



AGENDA

PUBLIC INPUT

1. **CALL TO ORDER**
2. **ADOPTION OF AGENDA**
3. **DECLARATION OF INTEREST**
4. **ANNOUNCEMENTS, AWARDS, CEREMONIES & PRESENTATIONS**
5. **INFORMATION ONLY**
 - a. RCMP Monthly Policing Report for December – page 2-7
6. **ADMINISTRATIVE ENQUIRIES**
7. **NEW BUSINESS**
 - a. Excused Absence – page 8
 - b. Infrastructure and Planning Services Monthly Report for December– page 9-18
 - c. Recreation and Community Services Monthly Report for December – page 19-36
 - d. Emergency Services Monthly Report for December – page 37-43
 - e. Municipal Enforcement Monthly Report for December – page 44-48
 - f. Property, Assessment, and Taxation Act Review Update – page 49-51
 - g. Winter Bylaw Enforcement Priorities Report – page 52-65
 - h. Metis 51 Cultural Space – page 66-67
 - i. 2022-2025 Strategic Plan Summary - page 68-79
8. **NOTICE OF MOTIONS**
9. **IN CAMERA**
 - a. **Matters under Consideration** - pursuant to Cities, Towns & Villages Act, S.N.W.T. 2003 c. 22, Section 23. (3), (e)
10. **ADJOURNMENT**

MONTHLY POLICING REPORT

December 2025

Hay River, NT

Hay River Detachment
“G” Division
Northwest Territories



The Hay River RCMP Detachment investigated a total of 291 occurrences during the month of December 2025 which is 5 less occurrences than December 2024 (296). Overall occurrences within Hay River, NT were up considerably from 3484 in 2024 to 4428 in 2025, almost 1000 more occurrences.

Community Policing Priorities:

(1) Community Policing – Communicate effectively

Hay River RCMP members attended the local school Christmas Concerts and conducted school zone speed enforcement. Several Hay River RCMP members attended lights on at PA school. Hay River RCMP participated in Festival of Trees and Campground Christmas. Hay River RCMP and spouses participated in the Jill Taylor Hockey game. Hay River RCMP also participated in the Secret Santa Gift pick up but were unable to assist in the delivery. The Hay River RCMP sincerely thanks the Fire Department for covering the RCMP with the delivery of gifts to the children.

(2) Substance Abuse – Alcohol and Drugs

The RCMP did not execute any search warrants into countering the illicit drug trade in the month of December. However, the RCMP proactively conducted two traffic stops which led to significant quantities of illicit drugs and proceeds of Crime. The RCMP further engaged in the investigation and documentation of 12 information files and 22 suspicious person/vehicle/property files, 7 trafficking/possession for the purpose of trafficking in controlled substance files. Alcohol was disposed of in 17 files. RCMP through proactive occurrences or in conjunction with other files, seized trafficking levels of suspected: Crack Cocaine, and Fentanyl. Along with significant proceeds of crime, and an illegally modified shot gun.

(3) Violence in relationships

There were 9 files related to intimate partners and/or violent situations, of these files there are 4 which have led to charges in front of the courts. There were also 2 Emergency Protection order files.

Prolific Offenders

To address what causes the greatest harm in Hay River RCMP Detachment area, a prolific offender management system was created in an effort to identify and

monitor those who are most likely to cause the most significant amount of harm to the community. Harm reduction will directly tie into the community policing as a priority, and partner engagement will be critical to successful outcomes. Patrols, provide a visual policing presence and further strive to hit other communities who the Hay RCMP are responsible for providing policing. Other patrols focus on the down town area, including the arena and library which will continue to deter and detect illicit activity and or unwanted loitering:

K'atl'odeeche First Nations – 214 patrols

Enterprise – 14 patrols

Foot patrols in the downtown and high traffic areas – 41

The Hay River RCMP also commenced a pro-active initiative to check prolific offenders, ensuring that they are abiding by their release/court-imposed conditions. This has shown positive results. In December 2025, the RCMP conducted 49 curfew checks leading to charges on prolific offenders within the community.

Notable Community Events For The Month:

Violations	Current Month	Year to Date	Current Month of previous year	Previous Year Total
Assaults (excluding sexual assaults)	15	293	14	192
Sexual Offences	1	16	0	19
Mental Health	5	104	7	109
Wellbeing Checks	29	244	6	99
Drug Offences	6	172	9	97
Impaired Driving	6	118	9	96
Mischief (Property Damage)	3	65	3	74
Possession of Property obtained by crime	2	26	1	11
Break and Enter	3	91	7	88
Theft	8	204	7	214
Disturb the peace and Mischief (Interfere with lawful enjoyment)	61	835	59	625
Other Violations	71	1346	58	1105
Total Violations	210	3514	180	2729

Total Calls for service 291

JUSTICE REPORTS	Current Month	Year to Date	Current Month of previous year	Previous Year Total
Victim Services Referral - Accepted	1	22	0	17
Victim Services Referral - Declined	6	177	11	150
Victim Services - Proactive Referral	0	3	0	7
Victim Services - Not Available	0	0	0	0
Victim Services Support to RCMP Call for Service (Attendance)	0			
Youth Alternative Measures (YCJA Warnings & Cautions)	0			
Youth Diversion (Community Justice Referrals)	0			
Adult Diversions (Community Justice Referrals)	1	1		
Emergency Protection Orders	1	25	2	19
Emergency Medical Transport of Patients	0	9	0	31
Prisoners Held (On Detachment's Occurrences)	51	625	22	556

*Diversions have begun to re-commence as the Restorative Justice committee is prepared to accept a few smaller files.

First Nation and Inuit Policing Program/ Letter of Collaboration Priorities	Current Month	Year to Date	Current Month of previous year	Previous Year Total
Community Policing Engagements	13	109	0	43
Reconciliation/Cultural Activities	2	38	0	16
Community Leadership Meetings	1	22	0	7
Cultural Awareness Training	0	1	0	3
Activities to Increase Awareness of Policing	14	197	0	86
School Visits/ Presentations	6	53	0	38

FNIPP - Cst ROY-WRIGHT conducted a number of patrols of the First Nation Community liaising with community members. Cst ROY-WRIGHT attended Sandy Creek with Chief Sunrise Students and participated in a Pancake Breakfast for the students. Hay River RCMP members made numerous patrols to KFN, and Sgt UNGER met with the Chief and a few council members regarding a problem residence and collaborative solutions.

Community (or hotspot or proactive) Patrols	Current Month	Year to Date	Current Month of previous year	Previous Year Total
Number of Patrols in Downtown area	41	827	0	0
Number of Patrols to K'atl'odeeche First Nation	214	1147	0	0
Number of Patrols to Enterprise, NT	14	131	0	0

If you have any questions or concerns regarding this report and would like to discuss it further, please feel free to contact me via phone, email or in person. Respectfully submitted.

Sgt P.M. UNGER Reg. #55155
 Det phone 867-874-4060
 NCO i/c Hay River RCMP

Distribution List:

Mayor JAMESON
 "G" Division Criminal Operations
 "G" Division Business Manager
 A/Insp J. LAI District Officer in Charge
 S/Sgt T. WILLIAMS District Advisory Non-Commissioned Officer



REPORT TO COMMITTEE

DEPARTMENT: ADMINISTRATION

DATE: January 12th, 2026

SUBJECT: EXCUSED ABSENCE

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER excuses Cllr Lakusta from the Standing Committee of Council Monday, January 12th, 2026.

BACKGROUND:

Cllrs Lakusta have asked to be excused from the Standing Committee of Council Monday, January 12th, 2026.

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: January 8th, 2026

Reviewed by:



REPORT TO COMMITTEE

DEPARTMENT: Infrastructure and Planning Services **DATE:** January 12, 2026

SUBJECT: Infrastructure and Planning Services Monthly Report for December 2025

RECOMMENDATION:

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

BACKGROUND:

Engineering and Capital Projects:

The IPS department was 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 were submitted to the Finance Committee and Council 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

- Second floor lighting and power completed
- Gas line installed and tested (passed)
- Unit heater installed
- First floor painting completed
- Mass Air Handling Unit ducting installation
- Doors primed
- Main power wiring pulled

DEPARTMENT: **Infrastructure and Planning Services**

DATE: January 12, 2026

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

Site Photos



Meter and disconnect



Junction boxes and connections



PLC terminations



Fuel Fill



EF-2



Ducting first floor

Woodland Drive Drainage Plan

- Draft Servicing report and preliminary engineering for utilities completed
- IPS will be reviewing and finalizing reporting in January
- The report serves to guide the optimal order of operations for utility and road replacement work for the north end of Woodland Drive area of the town. Some adjustments to the 10 Year Capital Plan will likely be required.

Industrial Area Expansion

- A preliminary design has been completed for future expansion of the Industrial Area west of Dean Drive.
- IPS will be reviewing the design and exploring options for a phased approach to development. This information with probable costing will be presented to Council for direction by March 2026
- The expansion is not currently budgeted in the 10 Year Capital Plan



REPORT TO COMMITTEE

DEPARTMENT: Infrastructure and Planning Services **DATE:** January 12, 2026

SUBJECT: Infrastructure and Planning Services Monthly Report for December 2025

Water License and Environmental Activities:

- Progressing investigation into nitrogen spike at landfill downgradient sentinel well 5d.

Public Works and Maintenance

Roads and Ditches

- Snow removal completed for entire community with larger snowfalls near end of December
- Site preparation for Festival at the Forks
- Site preparation for Pavilion event
- Street sanding services continue to be completed through a combination of contracted and non-specialized in house equipment while waiting on delivery of new sanding truck scheduled for January

Equipment Maintenance

- Repairs to Rec John Deere tractor differential
- Repairs and servicing to backup snowblower
- General repairs and maintenance to fleet

Solid Waste

- Regular maintenance and monitoring activities
- Compacting continues to be completed through use of contracted dozer while waiting on delivery of replacement compactor scheduled for receipt by March 2026

Water and Wastewater

- Community remains under Public Health Water Advisory for elevated THM levels
- Sample results from the week of December 15th have shown improvements with THM levels continuing to drop. The Underground Reservoir sample had a result of 87.5 ug/L down from November's 98 ug/L result. Other test locations on the distribution system were under 64 ug/L.



REPORT TO COMMITTEE

DEPARTMENT: Infrastructure and Planning Services **DATE:** January 12, 2026

SUBJECT: Infrastructure and Planning Services Monthly Report for December 2025

- The current locational running annual average remains at 105.75 ug/L (as of November 2025) and as such the THM Advisory remains in place. The next update to the annual average will occur in January 2026.
- A short-term treatment adjustment plan has been developed between Town, Health, and MACA staff. PWS staff will be executing additional adjustments per the plan in January
- IPS investigating installation of a second hatch at underground reservoir to accommodate safe access for dive crew. Due to baffled vertical walls, divers have not been able to reach southern section of reservoir.
- Ongoing discussions with dive crew to schedule reservoir cleaning in summer of 2026.
- Ongoing discussions with consultants and dive crew to schedule water treatment plant intake investigation in 2026.
- Awaiting fee letter for water treatment plant final detailed design.

Facilities Management / Miscellaneous

- Garage Bay Door Repair
- Planning for safety improvements to landfill scale / deck
- General maintenance and repairs to buildings

Planning and Development

Planning and Land Management

- Climate Adaptation Plan kickoff rescheduled to beginning of January.
- Draft recommendations for flood policy changes received. IPS is reviewing ahead of presentation to Policy and Bylaw Committee in January.
- Planning and preparation work underway for New Cemetery. Public consultation meeting scheduled for January. Presentation to Policy and Bylaw Committee in January.
- Agreement for engineering services to support old NFTI area development plan executed.

Enforcement

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

Permitting

- 5 Development Permits and 1 Building Permit have been approved for December 2025.



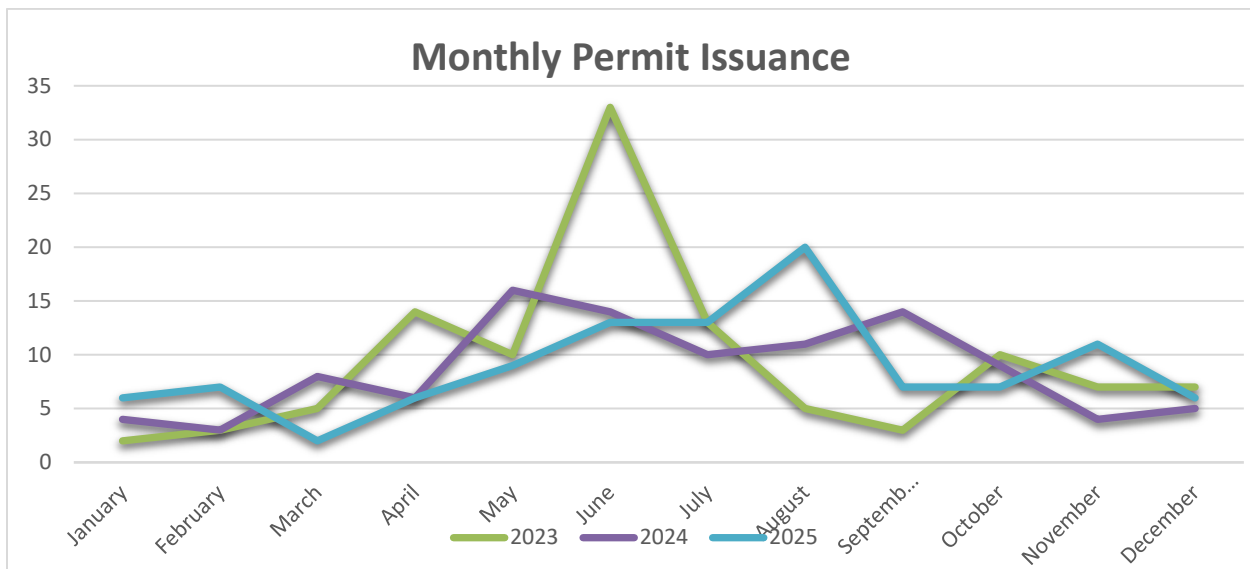
REPORT TO COMMITTEE

DEPARTMENT: **Infrastructure and Planning Services** **DATE:** January 12, 2026

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

In the month of December 2024, the Town had 3 Development Permits and 1 Building Permit signed out.

DATE	DEV & BP	CIVIC ADDRESS	DESC. OF WORK
December 05,2025	DH25-104	47 B Studney Drive	Home Occupation Wild Spirt Contracting (Carpentry Contracting)
December 08, 2025	DH25-105	15 McRorie Road	Home Occupation Aurora North (Engineering Consulting and Construction)
December 08, 2025	DH25-106	2 F Neville Place	Home Occupation Mary Woledge (Janitorial Contracting)
December 18, 2025	D25-107, B25-039	24 Dean Drive	40' X 60' Hobby Shop Accessory Building
December 30,2025	DH25-108	23 John Mapes Crescent	Home Occupation Spic and Span Janitorial Services (Janitorial Services)



COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:



REPORT TO COMMITTEE

DEPARTMENT: Infrastructure and Planning Services **DATE:** January 12, 2026

SUBJECT: Infrastructure and Planning Services Monthly Report for December 2025

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

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

- | |
|--|
| - December Capital Project Status Report |
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-
-
-

Prepared by:
Glenn Smith
SAO & Acting Director of IPS
January 8, 2026

Reviewed by:



		PROJECT STATUS				
Department	Project Name	Status Update	Project Start	Project Finish	Project Phase	% Complete
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%
CORPORATE SERVICES	COMPUTER EQUIPMENT REPLACEMENT PROGRAM	All 2025 evergreening has been completed.	01-01-2025	01-01-2026	Complete	100%
CORPORATE SERVICES	DEBT SERVICE COMMUNITY CENTER - CPI AND DONATION PORTION	Ongoing application of long term debt servicing fees			Construction	100%
CORPORATE SERVICES	ONLINE PAYROLL SYSTEM	Complete	2025-03-01	2025-05-31	Complete	100%
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%
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%
INFRASTRUCTURE & PLANNING SERVICES	AIRPORT ROAD REPAIR AND UPGRADE	Geotechnical drilling was completed in December. Survey work has been completed. Stantec is undertaking the detailed design for the road upgrades. 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%
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	2026-02-28	Design	95%
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%
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%
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%
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 January 2026	2023-06-01	2027-11-01	Design	15%
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 January.	2025-06-15	2026-08-30	Procurement	10%
INFRASTRUCTURE & PLANNING SERVICES	COMPACTOR PURCHASE	Used compactor has been purchased. Repairs are being undertaken and delivery is expected March 2026.	07-31-2025	2026-03-01	Procurement	75%
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%
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%



