



Town of Fort Smith Corporate Services Committee

Tuesday, September 5, 2017, at 7:00 pm.

AGENDA

1. Call to Order
2. Delegation
 - a. Town of Hay River Mayor & Council In-Camera Session S.23(3)(e)
3. Declaration of Financial Interest
4. Review
 - a. Agenda
 - b. Minutes
 - c. Vision, Values and Goals
 - d. Strategic Plan
5. Governance
 - a. Council Priorities
 - i. Highway Condition
 - ii. Property Tax Issues
 - iii. Commissioner's Land within Municipal Boundaries
 - iv. Fire Abatement
 - v. GNWT Job Reductions
 - vi. Aurora College Program Review
 - vii. Property Tax and Boundary Issues
6. Finance
 - a. Accounts Paid Part I
 - b. Accounts Paid Part II
7. Human Resources
8. Lands
9. Economic Development
 - a. Tourism and Trade Advisory Board
10. Information Technology
11. Bylaw/Policy Review and Development
12. Administration
13. Other Business
 - a. Correspondence – August, 2017
 - b. License Reports – August, 2017
 - c. Briefing Note – Budget Expenses
 - d. Briefing Note – Budget Revenue
14. Excusing of Councillors
15. Date of Next Meeting
16. Adjournment

Attached Documents		
 Corporate Services Minutes August 1, 2	 Vision, Values and Goals	 Strategic Plan
 Accounts Paid Part I	 Accounts Paid Part II	
 Correspondence August 2017	 License Report August 2017	



Town of Fort Smith
Corporate Services Committee
Tuesday, August 1, 2017, at 7:00 pm

Chairperson: D/M Smith
Members: Mayor Napier-Buckley, Cr. Bell, Cr. McArthur, Cr. Patel, Cr. Tuckey
Regrets: Cr. Holtorf, Cr. Kikoak, Cr. Dumont
Staff Present: Keith Morrison, SAO; Jim Hood, Director of Corporate Services; Katie Reid, Executive Secretary
Guests: Jessica Cox

1. Call to Order

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

2. Delegation

a. AWG Delegation

Revenue Generation by Source July 11, 2017

Financial Statements June 30, 2017

M2 Report and Meeting Plans

Relationship Policy: Board Terms and Reference Policy

Jessica Cox and D/M Smith presented on behalf of the Host Society. She noted that there hasn't been much change since the last delegation and asked if Council had any questions. Cr. Bell requested an update on volunteer recruitment. Ms. Cox advised that the Host Society had originally anticipated recruiting 2,000 volunteers between both Hay River and Fort Smith. To date, 250 people have completed the online registration process, although there are people involved that have not registered yet. Ms. Cox advised that there hasn't been a big push to recruit volunteers and anticipates a clearer view on volunteer numbers by the end of September. She noted that volunteer recruitment is a concern of the Host Society and that they will be hosting active recruitment drives. Additionally, once roles are determined, volunteers will be asked to sign up for specific jobs. Cr. McArthur hopes that numbers pick-up.

Cr. McArthur requested an update on the financial position of the AWGs. Ms. Cox advised that from a financial position, the Host Society expects numbers to improve significantly over the next two months. She also expects a clearer standpoint on sponsorship contributions. Ms. Cox advised that the Host Society had changed their sponsorship plan in June by terminating their partnership with Verge Communications to collect sponsorships and by forming an actively meeting Sponsorship Committee consisting of four Host Society members; two members from Hay River and two members from Fort Smith. D/M Smith advised that Shari Olsen is leading the Sponsorship Committee and that they have developed an action plan. He noted that they will be coming to Council for assistance in mobilizing Corporate Sponsorships, through partnerships with the Chamber of Commerce and businesses. He noted that significant progress has been made since May in acquiring monetary and in-kind contributions.

Cr. McArthur asked about the replacement of Fort Smith AWGs Staff Shelly Mahar and Tracey Hutton. He requested that their replacements be local hires. Ms. Cox advised that staffing has also been a concern of the Host Society and that they are very grateful to Ms. Mahar and Ms. Hutton for their contributions. She noted that the work they have done is very valuable to the standpoint of the Host Society with the AWGs. She noted that it has been made clear that local people need to be hired for staff replacement and that the Host Society shares the concern. D/M Smith advised that he has questioned the staff structure which has led to miscommunication and frustration. As a result, the General Manager is reviewing the reorganization of staff structure to enhance efficiency of communication and reporting.

