










Town of Fort Smith Corporate Services Committee

Tuesday, January 8, 2019, at 7:00 pm.

AGENDA

1. Call to Order
2. Delegation
3. Declaration of Financial Interest
4. Review
 - a. Agenda
 - b. Minutes
 - c. Vision, Values and Priorities
 - d. Strategic Plan
5. Governance
 - a. Council Priorities
 - i. Property Tax Issues
 - ii. Commissioner's Land within Municipal Boundaries
 - iii. Fire Abatement
 - iv. GNWT Job Reductions
 - v. Aurora College Program Review
 - vi. Boundary Expansion
 - vii. Road to Garden River
 - viii. Youth Crime
 - ix. Daycare
6. Directors Report
 - a. Accounts Paid List Part I
 - b. Correspondence
 - c. License Report
7. Bylaw/Policy Review and Development
 - a. Briefing Note – Annual Borrowing Bylaw
8. Administration
 - a. NWTAC Resolutions
 - b. GNWT Foundational Review
9. Other Business
10. Excusing of Councillors
11. Date of Next Meeting
12. Adjournment

| Attached Documents | | |
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|  Corporate Services Minutes Dec 4, 2018 |  Vision, Values, and Priorities |  Strategic Plan |
| | | |
|  Accounts Paid Part I |  Correspondence Dec 2018 |  License Report Dec 2018 |
|  Bylaw 995 Annual Borrowing Bylaw | | |
| | | |



Town of Fort Smith
Corporate Services Committee
Tuesday, December 4, 2018, at 7:00 pm

Chairperson: D/M Smith
Members: Mayor Napier-Buckley, Cr. Westwell, Cr. Pischinger, Cr. Beaulieu,
Cr. Cox, Cr. Couvrette, Cr. Campbell
Regrets: Cr. McArthur
Staff Present: Keith Morrison, Senior Administrative Officer; Jim Hood, Director
of Corporate Services; Lisa-marie Pierrot, Executive Secretary

1. Call to Order

D/M Smith called the meeting to order at 7:00 pm.

2. Declarations of Financial Interest

Cr. Couvrette declared a conflict of interest with respect to Accounts Paid List Part I.

3. Review

a. Agenda –The agenda was reviewed.

RECOMMENDATION

Moved by: Cr. Couvrette

Seconded by: Cr. Cox

That the agenda be adopted as presented.

CARRIED UNANIMOUSLY

b. Minutes – The minutes of November 13, 2018, were reviewed and have been adopted at the Council meeting of November 20, 2018.

c. Vision, Values and Goals – The Vision, Values and Goals were reviewed.

d. Strategic Plan – The Strategic Plan was reviewed. Administration advised that there is a need for Council to become familiar with the document as it is their guiding document for the next three years. He advised that the prioritization component has to be completed by Council and that there is a need to present the document to the public in some manner given the high public engagement in completing the document. He indicated that there is a need for some workshops that Council has to have roles and responsibilities as well as workshops on finances.

Cr. Beaulieu entered the meeting.

Administration advised that there is a need to have MACA training on Council roles and responsibilities. There is also a need for Council to have an infrastructure tour, review of the Strategic Plan and to have the NWTAC resolutions submitted. He indicated that Council also has to identify their position on the Aurora College Foundational Review. There may be a need for Council to meet outside of Council meetings.

D/M Smith requested direction on the training from Council. Cr. Cox thinks that the Strategic Plan completion can be done at an evening session. D/M Smith thinks the prioritizing of the actions would take a while and would need more time than an evening workshop. Cr. Campbell agreed with an evening workshop. D/M Smith asked if Council would like to address this issue before the end of the year. Cr. Westwell doesn't see the need to have this completed before the end of the year. Cr. Couvrette agreed with Cr. Westwell and thinks this would be best addressed in the new year. He advised that he will be going through the document to prioritize the actions and sending it out to Council. D/M Smith confirmed that the consensus is that Administration schedule an evening meeting in the new year. He noted that the fourth Tuesday of the month is also available. He added that Administration brought forward Council training and that it may take longer than one evening. Administration advised that if it is the will of Council to have it on the evenings that he will get availability from MACA to schedule the training. He noted that the NWTAC resolutions also have to be completed. D/M Smith asked when final call is and suggested having it as an agenda item for Corporate Services Standing Committee in the beginning of new year.

4. Governance

a. Council Priorities

- i. Aurora College Program Review – Mayor Napier-Buckley advised that the Mayor of Yellowknife along with one Councillor and their SAO met with Cr. Westwell, D/M Smith and herself on November 21, 2018. She advised that the meeting was to discuss common issues and that a follow up meeting has been set for December 13, 2018 in Yellowknife. She advised that the Mayor of Inuvik will also be in attendance to discuss the Department of ECE's move with education. She advised that the three Mayors are planning to do a joint press release on their position on the Foundational Review.

Mayor Napier-Buckley advised that the meeting went very well and that there was a discussion on what Yellowknife's intentions are with regards to the College and that they weren't looking for the headquarters. She advised that Yellowknife indicated that their idea for the college becoming a University were somewhat different than what the department was pushing forward. Cr. Westwell advised that during the meeting it was discussed to have Hay River brought to the table and asked if that is something the Mayor's will

be doing. Mayor Napier-Buckley advised that they had not planned to have Hay River included on the next scheduled meeting. She advised that there is a NWTAC meeting the day after and Hay River Mayor is on the board, so we can definitely have that conversation while in Yellowknife. Cr. Westwell indicated that being in the conversation he thinks that Yellowknife is feeling played in this and would like to have a united front moving forward. He thinks it may be valuable to have the Hay River Mayor involved. Cr. Couvrette asked if the City of Yellowknife shared their document on the assessment of a University and the benefits to the City of Yellowknife. D/M Smith advised that their document has not yet been completed and they hope to have it finalized soon. One of the things that was stressed is that unless your taking evening classes there are very few post-secondary opportunities available at the Yellowknife campus. Yellowknife wants more courses and programs available. Cr. Westwell advised that Yellowknife also elaborated on how this consultation has got more expensive and seem very forth coming with information. Cr. Couvrette advised that he listened to the City of Yellowknife's presentation to the standing committee and he thinks that if that information becomes more available it will give a lot of credence to the position that trying to create this university is going to be exorbitantly expensive. D/M Smith advised that the discussion at the meeting didn't get that much in depth. He advised that the Yellowknife Mayor and her colleagues were able to tour the Aurora College and that Mayor Alty has never been to the facility. Administration advised that the SAO's did have a follow up meeting and talked about the press release with Inuvik and Yellowknife. He advised that Inuvik wants to be involved in the discussion and that Yellowknife will be providing a draft press release. D/M Smith advised that another issue that was discussed is the chronicle underfunding and how municipal governments can work together to advance this issue.

- ii. Road to Garden River – Administration advised that the EDO will be providing a document to Council on the business walks as one of the requests was providing an alternate road to the community.
- iii. Daycare – Administration advised that the Town has signed a lease agreement with the Fort Smith Daycare Society to provide childcare services. He advised that the daycare will be starting small and looking to have 8 childcare spots available. The lease includes three spaces; the party room, games room and the kitchen at the recreation centre. He advised that the President of the Fort Smith Daycare Society anticipates to have an Executive Director hired and working before Christmas. He advised that the building on King Street has also been offered for a Daycare by the GNWT and are just trying to get the GNWT to renovate the building first.

He advised that a lot of those searching for childcare are students attending Aurora College. Cr. Cox would like to thank all those that made this happen.

5. Director's Report

- a. Accounts Paid List Part I– The Accounts Paid List Part I was reviewed.
RECOMMENDATION
Moved by: Cr. Westwell
Seconded by: Cr. Cox
That the Accounts Paid List Part I for the period ending November 30, 2018, totaling \$976,605.10 be approved.
IN FAVOUR – MAYOR NAPIER-BUCKLEY, CR. WESTWELL, CR. PISCHINGER, CR. BEAULIEU, CR. COX, CR. CAMPBELL
ABSTAINED – CR. COUVRETTE
CARRIED

- b. Accounts Paid List Part II – The Accounts Paid List Part II was reviewed.
RECOMMENDATION
Moved by: Cr. Cox
Seconded by: Cr. Couvrette
That the Accounts Paid List Part II for the period ending November 30, 2018, totaling \$6,731.08 be approved.
CARRIED UNANIMOUSLY

- c. Correspondence – The November 2018 correspondence was reviewed. Cr. Westwell asked if the letter on livery license has been emailed to Council. Administration advised that if Council has questions or concerns on the letter it has to be discussed in camera. Cr. Westwell would like a verbal update at the Community Services Standing Committee meeting.

- d. Licensing Report – The November 2018 licensing report was reviewed. Administration advised that we hope to get a mail drop for skidoo licensing.

6. Administration

- a. Acting Senior Administrative Officer – Administration advised that the acting SAO has to cover for Christmas holidays.
RECOMMENDATION
Moved by: Cr. Cox
Seconded by: Cr. Campbell
That Cynthia White, Director of Community Services, be appointed Acting Senior Administrative Officer from the period of Friday December 21st, 2018 at 5:00 pm to Monday January 14th, 2019 at 8:30 am.
CARRIED UNANIMOUSLY

- b. Standing Acting Senior Administrative Officer – Administration advised that this is before Council to ensure coverage in the off chance that he is away from the community. He advised that all the directors have signing authority and ability to process payroll, so this appointment is more for emergencies. Cr. Cox asked if the appointment is indefinite. Administration indicated that we can put a grandfather date or an annual date. The Director of Corporate Services advised that he has no problem with letting the appointment stand at the will of Council to ensure that there is coverage of the SAO in cases of emergency.

RECOMMENDATION

Moved by: Cr. Westwell

Seconded by: Cr. Couvrette

That Jim Hood, Director of Corporate Services, be appointed Standing Acting Senior Administrative Officer on an as and when required basis when the Senior Administrative Officer is away from the office effective December 4, 2018.

