waste Management Plan** to guide sustainable and cost-effective community waste management
- Continuation of the **Housing Development Grant** program and execution of **Community Housing Plan Initiatives** including the adoption of new flood maps and vacant housing strategies

Protective Services

- Completion of **Wildland Urban Interface (WUI) Feasibility Study** to explore new revenue streams for the Town of Hay River
- Updates to the **Unsightly Bylaw** to improve community beautification
- Increased **Occupational Health and Safety Program** resources to reduce employee and public safety risks
- Support for the negotiation of new **Ground Ambulance Agreements**

2. KEY HIGHLIGHTS OF THE 2026 CAPITAL BUDGET

The Capital budget includes major construction, equipment purchases, upgrades, and replacements—the Town’s long-term investment in infrastructure.

Overall Financial Picture

- **\$19.4M** planned spend
- **\$13.62M** from external funding (GNWT, Federal grants, ICIP, DMAF, CBF, partners)
- **\$5.79M** from Town reserves and debt servicing
- No increase to long-term debt beyond existing commitments

Infrastructure & Planning

- **Camsell Crescent, Cameron Crescent, Eagle Crescent, and Riverview Drive Water/Sewer, Drainage, and Resurfacing** – Preconstruction Design
- Raising and paving of a portion of **Airport Road** for flood mitigation benefits
- Phase 1 of **New Solid Waste Facility** to replace end of life facility and modernize waste management practices
- Completion of **West Channel Shoreline Protection System** (berm) enhancements
- **New Cemetery** to expand burial capacity
- Old NFTI Area Remediation and **Agricultural Land** Development
- **Sundog Mixed Use Land Development** – Phase 1 (Long Term Care Centre)
- **Drainage Improvements** in Industrial Area and Vale Island
- Miron Drive **Storm Outlets Reconditioning**
- Town Garage **Salt Shed** Replacement
- **Skid Steer** Purchase for vegetation management (easements, ditches, fire smarting) and general maintenance activities
- **Asset Management System** Implementation to optimize asset maintenance and lifecycle management



REPORT TO COUNCIL

Recreation & Tourism

- Replacement of **Downtown Christmas Lighting**
- Replacement **Ice Resurfacer**
- Upgrades and enhancements to the **Inukshuk Park and Ray Benoit Rink** (553 area)
- Completion of the **Vale Island Recreation Area**

Protective Services

- **Pumper Firetruck Replacement** (2029 delivery)

Corporate Services

- New **Enterprise Resource Planning System** (Accounting System) Replacement

COUNCIL POLICY / STRATEGY OR GOAL:

- 2025–2028 Strategic Plan
- 2026 10 Year Capital Plan
- Other Council approved strategic and operational plans

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Cities, Towns and Villages Act S.N.W.T. 2003, c.22 Sec. 94 (1)
Bylaw No. 2252 - Financial Administration

FINANCIAL IMPLICATIONS:

Approval of the budgets will:

- Authorize 2026 spending levels and revenue strategy
- Implement revised mill rate increases
- Maintain a capital contribution of **\$2,402,100**
- Permit Administration to tender and execute 2026 capital projects
- Enable preparation of required bylaws (Taxation, Fees & Charges)

ALTERNATIVES TO RECOMMENDATIONS:

1. Approve the budgets with further amendments.
2. Defer approval pending additional information.
3. Decline to approve and direct Administration to prepare alternatives.



REPORT TO COUNCIL

ATTACHMENTS:

2026 O&M and Capital Budget presentation

Prepared by:

Blair Porter
Director of Corporate Services
December 12, 2025

Reviewed by:

Glenn Smith
Senior Administrative Officer
December 12, 2025



2026 Budget

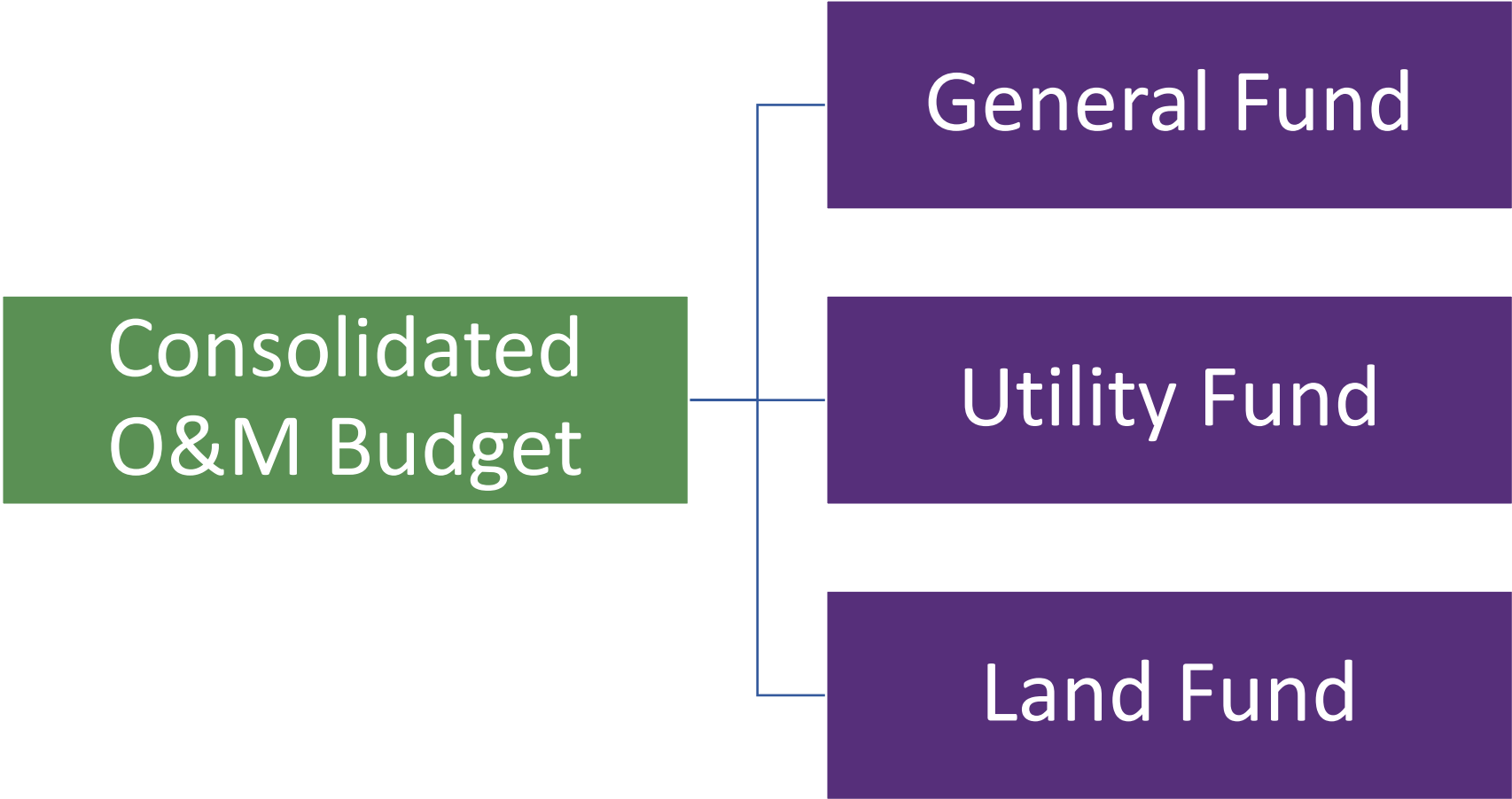
- Cycle 3 -

Council Presentation

December 15th, 2025

Agenda

- Town Fund Accounts
- Budget Timeline
- Planning Process
- Strategic Plan
- 2026 Budget Survey Results
- 2026 O&M Budget
- 2026 Capital Budget



General Fund

The **General Fund** serves as the primary operating Fund for the Town. It is designed to account for all financial activities that do not fall under specialized funds. Here are its key features:

1. Purpose:

- The General Fund consolidates the Town's financial activities not allocated to other special funds.

2. Revenue Sources:

- This fund collects general revenues, such as taxes, fees, fines, and grants which are not earmarked for particular purposes.

3. Expenditures:

- It supports the Town's core functions and services, including public safety, administration, public works, and recreation.

General Fund

4. Interfund Accounts:

- If any revenue or expenditure is connected to another specific fund, these are recorded via interfund accounts to ensure proper allocation and accounting.

This fund acts as the financial foundation, ensuring that the Town operates smoothly, and resources are utilized efficiently for general governmental purposes.

Utility Fund

The **Utility Fund** is a specialized fund used to manage the financial activities related to the Town's water, sewer and solid waste systems. Key aspects of this fund include:

1. Purpose:

- It accounts for all operations involving potable water supply and distribution, sewage and stormwater collection and treatment, and solid waste and landfill services.

2. Activities Covered:

- Establishment, operation, and maintenance of related infrastructure (buildings, equipment, and works), along with day-to-day service delivery and long-term system upkeep.

3. Financial Structure:

- It operates as a **self-liquidating fund**, meaning revenues generated (e.g., from user fees, service charges) are expected to cover or exceed operational and maintenance costs annually.

The **Utility Fund** ensures the Town can maintain essential water, sewer and solid waste services while remaining financially autonomous.

Land Fund

The **Land Fund** is a dedicated financial fund used to manage the Town's land-related activities. Key characteristics of this fund include:

1. Purpose:

- To account for financial activities related to the acquisition, development, disposal, and rental of municipal land.

2. Revenue Sources:

- Revenues are generated from land sales, leases, and other related charges.

3. Expenditure Coverage:

- The Land Fund operates **independently of the General Fund**.
- All expenditures for land-related activities are covered exclusively by the revenues it generates, ensuring financial self-sufficiency.

This fund supports the Town's ability to manage and develop its land resources without impacting the general operations budget.

Financial Management

The financial management practices for the Town's funds are structured to ensure transparency, compliance, and accountability. Key points include:

1. **Banking and Fund Management:**

- All monies collected and disbursed for both the General Fund and the Utility Fund are deposited into the General Fund's bank account.
- Interfund accounts are used to appropriately account for transactions related to the Utility Fund.

2. **Bank Security:**

- All accounts are maintained at a bank approved by a resolution of council, ensuring proper oversight and security of funds.

Financial Management

3. **Budgeting:**

- An annual budget is adopted, covering the financial activities of the General Fund, Utility Fund, and Land Fund.
- Expenditures and disbursements are strictly aligned with the budget and adhere to the Cities, Towns, and Villages Act.

4. **Financial Reporting and Auditing:**

- Comprehensive financial statements are prepared annually for all funds.
- These statements are audited by a professional accounting firm, appointed through a resolution of council, to ensure accuracy and compliance with financial regulations.

These practices provide a robust framework for managing the Town's finances, ensuring that all funds are used effectively and transparently.

2026 Budget Timeline



Planning Process



Strategic Plan

A SUSTAINABLE COMMUNITY (2026 Tactics)

INFRASTRUCTURE

- Continue development work on the new Solid Waste Management Facility (funding, design, public engagement).
- Advance Woodland Drive North and Riverview Drive North water & sewer replacements
- Begin design and engagement for new Cemetery site (rezoning, detailed design).
- Ongoing progress on the new Water Treatment Plant (grant applications, partnership development).

CLIMATE & ENVIRONMENT

- Complete the Waste Management Plan.
- Continue development of the Climate Change Adaptation Plan.
- Advance Wildland–Urban Interface (WUI) program (training, deployments, equipment planning).
- Continue Community Wildfire Protection Plan updates and early implementation measures.
- Advance flood mitigation projects: West Channel berm, Airport Road design, Lift Station 1 flood-proofing, backflow prevention.

Strategic Plan

A COMMUNITY FOR EVERYONE (2026 Tactics)

TRUTH & RECONCILIATION & INDIGENOUS PARTNERSHIPS

- Advance the Healthy Community Strategy (HCC coordinator, shared priorities with Indigenous governments).
- Continue formal engagement: quarterly meetings, participation on committees, check-ins.
- Continue development of mutually beneficial agreements (recreation spaces, emergency services agreements).

COMMUNITY WELLNESS & CULTURE

- Implement annual programs and events supporting community recognition, arts & culture, and social wellness.
- Support delivery of Healthy Communities Strategy (professional development, communication, committee improvements).
- Ongoing community pride and marketing initiatives (branding development continues into 2026).

Strategic Plan

A THRIVING ECONOMY (2026 Tactics)

HOUSING & LAND DEVELOPMENT

- Implement actions under the CMHC Housing Accelerator program.
- Advance Agriculture Plan, NFTI remediation follow-up, and land sales preparation.

ECONOMIC DEVELOPMENT

- Begin implementation of the Community Economic Development Plan.
- Continue planning and engagement to support commercial fishing revitalization.
- Provide support to revitalize the Chamber of Commerce.

MINING SUPPORT

- Continue implementation of Pine Point Mine MOU.
- Begin coordinated government, industry, and Indigenous government engagement to support the mine.
- Start work on determining and preparing land availability for industry and workforce growth.

Strategic Plan

EFFECTIVE GOVERNANCE(2026 Tactics)

COMMUNICATIONS & ENGAGEMENT

- Begin work on a Comprehensive Communications Strategy (audit, audience identification).
- Provide communications training to Council.
- Expand public information practices (meeting summaries, engagement consistency).

ORGANIZATIONAL CULTURE & WORKFORCE

- Develop and implement recruitment & retention frameworks.
- Establish initial components of succession planning (role identification, skills assessment).
- Expand health & safety system (procedures, SDS system, training, Safety Officer recruitment).
- Prepare for innovation initiatives (2026: feasibility work for enterprise systems, conference participation).

RESOURCE OPTIMIZATION

- Begin major cost-of-service studies and revenue reviews.
- Begin AI feasibility and pilot design (study, policy development).
- Advance Asset Management System rollout (Recreation, PS asset buildout).
- Strengthen capacity for grant applications (staffing, process development).
- Continue Town Hall facility planning and decision-making (RFP or financing plan).

2026 Budget Survey Results

Background Online and manual collection

87 respondents

Respondent Overall Satisfaction 54.12% Dissatisfied-Very Dissatisfied

45.88% Neutral-Satisfied

Service Level Satisfaction Satisfied: Ambulance & Fire; Recreation; Green Spaces, Waste Collection; Utility Service

Dissatisfied: Roads & Sidewalk maintenance; Bylaw Enforcement; Land Development; Economic Development; Tourism Development, Landfill Management

Service Level Changes Prioritize: Roads and Sidewalks (nearly 70%); Water & sewer systems (38-40%)

Possible Reductions: Economic Development; Land Development; Tourism Development; Recreation Programming; Vegetation Management

2026 Budget Survey Results

Taxes

22.50% Reduce services to reduce taxes and user fees

63.75% Maintain services, no tax or user fee increases

13.75 % Increase taxes and user fees to maintain or expand services

Issues facing Town

Adequate Housing

Job Opportunities

Quality/Availability of Services

Recreation & Lifestyle

Cost of Living

Public Safety

Economic Development Priorities

Attracting New Businesses

Housing Affordability & Development

Supporting Existing Businesses

Transportation & Logistics Infrastructure

2026 Operations & Maintenance Budget

2026 O&M Budget Highlights

Fees & Charges

- Water/Sewer estimated inflationary increase of 3%
- Tipping fees increase by \$2/100kg, as per Fees and Charges Bylaw
- Residential Waste Processing Levy - \$22/mth (\$9/mth Corridor)
- Introduction of summer water rates to support community beautification

Contribution to Capital

- Any net revenue over expense to be allocated to reserves to fund capital projects. The budget is projected to contribute \$2.4M to capital in 2026.

Service Levels

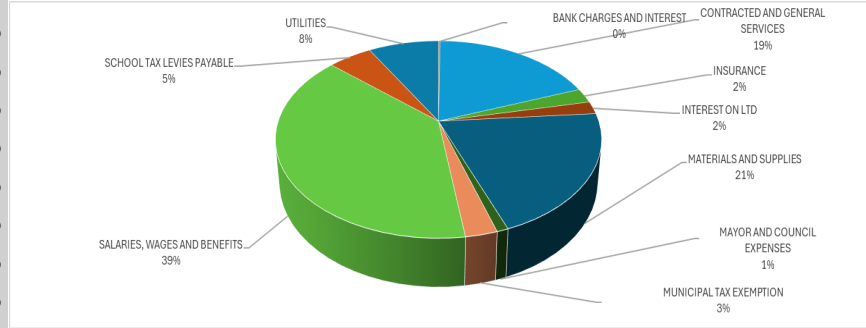
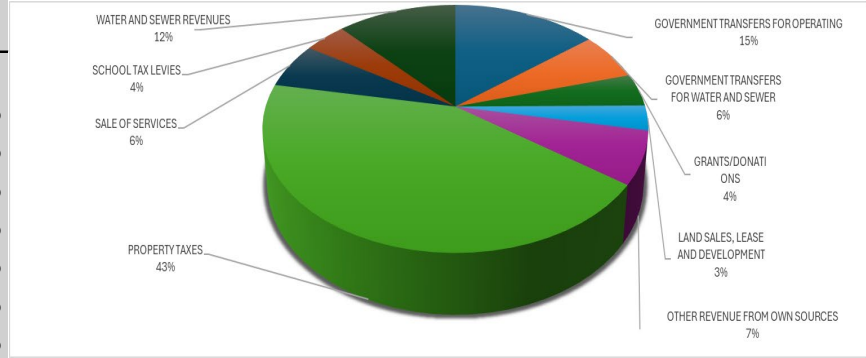
- Increased resources to support health and safety program operations
- Reducing costs for snow clearing through in-house services
- Reduction of rental equipment for the landfill through purchase of compactor
- Increased spend on Lagoon cleanup & maintenance for Water Licensing requirements
- Resources to advance Town's Economic Development Plan
- Funds to support advancement of Healthy Community Strategy

Property Tax Revenues

2026 proposed rates									
Code	Property Class	2025 Mill Rate	2026 Rate Increase	2026 Mill Rate	Grantable	Taxable	Total	Change	
1	Residential	\$ 14.49	3.50%	\$ 15.00	78,093.98	2,848,589.78	2,926,683.77	\$98,970	
2	Commercial	\$ 18.65	3.90%	\$ 19.37	133,536.88	1,328,951.86	1,462,488.74	\$54,896	
3	Industrial	\$ 21.06	3.90%	\$ 21.88	555,670.13	581,232.82	1,136,902.95	\$42,675	
4	Institutional	\$ 46.87	4.90%	\$ 49.17	2,261,279.08	62,050.78	2,323,329.87	\$108,525	
5	Urban Other	\$ 15.40	3.90%	\$ 16.00	-	-	-	\$0	
6	Rural Residential Developed	\$ 13.07	3.50%	\$ 13.53	-	201,629.44	201,629.44	\$6,818	
7	Rural Residential Non-developed	\$ 13.18	3.50%	\$ 13.65	-	6,207.74	6,207.74	\$210	
8	Rural Commercial	\$ 14.01	3.90%	\$ 14.55	-	-	-	\$0	
9	Rural Industrial Developed	\$ 13.97	3.90%	\$ 14.52	-	4,791.50	4,791.50	\$180	
11	Rural Agriculture	\$ 13.97	3.90%	\$ 14.52	-	51,065.77	51,065.77	\$1,917	
12	Rural Quarries and Minerals	\$ 13.97	3.90%	\$ 14.52	5,253.23	-	5,253.23	\$197	
					3,033,833.30	5,084,519.70	8,118,353.00	\$314,389	

2026 Consolidated Total

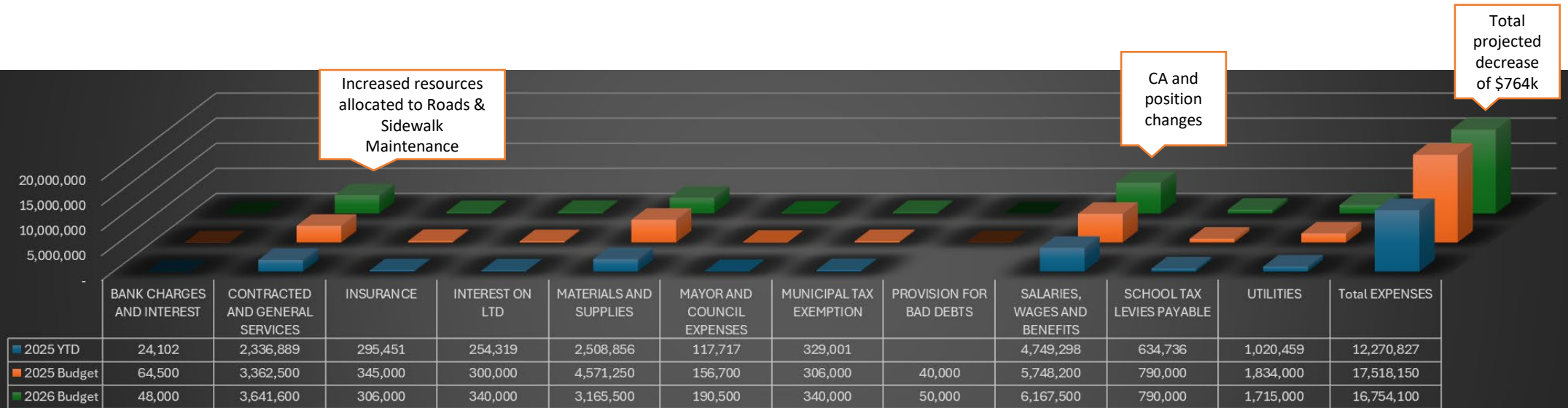
OPERATIONS	2025 YTD (Sept)	2025 Budget	2026 Budget	Variance	% Variance
REVENUE					
GOVERNMENT TRANSFERS FOR OPERATING	1,955,576	2,622,000	2,739,000	117,000	4%
GOVERNMENT TRANSFERS FOR WATER AND SEWER	791,820	1,089,000	1,202,000	113,000	10%
GRANTS/DONATIONS	1,179,706	1,130,000	820,000	(310,000)	-27%
LAND SALES, LEASE AND DEVELOPMENT	383,430	1,459,000	620,000	(839,000)	-58%
OTHER REVENUE FROM OWN SOURCES	1,022,496	1,442,800	1,313,300	(129,500)	-9%
PROPERTY TAXES	7,983,807	7,972,000	8,243,600	271,600	3%
SALE OF SERVICES	758,581	972,350	1,152,300	179,950	19%
SCHOOL TAX LEVIES	794,536	790,000	790,000	-	0%
WATER AND SEWER REVENUES	1,655,977	2,291,000	2,276,000	(15,000)	-1%
Total REVENUES	16,525,929	19,768,150	19,156,200	(611,950)	-3%
EXPENSE					
BANK CHARGES AND INTEREST	24,102	64,500	48,000	(16,500)	-26%
CONTRACTED AND GENERAL SERVICES	2,336,889	3,362,500	3,641,600	279,100	8%
INSURANCE	295,451	345,000	306,000	(39,000)	-11%
INTEREST ON LTD	254,319	300,000	340,000	40,000	13%
MATERIALS AND SUPPLIES	2,508,856	4,571,250	3,165,500	(1,405,750)	-31%
MAYOR AND COUNCIL EXPENSES	117,717	156,700	190,500	33,800	22%
MUNICIPAL TAX EXEMPTION	329,001	306,000	340,000	34,000	11%
PROVISION FOR BAD DEBTS		40,000	50,000	10,000	25%
SALARIES, WAGES AND BENEFITS	4,749,298	5,748,200	6,167,500	419,300	7%
SCHOOL TAX LEVIES PAYABLE	634,736	790,000	790,000	-	0%
UTILITIES	1,020,459	1,834,000	1,715,000	(119,000)	-6%
Total EXPENSES	12,270,827	17,518,150	16,754,100	(764,050)	-4%
Contribution to Capital	4,255,102	2,250,000	2,402,100	152,100	7%



