



Town of Fort Smith Corporate Services Committee

Tuesday, September 3, 2019, at 7:00 pm.

AGENDA

1. Call to Order
2. Delegation
3. Declaration of Financial Interest
 - a. Statement of Disclosure of Interest
4. Review
 - a. Agenda
 - b. Minutes
 - c. Vision and Values
 - d. Strategic Plan
5. Governance
 - a. Council Priorities
6. Directors Report
 - a. Accounts Paid List August 2019
 - b. Correspondence August 2019
 - c. License Report August 2019
7. Bylaw/Policy Review and Development
8. Administration

9. Other Business
10. Excusing of Councillors
11. Date of Next Meeting
12. Adjournment

Attached Documents
<div style="text-align: center;"> Statement of Disclosure of Interest</div>
<div style="display: flex; justify-content: space-around;"><div style="text-align: center;"> Corporate Services Minutes August 6, 2</div><div style="text-align: center;"> Vision and Values</div><div style="text-align: center;"> Strategic Plan</div></div>
<div style="text-align: center;"> Council Priorities</div>
<div style="display: flex; justify-content: space-around;"><div style="text-align: center;"> Accounts Paid List August 2019</div><div style="text-align: center;"> Correspondence August 2019</div><div style="text-align: center;"> License Report August 2019</div></div>



Town of Fort Smith
Code of Conduct for Council Members

ATTACHMENT A

STATEMENT OF DISCLOSURE OF INTEREST

Name of Council Member: _____

Date of Disclosure: _____

Council Meeting or _____

Committee Name: _____

Meeting Date: _____

Agenda Item: _____

Agenda Item Description: _____

Description of type and nature of Interest (i.e., Interest or Conflict of Interest)

Interest: Personal

 Pecuniary

Conflict of Interest:

Signature: _____ Date: _____

Councillor: _____

Office Use Only:

Recorded by _____ at: _____

Initials: _____

Date: _____



Town of Fort Smith
Corporate Services Committee
Tuesday, August 6th, 2019, at 7:00 pm

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

1. Call to Order

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

2. Declarations of Financial Interest

- a. Statement of Disclosure of Financial Interest – There were no disclosures of financial interest.

3. Review

- a. Agenda –The agenda was reviewed.

RECOMMENDATION

Moved by: Cr. Westwell

Seconded by: Cr. Couvrette

That the agenda be adopted as presented.

CARRIED UNANIMOUSLY

- b. Minutes – The minutes of July 2nd, 2019, were reviewed and adopted at the Council meeting of July 23rd, 2019. Administration indicated that concern was expressed about the new bylaw truck exceeding speed limits within municipal limits. He advised that the Town is taking a new approach to improve emergency response times by having the Protective Services Supervisor first on the scene. He added that emergency vehicles are legally permitted to not follow traffic legislation when responding to an emergency. He ensured that the Protective Services Supervisor would take safety into consideration when responding to emergency calls. Cr. Westwell requested that the Protective Services Supervisor use his sirens when responding and agreed that the response time is essential. Cr. Campbell suggested that additional decals and lights be placed on the truck. Administration confirmed that decals have been ordered.

- c. Vision and Values– The Vision and Values were reviewed.

- d. Strategic Plan – The Strategic Plan was reviewed.

4. Governance

- a. Road South MOU – D/M Smith advised that Council attended a meeting on July 30th where community governments had a broad range of discussion and a consensus to work together on an all-season road south. He indicated that SRFN led the process of drafting an Memorandum of Understanding (MOU) which states that Mikisew Cree First Nation, Little Red River First Nation, Smith Landing First Nation, Fort Smith Metis Council, Fort Chipewyan Metis Nation, Salt River First Nation, the Town of Fort Smith and the Regional Municipality of Wood Buffalo agree to work together to connect the communities with an all-season road through Wood Buffalo National Park. He added that there were other terms and provisions within the MOU however nothing binding other than to work together.

D/M Smith suggested that Council move a recommendation as the Town of Fort Smith signed the MOU. Cr. Couvrette recommended that Mayor and Council of the Town of Fort Smith support and advocate for the development of the proposal to develop an alternate road through Wood Buffalo National Park and that possibly ties into Fort Chipewyan, Alberta. Mayor Napier-Buckley received an email from SRFN requesting assigning a committee member and proposed amending the recommendation appointing the SAO. Cr. Westwell suggested that the SAO be appointed to the committee as the technical advisor and perhaps moving a second recommendation for further discussion. D/M Smith clarified that all other appointees to the committee are staff members. Cr. Couvrette added that it was agreed that over the next ninety-days, Mayors and representatives from SRFN would work together to develop a scope and rough terms of reference and suggested determining the SAO's role as a technical advisor after that period. Cr. Couvrette had seen a news article from the meeting stating that one group was not willing to sign the MOU until receiving an apology and another group wouldn't sign but supports the MOU. Mayor Napier-Buckley advised that the email from SRFN included a list of interim members on the committee that are staff members. She suggested assigning the SAO as an interim member then reviewing his role after the ninety-day period. Cr. Westwell was pleased and acknowledged that Mikisew Cree First Nation and other Alberta groups recommended that operations to develop the road south be based out of Fort Smith. D/M Smith added that the SRFN Chief Frieda Martselos has also offered the use of office in the new SRFN Business and Conference Centre.

RECOMMENDATION

Moved by: Cr. Couvrette

Seconded by: Cr. Cox

That Mayor and Council of the Town of Fort Smith support and advocate for the development of an alternate road through Wood Buffalo National Park that possibly ties into Fort Chipewyan, Alberta; and

That the SAO be appointed to work with the Committee.

IN FAVOUR – CR. COUVRETTE, CR. COX, MAYOR NAPIER-BUCKLEY, CR. PISCHINGER, CR. WESTWELL

ABSTAINED – CR. CAMPBELL

CARRIED

- b. Fort Smith Airport Runway Modifications – Cr. Couvrette wasn't pleased with the letter received from the Minister of ITI regarding the narrowing of the Fort Smith runway to 100 ft. He noted that the runway modification puts Fort Smith in the category of smaller communities and that all other major communities' runways are 150 ft wide. He added that the reduction in width will no longer accommodate larger aircrafts due to safety standards. He also noted that the reason for the reduction was never rationalized other than being an arbitrary decision. He suggested that an ATIP request be made requesting access to information on consultations, cost implications and how the decision was made. Cr. Westwell suggested that all electronic communication be requested as well. Cr. Westwell felt that the cost would be less to keep the runway as is and install the LED lights. He also spoke with NWAL whom advised that their operations aren't being overturned by the change and that emergency measures aren't being affected. He agreed that there is a lack of communication on the issue and is supportive of requesting information on how the decision was made. He thinks that Fort Smith may be the first of many airports that will be receiving the modification. D/M Smith advised that the Department of Infrastructure have stated that they have communicated and consulted with stakeholders and partners although Mayor and Council and other partners have indicated that they were not engaged in any way.