CARRIED UNANIMOUSLY

- c. Briefing Note Town Facilities Holiday Closure – The briefing note was reviewed. Administration advised that this is Council’s opportunity to give half day off work to staff for Christmas. He advised that not too much business is getting done on Christmas Eve. Cr. Westwell believes that staff used to get the whole day off.

RECOMMENDATION

Moved by: Mayor Napier-Buckley

Seconded by: Cr. Campbell

That Town staff, dependent on operational requirements, be given a half-day off on December 24, 2018. Should operational requirements necessitate employment on this noted date, the employee will be given equivalent time off in lieu at the mutually agreed time.

CARRIED UNANIMOUSLY

- d. Briefing Note 2019 Operations and Maintenance Budget – The briefing note and 2019 budget was reviewed. Administration advised that the purpose of the municipal corporation is that we are service providers to the community. In order to provide those services, you need a number of things; people, infrastructure, fleet and linear infrastructure. He indicated that as a municipality we provide services at a certain level. The level of service we provide affects all services and costs to provide those services. The services get more expensive as the Town provides more. He noted that everything the Town does is a combination of level of services at a cost to provide them at which is defined as operating costs. He advised that what Council has before them is a budget and the level of services that the services are provided at. He advised that included in the budget are; all the costs for all the fuel, supplies for the Recreation Centre and Arena, and all the salaries and wages. He advised that the employees are hired based on an organizational chart based on the services that the Town provides. He noted that for one service budget there is all the staffing, tied to a

organizational chart, and the level of service it is provided at. He indicated that this drives the expenses, how much it costs the Town in any given year to do what they do. He advised that with no level of service change the budget doesn't change all that much. At that point what the Town will experience is forced growth which are things that are out of control and not tied to a level of service which will cause the budget numbers to go higher. There are number of factors that will cause a forced growth; increase in community population, increases to the cost of living, and the cost of staff increases every year. He added that although there are changes in the level of services, forced growth will increase the budget every year.

Administration advised that the Town receives revenue from three different sources; property taxes, user fees and block funding from GNWT that are fixed amounts. We have no say in what the funding is to be spent on and that the GNWT regulates the funding. He advised that the GNWT found out they underfund the Town by three million five hundred thousand every year. Administration advised that the budget that is being presented is a status quo budget and there are no proposed increases. There are increases in salaries which are forced growth. He advised that there is an increase in MACA funding which was enough to cover those increases. It is a balanced budget with no property taxes increases.

Administration advised that there is no level of service increase requested and all indications are that residents are satisfied with the level of service currently offered by the Town. The Town has not grown so as to require an increased level of service due to population pressures. He noted that the budget document also includes budget estimates for the next three years so that future deficits can inform decisions regarding property tax revenue increases, etc.

Administration advised that the Community Services are well-received; the Community Services staffing was increased by 0.95 full time equivalent positions for 2016, which has facilitated improved service. He added that service has been increased through an internal restructuring, as well as improved partnering with local service organizations. He indicated that the thirty five thousand was added to address overtime costs in 2018 and that efforts have been made to quantify recurring donation costs for local service organizations.

Administration advised that Municipal Services hired more summer students in 2016 and the increase in level of service appears to have resulted in resident satisfaction. He added that over the last three winters overtime, casual labour and resident satisfaction with snow removal has improved which was achieved with a thirty thousand dollars allocation to overtime in 2018. There was also an additional fifteen thousand dollars added to the budget in 2018 to address overtime for garbage pickup. There may be opportunity for a further level of service increase in the summer for Municipal Services, however current intent is to solicit external funding for

any such hires. He indicated that costs that have yet to be completely defined include Snowboard Park O&M, Sewage Lagoon de-sludging and increased Landfill cover which are not a concern for 2019 but may be a consideration for 2020 and beyond.

Administration advised that Corporate Services is currently appropriately staffed, and improvements to service levels through streamlining of processes are being reviewed. The implementation of an asset management system may require additional staff in the near future, however the need has yet to be fully defined and is not a concern for 2019. He indicated that the Mayor and Council honoraria amounts have yet to be reconfirmed and 2018 values are used for this document.

Administration advised that budget allocations have proven sufficient for operations, apart from some minor revisions as noted in the budget document. As such, the only major change proposed is forced growth to salaries; specifically, a proposed maximum of 1.5% annual bargained increase, and any step increases received by employees. He advised that salaries increase aggressively to 2020 at which point the increase slows; this is attributed to effective human resource policies resulting in staff retention such that long-serving staff are reaching their pay step maximums and pay increases slow as a result.

Administration indicated that other large expense increases include twenty five thousand dollars to address the fact that the GNWT will no longer pay the school tax portion of the Tax Relief program, fifteen thousand dollars allocation to address collective bargaining in 2019, twenty three thousand dollar increase in Arena electricity and heating, and an additional twenty thousand dollars for road maintenance supplies.

Administration advised that we have not received the 2019 MACA funding numbers and are using the 2018 numbers. There is an increase to user fees for the 2019 general O&M budget, this results in a balanced budget, with a 2020 deficit of sixty eight thousand and a 2021 deficit of one hundred and forty seven thousand. The 2019 utility O&M budget results in a surplus of forty three thousand reducing to thirteen thousand in 2020 and a deficit of eleven thousand in 2021. The 2019 environmental O&M budget results in a four thousand dollar surplus, with a 2020 deficit of two thousand and a 2021 deficit of nine thousand. Further, general user fees were increased in 2016, and Tipping, Lottery and Medivac Fees were increased by 10% in 2017. Utility Rates and Levies were increased by 2.5% in 2018, while the Solid Waste Levy was increased by 15%.

Administration advised that if we want to increase property tax we can increase the mill rate. In 2019 the Town got new infrastructure, we estimate an increase of seventy five thousand dollars in increase property tax revenue in 2019. Historically, Property Tax Revenues have been increased as follows (noting that a 1% property tax revenue increase

amounts to approximately \$30k):

Administration advised that other considerations to consider are that the Waste Management Plan implementation of recycling and composting initiatives will require an additional levy; this can only be added after further analysis of proposed programs. The sewage lagoon tipping fees and that the Water and Sewer Bylaw is currently under review; the intent is to incorporate sewage lagoon tipping fees in the updated bylaw, however these revenues are not currently included in the budget. The property tax weighting as there is opportunity to revise the allocation of property taxes between residential, commercial, institutional, industrial, etc., properties, as well as between developed and undeveloped properties, as required to ensure appropriate distribution of costs, promote development, etc. This would be determined upon review of the 2018 Mill Rate Bylaw. He advised that there is no proposed increase and it is a balanced budget.

D/M Smith indicated that there have been no tax increases in the last ten years and since there has been a 43% property tax increases we are caught up now. He added that not everyone pays the same property tax amounts and an increase in property taxes would have more effect on some property owners than others.

Cr. Cox asked if overtime for staff is a reasonable solution to the demands for services and if staff are ok working the overtime. Administration advised that overtime is used in a number of situations and often the person that is completing the overtime only gets 20 hours a week as a part time employee. He advised that some of the other overtime is done for snow removal and is completed by full time that are given first priority. He advised that staff have the right to refuse the over time. We have never had any kick back from employees. D/M Smith indicated that the Town also works under a collective agreement that regulates contracting out work.

Cr. Cox asked for clarification on the school tax and senior tax relief program. Administration advised that every property tax owner pay a school tax fee on their bill and that the Town collects it on behalf of the GNWT. The GNWT provides the rate and the Town collects on the resident's bill and remit it to the GNWT. He advised that Seniors don't pay any property taxes which includes the school tax. He advised that the GNWT and the Town are not sharing the school tax cost that is supposed to be paid by seniors. He advised that the GNWT use to cover 100% of the school tax to seniors and now the GNWT only forgives 50%. The other option is to get seniors to pay some tax and transfer the cost back to them but until Council directs it there is no cost to seniors and are forced to carry the additional costs. Cr. Cox indicated that once again the GNWT is no longer paying for what they use to pay for causing the municipality to cover the cost. Administration advised that the GNWT has never intended to do this and was an oversight. He advised that the GNWT is pushing the Town on this issue on a number of fronts by trying to change how the

school tax is remitted. The Director of Corporate Services advised that the GNWT sends the Town an invoice once a year for the school tax based on the final assessed value of all the properties in town. He advised that what the Town has done in the past is as the school tax has been collected it has been remitted to the GNWT. Now what the GNWT is trying to get the Town to do is pay the invoice in full when they receive and keep the property tax payments when it is received so that the GNWT gets their money in full. He advised that we are fighting that because we don't find it fair is that we are on the hook for the money and the GNWT gets their money up front. Administration indicated that the GNWT is trying to transfer the risk of those defaulting on paying their property taxes.

Cr. Cox asked who dumps in the sewage lagoon. Administration advised that there are a number of contractors that provide portable washrooms and have to dump in the lagoon.

Cr. Couvrette was under the assumption that reserves have only been in place for three years and asked what level those are currently sitting at. Administration advised that reserves are similar to savings. He advised that the Town can't have savings and that anything that the Town plans for the future will have to save for as we are limited in borrowing funds. He advised that a couple of years prior, the Town decided to consolidate the reserves and create a reserve for infrastructure and fleet and make them bigger to have larger pools of money that would make them more versatile. He advised that the status of the reserves is indicated in the audited financial statements. Cr. Couvrette asked if the school tax is legislated to collect on behalf of the GNWT. Administration confirmed and indicated it is included in PATA. Cr. Couvrette suggested on bringing this issue as a resolution to the NWTAC. Administration doesn't know how successful Council would be as this has been problematic from the start as we are unable to send out tax notices until the school tax rates have been received which doesn't happen until April and so notices are usually sent out in May. Therefore, the deadlines are not set until June or July and impact the Town's cash flow and that revenues that were expected in February and are now being received in August. D/M Smith advised that the audited statements for 2017 indicate that the general reserve, service interruption reserve was two hundred and fifty-four thousand and sewer and water infrastructure reserve was one million three hundred thousand. He indicated that some of those items have been spent in 2018 but not the full amounts. Administration advised that there is a five million dollar water and sewer project that started in the fall of 2018 and will continue into the summer of 2019. He advised that there is a landfill project that has gone from one million five hundred thousand to three million dollars in cost that will be underway in 2019. He indicated that Town Hall, Library and Fire Hall have to be replaced. He added that the ambulance bay has to be built and the Recreation Centre that is on the books for renovation. There is also seven public works garages that will come to their life end in 2020. He indicated that a balanced budget was not good enough for the last Council

who decided to contribute more to reserves in order to replace the aging infrastructure. There are a number of renovations and replacements of infrastructure projects that will be underway in 2019.