		PROJECT STATUS					
Department	Project Name	Status Update	Project Start	Project Finish	Project Phase	% Complete	
INFRASTRUCTURE & PLANNING SERVICES	INDUSTRIAL AREA EXPANSION- PRELIMINARY DESIGN	Draft preliminary design and probable construction cost has been received. Design is under review. Expect to bring to Council in March 2026	2024-06-01	2026-03-31	Design	75%	
INFRASTRUCTURE & PLANNING SERVICES	INFRASTRUCTURE PLANNING AND STUDIES	Ongoing	2023-01-01	2025-12-31	Design	15%	
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 was removed from Capital Plan by Council as part of 2026 budget approvals.	2024-01-01	2027-12-31	On Hold	10%	
INFRASTRUCTURE & PLANNING SERVICES	LIFT STATION 1 REPAIR & MITIGATION	Building envelop completed. Majority of mechanical and electrical completed.	2023-06-01	2026-03-30	Construction	80%	
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%	
INFRASTRUCTURE & PLANNING SERVICES	MIRON/ JOHN MAPES/ RIVERBEND STORM AND SEWER MANHOLE UPGRADES	Manholes reseated on Miron, John Mapes & Riverbend. Concrete and asphalt to be reinstated in 2026.	2024-03-30	2025-10-31	Construction	75%	
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%	
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. Feasibility study concluded that rental option had a lower total cost of ownership than new construction. Project has been put on hold.	2024-01-01	2025-12-31	On Hold	5%	
INFRASTRUCTURE & PLANNING SERVICES	PARADISE ACCESS ROAD EROSION ASSESSMENT	Cancelled.	2023-06-01	2025-09-30	On Hold	0%	
INFRASTRUCTURE & PLANNING SERVICES	PARADISE ROAD REPAIR AND REPLACEMENT	Complete	2023-06-01	2025-09-30	Complete	100%	
INFRASTRUCTURE & PLANNING SERVICES	PICKUP TRUCK REPLACEMENTS	Complete	2025-01-01	2025-04-15	Complete	100%	
INFRASTRUCTURE & PLANNING SERVICES	PUBLIC WORKS SMALL CAPITAL		2025-01-01	2025-12-31	Scoping	0%	
INFRASTRUCTURE & PLANNING SERVICES	PUMPS AND GENERATOR REPLACEMENTS AT LIFT STATIONS	Water Treatment Plant pump replacement completed- waiting on impeller adjustment	2023-01-01	2025-12-31	Construction	60%	
INFRASTRUCTURE & PLANNING SERVICES	SAND TRUCK REPLACEMENT	Sander and truck unit has been received by local vendor. Configuration and handoff expected to occur in January 2026	2025-01-01	2026-01-31	Construction	95%	
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%	



		PROJECT STATUS				
Department	Project Name	Status Update	Project Start	Project Finish	Project Phase	% Complete
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%
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%
INFRASTRUCTURE & PLANNING SERVICES	VALE ISLAND/WEST CHANNEL DRAINAGE	Some work initiated in 2025. Majority is deferred to 2026 for completion.	2023-04-01	2026-11-30	Construction	25%
INFRASTRUCTURE & PLANNING SERVICES	WATER TREATMENT PLANT FEASIBILITY STUDY AND PRELIMINARY DESIGN	Completed.	2024-06-01	2025-12-31	Construction	100%
PROTECTIVE SERVICES	BUNKER GEAR WASHING MACHINE	Equipment purchased.	01-01-2025	08-30-2025	Complete	100%
PROTECTIVE SERVICES	HEAVY RESCUE TRUCK REPLACEMENT	Tender closed and awarded. Expected arrival by February 2026	2023-06-01	2026-02-01	Construction	80%
PROTECTIVE SERVICES	PROTECTIVE SERVICES SMALL CAPITAL		2025-01-01	2025-12-31	Scoping	0%
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%
RECREATION & COMMUNITY SERVICES	DON WRIGHT PARK REVITALIZATION	Project is substantially completed. Signage and marketing remain.	2025-06-15	2025-12-31	Complete	100%
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%
RECREATION & COMMUNITY SERVICES	INUKSHUK PARK UPGRADES PHASE 1	Some funding in place, working on scope. Hockey board system being tendered in conjunction with Vale Island Park project.	2025-01-01	2027-11-30	Scoping	10%
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%
RECREATION & COMMUNITY SERVICES	SKATING ICE SURFACE PAINTING MACHINE	Complete	2024-09-01	2025-01-31	Complete	100%
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%
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%



PROJECT STATUS						
Department	Project Name	Status Update	Project Start	Project Finish	Project Phase	% Complete
TOURISM	SMALL CAPITAL PROGRAM - TOURISM AND ECONOMIC DEVELOPMENT	Wharf Pavilion Upgrades completed	2025-01-01	2025-10-30	Construction	90%
TOURISM	VISITOR INFORMATION WAY FINDER SIGNAGE DEVELOPMENT	Complete	2024-06-01	2025-07-01	Complete	100%



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

RECOMMENDATION:

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

BACKGROUND:

Recreational Programming

Youth Programming

After School Club:

Regular After School Club programming continued throughout December. The program ran at 72% capacity on a weekly basis, down from 90% in November. In addition, Full Day PD Day Programming ran at 70% capacity over the holidays.

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%	72%

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 9 instructor-led fitness classes and 2 self-led, supervised fitness classes for older adults.

Attendance at instructor-led fitness programming decreased with a total of 135 participants attending programming due to the break in programming over the holiday season, as well as the decrease in instructor-led fitness programming offered. In comparison, 270 participants attended instructor-led fitness programming in November.

Fitness Programming Attendance by Month

Jan	Feb	March	April	May	June	Sept	Oct	Nov	Dec
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REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

273 242 321 194 164 281 104 361 270 135

New Horizons for Seniors Grant

Seniors programming has increased drastically over the past 3 years, resulting in a significant increase in the number of seniors engaged in recreation programming.

	2022	2023	2024	2025
Seniors Programming Attendance by Year	45	170	955	927

	Seniors Coffee	Walking Challenge	Art Program	Movie Matinee	Stick Curling
	Weekly	Weekly	Weekly	2 weeks	Weekly
December 2025	38	27	17	39	8
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

Public Skating and Shinny: Public Skating and Shinny times continue to be popular, particularly amongst youth with high attendance at daily shinny times. School groups have continued booking public skating times for their classes. After School Club also makes use of public skating times on a weekly basis.

Holiday Season Programs and Events:

- Festival of Trees: The annual partnership with school Parent Action Committees has become a holiday tradition at the Hay River Community Centre.
- Skate with Santa: Approximately 175 community members attended the 2-hour skate.
- Candy Cane Lane: Approximately 160 community members participated in a variety of Christmas activities, including letters to Santa and Christmas ornament decorating.



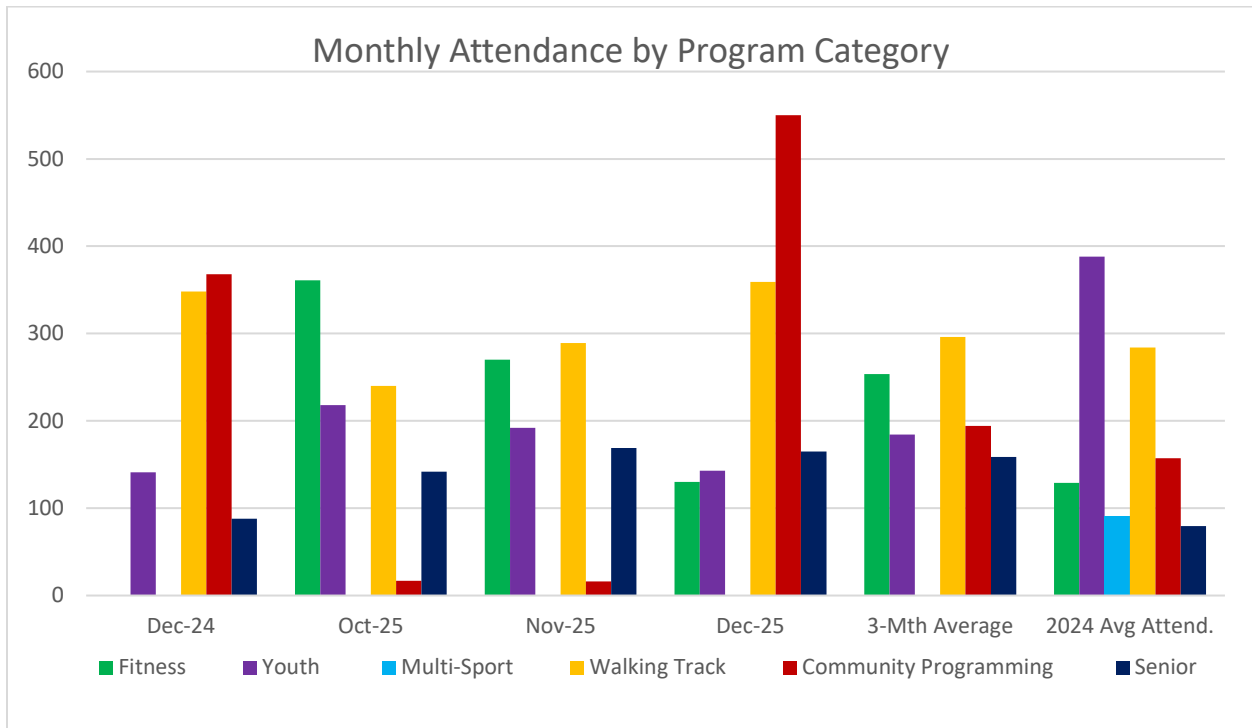
REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

- Gingerbread House Building Contest: In total, 14 teams participated. Winners were determined in 3 categories: Most Traditional, Most Creative and Fan Favorite.
- North Pole Walking Challenge: A total of 27 participants walked a total of 4,330 laps of the walking track for this challenge. Gift cards to local businesses were awarded to the top 3 competitors.
- Sponsored Swims and Skates: Local businesses sponsored 89 hours of public programming, as compared to 65 hours in 2023 and 74 hours in 2024. A total of 432 community members attended public ice programming times in the month of December, up from 132 participants in November.
- Festival at the Forks: New Years Eve celebrations included fireworks, a bonfire, free hot chocolate, and music. The event was well received, with approximately 215 community members attending. This was a partnership between the Department of Recreation, Hay River Fire Department and Hay River Ski Club.

Recreation Programming Statistics

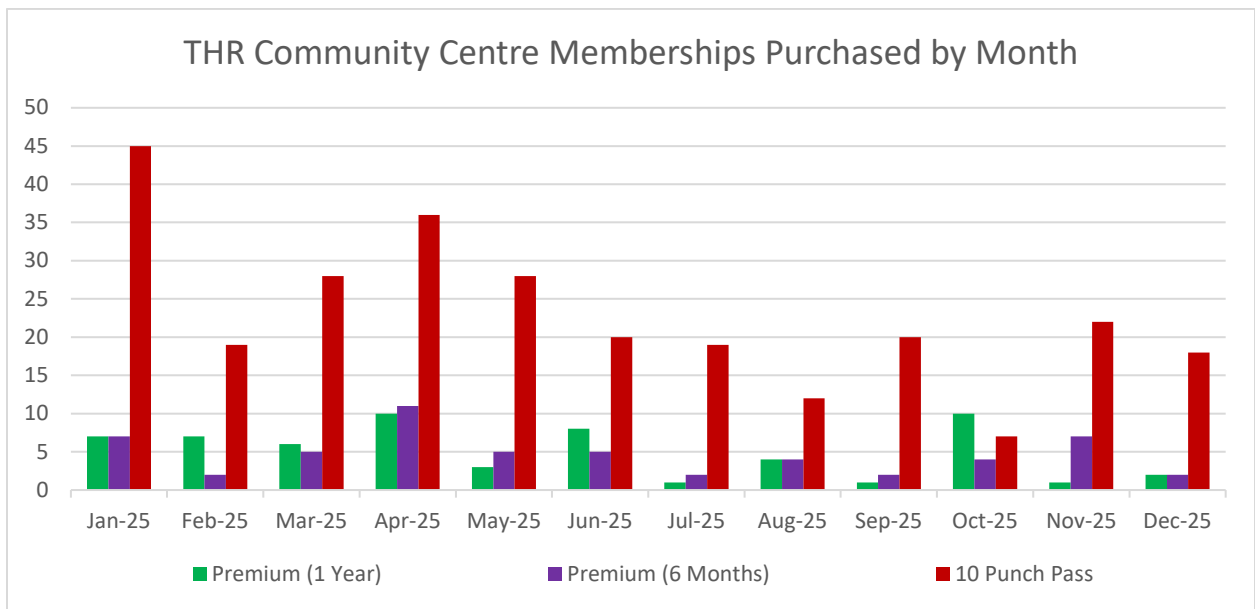
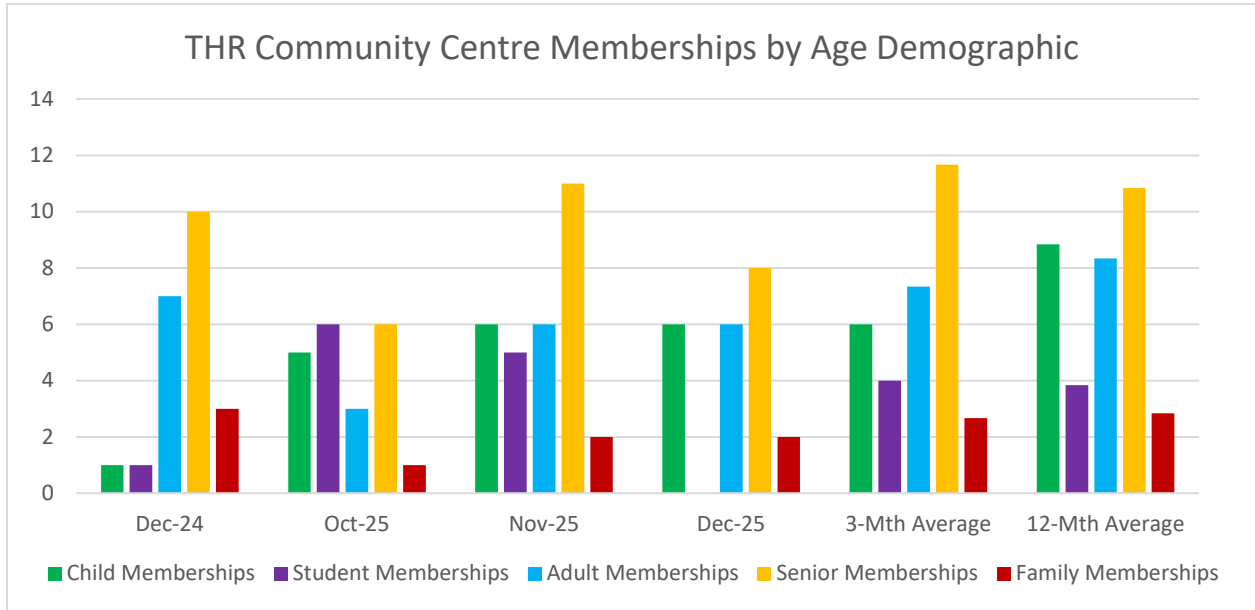




REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT



Aquatics



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT




















General

The Don Stewart Aquatic Centre operated on a regular schedule in early December. All programming was reduced to holiday hours (12pm to 6pm) between December 24th and January 4th. Two unrelated issues affected operations of secondary equipment and services:

- 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 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.
 - o A replacement pump was ordered before Christmas, and the latest delivery estimate is 12 weeks.

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.



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

Attendance

December attendance was 822. This was lower than November (1,082), as well as December 2024 (1,085) and December 2023 (1,443). Thanks to local corporate sponsors, all Open Swims (30 hours) were free to the public over the holidays. There were also 8 hours of free Family Swims. The busiest swims were on Dec 26th & 27th with 42 and 35 swimmers respectively.

Groups that used the pool in December included:

<u>Group</u>	<u># of Occurrences</u>
Swim Team	9
After School Club	3
PA School	3
Chief Sunrise School	1
Girl Guides	1
Birthday Parties	2

Swimming Lessons and Special Programming

Swimming lessons ran from November 3rd until December 18th. There were 48 swimmers enrolled.