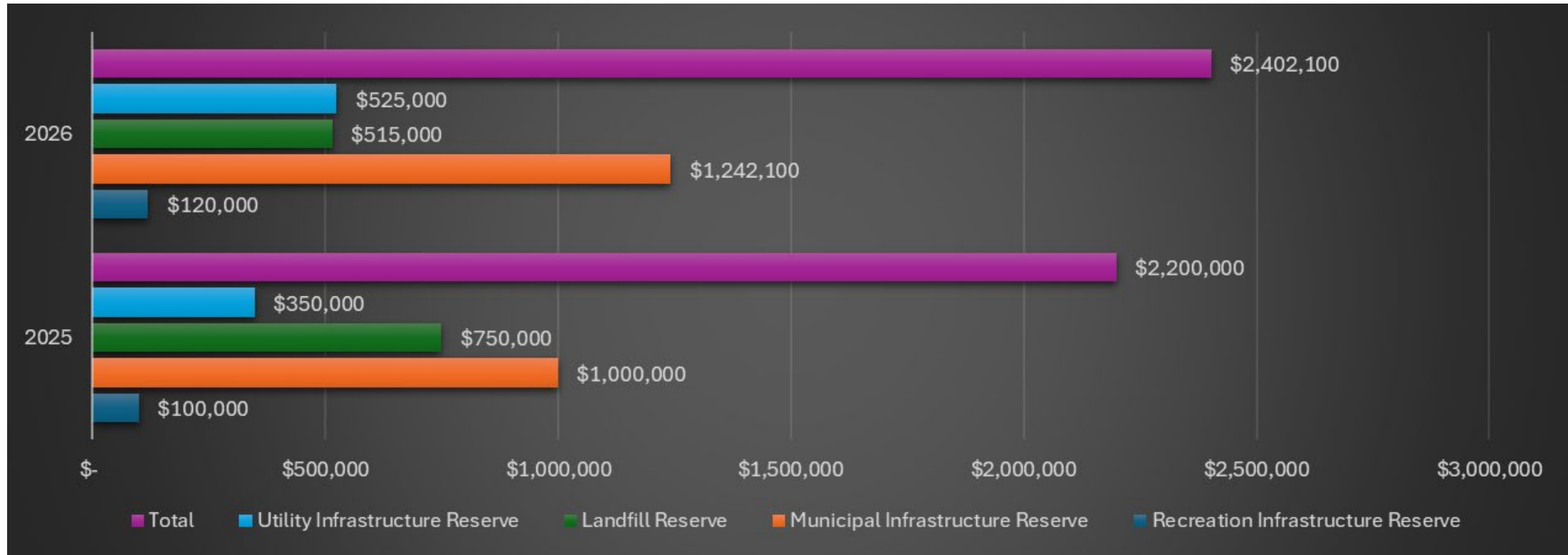
2026 Revenue Highlights



2026 Expense Highlights



2026 Contributions to Capital Reserves



10 Year Capital Plan – Unfunded Major Projects

Total Funding Shortfall

- The 10-year capital plan is underfunded by \$79,000,000 or \$7,900,000 a year

Major Projects that are Unfunded in the 10-year plan

- Water Treatment Plant - \$26,000,000
- Sundog Land Development Phase 2 - \$20,000,000
- New Public Works Garage - \$5,000,000

Normalized Unfunded Plan without Major Projects

- \$28,000,000 or \$2,800,000 a year

2026 Operations & Maintenance Budget by Department

Corporate Services

OPERATIONS	2025 YTD			%	
	(Sept)	2025 Budget	2026 Budget	Variance	Variance
REVENUE					
GOVERNMENT TRANSFERS FOR OPERATING	1,856,576	2,435,000	2,677,000	242,000	10%
GRANTS/DONATIONS	550,620	1,000,000	500,000	(500,000)	-50%
OTHER REVENUE FROM OWN SOURCES	163,764	450,000	495,000	45,000	10%
PROPERTY TAXES	7,983,807	7,972,000	8,243,600	271,600	3%
SALE OF SERVICES	8,796	23,250	13,000	(10,250)	-44%
SCHOOL TAX LEVIES	794,536	790,000	790,000	-	0%
Total REVENUES	11,358,098	12,670,250	12,718,600	48,350	0%
EXPENSE					
BANK CHARGES AND INTEREST	24,102	64,500	48,000	(16,500)	-26%
CONTRACTED AND GENERAL SERVICES	188,384	196,000	281,300	85,300	44%
INSURANCE	295,451	345,000	306,000	(39,000)	-11%
INTEREST ON LTD	254,319	300,000	340,000	40,000	13%
MATERIALS AND SUPPLIES	574,713	1,513,250	1,001,500	(511,750)	-34%
MAYOR AND COUNCIL EXPENSES	117,717	156,700	190,500	33,800	22%
MUNICIPAL TAX EXEMPTION	329,001	306,000	340,000	34,000	11%
PROVISION FOR BAD DEBTS		40,000	50,000	10,000	25%
SALARIES, WAGES AND BENEFITS	1,073,887	1,190,900	1,295,700	104,800	9%
SCHOOL TAX LEVIES PAYABLE	634,736	790,000	790,000	-	0%
Total EXPENSES	3,492,309	4,902,350	4,643,000	(259,350)	-5%
Operating Surplus(Deficit)	7,865,789	7,767,900	8,075,600	307,700	4%

Protective Services

	2025 YTD (Sept)	2025 Budget	2026 Budget	Variance	% Variance
OPERATIONS					
REVENUE					
GOVERNMENT TRANSFERS FOR OPERATING GRANTS/DONATIONS	74,000	37,000	37,000	-	0%
OTHER REVENUE FROM OWN SOURCES	327,016	-	-	-	
	749,432	747,300	715,300	(32,000)	-4%
Total REVENUES	1,150,449	784,300	752,300	(32,000)	-4%
EXPENSE					
CONTRACTED AND GENERAL SERVICES	95,304	131,500	151,000	19,500	15%
MATERIALS AND SUPPLIES	544,000	305,250	285,100	(20,150)	-7%
SALARIES, WAGES AND BENEFITS	548,422	668,900	834,800	165,900	25%
UTILITIES	66,413	99,250	115,400	16,150	16%
Total EXPENSES	1,254,139	1,204,900	1,386,300	181,400	15%
Operating Surplus(Deficit)	(103,691)	(420,600)	(634,000)	(213,400)	51%

Infrastructure & Planning Services

	2025 YTD (Sept)	2025 Budget	2026 Budget	Variance	% Variance
OPERATIONS					
REVENUE					
GRANTS/DONATIONS	-	-	70,000	70,000	
SALE OF SERVICES	24,215	35,000	30,000	(5,000)	-14%
Total REVENUES	24,215	35,000	100,000	65,000	186%
EXPENSE					
CONTRACTED AND GENERAL SERVICES	282,059	682,500	805,900	123,400	18%
MATERIALS AND SUPPLIES	459,752	642,500	650,700	8,200	1%
SALARIES, WAGES AND BENEFITS	901,248	1,258,300	1,179,200	(79,100)	-6%
UTILITIES	162,730	407,500	256,300	(151,200)	-37%
Total EXPENSES	1,805,790	2,990,800	2,892,100	(98,700)	-3%
Operating Surplus(Deficit)	(1,781,574)	(2,955,800)	(2,792,100)	163,700	-6%

Environmental Services

	2025 YTD (Sept)	2025 Budget	2026 Budget	Variance	% Variance
OPERATIONS					
REVENUE					
GOVERNMENT TRANSFERS FOR WATER AND SEWER	197,025	272,250	300,500	28,250	10%
OTHER REVENUE FROM OWN SOURCES	13,220	14,000	14,000	-	0%
SALE OF SERVICES	405,505	443,600	653,300	209,700	47%
Total REVENUES	615,750	729,850	967,800	237,950	33%
EXPENSE					
CONTRACTED AND GENERAL SERVICES	329,567	420,000	442,800	22,800	5%
MATERIALS AND SUPPLIES	175,676	173,500	246,700	73,200	42%
SALARIES, WAGES AND BENEFITS	162,512	202,600	233,900	31,300	15%
UTILITIES	1,777	5,250	3,900	(1,350)	-26%
Total EXPENSES	669,531	801,350	927,300	125,950	16%
Operating Surplus(Deficit)	(53,781)	(71,500)	40,500	112,000	-157%

Land Development

	2025 YTD			%	
OPERATIONS	(Sept)	2025 Budget	2026 Budget	Variance	Variance
REVENUE					
LAND SALES, LEASE AND DEVELOPMENT	383,430	1,459,000	620,000	(839,000)	-58%
Total REVENUES	383,430	1,459,000	620,000	(839,000)	-58%
EXPENSE					
CONTRACTED AND GENERAL SERVICES		5,500	-	(5,500)	-100%
MATERIALS AND SUPPLIES	107,409	1,032,500	130,000	(902,500)	-87%
SALARIES, WAGES AND BENEFITS	13,266	17,600	19,400	1,800	10%
Total EXPENSES	120,675	1,055,600	149,400	(906,200)	-86%
Operating Surplus(Deficit)	262,755	403,400	470,600	67,200	17%

Water and Sewer Services

	2025 YTD			%	
OPERATIONS	(Sept)	2025 Budget	2026 Budget	Variance	Variance
REVENUE					
GOVERNMENT TRANSFERS FOR WATER AND SEWER	594,795	816,750	901,500	84,750	10%
WATER AND SEWER REVENUES	1,655,977	2,291,000	2,276,000	(15,000)	-1%
Total REVENUES	2,250,772	3,107,750	3,177,500	69,750	2%
EXPENSE					
CONTRACTED AND GENERAL SERVICES	1,106,254	1,442,000	1,436,700	(5,300)	0%
MATERIALS AND SUPPLIES	237,139	345,000	347,100	2,100	1%
SALARIES, WAGES AND BENEFITS	428,524	569,900	565,900	(4,000)	-1%
UTILITIES	302,895	460,000	460,400	400	0%
Total EXPENSES	2,074,812	2,816,900	2,810,100	(6,800)	0%
Operating Surplus(Deficit)	175,960	290,850	367,400	76,550	26%

Recreation and Cultural

	2025 YTD (Sept)	2025 Budget	2026 Budget	Variance	% Variance
OPERATIONS					
REVENUE					
GOVERNMENT TRANSFERS FOR OPERATING	25,000	150,000	25,000	(125,000)	-83%
GRANTS/DONATIONS	302,070	130,000	250,000	120,000	92%
OTHER REVENUE FROM OWN SOURCES	96,080	81,500	64,000	(17,500)	-21%
SALE OF SERVICES	248,200	395,500	381,000	(14,500)	-4%
Total REVENUES	671,350	757,000	720,000	(37,000)	-5%
EXPENSE					
CONTRACTED AND GENERAL SERVICES	334,466	335,000	413,900	78,900	24%
MATERIALS AND SUPPLIES	410,167	551,750	504,400	(47,350)	-9%
SALARIES, WAGES AND BENEFITS	1,621,440	1,840,000	1,936,200	96,200	5%
UTILITIES	486,643	862,000	879,000	17,000	2%
Total EXPENSES	2,852,715	3,588,750	3,733,500	144,750	4%
Operating Surplus(Deficit)	(2,181,365)	(2,831,750)	(3,013,500)	(181,750)	6%

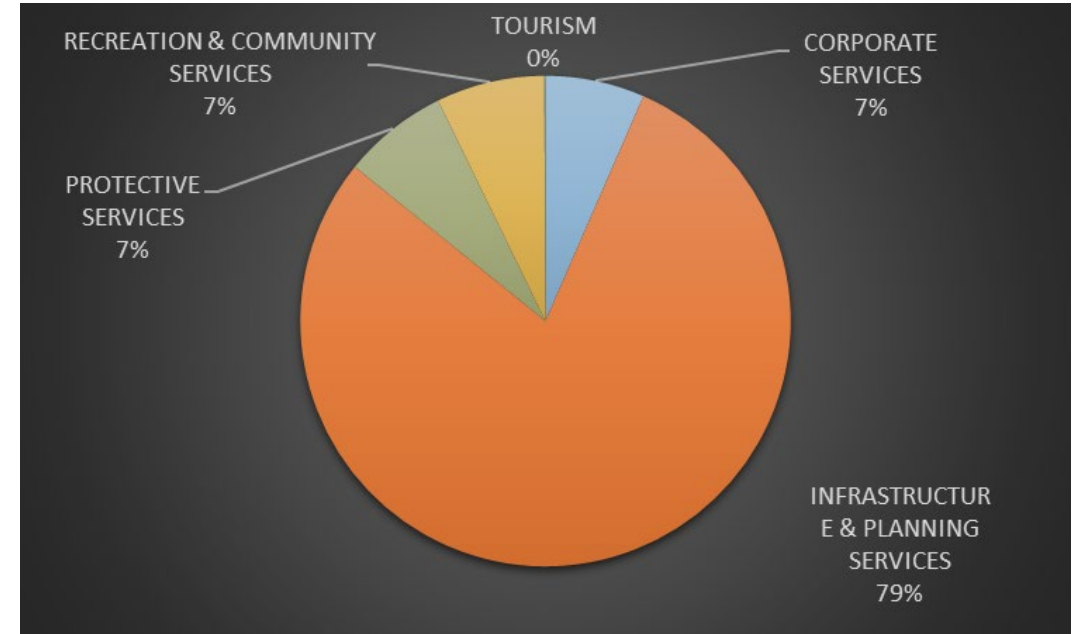
Economic Development

	2025 YTD (Sept)	2025 Budget	2026 Budget	Variance	% Variance
OPERATIONS					
REVENUE					
OTHER REVENUE FROM OWN SOURCES	-	150,000	25,000	(125,000)	-83%
SALE OF SERVICES	71,865	75,000	75,000	-	0%
Total REVENUES	71,865	225,000	100,000	(125,000)	-56%
EXPENSE					
CONTRACTED AND GENERAL SERVICES	856	150,000	110,000	(40,000)	-27%
MATERIALS AND SUPPLIES		7,500	-	(7,500)	-100%
SALARIES, WAGES AND BENEFITS			102,400	102,400	
Total EXPENSES	856	157,500	212,400	54,900	35%
Operating Surplus(Deficit)	71,009	67,500	(112,400)	(179,900)	-267%

2026 Capital Budget

Expenditure Summary: 2026 Budget vs 2025 Budget

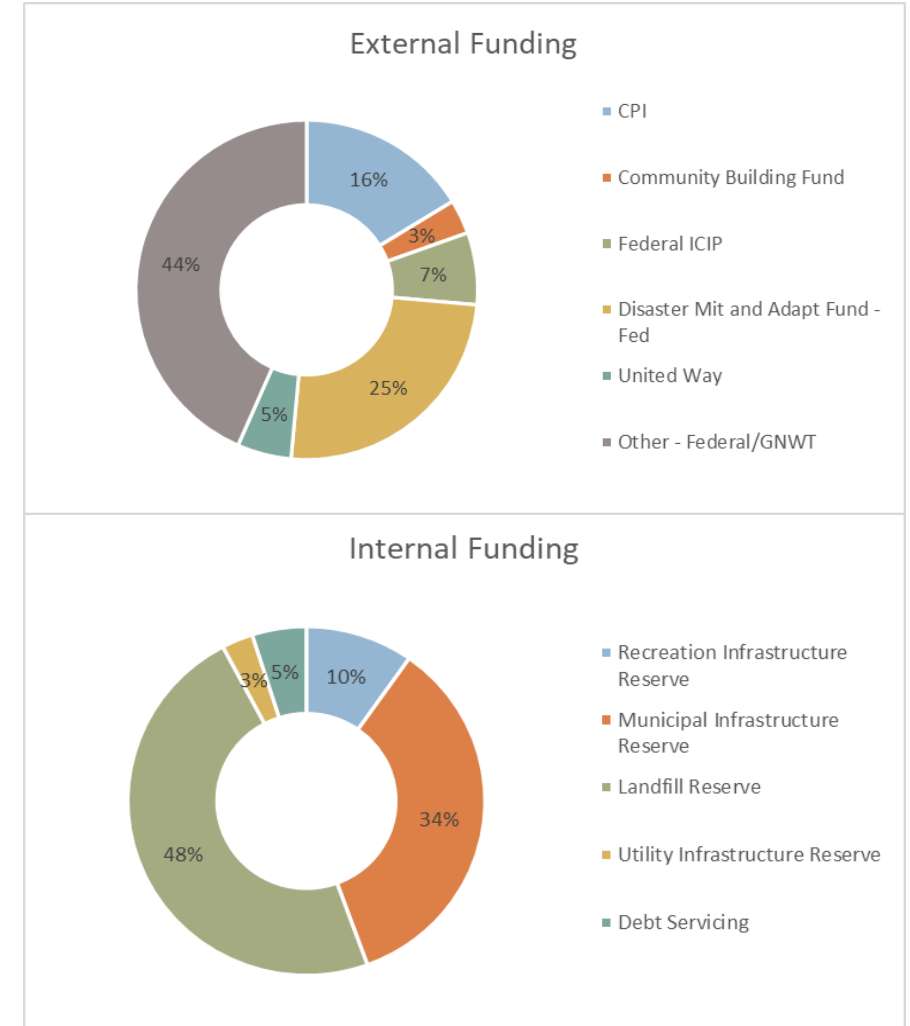
Department	2026 Budget	2025 Budget
CORPORATE SERVICES	1,269,264	1,051,500
INFRASTRUCTURE & PLANNING SERVICES	15,384,730	9,395,619
PROTECTIVE SERVICES	1,349,617	600,000
RECREATION & COMMUNITY SERVICES	1,387,527	510,000
TOURISM	15,000	7,000
	19,406,138	11,564,119



2026 Capital Funding Sources

External Capital Funding Source	2026
CPI	2,217,684
Community Building Fund	444,569
Federal ICIP	935,198
Disaster Mit and Adapt Fund - Fed	3,412,552
United Way	697,635
Other - Federal/GNWT	5,913,021
Total	13,620,658

Internal Capital Funding Sources	2026
Recreation Infrastructure Reserve	565,000
Municipal Infrastructure Reserve	2,006,866
Landfill Reserve	2,765,208
Utility Infrastructure Reserve	164,406
Debt Servicing	284,000
Total	5,785,480



2026 Capital Budget – Corporate Services

Project Name	Legend	
	2026	
	Fund ed	Unfu nded
ASSET MANAGEMENT SYSTEM IMPLEMENTATION	Less than 100,000	
COMPUTER EQUIPMENT REPLACEMENT PROGRAM	100,001 to 499,999	
DEBT SERVICE COMMUNITY CENTER - CPI AND DONATION PORTION	Over \$500,000	
DOWNTOWN CHRISTMAS LIGHTS	100,001 to 499,999	
NEW ENTERPRISE RESOURCE PLANNING SYSTEM	100,001 to 499,999	
Grand Total	Over \$500,000	

* Projects starting in 2026 highlighted in yellow

2026 Capital Budget – Protective Services

Project Name	Legend	
	2026	
	Fund ed	Unfu nded
ANIMAL YARD	Less than 100,000	
ENGINE REPLACEMENT (PUMPER)	100,001 to 499,999	
FIRST DUE SOFTWARE IMPLEMENTATION	Over \$500,000	
HEAVY RESCUE TRUCK REPLACEMENT		
IMPOUND YARD		
OLD TOWN FIRE HALL		
PROTECTIVE SERVICES SMALL CAPITAL		
STRUCTURAL PROTECTION TRAILER		
TENDER REPLACEMENT		
Grand Total		