Cr. Westwell indicated that the last collective agreement included an average of 2% increase per year. He indicated that the budgeted 1.5% estimate may be lower than what is agreed in the new collective agreement. He asked if the Town has established a bargaining team. Administration advised that the Town has not yet established a bargaining team. Cr. Westwell asked if the environmental levy's cover the landfill closure costs or if that is something that we should be funded additionally. Administration advised that the intent is to consolidate the closure cost with the reserve contribution. The more money we add to the reserves the closer we become to cover the capital needs. He advised that with the collective bargaining, what Council approves in the budget will drive what the Town is willing to negotiate at the table. He advised that with the last collective bargaining the Town completed a pay equity exercise where job descriptions were created and compared to those across the country and the ability to set the salary's accordingly. He advised that the Town's pay scales are set in the 90th percentile. He thinks 2% may get asked for a 1.5% increase but that is more than fair but that is Council's will and that we need something to budget by. Cr. Westwell doesn't want to get too specific in increases and that his general point is that he has concerns on the possible increases and that the Council Honoraria review committee still has to meet and how the result of their recommendation could impact our costs. D/M Smith thinks there is a political opportunity to go back to the GNWT around the landfill closure as environmental risk management is not something municipalities have been set up to deal with, the ongoing remediation costs are not something anyone could have foreseen and the costs are difficult for municipalities to track. Administration advised that is an issue that he has requested to the SAO's of the tax based communities to bring to the table.

RECOMMENDATION

Moved by: Cr. Couvrette

Seconded by: Cr. Westwell

That the 2019 Operations and Maintenance Budget be adopted as presented.

CARRIED UNANIMOUSLY

- e. Briefing Note 2018 Christmas Toy and Food Drive – The briefing note was reviewed. Administration advised that this request is a reoccurring request received from a religious group and is before Council for discussion. D/M Smith advised that previous discussions include request to have the items bought locally. Cr. Couvrette requested that this item show up as a line item in the budget. Mayor Napier-Buckley advised that the reason that it wasn't a line item is because it was going to a religious organization and that our bylaw has more restrictions on donating to

religious organizations. Administration advised that the recommendation will not make it to Council in form of motion in time, so he will act on this.

RECOMMENDATION

Moved by: Cr. Cox

Seconded by: Cr. Couvrette

That Council approved \$400 to be spent on items to be donated to the Christmas toy and food drive.

CARRIED UNANIMOUSLY

7. Other Business

- a. Ad Hoc Committee Bylaw 903 – Administration advised that the Ad Hoc Committee did meet and requested a verbal update. Cr. Westwell advised that the committee did meet and that Cr. Couvrette will be providing a terms of reference. He advised that that Grant Paziuk, Ray Currie, and Brenda Tuckey and the member of Council Cr. Couvrette have been selected to serve on the committee. Administration advised that if administration is given direction, he can research the information that is required. Cr. Westwell advised that the committee has also requested that the Council Honoraria Committee be required to review the Mayors hours of work and work load, review and information on the taxes paid for honoraria and childcare for Councillor's that are single parents.

RECOMMENDATION

Moved by: Cr. Westwell

Seconded by: Cr. Cox

That Grant Paziuk, Ray Currie, and Brenda Tuckey be appointed to Council Honoraria Bylaw 903 Review Committee as members of the public and that Cr. Couvrette be appointed to the Council Honoraria Bylaw 903 Review Committee as a member of Council.

**IN FAVOUR – MAYOR NAPIER-BUCKLEY, CR. WESTWELL, CR. PISCHINGER, CR. BEAULIEU, CR. COX, CR. CAMPBELL
ABSTAINED – CR. COUVRETTE**

CARRIED

8. Excusing of Councillors

RECOMMENDATION

Moved by: Cr. Cox

Seconded by: Cr. Couvrette

That Cr. McArthur and Cr. Pischinger be excused from the Corporate Services Standing Committee meeting of December 4, 2018.

CARRIED UNANIMOUSLY

9. Date of Next Meeting

The next meeting of the Corporate Services Standing Committee will be January 8, 2019.

10. Adjournment

RECOMMENDATION

Moved by: Mayor Napier-Buckley

**Seconded by: Cr. Couvrette
That the meeting be adjourned at 9:05 pm.
CARRIED UNANIMOUSLY**



Town of Fort Smith

Vision, Values and Priorities

Approved: November 20, 2018

Vision

The vision statement outlines what our community wants to be. Our vision statement provides a basis for future decision-making and activities.

The Town of Fort Smith will work with our partners to enhance our excellent quality of life by respecting values, traditions, and healthy lifestyles. We will continue to advance as a unified, active and prosperous community.

Values

The mission defines how the Town will operate; it represents what is fundamentally important to us in how we work with each other and represent the citizens of Fort Smith.

- **Welcoming** – we are a friendly community which embraces our visitors, students and residents alike.
- **Innovative** – we take on new challenges in the pursuit of excellence.
- **Sustainable** – we are committed to sustainability in our Town's operations and development.
- **Unified** – we work with Indigenous governments and our partners to implement our plans and achieve our goals.
- **Committed** – we operate professionally and to the highest ethical standards.

Priorities

Key themes and priorities emerged through the community engagement process. The residents of Fort Smith have a clear perspective on our town's priorities. They are presented in two sections. The first includes priorities within the Town's mandate to address; the second include priorities that the Town can work with other governments and agencies to achieve.

Town Mandate

- responsive government
- youth
- attraction and retention of residents
- partnerships with Indigenous governments and others
- safety and legislation
- infrastructure
- community services
- communication



Town of Fort Smith

Vision, Values and Priorities

Approved: November 20, 2018

Town as Facilitator

- health and wellness
- child care
- sustainability, energy and climate change
- education
- economy
- affordable housing

Goals, Strategies and Actions

Based on the priorities our goals are:

- To retain existing and attract new residents
- To be the healthiest community in the Northwest Territories
- To be a leader in sustainability
- To grow our role as the education capital in the NWT
- To create a diversified local economy
- To operate a responsive and transparent government

Each goal is supported by strategies and actions to address the priorities. We are committed to working toward achieving these goals.



Fort Smith
Northwest Territories
UNEXPECTED. UNFORGETTABLE.

TOWN OF FORT SMITH

STRATEGIC PLAN - 2018



WELCOMING | INNOVATIVE | SUSTAINABLE | UNIFIED | COMMITTED

Message from the Mayor



On behalf of the Town Council for the Town of Fort Smith, I am pleased to present the new Strategic Plan. This plan provides direction for how the town will move forward in priorities, decisions, and opportunities for the next several years.

We have been able to meet with residents, businesses, and other Governments throughout the Town to talk about what is vital to our community growth, wellness, sustainability, roles, economy, values, and identity. It is through the engagement process that we identified and consolidated the goals that you see as essential for the municipality. Many are under the mandate of the town, while many others highlight the role that we need to take as a facilitator on social and wellness issues and as an advocate for our community.

Our decision-making process connects to the vision that our community has put forward. As we resolve issues that come before Council and how we will proceed, the Strategic Plan will be an integral part of those discussions. The Strategic Plan will be brought forward to the community for continued engagement through implementation.

We look forward to bringing to life the vision that we have created together.

Mayor Lynn Napier-Buckley

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Introduction

Building on the successful implementation of the 2010 Strategic Plan, Town Council initiated a Strategic Plan update. A community engagement process was undertaken to better understand the priorities that residents feel their local government should focus on.

This Strategic Plan is an important document for our town. It defines where we want to go as a community and provides us with the map to get there. It helps us to respond effectively and efficiently to issues facing our community and to take advantage of new opportunities that arise. It's about setting the direction that will help to maintain the kind of town we want.

We spoke with over 200 Fort Smith residents about your priorities for our town through an intensive engagement process. Whether you responded to the survey, attended a community event or participated through an advisory committee, we thank you for being part of the process.

Strategic Planning is an on-going process. We will need additional input from our residents as we implement this plan. We hope that you will continue to partner with us, so we can continue to meet your needs now and in the future.

On behalf of the Town of Fort Smith Council and Staff, the Mayor and Council are pleased to present our 2018 Strategic Plan. This Plan establishes our goals and sets our direction over the next several years.

Background

The Town of Fort Smith is nestled on the banks of the Slave River¹. Once the capital of the Northwest Territories, Fort Smith has always been a hub of activity. For centuries, the Dene and Métis hunted and fished the land and tributaries flowing into the Slave River. The waterway was key to their movements, following the ancient rhythms of animals and seasons. Explorers and fur traders later used the Slave as a gateway from the Prairies when travelling north from Lake Athabasca.

Fort Smith was the site of a Hudson Bay settlement. For 200 years, all freight from the south travelled the Slave River. Due to the formidable rapids at Fort Smith, this freight would need to be portaged. This was the route to the Arctic until a highway to Hay River was built in 1949 and freight was transported to Great Slave Lake. Fort Smith was the capital of the Northwest Territories until 1967.