Level	# Enrolled	# Completed	% Completed
Preschool Classes	23	14	61%
Swimmer Classes	25	12	48%
Total	48	26	54%

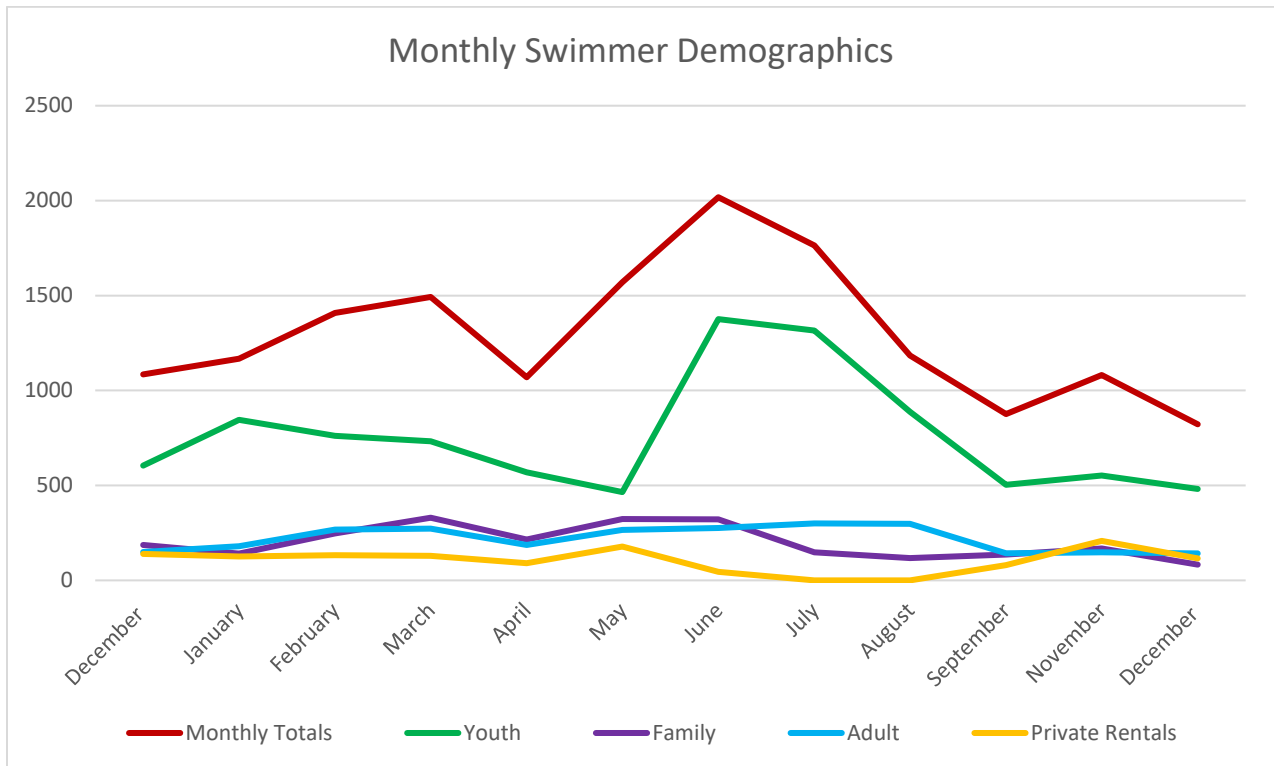
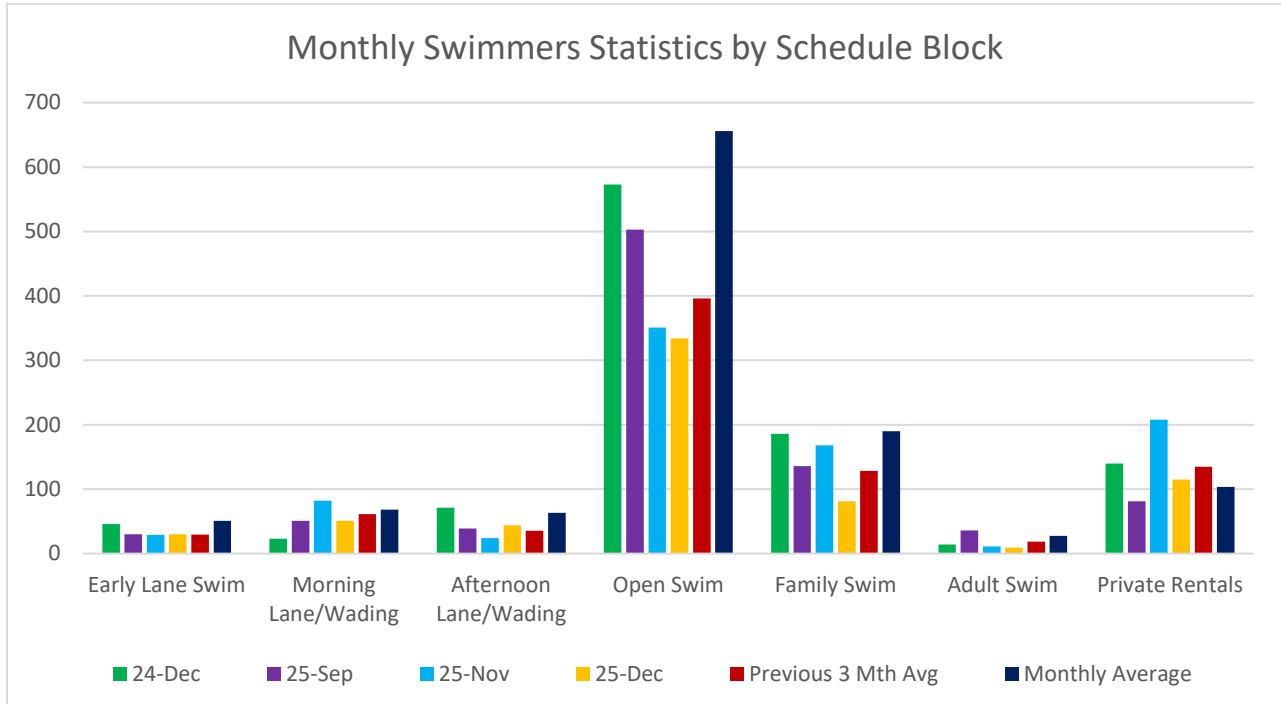
The next session will start the week of January 19th and run until the week of March 9th.



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT





REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

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.
- Work with local contractor to source and order replacement hot tub circulation pump.
- Coordinate repair of hot tub jet pump with Alberta supplier.
- 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.
- Contacted Alberta contractor to schedule mid season inspection of ice plant in January.
- Ice plant entry and ammonia management in service training.

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.
- Snow removal as and when needed around the building.
- Support hockey tournaments and weekend special event rentals.
- Support provided to Festival of Trees, Santa Claus Parade and other holiday traditions.
- Inventory and reorganization of storage areas throughout building.

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.



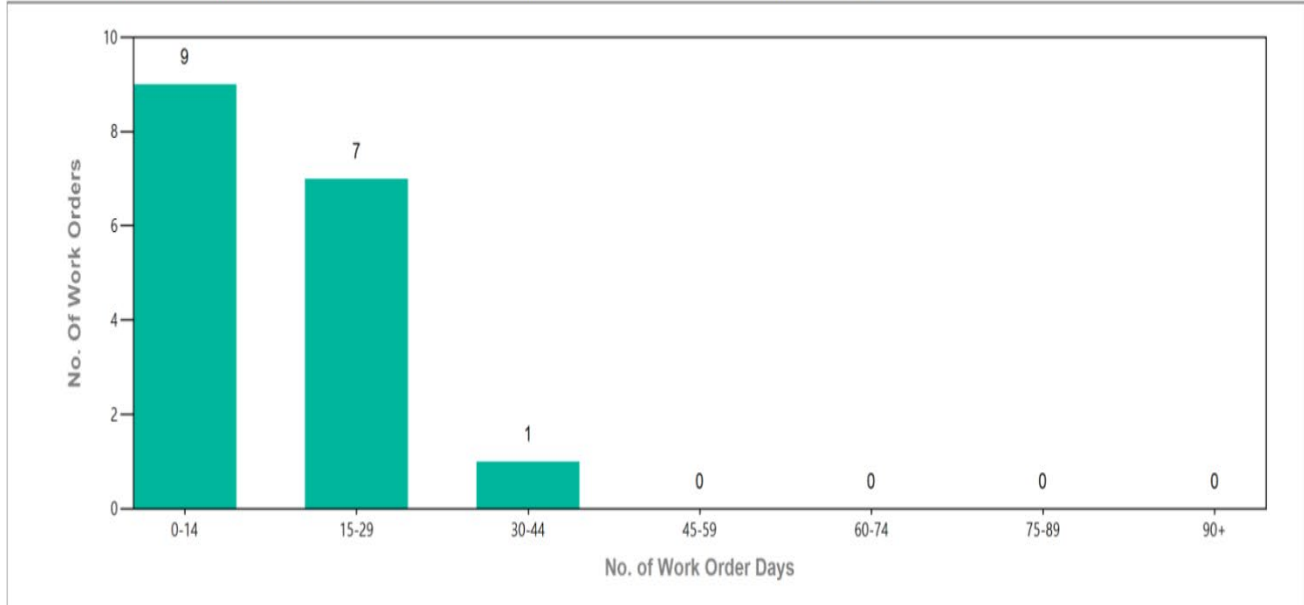
REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

Corrective/Custodial Work Order Aging Summary (December 2025)

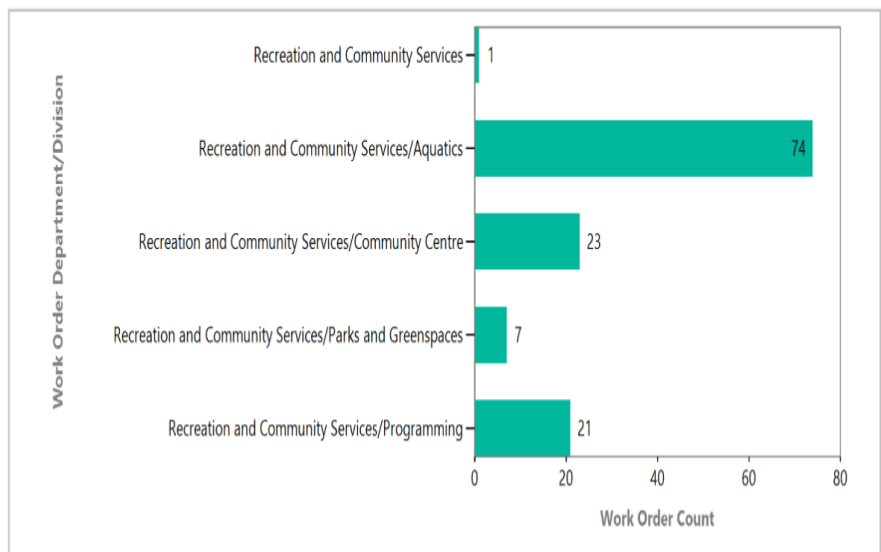
Total Count: 17 | WO Date Range: 12/01/2025 to 12/31/2025 | Department/Division: Recreation and Community Services | Type: Corrective,Custodial,Predictive,Preventive | Main Task: ALL



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

Group By: Department/Division | WO Date Range: 12/01/2025 to 12/31/2025 | 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	74	59%
Recreation and Community Services/Community Centre	23	18%
Recreation and Community Services/Parks and Greenspaces	7	6%
Recreation and Community Services/Programming	21	17%
TOTAL	126	100%



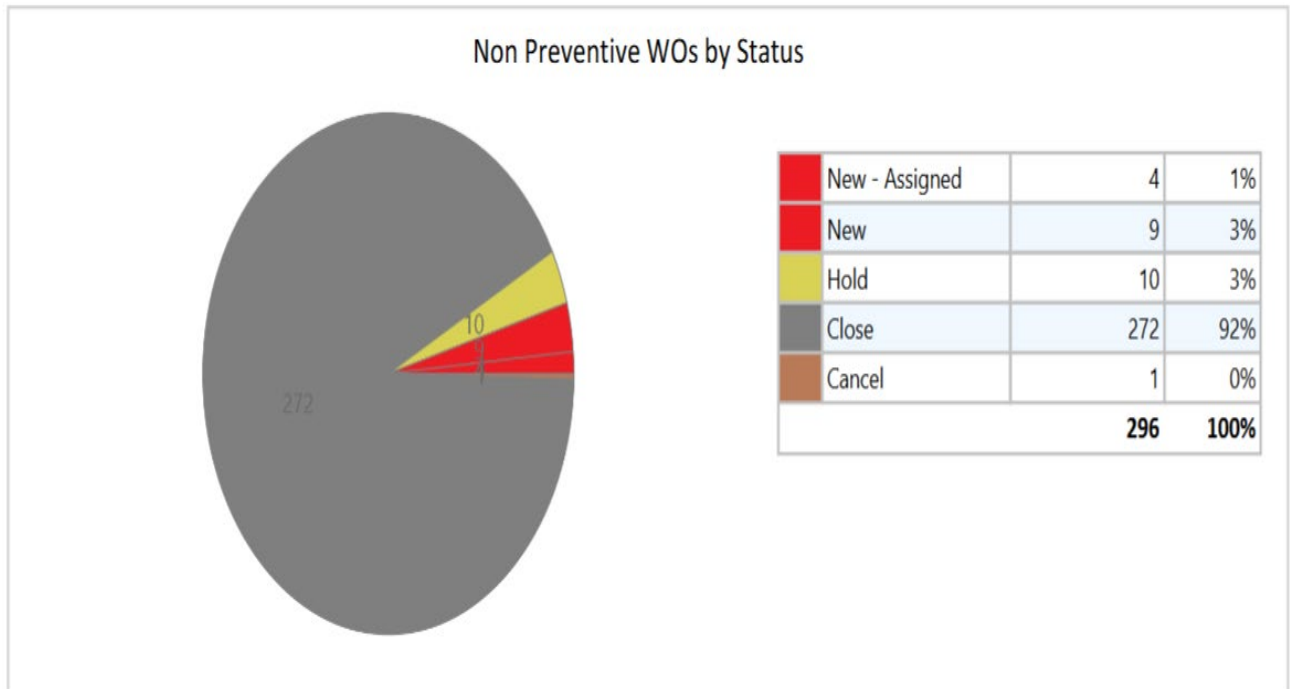
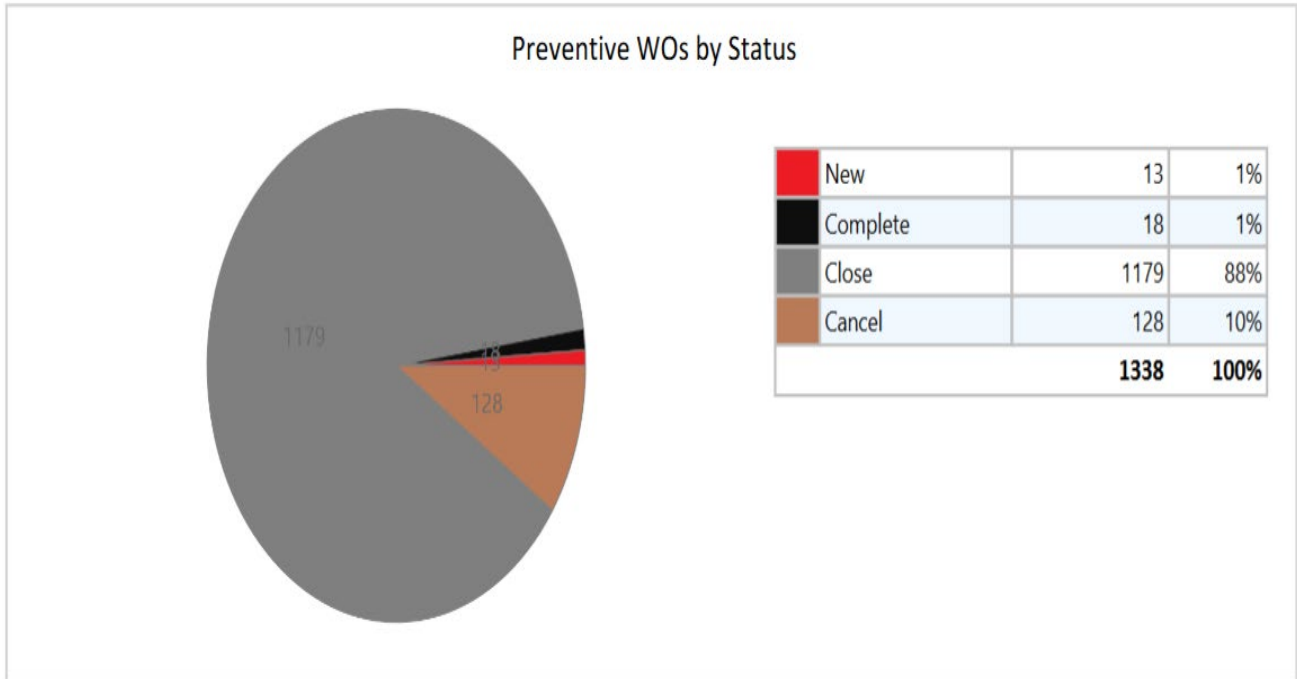


REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

Maintenance Work Order Progress Reports (cumulative 2025)





REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

Tourism Coordinator Activity Report

VIC Monthly Visitors Tracking

- December 2025 VIC guest book sign-ins (141) is 34% higher than December 2024. Visitation across the board has been significantly higher for most months from 2024 to 2025.

Total VIC guest book sign

	June	July	August	Sept	Oct	Nov	Dec
2024	216	196	285	120	68	49	101
2025	309	368	335	171	92	58	141

- VIC guests point of origin data for December 2025:
 - Canada (non-NWT): 15%
 - Europe: 0%
 - NWT: 85%
 - 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)

	June	July	August	Sept	Oct	Nov	Dec
2024	55%	69%	65%	54%	40%	24%	17%
2025	71%	78%	67%	54%	37%	19%	15%



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

- Town of Hay River Recreation Committee Members
- Local Indigenous Governments
- Metis local 51 has agreed to meet in the new year to discuss the 2026 Fishermen’s Wharf market contract. The Tourism Coordinator looks forward to connecting with the organizers of Metis Local 51 concerning the Fishermen’s Wharf programming.
- Year end vendor payouts for the Visitor Information Centre vendors retail sales are being processed and will be completed by the end of January.
- The Tourism Coordinator has been revising the safety protocols for the TOL (Tourism Operator Licence) renewal, with a cost of \$182 annually. To be submitted no later than January 23, 2026.
- Hay River Tourism has secured a booth at the March 21-22nd, 2026 Calgary Outdoor Adventure Show, with the support of Spectacular NWT.
- 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 nominations and voting process.