* Projects starting in 2026 highlighted in yellow

2026 Capital Budget – Infrastructure & Planning

Project Name	Legend	
	2026	
	Funded	Unfunded
	Less than 100,000	
	100,001 to 499,999	
	Over \$500,000	
553 FIRE HYDRANT REPLACEMENTS		
AIRPORT ROAD REPAIR AND UPGRADE		
ASPEN HEIGHTS SUBDIVISION DEVELOPMENT		
CEMETERY - NEW SITE		
COMMUNITY CLIMATE ADAPTATION STUDY		
COMPACTOR PURCHASE		
EAGLE CRESCENT AND NORTH END OF RIVERVIEW DRIVE UPGRADES		
INDUSTRIAL AREA DRAINAGE		
INDUSTRIAL AREA EXPANSION- PRELIMINARY DESIGN		
INFRASTRUCTURE PLANNING AND STUDIES		
LAGOON ROAD FIRE ABATEMENT & CLEANUP		
LIFT STATION 1 REPAIR & MITIGATION		
MIRON STORM OUTLETS IMPROVEMENTS		
MOBILE HOME PARK AND SERVICE ROAD WATER & SEWER PRELIMINARY PLAN		
MUNICIPAL SOLID WASTE FACILITY (PHASE I AND II)		
NEW WATER TREATMENT PLANT		

* Projects starting in 2026 highlighted in yellow

2026 Capital Budget – Infrastructure & Planning

Project Name	Legend	
	2026	
	Funded	Unfunded
NFTI REMEDIATION (CLEANUP AND REMOVAL OF OLD STRUCTURES)	Over \$500,000	
PARADISE ROAD REPAIR AND REPLACEMENT	100,001 to 499,999	
PUBLIC WORKS SMALL CAPITAL	100,001 to 499,999	
PUMPS AND GENERATOR REPLACEMENTS AT LIFT STATIONS	100,001 to 499,999	
SALT SHED REPLACEMENT	100,001 to 499,999	
SAND TRUCK REPLACEMENT	100,001 to 499,999	
SHORELINE FLOOD MITIGATION (DMAF 62592)	Over \$500,000	
SKID STEER AND ATTACHMENTS	100,001 to 499,999	
SUNDOG SUBDIVISION DEVELOPMENT	Over \$500,000	
TIRE RECYCLING PROGRAM	100,001 to 499,999	
VALE ISLAND TRUCK FILL STATION TANK REPLACEMENT	100,001 to 499,999	
VALE ISLAND/WEST CHANNEL DRAINAGE	100,001 to 499,999	
WATER TREATMENT PLANT FEASIBILITY STUDY AND PRELIMINARY DESIGN	100,001 to 499,999	
WOODLAND CRESCENTS UPGRADES - CAMERON	100,001 to 499,999	
WOODLAND CRESCENTS UPGRADES - CAMSELL	100,001 to 499,999	
WOODLAND PRELIMINARY DRAINAGE PLAN	100,001 to 499,999	
Grand Total	Over \$500,000	Over \$500,000

* Projects starting in 2026 highlighted in yellow

2026 Capital Budget – Recreation & Tourism

Project Name	Legend	
	2026	
	Fund ed	Unfu nded
	Less than 100,000	
	100,001 to 499,999	
	Over \$500,000	
AQUATIC CENTRE HOT TUB PUMP REPLACEMENT		
AQUATIC CENTRE SPLASH EQUIPMENT REPLACEMENT		
BOB MCMEEKIN PARK ENHANCEMENTS		
COMMUNITY CENTRE COOLING CENTRE		
DON WRIGHT PARK REVITALIZATION		
HAY RIVER GOLF COURSE - GOLF GREEN REPLACEMENTS & CLUBHOUSE ENHANCEMENTS		
ICE RESURFACER		
INUKSHUK PARK UPGRADES PHASE 1		
INUKSHUK PARK UPGRADES PHASE 2		
SKATEPARK UPGRADES		
SMALL CAPITAL PROGRAM - RECREATION		
SMALL CAPITAL PROGRAM - TOURISM AND ECONOMIC DEVELOPMENT		
VALE ISLAND MULTI-USE RECREATION AREA		
Grand Total		

* Projects starting in 2026 highlighted in yellow



REPORT TO COMMITTEE

DEPARTMENT: ADMINISTRATION

DATE: December 1st, 2025

SUBJECT: EXCUSED ABSENCE

RECOMMENDATION:

MOVED BY: DM DOHEY
SECONDED BY: CLLR DUFORD

THAT THE COUNCIL OF THE TOWN OF HAY RIVER excuses Cllr Willows from the Standing Committee of Council Monday, December 1st, 2025.

BACKGROUND:

Cllrs Willows have asked to be excused from the Standing Committee of Council Monday, December 1st, 2025.

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 28th, 2025

Reviewed by:



REPORT TO COMMITTEE

DEPARTMENT: ADMINISTRATION

DATE: December 8th, 2025

SUBJECT: EXCUSED ABSENCE

RECOMMENDATION:

**MOVED BY: CLLR GAGNIER
SECONDED BY: CLLR DUFORD**

THAT THE COUNCIL OF THE TOWN OF HAY RIVER excuses Cllrs Willows and Wall and Deputy Mayor Dohey from the Standing Committee of Council Monday, December 8th, 2025.

BACKGROUND:

Cllrs Willows and Wall and Deputy Mayor Dohey have asked to be excused from the Standing Committee of Council Monday, December 8th, 2025.

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: December 5th, 2025

Reviewed by:



REPORT TO COMMITTEE

DEPARTMENT: Infrastructure and Planning Services **DATE:** December 8, 2025

SUBJECT: Infrastructure and Planning Services Monthly Report for November 2025

RECOMMENDATION:

MOVED BY: CLLR DUFORD
SECONDED BY: CLLR GAGNIER

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the Infrastructure and Planning Services Monthly Report for November 2025 as presented.

BACKGROUND:

Engineering and Capital Projects:

The IPS department has been busy supporting the 2026 Capital Budget process. Project proposals for all new IPS projects suggested to start implementation in 2026 and are over \$50,000 in budget have been prepared and will be submitted to the Finance Committee for consideration in the 2026 Budget.

All capital projects are detailed in the attached 2025 Project Status sheet. Some project progress to note from prior month include:

Lift Station #1

- Exterior cladding completed
- Completed mudding and tapping of walls
- Prime and painting completed on first and second floors
- Conduits and fixtures on first floor complete, and wire pulled
- Dry well electrical demolition completed
- Fire Dampers for generator room completed
- Started ducting in generator room
- 1 change order has been received and approved to date for \$20,172; the project remains under budget



REPORT TO COMMITTEE

DEPARTMENT: **Infrastructure and Planning Services**

DATE: December 8, 2025

SUBJECT: **Infrastructure and Planning Services Monthly Report for November 2025**



Interior Painting



Interior Electrical and Mech



Exterior Cladding Completed



REPORT TO COMMITTEE

DEPARTMENT: Infrastructure and Planning Services **DATE:** December 8, 2025

SUBJECT: Infrastructure and Planning Services Monthly Report for November 2025

Airport Road Flood Mitigation

- Geotechnical drilling scheduled to begin in early December. Residents in the area will be notified.
- Detailed design and procurement to be completed by early 2026.

Woodland Drive Drainage Plan

- Roadway and curb drainage designs completed
- Sanitary sewer modeling is completed
- Water modeling mostly completed.
- Storm water modeling has been initiated.
- Design documentation to be finalized in February

Landfill Compactor Replacement

- A purchase agreement has been completed for a CAT used compactor. Repairs to the unit identified in the inspection will be completed as part of purchase. Warranty on major components and repairs is included.
- Some modifications to storage garage will be required to accommodate the larger compactor.
- Delivery of unit expected in the early new year.

Water License Activities:

- Groundwater Monitoring Plan V.2 submitted to Water Board
- Public review of Groundwater Monitoring Plan completed with Town responses provided.
- Retention pond for hydrocarbon remediation pad removed and backfilled following positive results of soil sampling. Final decommissioning of hydrocarbon remediation pad pending Board approval.

Public Works and Maintenance

Roads and Ditches

- Snow removal completed for entire community after two major snow events
- Snow removal as and when
- New Stop sign added at intersection of Veteran's Way and Woodland Drive as requested by Protective Services



REPORT TO COMMITTEE

DEPARTMENT: **Infrastructure and Planning Services** **DATE:** December 8, 2025

SUBJECT: **Infrastructure and Planning Services Monthly Report for November 2025**

Equipment Maintenance

- Installation of snowblower on new John Deere loader
- Repairs to snowblower attachment
- General repairs to fleet

Solid Waste

- Receipt and handling of dredgeate inventory for cover material use.

Water and Wastewater

- Public Health Water Advisory was issued on November 3 due to elevated THM levels in Town's distribution system
- A public meeting was held November 5th by the Town and included representatives from Public Health and MACA. Information was shared on testing procedures, results, impacts, mitigation, and next steps
- A communication plan was developed and presented to Council. A webpage was added to hayriver.com with various information and will be updated with monthly testing results.
- Testing from November 24th showed THM levels at all Town established testing locations as below the 100ug/L threshold. However, a 12 month rolling average is still above the threshold – 105ug/L.
- A short term treatment adjustment plan has been developed between Town, Health, and MACA staff. Chlorine and other water treatment chemicals and procedures have been adjusted. Jar testing for chemical flocculation/coagulation (removal of organics prior to filtration & disinfection) yielded positive results that will likely be put into use.

Facilities Management / Miscellaneous

- Seasonal housekeeping at facilities completed
- Seasonal holiday streetlighting installed

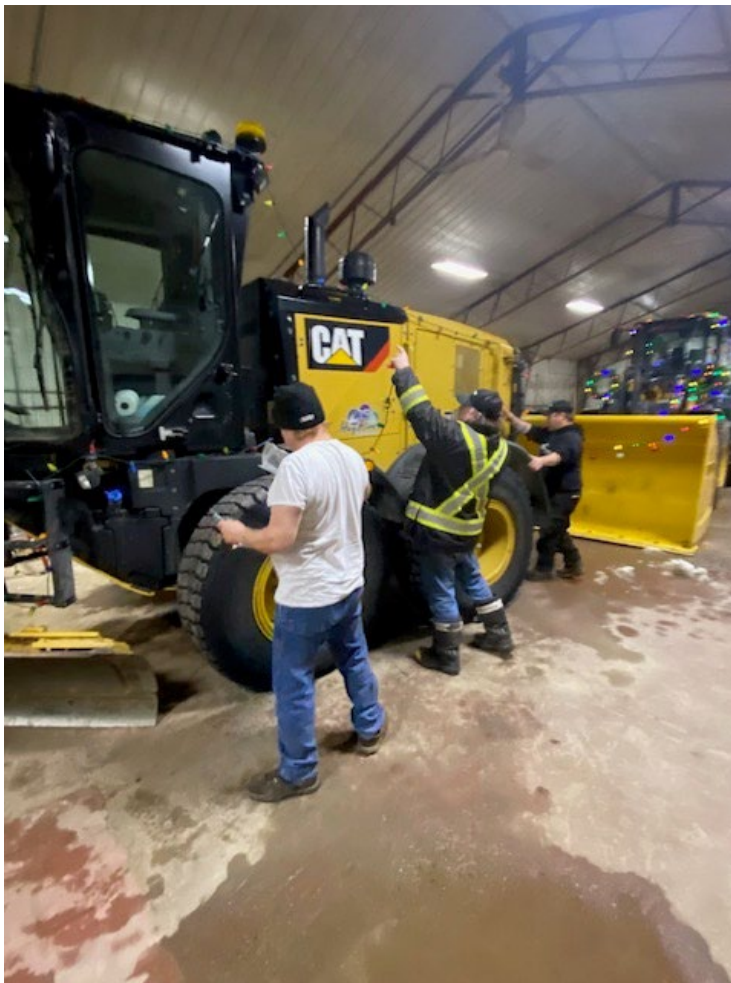


REPORT TO COMMITTEE

DEPARTMENT: Infrastructure and Planning Services **DATE:** December 8, 2025

SUBJECT: Infrastructure and Planning Services Monthly Report for November 2025

The Public Works Department partnering with Corporate Services decorated and entered the grader and new loader in the Town's Santa Claus Parade.



Planning and Development

Planning and Land Management

- Input on subdivision request for Sundog provided to the GNWT
- The Town has entered into a consulting agreement for the completion of its Climate



REPORT TO COMMITTEE

DEPARTMENT: Infrastructure and Planning Services **DATE:** December 8, 2025

SUBJECT: Infrastructure and Planning Services Monthly Report for November 2025

Adaptation Plan. The project will kickoff in December and is to be completed by summer 2026. The plan will identify risks and strategies for the Town to adopt into its community planning and asset management program. The project is funded by the Federation of Canadian Municipalities

Enforcement

- There are 2 active files. Both involve uses not consistent with zoning regulations

Permitting

The following permits were issued for the month:

DATE	DEV & BP	CIVIC ADDRESS	DESC. OF WORK
November 05,2025	D25-097	46 Woodland Drive	Stick Built 3 Story Residential Singles Apartment consisting of 30 Studio Units.
November 05, 2025	D25-098	47141 Back road	Demolish Old Plywood Garage.
November 05, 2025	DH25-099	30 John Mapes Crescent	Home Occupation, Steve the Carpet Cleaner.
November 06, 2025	D25-100, B25-037	43024 Mackenzie Highway	Develop Small Coffee Shop and Take out Foods, Crafts and Gifts.
November 14, 2025	DH25-101	70 Paradise Road	Home Occupation, Mobile Spa.
November 17, 2025	DH25-102	16 McBryan Drive	Home Occupation, Mobile Service for Momentix Ltd.
November 17, 2015	B25-038	9-103 rd . Street	Accessory Building
November 18, 2015	B25-035	20-101 st . Street	New Manufactured Home.
November 18,2025	B25-036	24-101 st . Street	New Manufactured Home
November 24, 2025	D25-103	15A Morin Place	Home Occupation, Online Business.

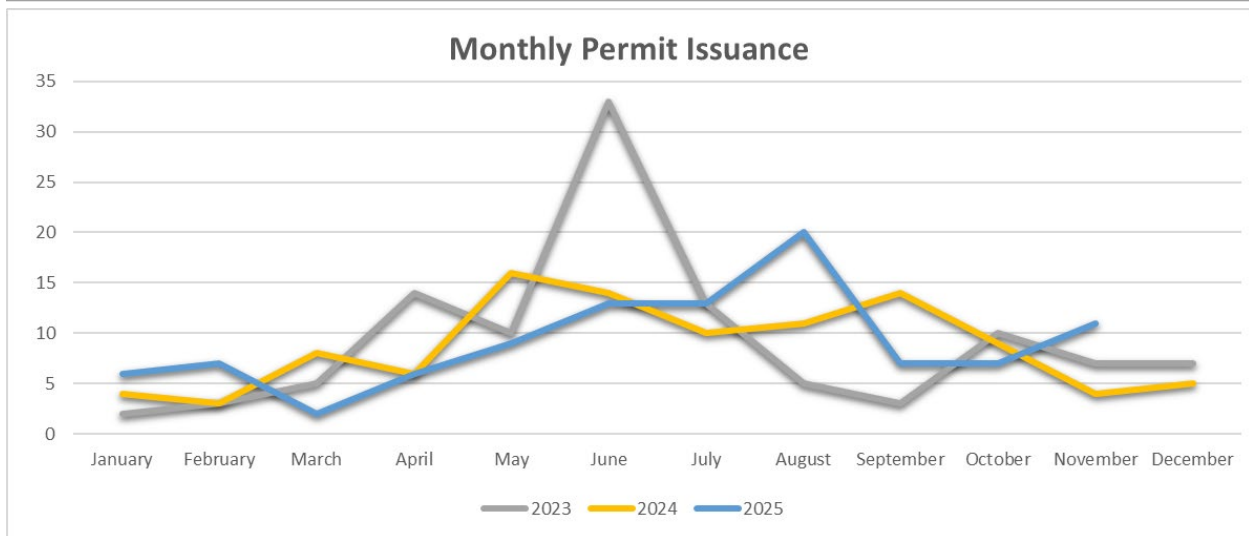


REPORT TO COMMITTEE

DEPARTMENT: Infrastructure and Planning Services

DATE: December 8, 2025

SUBJECT: Infrastructure and Planning Services Monthly Report for November 2025



COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

- Mackenzie Valley Land and Water Board Town of Hay River License #MV2009L3-0005

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

- October Capital Project Status Report

Prepared by:

Glenn Smith

SAO & Acting Director of IPS

December 1, 2025

Reviewed by:



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** December 8th, 2025

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

RECOMMENDATION:

**MOVED BY: CLLR SQUIRREL
SECONDED BY: CLLR BOUCHARD**

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the report entitled "Recreation and Community Services Monthly Report" for November 2025 as presented.

BACKGROUND:

Recreational Programming

Youth Programming

After School Club:

Regular After School Club programming continued throughout November. The program ran at 90% capacity on a weekly basis, up from 77% in October. In addition, Full Day PD Day Programming was scheduled in November and ran at 100% capacity.

After School Club Attendance by Month

Jan	Feb	March	April	May	June	Sept	Oct	Nov	Dec
100%	98%	100%	100%	100%	100%	85%	77%	90%	-

A partnership with the NWT Centennial Library is ongoing, with After School Club participants attending programming at the library every Tuesday afternoon. Registered participants also began skating on a weekly basis.

After School Club is fully funded through grants from Municipal and Community Affairs, namely the Child and Youth Resiliency Grant and the Youth Contribution Grant. Funding is used to purchase program supplies and offset the cost of Play Leader staff wages.

Fitness Programming

Regular fitness programming continued this month, with 12 instructor-led fitness classes and 2 self-led, supervised fitness classes for older adults.



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** December 8th, 2025

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

Attendance at instructor-led fitness programming decreased with a total of 270 participants attending programming. In comparison, 361 participants attended instructor-led fitness programming in October.

Fitness Programming Attendance by Month

Jan	Feb	March	April	May	June	Sept	Oct	Nov	Dec
273	242	321	194	164	281	104	361	270	-

New Horizons for Seniors Grant

Seniors programming offered at the Hay River Community Centre and in partnership with various community organizations has increased drastically over the past 3 years, resulting in a significant increase in the number of seniors engaged in recreation programming.

In 2022, the total number of seniors attending programming was 45. This increased in 2023 to 170 participants and increased in 2024 to 955 participants. This year to date, 593 seniors have attended programming.

	2022	2023	2024	2025 current	2025 projected
Seniors Programming Attendance by Year	45	170	955	762	831

	Seniors Coffee	Walking Challenge	Art Program	Movie Matinee	Stick Curling
	Weekly	Weekly	Weekly	2 weeks	Weekly
November 2025	38	33	17	30	n/a
October 2025	37	36	17	18	6
September 2025	6	11	n/a	n/a	n/a

Community Programming



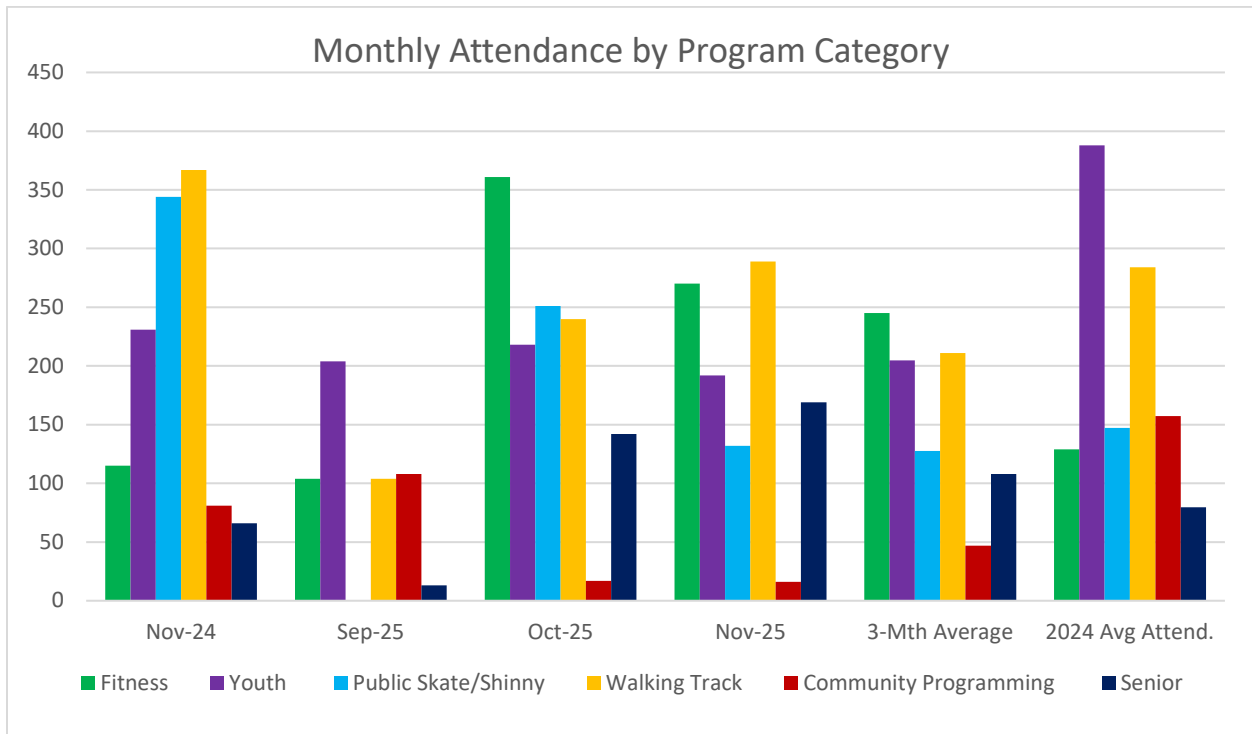
REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** December 8th, 2025

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

Girls & Guns – Ladies Adventure Night: Department of Recreation staff partnered with the Hay River Ski Club to offer Girls and Guns, a Ladies Adventure Night open to females age 16 and up. Participants were invited to participate in snowshoe biathlon, which was facilitated by Hay River Ski Club volunteers. Participants then enjoyed a social hour in the Hay River Ski Club Chalet following the event. A total of 16 participants attended this event.