RECOMMENDATION

Moved by: Cr. Couvrette

Seconded by: Cr. Westwell

That the Mayor have Administration prepare an ATIP request to the Department of Infrastructure to prepare information regarding the narrowing of the Fort Smith Airport Runway to 100 ft, including all written and electronic means of communication.

CARRIED UNANIMOUSLY

- a. Aurora College Transition to Polytechnic Institute – Cr. Couvrette advised that decisions have been made by the Department of ECE on post-secondary education which have not been communicated to the Town. He indicated that programs have been discontinued and that new programming has been put on hold as a result of ECE not moving forward with programming until the transition to a polytechnic university is complete. He added that the Aviation School has also been having difficulties starting as a result of this. He suggested that ECE continue to be made aware of the Town's concern and that an ATIP request be submitted to determine how decisions are being made. Cr. Couvrette advised that a functional review and parallel evaluation of program deliveries were performed which were a confusing process and led to apprehension in the community regarding the future and long-term sustainability of the Thebacha Campus. He noted that the GNWT's poor communication was discussed at the NWTAC AGM and that no changes have been made and suggested that communication may be achieved through an ATIP request.

D/M Smith advised that through the release of the Foundational Review and public meetings that occurred, the Town created an Ad Hoc Committee which included Councillors and community members to create a document outlining how the Foundational Review document was flawed. D/M Smith indicated that a subsequent document was produced which provided the community of Fort Smith as a solution to the evolution of post-secondary education in the Northwest Territories. D/M Smith thinks Cr. Couvrette is suggesting that the Town needs to revise its strategy of how the Town interacts with the Department of ECE as the issue is ongoing and still affecting the community. He added that the longer the positions are left vacant and decisions aren't made around programming there is uncertainty for the future of the community. Cr. Couvrette agreed and thinks there is also opportunity to send a message to the GNWT to communicate better and felt that the Town should be consulted on decisions that impact the community.

Cr. Cox suggested extending an invitation to the Minister of ECE to meet with Mayor and Council and agreed that an ATIP request could be submitted simultaneously. She also suggested an invitation be extended to the next sitting of the Legislative Assembly to come to Fort Smith and meet with the community in the new year. D/M Smith didn't think Mayor and Council would achieve a meeting with the Minister due to the concluding of government business. He suggested the Town host a community welcome back barbeque for Aurora College students and engage dialogue with the President, Directors and staff.

Cr. Couvrette suggested striking a small working group to discuss how the Town will address the polytechnic transition issue. He added that with upcoming territorial elections, it should be determined what politicians representing the community's stand is and to review how to address the issue post-elections.

Cr. Westwell felt that much dialogue regarding the polytechnic transition has occurred at a cabinet level but suggested a polite reminder to keep the community engaged. He added that approximately six communities were visited in developing their framework although all communities were to be interviewed.

D/M Smith agreed that the Town should make this an election issue in a strategically coordinated way. Cr. Couvrette suggested a working group be formed to determine the direction of the ATIP request. Administration advised that Council should meet transparently in a committee basis. He added that the Committee should name members, establish a term of reference and set a duration until the task has been completed, otherwise the committee becomes a standing committee. Administration agreed with the need to make this an election issue and asked if it would be an election issue for MLA or Territorial. He suggested that the Town may be a good entity to host elections and asked if Council wishes to be engaged in running an all-candidates forum. Mayor Napier-Buckley thinks the polytechnic issue is not only a Fort Smith issue but territorial and should be discussed with candidates running in all regions. Cr. Westwell is interested but will need to obtain permission from his employer.

RECOMMENDATION

Moved by: Cr. Couvrette

Seconded by: Cr. Cox

That Council form an Ad Hoc Committee to revisit the issue of the transition to a Polytechnic Institute; and

That the Committee consist of Cr. Couvrette, Cr. Westwell and Mayor Napier-Buckley through the election period and following through to the forming of the following government over the next six-month period.

CARRIED UNANIMOUSLY

- b. Council Priorities Review – D/M Smith advised that some goals are being actioned. He noted that to develop a road connecting south was prioritized for six-plus years but has transitioned into a ninety-day working group. D/M Smith suggested that an hour would be required to review the Council Priorities in a meaningful way. Administration suggested reviewing the Council Priorities at the Municipal Services meeting on August 13th. Cr. Cox was in agreement to move discussions to August 13th or as a stand-alone meeting on August 27th. She felt that it is important to further discuss the prioritization of the Strategic Plan as there are many priorities to accomplish over the next one-to-two-year period.

5. Director's Report

The Director provided a report on the operations of the Corporate Services Department. The Director of Corporate Services advised that the recent tax arrears list has been approved. The Director has been corresponding with legal counsel regarding the 2018 list of delinquent tax arrear and which properties are subject to tax sales. He added that legal counsel is providing information such as minimum sale prices and public notices. The Director advised that the department has been busy calculating retroactive pay to the new collective rates after the Special Meeting of August 6th in which the new Collective Agreement was approved. The Director advised that the Finance Clerk position competition for a six-month term would be closing on August 9th.

Administration advised that the tax arrears list has been advertised and that the Town is waiting on information from legal counsel on the auction date, sale prices, forgiveness of bad debt and an evaluation of properties being sold. Administration indicated that he would bring information on the Seniors and Disabled Persons Tax Relief Program, including an analysis of seniors caught in arrears, not allowing them to be eligible for the program and whom have accumulated arrears as a result. He suggested that there may be opportunity to lobby the GNWT to revise their position on this and will provide a list of residents that would benefit from the proposed changes.

- a. Accounts Paid List – The Accounts Paid List from July 2019 was reviewed. Cr. Couvrette was surprised to see that several government organizations receive payment from the Town for Canada Day float prizes and hopes that they contribute the funds to charity. He asked if organizations would consider specifying a charity to donate cash prizes to in future years. D/M Smith suggested there be no cash prize for institutional floats. Cr. Westwell suggested the winners receive a plaque or trophy in future years.
- b. Correspondence – The Correspondence from July 2019 was reviewed.
- c. License Report – The License Report from July 2019 was reviewed.
- d. Briefing Note 2019 Second Quarter Variance Report – The briefing note was reviewed. Administration advised that initial review shows that all budgets are within budget, however the Town is only halfway through the fiscal year and substantial invoicing is still underway.