Administration asked if staff member, Ms. Jennifer Leak, pays rent when residing in Fort Smith and how often she is in the community. D/M Smith advised that housing is provided to AWGs staff in-kind. Cr. Tuckey advised that Ms. Leak has contributed to the community by volunteering with figure skating three times per week throughout the winter. Ms. Cox advised that Ms. Leak is based out of Fort Smith although is not in the community all the time. She noted that with the leaving of Ms. Mahar and Ms. Hutton, Ms. Leak has picked up extra duties which requires her to be between the communities more often.

Administration requested an update on staff overages in the budget due to travel, accommodations, and meals. Administration is trying to determine if having staff in the community is an economic driver and is trying to rationalize to see if there is economic benefit in the community. He noted that Mr. Shafer is supposed to be in both communities 50/50, and is not. D/M Smith advised that the expenditures in the budget are mostly related to hosting International Committee events. He will request a breakdown of expenses be sent to Administration. D/M Smith advised that the AWGs have also leased a vehicle for travelling.

Administration had previously asked that a variance document accompany financials so that cash flow can be reviewed. He noted that a cash flow document has been provided which is very different than a variance document. He noted that the revenue document shows a deficit and doesn't acknowledge unbudgeted expenses. Administration noted that the document shows expenses overbudget by \$100,000 and a deficit of \$250,000 which totals a \$350,000 deficit. He asked if there is tracking to determine the actual deficit. D/M Smith advised that expenses have fluctuated and that there is no realistic picture of required expenses. He felt that there would be a clearer understanding after the M2 meetings. Additionally, he advised that the Executive is aware of the expenses and underfunding, and that the board hasn't yet spoken to reductions. Administration advised that the financial statements have improved since May and that there are less expenses against unpopulated budgets.

Administration felt that staffing and advertising/marketing should be more advanced at this stage. Administration asked where funding was found to reduce the deficit since May. He also asked if in-kind contributions are truly attributable to needs and offset monetary costs. Ms. Cox advised that the General Manager has been very thorough to ensure that in-kind sponsorships are reflective of the needs of the AWGs and not to inflate the financials. Ms. Cox suggested that the reduction in the deficit may be due to closing the sponsorship contract with Verge Communications. D/M Smith noted that a substantial contribution was received from ATCO of \$125,000 of each in-kind and monetary contributions. Other contributions received were from Dominion Diamonds for \$25,000, Canadian Tire for \$10,000, and COOP in Yellowknife for \$100,000 in-kind, for food. Additionally, he advised that corporate sponsorships in the region have not yet been requested and that the Host Society anticipates this as an untapped market. Further, D/M Smith will request a breakdown of sponsors be provided to Administration. Ms. Cox also advised that substantial sponsorships were offered that were not required.

Administration has requested reporting relationships of roles and responsibilities be formed to start planning deliverables, although noted he hasn't received a response back from the General Manager to start the process. He advised that as Council will begin budgeting soon, this will need to be considered.

D/M Smith felt confident that the AWGs are in good shape with a strong volunteer base and new facilities in both communities. He noted that challenges lay with athlete support.

Mayor Napier-Buckley thanked Ms. Cox and D/M Smith for delegating on behalf of the Host Society. She looks forward to further updates and the submission of a variance report in the future. She also would like information submitted on what resources will be required of the Town to be incorporated into the budgeting process. Ms. Cox looks forward to having more information for Council at the September meeting.

3. Declarations of Financial Interest

D/M Smith declared a financial interest with respect to the Accounts Paid Part II.

4. Review

- a. Agenda –The agenda was reviewed.

RECOMMENDATION

Moved by: Cr. Bell

Seconded by: Cr. Patel

That the agenda be adopted as presented.