Today, its residents describe Fort Smith as a friendly, welcoming community. It has much to offer to residents and visitors alike. The town has modern facilities, including a pool, curling rink, and large gymnasium; excellent health and social services; and regular community programming for all age levels. Health and safety are ensured by the local RCMP detachment, a volunteer fire department, and the Fort Smith Health and Social Services Centre.

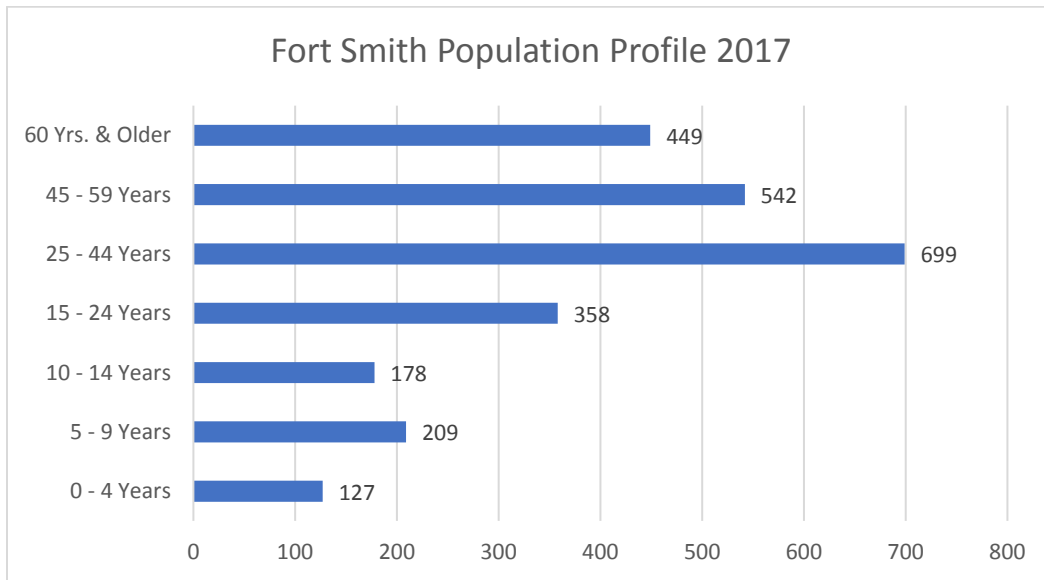
Fort Smith is the NWT education capital. All grades are available, from kindergarten to Grade 12, as well as French immersion and alternative education programs. The town is also home to Aurora College's headquarters and largest of three campuses.

World-class rapids, the world's largest Dark Sky Preserve, a UNESCO World Heritage Site and territorial and national parks are all nearby. The Northern Life Museum and Cultural Centre features impressive cultural and natural collections from the Thebacha region.

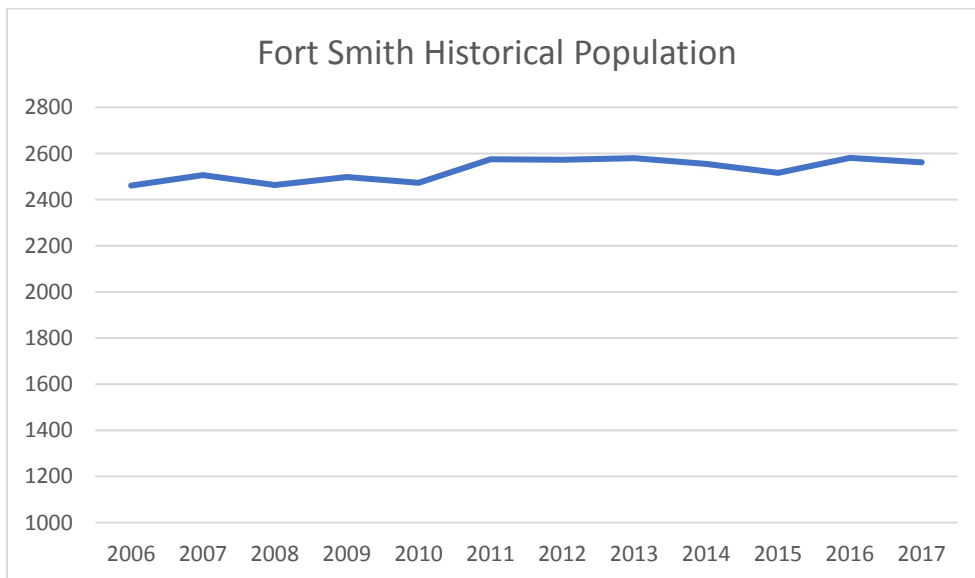
¹ From Town of Fort Smith Website

Demographics

The 2017 population profile below shows that the largest age group in Fort Smith is from ages 25-44. While this is significant, it is also worth noting that 34% of the population is under the age of 24 and 39% of the population is over the age of 45. This suggests that may be sustained growth of the Fort Smith population and that more services will be required to address the needs of an aging population as well.

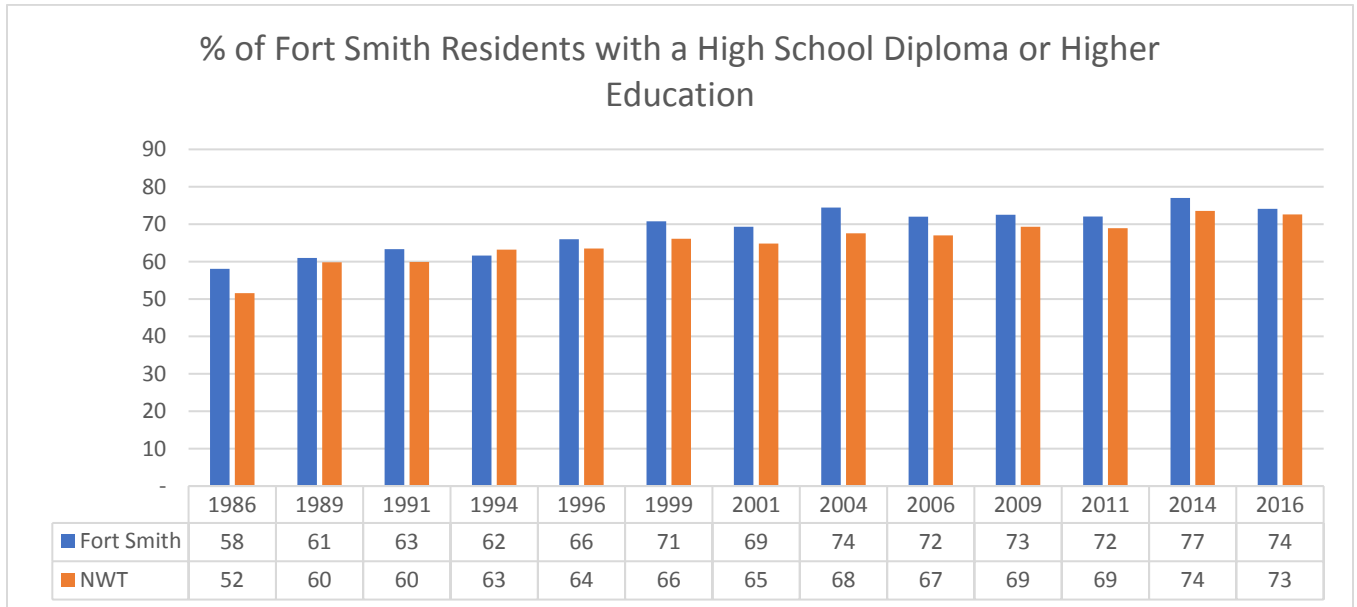


From 2007 to 2017 there was a slight increase in the population of Fort Smith. It grew by 0.2% in that time frame. However, the population of the age group 60 + rose by 4.2% over those 10 years.