Administration advised that ambulance recoveries are down and that quick analysis show that medivacs are down by 30%. He indicated that ambulance O&M costs had previously run a deficit up to \$100,000 and that other ambulance services are run by provincial entities. Administration advised that the GNWT relies on volunteers to operate ambulance services in the NWT, however the Beaufort Delta Region is run by the GNWT Health and Social Services. Administration added that there are no legislated requirements for municipalities to operate the service and when the Town asked the GNWT to assume the service, the Town was told to run the service as a business. As a result, the Town increased medivac fees to the GNWT but did not increase fees to those using the service. Administration is unsure if reduction in recoveries is due to less requirements for medivacs or a procedural change at the Health Centre. He added that medivacs are the primary source of ambulance revenue and that further research needs to be performed to determine the reason for the reduction.

Administration advised that development permit revenue is down due to fewer large construction projects in 2019 compared to 2018. Arena and Recreation Centre revenues have increased, and that part of the Arena increases is due to continued repayment of past debt by Rec Hockey. Water and Sewer revenues have recovered; Administration is determining why but thinks it is related to how water meter data is gathered by the Corporate Services Department. He added that average values are taken if water meter reading are inconsistent and that the department is reviewing this in conjunction with the auditor's notes to improve water billing. Administration advised that tipping fees are down as a result of free spring and fall clean-up initiatives in effort to clean-up the community. He indicated that the Town stopped picking up curbside garbage free of charge last year as significant improvements were made. They also ceased free commercial tipping fees during those times. Administration advised that there is a contractor salvaging metal in the landfill and that local contractors have been notified to contact him directly to dispose of their metal waste.

Administration advised that Council travel is overspent from sending Councillors to FCM and NWTAC and will have to be managed for the remainder of 2019. Administration travel is also overspent from the Director of Community Services and himself attending the Cannabis Conference but that the over expenditure doesn't reflect the reimbursement of travel costs by the GNWT. General Insurance is overspent however allocations to other GL's have yet to occur.

Ambulance Wages are overspent, and efforts are underway to manage how volunteers are scheduled to reduce the cost. Administration advised that there will be the need to reexamine payrates once the Ambulance and Fire Department services are combined. Additionally, he advised that the GNWT is looking at how they fund Ground Ambulance Highway Rescue and indicated that the amount of funding is not representative of cost. He noted that the GNWT presented a plan of governance, set a standard for the service, and want to review the amount of funding without paying additional funds. He advised that Hay River has provided the GNWT six-weeks to determine how they will provide the service as Hay River has indicated that they no longer would.

Heating budgets are overspent for most Town facilities as a result of a colder winter than previous years. He indicated that while fuel costs have been increasing annually, relatively warmer winters have offset the impact on the budget and that the cold 2019 winter has resulted in an overspent situation which will have to be addressed for 2020. He noted that the issue was made worse by GNWT billing errors for the Recreation and Pool facility heating over the past several years. He added that the GNWT had been underestimating the amount of heat utilized by Town facilities due to the shared heat meter at PWK High School being broken. As a result, the Town has been charged an average and was caught in an adjustment for 2017, 2018, and 2019.

Administration advised that street lighting expenses have decreased which is attributable to the increased use of LED lighting. Additionally, salaries and wages are within budget.

D/M Smith was pleased to see that the Town received bank interest income. D/M Smith asked how much of the tax receivable income will be realizable. Administration advised that no active effort is being taken at this time to identify bad debt. He added that with property tax interest there are efforts being made to either collect or forgive.

D/M Smith noted that the debenture interest is \$14,000 less than actual of what was committed this year and what was committed and asked if this was tied to a schedule or floating interest level. He asked if there is extra money budgeted to put against the actual principle to pay down the debt quicker. Administration is certain the Town is on a fixed rate for five-years but indicated that this may also be a cash flow difference. He will look into this.

RECOMMENDATION

Moved by: Cr. Cox

Seconded by: Mayor Napier-Buckley

That the 2019 Second Quarter Variance Report be accepted as presented.

CARRIED UNANIMOUSLY

6. Administration

- a. Appoint Standing Acting Senior Administrative Officer Cynthia White

RECOMMENDATION

Moved by: Cr. Cox

Seconded by: Cr. Couvrette

That Cynthia White, Director of Community 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 August 6th, 2019.

CARRIED UNANIMOUSLY

- b. Appoint Development Officer Obrian Kydd

RECOMMENDATION

Moved by: Cr. Cox

Seconded by: Cr. Westwell

That Obrian Kydd, Director of Corporate Services, be appointed as a Development Officer for the Town of Fort Smith.

CARRIED UNANIMOUSLY

7. Other Business

- a. Briefing Note Breathing Apparatus Purchase – The briefing note was reviewed. Administration advised that the 2019 Capital Plan identifies \$140,000 for Emergency Equipment, specifically for the replacement of all Fire Department breathing apparatus. Administration indicated that the current breathing apparatus were at the end of lifespan as per National Fire Prevention Act (NFPA) standards. He noted that NFPA standards are not legislated in the NWT but are a benchmark by manufacturers, vendors, maintainers and fire departments for the maintenance, operation, and replacement of life-safety equipment. Administration indicated that the procurement was a sole-source as MSA is the manufacturer of the current Town breathing apparatus and Rocky Mountain Phoenix is the only regional sales agent for MSA and the sole licensed service technician in the NWT. Cr. Campbell noted that Drager is compatible with MSA. Administration replied that changing the outfitter would require changing the fittings for fill stations and changing the outfitting on different racks. He added that the purchase is for the replacement of existing proprietary equipment.

RECOMMENDATION

Moved by: Cr. Westwell

Seconded by: Cr. Cox

That the sole-source purchase of Fire Department breathing apparatus be awarded to Rocky Mountain Phoenix in the amount of \$137,393.00 plus GST.

CARRIED UNANIMOUSLY

8. Excusing of Councillors

RECOMMENDATION

Moved by: Cr. Couvrette

Seconded by: Cr. Westwell

That Cr. Beaulieu and Cr. McArthur be excused from the Corporate Services Standing Committee meeting of August 6th, 2019.

CARRIED UNANIMOUSLY

9. Date of Next Meeting

The next Corporate Services Standing Committee meeting will be held on September 3rd, 2019.