CARRIED UNANIMOUSLY

- b. Minutes – The minutes of July 4, 2017, were reviewed and have been adopted at the Council meeting of July 18, 2017. Cr. Tuckey requested an update on the Special Meeting to discuss the AWGs Triparty Agreement. Administration had sent comments to the Host Society and has not received a response. He noted that in mid-June, the Town of Hay River had advised that they were acceptable to most of the changes and that they had to follow up with their lawyer and has not heard back. Administration had emailed the Town of Hay River to follow up last week and has not received a response. He is unsure of the delay but will continue to inquire. Cr. McArthur felt the Town of Fort Smith should drop out of the games as the financials are still running a deficit and as no contract is in place. Mayor Napier-Buckley had received a request from the Mayor of Hay River for both Councils to meet. She will follow up with the Mayor for an update on the contract and to look at dates for a joint-Council meeting.

- c. Vision, Values and Goals – The Vision, Values and Goals were reviewed.
- d. Strategic Plan – The Strategic Plan was reviewed.

5. Governance

a. Council Priorities

- i. Commissioner’s Land within Municipal Boundaries – Cr. Patel advised that the Mayor and she had attended a public consultation session to review the Lands Act and Commissioner’s Land Act. She noted that it was interesting to hear the concerns of citizens on leased Commissioner’s land. She noted that there was approximately ten people in attendance.
- ii. Fire Abatement – Mayor Napier-Buckley is continuing to meet with partnering governments on fire abatement initiatives. She noted that the Town has now taken the lead with the meetings. There will be a meeting scheduled in September in which NTPC will be brought to the table.
- iii. Aurora College Program Review – Mayor Napier-Buckley advised that there is a briefing note later in the meeting to move forward with the initiative.
- iv. Property Tax and Boundary Issues – Mayor Napier-Buckley advised that there is a briefing note later in the meeting that was previously brought forward for Council review and to move forward with the reconciliation of property tax issues.

6. Finance

- a. Accounts Paid List Part I– The Accounts Paid List was reviewed. Cr. Patel asked if the barbeque repairs were made to the barbeque that caught fire on Canada Day 2016. Administration confirmed this. Mayor Napier-Buckley asked if a power pole would be installed to light trees for this Christmas season. Administration is reviewing the cost to move a mature tree and is looking to decorate the trees at the arena. He noted that a power pole was required for the prior Christmas tree due to the location.

RECOMMENDATION

Moved by: Cr. McArthur

Seconded by: Cr. Bell

That the Accounts Paid Part I for the period ending July 31, 2017, totaling \$517,415.18 be approved.

CARRIED UNANIMOUSLY

D/M Smith declared a conflict and passed the Chair to Mayor Napier-Buckley.

- b. Accounts Paid List Part II – The Accounts Paid List Part II was reviewed.

RECOMMENDATION

Moved by: Cr. Bell

Seconded by: Cr. McArthur

That that Accounts Paid Part II for the period ending July 31, 2017, totaling \$621.35 be approved.

IN FAVOUR – CR. TUCKEY, CR. MCARTHUR, CR. BELL, CR. PATEL

ABSTAINED – D/M SMITH

CARRIED

Mayor Napier-Buckley passed back the Chair to D/M Smith.

- c. Briefing Note Second Quarter Variance Report – The briefing note and report were reviewed. Administration advised that the document outlines the Town’s spending in the first six months of 2017. He noted that initial review shows that all budgets are under spent. Revenue is good; Grants in Lieu are received, and development permitting, fines and lottery licensing revenue has increased. He advised that RCC revenue has caught up and Arena revenue is significantly higher than previous years, although is offset due to additional staffing. Ambulance revenue has decreased with less calls than in previous years and recreation grants are on hold pending accounting deliverables. Administration advised that GNWT Ground Ambulance and Highway Rescue funding is half of what was received in 2015. Additionally, Day Camp and After-school revenues are down due to declining enrollment; analysis indicates the cause being a cyclical demographical change. Administration advised that utility costs are within budget which is attributable to reduced oil costs and a warm winter. He noted that vehicle and equipment maintenance costs have increased due to an aging fleet and that the Capital Plan works to address this over the next several years. Additionally, legislative costs are nearly expended and should require monitoring for the remainder of the year. Legal costs and audit fees are overspent. Administration advised, as in the first quarter, that Public Works and Facilities Maintenance salaries are higher than anticipated due to overtime and use of casual employees to execute a high level of service. Administration will discuss the possibility of incorporating overtime costs into the budget during the budgeting process. Additionally, Ambulance salaries are higher than expected, due to training delays resulting in delayed transition of volunteer honouraria to the Protective Services position. He noted that there are also some unbudgeted costs associated with the EDO position which will be proposed in the 2018 O&M budget upon completion of the Economic Development Plan.