Recreation Programming Statistics

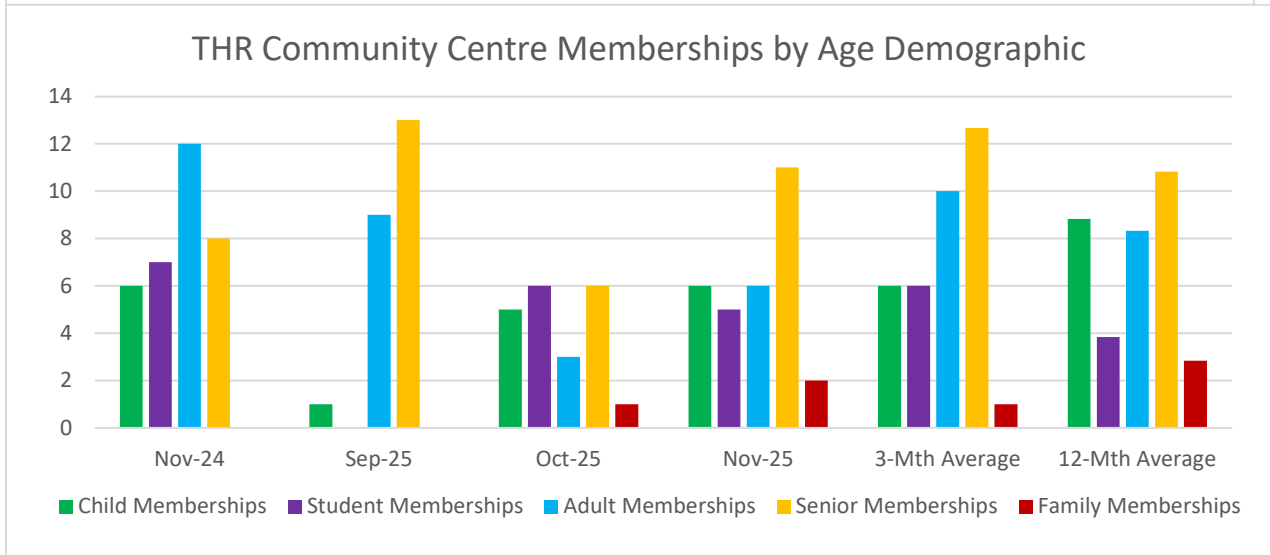
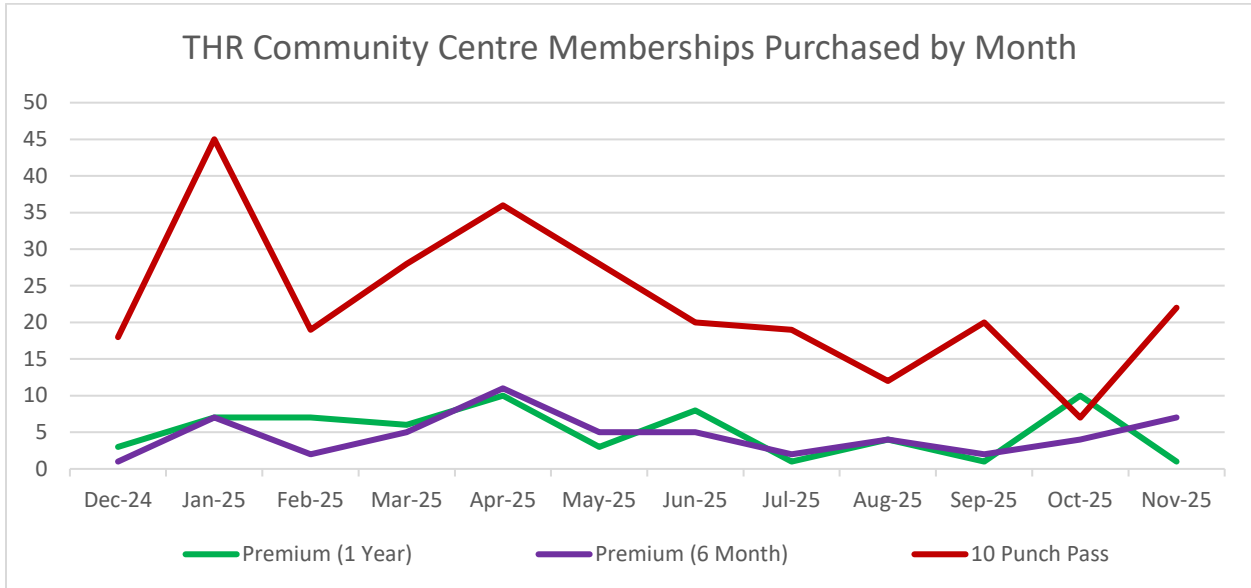




REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** December 8th, 2025

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT



Aquatics

General

The Don Stewart Aquatic Centre operated on a regular schedule in November, following the planned annual maintenance shutdown in October. Two unrelated issues affected operations of secondary equipment services following the shutdown:






















REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** December 8th, 2025

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

- The steam room has been closed since November 3rd, following a Public Health Advisory (PHA) issued by the Chief Environmental Health Officer (CEHO) of the GNWT.
 - o The PHA recommends limiting activities that generate steam in enclosed spaces.
 - o To remain in compliance with the PHA, the Don Stewart Aquatic Centre steam room remains closed until further notice.
 - o The steam room is otherwise in excellent working condition.
- The hot tub is closed until further notice, due to critical failure of the circulation pump.
 - o This pump was original to the Don Stewart Aquatic Centre build in 2004-05.
 - o The pump was assessed as part of mechanical retrofits in 2019, at which time a local contractor determined the pump was in good condition and did not require replacement.
 - o The pump has since been inspected and serviced since 2019-20, with occasional repairs and parts replacements performed as necessary.
 - o Replacement parts are no longer available, and the pump can not be salvaged.
 - o Staff are working with local contractors, sourcing a replacement pump and determining critical spares to order.

Don Stewart Aquatic Centre operational hours:

	Monday	Tuesday	Wednesday	Thursday	Friday	Sat/Sun
Early Bird (6am – 8am)						
Morning Swim (8am-12pm)						
Afternoon Swim (12pm-6pm)						
Evening Swim (6pm-8:30pm)						

Staffing

The Don Stewart Aquatic Centre is currently staffed with 2 Senior Lifeguards and 6 Casual Lifeguards. A 3rd Full-time Lifeguard position remains vacant.

The Aquatic Supervisor attended the Canadian Parks and Recreation Association annual general meetings in Ottawa November 24th to 26th. The meetings included a lobby day on Parliament Hill, as well as discussions with NWT MP Rebecca Alty, among others, to lobby the



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES DATE: December 8th, 2025

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

government to invest in the recreation sector for infrastructure renewal, crisis preparedness, and workforce development.

Attendance

November attendance was 1,082. This was higher than September (876). However, it was lower than November 2024 (1,336) and November 2023 (1,375). Groups that used the pool in September included:

<u>Group</u>	<u># of Occurrences</u>
After School Club	4
PA School	3
Headstart	4
Ecole Boreale	3
Growing Together	1
Birthday Parties	1

Swimming Lessons and Special Programming

Aquatics staff secured NWTRPA funding to offer Swim to Survive sessions for local schools. Classes from Princess Alexandra and Ecole Boreale participated in 3 sessions this month.

The current set of swimming lessons began November 3rd, and will run weekly until December 18th. There are 49 swimmers enrolled.

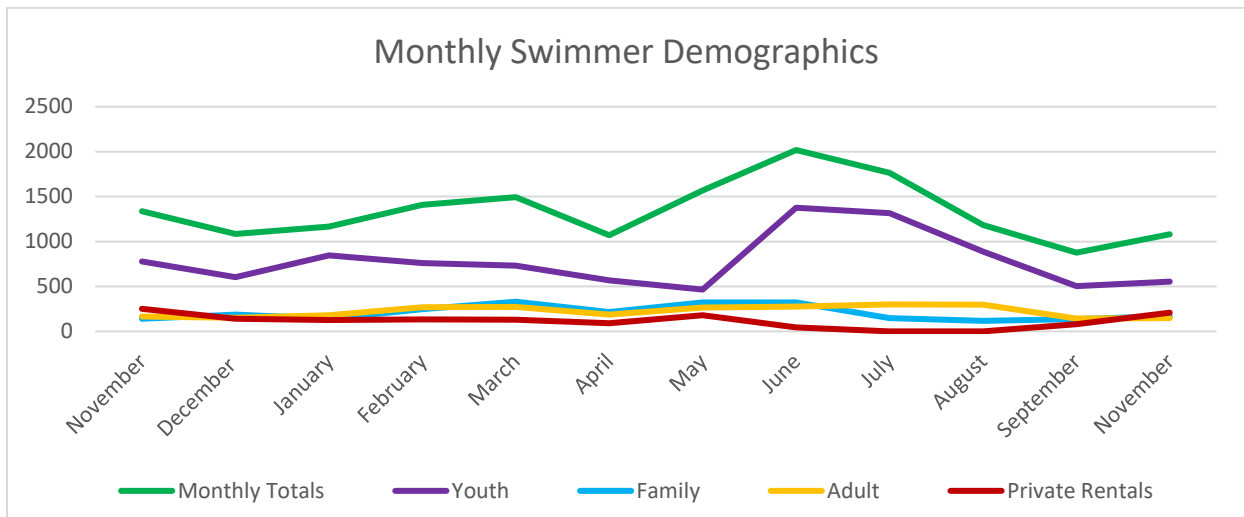
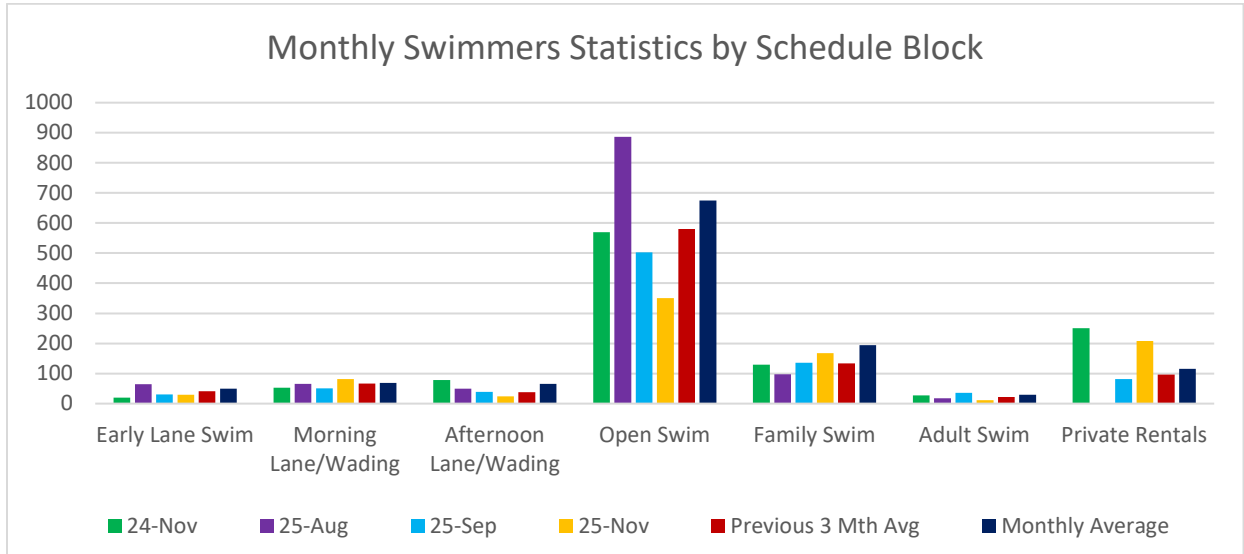
The Hay River Jackfish Swim Team hosted a swim meet November 29th and 30th, with approximately 50 swimmers involved from Hay River and Yellowknife. The club continues with regular practices 3 times per week, and approximately 20 swimmers registered.



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** December 8th, 2025

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT



Facilities and Maintenance

Don Stewart Aquatic Centre:

- Weekly walkthrough of aquatic centre with Maintenance and Aquatics staff.
- Weekly vacuuming of pool and hot tub.
- Fill pool and hot tub after annual shutdown.
- Work with local contractor to source and order replacement hot tub circulation pump.
- Coordinate repair of hot tub jet pump with Alberta supplier.
- Set up chairs and tables for swim meet.



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES DATE: December 8th, 2025

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

- Increase pool water temperature slightly due to hot tub closure.

Aurora Ford Arena:

- Routine daily ice maintenance and weekly measurements of ice depth.
- Daily ice plant and controls system checks.
- Regular Zamboni checks and maintenance.
- Host 2 hockey tournaments.
- Install new dasher board advertisements on board system.
- Ice plant mid season inspection and repair of small leaks by Alberta contractor.

Other Community Centre Maintenance Items:

- Ongoing building inspections, preventative maintenance, etc.
- Maintenance and adjustments to HVAC systems as per weather conditions.
- Regular room rentals setup according to weekly instructions.
- Monthly fire extinguisher and safety checks.
- Regular inspections of fleet vehicles and equipment.
- Set up and takedown of Town of Hay River programming and community events/rentals.
- Weekly and monthly staff safety training and tailboard meetings.
- Install Christmas lights around walking track and support Festival of Trees setup.
- Snow removal as and when needed around the building.
- Remove parking barriers for easier snow clearing of parking stalls

Parks and Greenspaces:

- Garbage containers emptied weekly in downtown core and at greenspaces and trails.
- Regular litter pickup and weekly checks of Town sites and assets in the downtown core.
- Monthly inspections of THR managed greenspaces and offsite locations.
- General cleanup, inventory and organization of Rec Department shop and shop yard.
- Regular safety inspections and clean up of playgrounds and greenspaces.

Corrective/Custodial Work Order Department/Division Summary (November 2025)

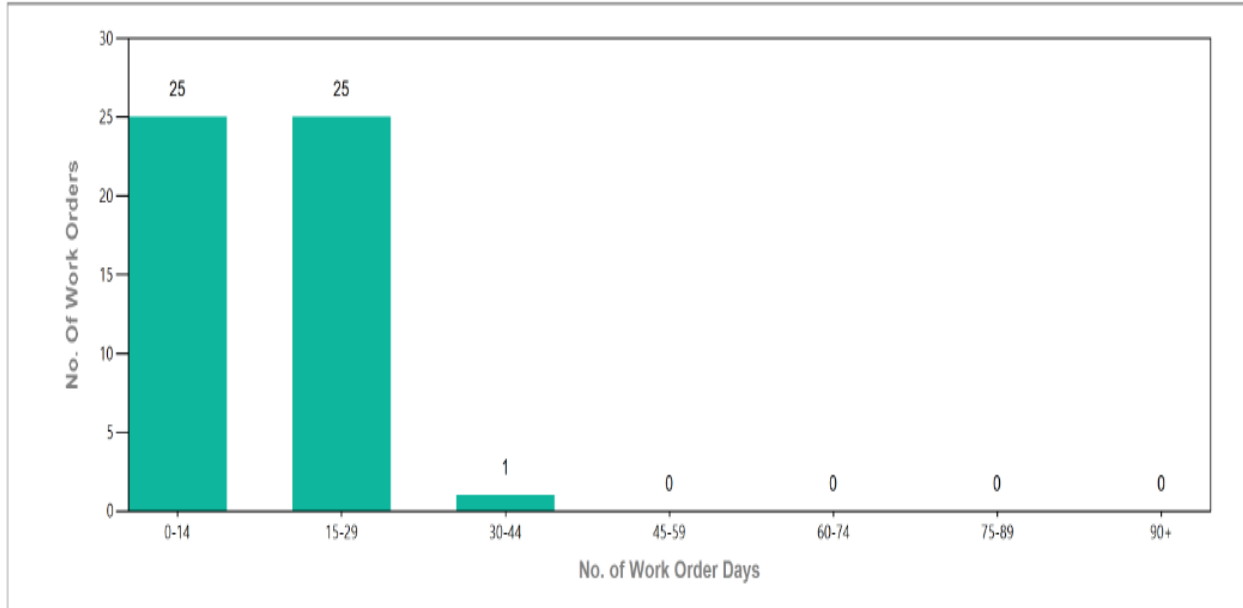


REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** December 8th, 2025

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

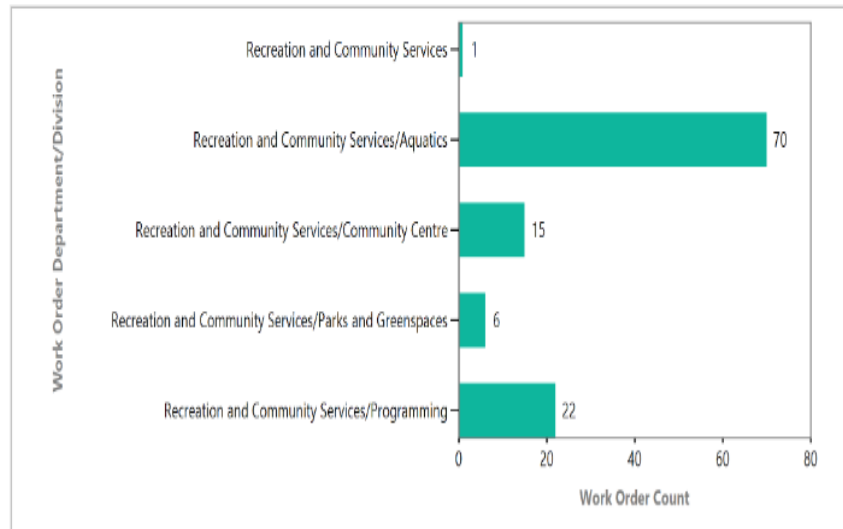
Total Count: 51 | WO Date Range: 11/01/2025 to 11/30/2025 | Department/Division: Recreation and Community Services | Type: Corrective,Custodial,Predictive,Preventive | Main Task: ALL



Corrective/Custodial Work Order Department/Division Summary (November 2025)

Group By: Department/Division | WO Date Range: 11/01/2025 to 11/30/2025 | Status: ALL | Department/Division: Recreation and Community Services | Craft: ALL | Type: Corrective,Custodial,Predictive,Preventive | Main Task: ALL | Cause: ALL | Supervisor: ALL | Lead: ALL | Role: ALL

DEPARTMENT/DIVISION	TOTAL WOs	%
Recreation and Community Services	1	1%
Recreation and Community Services/Aquatics	70	61%
Recreation and Community Services/Community Centre	15	13%
Recreation and Community Services/Parks and Greenspaces	6	5%
Recreation and Community Services/Programming	22	19%
TOTAL	114	100%



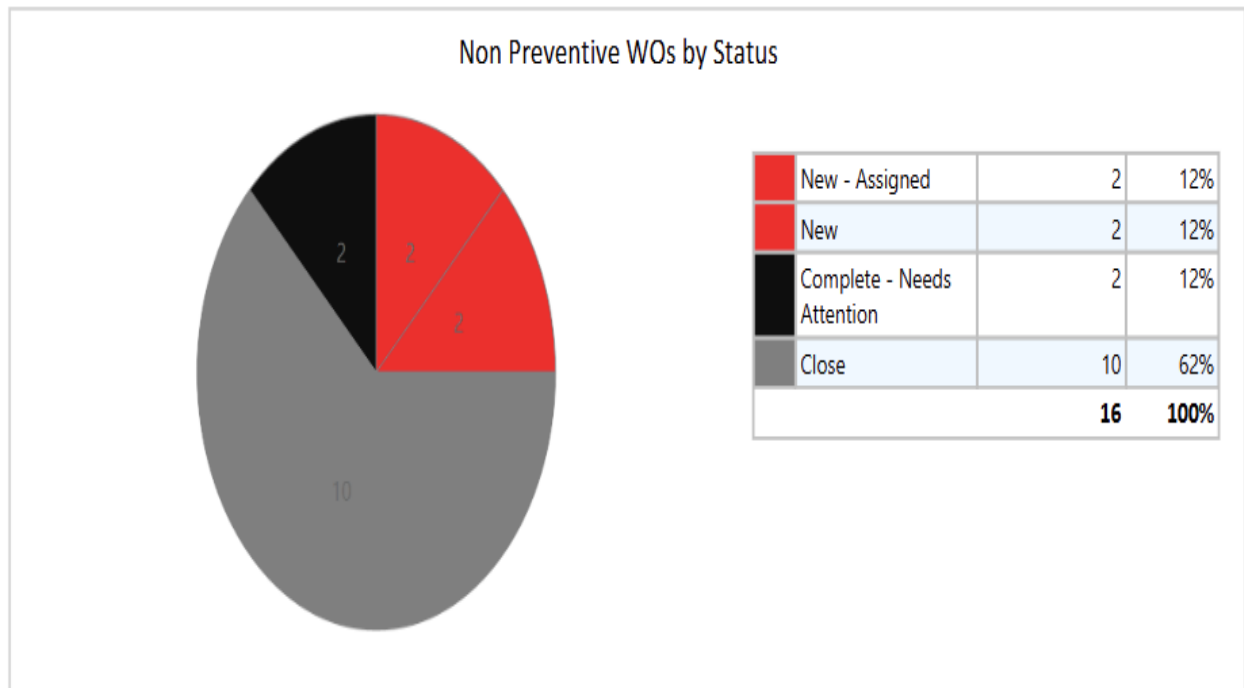
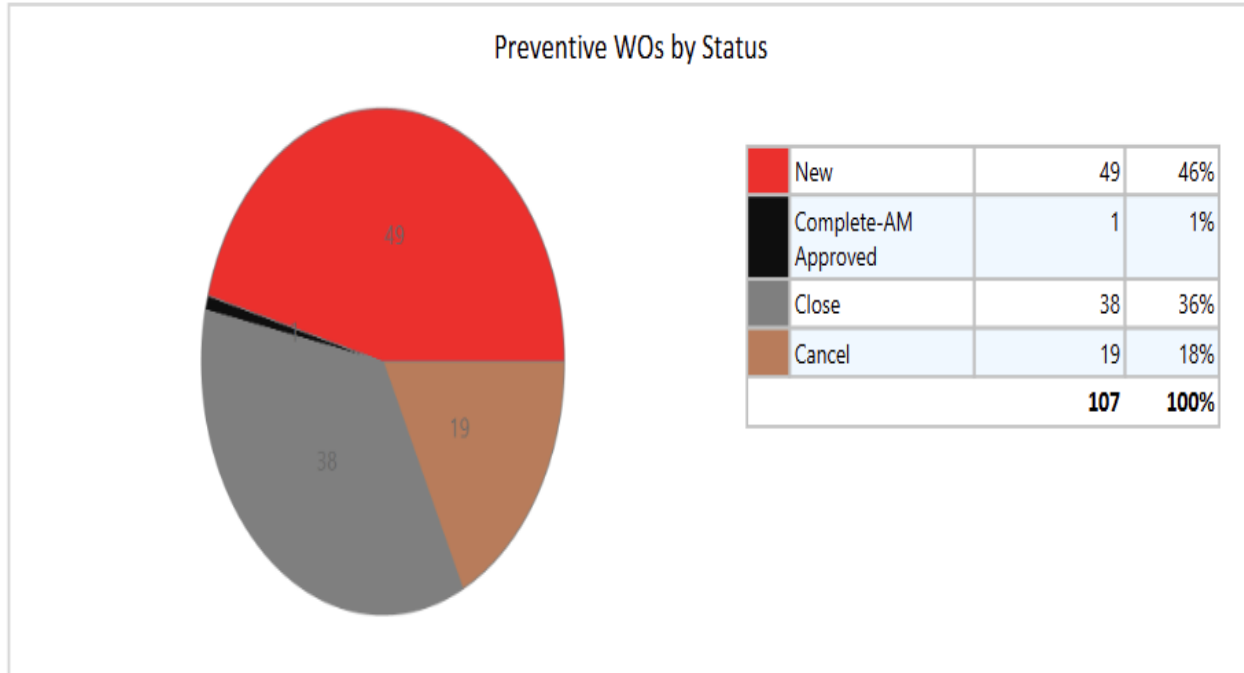
Maintenance Work Order Progress Reports (November 2025)



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** December 8th, 2025

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT





REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** December 8th, 2025

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

Tourism Coordinator Activity Report

VIC Monthly Visitors Tracking

- November 2025 VIC guest book sign-ins (58) is 16% higher than November 2024. Visitation across the board has been significantly higher for most months from 2024 to 2025.