Upcoming Special Events

Date(s)

Location

December

Campground Christmas	December 5-7th	HR Territorial Campground
Festival of Trees	Dec 7th – 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

January

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



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

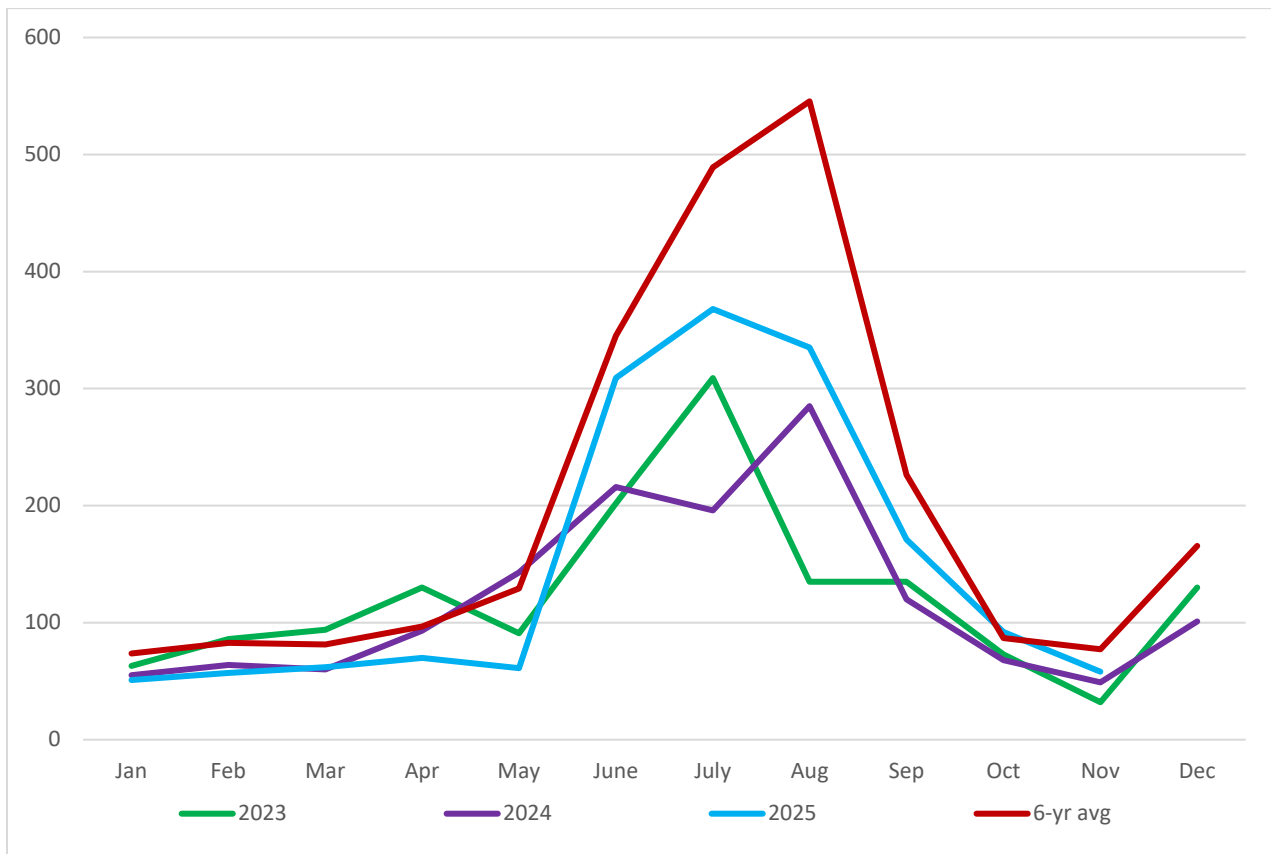
February

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

March

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

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.

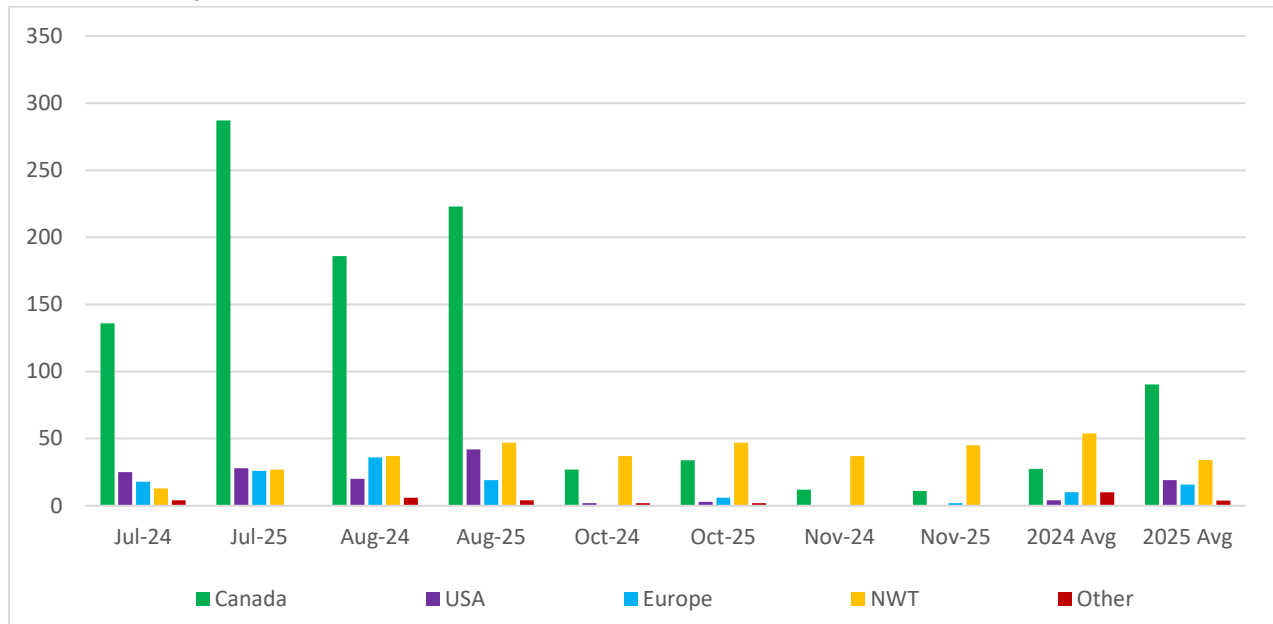


REPORT TO COMMITTEE

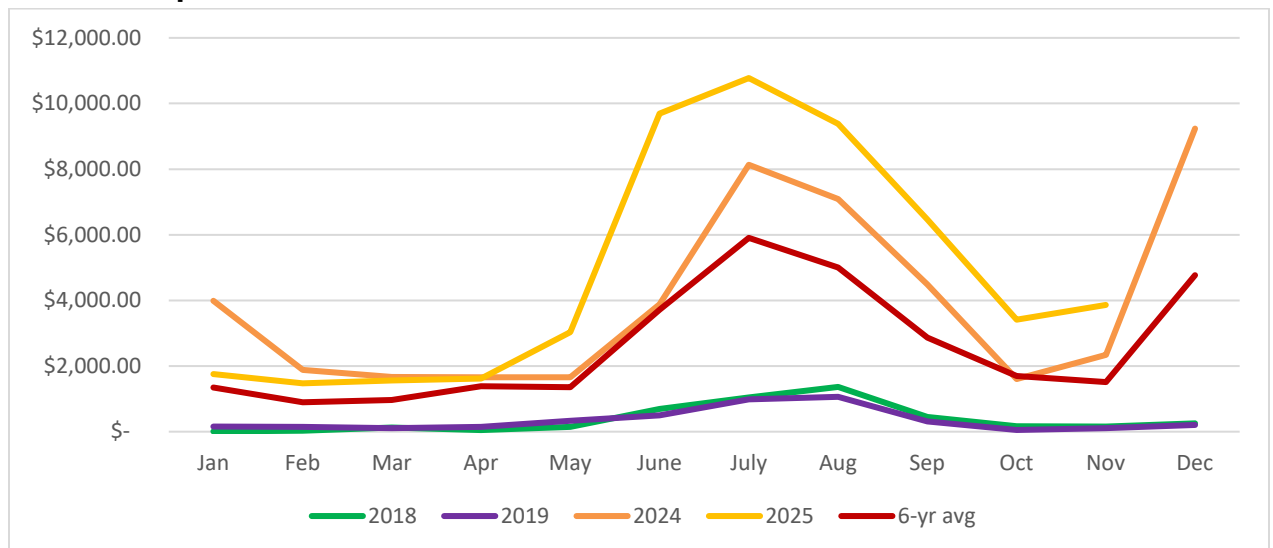
DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

VIC Visitors by Location



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.



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

Department of Recreation 2025 Year-In-Review

	2025	2024	2023	2022
<u>Don Stewart Aquatic Centre</u>				
Attendance total	14,403	16,428	15,499	13,657
Swim Lesson sets	3	5	6	5
Staff Roster	Full at year end minus 1 FT	Full at year end	Fully staffed	Recruitment
Swim Club and Aquafit	Weekly	weekly	weekly	n/a
Special Event Rentals	5	6	1	1

Youth Programming

Afterschool Program	70% full	94% full	84% full	78% full
Summer Heat	Full	Full	Full	Full
Sport Camps	6	6	4	1
Programming grants secured	\$133,027.80	\$264,136	\$185,472	\$327,818

Fitness Programming

Local Fitness Instructors (certified)	8	7	6	3
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REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

Total Membership Sales	456	544	491	292
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Partnerships & Special Events

Festival of Trees	Y	Y	Y	Y
Full Moon Snowshoe	Y	Y	Y	Y
Candy Cane Lane	Y	Y	Y	N
Festival at the Forks	Y	Y	Y	Y
Spirit Awards	Y	Y	N	N
Arctic Winter Games Trials	0	0	3	0
Evacuation Centre Management	Ft Providence fire evacuation	ICS training	2 fires	1 flood
Hay River Golf Course	4 months, 3 events	4 months + 3 events	3 months	1 day
Hay River Ski Club	3 programs	2 programs	2 programs	1 program
Seniors Programming	Weekly programs	wkly programs + 2 events	weekly programs	n/a
Territorial or National Conferences Hosted	2	2	2	0
ParticipACTION Community Challenge	Territorial Winner	National Winner	Territorial Winner	n/a

Capital & Construction Projects

Bob McMeekin Park	complete	95% complete	80% complete	25% complete
Porritt Landing Marina	dredging to occur in spring 2026	water license renewal	dredging & dock repairs	80% complete
Vale Island Multi-Use Rec Area	50% complete	30% complete	postponed	25% complete



REPORT TO COMMITTEE

DEPARTMENT: RECREATION & COMMUNITY SERVICES **DATE:** January 12th, 2026

SUBJECT: RECREATION & COMMUNITY SERVICES ACTIVITY REPORT

Golf Course Enhancements	50% complete	\$730K secured	\$1M grant application	n/a
Dog Parks	3 created			
Playground Fall Zones Replacement	7 of 8 fall zones remediated	Tender awarded (x4)	n/a	n/a
Skatepark Upgrades	Pump track purchahsed	procurement underway	postponed	n/a

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: January 9th, 2026

Reviewed by:
 Glenn Smith
 Senior Administrative Officer
 Date: January 9th, 2026



REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: January 12th, 2026

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

RECOMMENDATION:

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

BACKGROUND:

Monthly Stat Summary	
EMS Calls	50
False Alarms	1
Fires	3
Rescue	0

The Protective Services Department has experienced a challenging year. The fire department received the second-highest number of emergency calls in its history, totalling 751 calls, just shy of the record 772 calls received in 2021 during the peak of the pandemic. In 2024, the department logged 11,350 hours of service, and this year, 2025, that number has increased to 12,920 hours, averaging 35 hours per day. Of this total, 3,744 hours were specifically dedicated to responding to emergencies, which breaks down to an average of 10 hours a day spent responding to emergency calls.

This year, our department has been actively engaged in several key projects outlined in our 2025 business plan. We successfully recruited and welcomed a new protective services specialist to our team, and we filled three vacant captain positions with new officers, enhancing our leadership capabilities.

In our commitment to improving operational response, we've revamped our medical schedule to include coverage on weekday evenings and weekends. This ensures that a dedicated medical crew is available around the clock, 365 days a year. Additionally, we implemented a rotating incident command on-call schedule among our officers, guaranteeing that a qualified incident commander is always ready to effectively manage fire scenes at any time while reducing requirements for off-hour supervision by paid staff.



REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: January 12th, 2026

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

Furthermore, we've established minimum standards for all department members, outlining essential functions and required hours. These standards will be reviewed and evaluated quarterly by the officers to maintain our commitment to excellence.

This year our department engaged in an enlightening identity session to better understand our purpose and what defines us. Through this collaborative effort, we established core values and crafted a mission and vision statement designed to guide our future endeavours. Our Mission is clear: "We safeguard and serve the community". Our Vision statement that guides us is to be "An emergency agency that models excellence and sustains a reputation for dedication to service." Our core values are Preparedness, Honour, Accountability, and Respect. From those core values, we created a slogan for the HRFD: To Serve, Go P.H.A.R., which represents our core values in an acronym.

This year, we deployed to two communities facing the threat of wildfires, drawing upon our valuable experiences from previous years and the specialized training we received to operate effectively in the wildland-urban interface and provide structural protection. Our responsibilities during the Incident varied significantly, encompassing tactical patrols, the establishment of structural protection systems, impingement defence strategies, and active wildland firefighting operations. Over the course of 13 days, our dedicated team of six members collectively logged an impressive 778 hours on the incidents, working tirelessly to safeguard both people and property. The HRFD generated an additional \$191,000 of unbudgeted revenue for the Town.

This year, we had a productive training season with five members from our department successfully completing their NFPA 1001 Professional Firefighter and NFPA 472 Hazmat Operations Training. Additionally, three members embarked on their EMR Train-the-Trainer program, positioning us to teach this valuable program in-house in the future and reduce related costs of delivery. Our officers received specialized training in leadership principles and fire scene management, enhancing our operational effectiveness. Furthermore, several members participated in advanced training sessions, including NFPA 1041 Live Fire Lead Instructor in Charge, WUI Crew Boss, Rapid Response to Leadership, and Pipeline Response/Municipal Firefighting in Industrial Facilities. These efforts reflect our commitment to continuous learning and professional development within our team.

The Director has made significant strides in developing the town's Health and Safety Management System (HSMS) in collaboration with a contractor. Earlier this year, we conducted comprehensive training sessions for all employees on the HSMS framework and initiated monthly inspections across all work sites to ensure compliance and safety. We have established a Joint Occupational Health and Safety Committee (JOHSC) for the town, which plays a crucial



REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: January 12th, 2026

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

role in fostering a safety-conscious culture. To date, we have developed and vetted 26 safe work practices through collaboration with managers directly involved in these operations. In addition, we have created a specialized ammonia management element and training program tailored specifically for our facility operations, addressing associated risks effectively. We have also completed job safety analyses for every position within the town, which will serve as a foundational tool for prioritizing the development of job procedures for the more hazardous roles within the organization.

2025 SUMMARY STATISTICS

2024/2025 Response Summary				
Type	2024 Total calls/functions	2025 Total calls/functions	2024 Total hours	2025 Total hours
EMS	577	656	1,588	1915
Fire/Rescue	78	123	747	1828
Training	79	75	3,276	3271
Maintenance	45	51	365	489
Special Function	23	17	421	439
Total	802	908	6,397	7,942

2024/2025 Staff & POC Calls/Hours						
Type	Staff	Staff	Paid-On Call	Paid-On Call	Total	Total
Year	2024	2025	2024	2025	2024	2025
Emergency Calls	341	513	636	722	656	765
Operational Hours	3,874	5,392	3,886	3,784	7,759	9,176
Emergency Hours	890	925	2,046	2,819	2,936	3,744
Total	4,763	6,317	5,932	6,603	10,695	12,920

2025 Top 5 Paid On Call Responders		
Responder	Total Functions	Total Hours
1. Brandon Scott	304	609
2. Crystal Potter	279	665
3. Ralph Sanguiez	226	499
4. Ray Levesque	214	441
5. Allie Buhler	186	287



REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: January 12th, 2026

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

Note: The top 5 Paid On Call responders' stats do not include the staff responses, functions, or hours.

2025 Town Staff Responders		
Responder	Total Functions	Total Hours
1. Jonathan Wallington	404	576
2. Travis Wright	335	680
3. Brandon Scott	155	136
4. Stacey Barnes	43	35
5. Krista Gardiner	12	19

Note: Except for the Director of Protective Services and the Assistant Director of Protective Services, all statistics were captured on working days, Monday - Friday, 8:00 am - 5:00 pm.