RECOMMENDATION

Moved by: Cr. Patel

Seconded by: Cr. Bell

That the Second Quarter Variance Report be accepted as presented.

CARRIED UNANIMOUSLY

7. Other Business

- a. Correspondence – The July 2017 correspondence was reviewed. Cr. Patel requested an update on the correspondence received from the GNWT on Investment Opportunities in the NWT. It was advised that the correspondence would be circulated.
- b. Licensing Report – The July 2017 licensing report was reviewed.
- c. Briefing Note Property Tax – The briefing note was reviewed. Administration advised that property tax arrears and delinquent accounts are currently valued at \$1.7 million, where property tax arrears are defined as unpaid 2016 property taxes and delinquent accounts are defined as unpaid property taxes from 2015 and earlier, and together called past-due accounts and if uncollectable are called bad debt. He noted that there are a variety of reasons for the past-due accounts and presented options to address them. He noted that options include forgiving bad debt, negotiating past-due accounts with the GNWT, collection of past-due accounts, and the sale of lands. Administration advised that the Town budgets \$15,000 each year for bad debt and has accumulated \$615,235.61 to put towards the bad debt. Administration advised that there are currently three accounts identified as uncollectable totaling approximately \$261,028.50; the first two accounts property taxes were levied incorrectly and the third is bad debt from a derelict trailer that was abandoned on a leased lot. Administration advised that the Minister of MACA would also have to approve any forgiveness of taxes and advised that the Town does not have the authority to forgive school tax. Administration advised that he would require instruction from Mayor and Council to initiate action on the forgiveness of debts. He noted that individual briefing notes would be

brought forward for each roll requiring forgiveness. Cr. Bell asked if the bad debts continue to accumulate interest. Administration confirmed this and advised that the majority of the amount owing is in interest. Cr. Bell felt that it is in the Town's best interest to forgive the bad debts before they accumulate more interest. Administration reviewed the past-due accounts to be negotiated with the GNWT. He noted that the first two rolls are for properties that are past-due by \$154,087.04 combined, tied to failed businesses that the GNWT invested in and retains a registered interest in. He noted the GNWT's need to dispose of the properties and that one of the properties could have potentially been used as an ambulance facility. Instead, the GNWT has listed the property on the real estate market, not allowing the Town to collect the owing taxes and not following surplus regulations. The third roll is a past-due account for improvements made on a Commissioner's Land lease within municipal boundaries totaling \$21,653.83. The fourth roll, totaling \$389,050.67, was due to a resident being relocated after the 1968 landslide to a new property issued by the GNWT thought to be IAB Land. The resident was moved to what mistakenly was not IAB and as a result accumulated property tax and interest since the point of moving. Administration would like cooperation from the GNWT to forgive the entire \$389,050.67. Additionally, Administration advised that SRFN Development Corporation owes \$26,639.56 in property tax arrears, and \$211,127.51 in PILT, which is not included in their property tax arrears and delinquent account total. Administration advised that historically, all properties within municipal boundaries are assessed by the GNWT and that the role of the Town is only to establish the mill rate and issue tax notices. The GNWT also has agreements with the Federal Government to assess all Federal lands. He noted that the PILT was not paid as the assessment was not performed by the GNWT and that the properties were recently transferred to SRFN with no agreement in place addressing the assessment of the lands. He noted that multiple requests were sent from the Town to the GNWT to determine the responsibility for assessment. No definitive answers or action was received by the GNWT. As a result, the Town retained private assessment services valued at \$20,772 to assess the transferred lands and determine the appropriate PILT. The Town would like the GNWT to provide clarity on the issue and reimburse the Town for assessment costs to-date. Subsequently, the Town had invoiced SRFN for the PILT in which they advised that many of the properties identified by the GNWT as having transferred have not transferred to SRFN and remain Federal. SRFN has committed to the PILT for the properties that they consider as having transferred. The Director of Corporate Services recommended that Council approach the GNWT to come to the table to rectify the multiple issues. He noted that Administration has exhausted all avenues in dealing with these issues. D/M Smith noted that Council had met with DAIIR in 2013 and that there has been no movement since. He also noted that Premier Bob McLeod is also the Minister of DAIIR and could potentially deal with issues in other departments. Mayor Napier-Buckley advised that she would initiate correspondence. Administration advised that the past-due accounts to be collected total \$891,271.04 and can be collected through more aggressive collection actions. The Director of Corporate Services advised that two law firms were contacted to deliver the service and that the best solution was provided by McLennan Ross. The solution would be cost neutral to the Town as the law firm will add to the cost of the amount owing. He noted that the process may take two to three years and that it is governed by the Property Assessment Taxation Act. He noted that having a third party collect the past-due accounts will distance animosity from the Town and that the law firm can represent the Town in court. He suggested a recommendation be made to support the action in order for Administration to move forward. Administration advised that there is the opportunity to hold a property tax sale and that the last sale was held in 2011, where four of the six properties were sold. He noted that in the process of a land sale the Town does not take ownership of the land. He noted that the Town has three properties for disposal.