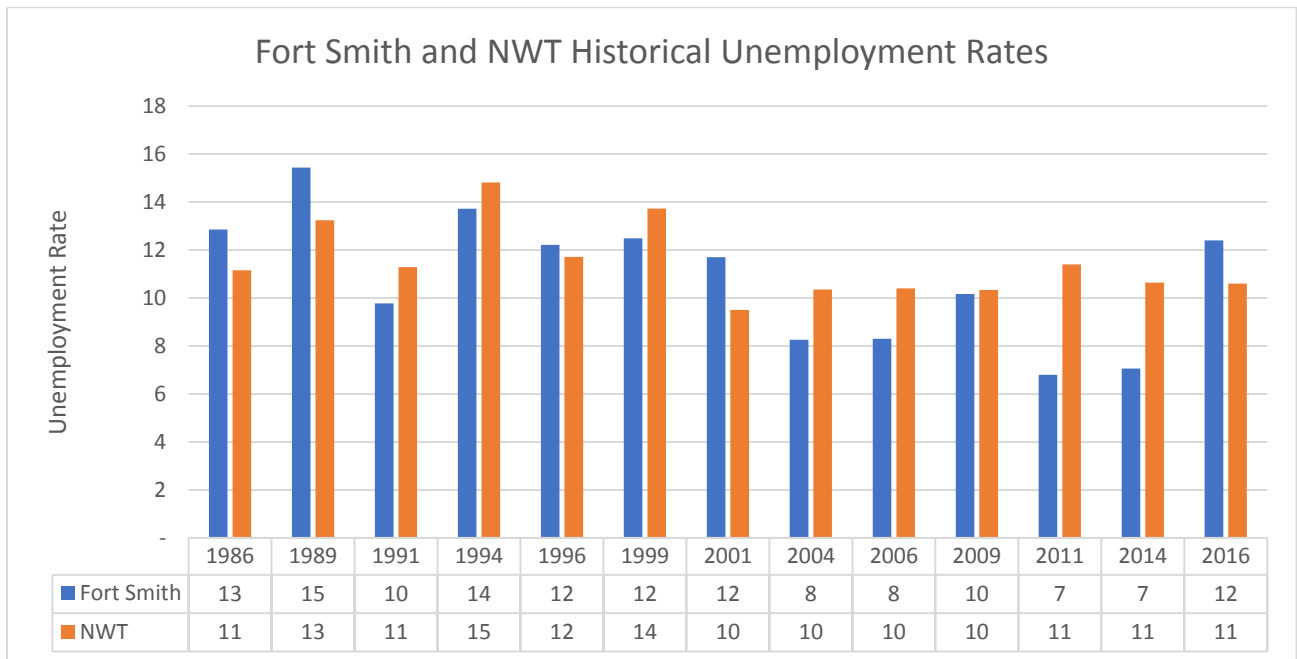


WELCOMING | INNOVATIVE | SUSTAINABLE | UNIFIED | COMMITTED

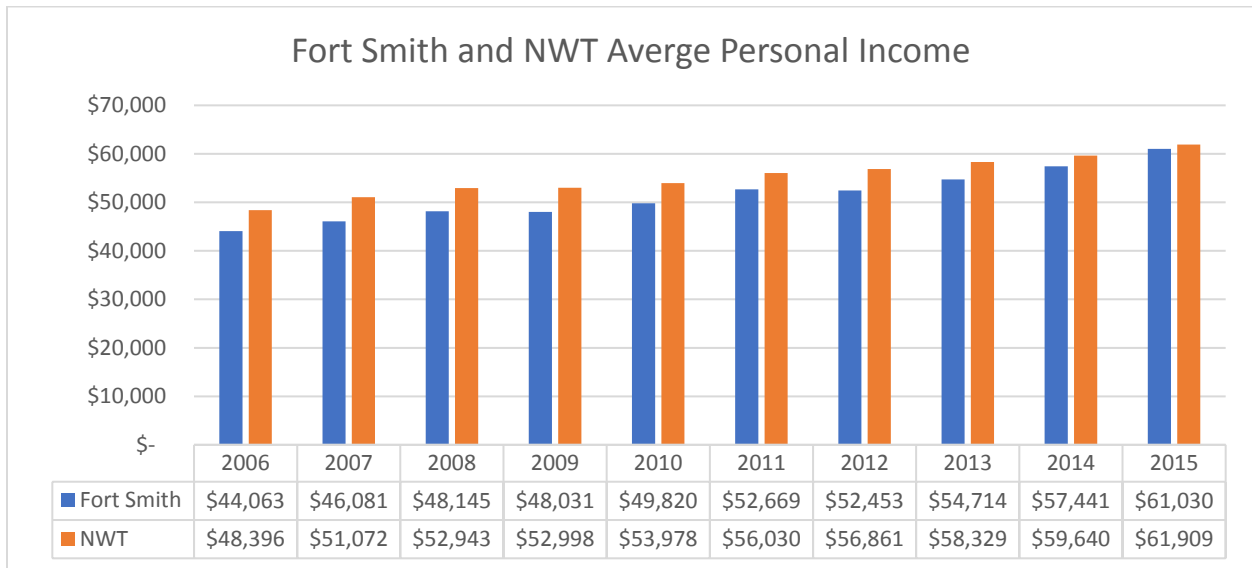
Fort Smith is a well-educated community. Those who hold a high school graduation diploma or have achieved higher education has increased in Fort Smith and throughout the NWT from 1986 to 2016. In general, the percentage of residents with a high school diploma or higher education is higher among those living in Fort Smith than the whole of the NWT.



The unemployment rate in Fort Smith is generally lower than the NWT.



Average incomes in Fort Smith continue to rise. From 2006 to 2015, the average personal income has been slightly lower in Fort Smith than in the Northwest Territories. However, the increase in income during this period has been higher in Fort Smith.



Process

The community engagement process took place over a 12-month period in 2017 and 2018. More than 200 residents participated and identified opportunities for Fort Smith's future. The perspectives gathered provide direction for the updated Strategic Plan. The process included the following opportunities for engagement:

- Community Survey
- Stakeholder workshops (7) – Northern Life Museum, Fort Smith Housing Authority, Chamber of Commerce, Fort Smith Métis Council, Fort Smith Seniors Society, Salt River First Nation, Smith's Landing First Nation, and Fort Smith Health and Social Services Society.
- Mayor and Council Workshops (3)
- Town of Fort Smith Advisory Board Workshops – Culture, Recreation, Trade and Tourism, and Sustainable Development.
- Information Booth at Aurora College
- Youth Visioning Workshop
- World Café

Vision

The vision statement outlines what our community wants to be. Our vision statement provides a basis for future decision-making and activities.

The Town of Fort Smith will work with our partners to enhance our excellent quality of life by respecting values, traditions, and healthy lifestyles. We will continue to advance as a unified, active and prosperous community.

Values

The mission defines how the Town will operate; it represents what is fundamentally important to us in how we work with each other and represent the citizens of Fort Smith.

- **Welcoming** – we are a friendly community which embraces our visitors, students and residents alike.
- **Innovative** – we take on new challenges in the pursuit of excellence.
- **Sustainable** – we are committed to sustainability in our Town’s operations and development.
- **Unified** – we work with Indigenous governments and our partners to implement our plans and achieve our goals.
- **Committed** – we operate professionally and to the highest ethical standards.

Priorities

Key themes and priorities emerged through the community engagement process. The residents of Fort Smith have a clear perspective on our town's priorities. They are presented in two sections. The first includes priorities within the Town's mandate to address; the second include priorities that the Town can work with other governments and agencies to achieve.

Town Mandate

- responsive government
- youth
- attraction and retention of residents
- partnerships with Indigenous governments and others
- safety and legislation
- infrastructure
- community services
- communication

Town as Facilitator

- health and wellness
- child care
- sustainability, energy and climate change
- education
- economy
- affordable housing

Goals, Strategies and Actions

Based on the priorities our goals are:

- **To retain existing and attract new residents**
- **To be the healthiest community in the Northwest Territories**
- **To be a leader in sustainability**
- **To grow our role as the education capital in the NWT**
- **To create a diversified local economy**
- **To operate a responsive and transparent government**

Each goal is supported by strategies and actions to address the priorities. We are committed to working toward achieving these goals.

To retain existing and attract new residents.

Accomplishments

- Downtown Development Plan
- Special awards program that contributes to communication with elders
- Community engagement
- Development of Westgrove III

Strategies

- Support the development of affordable housing within the town
- Support the development of high quality and affordable child care in the town
- Work with Indigenous governments to support their development plans
- Promote Fort Smith as the Best Place to Live North of 60
- Develop a road connecting Fort Smith with the south

Support the development of affordable housing within the town

| Actions | 1-2 Yrs | 3-5 Yrs | 6 Yrs + |
|---|---------|---------|---------|
| Identify tools the Town has to reduce housing costs | | | |
| Work with local developers to promote diversity of housing types | | | |
| Work with the Fort Smith Housing Authority | | | |
| Work with the College to explore feasibility of renovating and renting vacant student housing | | | |
| Work with the GNWT to explore the feasibility of renovating and renting the RCMP homes being replaced | | | |
| Lobby GNWT, Minister, and Federal Government for support to develop housing | | | |

Support the development of high quality and affordable child care in the town

| Actions | 1-2 Yrs | 3-5 Yrs | 6 Yrs + |
|--|---------|---------|---------|
| Work with partners to develop child care (including infant, toddler, pre-school and after school care) in the town | | | |
| Identify tools available to the Town to support the development of additional child care spaces | | | |

Work with Indigenous governments to support their development plans

| Actions | 1-2 Yrs | 3-5 Yrs | 6 Yrs + |
|---|---------|---------|---------|
| Provide and expand municipal services to accommodate growth and development | | | |
| Prepare for future and support settled land claims | | | |

Promote Fort Smith as the Best Place to Live North of 60 “Unexpected; Unforgettable”

| Actions | 1-2 Yrs | 3-5 Yrs | 6 Yrs + |
|---|----------------|----------------|----------------|
| Develop and implement a promotional campaign stressing location, quality of life, outdoor recreation, facilities and services | | | |
| Partner with businesses and government agencies on a strategy to attract new residents | | | |
| Develop a Fort Smith fact sheet for orientation to Town Services, amenities, recreation opportunities, etc. | | | |

Develop a road connecting Fort Smith with the south

| Actions | 1-2 Yrs | 3-5 Yrs | 6 Yrs + |
|--|----------------|----------------|----------------|
| Work with the GNWT, Government of Alberta, the Federal Government and Indigenous Governments in and around Wood Buffalo National Park to create the connection | | | |

To be the healthiest community in the Northwest Territories.

Accomplishments

- Rebuilding the arena
- Increased and stronger bylaw enforcement
- Fire smart program
- Partnership with RCMP
- Pedestrian and vehicle safety improvements
- Improvement in community services
- Track and field facilities
- Thebacha Trail
- Snowboard park
- Hosting the Arctic Winter Games

Strategies

- Increase community wellness and overall health
- Maintain and improve existing community facilities
- Ensure the safety of our residents

Increase community wellness and overall health

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Work with partners to update the Community Wellness Plan | | | |
| Work with partners to identify funding for a Community Wellness Coordinator | | | |
| Offer healthy food and beverage options at all Town facilities | | | |
| Develop a youth-led strategy for meeting their health and recreation needs | | | |
| Continue to develop both indoor and outdoor active recreation opportunities | | | |
| Provide additional STEAM and literacy-based recreational opportunities | | | |
| Member of Council to attend the seniors' lunch program to develop awareness of elder needs | | | |

Maintain and improve existing community facilities

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Implement recreation facility upgrade (midlife retrofit) | | | |
| Implement park space assessment recommendations | | | |
| Replace Town Hall | | | |
| Replace Library | | | |

WELCOMING | INNOVATIVE | SUSTAINABLE | UNIFIED | COMMITTED

| | | | |
|---|--|--|--|
| Develop new Protective Services Building (firehall and ambulance) | | | |
|---|--|--|--|

Ensure the safety of our residents

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|----------------|----------------|---------------|
| Update and implement emergency preparedness plan | | | |
| Roll out and use the Mass Notification System | | | |
| Organize and attend monthly meetings with RCMP and quarterly meetings with Ambulance and Fire Department | | | |
| Increased and stronger bylaw enforcement presence (speeding, dog control, contamination and littering) | | | |
| Work with inter-agency to address youth crime | | | |
| Identify barriers among homeowners regarding implementing the FireSmart Education Program | | | |
| Update and implement the FireSmart program for Town lands, private lands and Commissioner lands | | | |
| Citizens on Patrol in Town (work with RCMP and Indigenous Governments) | | | |

To be a leader in sustainability.