11-YEAR COMPARISON STATISTICS

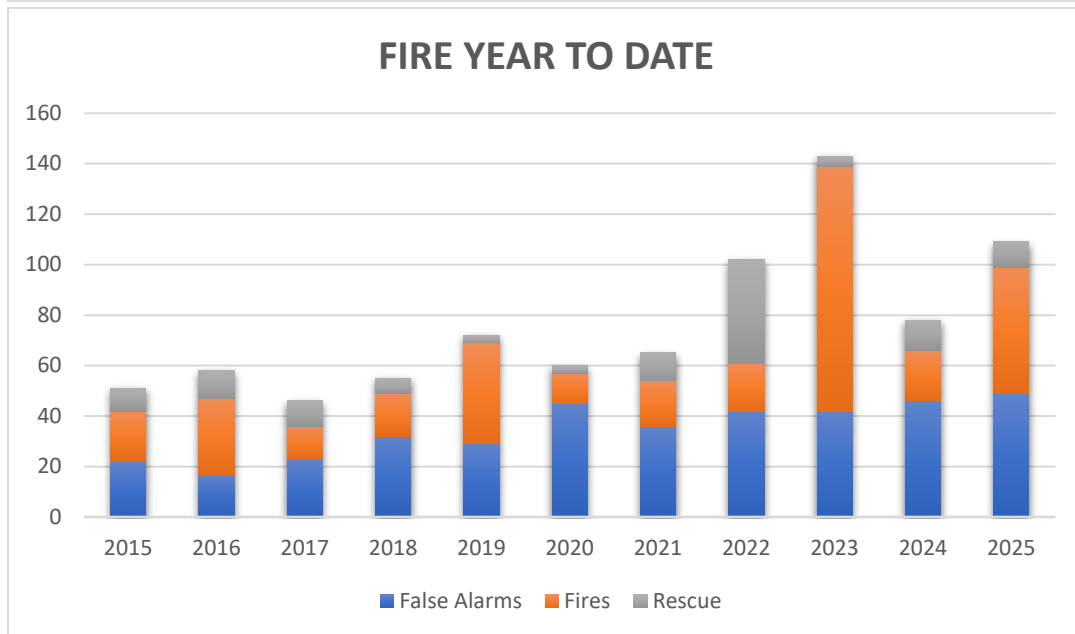
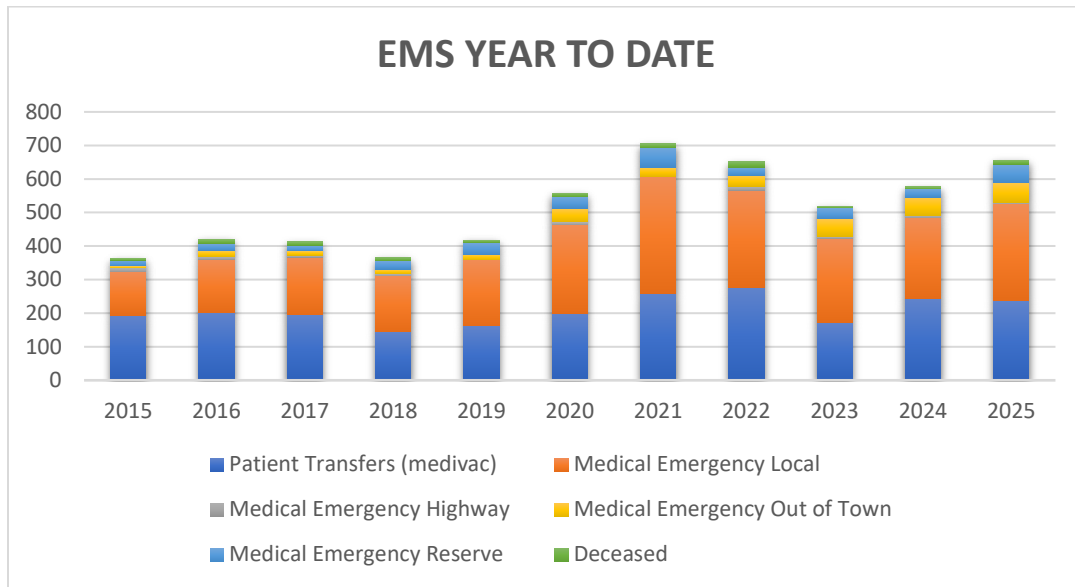


REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: January 12th, 2026

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT



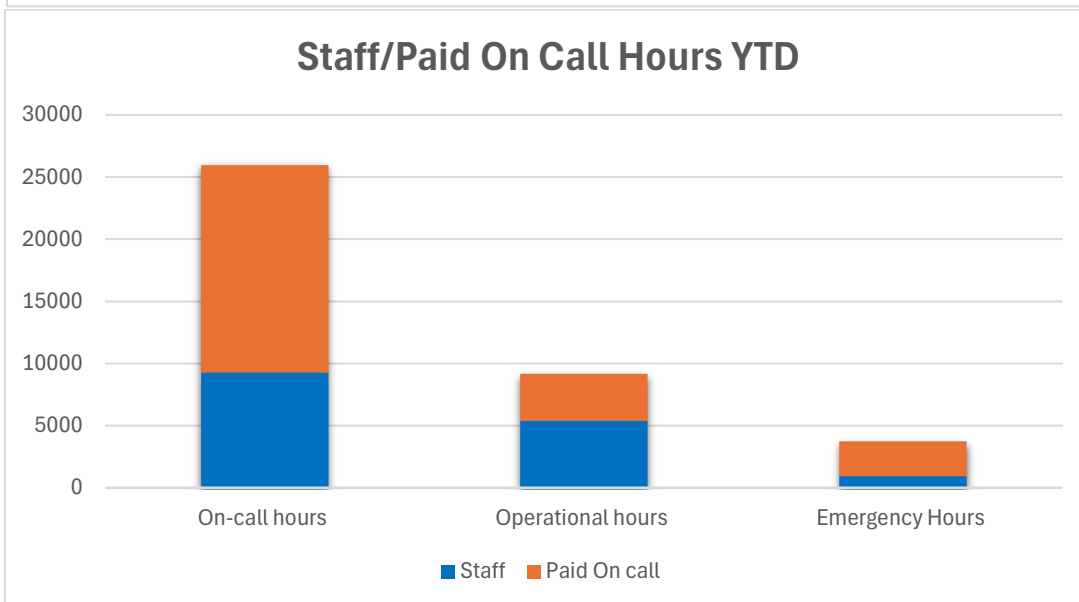


REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: January 12th, 2026

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT



MAINTENANCE



REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: January 12th, 2026

SUBJECT: EMERGENCY SERVICES MONTHLY REPORT

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 Protective Services/Fire Chief
Date: January 8th, 2026

Reviewed By:

Glenn Smith
Senior Administrative Officer
Date: January 8th, 2026



REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: January 12th, 2026

SUBJECT: MUNICIPAL ENFORCEMENT REPORT

RECOMMENDATION:

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

BACKGROUND:

Monthly Stat Summary	
Animal Control	16
Traffic	32
Public Behaviour	6
Snow Removal	8

This month, the number of animal incidents was average. Residents were advised to keep their animals under control and ensure their welfare, as cold weather can be dangerous for animals left outside for prolonged periods. Several loose dogs were brought to the shelter. A few snow-clearing incidents were addressed, and residents were reminded of and educated about the Snow Removal bylaw. Protective Services will continue to follow up on incidents throughout the winter. Traffic-related offences remained steady, and the presence in the school zone increased. All 6 stop sign offences happened in the school zone. Drivers received warnings and were reminded about defensive driving and school zone expectations. School zone safety remains a top priority during the school year. Enforcement of street parking remains a priority to facilitate effective snow clearing by Public Works.

Yearly Stats Summary	
Bylaw	Inquires/Incidents
Animal Control	213
Business License	13
Traffic	539
Unsightly	233
Taxi	2
Noise	7
Fire Prevention	23
Public Behavior	90
Snow Removal	22
TOTAL	1142

Yearly Summary:

The Public Behaviour Bylaw has helped us and the RCMP effectively address individuals who loiter and cause disturbances in public areas, especially around high-traffic areas designed for



REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: January 12th, 2026

SUBJECT: MUNICIPAL ENFORCEMENT REPORT

children. Protective Services and the RCMP have also been conducting foot patrols in the downtown core, which has helped address issues promptly and effectively. Collaboration and communication with the RCMP and the Healthy Community Committee will continue to drive positive changes to the bylaw, supporting a safer, more positive atmosphere in the downtown area.

Vehicle Safety and Traffic Compliance, especially in and around school zones, remains a focus for Protective Services. Active patrols and monitoring in school zones, along with RCMP assistance, are being conducted to ensure pedestrian safety and traffic compliance. Individuals are being engaged about vehicle parking on roadways and on Town Property throughout the year. We're actively addressing this ongoing issue to prioritize the safety of our Town workers as they clear snow in winter. By ensuring safe traffic flow on our streets and enhancing the town's beauty by removing abandoned vehicles, we're committed to making our community a safer and more welcoming place for everyone.

During the spring, we proactively addressed unsightly properties in the community before the Town Cleanup program was completed. We issued 75 letters to property owners who were in contravention of the Unsightly Bylaw. Of these letters, 40 issues were resolved without follow-up. Follow-up letters were sent to 35 properties that were still noncompliant. Of the 35 follow-up letters sent, only 9 properties did not take action to bring them into compliance. The remaining properties were issued formal cleanup orders by mail, and public signposts were posted on the properties indicating the actions required to achieve compliance, along with a timeline. Four of the nine properties issued orders cleaned up their properties on time, while five others did not. Those who did not clean up their property within the timeline given had the cleanup order enforced against them, and the Town hired a contractor to clean the property on their behalf. This tool has proven effective in cleaning up and beautifying our town and will continue to be used as needed.

Tall grass issues were also dealt with this summer under the unsightly bylaw. 39 letters were posted on the front doors of properties whose grass had clearly exceeded the maximum allowed growth under Bylaw requirements. After 1 week, properties that still hadn't mowed their lawns were issued a second letter with a compliance date. If properties were found to remain in violation after the date specified in the 2nd warning, formal cleanup orders were issued, giving property owners two weeks to have the grass cut; otherwise, town staff or contractors would cut it and issue an invoice for the services. Nine formal cleanup orders were issued, but only three properties required the town to mow the grass. Protective Services continues to work to improve



REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: January 12th, 2026

SUBJECT: MUNICIPAL ENFORCEMENT REPORT

the language and requirements in the Unsightly Bylaw to be fair to residents while enabling the Town to ensure timely beautification.

Animal Control issues continue to vary with changes in weather, new residents moving into or around the Town of Hay River, and residents' unawareness of the bylaw requirements. Of the 213 inquiries reported last year, many submitted via voicemail or email lacked essential information or contact details, preventing us from following up on the complaint or obtaining additional details to respond. Providing photos with the complaint greatly increases the likelihood that Protective Services can identify the dog and owner responsible for the complaints we are addressing. 75 percent of the total complaints and inquiries this last year involved loose animals. Public posts and education will continue to keep residents aware of reporting procedures and bylaw requirements in the new year. Many animal incidents resulted in an animal, and in some cases, multiple animals, being picked up and dropped off at the shelter, and the owner being fined. Multiple incidents involving dog attacks and bites resulted in owners being charged and scheduled for court dates, with a judge ruling on fines and penalties. Judges have the authority under our Municipal Bylaw and the Territorial Dog Act to issue fines and, in certain extreme circumstances, destruction orders for animals. Protective Services is committed to keeping our community safe and will continue to hold residents accountable for dogs that are loose, problematic, or aggressive.

At Protective Services, we strive to ensure the safety of the residents and the beautification of Hay River. One of our missions is to promote a community where everyone follows local bylaws. We believe in encouraging compliance before resorting to fines, as residents may not always be aware of regulations. If a violation occurs, we start with a friendly verbal warning, followed by a written warning, and apply fines only if necessary. This approach has been effective in court, as judges value fairness and consistency. We always encourage everyone to report any issues via email or voicemail with as much detail as possible, including your contact information for follow-up. This cooperation enables us to address concerns more effectively and improve our community living experience. Protective Services continues to assess the effectiveness of current bylaws and ensure that public input is considered.

COUNCIL POLICY / STRATEGY OR GOAL:

Strategy:

Goal:

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: January 12th, 2026

SUBJECT: MUNICIPAL ENFORCEMENT REPORT

OFFENCE	INQUIRY	INVESTIGATED NO SUBSTANTIATION	VERBAL OR VISUAL WARNING	WRITTEN WARNING ENFORCEMENT	FINES ENFORCEMENT
Animal Control Bylaw					
Animal Abuse/Welfare	16	10	2	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	153	54	43	36	18
Sled Dog Complaints	0	0	0	0	0
Miscellaneous	8	3	2	2	1
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	75	13	32	16	14
ATV/Snow Machine	70	1	31	37	2
Fail to Stop (Sign or Light)	39	0	7	31	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	5	0	0	5	0
Fail to carry-No Insurance/Registration	39	0	1	36	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	15	0	4	11	0
Speeding	262	2	137	119	4
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
Taxi Bylaw					
Taxi Not Available	0	0	0	0	0
No Brokerage/ Business Licence	2	0	0	2	0
Fail to carry/No Taxi/Chauffer Permit	0	0	0	0	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	10	0	2	6	2
Public Intoxication	33	0	9	15	9
Loitering	45	3	32	9	1
Snow Removal Bylaw					
Sidewalks not cleared	1	1	0	0	0
Driveway cleared on to street / sidewalk	14	3	8	3	0
Snow being put on private property	4	0	2	2	0
Miscellaneous	3	1	2	0	0
TOTAL	1140	156	428	477	77



REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: January 12th, 2026

SUBJECT: MUNICIPAL ENFORCEMENT REPORT

Prepared by:

Brandon Scott
Protective Services Specialist
Date: January 9, 2026

Reviewed By:

Jonathan Wallington
Assistant Director Protective Services
Date: January 9, 2026



REPORT TO COMMITTEE

DEPARTMENT: CORPORATE SERVICES

DATE: JANUARY 12, 2026

SUBJECT: PATA – PROPOSED LEGISLATIVE AMENDMENTS

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER receive this report for information and endorse Administration's support for the proposed PATA II legislative amendments as presented by the Government of the Northwest Territories (GNWT), with particular emphasis on amendments related to the public auction process for properties with tax arrears.

BACKGROUND:

The Government of the Northwest Territories (GNWT), in collaboration with Municipal Taxation Authorities (MTAs), has been undertaking a review of the *Property Assessment and Taxation Act* (PATA) to address identified operational challenges and inefficiencies.

A consolidated **PATA II Amendment List** was developed following discussions with MTAs and outlines:

- Proposed legislative amendments recommended for advancement; and
- Issues raised where amendments were not considered necessary or were deemed better addressed through policy, regulation, or enforcement.

The Town of Hay River participated in these discussions and was represented at the November 6, 2025 meeting between GNWT and MTAs, where the proposed amendments and a related discussion paper on public auction processes were reviewed.

DISCUSSION

Overview of Proposed Amendments

The proposed PATA II amendments focus on three primary areas:

1. Property Taxes and Arrears
2. Assessment Administration
3. Public Auction of Properties with Tax Arrears

A detailed list of proposed amendments and related considerations is provided in the attached *PATA II Amendment List*.

Key Amendments of Interest to the Town of Hay River

1. Public Auction Process Reform

Several amendments are proposed to address longstanding challenges with properties that



REPORT TO COMMITTEE

repeatedly fail to sell at public auction, resulting in:

- Ongoing accumulation of tax arrears and interest;
- No incentive for delinquent owners to resolve arrears; and
- Increased administrative burden and public safety risks.

Key proposed changes include:

- Allowing a taxing authority to apply to the Supreme Court to acquire title to a property after a failed auction;
- Removing the 30-day post-sale redemption period once a property is successfully sold; and
- Eliminating the ability to challenge a completed sale after the auction date.

These changes are intended to “break the cycle” of unsold properties repeatedly returning to the Tax Arrears List, as outlined in the GNWT discussion paper on strengthening public auction processes.

Also discussed was the current requirement that properties offered at public auction must sell for no less than 50% of assessed value. This is established through regulation, not the *Property Assessment and Taxation Act*, and is therefore outside the scope of the proposed PATA II legislative amendments. Administration notes that this threshold can limit the successful sale of distressed or high-risk properties where assessed value does not reflect market conditions. The Town of Hay River intends to advocate concurrently, or as soon as practicable, for regulatory changes to provide greater flexibility in setting minimum sale prices, in order to support the effectiveness of the proposed public auction reforms and improve tax arrears recovery.

The Town of Hay River has previously identified the lack of meaningful consequences for prolonged tax arrears as a significant issue, and Administration is supportive of these proposed amendments in principle.

2. Electronic Notices

Amendments are proposed to permit electronic delivery of assessment notices and auction notices on an opt-in basis, while retaining mail as the default method. This would improve administrative efficiency while preserving accessibility for all ratepayers.

3. Tax Relief for Damage or Destruction

The proposed amendment would allow Council to approve tax reductions or rebates by motion, rather than by bylaw, in cases where a property is rendered unfit for use due to significant damage or destruction. This change would streamline response times while maintaining Council oversight.

NEXT STEPS

The GNWT has indicated that public engagement on the proposed amendments is anticipated, with a “What We Heard” report to follow. Administration will continue to participate in the process and will report back to Council as further information becomes available.



REPORT TO COMMITTEE

If the amendments proceed, Administration may return to Council with recommendations for updates to related municipal policies, procedures, and internal practices to ensure alignment with the revised legislation.

COUNCIL POLICY / STRATEGY OR GOAL:

This report supports the Town's objectives identified in the 2025-28 Strategic Plan related to:

- Sound financial management;
- Efficient revenue collection; and
- Responsible stewardship of municipal resources

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Property Assessment and Taxation Act

FINANCIAL IMPLICATIONS:

There are no immediate financial implications associated with receiving this report. Over the longer term, the proposed public auction amendments may improve the Town's ability to recover tax arrears and reduce administrative and legal costs associated with repeated unsuccessful auctions.

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

None

Prepared by:
Blair Porter
Director of Corporate Services
January 8, 2026

Reviewed by:
Glenn Smith
Senior Administrative Officer
January 8, 2026



REPORT TO COMMITTEE

DEPARTMENT: PROTECTIVE SERVICES

DATE: January 12th, 2026

SUBJECT: MUNICIPAL ENFORCEMENT PLAN

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER approves and supports the Winter 2026 Municipal Enforcement Plan as presented.

BACKGROUND:

The attached Municipal Enforcement Plan illustrates the areas that Administration thinks are important and was prepared with thoughts of past issues in mind.

It is important that Administration and Mayor and Council are in alignment on the priorities of the Protective Services Department Bylaw enforcement efforts to alleviate any issues in the future.

COUNCIL POLICY / STRATEGY OR GOAL:

N/A

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

Assorted Bylaws

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

Municipal Enforcement Plan

Prepared by:

Travis Wright
Director Protective Services/Fire Chief
Date: January 9th, 2026

Reviewed By:

Glenn Smith
Senior Administrative Officer
Date: January 9th, 2026



TOWN OF HAY RIVER
MUNICIPAL ENFORCEMENT PLAN
Fall-Winter 2025-2026

MUNICIPAL ENFORCEMENT PLAN

The Protective Services Department has developed this Municipal Enforcement plan to prioritize municipal bylaw enforcement and implement a proactive approach to communicating, educating, and enforcing the Town of Hay River Bylaws. Where applicable, support for influencing positive behavioural changes is included in the plan.