10. Adjournment

RECOMMENDATION

Moved by:

Seconded by:

That the meeting be adjourned at 8:35 pm.

CARRIED UNANIMOUSLY

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.



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 board, 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 library, arena, snowboard park, track and field facility, 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, volunteer fire and ambulance departments, the volunteer animal society, and the Fort Smith Health and Social Services Centre.

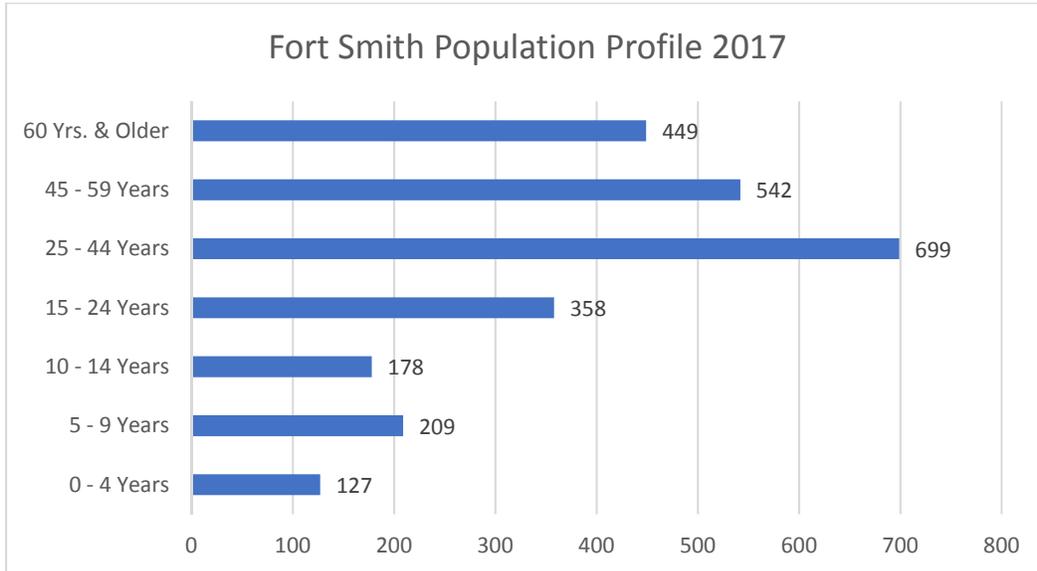
Fort Smith is the NWT education capital. All grades are available, from Nursery School, Head Start, Junior Kindergarten, Kindergarten to Grade 12, as well as French immersion and alternative education programs. The town is also home to Aurora College's headquarters and largest of three campuses.

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.

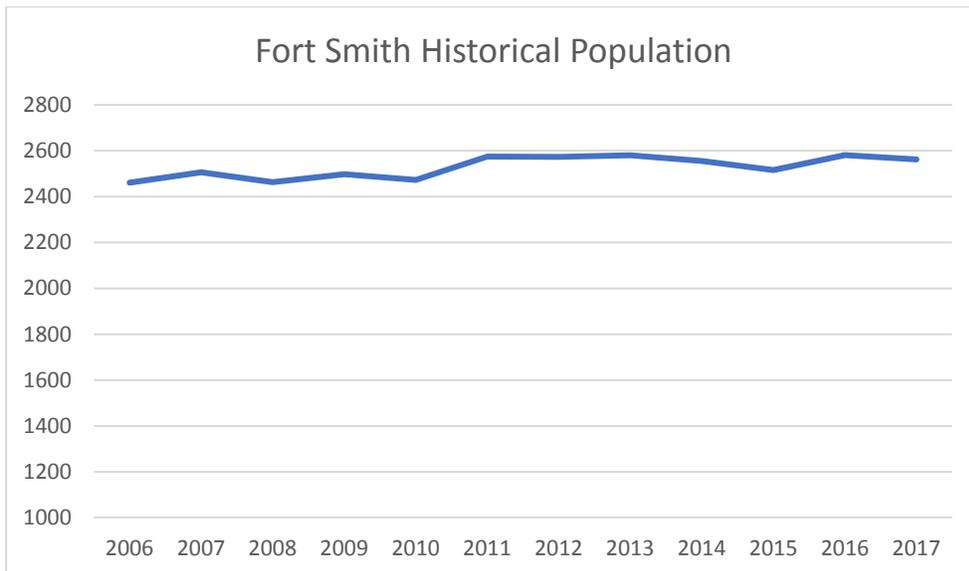
¹ From Town of Fort Smith Website

Demographics

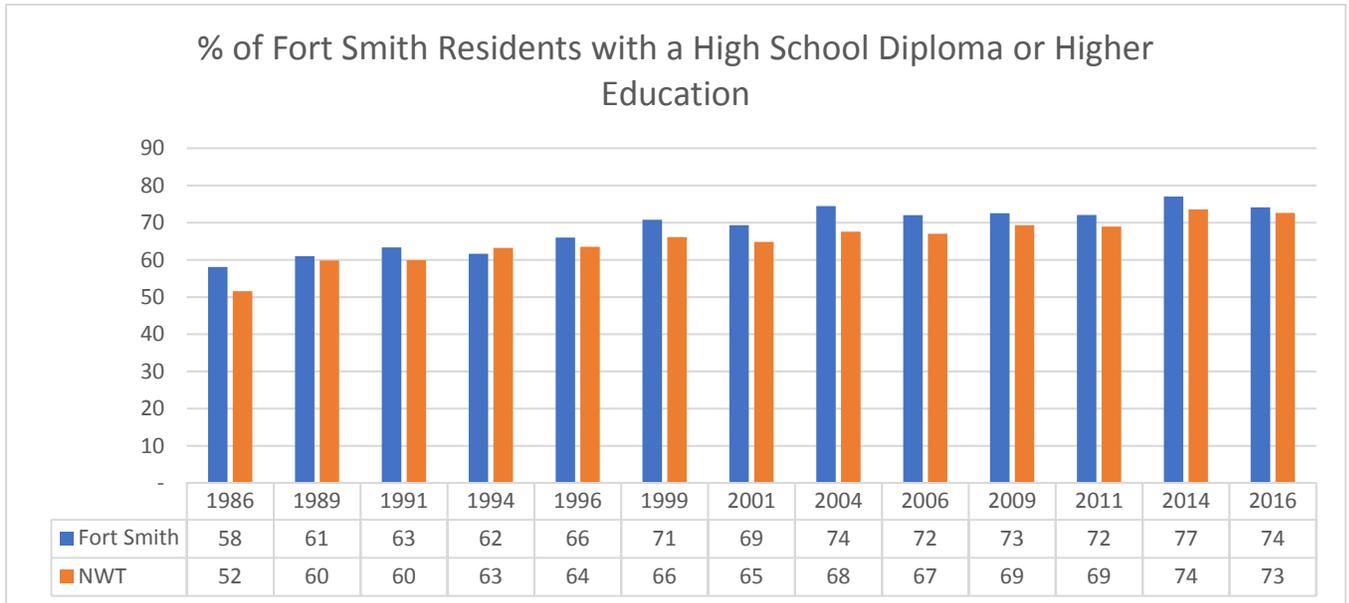
The 2017 population profile below shows that the largest age group in Fort Smith is from ages 25-44. While this is significant, it is also worth noting that 34% of the population is under the age of 24 and 39% of the population is over the age of 45.