Accomplishments

- Contributions of the Advisory Groups
- Waste Management Strategy
- Arena has electrified boiler (back up oil boiler only used if no power)

Strategies

- Be the first carbon neutral community in the NWT
- Reduce waste

Be the first carbon neutral community in the NWT

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Update and continue to implement and monitor the Energy Plan | | | |
| Develop a climate change adaptation plan | | | |
| Explore the feasibility of replacing Town vehicles with electric vehicles | | | |
| Develop a plan to to replace fuel oil with hydro electricity for residents | | | |
| Educate residents on energy efficiency measures | | | |
| Work with builders to develop sustainable housing | | | |
| Explore partnerships with the GNWT to retrofit existing buildings with energy efficient alternatives | | | |
| Partner with the GNWT to identify funding to support this strategy | | | |

Reduce waste

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Implement recommendations of solid waste management and recycling study | | | |
| Explore feasibility of collection and composting of organics (food and garden waste) | | | |
| Identify funding opportunities to move plan implementation ahead more quickly | | | |

To grow our role as the education leader in the NWT.

Accomplishments

- Enhanced partnerships with Joseph Burr Tyrell School and Paul William Kaeser High School
- Town support for school events and activities

Strategies

- Lobby the GNWT to maintain and grow Fort Smith’s educational status in the NWT
- Building strong relationships with the Aurora College Student Community
- Foster relationship with our schools – Joseph Burr Tyrell (JBT) School and Paul William Kaeser (PWK) High School
- Maintain the headquarters for NWT post-secondary education in Fort Smith

Lobby the GNWT to maintain and grow Fort Smith’s educational campus status in the Northwest Territories

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Work with Aurora College to initiate discussions with GNWT about current and future plans for post-secondary education in the Northwest Territories. | | | |
| Continue to emphasise Fort Smith’s role as a campus town with lots to offer students | | | |

Build strong relationships with the Aurora College Student Community

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Ensure college students feel welcome (i.e. add student tab to Town website) | | | |
| Host town-sponsored events for students | | | |
| Connect high school students within and outside the community with College offerings | | | |
| Lobby GNWT to replace Breynat Hall and replace/upgrade student housing | | | |

Maintain the headquarters for NWT post-secondary education in Fort Smith

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Communicate regularly with the Campus Director | | | |
| Become closer to the governance of the College; communicate with the Office of the President | | | |
| Appoint a Council liaison person | | | |
| Identify opportunities to participate in Aurora College activities such as orientation, student appreciation week and graduation | | | |

| | | | |
|--|--|--|--|
| Lobby the GNWT to ensure that Aurora College headquarters remain in Fort Smith, to reestablish appropriate governance of Aurora College, and to reinstate programs recently abolished (teacher education, social work) | | | |
| Work with other territorial governments (municipal, aboriginal) GNWT Ministers and MLAs to emphasize the benefits of having Aurora College headquarters in Fort Smith, and the dangers of GNWT centralization | | | |

Foster relationship with our schools – Joseph Burr Tyrrell (JBT) School and Paul William Kaeser (PWK) High School

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|----------------|----------------|---------------|
| Transition to elected members to the District Education Authority (DEA) with regular reporting back to Council | | | |
| Offer student awards | | | |
| Support lunch and crosswalk programs | | | |
| Review and update joint use agreement | | | |
| Provide tournament support | | | |
| Identify other opportunities to partner with our schools | | | |
| Hold annual youth visioning workshop | | | |
| Coordinate training in municipal government for youth in grades 10,11, and 12 | | | |
| Create a youth voice on advisory boards | | | |

To create a vibrant local economy.

Accomplishments

- Economic Development Strategy
- Hired Economic Development Officer

Overall Strategies

- Support implementation of Economic Development Strategy
- Continue training of Economic Development Officer
- Build capacity of the Economic Development department
- Ensure continuing roles for Tourism and Trade Advisory Board

Goals + Strategies (from 2017 Economic Development Strategy)

Goal #1: Foster and Encourage Business and Job Creation and Retention Strategies

- Opportunities assessment
- Develop land & business inventory
- Gather input from business community
- Identify investment objectives & strategies
- Implement investment strategy
- Strengthen government positions in Fort Smith

Goal #2: Increase Communication with and within the Business Community Strategies

- Assess local business climate
- Provide educational & networking opportunities
- Regular communication with business community
- Support Chamber of Commerce with “Shop Local” campaign

Goal #3: Diversify the Local Economy Strategies

- Create a cooperative planning strategy with community and regional partners
- Identify areas of economic “leakage” and areas to recapture spending
- Encourage youth and emerging entrepreneurs

Goal #4: Attract and Retain Residents to live in Fort Smith Strategies

- Identify the current situation
- Define key target markets, messaging & strategy
- Develop a marketing strategy
- Increase housing options
- Create a resident ambassador program

WELCOMING | INNOVATIVE | SUSTAINABLE | UNIFIED | COMMITTED

Goal #5: Enhance Livability

Strategies

- Identify areas needing improvement
- Strengthen public engagement
- Create a community improvement plan/program
- Create municipal funding program
- Identify transportation concerns
- Grow culture and arts sector

Goal #6: Attract Shoppers and Visitors from the Region into our Community

Strategies

- Direct marketing campaign
- Improve visitor experience

Goal #7: Champion and Assist with Tourism Product Development and Packaging

Strategies

- Champion new development
- Identify the barriers to tourism development
- Encourage cultural aspects of tourism products

Goal #8: Increase number of Festivals, Sporting Events and Conferences held in Fort Smith

Strategies

- Create/maintain active Volunteer Base
- Collaborate with local and territorial organizations to host and market events

Goal #9: Work with Regional Partners to Market Fort Smith (Hay River, Fort McMurray, Yellowknife, Edmonton)

Strategies

- Market Fort Smith regionally, nationally and internationally

To operate a responsive and transparent government.

Accomplishments

- Paving of roads
- More streetlights
- Improved clearing of roads and sidewalks
- Waste Management Plan
- Updating bylaws
- 20 Year Capital Plan
- Council representative on the Museum Board
- Continuing implementation of Infrastructure Plan
- Stability in management
- Invigoration of Advisory Boards
- Website
- Opportunities for citizens to be involved in governance without being on Council

Strategies

- Continue to provide high quality programs and services to our citizens
- Implement the calls to action for municipal government from the Truth and Reconciliation Commission
- Be the employer of choice in the NWT
- Maintain and improve existing community infrastructure
- Review legislation to ensure it is up to date and relevant
- Ensure community members are well-informed
- Improve communication and dialogue with other levels of government including government agencies and boards
- Formalise orientation for new and returning Mayor and Council by administration to ensure continuity after elections

Continue to provide high quality programs and services to our citizens

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Undertake annual community services satisfaction survey to identify improvements and solicit ideas for new programs and services | | | |
| Continue tax relief program for seniors and disabled persons | | | |
| Coordinate annual meeting of all Advisory Boards; facilitate sharing of information between Boards; quarterly Chair meetings | | | |
| Develop a Sponsorship Policy to increase revenue available for programs and services | | | |

WELCOMING | INNOVATIVE | SUSTAINABLE | UNIFIED | COMMITTED

| | | | |
|--|--|--|--|
| Recognize and support the work of volunteers | | | |
|--|--|--|--|

Implement the calls to action for municipal government from the Truth and Reconciliation Commission

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|---|---------|---------|--------|
| Fully adopt and implement the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> as the framework for reconciliation | | | |
| Reform policies and bylaws in support of decolonization | | | |
| Provide education to staff on the history of Indigenous people, including the history and legacy of residential schools, the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> , Treaties and Indigenous rights, and Indigenous-Crown relations | | | |

Be the employer of choice in the NWT

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|---|---------|---------|--------|
| Organize regular staff and Council meetings and social activities | | | |
| Highlight staff achievements | | | |
| Maintain a safe and respectful workplace | | | |
| Maintain stability in management | | | |

Maintain and improve existing community infrastructure

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Repair and upgrade roads as required | | | |
| Repair and upgrade sidewalks as required | | | |
| Lobby GNWT and Federal Government to stabilize the slide zone | | | |
| Increase streetlighting as required | | | |
| Ensure that costs for water and solid waste are fully covered by users through user fees | | | |
| Continue to implement the 20 Year Capital Plan | | | |

Review legislation to ensure it is up to date and relevant

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|---------|---------|--------|
| Continue the review of all bylaws, policies and procedures to ensure effectiveness and relevance | | | |
| Create new bylaws as required (i.e. legalization of marijuana) | | | |

Ensure residents, college students and visitors are well-informed

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|----------------|----------------|---------------|
| Develop community communications guidelines and policies | | | |
| Host an annual Open House to provide an update on Town activities and provide opportunities for public input | | | |
| Continue monthly calendar and community news sheet advertising local businesses and community events | | | |
| Make more effective use of media platforms to communicate Town events | | | |
| Work with College to share information on Town activities | | | |
| Replace and relocate electronic signage | | | |

Improve communication and dialogue with other levels of government including Indigenous governments

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|---|----------------|----------------|---------------|
| Work with Indigenous governments to implement Municipal Service Agreements | | | |
| Foster partnerships with other agencies and organizations | | | |
| Regular meetings with Smith's Landing First Nation, Salt River First Nations and Fort Smith Métis Council to discuss areas of common concern and provide support where applicable | | | |