Taking a consistent approach to enforcement will create uniformity in how our bylaws are enforced, foster a better understanding of the bylaws among the public, and, in some cases, raise awareness of issues addressed through bylaw enforcement.

The Protective Services Group will focus on education and activities that promote public compliance with bylaws deemed essential by the Administration and the Council at this time. This plan is not a one-time effort, but an ongoing commitment to the safety and well-being of our community. While the plan prioritizes bylaw efforts for the fall and winter of 2025 through the spring of 2026, the Municipal Enforcement Plan will be a living document that considers where our actions should be on an ongoing basis. It will consider concerns from the Mayor and Council, Administration, the public, other governing bodies, and legislation.

The Town's general focus and timing are illustrated in the chart on the next page:

Municipal Enforcement Plan Priority List

Snow Clearing Bylaw	<p>Issues – improper disposal of snow, cleanup of sidewalks, and snow piled near intersections blocking visibility</p> <p>Enforcement - Education, public reminders, engagement and issuing of tickets</p> <p>Primary Focus Time - Nov 1st - April 30th</p> <p>Bylaw Priority Status - High</p>
Animal Control Bylaw	<p>Issues - Loose Animals, Animal welfare, Animal Attacks</p> <p>Enforcement - Communication through Social Media, Verbal and Written Warnings with Individuals, Fines for Repeat Offenders</p> <p>Primary Focus Time - Year-Round</p> <p>Bylaw Priority Status - High</p>
Public Behaviour Bylaw	<p>Issues – Loitering downtown, public intoxication, and fighting</p> <p>Enforcement – Verbal warning through talking with offenders, then issuing of tickets for repeat offenders</p> <p>Primary Focus Time – Year-Round</p> <p>Bylaw Priority Status - High</p>
Business License Bylaw	<p>Issues – Businesses not renewing licenses on time, new businesses operating without a business license</p> <p>Enforcement – Reminders sent to businesses reminding them of renewal and fines for businesses operating without proper licensing</p> <p>Primary Focus Time – Year-Round</p> <p>Bylaw Priority Status - Medium</p>
Fire Prevention Bylaw	<p>Issues – Burning toxic or unsafe materials, burning without permits</p> <p>Enforcement - Social Media Posts, Verbal and Written Warnings, Fines for Repeat Offenders and Serious Offences</p> <p>Primary Focus Time – Summer</p> <p>Bylaw Priority Status - Medium</p>

<p>Traffic Control Bylaw</p>	<p>Issues – This is a large section that addresses several areas of Traffic offenses, parking violations of vehicles and trailers, school zone safety, and all other vehicle offences pertaining to this bylaw</p> <p>Enforcement – because of the multiple enforcement activities associated with this bylaw, the priority is both higher and lower, given the specific area.</p> <p>some of the infractions, like vehicles trailers on the roadway, will be handled in a 3-step approach with verbal warning, written warning, and then enforcement. Some will be a 2-step approach with warnings first, then tickets for repeat offenders like ATVs.</p> <p>Primary Focus Time – Year-Round</p> <p>Bylaw Priority Status – Medium</p>
<p>Taxi Bylaw</p>	<p>Issues – Bylaw Requirements for Safe Taxi Operators.</p> <p>Enforcement – Verbal and Written Warnings, Fines for Repeat Offenders, Suspension of License</p> <p>Primary Focus Time – Winter</p> <p>Bylaw Priority Status – Medium</p>
<p>Unightly Bylaw</p>	<p>Issues – Properties may still become unsightly after the 2025 cleanup efforts, and properties previously deemed acceptable may fall into the unacceptable category if not monitored.</p> <p>Enforcement – Patrols will continue to monitor properties, and engagement with residents who fall into the unsightly classification will occur to prevent the spring unsightly list from growing due to being unmonitored and unenforced.</p> <p>Primary Focus Time – Summer</p> <p>Bylaw Priority Status – Medium</p>
<p>Noise Abatement Bylaw</p>	<p>Issues – Excessive noise during quiet time hours, barking dogs, recreational vehicles, and mobile businesses</p> <p>Enforcement – Social Media Posts, Verbal and Written Warnings, Fines for Repeat Offenders</p> <p>Primary Focus Time – Summer</p> <p>Bylaw Priority Status - Low</p>

Bylaw 2422 Snow Removal Bylaw

Overview:

Snow Removal complaints account for a large share of our call volume during the winter months. Ensuring that residents dispose of their snow appropriately is a priority. Snow from residents' driveways must be either deposited upon their properties or hauled away. It is common to receive complaints from residents about their neighbours depositing snow on their properties, which is not allowed. It is also common for residents to push their snow onto the street, which then becomes a hazard for motorists and more work for our Public Works staff during an already busy snow removal season. Residents are also responsible for keeping their sidewalks in front of their property clear, within 24 hours of a snowfall. Education on allowance is often needed for snow pushed onto the street. Snow from sidewalks is allowed to be deposited on the roadway for Public Works to haul away, but snow from driveways is not.

Communication:

Social media messages to the public about snow removal obligations will be posted on our town's social media accounts. Proactive conversations will be had with residents who are in violation but may not fully understand the bylaw. Verbal warnings and warning letters to residents will follow for those who continue to violate this bylaw.

Education:

Examples of the town's snow-clearing expectations can be presented through a social media campaign. Specific examples of what is considered acceptable can be put forward when further clarification is required. Protective Services will work with Public Works to ensure adequate education and messages are delivered to the community.

Support:

Discussions with private snow removal contractors and major businesses to understand challenges and opportunities.

Enforcement:

Enforcement through fines will occur after communication and education have been undertaken, and violations continue.

Timing:

The primary focus of this Bylaw will be during the winter months, when snowfall warrants snow-clearing activities.

Bylaw 1957/ADMIN/11 Animal Control Bylaw

Overview:

We routinely receive complaints about loose animals (cats and dogs). These complaints are not isolated incidents, and loose animals can be found in all areas of the Town. There are occasional reports of animal neglect - some substantiated, others not. Residents are reminded of the requirements, depending on weather conditions, for animals residing outside for long periods. Aggressive animals are reported at times, sometimes between animals, and sometimes towards people. Each animal incident is different but is investigated thoroughly to evaluate the effectiveness of the bylaw and address enforcement needs where needed.

Communication:

Social media messaging to the public will create awareness that the Town supports responsible ownership of domestic animals within the town limits. Communication with the public about new off-leash areas and dog parks that the Recreation Department is implementing will be announced through posters and social media. We will continue to encourage licensing year-round when engaging with the public, to ensure that animals have proper tags for easy identification. Communicating bylaw requirements to residents through the animal shelter when they pick up their animal after it has been at large will also continue.

Education:

Supply pamphlets on pets' basic needs from the animal shelter (i.e., exercise, socialization, shelter, feeding). Provide information on off-leash areas and where animals are not permitted.

Support:

The Town of Hay River will continue to fund and work with the contractor supplying animal shelter services.

Enforcement:

There will be a three-step approach taken with enforcement. The first and second steps will be a warning (verbal, then written) regarding the infraction to educate the offender. The Third step will be fining the offender. For more serious incidents, fines and conditions are imposed on the animals and their owners to prevent repeated incidents. These incidents are thoroughly investigated to ensure that resident safety is a top priority.

Timing:

The Animal Control Bylaw will be enforced year-round.

Bylaw 2467/PS/25 Public Behaviour Bylaw

Overview:

The Downtown core, which includes all businesses, the library, and the Community Center, has seen an increase in individuals loitering around entrances and in buildings. Unfavorable behaviours that include but are not limited to intoxication, fighting, smoking, and causing disturbances are on the rise. Parents have expressed concern about their children's safety in this environment, as well as about other adults' reluctance to be subject to it. Understanding and finding a solution to these behaviours with the Healthy Community Committee continues to be a priority.

Communication:

Social media messaging to the public will raise awareness that the Town of Hay River will enforce infractions for unfavorable behaviour. The messaging will include areas of town that are of higher concern and those that may be more lenient toward such behaviour.

Education:

With the support of a bylaw to address unwanted behaviour in the downtown area, we will inform individuals so they can correct their behaviour, convene elsewhere, or encourage them and help them find the resources they need to succeed.

Support:

RCMP continues to support foot patrols downtown and provide feedback to Protective Services and the Healthy Community Committee to help guide the Town toward a positive solution. Where applicable, we will divert people loitering in the downtown core to the homeless shelter.

Enforcement:

There will be a two-step enforcement approach. The first step will be to issue a warning (verbal or written) regarding the infraction to educate the offender. The second step will be fining the offender. This will be supported by RCMP assistance. Any alcohol seen during patrols is confiscated and disposed of.

Timing:

The Public Behaviour Bylaw will be enforced year-round.

Bylaw 1395 Business License Bylaw

Overview:

The Business License Bylaw requires any person engaged in commercial activity for gain or livelihood to be licensed to operate in the Town of Hay River. This does not include a business regulated by an Act of Parliament of the Legislative Assembly of the Northwest Territories or any other exempt business as may be prescribed by regulation. Engagement with current businesses starts in January, and continues until one month after their business license expires, or until they renew their license. Renewal deadline is March 31st of each year.

Communication:

Social media messaging to the public will create awareness that the Town of Hay River requires all businesses that meet the business criteria to be licensed. Engagement with businesses advertising around Town and on Social Media will be monitored when possible and followed up by phone or email. Reminders are sent to current registered businesses by mail three times before the renewal date. For businesses that do not renew or respond to mail, documents will be sent via email, reminding them to renew their licence or face penalties.

Education:

Contact offenders to inform them that they are in contravention of the Business License Bylaw and guide them through the steps to obtain a business license within the Town. Protective Services will work with our Senior Administrative Officer to explain why it is essential to register businesses with the Town and to outline the types of business licenses available and the process for obtaining them.

Support:

The Town of Hay River will guide people engaged in commercial activity for gain or livelihood that is not licensed to operate in the Town of Hay River through the Development and Business License process.

Corporate Services is recommending an update to the bylaw and improved licensing validation and reporting requirements by staff.

Enforcement:

There will be a two-step enforcement approach. The first step will be to issue a warning (verbal or written) regarding the infraction to educate the offender. The second step will be fining the offender. New businesses that are witnessed or reported to be working in Town,

Timing:

The Business License Bylaw will be enforced year-round. Education on business licensing requirements and procedures will be issued ahead of licensing renewal deadlines.

Bylaw 2006A/REG/11 Noise Abatement Bylaw

Overview:

The Noise Abatement bylaw ensures residents of Hay River are not disturbed by excessive noise levels and can enjoy peace during quiet hours. The purpose is to prevent sleep disturbance and ensure the community remains a pleasant and peaceful place to live. Excessive noise may create disputes between neighbours or push people to leave areas where recurring disturbances happen. This bylaw clearly outlines acceptable conduct or behaviour regarding noise within the municipality.

Communication:

General messaging on social media and the town website will ensure residents are informed about the Noise Abatement Bylaw.

Education:

The Bylaw Officer will ensure they have healthy conversations with residents who are in contravention of this bylaw, explaining what conduct or action needs to change and why. That will be accompanied by a copy of the bylaw so that the residents can further educate themselves on what is expected of them.

Support:

The Bylaw Officer will assist the residents in finding solutions to address the noise issue. Bylaw will also work with RCMP to ensure these issues are addressed.

Enforcement:

When enforcing this bylaw after the educational approach is unsuccessful, a three-step approach with fines will be taken. Step 1 is a fine of \$100; step 2 is a fine of \$150, and step 3 is a summons to court where the Justice may impose a fine of up to \$500 and/or 1 month in jail.

Timing:

The Noise Abatement Bylaw will be enforced year-round with increased focus in the summer period. Education on the Noise Abatement Bylaw will be posted if call volumes escalate and warrant further public education.

Bylaw 2423 Traffic Control Bylaw

Overview:

One of the primary focuses during the winter months with the Traffic Control Bylaw is ensuring safety and compliance in our school zones. Active patrols in school and playground areas during busier times along with assistance from RCMP helps to reduce infractions and improve pedestrian and traffic safety. The other primary focus is vehicle and trailer parking. To ensure that public works operators can safely and effectively clear our roadways, vehicles must adhere to a 72-hour parking limit during snow clearing. This also includes engagement with vehicle and trailer owners that are parked on the streets in scheduled zones.

The Town of Hay River recognizes the need to encourage residents to comply with the Town of Hay River Traffic Control Bylaw, the Motor Vehicle Act, and the ATV Act. Ensuring compliance on the roadways is crucial for protecting the safety of drivers and pedestrians.

There will also be enforcement of yielding and stopping, distracted driving (including cell phone use), failure to yield to emergency vehicles, failure to wear seatbelts, and speeding, with the understanding that the RCMP has primary responsibility for enforcement in this area. This will be treated as a lower priority, with a reactive approach to infractions witnessed, rather than targeted traffic enforcement outside of school zones.

Communication:

Social media messaging to the public will raise awareness that the Town of Hay River, along with the RCMP, will actively enforce traffic regulations.

Education:

We will provide specific examples of the traffic offences that will be enforced through a poster campaign on our social media pages. We will also be addressing concerns from citizens through the Town of Hay River Facebook Page.

Support:

The Town of Hay River will be working with the R.C.M.P. to help prevent traffic offences.

Enforcement:

There will be a two-step enforcement approach. The first step will be a warning, either verbal or written, regarding the infraction to educate the offender. The second step will be issuing a S.O.T.I. to the offender.

Timing:

The Traffic Control Bylaw will be enforced year-round. Communication on trailer and vehicle parking infractions will be issued in the Fall.

Bylaw 2425 Taxi License Bylaw

Overview:

The Taxi License Bylaw regulates the operation of taxis within the Town of Hay River. The Bylaw addresses rates, age of equipment, communications, and other aspects of a taxi service's day-to-day operations, including who can drive.

Over recent years, numerous concerns have been reported about the availability of taxi services, with some taxi companies failing to respond within a reasonable timeframe. A lack of service reliability can expose residents to several safety risks.

Communication:

The Town of Hay River administration will work directly with the taxi firms to ensure they meet the criteria outlined in the Bylaw. Of particular importance is the safety of the equipment being used and safe, qualified drivers.

Enforcement:

Enforcement will take a two-step approach. The first step will be to issue a warning (verbal or written) regarding the infraction to educate the offender. The second step will be to fine the offender or, in extreme cases, revoke their license. Every effort will be made to be reasonable with the operating company to find a solution.

Support

Administration will meet with taxi companies to better ensure they understand and can meet the Bylaw requirements and appropriate service levels that ensure the safe commute of residents through the Town.

Timing:

The Taxi License Bylaw will be enforced year-round. Specific attention will be paid to compliance during the winter months, when the risk of exposure has increased.

Bylaw 2238-PS-24 Fire Prevention Bylaw

Overview:

The Fire Prevention Bylaw focuses on the health, welfare, and safety of the town and its residents regarding fire prevention, protection, and enforcement of regulations. This bylaw primarily ensures that residents comply with environmental requirements and burn safely, without increasing the risk of secondary fires throughout the community.

Communication:

Social media messaging to the public will create awareness of what the Town of Hay River will be enforcing in regards to fireworks, burn permit processes, and unauthorized or unsafe burning conditions. The messaging will include the fines involved and the safety considerations.

Education: The Fire Department has different educational campaigns which include, social media posts and Fire Prevention Activities, which include a visit to the schools as well as an open house event at the Fire Hall.

Enforcement:

There will be a two-step approach taken with enforcement. The first step will be a verbal or written delivered to the individual or business. The second step will be fines incurred to individuals or businesses that are repeat offenders.

Timing:

The primary focus for this Bylaw will be in the high risk summer season.

Bylaw 2322-GEN-13 Unsightly Land Bylaw

Overview:

Unsightly Land means any property or part of it which is characterized by visual evidence of a lack of general maintenance and upkeep and or by the accumulation of;

- any rubbish, refuse, garbage, papers, packages, containers, bottles, cans, manure, human excrement or sewage or the whole or a part of an animal carcass, dirt, soil, gravel, rocks, sod, petroleum products, hazardous materials, disassembled equipment or machinery, broken household dishes and utensils, boxes, cartons, fabrics, household appliances and furniture; equipment or machinery which has been rendered inoperative because of its disassembly, age or mechanical condition;
- animal material, yard material, ashes, building material, and garbage as defined in this Bylaw;
- all forms of waste, refuse litter as defined under this Bylaw;
- in the case of external surfaces of buildings, unsightly Land means unauthorized signs, posters, billboards, graffiti, obscene or offensive symbols, words, pictures, or art; and may include but is not limited to dilapidated paint, siding, trim, roofing material, soffits, fascia material, and eave troughs.

The degree of compliance with this bylaw varies significantly from one area of town to another. It is essential to understand the general zone interests and state of maturity in the application of the bylaw.

Wintertime enforcement will focus on maintaining compliance, whereas spring and summertime will focus more on cleaning up existing issues.

Communication:

General social media messaging, engagement with residents, and warning letters will follow for those who remain in non-compliance.

Education:

The Bylaw Officer will speak with and work with residents who need further clarification and provide them with the information required to maintain compliance with this bylaw.

Support:

Development of new sections to the unsightly bylaw that will help clarify requirements and process. It will also help address dilapidated and derelict properties and the cleanup of properties around the Town of Hay River.

Enforcement:

Targeted enforcement of the Bylaw will occur after communication, education, and support have been undertaken.