Total VIC guest book sign-ins:

	May	June	July	August	Sept	Oct	Nov
2024	143	216	196	285	120	68	49
2025	61	309	368	335	171	92	58

- VIC guests point of origin data for November 2025:
 - Canada (non-NWT): 19%
 - Europe: 3%
 - NWT: 78%
 - Other: 0%
- Spring and summer visitor numbers particularly increased for Canadian travellers. This increase may be related to North American trade negotiations and reaction to American tariffs on Canadian goods.

Percentage of total visitors from Canada (non-NWT)

	May	June	July	August	Sept	Oct	Nov
2024	39%	55%	69%	65%	54%	40%	24%
2025	52%	71%	78%	67%	54%	37%	19%



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** December 8th, 2025

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

- Destination Canada was in attendance, reviewing their segmentation study and TourismScapes statistics. This information should help NWT communities better understand the gaps in the tourism sector that require attention.
- The following organizations and partners presented funding opportunities:
 - GNWT Department of Industry Tourism & Investment (ITI)
 - Tourism Industry Association of Canada (TIAC)
 - CanNor (Canadian Northern Economic Development Agency)
 - Indigenous Tourism Association of Canada (ITAC)
- Additional topics discussed:
 - negative effects of fire seasons, low water levels, etc.
 - positive effects of TV shows and media such as Amazing Race to Tuk, Alone NWT seasons, and the Northern Commercial Campaign
- Valuable tourism marketing information was provided, emphasizing the importance of webpage tools such as Google analytics, social media AI analytics, Google site speed testers, LLM optimization, and integrated schema.
- Visitor Information Centre visitor numbers and sales will be down due the associated closure.
- The Hay River Tourism webpage is ready to launch. The Tourism Coordinator and Recreation Programming Supervisor will receive deployment training prior to launch.
- This Santa Claus Parade was held November 28th, along with the Moonlight Madness shopping at local retailers. The parade included a record 47 partner organizations, 45 floats, and 29 businesses registered.
- Hay River Tourism has secured a booth at the 2026 Calgary Outdoor Adventure Show, with the support of Spectacular NWT. Calgary's trade show dates are March 21-22nd, 2026.
- Local school Parent Action Committee (PAC) groups have agreed to coordinate the 2026 Hay River Community Spirit Awards (May 2026) as a means of revitalizing the annual PAC *Auction for Education* fundraiser. The Town's Tourism Coordinator will support the event, including coordination of the Spirit Awards nomination and voting process.



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES DATE: December 8th, 2025

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

<u>Upcoming Special Events</u>	<u>Date(s)</u>	<u>Location</u>
<u>November</u>		
Heritage Centre Pumpkin Walk	November 2 nd	HR Heritage Centre and FW Pavilion
Spectacular NWT AGM and Conference	November 4-6 th	Inuvik
Rotary Group Beerfest	November 15 th	Legion Branch 250
Hay River Rec Hockey Tournament	November 29-30 th	Aurora Ford Arena
Santa Claus Parade	November 28 th	Downtown core
Moonlight Madness	November 28 th	Downtown core
Hay River Swim Meet	November 29-30 th	Don Stewart Aquatic Centre
HRMHA U11 Hockey Tournament	November 29-30 th	Aurora Ford Arena
<u>December</u>		
Campground Christmas	December 5-7 th	HR Territorial Campground
Festival of Trees	Dec 7 th – Jan 4 th	Hay River Community Centre
Candy Cane Lane and Skate with Santa	December 14 th	Hay River Community Centre
Festival at the Forks	December 31 st	KFN Ice Crossing
<u>January</u>		
Arctic Winter Games Tryouts	January 7-11 th	Yellowknife
NWT Figure Skating Territorials	January 9-11 th	Aurora Ford Arena
HRMHA U13 Hockey Tournament	January 16-18 th	Aurora Ford Arena
HRMHA U7/U9 Hockey Tournament	January 23-25 th	Aurora Ford Arena
<u>February</u>		
HRMHA U13 Hockey Tournament	February 6-8 th	Aurora Ford Arena
Rusty Blades Hockey Tournament	February 13-15 th	Aurora Ford Arena
Hazard Hockey Tournament)	Feb 27 th - Mar 1 st	Aurora Ford Arena
<u>March</u>		
Arctic Winter Games	March 8-15 th	Whitehorse
HR Figure Skating Carnival	March 20-22 nd	Aurora Ford Arena
Polar Pond Hockey Tournament	March 20-22 nd	Fishermen's Wharf Pavilion

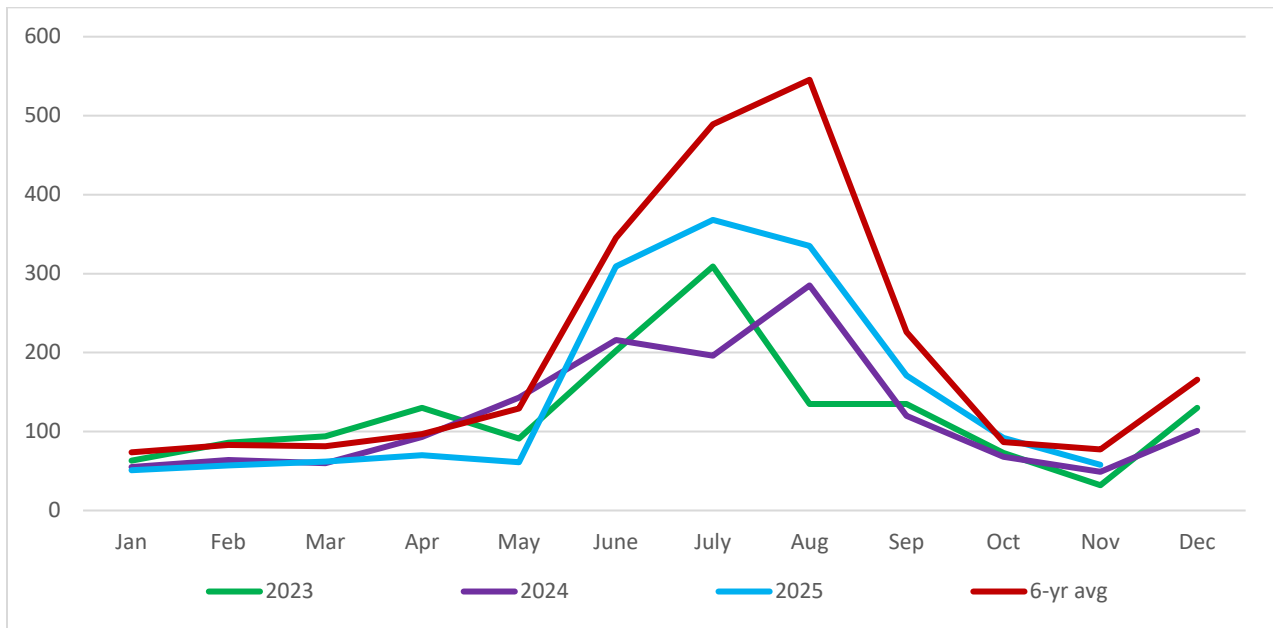


REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** December 8th, 2025

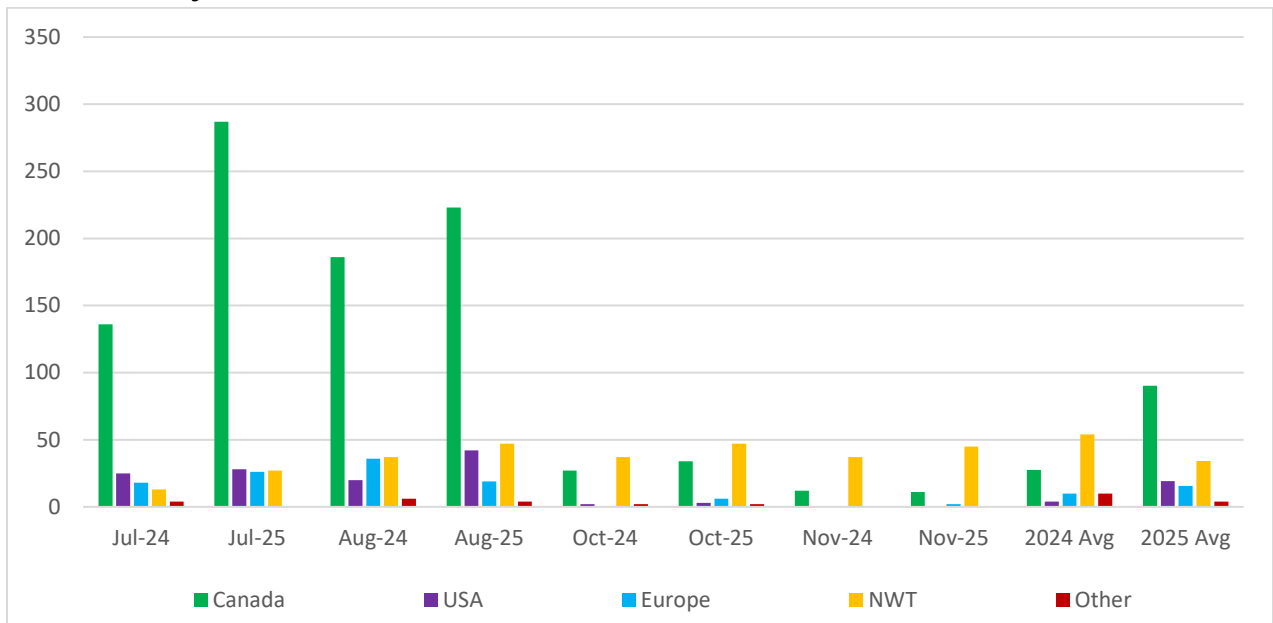
SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

VIC Monthly Visitors Tracking



Note: 6-year average data do not exclude months with VIC closures due to exceptional events such as the COVID pandemic, community evacuation scenarios and staff shortages.

VIC Visitors by Location



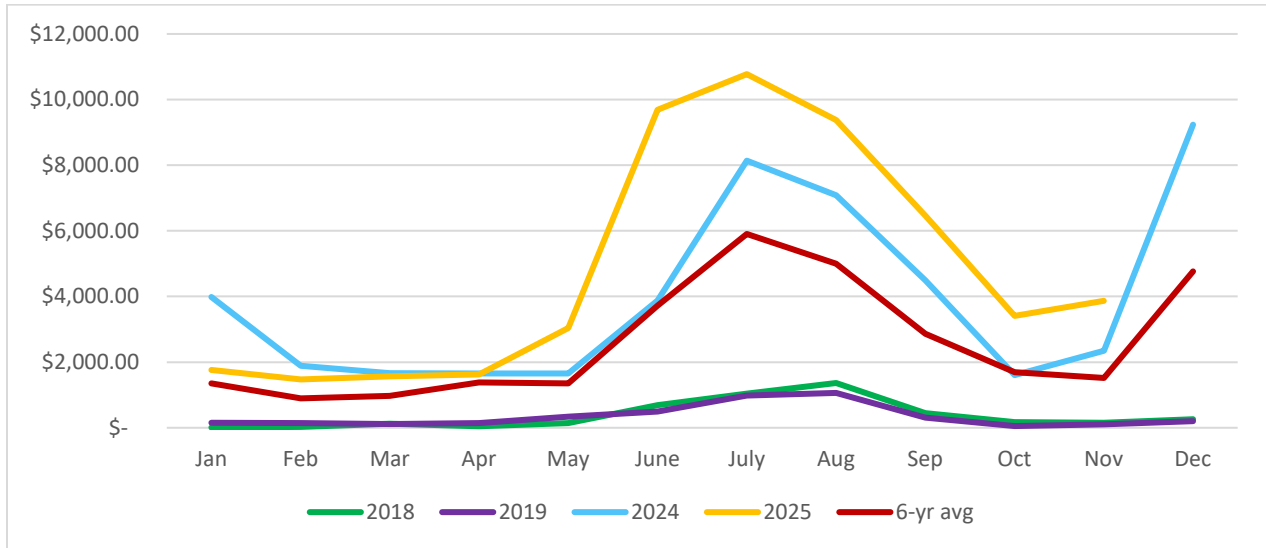


REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** December 8th, 2025

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

VIC Gift Shop Sales



Notes:

1. VIC Sales have increased significantly, surpassing previous highs from 2018 and 2019.
2. 6-year average data do not exclude months with VIC closures due to exceptional events such as the COVID pandemic, community evacuation scenarios and staff shortages.

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

N/A

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

N/A

Prepared by:
 Stephane Millette
 Director Recreation and Community Services
 Date: December 4th, 2025

Reviewed by:
 Glenn Smith
 Senior Administrative Officer
 Date: December 5th, 2025



REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: December 8th, 2025

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

RECOMMENDATION:

MOVED BY: CLLR DUFORD
SECONDED BY: CLLR GAGNIER

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approves the Emergency Services Activity Report for November 2025 as presented.

BACKGROUND:

Summary:

Protective Services Monthly Priorities	
Priority	Description
1. Budget and Capital Project Proposals	Drafting O&M Budget and building Capital project proposals for review
2. Officer Training/EMR Trainer	The Officers had a training day on leadership and fire scene command and control. 3 officers also trained in EMR train the trainer training.
3. Equipment Maintenance	Getting Equipment Scheduled and in for winter service and maintenance

Monthly Stat Summary	
EMS Calls	59
False Alarms	2
Fires	3
Rescue	0

In November, the Protective Services Department responded to 59 medical calls and 1 significant structure fire in KFN where we also had an overdose medical call at the same time. We continue to respond to an above-average number of overdose calls. As we get closer to year-end, we are reviewing stats and are currently at 708 emergency calls on the year, which is close to our record year of 772 calls, which took place in 2021 during the peak of the pandemic.



REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: December 8th, 2025

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

Our current department functions are at 3744 which is 441 over our previously highest year. We will conduct a comprehensive statistical analysis and provide a thorough summary in our final report for December.

In November, we conducted a comprehensive training program for our officers focused on various leadership styles and essential strategies for effective team leadership within the fire service. Additionally, we provided in-depth training on incident command operations, enabling our officers to manage fire scenes with safety and efficiency. To enhance our capabilities further, three officers participated in the EMR Train the Trainer program, allowing us to bring more of our medical training in-house. This initiative aims to streamline our training processes and reduce costs in the years to come.

Over the past month, our top priority has been to initiate the annual winter maintenance and servicing for our units. So far, we have successfully completed the maintenance on four units. Our goal is to ensure that the remaining units are serviced by the end of December.

November has been a bustling month as we dive into preparations for the Christmas season and our highly anticipated annual Firefighters Ball. This year is particularly special as we proudly celebrate 75 years of dedicated service as a fire department, with the 67th annual ball marking this significant milestone.

In addition to the festivities, we are organizing the dates for our Toy Drive pick-up and drop-off, ensuring that we spread holiday cheer to those in need. Our department also participated in the town's Christmas parade, showcasing our commitment to community spirit.



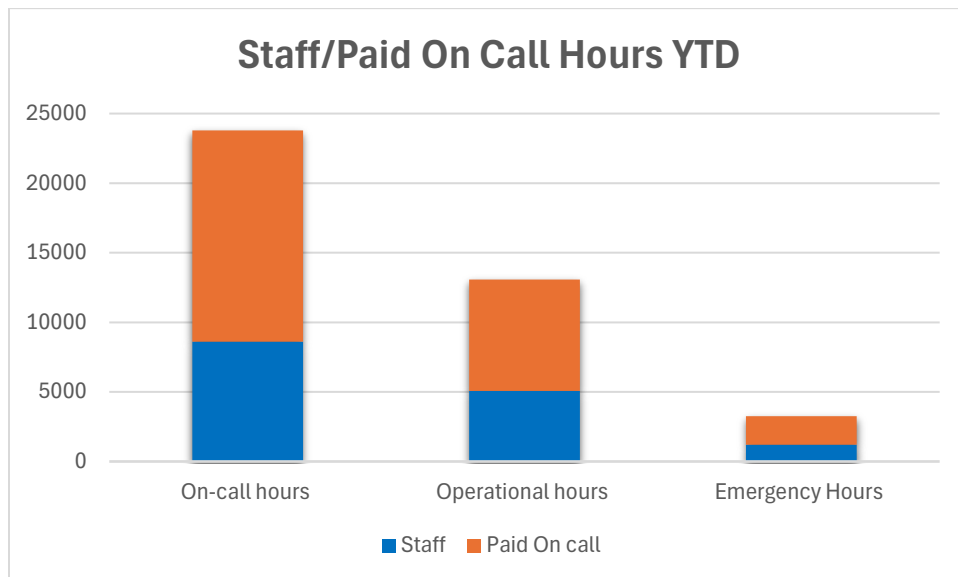
REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: December 8th, 2025

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

STATISTICS



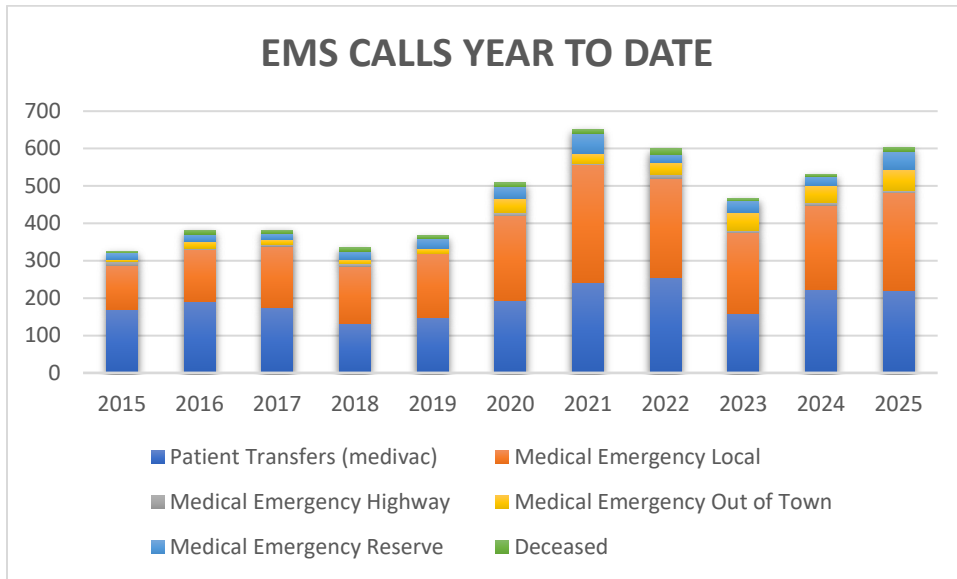


REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: December 8th, 2025

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT





REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: December 8th, 2025

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

MAINTENANCE

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

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Fire Prevention Bylaw

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

None

Prepared by:

Travis Wright
Director of Protective Services / Fire Chief
Date: December 3rd, 2025

Reviewed By:

Glenn Smith
Senior Administrative Officer
Date: December 3rd, 2025

REPORT TO COMMITTEE



DEPARTMENT: PROTECTIVE SERVICES

DATE: December 8th, 2025

SUBJECT: MUNICIPAL ENFORCEMENT REPORT

RECOMMENDATION:

**MOVED BY: CLLR GAGNIER
SECONDED BY: CLLR SQUIRREL**

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the Municipal Enforcement Report for November 2025 as presented.