Formalise orientation for new and returning Mayor and Council by administration to ensure continuity after elections

| Actions | 1-2 Yrs | 3-5 Yrs | 6+ Yrs |
|--|----------------|----------------|---------------|
| Develop a policy mandating orientation | | | |
| Develop procedures for when and how orientation will take place. | | | |

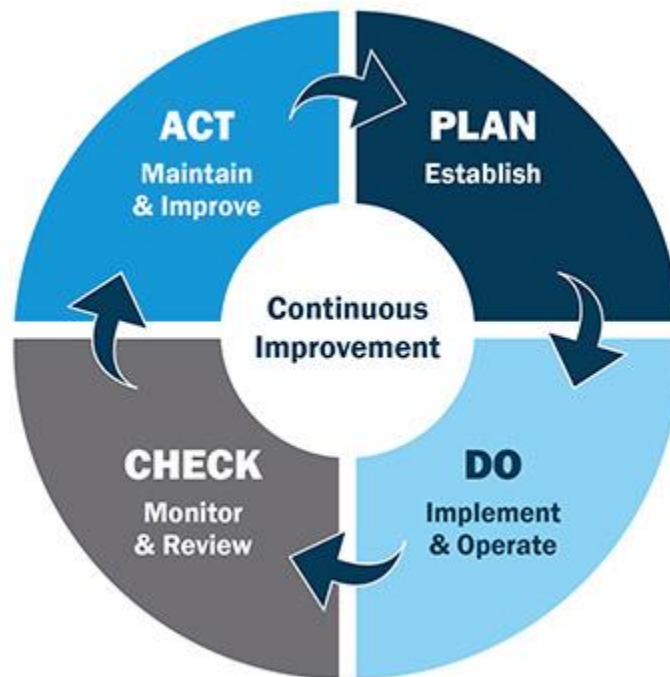
Next Steps

As a next step, we will work with staff to develop the financial plans to support the implementation of our Strategic Plan. Some of our strategies can be pursued and action items can be accomplished over the short-term while others might need to be pursued over the long-term.

Meeting our goals will require a coordinated effort from Mayor and Council, staff, Advisory Boards, other agencies and residents. Each Strategic Plan goal includes an implementation plan with suggested strategies and actions for addressing the goals. This is a critical starting point for implementation of the Plan.

Evaluation and monitoring is the second key implementation tool. Evaluation and monitoring annually will enable us to:

- prioritize goals each year,
- set specific performance measures and performance targets,
- analyze progress toward meeting targets,
- reconsider goals and timing considering progress,
- involve residents in evaluating success; and
- communicate successes and challenges to residents as well as plans for the upcoming year.



WELCOMING | INNOVATIVE | SUSTAINABLE | UNIFIED | COMMITTED

This approach provides a continual loop of planning, implementation and evaluation. It includes all stakeholders and involves residents in proactively planning community services as well as evaluating how community programs and services are meeting their needs.

Through this process we have identified our community values and priorities, and these will be our guide as we move forward. Our progress toward addressing these priorities and achieving our goals will be formally reported on through the Town's Annual Report.

Strategic Planning is an on-going process and your feedback is an important part of moving forward.

Appendix - Foundational Documents

Foundational documents

Below is a list of the documents reviewed as part of the process of developing the 2018 Town of Fort Smith Strategic Plan.

GNWT, **Cities, Towns and Villages Act** (2014)
GNWT, **Summary of Community Statistics** (2018)
Salt River First Nation, **Municipal Services Agreement** (2001)
Smith Landing First Nation, **Municipal Services Agreement** (nd)
Town of Fort Smith, **5 Year Capital Plan** (2010)
Town of Fort Smith, **20 Year Capital Plan** (2014)
Town of Fort Smith, **Capital Plan** (2016)
Town of Fort Smith, **Community Energy Plan** (2010)
Town of Fort Smith, **Community FireSmart Protection Plan** (2010)
Town of Fort Smith, **Community Services Master Plan** (2012)
Town of Fort Smith, **Drainage Assessment** (2010)
Town of Fort Smith, **Economic Development Strategy** (2017)
Town of Fort Smith, **Integrated Community Sustainability Plan** (2010)
Town of Fort Smith, **Parks and Open Space Plan** (2017)
Town of Fort Smith, **Tourism/Visitor Services Branding and Marketing Strategy** (2011)



TOWN OF FORT SMITH
ACCOUNTS PAID LIST PART 1
FOR THE PERIOD ENDING December 31, 2018

| CHQ # | SUPPLIER | DESCRIPTION | AMOUNT | DEPT. |
|-------|--------------------------------|---|--------------|-----------|
| 34431 | Bank of Montreal | C. White statement | \$ 630.72 | Multiple |
| | | \$420.00 - NWT Tourism registration | | |
| | | \$123.90 - Arena supplies | | |
| | | \$59.80 - TTAB lunch | | |
| | | \$27.02 - AWG online store fee | | |
| 34432 | Bank of Montreal | P. Kaeser statement | \$ 3,582.80 | Multiple |
| | | \$50.00 - Bobcat registration change fee | | |
| | | \$3502.80 - NWT Power put up Christmas lights | | |
| | | \$30.00 - Annual fee | | |
| 34433 | CANCELLED | Void - Printing Error | | |
| 34434 | CANCELLED | Void - Printing Error | | |
| 34435 | CANCELLED | Void - Printing Error | | |
| 34436 | CANCELLED | Void - Printing Error | | |
| 34437 | CANCELLED | Void - Printing Error | | |
| 34438 | CANCELLED | Void - Printing Error | | |
| 34439 | CANCELLED | Void - Printing Error | | |
| 34440 | CANCELLED | Void - Printing Error | | |
| 34441 | CANCELLED | Void - Printing Error | | |
| 34442 | CANCELLED | Void - Printing Error | | |
| 34443 | Xerox | Copier usage | \$ 1,030.01 | AD |
| 34444 | Receiver General | Payroll deductions [R] | \$ 36,597.18 | AD |
| 34445 | Bank of Montreal | J. Hood statement | \$ 2,770.67 | Multiple |
| | | \$1554.95 - Course registration for employee | | |
| | | \$1012.41 - Course registration for employee | | |
| | | \$82.81 - paper rolls for debit machine | | |
| | | \$120.50 - Flowers for employee | | |
| 34446 | Terry's Carpentry Service | Ambulance bay lease | \$ 2,520.00 | Ambulance |
| 34447 | TDC Contracting | Materials and supplies/heating fuel/gas | \$ 21,789.25 | Multiple |
| 34448 | EMCO Waterworks | PVC pipe/part | \$ 305.99 | WTP |
| 34449 | Precision Industries | Replace hydrant at 63 Pine Crescent | \$ 14,998.80 | WTP |
| 34450 | Wade Johnson | Refund part of development application fee | \$ 57.50 | AD |
| 34451 | TDC Contracting | Freight to haul new dumpsters | \$ 1,365.00 | PW |
| 34452 | Cascade Publishing Ltd. | Newsletter for Sept/Oct/Nov | \$ 231.00 | Council |
| 34453 | GNWT | Ground water testing | \$ 4,270.88 | WTP |
| 34454 | Grimshaw Trucking | Shipping/Freight | \$ 1,190.04 | Multiple |
| 34455 | Kaisers | Materials and supplies | \$ 696.09 | Multiple |
| 34456 | Lou's Small Engines | Propane | \$ 206.05 | Arena |
| 34457 | Xerox | Copier usage | \$ 329.90 | AD |
| 34458 | Thyssenkrupp Elevator | Elevator maintenance | \$ 1,253.20 | RCC |
| 34459 | Big Hill Services Ltd. | Olympia parts | \$ 1,918.48 | Arena |
| 34460 | Northwestern Air Lease | Freight/shipping | \$ 404.05 | Multiple |
| 34461 | Employee | Travel claim | \$ 117.25 | FM |
| 34462 | NEBS Pension Fund | December premiums | \$ 36,172.16 | AD |
| 34463 | CAB Construction Ltd. | Rental of lift to install Christmas lights | \$ 1,963.50 | AD |
| 34464 | Yellowknife Book Cellar | Books | \$ 838.62 | Library |
| 34465 | Taxation Division | November school tax | \$ 955.07 | AD |
| 34466 | TDC Contracting | Heating oil | \$ 5,138.57 | Multiple |
| 34467 | NEBS Group Insurance Fund | December premiums | \$ 11,298.65 | AD |
| 34468 | Chase's Pit Stop | Gas | \$ 173.01 | PS |
| 34469 | NU Mechanical | Fix sewer line and furnace | \$ 4,074.00 | WTP |
| 34470 | CANCELLED | | | |
| 34471 | Infosat Communications | Sat phone bill | \$ 78.96 | PS |
| 34472 | RDV Mechanical | Vehicle repairs | \$ 1,882.58 | Multiple |
| 34473 | Arctic Alarm/Diamondtel | Alarm monitoring | \$ 119.60 | RCC/Arena |
| 34474 | Arctech Computers Inc. | Off site back up service | \$ 873.08 | AD |
| 34475 | Office Solutions | Materials and supplies | \$ 476.79 | Multiple |
| 34476 | NAPEG | Membership dues | \$ 357.00 | AD |
| 34477 | Hack Sales & Service Canada LP | Head units for turbidimeters | \$ 797.37 | WTP |
| 34478 | Employee | Travel claim | \$ 27.85 | FM |
| 34479 | Aerial Fireworks | Fire works for New Years Eve | \$ 11,025.00 | PW |
| 34480 | David Nairne & Associates Ltd. | Services - Position paper/strategic plan | \$ 16,474.57 | AD |
| 34481 | Custom Stamp & Engraving Ltd. | Stamp | \$ 27.83 | PS |