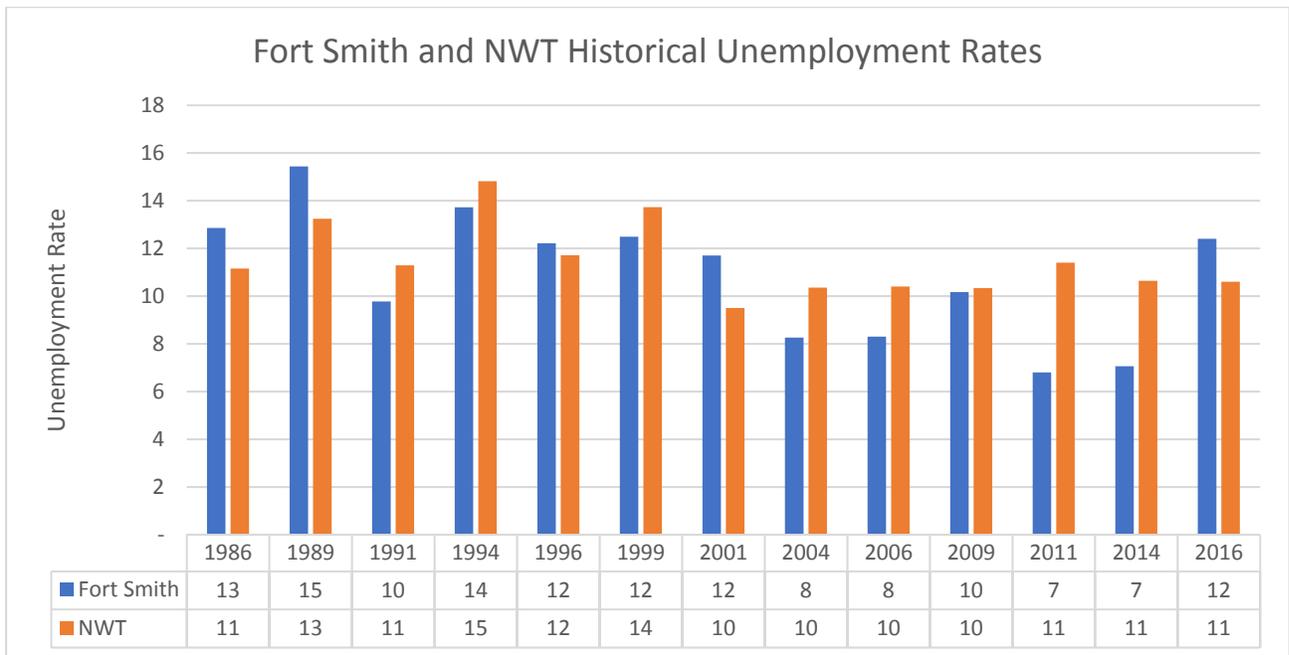
From 2007 to 2017 there was a slight increase in the population of Fort Smith. It grew by 0.2% in that time frame. However, the population of the age group 60 + rose by 4.2% over those 10 years.



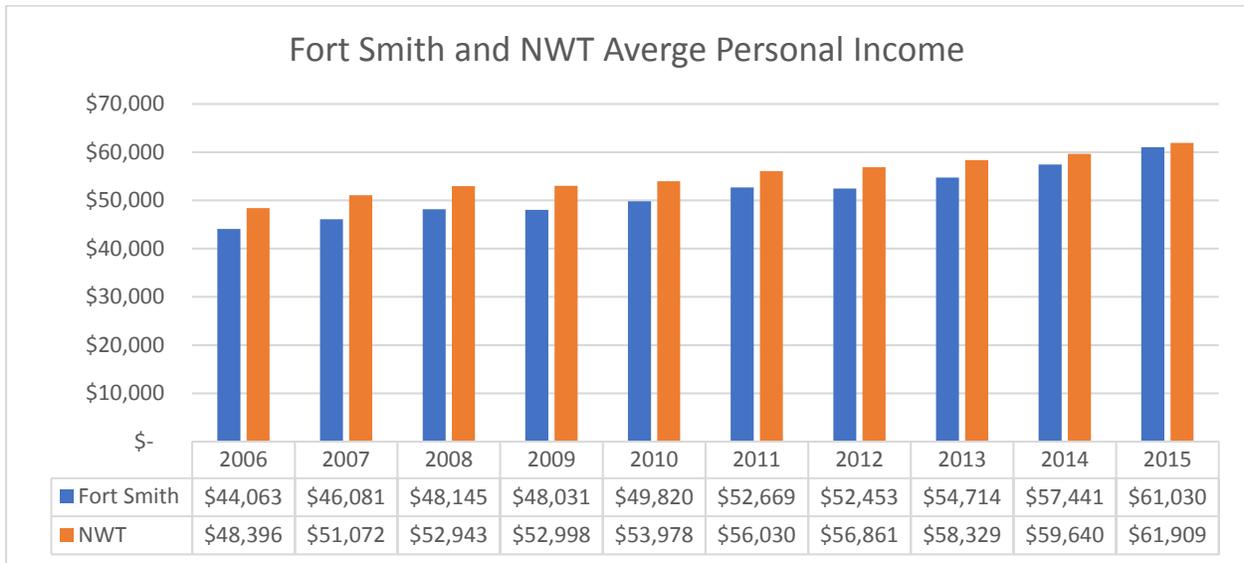
Fort Smith is a well-educated community. Those who hold a high school graduation diploma or have achieved higher education has increased in Fort Smith and throughout the NWT from 1986 to 2016. In general, the percentage of residents with a high school diploma or higher education is higher among those 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, Tourism and Trade, 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 (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6 Yrs +
Identify tools the Town has to reduce housing costs	A		
Work with local developers to promote diversity of housing types	A		
Work with the Fort Smith Housing Authority		A	
Work with the College to explore feasibility of renovating and renting vacant student housing			G
Work with the GNWT to explore the feasibility of renovating and renting the RCMP homes being replaced			G
Lobby GNWT, Minister, and Federal Government for support to develop housing			G