BACKGROUND:

Monthly Enforcement Priorities	
Priorities	Description
1. Snow Removal	Engagement and Enforcement
2. Animal Control	Patrols and Enforcement
3. Public Behaviour	Engagement and Enforcement
4. Traffic Bylaw	Education, Engagement and Enforcement

Monthly Stat Summary	
Animal Control	17
Traffic Bylaw	42
Snow Removal	8
Public Behaviour	19
Other	7

Snow clearing around town is being monitored to ensure residents are clearing their driveways and sidewalks in compliance with the snow removal bylaw. Residents are reminded that snow from their sidewalks may be removed onto the street, but snow from their driveways must be kept on their property or disposed of properly. Some contractors working on residential properties have been reminded of these requirements. Traffic parking on streets is being monitored to ensure that snow-clearing crews have safe working conditions and can keep the roads clear and drivable after heavy snowfalls.

Animal activity varies with the changing weather conditions. Residents have been reporting animal welfare concerns and aggressive loose dogs, which are being investigated and addressed. We have also noticed an increase in animals crossing the river from the Reservation. These animals are being brought to the shelter when we can catch them, and fines are issued to owners. We are treating loose dogs within the municipality uniformly, regardless of where they originate from. Residents are encouraged to document loose animals with pictures

REPORT TO COMMITTEE



DEPARTMENT: PROTECTIVE SERVICES

DATE: December 8th, 2025

SUBJECT: MUNICIPAL ENFORCEMENT REPORT

or videos whenever possible and to report them via email or voicemail, including a return phone number.

The Protective Services Specialist continues to patrol the downtown core area to ensure traffic compliance and animal control and to help enforce the Public Behaviour Bylaw. The Protective Services Specialist has been conducting evening patrols to help curb loitering and vandalism in town, especially around the ice rink area in 553. These proactive patrols, in conjunction with RCMP assistance and presence, help ensure a safer environment for all community members.

School Safety

Protective Services continues to monitor and patrol the school zones to ensure motorists drive carefully. Drivers have been reminded to ensure that windshields are clear of snow to reduce the chance of incidents. Active patrols during busier times help remind drivers not to be complacent with speed limits.

Upcoming Goals and Priorities

Protective Services continues to focus on Winter Priorities, such as animal control engagement, snow removal, and traffic enforcement (parking, school zone safety, etc.).

Emergency Services

Protective Services continues responding to fire, ambulance, and rescue calls as required.

COUNCIL POLICY / STRATEGY OR GOAL:	
<i>Strategy:</i>	
<i>Goal:</i>	
APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:	
All applicable Bylaws and Territorial Legislation	
FINANCIAL IMPLICATIONS:	
N/A	
ALTERNATIVES TO RECOMMENDATIONS:	
N/A	
ATTACHMENTS:	

REPORT TO COMMITTEE



DEPARTMENT: PROTECTIVE SERVICES

DATE: December 8th, 2025

SUBJECT: MUNICIPAL ENFORCEMENT REPORT

OFFENCE	INQUIRY	INVESTIGATED NO SUBSTANTIATION	VERBAL OR VISUAL WARNING	WRITTEN WARNING ENFORCEMENT	FINES ENFORCEMENT
Animal Control Bylaw					
Animal Abuse/Welfare	13	8	1	2	2
Barking Dogs	14	6	7	0	1
Dog Attack	13	5	2	3	3
Dog Bites	9	2	0	0	7
Loose Cat/Dog	141	49	39	36	15
Sled Dog Complaints	0	0	0	0	0
Miscellaneous	7	3	2	2	0
Business License					
No Business License	10	6	2	2	0
Operating business not as permitted	3	3	0	0	0
Traffic Bylaw					
Vehicle/Trailer Parking	72	13	29	16	14
ATV/Snow Machine	70	1	31	37	2
Fail to Stop (Sign or Light)	33	0	7	25	1
Distracted Driving	4	0	1	3	0
No Seat Belt	0	0	0	0	0
Fail to carry/No valid driver's licence	3	1	0	2	0
Suspended/Prohibited Driver	3	0	0	3	0
Fail to carry-No Insurance/Registration	37	0	1	34	2
Unsecure Load	0	0	0	0	0
Obstructed Windshield/Windows	1	0	1	0	0
Fail to drive to road conditions	0	0	0	0	0
Improper use of plate/ No Plate	3	0	1	1	1
Drive w/o lights during low visibility	11	0	0	11	0
Speeding	247	2	130	112	3
Speeding (School/Construct/Industrial)	5	0	1	2	0
Suspected Impaired Driver	5	5	0	0	0
Miscellaneous	13	1	3	10	0
Unightly Bylaw					
Overgrown Trees	1	0	1	0	0
Long Grass & Weeds	55	0	2	49	4
Garbage	47	20	7	15	5
Miscellaneous	130	3	81	45	0
Noise Abatement Bylaw					
Noise Complaint	5	4	2	1	0
Fire Prevention Bylaw					
Burning without permit	15	5	2	8	0
Miscellaneous	8	5	1	2	0
Public Behavior Bylaw					
Miscellaneous	2	0	0	2	0
Littering	9	0	1	6	2
Public Intoxication	31	0	9	13	9
Loitering	42	3	29	9	1
TOTAL	1078	149	397	458	72

REPORT TO COMMITTEE



DEPARTMENT: PROTECTIVE SERVICES

DATE: December 8th, 2025

SUBJECT: MUNICIPAL ENFORCEMENT REPORT

Prepared by:

Brandon Scott
Protective Services Specialist
Date: December 3, 2025

Reviewed By:

Jonathan Wallington
Assistant Director Protective Services
Date: December 3, 2025



REPORT TO COUNCIL

DEPARTMENT: ADMINISTRATION

DATE: December 15th, 2025

SUBJECT: APPOINTMENT OF DEPUTY MAYOR

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER appoints Cllr Keith Dohey as Deputy Mayor as per the Council Procedure Bylaw# 2420.

BACKGROUND:

In accordance with the Town of Hay River Council Procedures By-Law and on authority provided by the Cities, Towns and Villages Act, NWT, a Deputy Mayor is appointed by Council on an annual basis. A copy of the relevant legislation is provided below for reference:

Deputy mayor 39. (1) Council, on the recommendation of the mayor, may, appoint a councillor to be the deputy mayor.

Powers and duties of deputy mayor

- (2) The deputy mayor
- (a) shall perform the duties and may exercise the powers of the mayor when the mayor is absent or unable to act; and
 - (b) shall perform other duties and may exercise other powers determined by council on the recommendation of the mayor.

Specifically, the current Council Procedures By-Law, No. 2420, Section 6 c) i, states that the Deputy Mayor will be selected from the Members at the first Regular Council Meeting in November of each year.

The intention of the Member to stand as Deputy Mayor shall be indicated to the Mayor and Council Administrator in writing and if two or more Members stand, there will be an election held, voting accomplished by secret ballot.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A



REPORT TO COUNCIL

DEPARTMENT: ADMINISTRATION

DATE: December 15th, 2025

SUBJECT: APPOINTMENT OF DEPUTY MAYOR

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Cities, Towns & Villages Act
Bylaw 2420 – Council Procedure Bylaw

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

N/A

Prepared by:

Stacey Barnes
Council Administrator
Date: December 12th, 2025

Reviewed by:

Glenn Smith
SAO
Date: December 12th, 2025



REPORT TO COUNCIL

COMMITTEE: FINANCE

DATE: DECEMBER 15, 2025

SUBJECT: 2025 Q3 UNAUDITED CONSOLIDATED STATEMENT OF OPERATIONS

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approves the 2025 Q3 unaudited consolidated Statement of Operations as presented, as recommended by the Finance Committee.

BACKGROUND:

This variance report is prepared quarterly as a summary of operational revenues and expenses for Committee's review, consistent with the format used for the Q2 variance report.

The 2025 Q3 unaudited consolidated Statement of Operations as at September 30, 2025, is attached for Committee's consideration. The consolidated summary on page 1 shows that, year-to-date, revenues continue to exceed expenses and overall results remain favourable compared to budget.

Highlights from the Q3 report are as follows:

Revenues

- **Government Transfers:**
 - MACA Operations & Maintenance funding is higher than budgeted, with an increase of approximately \$244K.
 - MACA Water & Sewer funding is also higher than budgeted by approximately \$93K.
- **Grants/Donations:**
 - Overall grants and donations remain below budget due primarily to a \$500K budget error related to CMHC housing grants (budgeted for 2025 but actually received over multiple years). This is offset by the adjustment to related expenses by the same \$500k.
 - This shortfall is partially offset by additional grants, including Summer CAP and other program funding in Recreation & Community Services.
- **Land Sales and Development:**
 - Land sales revenue is significantly below budget (approximately 26% of budget achieved year-to-date), largely due to lower-than-projected Fraser Place sales.
 - A forecast reduction of \$850K has been made for land sales in 2025 to better reflect current market activity. This is offset by the adjustment to related expenses by the same \$850k.
- **User Fees and Other Own-Source Revenues:**
 - Landfill revenues are ahead of budget, driven in part by higher demolition volumes associated with flood recovery work.
 - Tourism revenues, particularly Visitor Information Centre gift shop sales, are above year-to-date budget.



REPORT TO COUNCIL

- Other revenue from own sources is ahead of budget, mainly due to Wildland Urban Interface (WUI) deployment revenue (\$160k) in Protective Services.
- **Franchise Fees:**
 - Under the new franchise agreement, franchise fees are now paid annually by January 31 of the following year. As a result, only a portion of the 2025 budgeted amount is recognized in the current year, and the remaining balance will be received in 2026 and accrued against 2025 statements.

Expenses

- **Contracted and General Services:**
 - Consolidated contracted and general services costs are forecast to be approximately \$261K under budget, primarily due to the deferral of asphalt patching work in Infrastructure & Planning to 2026 and the timing of some planning-related projects.
 - Higher contracted costs in Protective Services for Loss Prevention activities are expected to be recovered from MACA.
- **Materials and Supplies:**
 - Certain areas are over budget, including Environmental Services where additional costs have been incurred for dredging cover material and for equipment issues at the landfill (failed compactor and additional dozer rental).
 - Costs for hosting evacuees from Ft Providence are included – these are offset by reimbursement from MACA..
- **Salaries, Wages and Benefits:**
 - Year-to-date, some departments are over budget due to staffing requirements for summer programming, WUI deployment, and an employee labour relations matter, as well as overtime requirements related to staffing shortages.
- **Utilities and Other Costs:**
 - Utilities are generally tracking close to budget across departments.
 - Insurance premiums for 2025 came in slightly lower than anticipated.
 - The provision for bad debts has been reduced based on updated collection expectations.

Overall

As of September 30, 2025, the consolidated net position shows a year-to-date surplus of approximately \$4.06M, compared to the budgeted year-to-date surplus of approximately \$3.66M, a favorable variance of about \$400k. Administration expects, pending unforeseeable circumstances, that the final 2025 surplus will generally remain in line with the updated forecast.

COUNCIL POLICY / STRATEGY OR GOAL:

Fiscal responsibility and transparency in municipal operations.

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Cities, Towns and Villages Act S.N.W.T. 2003, c.22 Sec. 94 (1)
Bylaw No. 2252 - Financial Administration



REPORT TO COUNCIL

FINANCIAL IMPLICATIONS:

Approval of the unaudited consolidated Statement of Operations provides Council with ongoing oversight of municipal revenues and expenditures, confirms alignment with the approved 2025 budget and updated forecasts, and supports timely adjustments to future budgets and financial plans as required.

ALTERNATIVES TO RECOMMENDATIONS:

Committee may choose not to approve the 2025 Q3 unaudited consolidated Statement of Operations as presented and may request further information or amendments prior to approval.

ATTACHMENTS:

2025 Q3 Unaudited Consolidated Statement of Operations (as at September 30, 2025)

Prepared by:
Blair Porter
Director of Corporate Services
December 12, 2025

Reviewed by:
Glenn Smith
Senior Administrative Officer
December 12, 2025

2025 UNAUDITED STATEMENT OF OPERATIONS

30-Sep-25

CORPORATE SERVICES

	2024 Actuals	2025 Budget Total	2025 Forecast	Variance		2025 YTD	2025 YTD	Variance - YTD vs Budget	% of Total Budget Used
				Forecast vs Budget	2025 Budget YTD				
REVENUE									
FRANCHISE FEE	(179,605)	(300,000)	(300,000)		(50,000)	(53,331)	(3,331)		18%
GOVERNMENT TRANSFERS FOR OPERATING GRANTS/DONATIONS	(2,550,000)	(2,435,000)	(2,679,000)	(244,000)	(1,824,900)	(1,856,576)	(31,676)		76%
INTEREST REVENUES	(125,146)	(125,000)	(125,000)	500,000	(500,000)	(550,620)	(50,620)		55%
LICENSES & PERMITS	(9,920)	(14,500)	(14,500)		(93,750)	(68,139)	25,611		55%
OTHER REVENUE FROM OWN SOURCES	(40,899)	(25,000)	(25,000)		(10,875)	(6,390)	4,485		44%
PROPERTY TAXES	(7,721,592)	(7,972,000)	(7,972,000)		(7,944,500)	(7,983,807)	(39,307)		100%
SALE OF SERVICES	(4,840)	(8,750)	(8,750)		(6,750)	(2,406)	4,344		27%
SCHOOL TAX LEVIES	(769,109)	(790,000)	(790,000)		(790,000)	(794,536)	(4,536)		101%
REVENUE Total	(11,401,111)	(12,670,250)	(12,414,250)	256,000	(11,239,525)	(11,358,098)	(118,573)		90%
EXPENSE									
BANK CHARGES AND INTEREST	9,374	64,500	64,500		48,375	24,102	(24,273)		37%
CONTRACTED AND GENERAL SERVICES	202,070	196,000	220,000	24,000	165,001	110,529	(54,472)		56%
INSURANCE	301,078	345,000	300,000	(45,000)	300,000	295,451	(4,549)		86%
INTEREST ON LTD	168,655	300,000	300,000		225,000	254,319	29,319		85%
MATERIALS AND SUPPLIES	635,101	1,513,250	1,013,250	(500,000)	887,438	652,567	(234,870)		43%
MAYOR AND COUNCIL EXPENSES	131,279	156,700	156,700		117,525	117,717	192		75%
MUNICIPAL TAX EXEMPTION	285,314	306,000	306,000		250,000	278,267	28,267		91%
PROVISION FOR BAD DEBTS		40,000	40,000		30,000		(30,000)		
SALARIES, WAGES AND BENEFITS	1,900,379	1,190,900	1,190,900		893,175	1,073,887	180,712		90%
SCHOOL TAX EXEMPTION	50,826					50,734	50,734		0%
SCHOOL TAX LEVIES PAYABLE	798,371	790,000	790,000		790,000	634,736	(155,264)		80%
EXPENSE Total	4,482,447	4,902,350	4,381,350	(521,000)	3,706,514	3,492,309	(214,205)		71%
Grand Total	(6,918,663)	(7,767,900)	(8,032,900)	(265,000)	(7,533,012)	(7,865,789)	(332,777)		101%

Actuals vs Budget Comments	Forecast vs Budget Comments
	Increased funding from MACA \$500k CMHC budget error - \$500k per year
	Insurance cost less than expected
Projected increase with approval of housing grants; \$92k legal fees for Franchise Agreement and GRA costs invoiced back to NTPC	
Employee labor relations matter	

2025 UNAUDITED STATEMENT OF OPERATIONS

30-Sep-25

PROTECTIVE SERVICES

	2024 Actuals	2025 Budget		Variance		Variance -		% of Total Budget Used
		Total	2025 Forecast	Forecast vs Budget	2025 Budget YTD	YTD vs Budget	2025 YTD	
REVENUE								
AMBULANCE BILLINGS	(691,732)	(707,300)	(707,300)		(530,475)	(575,370)	(44,895)	81%
FIRE HALL	(1,780)	(20,000)	(20,000)		(15,000)		15,000	
GOVERNMENT TRANSFERS FOR OPERATING GRANTS/DONATIONS	(3,610)	(37,000)	(37,000)			(74,000)	(74,000)	200%
OTHER REVENUE FROM OWN SOURCES	(2,648)	(20,000)	(20,000)		(15,000)	(174,062)	(159,062)	870%
REVENUE Total	(735,070)	(784,300)	(784,300)		(560,475)	(1,150,449)	(589,974)	147%
EXPENSE								
CONTRACTED AND GENERAL SERVICES	129,108	131,500	131,500		98,625	93,804	(4,821)	71%
MATERIALS AND SUPPLIES	177,019	305,250	305,250		228,938	545,500	316,563	179%
SALARIES, WAGES AND BENEFITS	490,551	668,900	668,900		501,675	562,370	60,695	84%
UTILITIES	100,372	99,250	99,250		74,438	80,731	6,293	81%
EXPENSE Total	897,050	1,204,900	1,204,900		903,675	1,282,405	378,730	106%
Grand Total	161,980	420,600	420,600		343,200	131,956	(211,244)	31%

Actuals vs Budget Comments Forecast vs Budget Comments

Cost recovery of Ft Prov hosting
WUI deployment revenue - \$161k

Additional Ground Ambulance funding

Loss Prevention costs included - to be recovered from MACA

2025 UNAUDITED STATEMENT OF OPERATIONS

30-Sep-25

INFRASTRUCTURE & PLANNING SERVICES

	2024 Actuals	2025 Budget Total	2025 Forecast	Variance Forecast vs Budget	2025 Budget YTD	2025 YTD	Variance - YTD vs Budget	% of Total Budget Used
REVENUE								
GRANTS/DONATIONS	(51,500)							0%
LICENSES & PERMITS	(28,791)	(35,000)	(35,000)		(35,000)	(24,215)	10,785	69%
REVENUE Total	(80,291)	(35,000)	(35,000)		(35,000)	(24,215)	10,785	69%
EXPENSE								
CONTRACTED AND GENERAL SERVICES	787,432	682,500	372,500	(310,000)	230,002	257,996	27,994	38%
MATERIALS AND SUPPLIES	598,840	642,500	682,500	40,000	501,875	472,552	(29,323)	74%
SALARIES, WAGES AND BENEFITS	1,078,438	1,258,300	1,208,300	(50,000)	943,725	901,248	(42,477)	72%
UTILITIES	389,808	407,500	407,500		305,625	182,890	(122,735)	45%
EXPENSE Total	2,854,518	2,990,800	2,670,800	(320,000)	1,981,227	1,814,687	(166,540)	61%
Grand Total	2,774,227	2,955,800	2,635,800	(320,000)	1,946,227	1,790,471	(155,756)	61%

Actuals vs Budget Comments	Forecast vs Budget Comments
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Anticipating revenue when the HAF grants are awarded

Actuals 2024 Includes CAT In-Field Tire Change in Jan of \$17.5K

Coding errors - more than street lights coded to GL

\$50k actual cost for zoning bylaw - flood update; Housing Plan related \$30k Carry forward Asphalt Repair to 2026

2025 UNAUDITED STATEMENT OF OPERATIONS

30-Sep-25

ENVIRONMENTAL SERVICES

	2024 Actuals	2025 Budget		Variance		Variance -		% of Total Budget Used
		Total	2025 Forecast	Forecast vs Budget	2025 Budget YTD	YTD vs Budget	2025 YTD	
REVENUE								
GOVERNMENT TRANSFERS FOR WATER AND SEWER		(272,250)	(272,250)		(197,025)	(197,025)		72%
LANDFILL REVENUES	(266,652)	(215,000)	(300,000)	(85,000)	(161,250)	(282,909)	(121,659)	132%
OTHER REVENUE FROM OWN SOURCES	(5,730)	(14,000)	(14,000)		(10,500)	(13,220)	(2,720)	94%
SANITATION REVENUES		(228,600)	(228,600)		(152,400)	(122,596)	29,804	54%
REVENUE Total	(272,382)	(729,850)	(814,850)	(85,000)	(521,175)	(615,750)	(94,575)	84%
EXPENSE								
CONTRACTED AND GENERAL SERVICES	458,261	420,000	420,000		315,000	329,567	14,567	78%
MATERIALS AND SUPPLIES	281,262	173,500	218,500	45,000	130,125	175,676	45,551	101%
SALARIES, WAGES AND BENEFITS	70,678	202,600	202,600		151,950	162,512	10,562	80%
UTILITIES	3,993	5,250	5,250		3,938	2,570	(1,368)	49%
EXPENSE Total	814,193	801,350	846,350	45,000	601,013	670,324	69,311	84%
Grand Total	541,811	71,500	31,500	(40,000)	79,838	54,574	(25,263)	76%

Actuals vs Budget Comments	Forecast vs Budget Comments
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Higher demolitions from Flood - approx \$50k;








\$40k unexpected dredging cover material valued @ \$200k
\$18k additional expenses due to failed compactor

Forecast adjustment for additional
dozer rental in lieu of compactor

2025 UNAUDITED STATEMENT OF OPERATIONS

30-Sep-25

LAND DEVELOPMENT

	2024 Actuals	2025 Budget		Variance		2025 Budget		Variance -		% of Total Budget Used
		Total	2025 Forecast	Forecast vs Budget	YTD	2025 YTD	YTD vs Budget			
REVENUE										
LAND SALES, LEASE AND DEVELOPMENT	(573,599)	(1,459,000)	(609,000)	850,000	(479,250)	(383,430)	95,820		26%	
REVENUE Total	(573,599)	(1,459,000)	(609,000)	850,000	(479,250)	(383,430)	95,820		26%	
EXPENSE										
CONTRACTED AND GENERAL SERVICES		5,500	5,500		4,125		(4,125)			
MATERIALS AND SUPPLIES	118,560	1,032,500	132,500	(900,000)	99,375	107,409	8,034		10%	
SALARIES, WAGES AND BENEFITS		17,600	17,600		13,200	13,266	66		75%	
EXPENSE Total	118,560	1,055,600	155,600	(900,000)	116,700	120,675	3,975		11%	
Grand Total	(455,040)	(403,400)	(453,400)	(50,000)	(362,550)	(262,755)	99,795		65%	