RECOMMENDATION

Moved by: Cr. Patel

Seconded by: Cr. Bell

That the Town of Fort Smith proceed with addressing property tax arrears and delinquent account collections with the use of a third-party contractor.

CARRIED UNANIMOUSLY

- d. Briefing Note Teacher Education Program Brief – The briefing note was reviewed. Cr. McArthur is having second thought about developing the brief and felt that the program is already lost. Cr. Patel agreed that the community feels that the GNWT has made up their mind. Mayor Napier-Buckley clarified that the Minister of ECE declined meeting with Council as they did not want to influence the review. She felt that if the decision was made, that cabinet would influence the review. She noted that many students and families have benefited from the program and that she does not want Council to give up. Cr. Tuckey agrees and doesn't think it is a lost cause. She noted that the Aurora College is a huge economic driver and that the Town would lose 10-20% of the population if the college shut-down altogether. She felt that in giving-up, the GNWT would eventually take more programs away. Cr. Bell thinks Council should continue to fight for the program and noted that the community was at a loss when Social Work Program was discontinued. Cr. Patel asked if the Town is listed as a stakeholder for the development of the foundational review. Mayor Napier-Buckley advised that correspondence from the Minister of ECE stated that the Town would have opportunity to provide input.

RECOMMENDATION

Moved by: Cr. Patel

Seconded by: Cr. Bell

**That \$10,000 be reallocated from the Advertising Budget to the development of a TEP Brief to be solicited through a tender process
IN FAVOUR – CR. TUCKEY, CR. BELL, MAYOR NAPIER-BUCKLEY, CR. PATEL**

OPPOSED – CR. MCARTHUR

CARRIED

8. Excusing of Councillors

RECOMMENDATION

Moved by: Cr. Bell

Seconded by: Cr. McArthur

That Cr. Dumont, Cr. Kikoak, and cr. Holtorf be excused from the Corporate Services Standing Committee meeting of August 1, 2017.

CARRIED UNANIMOUSLY

9. Date of Next Meeting

The next meeting of the Corporate Services Standing Committee will be September 5, 2017.

10. Adjournment

RECOMMENDATION

Moved by: Cr. Patel

Seconded by: Cr. Bell

That the meeting be adjourned at 9:18 pm.

CARRIED UNANIMOUSLY



Town of Fort Smith

Vision, Values and Goals

Approved: August 16, 2011

Vision The Town of Fort Smith will work with its 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

- We value an open, transparent, effective government.
- We value our natural environment.
- We value a safe and hospitable community for our residents and visitors.
- We value education.
- We value the use of sustainable energy sources.
- We value active living, health and wellness.
- We value effective communication.
- We value community unity through partnerships.
- We value the passion and commitment of our volunteers.

Goals

- Operate an open, transparent and effective government
- Operate the Town of Fort Smith in a fiscally responsible manner.
- Provide excellent municipal programs and services to the citizens.
- **Continue as a responsible employer**
- Preserve, advocate and enhance the natural environment in the Town.
- **Maintain a safe community.**
- Support all educational opportunities within the community.
- Be a leader in sustainable environmental practices in our community.
- **Foster a strong cohesive community spirit.**
- Maintain a healthy, active community
- **Grow our residential and business community**
- Promote Fort Smith as a desirable destination.