Timing: This bylaw will be enforced year-round with increased requirements in the summer season



REPORT TO COMMITTEE

DEPARTMENT: Office of the SAO

DATE: January 12, 2026

SUBJECT: Memorandum of Understanding with Metis Local 51

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER direct Administration to progress with a memorandum of understanding between Hay River and Area Metis Local 51 and the Town of Hay River to support the retrofit of the West Channel Firehall and establishment of a heritage site.

WHEREAS the site will commemorate the birthplace of Hay River's fishing industry and be used as a gathering place ;

WHEREAS the Metis Local 51 would be responsible for costs and undertaking of repairs, construction, and maintenance to the building and property;

WHEREAS community engagement will be completed for input and identification of development concerns;

WHEREAS a lease agreement for the property will be established and any required rezoning undertaken.

BACKGROUND:

At the November 17, 2025 Regular Meeting of Council, representatives from the Hay River & Area Metis Local 51 outlined their interest in retrofitting the decommissioned West Channel Firehall and establishing a heritage site. It was indicated that the building and site would commemorate the history of the fishing industry in the area and be used as a gathering space.

The Firehall is owned by the Town of Hay River. It is located on a registered public Road easement administered and controlled by the GNWT. Adjoining land of interest for the heritage site, is Commissioner's land which the Town leases.

The Firehall building has not been actively maintained in recent years and needs attention. It has suffered some slight flood damage most recently in 2022. Most recently the building, and area, had been used by the West Channel Heritage Society who do not appear to be an active society. The Society is believed to have some equipment and supplies in the Firehall.

The Town has been maintaining the grounds surrounding the sites of interest through regular mowing and landscaping activities.

Administration is recommending that Council proceed with giving direction to Administration to work with the Metis 51 on establishing an MOU inclusive but not limited to the terms in the above recommendation that will commit both parties to working together to progress the



REPORT TO COMMITTEE

DEPARTMENT: Office of the SAO

DATE: January 12, 2026

SUBJECT: Memorandum of Understanding with Metis Local 51

proposal and interest further. The MOU and any final agreements will require approval by Council to execute.

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

N/A

FINANCIAL IMPLICATIONS:

ALTERNATIVES TO RECOMMENDATIONS:

Not to accept the recommendations.

ATTACHMENTS:

Submitted by:

Reviewed by:

Glenn Smith
Senior Administrative Officer
January 9, 2026



REPORT TO COMMITTEE

DEPARTMENT: Office of the SAO

DATE: January 12, 2026

SUBJECT: 2022-2025 Strategic Plan Status Update for December 2025

RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF HAY RIVER accepts the **2022-25 Strategic Plan Status Update for December 2025** as presented.

BACKGROUND:

Town Council's key planning document that guided the organization's strategic direction since 2022 has been the 2022-25 Strategic Plan. The Plan identifies Goals and Tactics for achievement through the completion of prioritized activities.

The attached report outlines progress made on Tactics for activities that were identified for 2025. The Percent Complete signifies the consolidated progress on the Tactics since 2022.

In August 2025, Council approved a new 2025-2028 Strategic Plan. Summarized progress updates for this plan will be provided quarterly to Council starting in April 2026.

COUNCIL POLICY / STRATEGY OR GOAL:

2022-2025 Strategic Plan

APPLICABLE LEGISLATION, BYLAWS, STUDIES, PLANS:

- **2022-2025 Strategic Plan**

FINANCIAL IMPLICATIONS:

N/A

ALTERNATIVES TO RECOMMENDATIONS:

N/A

ATTACHMENTS:

2022-25 Strategic Plan Update for March 2025

Prepared by:

Glenn Smith

SAO

January 5, 2026

Reviewed by:

2022-25 Strategic Plan - Update and Activity Prioritization

Dec-25

Goal/Tactic	2025 Prioritized Activities	March 2025 Activity Update	December 2025 Activity Update	Planned Completion	Percent Complete	Lead
4.1.1 a) Update infrastructure within Hay River as required						
Ensure the Town's capital plan is kept current and that funding sources are identified.	Update 10 Year Plan as part of 2025 budget process. Prioritize capital to meet goals of current Council.	10 Year Capital Plan with funding sources updated and approved in October 2024.	10 Year Capital Plan with funding sources updated and approved in November 2025.	Yearly	100%	Director of Corporate Services
Complete all new and replacement infrastructure projects identified in the budget.	<ol style="list-style-type: none"> 1. Capital Drive deficiencies 2. Lift Station 4 deficiencies 3. Industrial Drive Deficiencies 4. Woodland Drive Drainage Plan 5. Airport Road Flood Mitigation 6. New Cemetery - Site Selection 7. Lift Station #3 Replacement 8. Lift Station #1 Rebuild and Mitigation 9. Miron Storm Outlets Replacement 10. Municipal Solid Waste Facility - Site Selection and Preliminary Design 11. Inukshuk Park Upgrades - Phase 1 12. West Channel Berm Enhancements 13. Vale Island Recreation Area 14. New Water Treatment Plant - Design 	<ol style="list-style-type: none"> 1. Capital Drive - minor landscaping required 2. Lift Station 4 - small list of deficiencies remain 3. Industrial Drive - minor deficiencies remain 4. Woodland Drainage Plan - engineering fee letter received 5. Airport Road Flood Mitigation - oversight committee established; greenhouse gas study commissioned 6. New Cemetery (Site) - engineering fee letter received 7. Lift Station 3 - preliminary design completed 8. Lift Station 1 - tender awarded. Procurement underway. 9. Miron Storm Outlets - Opinion on probable costs received 10. Municipal Solid Waste Facility - site recommendation completed 11. Inukshuk Park Upgrades 12. West Channel Berm Enhancements - Phase 1 complete; Phase 2 partial completion 13. Vale Island Recreation Area 14. WTP - Preliminary design completed; design for reservoir in progress; indigenous consultation ongoing; CHIF application submitted. 	<ol style="list-style-type: none"> 1. Capital Drive - completed 2. Lift Station 4 - completed 3. Industrial Drive - completed 4. Lift Station 1 - 80% completed 5. Water Treatment Plant - Preliminary Design completed; seeking funding 6. Airport Road - Survey work completed. Geotechnical completed. Preliminary design underway. 7. West Channel Berm - 75% completed 8. New Cemetery - site identification completed. Conceptual design completed. 9. New Solid Waste Facility - site exploration completed. Seeking funding. 10. Sundog Phase 1 - preliminary design completed; subdevelopment survey approved; contribution agreement drafted. 11. Vale Island Recreation Area - 70% completed 12. Woodland Drive Site Servicing Plan - completed. 13. Industrial Expansion - preliminary design completed 14. Vale Island Truck Fill Station - completed. 	Yearly	70%	Director of IPS

Goal/Tactic	2025 Prioritized Activities	March 2025 Activity Update	December 2025 Activity Update	Planned Completion	Percent Complete	Lead
Meet residents' needs for new or upgraded facilities and amenities in locations that provide ease of access.	<ol style="list-style-type: none"> 1. Complete Vale Island Multiuse park phase 1 2. Complete Bob McMeekin Enhancements 3. Establishment of dog parks 4. Support Hay River Golf Club enhancements 5. Complete consultation, design and procurement for Ray Benoit rink/multiuse replacement seeking partnerships for construction. 6. Replace a playground fall zone. 7. Porritt Landing 8. Oxbow Trail brushing 	<ol style="list-style-type: none"> 1. Vale Island Multiuse Park Phase 1 - parking lot, landscaping, electrical completed 2. Bob McMeekin Enhancements - 95% completed. Fire pit landscaping outstanding. 3. Dog Parks - construction contracts issued for 3 parks 4. Golf Course - funding secured; greens procured 5. Ray Benoit - design completed 6. Fall zone - contract issued 7. Porritt Landing - 8. Oxbow Trail Brushing - funds secured 	<ol style="list-style-type: none"> 1. Vale Island Multiuse Park Phase 1 - parking lot, landscaping, electrical, dog run completed 2. Bob McMeekin Park Enhancements - completed 3. Dog Parks - 3 dog parks substantially completed 4. Golf Course - course enhancements substantially completed; 5. Inukshuk Park - conceptual design completed 6. Playground Fall Zones - replaced at 5 parks 7. Porritt Landing - environmental services agreement in place for dredging 8. Oxbow Trail Brushing - completed 	Yearly	90%	Director of Recreation
Work to ensure that reliable water distribution is accessible to all residents and businesses in Hay River.	<p>Completion of WTP preliminary design</p> <p>Complete Vale Island fill station upgrade.</p> <p>Repair damages to hydrants caused by wildfire structural protection.</p>	<ol style="list-style-type: none"> 1. WTP Feasibility and Preliminary Design - completed; reservoir design added and underway 2. Vale Island Fill Station - upgrades completed; commissioning in March 3. Hydrant replacement Balsalm 	<ol style="list-style-type: none"> 1. WTP Feasibility and Preliminary Design - completed. Funding ongoing 2. Vale Island Fill Station - completed 3. THM Advisory - adjustments to water treatment undertaken 	2025	95%	Director of IPS
4.1.2.a) Ensure that current best practices guide infrastructure development and maintenance in Hay River						
Divert waste from the landfill through improved recycling and waste management procedures.	<p>Complete hazardous waste removal project with MACA.</p> <p>Select site and undertake design for new municipal solid waste facility.</p> <p>Waste transfer station for cardboard.</p> <p>Introduce solid waste levies</p> <p>Introduce automated curbside cart program</p>	<ol style="list-style-type: none"> 1. Hazardous Waste Removal Project (MACA) - waste partially removed 2. New Solid Waste Facility - site proposed to Council 3. Waste Diversion/Segregation - waste mgmt bylaw updated; curbside carts and levy deploy in April; community cardboard depot pilot for April 	<ol style="list-style-type: none"> 1. Hazardous Waste Removal Project (MACA) - waste partially removed 2. Scrap Metal Diversion - 1400 tons of scrap metal diverted from landfill and other site 2. New Solid Waste Facility - site proposed to Council; awaiting funding 3. Waste Diversion/Segregation - waste mgmt bylaw updated; curbside carts and levy deployed; community cardboard depot deployed 	2025	90%	Director of IPS
Update the land development plan and zoning bylaw.	Update zoning bylaw to include penalties, legal addressing, and flood zoning.	Zoning bylaw engagement underway. Flood zone maps finalized in March	Zoning Bylaw updated to increase housing development flexibility. Recommendations for flood development standards completed.	2025	95%	Director of IPS
Develop and implement an asset management program	Asset management adoption for Rec. Rollout for IPS and PS	Deployed to Rec.	AM system deployed to Rec. Project on hold while recruiting IPS staff.	2025	45%	Director of IPS

4.1.3a) Institute approved flood and wildfire recovery and mitigation plans to repair and rebuild town infrastructure while reducing the impact of future events

Goal/Tactic	2025 Prioritized Activities	March 2025 Activity Update	December 2025 Activity Update	Planned Completion	Percent Complete	Lead
Develop and implement flood recovery and mitigation plans.	Complete Phase 2 and 3 of West Channel Shoreline Protection project. Complete retrofit of Lift Station 1 Complete Paradise Road repairs. Execute storm repair and backflow prevention installs. Complete detailed design for Airport Road raising Complete flood zone maps and integrate into zoning bylaw	1. West Channel Shoreline Protection - Phase 2 partially completed 2. Lift Station 1 - contract issued; procurement underway 3. Storm Repair - fee letter received 4. Airport Road - climate lens study underway 5. Paradise Road -arborist assessment completed	1. West Channel Shoreline Protection - 75% completed 2. Lift Station 1 - 80% completed 3. Storm Repair - fee letter received 4. Airport Road - Survey work completed. Geotechnical completed. Preliminary design underway. 5. Paradise Road - completed 6. Flood Mapping Adoption - recommendations for Zoning bylaw drafted 7. Climate Adaptation Plan - professional services agreement established for development	2025	70%	Director of IPS
Develop and implement wildfire recovery and mitigation plans.	NFTI remediation. Airport Road / Lagoon Road brushing of easements, road repairs, and drainage repairs. Cleanup of firebreak Oxbow area firesmarting Update of Community Wildfire Protection Plan through ECC Climate Adaptation Plan Development	1. NFTI Remediation - funding secured; project manager assigned 2. Lagoon Road assessed by arbourist 3. Paradise Road - arbourist assessment completed; funding requested	1. NFTI Remediation - 95% completed 2. Lagoon Road Cleanup - danger trees mulched; some work on lagoon discharge in 2026 3. Paradise Road Cleanup - 100% completed 4. Community Wildfire Protection Plan - scheduled for update in 2026 5. Oxbow Fireguard - 100% completed 6. Main Firebreak Cleanup - completed 7. Climate Adaptation Plan - professional services agreement established	2025	65%	Director of IPS
Update planning, mapping, and bylaws to guide land and infrastructure development and flood mitigation strategies.	Complete flood probability mapping. Update zoning bylaw to include changes to flood zones.	1. Flood Mapping - probability maps to be approved in March. Project initiated for inclusion in zoning bylaw	1. Flood Mapping - completed 2. Zoning Bylaw - recommendations for flood development standards completed	2025	90%	Director of IPS
4.2.1b) Consider how best to meet ongoing climate change-related issues that will impact Hay River						
Develop a Climate Adaptation Plan that includes fire, water, and other damage eventuality impacts.	Secure funding and develop Community Climate Adaptation Plan.	FCM funding application submitted	Funding secured from FCM for Plan development. Professional services agreement established for Plan development in 2026.	2025	20%	SAO

Goal/Tactic	2025 Prioritized Activities	March 2025 Activity Update	December 2025 Activity Update	Planned Completion	Percent Complete	Lead
Plan for the increasing likelihood and impact of extreme weather events.	Support development of new flood probability maps. Update of zoning and building bylaw to incorporate new flood zone mapping.	1. Flood Mapping - probability maps to be finalized in March 2. Zoning Bylaw - engagement underway	1. Flood Mapping - completed 2. Zoning Bylaw - recommendations for flood development standards completed 3. Climate Adaptation Plan - professional services agreement established for Plan development in 2026 4. Emergency Plan updated 5. Mitigation Projects - several mitigation capital projects underway and identified in 10 year capital plan	2025	70%	Director of IPS

4.2.1C)

Consider how agriculture will be supported within the town

Acquire title to lands identified in the Agriculture Plan.	Support indigenous governments' land settlements to remove barriers to land access.	None of the Town's applications for agricultural lands have been approved by ECC. Likely a result of unsettled land claims. ECC has invited Town to resubmit land application for Market Gardens area	None of the Town's applications for agricultural lands have been approved by ECC. Likely a result of unsettled land claims. Town has resubmitted land application for Market Gardens area	2024	50%	Director of Corporate Services
Create a land use plan to support zoning and proper use of urban land for select agricultural uses.	Incorporate into scope of Agricultural Plan update project.	Partial funding secured through United Way. ITI application in April	Area Development Plan drafted for old NFTI area. Zoning Bylaw amended to permit Community Gardens in Industrial Area	2025	30%	Director of IPS
Identify that food security is a major benefit of urban agriculture.	Incorporate into scope of Agricultural Plan update project.	Partial funding secured through United Way. ITI application in April	Professional Services agreement established for Agricultural Plan update.	2025	10%	SAO
Update the Agriculture Plan.	Enter into agreement with agricultural society to update Agricultural plan.	Partial funding secured through United Way. ITI application in April	Professional Services agreement established for Agricultural Plan update.	2025	10%	SAO

4.2.2A)

Partner to deliver diverse and accessible community supports

Develop partnerships with various community groups to coordinate on organizing community events.	Develop Spirit Awards Partnerships	Spirit Awards - partnerships established with several community groups Ongoing partnerships and support for recurring community events	Spirit Awards - partnerships established with several community groups; coordination agreement established for 2026 event	2024	100%	Director of Recreation
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Goal/Tactic	2025 Prioritized Activities	March 2025 Activity Update	December 2025 Activity Update	Planned Completion	Percent Complete	Lead
Revitalize community groups and volunteerism through promotion of benefits and recognition of commitment.	Host Community Spirit Awards Gala Planning and partnerships with Beautification Committee Partnership with Youth Centre Support HR Golf Course for enhancement project	1. Spirit Awards - hosted event with recognition of many community groups and volunteers 2. Youth Centre - funding support provided; meeting held for partnership opportunities 3. Golf Club - funding, procurement, and project management support for project	1. Spirit Awards - hosted event with recognition of many community groups and volunteers 2. Youth Centre - funding support provided; meeting held for partnership opportunities 3. Golf Club - funding, procurement, and project management support for project 4. Beautification Committee - funding support provided; partnership and support on several community beautification projects 5. Award Nominations - submitted nominations for several community volunteers 6. In Kind support for several non-profit community groups	2025	100%	Director of Recreation
4.4.1a) Work towards supporting the mental and physical health of Hay River residents						
Establish a Social Issues Committee that defines a community plan for improving mental health and addressing addictions issues.	Complete a Healthy Community Strategy to improve physical, mental, social, and environmental health conditions in Hay River	Committee established	Healthy Community Strategy and Working Document published and being implemented by Committee	2024	100%	Director of Recreation
Promote a strategy based on supporting mental health and preventing issues arising from mental health challenges.	Execute priorities of the Healthy Community Strategy to improve physical, mental, social, and environmental health conditions in Hay River	1. Healthy Community Strategy - prioritized initiatives for implementation	1. Healthy Community Committee established and developed 2-year working document identifying short-term initiatives relevant to the Hay River Health Community Strategy. 2. HCC meeting frequency and public communication have increased since Jan 2025. 3. HRHSSA forming a working group of community stakeholders to identify solutions to substance abuse and drug trade in Hay River.	2025	100%	Director of Recreation
Support healthy lifestyles that come with a community focused on recreation and the outdoors.	Complete Bob McMeekin park, Porritt Landing, and Vale Island Multi Use park projects. Support Golf Course enhancements. Complete Dog Park construction Execute trail and greenspace plan	1. Trails and Greenspace Plan - funding received for Oxbow firesmarming 2. Golf Course - funding received; procurement of greens completed; project management underway 3. Dog Parks - contracts awarded for construction	1. Bob McMeekin Park - project completed 2. Porritt Landing - agreement for dredging water licensing established 3. Golf Course - enhancements to course features substantially completed 4. Oxbow Trail - brush clearing and firesmarming completed 5. ParticipACTION - received award for NWT's Most Active Community 6. Dog Parks - 3 new Dog Parks established 7. Vale Island Multiuse Park Phase 1 - parking lot, landscaping, electrical, dog run completed	2025	95%	Director of Recreation