Actuals vs Budget Comments	Forecast vs Budget Comments
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Actual Fraser Place sales lower than projected

Forecast adjustment for reduced sales

2025 UNAUDITED STATEMENT OF OPERATIONS

30-Sep-25

WATER AND SEWER

	2024 Actuals	2025 Budget Total	2025 Forecast	Variance	2025 Budget		Variance -	% of Total
				Forecast vs Budget	YTD	2025 YTD	YTD vs Budget	Budget Used
REVENUE								
GOVERNMENT TRANSFERS FOR WATER AND SEWER	(1,169,640)	(816,750)	(909,750)	(93,000)	(591,075)	(594,795)	(3,720)	73%
WATER AND SEWER REVENUES	(2,109,293)	(2,291,000)	(2,291,000)		(1,718,250)	(1,655,977)	62,273	72%
REVENUE Total	(3,278,933)	(3,107,750)	(3,200,750)	(93,000)	(2,309,325)	(2,250,772)	58,553	72%
EXPENSE								
CONTRACTED AND GENERAL SERVICES	1,522,477	1,442,000	1,467,000	25,000	1,081,500	1,104,028	22,528	77%
MATERIALS AND SUPPLIES	295,939	345,000	345,000		258,750	237,139	(21,611)	69%
SALARIES, WAGES AND BENEFITS	294,655	569,900	569,900		427,425	428,524	1,099	75%
UTILITIES	424,302	460,000	460,000		345,000	351,572	6,572	76%
EXPENSE Total	2,537,373	2,816,900	2,841,900	25,000	2,112,675	2,121,263	8,588	75%
Grand Total	(741,560)	(290,850)	(358,850)	(68,000)	(196,650)	(129,509)	67,141	45%

Actuals vs Budget Comments	Forecast vs Budget Comments
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Utility Account interest captured in Reserves - \$34k

Increased funding from MACA

2025 UNAUDITED STATEMENT OF OPERATIONS

30-Sep-25

RECREATION & COMMUNITY SERVICES

	2024 Actuals	2025 Budget		Variance		Variance -		% of Total Budget Used
		Total	Forecast	Forecast vs Budget	2025 Budget YTD	YTD vs Budget	2025 YTD	
REVENUE								
GOVERNMENT TRANSFERS FOR OPERATING GRANTS/DONATIONS	(144,926)	(150,000)	(25,000)	125,000	(25,000)	(25,000)		17%
RECREATION ADVERTISING	(183,381)	(130,000)	(255,000)	(125,000)	(207,500)	(302,070)	(94,570)	232%
RECREATION ICE REVENUES	(19,966)	(25,000)	(25,000)		(5,000)		5,000	
RECREATION OTHER REVENUES	(6,435)	(5,000)	(5,000)		(2,500)	(165)	2,335	3%
RECREATION PROGRAM REVENUES	(28,427)							0%
RECREATION RENTAL REVENUES	(72,775)	(75,000)	(75,000)		(56,250)	(59,590)	(3,340)	79%
SALE OF SERVICES	(267,061)	(221,000)	(221,000)		(151,375)	(131,995)	19,380	60%
TOURISM REVENUE	(71,245)	(69,500)	(69,500)		(52,125)	(56,450)	(4,325)	81%
REVENUE Total	(810,401)	(757,000)	(757,000)		(560,875)	(671,350)	(110,475)	89%
EXPENSE								
CONTRACTED AND GENERAL SERVICES	304,557	335,000	335,000		241,500	334,466	92,966	100%
MATERIALS AND SUPPLIES	538,436	551,750	551,750		415,063	410,167	(4,896)	74%
SALARIES, WAGES AND BENEFITS	1,452,725	1,840,000	1,840,000		1,380,000	1,607,492	227,492	87%
UTILITIES	785,876	862,000	862,000		646,500	609,560	(36,940)	71%
EXPENSE Total	3,081,594	3,588,750	3,588,750		2,683,063	2,961,684	278,621	83%
Grand Total	2,271,193	2,831,750	2,831,750		2,122,188	2,290,334	168,146	81%

Actuals vs Budget Comments	Forecast vs Budget Comments
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Summer CAP funding; Other Programming grants

VIC Gift Shop sales have been much higher than in previous years

Offset by Summer CAP funding

Seasonal staffing and program costs incurred are offset by higher program revenues and grant funding; variance is timing-related

2025 UNAUDITED STATEMENT OF OPERATIONS

30-Sep-25

ECONOMIC DEVELOPMENT

	2024 Actuals	2025 Budget Total	2025 Forecast	Variance Forecast vs Budget	2025 Budget YTD	2025 YTD	Variance - YTD vs Budget	% of Total Budget Used
REVENUE								
LICENSES & PERMITS	(76,090)	(75,000)	(75,000)		(75,000)	(71,865)	3,135	96%
OTHER REVENUE FROM OWN SOURCES	(12,000)	(150,000)	(150,000)		(115,000)		115,000	
REVENUE Total	(88,090)	(225,000)	(225,000)		(190,000)	(71,865)	118,135	32%
EXPENSE								
CONTRACTED AND GENERAL SERVICES	8,890	150,000	150,000		127,500	856	(126,644)	1%
MATERIALS AND SUPPLIES	7,000	7,500	7,500		5,625		(5,625)	
EXPENSE Total	15,890	157,500	157,500		133,125	856	(132,269)	1%
Grand Total	(72,200)	(67,500)	(67,500)		(56,875)	(71,009)	(14,134)	105%

Actuals vs Budget Comments	Actuals vs Budget Comments
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REPORT TO COUNCIL

COMMITTEE: CORPORATE SERVICES

DATE: DECEMBER 15, 2025

SUBJECT: 2025 Q3 CAPITAL REPORT

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approve the 2025 Q3 Capital Report as presented, as recommended by the Finance Committee.

BACKGROUND:

This 2025 Q3 Capital Report provides an update on project progress and expenditures as of September 30, 2025. The Town has an approved 2025 adjusted capital budget of \$22.63M, with \$2.84M spent to the end of Q3.

A number of significant project movements have occurred throughout the year, including project completions, adjustments to project scopes, postponements, and budget variances driven by market conditions, construction timelines, and grant funding availability.

The following sections summarize key changes, project status updates, and explanations for overspend or budget variances based on the detailed 2025 Q3 Capital Spend Report.

1. Projects Completed in 2025 (to Q3)

Several planned 2025 projects have reached completion:

- **Computer Equipment Replacement Program** – All planned 2025 evergreening completed.
- **Online Payroll System** – Fully implemented by May 2025.
- **CAT Loader Replacement** – New loader delivered and commissioned; old CAT traded in.
- **Flusher Engine Replacement** – Completed in April 2025.
- **Pickup Truck Replacements** – Delivery completed April 2025.
- **Hoffman Way Chip Sealing** – Construction completed in 2025.
- **Skating Ice Surface Painting Machine** – Commissioned early 2025.
- **Visitor Wayfinding Signage** – Completed.

These completions contribute to predictable capital expenditures and reduce carryover risk.

2. Projects Deferred or On Hold

A number of projects have experienced delays due to design complexity, permitting, or funding dependencies:

- **Asset Management System Implementation** – On hold pending Asset Management Specialist recruitment.
- **553 Fire Hydrant Replacement** – Deferred pending watermain stability issues and



REPORT TO COUNCIL

potential disaster-assistance cost recovery.

- **Biomass District Heating System** – Funding-dependent; cannot proceed until grants are secured.
- **Cemetery – New Site** – Public engagement shifted to late 2025/early 2026.
- **Fraser Place Subdivision Development** – Deferred to 2026; small amount of landscaping work may proceed.
- **Lift Station #3 Replacement** – Recommendation to pause due to impacts of Aspen Heights development being delayed.
- **Municipal Solid Waste Facility (Phases I-II)** – Awaiting final grant decision.
- **New Town Hall** – Pending 2026 budget discussions following external peer review.
- **Inukshuk Park Upgrades (Phase 1)** – Scoping underway; construction pending 2026 budget approval.

3. Projects With Revised Scopes or Budget Adjustments

The report shows several budget adjustments made throughout Q1–Q3. Notable changes include:

- **Cemetery – New Site:**
Budget increased from \$200,000 to **\$992,680** to support concept design, engagement, and site development planning.
- **Flusher Engine Replacement:**
Overspend of **\$13,942**, due primarily to engine component escalation and alignment costs beyond initial estimate.
- **Lift Station #1 Repair & Mitigation:**
Significant increase in 2025 spending (**\$716,345**) due to construction nearing completion, with insulation, HVAC, generator and envelope works progressing concurrently.
- **NFTI Remediation:**
Q3 budget increased to **\$850,000** (from \$700,000) due to additional funding from United Way.
- **Golf Course Enhancements:**
2025 spend at **\$527,218** reflects continued work on greens installation and landscaping, with clubhouse renovations now scheduled for 2026.
- **Recreation Small Capital Program:**
Overspend of **\$13,858** driven by updated costs for trophy case, conferencing equipment, and procurement of resin planters.

MAJOR PROJECT HIGHLIGHTS (Q3)

Infrastructure & Planning – Major Projects

- **Airport Road Repair & Upgrade:**
Land use permit obtained; geotechnical drilling scheduled; design progressing toward 2026 tender.
- **Industrial Area Drainage:**
Continued incremental improvements, with some constraints caused by private landowner non-compliance.
- **Shoreline Flood Mitigation:**
Elevation and erosion adjustments complete; mulching and 2026 berm works planned.
- **Water Treatment Plant Feasibility & Preliminary Design:**



REPORT TO COUNCIL

Nearing completion; consultation ongoing.

- **Vale Island/West Channel Drainage:**
Work actively underway with completion expected in late 2025.

Recreation & Community Services

- **Bob McMeekin Park Enhancements:**
Near completion; water line work remains.
- **Golf Course Green Replacement & Clubhouse Enhancements:**
Greens installation complete; landscaping advanced; clubhouse modernization deferred to 2026.

Protective Services

- **Heavy Rescue Truck Replacement:**
Tender awarded; delivery expected February 2026.
- **Structural Protection Trailer:**
Awaiting funding approval.

COUNCIL POLICY / STRATEGY OR GOAL:

- Continued fiscal responsibility and transparency in capital project delivery.
- Alignment with the Town's Strategic Plan, Asset Management Framework, and long-term financial sustainability principles.

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Cities, Towns and Villages Act S.N.W.T. 2003, c.22 Sec. 94 (1)
Bylaw No. 2252 - Financial Administration

FINANCIAL IMPLICATIONS:

- Q3 Capital Expenditures: **\$2.84M**
- Remaining 2025 Capital Budget: **\$19.8M**
- Several projects will **carry forward into 2026**, consistent with multi-year planning cycles.
- Overspend items are minor and manageable within overall departmental budgets

ALTERNATIVES TO RECOMMENDATIONS:

1. Do not approve the 2025 Q3 Capital Report.
2. Refer the report back to Administration for further analysis.

ATTACHMENTS:

2025 Q3 Capital Spend Report

Prepared by:
Blair Porter
Director of Corporate Services
December 12, 2025

Reviewed by:
Glenn Smith
Senior Administrative Officer
December 12, 2025

2025 Capital Plan



Opening Balance
Additions
Interest
General Fund contribution
Total Funding Available

		PROJECT STATUS					2025 Budget Summary							
Department	Project Name	Status Update	Project Start	Project Finish	Project Phase	% Complete	2025 Budget	Q1 2025 Adj	Q2 2025 Adj	Q3 2025 Adj	Q4 2025 Adj	2025 Adjusted Budget	2025 Spend	2025 Balance
CORPORATE SERVICES	ASSET MANAGEMENT SYSTEM IMPLEMENTATION	Project currently on hold until Asset Management Specialist hired. Some asset data and preventative maintenance procedures to complete for Rec along with retraining. PS implementation in 2026.	2022-01-01	2027-12-31	Construction	40%	202,693					202,693	20,429	182,264
CORPORATE SERVICES	COMPUTER EQUIPMENT REPLACEMENT PROGRAM	All 2026 evergreening has been completed.	01-01-2025	01-01-2026	Complete	100%	44,000					44,000	41,459	2,540
CORPORATE SERVICES	DEBT SERVICE COMMUNITY CENTER - CPI AND DONATION PORTION	Ongoing application of long term debt servicing fees			Construction	33%	836,000					836,000	622,000	214,000
CORPORATE SERVICES	ONLINE PAYROLL SYSTEM	Complete	2025-03-01	2025-05-31	Complete	100%	18,147					18,147	3,094	15,054
CORPORATE SERVICES	TOTAL						1,100,840	-	-	-	-	1,100,840	686,982	413,858
INFRASTRUCTURE & PLANNING SERVICES	553 - PRELIMINARY DRAINAGE PLAN	Project cancelled as enough information captured through Aspen Heights and Pine Crescent projects. Other drainage information to be collected through specific 553 road/underground projects			On Hold	100%	50,000	(15,000)				35,000	-	35,000
INFRASTRUCTURE & PLANNING SERVICES	553 FIRE HYDRANT REPLACEMENTS	Hydrant nearing entrance to Aspen Heights requires replacement. Funding potential through 2023 Wildfire Disaster Assistance claim. Issues with stability of watermain that feeds the hydrant. May need to postpone until water main replaced.			On Hold	10%	16,000					16,000	-	16,000
INFRASTRUCTURE & PLANNING SERVICES	AIRPORT ROAD REPAIR AND UPGRADE	Stantec has obtained the Land Use Permit for the Town. Geotechnical drilling is schedule to start in early December. Survey work has been completed. Stantec will start the detailed design for the road upgrades soon. Design to be complete in early 2026 followed by the tender phase. Construction is expected to start in June 2026 and extend through the summer.	2024-01-01	2027-10-31	Design	20%	201,056					201,056	43,353	157,703
INFRASTRUCTURE & PLANNING SERVICES	ASPEN HEIGHTS SUBDIVISION DEVELOPMENT	Corporate Services to update the website and Land Development pamphlet to make the land available for sale.	2024-01-01	2025-12-31	Design	95%	48,269					48,269	-	48,269
INFRASTRUCTURE & PLANNING SERVICES	BIOMASS DISTRICT HEATING SYSTEM	Study completed. Have not been successful in securing third party funding required to proceed with project. Project on hold until funding secured			On Hold	15%	565,941					565,941	-	565,941
INFRASTRUCTURE & PLANNING SERVICES	CAPITAL DRIVE WATERMAIN, SIDEWALK AND ROADWORKS	Grass put in on strip adjacent to the high rise. Grass seed added to the bare spots along the sidewalk on the other side and watering complete.	2023-06-01	2025-07-31	Complete	100%	573,653					573,653	-	573,653
INFRASTRUCTURE & PLANNING SERVICES	CAT LOADER REPLACEMENT	New John Deere loader has been received and commissioned for use. Old CAT loader was traded in as part of new loader purchase.	2025-01-01	2025-12-31	Complete	100%	400,000					400,000	-	400,000
INFRASTRUCTURE & PLANNING SERVICES	CEMETERY - NEW SITE	New site has been identified by Council. Consultation with Operations on functional requirements has occurred. A preliminary concept has been developed to facilitate public engagement scheduled to occur towards the end of 2025/early 2026.	2023-06-01	2027-11-01	Design	15%	200,000			792,680		992,680	10,575	982,105
INFRASTRUCTURE & PLANNING SERVICES	CEMETERY EXPANSION - OLD SITE						150,000		(150,000)			-	-	-
INFRASTRUCTURE & PLANNING SERVICES	COMMUNITY CLIMATE ADAPTATION STUDY	Funding agreement from Federation of Canadian Municipalities received. Agreement with consultant for completion of the plan has been executed. Project kickoff in December.	2025-06-15	2026-06-30	Procurement	10%	50,000					50,000	5,000	45,000
INFRASTRUCTURE & PLANNING SERVICES	COMPACTOR PURCHASE	A request for proposals was issued and closed in October 2025. An agreement to purchase subject to inspection has been executed. Inspections are underway.	07-31-2025	2027-03-01	Procurement	40%	600,000					600,000	-	600,000
INFRASTRUCTURE & PLANNING SERVICES	FLUSHER ENGINE REPLACEMENT	Complete	2024-06-01	2025-04-30	Complete	100%	10,100					10,100	24,042	(13,942)
INFRASTRUCTURE & PLANNING SERVICES	FRASER PLACE SUBDIVISION DEVELOPMENT	Project deferred to 2026. Small amount of original budget available to complete landscaping. Will assess and progress in the Spring	2025-01-01	2026-12-31	On Hold	10%	40,000					40,000	(120,316)	160,316
INFRASTRUCTURE & PLANNING SERVICES	INDUSTRIAL AREA DRAINAGE	Drainage improvements completed for several roads. Some restrictions due to property owner non-compliance with access and culverts. Work will continue into 2026.	2024-01-01	2026-12-01	Construction	70%	125,000					125,000	15,780	109,220
INFRASTRUCTURE & PLANNING SERVICES	INDUSTRIAL AREA EXPANSION- PRELIMINARY DESIGN	Proposed lot adjustments have been made to provide for drainage easements. Roadway design has been initiated. Working through drainage designs. Draft plan anticipated for end of 2025; finalizing in early 2026	2024-06-01	2026-02-28	Design	35%	30,000					30,000	6,000	24,000
INFRASTRUCTURE & PLANNING SERVICES	INDUSTRIAL DRIVE BASE UPGRADE, PAVING AND UNDERGROUND						(239,927)					(239,927)	-	(239,927)
INFRASTRUCTURE & PLANNING SERVICES	INFRASTRUCTURE PLANNING AND STUDIES	Ongoing	2023-01-01	2025-12-31	Design	15%	66,750					66,750	-	66,750
INFRASTRUCTURE & PLANNING SERVICES	LIFT STATION # 3 REPLACEMENT	Stantec has completed a feasibility study with options for consideration by Council. Recommendation to Council was to not proceed with a replacement with Aspen Heights development on hold and minimum elevations for 553 waste water replacements achievable. Project will be removed from Capital Plan pending Council budget decision December 2026.	2024-01-01	2027-12-31	Scoping	10%	1,580,000					1,580,000	1,625	1,578,375

2025 Capital Plan



Opening Balance
Additions
Interest
General Fund contribution
Total Funding Available