| | | | | | |
|-------|---------------------------------------|--|----|-------------------|-----------|
| 34482 | Justice Institute of British Columbia | Frontline leadership training | \$ | 754.59 | PS |
| 34483 | Customer | Refund - meter deposit | \$ | 350.00 | AD |
| 34484 | CANCELLED | | | | |
| 34485 | CANCELLED | | | | |
| 34486 | Rowe's Construction | Water/sewer infrastructure replacement - payment 1 | \$ | 240,181.34 | AD |
| 34487 | Neptune Technology Group Limited | Extended maintenance contract | \$ | 4,914.00 | WTP |
| 34488 | Northwestel Inc. | Internet | \$ | 1,088.91 | Multiple |
| 34489 | NWT Recreation and Parks Assoc. | Fitness Courses | \$ | 735.00 | RCC |
| 34490 | Customer | Refund sewer blockage expenses | \$ | 6,053.00 | AD |
| 34491 | Grimshaw Trucking | Freight | \$ | 97.14 | RCC |
| 34492 | Lou's Small Engines | Propane | \$ | 341.25 | Arena |
| 34493 | Northwestel Inc. | Phone bills | \$ | 4,050.66 | Multiple |
| 34494 | Town of Fort Smith | Water bills | \$ | 899.06 | Multiple |
| 34495 | Freund Building Supplies | Materials and supplies | \$ | 948.42 | Multiple |
| 34496 | Federation of Municipalities | Membership fees | \$ | 674.52 | AD |
| 34497 | Lifesaving Society | Pool fees | \$ | 147.00 | Pool |
| 34498 | Northwestern Air Lease | Ticket for employee/shipping | \$ | 940.11 | Multiple |
| 34499 | Accu-Flo Meter Service Ltd. | Meters | \$ | 471.66 | WTP |
| 34500 | TDC Contracting | Gas and heating oil | \$ | 5,322.04 | Multiple |
| 34501 | Wesclean Northern Sales Ltd. | Freight charges | \$ | 78.97 | WTP/PS |
| 34502 | EMCO Waterworks | Parts for dig on McDougal Road | \$ | 1,217.04 | WTP |
| 34503 | Apple Fitness Store Ltd. | Parts for exercise machines | \$ | 2,112.26 | RCC |
| 34504 | McLennan Ross | Legal fees | \$ | 1,509.90 | AD |
| 34505 | Fields | Materials and supplies | \$ | 249.51 | RCC |
| 34506 | Office Solutions | Materials and supplies | \$ | 195.36 | RCC |
| 34507 | Idexx Laboratories Canada LP | Late fee | \$ | 6.34 | WTP |
| 34508 | C & C Construction Services Ltd. | Installation of climbing wall | \$ | 1,428.00 | RCC |
| 34509 | Link Hardware | Materials and supplies | \$ | 4,028.17 | Multiple |
| 34510 | European Cutters Limited | Sharpen Zamboni blades | \$ | 177.19 | Arena |
| 34511 | Canada Curling Stone Co. | Sharpen ice scrapper | \$ | 515.21 | RCC |
| 34512 | Hay River Heavy Truck Sales | Oxygen tanks | \$ | 201.60 | Ambulance |
| 34513 | Zone West Ltd. | Rebranding badges for all fire and EMS | \$ | 1,427.45 | PS |
| 34514 | Swyrich Corporation | Coins | \$ | 881.48 | PS |
| 34515 | Bank of Montreal | K. Morrison statement | \$ | 1,423.81 | Multiple |
| | | \$59.85 - RAB lunch | | | |
| | | \$1152.28 - Adobe renewal | | | |
| | | \$111.72 - Postage to mail newsletter | | | |
| | | \$99.96 - Lunch with Yellowknife mayor | | | |
| 34516 | Investors Group | December contributions [R] | \$ | 200.00 | |
| 34517 | Kaesers | Materials and supplies | \$ | 1,774.39 | Multiple |
| 34518 | Wally's Drugs | Materials and supplies | \$ | 76.67 | RCC |
| 34519 | Town of Fort Smith | Payroll deductions [R] | \$ | 811.30 | |
| 34520 | Xerox | Lease payment | \$ | 1,286.11 | |
| 34521 | Receiver General | Payroll deductions [R] | \$ | 34,718.12 | |
| 34522 | Public Service Alliance of Canada | December union dues [R] | \$ | 4,278.67 | |
| 34523 | GNWT - Taxation Division | December payroll Tax [R] | \$ | 6,921.46 | |
| 34524 | TDC Contracting Ltd. | Heating oil and vehicle repairs | \$ | 8,332.49 | Multiple |
| 34525 | Manitoulin Transport | Freight | \$ | 556.92 | PW |
| 34526 | Pitneyworks | Postage meter refill | \$ | 1,575.00 | AD |
| 34527 | AECOM Canada Limited | Water and sewer | \$ | 3,146.61 | AD |
| 34528 | RDV Mechanical | Garbage truck repairs | \$ | 3,460.97 | PW |
| 34529 | TOFS Employee's Association | Staff contribution for December [R] | \$ | 296.00 | |
| 34530 | Cam's Husqvarna Sales and Service | Chainsaw service | \$ | 577.49 | PW |
| 34531 | Arctech Computers Inc. | IT services | \$ | 472.50 | AD |
| 34532 | Employee | Travel claim | \$ | 155.05 | AD |
| 34533 | Fields | Materials and supplies | \$ | 151.41 | RCC |
| 34534 | Office Solutions | Materials and supplies | \$ | 713.28 | Multiple |
| 34535 | Employee | Travel claim | \$ | 903.39 | PS |
| 34536 | Employee | Reimbursement - drivers license upgrade fee | \$ | 31.00 | PS |
| 34537 | Blue Imp | New playground equipment | \$ | 106,099.96 | RCC |
| EFT | Caterpillar Financial Services | Three Lease payments | \$ | 13,127.16 | PW |
| | Payroll | December 7, 2018 pay period | \$ | 138,566.08 | |
| | Payroll | December 21, 2018 pay period | \$ | 120,414.19 | |
| | | TOTAL | \$ | 921,086.28 | |

\$ 1,842,172.56

Correspondence December 2018

| | | | |
|-------------------|-----------------------------------|---------------------------------|------|
| December 04, 2018 | Doraine Grenier and Vance Bourque | Letter | 1222 |
| December 5, 2018 | Aurora College | Proposal for Multi-year renewal | 1841 |
| December 10, 2018 | Merion Berls | Utilities Billing Letter | 2110 |
| December 11, 2018 | Hamlet of Fort Resolution | Notice of Election Result | 3160 |
| December 2018 | Clayton and Annie Burke | Property Tax Letter | 1430 |



**Town of Fort Smith
Licensing Report
December 2018**

| Business License Holder | Number | Details |
|----------------------------------|---------------|---|
| Hobart & Mum Inc. | 197 | Accommodation |
| Johnson Mechanical | 198 | Plumbing, heating and gas fitting services |
| Development Permit Holder | | |
| | Number | Details |
| Dawn Fraser | 32 | Home occupation - car detailing |
| John MacDonald | 33 | Home occupation - plumbing and construction |
| Lottery License Holder | | |
| | Number | Details |
| Royal Canadian Legion | 27 | Spin the wheel |
| Royal Canadian Legion | 28 | Nevada's |
| Royal Canadian Legion | 29 | Raffle - meat draws |
| Fort Smith Metis Council | 30 | TV bingo |
| Fort Smith Women's Hockey | 31 | Raffle |
| Dog Tag Holder | | |
| | Number | Details |
| No licenses issued this month | | |
| Ski-Doo Licenses | | |
| | Number | Details |
| No licenses issued this month | | |



**THE MUNICIPAL CORPORATION OF THE TOWN OF FORT SMITH
BY-LAW 995**

A BY-LAW OF THE MUNICIPAL CORPORATION OF THE TOWN OF FORT SMITH, IN THE NORTHWEST TERRITORIES, TO AUTHORIZE THE BORROWING OF MONIES, PASSED PURSUANT TO SECTIONS 107, 108 AND 109 OF THE CITIES, TOWNS AND VILLAGE ACT S.N.W.T, 2003, c.22.

WHEREAS, the Council of the Municipal Corporation of the Town of Fort Smith, in the Northwest Territories, deems it to be in the public interest to borrow money that may be required to meet expenditures during the 2019 fiscal year;

NOW THEREFORE, the Council of the Town of Fort Smith, at a duly assembled meeting enacts as follows;

1. That the Mayor and Senior Administrative Officer of the Town of Fort Smith in the Northwest Territories are hereby authorized, on behalf of the Town of Fort Smith, to borrow money;
2. That the total amount of money so borrowed shall be up to but not exceeding \$600,000 (SIX HUNDRED THOUSAND) dollars;
3. Such money shall be borrowed from the Bank of Montreal, Fort Smith, Northwest Territories and repaid thereto, together with interest at a rate mutually agreed therewith;
4. All money so borrowed shall be repaid out of and shall be a first charge upon the revenue of the Town of Fort Smith for the year 2019;
5. The estimated revenue of the Town of Fort Smith set forth on the ESTIMATES for the year 2019 are \$9,716,798.23 (Nine Million, Seven Hundred and Sixteen Thousand, Seven Hundred and Ninety-Eight dollars and Twenty-Three cents) dollars.
6. That Bylaw #986 is hereby repealed.

READ A FIRST TIME THIS _____ DAY OF _____, 2019 A.D.

READ A SECOND TIME THIS _____ DAY OF _____, 2019 A.D.

READ A THIRD TIME THIS _____ DAY OF _____, 2019 A.D.

MAYOR

SENIOR ADMINISTRATIVE OFFICER

I hereby certify that this bylaw has been made in accordance with the requirements of the *Cities, Towns and Villages Act* and the bylaws of the Municipal Corporation of the Town of Fort Smith.

SENIOR ADMINISTRATIVE OFFICER