Goal/Tactic	2025 Prioritized Activities	March 2025 Activity Update	December 2025 Activity Update	Planned Completion	Percent Complete	Lead
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4.4.1b)

Consider the use of incentives and the removal of barriers to the provision of diverse housing options for Hay River

Develop and implement the Community Housing Plan.	Implement the Housing Plan initiatives identified for completion in 2024.	<ol style="list-style-type: none"> 1. Housing Development Grant - multifamily grant call for applications issued 2. Housing Committee - advertised 3. Fraser Place - lot sales executed 4. Zoning bylaw - various updates underway to support housing plan 5. Housing Incentives - vacant and undeveloped land strategy drafted 	<ol style="list-style-type: none"> 1. Housing Development Grant - 5 applications approved for funding 2. Zoning bylaw - bylaw amended to include several new allowances that support diversified and lower cost of housing development 3. Flood Policy Updates - consultation and recommendations on changes to Zoning Bylaw and Community Plan completed. 4. Undeveloped & Vacant Land - strategies to reduce undeveloped and vacant land approved by Council 5. Additional Dwelling Units - guidelines developed and promoted 6. Preapproved Housing Designs - published and promoted 	2025+	85%	SAO
Explore creative housing development options with partners within the community.	Incentivize development of multifamily and vulnerable sector housing. Zoning bylaw update to increase housing development allowances	<ol style="list-style-type: none"> 1. Zoning bylaw - engagement initiated for increased housing allowances 2. Residential Housing Grant - first call for multifamily development applications opened 3. Additional Dwelling Units - guidelines under development 	<ol style="list-style-type: none"> 1. Housing Development Grant - 5 applications approved for funding 2. Zoning bylaw - bylaw amended to include several new allowances that support diversified and lower cost of housing development 3. Emergency Shelter - allowance granted for Metis 51 shelter operation in Industrial Zone 4. Discussions with Housing NT and vacant multifamily property owners around housing opportunities and partnerships 	2025+	80%	SAO

4.5.1a)

Identify how to use urban space more effectively for housing

Create zoning allowances that permit homeless shelters or transitional housing	Increase zoning allowances through zoning bylaw update	Zoning bylaw engagement underway	completed	2023	100%	Director PWS
Modify zoning bylaws to allow for increased residential density.	Increase density allowances through zoning bylaw update	Zoning bylaw engagement underway	Zoning bylaw - bylaw amended to include several new allowances that support diversified and lower cost of housing development. Increased permitted allowances for multifamily development.	2024	100%	Director PWS
Encourage urban infill options on existing residential land.	Execute infill strategies identified in Housing Plan.	<ol style="list-style-type: none"> 1. Residential Housing Grant - grants to promote housing infill and density increases open 3. Vacant Land - draft strategies to address vacant and underdeveloped land completed 	<ol style="list-style-type: none"> 1. Residential Housing Grant - grants to promote housing infill and density increases awarded. Call for applications ongoing. 3. Vacant Land - strategies approved to help address vacant and underdeveloped land 4. Additional Dwelling Units - guidelines developed and promoted 	2025	90%	SAO

Goal/Tactic	2025 Prioritized Activities	March 2025 Activity Update	December 2025 Activity Update	Planned Completion	Percent Complete	Lead
Update and enforce unsightly and abandoned premises bylaws more strictly.	Complete update to unsightly bylaw with inclusion of derelict properties terms. Increase prioritization of bylaw enforcement for unsightly properties.	1. Unsightly Bylaw - draft updates completed 2. Prioritized enforcement of Unsightly Bylaw during the summer	1. Unsightly Bylaw - draft updates completed 2. Prioritized enforcement of Unsightly Bylaw during the summer 3. Vacant Land - strategies approved to help address vacant and underdeveloped land	2024	75%	Director of PS
4-5.1C) Promote Hay River as the tourism destination of the North						
Create and maintain tourist-friendly public locations within the town.	Complete Bob McMeekin Park enhancements. Support enhancements to the Hay River Golf Course	1. Bob McMeekin Park - 95% completion. Fire pits to be completed in summer 3. Golf Course - funding secured; greens procured	1. Bob McMeekin Park - enhancements completed 2. Porritt Landing - agreement for managing dredging established. 3. Golf Course - enhancements to course features substantially completed 4. Oxbow Trail - brushing and firesmaring work completed	2024	95%	Director of Recreation
Develop a range of tangible and digital products that can be used to promote Hay River as a tourism destination.	Complete the development of the Hay River Tourism website. Produce and install wayfinding signage	1. Tourism website - updating platform ahead of launch 2. Wayfinding Signage - final signage to be installed in summer	1. Tourism website - soft launch of website executed 2. Wayfinding Signage - substantially completed project 3. Promotional Materials - various local products produced and available for sale at Visitor Information Centre	2024	95%	Director of Recreation
Partner with other communities and organizations to create, promote, and assist with organizing regional events that would attract visitors for business or recreational purposes.	Partner with the Chamber of Commerce to revitalize the regional trade show. Meet with local parties to discuss opportunities for hosting jet boat championships in future years. Meet with Territorial bodies to discuss opportunities to host an annual conference.		1. NWTAC - hosted 2024 AGM 2. Hay Days -- partnered with Rotary to host 3. Track and Field - supported hosting of championship 4. Lobsterfest - partnered to host the event 5. RCMP Musical Ride 2025 – various community partners 6. Polar Pond Hockey – partnered with PPH committee 7. Norther Lights Corridor – attending initial conference calls 8. AWG trials and prep weekends –2024 and 2026	2025	90%	Director of Recreation
Promote 'Destination Hay River' to people who live in Southern Canada.	Launch tourism website with attractions, activities and itineraries. Attend the Calgary Outdoor Adventure show.	1. Tourism website - to be launched by May	1. Tourism website - soft launch of website executed 2. Outdoor Adventure Show - attended Calgary show	2025	65%	Director of Recreation
Promote Hay River as the most desirable place to live and set up a business in the Northwest Territories						

Goal/Tactic	2025 Prioritized Activities	March 2025 Activity Update	December 2025 Activity Update	Planned Completion	Percent Complete	Lead
Complete the electrical services franchise agreement with the Northwest Territories Power Corporation.	Complete the franchise agreement with NTPC.	Purchase and Sale agreement and franchise agreement executed	completed	2025	100%	SAO
Conduct a survey to determine what barriers exist to establishing and maintaining a business in Hay River Develop and implement a town Economic Development plan in partnership with business and Indigenous groups.	Develop an Economic Development plan that includes engagement with business and indigenous groups.	Agreement executed for plan development	Community Economic Development Plan completed and in front of Council for approval.	2025	95%	SAO
Include beautification of the town in all development plans and projects. This includes updating or upgrading areas such as Bob McMeekin Chamber Park, Fraser Place trails, Old Town Connector Trail, and various other trails within the community.	Complete landscaping for Old Town Hall, Capital Drive. Incorporate into West Channel Shoreline Protection project. Incorporate into Lift Station 1 project		1. Old Town Hall - Landscaping for Old Town Hall land completed. 2. Bob McMeekin Park - project completed 3. Oxbow Trail - brushing and firesmarting completed 4. Trails - vegetation management for various trail spaces completed 5. New Cemetery - beautification elements included in conceptual design	Jul-05	75%	Director IPS
Partner with local business to reinvigorate the chamber of commerce.	Hold meetings with Chamber to discuss a plan for membership engagement.	Lobbying of current Chamber executive to organize meetings.	Lobbying of current Chamber executive to organize meetings ongoing. Social Media Buy Local promotion held in November. Supported Moonlight Madness shopping event. Economic Development Committee activated. Community Economic Development Plan completed with initiatives tied to Chamber revitalization	Jul-05	55%	SAO

Focus on the operational and fiscal sustainability of the Town

Goal/Tactic	2025 Prioritized Activities	March 2025 Activity Update	December 2025 Activity Update	Planned Completion	Percent Complete	Lead
<p>Develop a long-term fiscal sustainability plan for operations, capital, and reserves that is funded through the use of diverse funding sources and partnerships with other governments.</p>	<p>Lobby MACA for core funding policy changes.</p> <p>Identify and advance infrastructure partnership opportunities with indigenous governments.</p> <p>Advance Mutual Aid Agreements with neighbouring communities for Emergency Services.</p> <p>Review water/sewer rates and subsidies for Hay River and communities served by WTP</p> <p>Secure major third party funding for Golf Course Enhancements, Lift Station 1, Airport Road, NFTI cleanup, new solid waste facility, new water treatment plant</p>	<p>1. Met with MACA to discuss changes to core funding policies. Received an increase in 2024; expect additional funds through policy update.</p> <p>2. Water/Sewer Rates - meeting held with MACA</p> <p>3. Funding secured for Golf Course, Airport Road, NFTI, Lift Station 1</p> <p>4. Introduction of solid waste levies</p>	<p>1. 10 Year Capital Plan with funding sources updated and approved in November 2025.</p> <p>2. MACA core funding increases established in part due to lobbying efforts</p> <p>3. 2026 budgets include revenue increases and increased contribution to capital</p> <p>4. Secured third party funding for Golf Course Enhancements, Lift Station 1, Airport Road, NFTI cleanup.</p> <p>5. Meetings held with local indigenous governments to discuss partnership opportunities</p>	2025	80%	Director of Corporate Services
<p>Ensure that the Town is supported through a set of current and reliable bylaws and policies.</p>	<p>Updates to: Waste Management Bylaw Chase the Ace Unightly Properties Bylaw Land Administration Bylaw Fees and Charges Bylaw Cemetery Bylaw Animal Control Bylaw Zoning Bylaw Public Behaviour</p>	<p>1. Unightly Bylaw - draft updates completed</p> <p>2. Land Admin Bylaw - updates to development timelines completed</p> <p>3. Waste Mgmt Bylaw - updates for curbside cart, levies, and waste mgmt</p> <p>4. Fees and Charges - updates to Water/Sewer rates; update to chase the ace, solid waste levies</p> <p>5. Chase the Ace - updated to include electronic processes, sales period, etc</p> <p>6. Zoning - project initiated for flood mapping, campshacks, temporary shelters, densification, etc</p>	<p>1. Waste Management Bylaw - updated</p> <p>2. Chase the Ace Bylaw - updated</p> <p>3. Unightly Properties Bylaw - draft update completed. Includes a new Community Standards bylaw</p> <p>4. Fees and Charges - updates to water/sewer, chase the ace, solid waste fees</p> <p>5. Zoning Bylaw - updated for housing densification, temporary shelters, campshacks</p>	2025	90%	SAO
<p>Implement efficiencies in town operations.</p>	<p>Implement electronic payroll system to reduce errors, improve workflow, and reduce duplication of effort.</p> <p>Execute findings of Public Works review.</p> <p>Work with solid waste collection contractor to automate collection.</p>	<p>1. Public Works Service Review - implementing transition plan</p> <p>2. Residential Waste - automated curbside cart program rollout in April</p> <p>3. Asset Mgmt System - rolled out Recreation</p> <p>5. Electronic Payroll - implemented in March</p>	<p>1. Public Works Organizational Changes - implementation of identified changes underway</p> <p>2. AP - electronic workflow implemented for work authorization and payment processing</p> <p>3. AI - adhoc introduction of AI tools for report writing</p>	2025	80%	SAO

Ensure that the Town of Hay River is a place people want to work

Goal/Tactic	2025 Prioritized Activities	March 2025 Activity Update	December 2025 Activity Update	Planned Completion	Percent Complete	Lead
Employ workforce planning programs in Town departments that encourages training, professional development, and retention of quality staff.	Develop training plans for all employees with emphasis on those identified in succession plans. Execute HRFD and PWS service improvements.	1. Health and Safety training system developed and implemented 4. PWS organizational review - new design approved. Implementing	1. Health and Safety Mgmt System - continued development and implementation including safe work practices and training system 2. Public Works Organizational Changes - job descriptions and job classifications completed 3. HRFD Organizational Review - Paid on Call compensation framework implemented; hiring of Deputy Fire Chief completed.	2024	70%	Director of Corporate Services
Build a strong safety culture among people who work for the Town.	Release and training on new health and safety management program. Development of safe job procedures and reporting. Secure internal/external resources to support adoption and compliance with program.	1. Occupational Health & Safety Program rollout occurred in February. Continuing to develop safe job procedures and training programs	1. Health and Safety Mgmt System - implemented with continual development of content	2025+	90%	Director of PS
Create a town succession plan that includes actively recruiting staff who will thrive in Hay River.	Completion of succession plans for critical positions.		Succession plans implemented for retired Lands Clerk and Facility Maintainer	2025	40%	Director of Corporate Services
Build deep engagement between the Town and its citizens						
Consider how to involve citizens more deeply in Town and council work.	Create advisory committees to support key Council priorities such as housing, and economic development. Inclusion of Indigenous Govts in Council Committees Public meetings for Healthy Communities, Curbside Cart/Levies. Public engagement for Zoning Bylaw, Agriculture Plan, Economic Development Plan.	1. Ec Dev, Rec and Housing Committees established and advertised for members 2. Added Indigenous Govts to Terms of References for Committees 3. Healthy Communities Committee public meeting in March 4. Public meeting for Curbside Carts/Levies held	1. Ec Dev committee established and provided governance for Ec Dev Strategy 2. Healthy Community Committee - expansion of membership, public meeting held 3. Zoning Bylaw - public engagement for updates to zoning bylaw including flood zone policies 4. Ec Dev. Strategy - public engagement plan implemented for Strategy development 5. Budget survey - survey released and input incorporated into 2026 budgets 6. Local Indigenous Govts - planning meetings held	2025	80%	SAO
Engage with citizens to identify and quickly resolve issues of mutual concern.	Review Council liaison and committee listing to identify any gaps in community group engagement and Council reporting.	1. Ec Dev, Rec and Housing Committees established and advertised for members 2. Added Indigenous Govts to Terms of References for Committees 3. Healthy Communities Committee public meeting in March 4. Public meeting for Curbside Carts/Levies held	Monthly Council liaison reporting implemented	2025+	65%	SAO

Goal/Tactic	2025 Prioritized Activities	March 2025 Activity Update	December 2025 Activity Update	Planned Completion	Percent Complete	Lead
Publish public documents and information in a timely fashion.	Develop departmental public communication plan and content to support its execution. Update THR website.		Created a public communication plan by department for scheduled, recurring public service announcements. Public Communications and Marketing resources included in 2026 budget	Jul-05	70%	SAO
Partner with other governments on issues of mutual interest						
Advocate for issues of local or regional benefit to the territorial and federal governments with partners such as the Northwest Territories Association of Communities (NWTAC) and the Federation of Canadian Municipalities (FCM).	Advocate the GNWT for increased funding to address the municipal funding gap. Advocate for Canada Summer Jobs funding for THR. Submit resolutions to the NWTAC to advance local needs. Partner on advancing local health and housing issues. Advocate for CN rail restoration.	1. Funding Gap - communications and meetings with MACA and MLAs on core funding policies; some increases to funding	1. Canada Summer Jobs - was awarded grant for one student 2. FCM - Mayor President of NWTAC and appointed to FCM boards 3. Water Treatment Plant - lobbied MPs for funding support; lobbied Cabinet ministers for funding support; lobbied indigenous govts for support 4. Formula Funding - successful in receiving increase to MACA funding 5. CN Rail - lobbied GNWT for supporting reinstatement of rail link 6. Community Learning Centre - met with GNWT to express THR interest in acquiring vacant building 7. New Solid Waste Facility - advocated GNWT for Federal funding to support new facility	2025	75%	Council
Progress land settlement agreements with local Indigenous governments.	Secure funding to support advancement of land settlements and municipal service agreements. Execute MOUs with indigenous governments to demonstrate commitment to land settlement.	Letter and meetings with GNWT issued to request support for land settlements	Meeting held with Minister of Crown-Indigenous Relations to lobby for support for land settlements	2025+	15%	Council
Strengthen relationships with local Indigenous groups.	Partner with a local indigenous government on upgrades/replacement of a recreation park. Discuss indigenous partnerships for shared infrastructure replacement - WTP; landfill. Develop a plan to advance reconciliation and the Calls to Action. Include local indigenous governments in all committees of Council	1. Addition of local indigenous governments on all Committees of Council 2. New Water Treatment Plant - presentations and consultation with all local indigneous governments 3. West Channel Shoreline Protection - WPFN involvement in project governance. Letter of support for WPFN flood mitigation funding	1. Metis 51 - zoning support for emergency shelter; meetings to discuss cultural space development 2. KFN - quarterly planning meetings established 3. Indigenous Peoples Day / Truth and Reconciliation Day - continued partnerships on events and recognition	2025	60%	Council