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

Actions (A – Administrative; G – Governance)	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	A		
Identify tools available to the Town to support the development of additional child care spaces	A		

Work with Indigenous governments to support their development plans

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6 Yrs +
Provide and expand municipal services to accommodate growth and development			A
Prepare for future and support settled land claims			A

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

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

Develop a road connecting Fort Smith with the south

Actions (A – Administrative; G – Governance)	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			G

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

Maintain and improve existing community facilities

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Implement recreation facility upgrade (midlife retrofit)	A		
Implement park space assessment recommendations		A	
Replace Town Hall		A	
Replace Library		A	

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Develop new Protective Services Building (firehall and ambulance)		A	
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Ensure the safety of our residents

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

To be a leader in sustainability.

Accomplishments

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

Reduce waste

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

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

Accomplishments

- Enhanced partnerships with Joseph Burr Tyrell Elementary 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 Elementary School and Paul William Kaeser 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 (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Work with Aurora College to initiate discussions with the GNWT about current and future plans for post-secondary education in the Northwest Territories	G		
Continue to emphasise Fort Smith's role as a campus town with lots to offer students	A		

Build strong relationships with the Aurora College Student Community

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

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

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

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)	G		
Work with other territorial governments (municipal, Indigenous) GNWT Ministers and MLAs to emphasise the benefits of having Aurora College headquarters in Fort Smith, and the dangers of GNWT centralisation	G		

Foster relationship with our schools – Joseph Burr Tyrrell Elementary School and Paul William Kaeser High School

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

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 the 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

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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 organisations 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 governments 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 (A – Administrative; G – Governance)	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	A		
Continue tax relief program for seniors and disabled persons		G	
Coordinate annual meeting of all Advisory Boards; facilitate sharing of information between Boards; quarterly Chair meetings	G		
Develop a Sponsorship Policy to increase revenue available for programs and services	A		

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Recognise and support the work of volunteers	G		
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Implement the calls to action for municipal government from the Truth and Reconciliation Commission

Actions (A – Administrative; G – Governance)	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	G		
Reform policies and bylaws in support of decolonisation	G		
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	A		

Be the employer of choice in the NWT

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Organise regular staff and Council meetings and social activities	A		
Highlight staff achievements	G		
Maintain a safe and respectful workplace	GA		
Maintain stability in management	GA		

Maintain and improve existing community infrastructure

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

Review legislation to ensure it is up to date and relevant

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

Ensure residents, college students and visitors are well-informed

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

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

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Work with Indigenous governments to implement Municipal Service Agreements	G		
Foster partnerships with other agencies and organisations	G		
Regular meetings with Smith's Landing First Nation, Salt River First Nation and the Fort Smith Métis Council to discuss areas of common concern and provide support where applicable	G		

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

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Develop a policy mandating orientation		A	
Develop procedures for when and how orientation will take place		A	

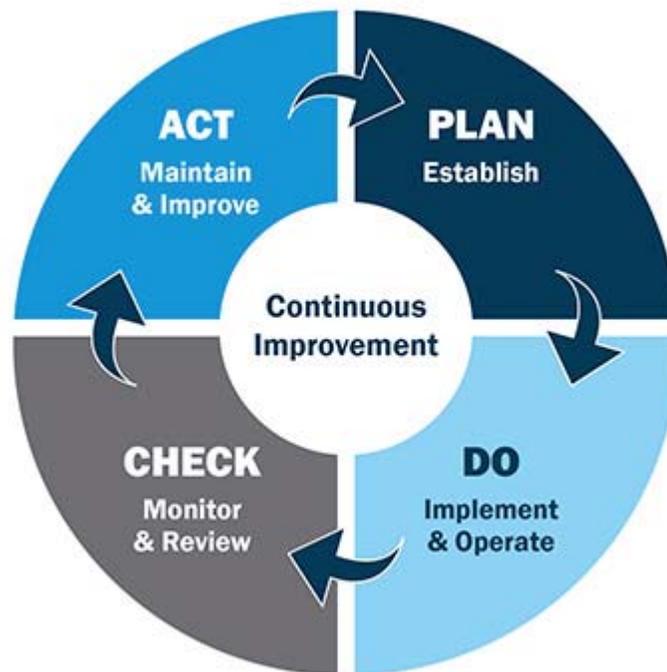
Next Steps

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 that goal. This is a critical starting point for the 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 towards 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.



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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)

To retain existing and attract new residents.

Support the development of affordable housing within the town

Actions	1-2 Yrs	3-5 Yrs	6 Yrs +
Work with the College to explore feasibility of renovating and renting vacant student housing			G
Work with the GNWT to explore the feasibility of renovating and renting the RCMP homes being replaced			G
Lobby GNWT, Minister, and Federal Government for support to develop housing			G

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			G

To be the healthiest community in the Northwest Territories.

Increase community wellness and overall health

Actions	1-2 Yrs	3-5 Yrs	6+ Yrs
Work with partners to update the Community Wellness Plan	G		
Work with partners to identify funding for a Community Wellness Coordinator	G		
Member of Council to attend the Seniors' lunch program to develop awareness of elder needs	G		

Ensure the safety of our residents

Actions	1-2 Yrs	3-5 Yrs	6+ Yrs
Organise and attend monthly meetings with RCMP and quarterly meetings with Ambulance and Fire Department	G		
Increased and stronger bylaw enforcement presence (speeding, dog control, contamination and littering)		G	
Work with inter-agency to address youth crime	G		
Citizens on Patrol in Town (work with RCMP and Indigenous Governments)	G		

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

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 the GNWT about current and future plans for post-secondary education in the Northwest Territories	G		

Build strong relationships with the Aurora College Student Community

Actions	1-2 Yrs	3-5 Yrs	6+ Yrs
Connect high school students within and outside the community with College offerings	G		
Lobby the GNWT to replace Breynat Hall and replace/upgrade student housing	G		

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	G		
Become closer to the governance of the College; communicate with the Office of the President	G		
Appoint a Council liaison person	G		
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)	G		
Work with other territorial governments (municipal, Indigenous) GNWT Ministers and MLAs to emphasise the benefits of having Aurora College headquarters in Fort Smith, and the dangers of GNWT centralisation	G		

Foster relationship with our schools – Joseph Burr Tyrrell Elementary School and Paul William Kaeser 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	G		
Offer student awards	G		
Support lunch and crosswalk programs	G		
Hold annual youth visioning workshop	G		
Create a youth voice on advisory boards	G		

To operate a responsive and transparent government.