Town of Fort Smith

Goals, Strategies and Action Plan

Goal A: Operate an open, transparent and effective government

Strategy	Activity
Provide strong legislation.	Review all bylaws, policies and procedures to ensure effectiveness and relevance.
	Create new bylaws as required.
Utilize many methods of communication.	Hold an Annual General Meeting to inform and consult the public on town issues. Provide information about ICSP implementation.
	Regularly update and review Town's website.
	Continue profiling Town staff, Mayor, councilors and community volunteers in newsletter.
	Build the Open House (ideasFortsmith) into an annual event with manned displays and opportunities for public input.
	Review and update ICSP on a regular basis.

Goal B: Provide excellent municipal programs and services to the citizens.

Strategy	Activity
Implement an asset management system.	Purchase and implement works management software; inventory all assets.
Evaluate the delivery of all programs and services.	Conduct an organizational review.
	Conduct a capital asset review.
	Conduct a program/service review.

Goal C: Continue as a responsible employer

Strategy	Activity
Ensure compliance with collective agreement, labour standards and practices.	Conduct a job evaluation and classification study.
	Review and update all personnel policies.
Provide a safe workplace	Assess current qualifications. Train staff as required for their area of employment.
	Conduct monthly safety committee meetings and act on recommendations.
Improve communication with employees.	Conduct regular Senior Management committee meetings.
	Include staff participation on standing committees.
	Organize regular staff and council social activities.
	Highlight department staff in the monthly newsletter.



Town of Fort Smith

Goal D: Preserve, advocate and enhance the natural environment in the Town.

Strategy	Activity
Evaluate and assess green/open spaces to ensure they meet future requirements.	Review Recreation Master Plan to include a trail and park enhancement strategy.
	Trail development - areas to be considered: share the trail, promotion and signage, bike routing and trails, motorized and non-motorized trails; upgrade existing trails and increased snowmobile trails.
Advocate to address Slide Zone issues.	As this area is owned by the GNWT, work with GNWT to address slide zone issues.

Goal E: Maintain a safe community.

Strategy	Activity
Ensure increased and stronger bylaw enforcement.	Review Bylaws to ensure they are effective and up-to-date.
	Provide additional bylaw training.
	Assess bylaw resources.
Support the provisions of protective services.	Consult with volunteer fire and ambulance departments.
	Provide adequate resources to meet service requirements.
Implement Firesmart program.	Implement fire abatement projects in a timely manner while respecting budgetary constraints.
	Conduct campaign to ensure public participation and awareness program for fire abatement.
Ensure community wide emergency preparedness.	Review, update and practice EMO plan.
Maintain partnership with RCMP.	Continue communication and relationship building.
Ensure pedestrian and vehicular safety.	Safety audit of roads, sidewalks and streetlights.



Town of Fort Smith

Goal F: Promote our status as the education capital of the Northwest Territories.

Strategy	Activity
Seek out ways to advocate for Fort Smith's educational focus.	Town to initiate discussion and meetings with government officials i.e. Round Table and public involvement; including discussions on the status of the University of the North.
Foster our relationship with Aurora College headquarters.	Host social event for Board of Governors.
	Regular communication with the Office of the President.
	Regular communication with Campus Director.
	Offer awards for Aurora College students; assist Campus to market the community and college.
	Participate in Graduation activities, Aurora College week, orientation week, student appreciation week.
	Appoint a Council liaison person.
Foster relationship with JBT/PWK.	Offer student awards.
	Support lunch and crosswalk programs.
	Review and update Joint Use Agreement.
	Provide tournament support.
Provide support for pre-school programs.	Provide support as requested.
Participate on the District Education Authority.	Appoint 3 members to the DEA with regular reporting back to Council.

Goal G: Promote sustainable environmental practices in our community.