		PROJECT STATUS					2025 Budget Summary							
Department	Project Name	Status Update	Project Start	Project Finish	Project Phase	% Complete	2025 Budget	Q1 2025 Adj	Q2 2025 Adj	Q3 2025 Adj	Q4 2025 Adj	2025 Adjusted Budget	2025 Spend	2025 Balance
INFRASTRUCTURE & PLANNING SERVICES	LIFT STATION 1 REPAIR & MITIGATION	Majority of building envelope has been constructed. Exterior insulation and Tyvec installed on structure. Foundation insulation and flashings completed. Lifted and installed HRV units. Generator and Make Up Air Unit received on site.	2023-06-01	2026-10-31	Construction	60%	4,244,776	884,800				5,129,576	716,345	4,413,231
INFRASTRUCTURE & PLANNING SERVICES	MIRON STORM OUTLETS IMPROVEMENTS	All outlets have been flushed and camera'd. Stantec has completed a report and cost estimate to be executed in the 2026 budget if flood repair funding still available through MACA.	2025-01-01	2026-08-31	Design	15%	298,202					298,202	47,400	250,802
INFRASTRUCTURE & PLANNING SERVICES	MIRON/ JOHN MAPES/ RIVERBEND STORM AND SEWER MANHOLE UPGRADES	Manholes resealed on Miron, John Mapes & Riverbend. Concrete and asphalt to be reinstated in 2026.	2024-03-30	2025-10-31	Construction	75%	93,500					93,500	40,584	52,916
INFRASTRUCTURE & PLANNING SERVICES	MUNICIPAL SOLID WASTE FACILITY (PHASE I AND II)	Stantec has provided the initial regulatory roadmap and defined next steps. Stantec providing fee letter for next steps. Design and public consultation plan to be developed. Waiting for final grant funding decision.	2023-01-01	2027-12-31	On Hold	10%	788,706					788,706	6,650	782,056
INFRASTRUCTURE & PLANNING SERVICES	NEW TOWN HALL	A peer review of the draft budget and plans for the new town hall has been completed by Colliers in preparation for a presentation to Council. Discussions on options should occur as part of 2026 budget process	2024-01-01	2025-12-31	Design	5%	300,000					300,000	4,408	295,593
INFRASTRUCTURE & PLANNING SERVICES	NFTI REMEDIATION (CLEANUP AND REMOVAL OF OLD STRUCTURES)	Metal and Site Cleanup completed. Trees in lower area have been slashed. Area Development Plan is in progress	2024-01-01	2026-12-31	Construction	40%	700,000	150,000				850,000	135,940	714,060
INFRASTRUCTURE & PLANNING SERVICES	PARADISE ACCESS ROAD EROSION ASSESSMENT	Cancelled.	2023-06-01	2025-09-30	On Hold	0%	60,000					60,000	-	60,000
INFRASTRUCTURE & PLANNING SERVICES	PARADISE ROAD REPAIR AND REPLACEMENT	Hydroseeding and watering complete. Danger trees removed from road right of way.	2023-06-01	2025-09-30	Construction	95%	49,140					49,140	-	49,140
INFRASTRUCTURE & PLANNING SERVICES	PICKUP TRUCK REPLACEMENTS	Complete	2025-01-01	2025-04-15	Complete	100%	65,000					65,000	51,008	13,992
INFRASTRUCTURE & PLANNING SERVICES	PUBLIC WORKS SMALL CAPITAL		2025-01-01	2025-12-31	Scoping	0%	25,000					25,000	-	25,000
INFRASTRUCTURE & PLANNING SERVICES	PUMPS AND GENERATOR REPLACEMENTS AT LIFT STATIONS	Water Treatment Plant pump replacement completed- waiting on impeler adjustment	2023-01-01	2025-12-31	Construction	60%	50,000					50,000	-	50,000
INFRASTRUCTURE & PLANNING SERVICES	SAND TRUCK REPLACEMENT	Sander and truck procurement underway. Hoping to have delivered by end of 2025.	2025-01-01	2025-12-31	Procurement	75%	300,000					300,000	-	300,000
INFRASTRUCTURE & PLANNING SERVICES	SHORELINE FLOOD MITIGATION (DMAF 62592)	Elevation and erosion adjustments completed for main portion of berm. Mulching work to be completed in 2025. Berm expansions and grass planting scheduled for 2026.	2023-04-01	2026-08-30	Construction	80%	735,797					735,797	207,525	528,272
INFRASTRUCTURE & PLANNING SERVICES	SUNDOG SUBDIVISION DEVELOPMENT	Negotiations in progress with GNWT to support land access for long term care centre construction. Pending agreement, Phase 1 construction could start in 2026	01-01-2023	12-31-2028	Design	5%	4,412,585					4,412,585	17,843	4,394,742
INFRASTRUCTURE & PLANNING SERVICES	TIRE RECYCLING PROGRAM	Tires shredded and diverted to another section of landfill. Some budget remains for other waste diversion.	01-01-2021	12-31-2027	Construction	95%	150,026					150,026	-	150,026
INFRASTRUCTURE & PLANNING SERVICES	VALE ISLAND TRUCK FILL STATION TANK REPLACEMENT	Complete. Some adjustments to support water truck fill efficiencies to be investigated.	2023-06-01	2025-07-31	Complete	100%	65,374					65,374	32,279	33,095
INFRASTRUCTURE & PLANNING SERVICES	VALE ISLAND/WEST CHANNEL DRAINAGE	Work currently underway.	2023-04-01	2025-11-30	Construction	25%	50,000					50,000	-	50,000
INFRASTRUCTURE & PLANNING SERVICES	WATER TREATMENT PLANT FEASIBILITY STUDY AND PRELIMINARY DESIGN	Few small items to be completed including details on the chlorine retrofit and then complete within estimated timeline. Consultation with local indigenous govts and communities is ongoing.	2024-06-01	2025-12-31	Construction	95%	178,144					178,144	62,982	115,162
INFRASTRUCTURE & PLANNING SERVICES	WOODLAND PRELIMINARY DRAINAGE PLAN	Roadway and curb drainage designs completed. Sanitary sewer modeling is completed. Water modeling is mostly complete - layout of hydrants needed. Storm water modeling has been started.	2024-05-01	2026-02-28	Design	70%	50,000	15,000				65,000	-	65,000
INFRASTRUCTURE & PLANNING SERVICES	TOTAL						17,083,091	1,034,800	-	642,680	-	18,760,571	1,309,022	17,451,549
PROTECTIVE SERVICES	BUNKER GEAR WASHING MACHINE	Equipment purchased.	01-01-2025	08-30-2025	Complete	100%	5,000					5,000	6,740	(1,740)
PROTECTIVE SERVICES	HEAVY RESCUE TRUCK REPLACEMENT	Tender closed and awarded. Expected arrival by February 2026	2023-06-01	2026-02-01	Construction	75%	636,617					636,617	-	636,617

2025 Capital Plan



Opening Balance
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		PROJECT STATUS					2025 Budget Summary							
Department	Project Name	Status Update	Project Start	Project Finish	Project Phase	% Complete	2025 Budget	Q1 2025 Adj	Q2 2025 Adj	Q3 2025 Adj	Q4 2025 Adj	2025 Adjusted Budget	2025 Spend	2025 Balance
PROTECTIVE SERVICES	PROTECTIVE SERVICES SMALL CAPITAL		2025-01-01	2025-12-31	Scoping	0%	25,478					25,478	13,900	11,578
PROTECTIVE SERVICES TOTAL							667,095	-	-	-	-	667,095	20,640	646,455
RECREATION & COMMUNITY SERVICES	BOB MCMEEKIN PARK ENHANCEMENTS	Water line under the service road is last remaining item to complete.	2023-04-01	2026-08-01	Construction	95%	23,976					23,976	2,169	21,807
RECREATION & COMMUNITY SERVICES	DON WRIGHT PARK REVITALIZATION	Construction underway. Drainage swale added; fencing repairs completed; table installed. A double gate install, signage and public communication are outstanding.	2025-06-15	2025-12-31	Construction	85%	50,000					50,000	-	50,000
RECREATION & COMMUNITY SERVICES	HAY RIVER GOLF COURSE - GOLF GREEN REPLACEMENTS & CLUBHOUSE ENHANCEMENTS	All artificial greens are installed including driving range and practice green. Landscaping for various fairway and course features near completion - some work for 2026 including planting grass/sod. Mulching work has been completed for the camping area and various sections of the course. Procurement is partially completed for the upgrades to the clubhouse. Clubhouse renovations rescheduled for 2026.	2024-01-01	2026-06-30	Construction	85%	962,000					962,000	527,218	434,782
RECREATION & COMMUNITY SERVICES	HOFFMAN WAY CHIP SEALING	Chipsealing of Hoffman Way completed.	06-01-2025	11-30-2025	Complete	100%	250,000					250,000	111,692	138,308
RECREATION & COMMUNITY SERVICES	INUKSHUK PARK UPGRADES PHASE 1	Some funding in place, working on scope. Full design and construction pending budget approval in 2026.	2025-01-01	2027-11-30	Scoping	10%	100,000					100,000	-	100,000
RECREATION & COMMUNITY SERVICES	REPLACE PLAYGROUND FALL ZONES	Malcolm, Gord Thompson, Vale Island, Keith Broadhead, and Tri Service parks complete. West Channel Playground scheduled for 2026.	2024-07-01	2026-09-30	Construction	90%	70,000					70,000	63,950	6,050
RECREATION & COMMUNITY SERVICES	SKATING ICE SURFACE PAINTING MACHINE	Complete	2024-09-01	2025-01-31	Complete	100%	10,000					10,000	4,606	5,394
RECREATION & COMMUNITY SERVICES	SMALL CAPITAL PROGRAM - RECREATION	Trophy Case - completed. Conferencing Equip - completed. Resin Planters - to order. Portable irrigation system - scoping.	2025-01-01	2025-12-31	Construction	75%	25,000					25,000	38,858	(13,858)
RECREATION & COMMUNITY SERVICES	VALE ISLAND MULTI-USE RECREATION AREA	Dog fence installed. Tender being prepared for concrete pad and board system.	2023-06-01	2026-08-31	Scoping	20%	300,000					300,000	87,450	212,550
RECREATION & COMMUNITY SERVICES TOTAL							1,790,976	-	-	-	-	1,790,976	835,944	955,032
TOURISM	SMALL CAPITAL PROGRAM - TOURISM AND ECONOMIC DEVELOPMENT	Wharf Pavilion Upgrades completed	2025-01-01	2025-10-30	Construction	90%	7,000					7,000	-	7,000
TOURISM	VISITOR INFORMATION WAY FINDER SIGNAGE DEVELOPMENT	Complete	2024-06-01	2025-07-01	Complete	100%	7,809					7,809	13,276	(5,467)
TOURISM TOTAL							14,809	-	-	-	-	14,809	13,276	1,533
							20,656,811	1,034,800	-	642,680	-	22,334,291	2,865,864	19,468,427



REPORT TO COUNCIL

COMMITTEE: FINANCE

DATE: DECEMBER 15, 2025

SUBJECT: 2025 Q3 AGING RECEIVABLES REPORT

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts this 2025 Q3 Aging Receivables Report as information, as recommended by the Finance Committee.

BACKGROUND:

This report provides a consolidated update on General Receivables (GR), Utilities, Taxation, and Grants-in-Lieu (GIL) arrears as of September 30, 2025. Administration continues to refine arrears collection processes and monitoring activities to ensure timely payments and accurate reporting.

Accounts Receivable (AR) pressures remain consistent in 2025 and continue to be influenced by several recurring factors. Ambulance receivables billed to individuals rather than insurers represent an ongoing challenge, and Sundry receivables—miscellaneous non-tax, non-utility amounts owed to the Town—continue to reflect several legacy balances that carry forward year to year. Utility arrears are largely managed through the annual transfer of outstanding balances to Property Tax accounts, with KFN being the primary exception due to its non-taxable status. Taxation arrears remain concentrated among a small number of large commercial accounts, while Grants-in-Lieu (GIL) contributions remain consistent with historic trends. Administration is implementing improved processes, including a formalized 30/60/90-day notification cycle, to strengthen collection efforts and enhance reporting accuracy.

GENERAL RECEIVABLES SUMMARY

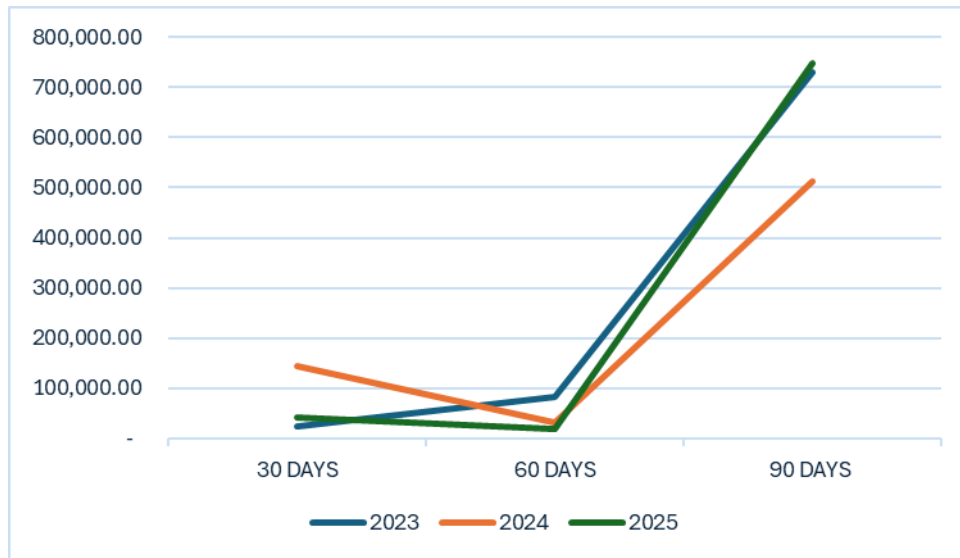
GR Aging and GR by Type are summarized as follows:

GR Aging (30/60/90+ Days) as of September 30

<i>Category</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>
<i>30 Days</i>	22,793.33	143,388.90	41,936.50
<i>60 Days</i>	81,660.23	32,305.11	18,868.63
<i>90+ Days</i>	731,190.31	513,608.42	748,043.41

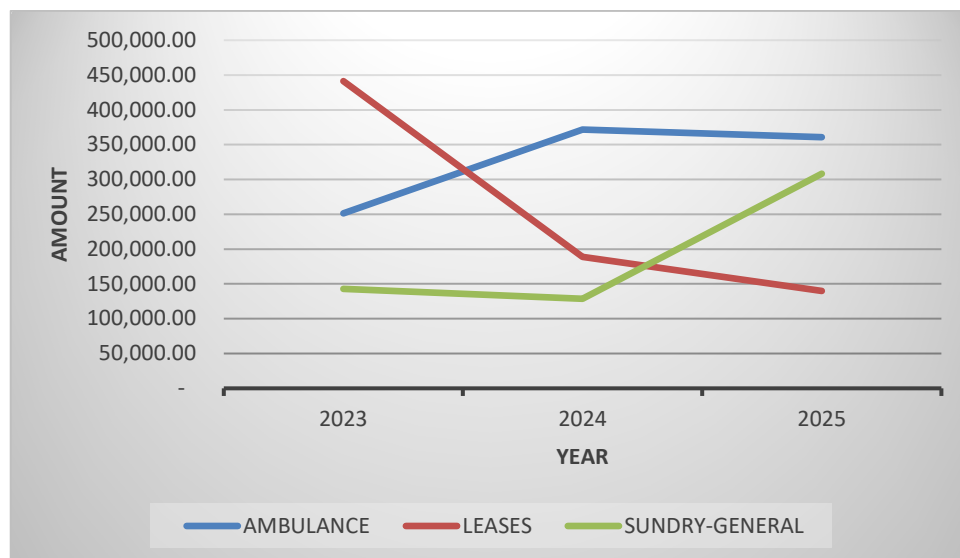


REPORT TO COUNCIL



GR by Type

Type	2023	2024	2025
Ambulance	251,339.94	371,676.39	360,729.20
Leases	441,236.98	188,998.88	139,874.22
Sundry	143,066.95	128,627.16	308,245.12





REPORT TO COUNCIL

UTILITY ARREARS

Utility arrears as of September 30th total \$78,729.46.

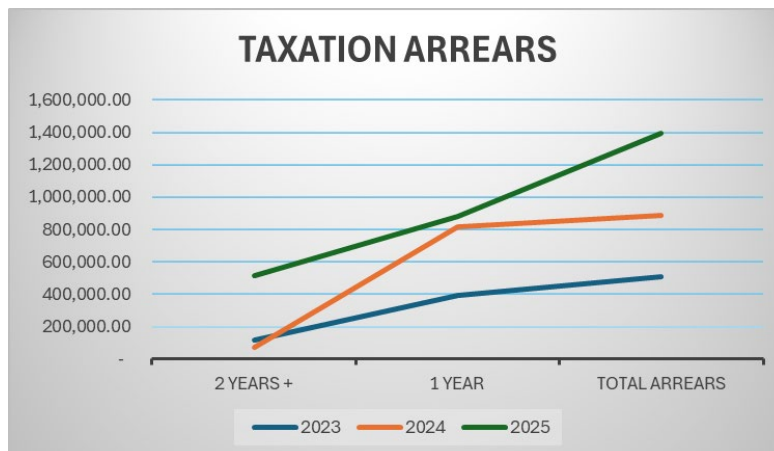
	2023	2024	2025
30 DAYS	59,182.61	82,849.49	39,887.77
60 DAYS	67,511.53	16,843.78	29,031.95
90 DAYS	8,154.72	9,675.33	9,809.74

TAXATION AND GRANT IN-LIEU

Taxation and Grant In-Lieu arrears remain concentrated among a small number of commercial and government accounts, including the GNWT–MTS balance, which has been outstanding for three years. Administration is working with legal counsel on this matter. Upcoming PATA legislative changes are expected to strengthen the Town’s collection tools; once final revisions proceed to the Legislative Assembly, Administration will bring a report to the Council outlining the implications and next steps.

Taxation Arrears (2023-25)

	2023	2024	2025
2 YEARS +	115,561.36	72,651.97	512,955.01
1 YEAR	393,991.11	816,370.64	880,079.44
TOTAL ARREARS	509,552.47	889,022.61	1,393,034.45





REPORT TO COUNCIL

COUNCIL POLICY / STRATEGY OR GOAL:

Financial accountability and transparency

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Cities, Towns and Villages Act S.N.W.T. 2003, c.22 Sec. 94 (1)
Bylaw No. 2252 - Financial Administration

FINANCIAL IMPLICATIONS:

Process improvements (AR reminder cycles, potential Collections referrals) are expected to strengthen cash flow.

A revised process for utility meter reads will be required to reduce billing risk.

ALTERNATIVES TO RECOMMENDATIONS:

1. Direct Administration to provide additional analysis or targeted arrears recovery plans.

ATTACHMENTS:

N/A

Prepared by:
 Crystal Walsh
 Manager, Finance and Administration
 December 8, 2025

Reviewed by:
 Blair Porter
 Director of Corporate Services
 December 9, 2025



REPORT TO COUNCIL

COMMITTEE: FINANCE

DATE: DECEMBER 15, 2025

SUBJECT: RFP – EXTERNAL AUDIT SERVICES 2025-2027

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER awards the contract for External Audit Services for fiscal years 2025–2027 with two optional one-year extensions, to Ashton Chartered Professional Accountants, as the highest-scoring proponent from the Town’s 2025 RFP for audit services, as recommended by the Finance Committee.

BACKGROUND:

In accordance with the Town of Hay River Procurement & Purchasing Policy, the Town initiated a competitive process to procure External Audit Services for 2025, 2026, and 2027, with optional extensions for 2028 and 2029.

On November 3, 2025, an invitation-only Request for Proposals was issued to all licensed NWT accounting firms authorized to conduct municipal audits. This approach is permitted under the Procurement Policy due to the highly specialized nature of audit work and the small pool of eligible NWT firms.

Objectives of the RFP

The Town sought a firm capable of:

- Conducting annual audits in accordance with Public Sector Accounting Standards (PSAS)
- Preparing the audited financial statements and notes
- Providing a management letter and internal control assessments
- Demonstrating Northern municipal audit experience
- Outlining a clear and realistic audit methodology and staffing plan
- Ensuring adequate senior oversight and quality control
- Demonstrating capacity to work with the Town’s iCity (Vadim) financial system
- Minimizing operational burden on Town staff
- Providing a clear three-year, all-inclusive maximum price
- Meeting all key deadlines, including April 30 reporting and Council presentations

Proposals Received

Four proposals were received, all compliant with the mandatory requirements:

1. **Ashton Chartered Professional Accountants (Hay River)**
2. **EPR Yellowknife**
3. **Avery Cooper & Co. Ltd. (Yellowknife)**
4. **Crowe MacKay LLP (Yellowknife)**

All submissions proceeded to full evaluation.



REPORT TO COUNCIL

The evaluation used the weighting defined in the RFP:

- **Technical Evaluation:** 65%
- **Financial Evaluation:** 35%
- **Local Purchase Preference:** 15% (up to \$100,000)

A comprehensive analysis was undertaken, including total audit hours, staffing allocations, hourly rates, methodology depth, iCity/Vadim capability, operational impact on Town staff, and past performance indicators.

FINANCIAL SCORING FORMULA

The RFP requires that the lowest total proposed cost receives the full 35 points allocated to the Financial Evaluation. All other proposals receive a proportionally reduced score based on how much higher their price is compared to the lowest price.

ANALYSIS:

1. FINANCIAL EVALUATION

FIRM	3-yr Total	Evaluated Cost	Price Score (35)
EPR Yellowknife	\$87,197	\$87,197	35.00
Ashton CPA	\$105,000	\$89,250	34.24
Avery Cooper	\$185,518	\$185,518	16.44
Crowe MacKay	~\$275,850	~\$275,850	11.10

Local preference states 15% to a maximum of \$100,000. Once applied, Ashton and EPR are **effectively tied** on price.

2. TECHNICAL EVALUATION

Evaluation criteria included:

- Municipal audit experience
- Realistic hours & staffing levels
- Senior involvement
- Methodology & risk assessment
- PSAS proficiency
- iCity/Vadim capability
- Operational burden on Town staff
- Quality control practices
- Past performance considerations
- Value-added relevance



REPORT TO COUNCIL

Summary of Technical Scores

Technical Criteria	Weight	Ashton	EPR	Avery	Crowe
Experience & Expertise	35	35	24	31	33
Audit Approach & Staffing	20	18	15	19	18
Value-Added Services	10	8	4	7	7
Technical Total	65	61	43	57	58

3. OVERALL EVALUATION RESULTS

Firm	Technical (65)	Financial (35)	Total (100)
Ashton	61	34.24	95.24
EPR	43	35.00	78.00
Avery Cooper	57	16.44	73.44
Crowe MacKay	58	11.10	69.10

Ashton ranked first overall by a substantial margin.

COUNCIL POLICY / STRATEGY OR GOAL:

Awarding this contract aligns with several key Council priorities, including:

- Fiscal Responsibility & Transparent Reporting**
 Ensures accurate, timely, and PSAS-compliant financial statements and FIR submissions, supporting Council's commitment to sound financial stewardship.
- Good Governance & Public Accountability**
 Independent audit oversight strengthens governance practices and supports informed Council decision-making.
- Risk Management**
 A well-resourced audit reduces risks related to capital project reporting, flood recovery funding, asset management, and long-term financial planning.
- Organizational Efficiency**
 Selecting a firm with demonstrated iCity/Vadim expertise reduces operational burden on Town staff and supports efficient service delivery.
- Local Economic Development**
 Awarding to a Hay River-based firm is consistent with Council's Local Purchase Preference Policy and strengthens local professional capacity.
- Strategic Plan Alignment**
 Supports Council's strategic priorities of financial sustainability, accountability, and effective service delivery



REPORT TO COUNCIL

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Cities, Towns and Villages Act S.N.W.T. 2003, c.22 Sec. 94 (1)
Bylaw No. 2252 - Financial Administration
Bylaw No. 2388-CS-25 Procurement

FINANCIAL IMPLICATIONS:

Awarding the contract to Ashton results in annual audit fees of **\$35,000 per year** (plus GST), for a three-year total of **\$105,000**.

Ashton's pricing is consistent with the Town's budgeting framework for external audit services and falls within the expected budget range.

In contrast, the proposals submitted by Avery Cooper and Crowe MacKay are well above the Town's budget expectations, representing substantial cost increases without proportional improvements in audit quality, system compatibility, or operational benefit.

ALTERNATIVES TO RECOMMENDATIONS:

1. **Award to EPR** – lowest price, but weakest technical score and highest operational risk.
2. **Award to Avery Cooper** – technically strong, but substantially higher cost and higher Town workload.
3. **Award to Crowe MacKay** – strong credentials but highest cost and least system relevance.

ATTACHMENTS:

N/A

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 December 12, 2025

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 December 12, 2025