Continue to provide high quality programs and services to our citizens

Actions	1-2 Yrs	3-5 Yrs	6+ Yrs
Continue tax relief program for seniors and disabled persons		G	
Coordinate annual meeting of all Advisory Boards; facilitate sharing of information between Boards; quarterly Chair meetings	G		
Recognise and support the work of volunteers	G		

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	G		
Reform policies and bylaws in support of decolonisation	G		

Be the employer of choice in the NWT

Actions	1-2 Yrs	3-5 Yrs	6+ Yrs
Highlight staff achievements	G		
Maintain a safe and respectful workplace	GA		
Maintain stability in management	GA		

Maintain and improve existing community infrastructure

Actions	1-2 Yrs	3-5 Yrs	6+ Yrs
Lobby GNWT and Federal Government to stabilise the slide zone		G	

Ensure residents, college students and visitors are well-informed

Actions	1-2 Yrs	3-5 Yrs	6+ Yrs
Develop community communications guidelines and policies	G		
Host an annual Open House to provide an update on Town activities and provide opportunities for public input	G		

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	G		
Foster partnerships with other agencies and organisations	G		
Regular meetings with Smith’s Landing First Nation, Salt River First Nation and the Fort Smith Métis Council to discuss areas of common concern and provide support where applicable	G		



TOWN OF FORT SMITH
ACCOUNTS PAID LIST
FOR THE PERIOD ENDING August 31, 2019

CHQ #	SUPPLIER	DESCRIPTION	AMOUNT	DEPT.
35333	Rocky Mountain Phoenix	Annual SCBA testing	\$ 2,554.37	FD
35334	Northern Stores Inc.	Materials and supplies	\$ 596.51	Multiple
35335	NEBS Pension Fund	August premiums [R]	\$ 32,322.08	
35336	Fort Smith Paddling Club	2019 Paddlefest contribution	\$ 2,500.00	
35337	TDC Contracting Ltd.	parts	\$ 411.12	FM/WTP
35338	Maskwa Engineering	Asbestos testing	\$ 545.74	WTP
35339	NEBS Group Insurance Fund	August premiums [R]	\$ 11,607.66	
35340	Helena Katz	July newsletter	\$ 480.00	Council
35341	RDV Mechanical	Repairs on vehicles	\$ 560.18	WTP
35342	Rusty Raven Gallery & Gift	Gift cards for Canada Day	\$ 28.88	Canada Day
35343	Fields	Materials and supplies	\$ 438.05	Multiple
35344	Robert Palmer	Final circus camp payment	\$ 5,436.00	RCC
35345	Employee	Refund - over deduction	\$ 498.57	FM
35346	Roots & Ruminants Farm	Annual flower purchase	\$ 5,355.00	Downtown Dev.
35347	3 Star Ventures Inc.	Removal of refrigerants from appliances at landfill	\$ 9,450.00	Landfill
35348	Cascade Publishing Ltd.	July/August newsletter design	\$ 115.50	AD
35349	Grimshaw Trucking	Freight	\$ 258.16	Multiple
35350	Paul Kaesers Stores Ltd.	Materials and supplies	\$ 585.51	Multiple
35351	Fort Smith Volunteer Fire Dept.	Reimbursement - bathroom supplies	\$ 120.36	FD
35352	Receiver General	Payroll deductions [R]	\$ 47,741.27	
35353	Lifesaving Society	Exam fees	\$ 211.14	Pool
35354	Thyssenkrupp Elevator	Service contract	\$ 1,253.20	RCC
35355	CAB Construction Ltd.	Hook up new pump	\$ 151.20	FM
35356	Arctech Computers Inc.	Offsite back up service	\$ 904.26	AD
35357	Office Solutions	Materials and supplies	\$ 441.15	RCC/FM
35358	Hay River Heavy Truck Sales Ltd.	Oxygen cylinder rentals	\$ 189.00	AMB
35359	Yellowpages	Advertisement fee	\$ 299.34	AD
35360	Freund Building Supplies	Materials and supplies	\$ 1,448.02	Multiple
35361	DB Perks DBA Commercial Aquatic	Supplies	\$ 7,694.66	Pool
35362	TDC Contracting Ltd.	Garbage bin repairs and diesel	\$ 4,087.04	PW
35363	Aurora TPI Travel	Employee travel for training	\$ 1,361.01	RCC
35364	Wesclean Northern Sales Ltd.	Janitorial supplies and freight	\$ 175.36	RCC/WTP
35365	Infosat Communications	Sat phone bill	\$ 173.88	FD
35366	Guillevin International Co.	Replacement fire host for pumper 1	\$ 4,168.08	FD
35367	Ace's Restaurant & Retail	Dessert for garden river meeting	\$ 210.00	Public Relations
35368	KC Plumbing and Heating	Water and sewer line repairs	\$ 11,211.48	AD
35369	GNWT	Annual land lease	\$ 630.00	AD
35370	Lou's Small Engines	Repairs/parts/gift card	\$ 3,709.75	Multiple
35371	Link Home Hardware	Materials and supplies	\$ 3,205.50	Multiple
35372	Northwestel Inc.	Internet and phone bills	\$ 5,111.04	Multiple
35373	Xerox	Copier usage	\$ 628.17	AD
35374	Northwestern Air Lease Ltd.	Freight - water samples	\$ 132.66	WTP
35375	CAB Construction Ltd.	Repairs to various systems/electrical	\$ 9,335.50	Multiple
35376	TDC Contracting Ltd.	Gas	\$ 1,690.46	Multiple
35377	Aquam Inc.	Chemicals and supplies	\$ 2,401.33	Pool
35378	AECOM Canada Ltd.	Engineering services - water and sewer	\$ 51,951.39	
35379	RDV Mechanical	Repairs to pump and vehicles	\$ 864.68	Multiple
35380	Retailer e.mall	Supplies	\$ 962.58	Library
35381	Westech Fire and Safety	Fire gloves	\$ 919.67	FD
35382	Employee	Reimbursement - PPE boots	\$ 100.00	AMB
35383	Grimshaw Trucking	Shipping	\$ 344.10	FD/Arena
35384	Town of Fort Smith	July water bills	\$ 1,326.41	Multiple
35385	Receiver General	Payroll deductions [R]	\$ 68,386.87	
35386	Receiver General	Vendor garnishment	\$ 7,762.50	
35387	European Cutters Limited	Sharpen Zamboni blades	\$ 275.63	Arena
35388	Employee	Reimbursement - travel claim (training)	\$ 700.05	FD
35389	TDC Contracting Ltd.	Def fluid	\$ 630.00	PW