Strategy	Activity
Provide for an implementation strategy for the Community Energy Plan.	Implement the Community Energy Plan.
Undertake a landfill/solid waste management study to include recycling and opportunities for salvaging.	Landfill Management Study including recycling opportunities.
Strive for sustainable energy sources. Reduce greenhouse gas emissions from Town facilities/vehicles.	Implement Community Energy Plan.
Educate the public in the benefits of sustainable environmental practices.	Implement Community Energy Plan.
Maintain Community Energy Plan.	Regularly Review and update plan.
	Re-establish Sustainable Development Advisory Board.



Town of Fort Smith

Goal H: Foster a strong cohesive community spirit.

Strategy	Activity
Improve communication and dialogue with other levels of government including government agencies and boards.	Regular meetings with Salt River First Nations and Fort Smith's Métis Council to discuss areas of common concern.
Recognize and support the work of volunteers.	Profiling volunteers on Web Site.
	Special awards for youth, elders and other special targeted areas.
Work with First Nations governments to implement Municipal Service Agreements.	Formation of Joint Planning & Coordinating committees with SRFN.
	Finalize SLFN MSA.
	Support Métis with land claim negotiations.
Foster partnerships with other agencies & organizations.	Regular communication with and support of groups.
Improve communication within the community.	Develop Communication Strategy.

Goal I : Maintain a healthy, active community

Strategy	Activity
Increase community wellness and overall health, which includes active recreation, outdoor life and healthy eating.	Review and update Recreation Master Plan.
	Re-establish Recreation Advisory Board.
Upgrade and enhance recreation facilities and programs including outdoor opportunities and the Recreation Centre.	Recreation Centre upgrading, increased programming and management plan. Plan to include increased programs and events. Theater and gym are areas that require immediate attention.
	Upgrade Arena - ice plant, energy efficiency and maintenance areas.
	Longer term - New Arena Feasibility Study to include location and opportunities for multi use.
Provide ways to increase activities for youth including movies, a range of educational activities, outdoor opportunities and cultural exchange events.	Town Council to initiate a Youth Advisory board to provide information and support for youth issues in the Town.
Foster relationship with Fort Smith Health & Social Services.	Appoint two members to the Board with regular reporting back to Council; regular meetings with Board.
Respect elders and disabled citizens.	Ensure accessibility, continue tax relief program, support Senior 55+ Friendship Games, continue Elder of the Year award, support recreational programs, support societies.



Town of Fort Smith

Goal J : Grow our residential and business community

Strategy	Activity
Encourage and promote diversity of housing choice and costs within the Town.	Town to examine housing supply and begin discussions with government agencies to understand how the town can assist with housing supply for people working in the mines and living in Fort Smith. Discussions to include ways to assist with increasing the rental housing supply by reviewing barriers to potential development of residential & rental housing. Explore incentives to promote development.
Attract new residents and businesses to the community.	Develop Community Marketing and Promotion programs.
	Review Zoning bylaw.
Grow the community with planned land development.	Develop new sub-division(s).
Prepare for development of Salt River First Nation Reserve Land.	Evaluate Town infrastructure to ensure capacity to accommodate possible needs for municipal services.
Prepare for future land claims.	Communicate with groups in negotiation of land claims.

Goal K: Promote Fort Smith as a desirable destination.

Strategy	Activity
Embark on a strong Tourism promotion campaign stressing, location, quality of life, outdoor life and facilities.	Tourism Marketing Plan to include implementation strategy.
Work with other agencies to encourage visitors, professionals and students to come to the community.	Assist with recruitment programs.
	Support community sporting, arts & cultural events/festivals.
	Support museum & historical programs and their programs.

In addition to the Strategic Plan listed above, there are three additional plans that form the Integrated Sustainability Plan for the Town of Fort Smith.

- Community Energy Plan
- Human Resource Plan
- Capital Investment Plan

To be as environmentally responsible as possible, these plans will be available on the Town's website at www.fortsmith.ca on May 3. Should you wish a paper copy, please contact the Town Hall at 872-8400.