35390	Employee	Reimbursement - travel claim (training)	\$	700.05	FD
35391	McLennan Ross	Legal fees	\$	1,536.05	AD
35392	Employee	Reimbursement - travel claim (training)	\$	566.20	FD
35393	Employee	Reimbursement - travel claim (training)	\$	651.85	FD
35394	Employee	Reimbursement - travel claim (training)	\$	1,266.25	FD
35395	Employee	Reimbursement - travel claim (training)	\$	259.00	FD
35396	Employee	Reimbursement - travel claim (training)	\$	651.85	FD
35397	Employee	Reimbursement - travel claim (training)	\$	259.00	FD
35398	Employee	Reimbursement - travel claim (training)	\$	259.00	FD
35399	Employee	Reimbursement - travel claim (training)	\$	651.85	FD
35400	Wally's Drugs	Materials and supplies	\$	311.53	AD/RCC
35401	Rocky Mountain Phoenix	Annual pump testing	\$	2,914.93	FD
35402	Pelican Rapids Golf & Country Club	2019 annual contribution	\$	5,000.00	AD
35403	Pelican Restaurant	Retirement party lunch	\$	214.67	AD
35404	Elite Sportswear	Uniforms	\$	1,527.59	RCC
35405	Pitneyworks	Postage meter refill	\$	1,575.00	AD
35406	Customer	Refund water meter deposit	\$	90.00	AD
35407	AECOM Canada Ltd.	Fees - water license compliance	\$	614.25	AD
35408	Employee	Reimbursement - travel claim (FCM/AGM)	\$	821.95	AD
35409	Yellowknife Public Library	Fines	\$	11.00	Library
35410	Power Surge Technologies Ltd.	Headphones	\$	125.95	Library
35411	Cam's Husqvarna Sales & Service	Purchase of mowers	\$	30,538.20	PW
35412	Rusty Raven Gallery & Gift	Prizes for adult summer reading challenge	\$	32.54	Library
35413	Employee	Reimbursement - travel claim (FCM/AGM)	\$	866.94	AD
35414	Splashables	Supplies	\$	493.87	Pool
35415	Office Solutions	Printer ink	\$	279.23	PW
35416	Customer	Refund water meter deposit	\$	350.00	AD
35417	Customer	Refund water meter deposit	\$	1,064.51	AD
35418	Grimshaw Trucking	Freight	\$	532.98	RCC
35419	Paul Kaesers Stores Ltd.	Materials and supplies	\$	600.45	Multiple
35420	NWT Power Corporation	August power bills	\$	35,658.06	Multiple
35421	Rocky Mountain Phoenix	Fill station part	\$	258.30	PW
35422	CAB Construction Ltd.	Light protectors for lights	\$	2,028.60	Arena
35423	TDC Contracting Ltd.	Gas/Repairs/Parts	\$	1,477.38	Multiple
35424	Wesclean Northern Sales Ltd.	Janitorial supplies	\$	1,423.46	RCC
35425	Hay River Heavy Truck Sales Ltd.	Oxygen cylinder rentals	\$	63.00	AMB
EFT	Caterpillar Financial Services Ltd.	August lease payment	\$	3,281.79	PW
	Payroll	Pay period August 2, 2019	\$	116,561.19	
	Payroll	Pay period August 16, 2019	\$	154,153.93	
	Payroll	Pay period August 30, 2019	\$	143,383.69	
		Total		<u>\$ 829,708.16</u>	

Correspondence August 2019

August 3, 2019	Aurora Research Institute/Town	Application for Single Year Research	1840	Signed and faxed
August 8, 2019	Aurora Research Institute/Town	NWT Scientific Research License 16611 issued	1840	
August 13, 2019	Mayor/Minister of Lands	Request to meet regarding Commissioner's Land Transfers	1124	Mayor and Council
August 19, 2019	Minister of Lands/Mayor	Response to the request to meet regarding Commissioner's land transfers– unavailable and requested meeting with ADM	1124	Mayor and Council
August 20, 2019	FS Metis Council/SAO	Angled parking on Simpson Street	1920	replied
August 20, 2019	SAO/FS Metis Council	Response to letter about angled parking	1920	
August 20, 2019	Mayor/Minister of HSS and Justice	Youth Rehabilitation/Treatment Centres in the NWT	1124	Mayor and Council
August 20, 2019	Mayor/Premier, Minister of ITI, MLA	Invitation to meet with Council regarding ITI Superintendent Position	1124	Mayor and Council
August 20, 2019	Minister of Lands/Acting Mayor Chris Westwell	Transfer of Commissioners Land	1124	Mayor and Council
August 21, 2019	Minister of Lands/Mayor	Response to request to meet regarding ITI Superintendent Position – available August 30 th	1124	Mayor and Council
August 22, 2019	Mayor/Minister of Lands	Confirmation to meet on August 30 th regarding ITI Superintendent position and include GNWT Commissioner's land transfer to discussion	1124	Mayor and Council
August 22, 2019	Mayor/Minister of Infrastructure	Request to Secure Department of Infrastructure Compound	1124	Mayor and Council
August 22, 2019	Mayor/Minister of Justice	Prisoner Transport Services	1124	Mayor and Council
August 27, 2019	Minister of HSS/Mayor	Response to request to meet regarding Youth Rehabilitation/Treatment Centres. Unavailable to meet – advised that Ministers Sebert and Schumann to speak to some issues	1124	Mayor and Council
August 27, 2019	MACA/Mayor SAO	2017-2018 Accountability Framework Report	1820	
August 27, 2019	Mackenzie Recreation Association/Mayor	MRA Report	3000	
August 27, 2019	Canadian Union of Postal Workers/Mayor	2019 Federal Elections	1124	



**Town of Fort Smith
Licensing Report
August 2019**

Business License Holder	Number	Details
Tom Wasylshyn	181	Pressure Washing & Steam Cleaning
Development Permit Holder	Number	Details
Ethel Chalifoux	17	Demolish garage
Lottery License Holder	Number	Details
None		
Dog Tag Holder	Number	Details
Noel Dube	52	Puppy - Brown Male
Penny Bourke	53	Baeley - Brown Female
Ski-Doo Licenses	Number	Details
None		