TOWN OF FORT SMITH
 ACCOUNTS PAID LIST PART 1
 FOR THE PERIOD ENDING August 31, 2017

CHQ #	SUPPLIER	DESCRIPTION	AMOUNT	DEPT.
32982	Bank of Montreal	Jim Hood statement	\$ 1,408.71	Multiple
		\$ 1232.57 Cell phone bills		
		\$27.25 Interviewing for corporate services [R]		
		\$148.89 Postage for explorers guides		
32983	NWT Tourism	Membership fees	\$ 183.75	AD
32984	GNWT	Course registration	\$ 1,100.00	POOL
32985	Grimshaw Trucking	Freight, Materials/supplies	\$ 1,242.37	Multiple
32986	Link Hardware	Materials/supplies	\$ 909.93	Multiple
32987	Town of Fort Smith	Water bills	\$ 786.25	Multiple
32988	Freund Building Supplies	Materials/supplies	\$ 150.40	Multiple
32989	Xerox Canada Ltd	Copier lease	\$ 134.91	AD
32990	PWK High School	Plaque-grade 8 highest achievement award	\$ 25.00	AD
32991	Northwestern Air Lease	Freight, water samples	\$ 114.81	WTP
32992	Brownlee LLP	Legal fees	\$ 824.74	AD
32993	Taxation Division Dept of Finance	May-June school tax remittance	\$ 207,243.91	AD
32994	TDC Contracting LTD	Fuel	\$ 2,678.24	Multiple
32995	Pitneyworks	Postage refill	\$ 2,100.00	AD
32996	506830 NWT LTD o/a Chase's Pit Stop	Gas	\$ 115.00	BYL
32997	NAIT	Cody Utman power engineering class 5	\$ 955.00	WTP
32998	Rapid Petroleum Products	Gas	\$ 99.32	WTP
32999	Infosat Communications	Satellite phone bill	\$ 77.11	FD
33000	The Prophet Corporation	Volleyball nets	\$ 484.32	RCC
33001	Slave River Coalition, Tides Canada Initiative	Honorarium for Marine Drive Clean up	\$ 200.00	RCC
33002	Canadian Training Resources	Administrative assistant workshop	\$ 838.95	AD
33003	Mercury Sing Art & Design	Two sided street signs	\$ 3,896.51	PW
33004	Bank of Montreal	Chris Bird statement	\$ 3,760.11	
		\$231 - Pool Course		RCC
		\$347.88 - Wireless bridge to fire hall		FD
		\$83.98 - Cables for wireless bridge		FD
		\$190.00 - Software for computers at Library		Library
		\$84.46 - Respirators		Pool
		\$220.47 - Water slide		RCC
		\$2393.00 - STEAM camp education class pkg.		Library
		\$7.25 - Interest on purchases		RCC
		\$128.59 - Patch kit for bouncy castle		RCC
		\$73.48 - Interest on purchases		RCC
33005	GNWT	Pay back healthy children Initiative grants	\$ 3,091.33	RCC
33006	Lou's Small Engines	Flammable cabinet/steam clean RCC basement	\$ 1,715.65	RCC
33007	Northwestel Inc.	Phone and internet bills	\$ 5,331.66	Multiple
33008	SEE ACCTS PAID LIST II			
33009	Wally's Drugs	Materials/supplies	\$ 115.65	Library
33010	Receiver General	Payroll deductions (TAX, CPP, UIC) \$ 34689.69 [R]	\$ 42,731.48	
33011	Lifesaving Society	First aid exam fees	\$ 225.00	Pool
33012	Blue Imp. 1594981	Tennis court bench	\$ 936.60	RCC
33013	Northern Stores	Supplies for Canada Day	\$ 211.99	Canada Day
33014	Bank of Montreal	Keith Morrison Statement	\$ 8,898.00	
		\$48.30 - ABC lunch		Legislative
		\$10.00 - WHMIS trainging		PW
		\$68.25 - CSTS training		PW
		\$66.60 - SIM card		FD
		\$236.46 - Microsoft services charges add emails		AD
		\$55.60 - RAB lunch		Legislative
		\$87.05 - SDAB lunch		Legislative
		\$-21.00 - Refund difference on smaller flag		AD
		\$45.46 - Interest on purchases		AD
		\$2713.20 - Wear sleeve		PW
		\$1303.68 - Uniforms		Ambulance
		\$10.00 - WHMIS training		Pool
		\$2594.57 - Supplies for summer camps		RCC
		\$1626.69 - Uniforms		Pool

	\$53.14 - Interest on purchases		AD
33015 CAB Construction LTD	Wire new pump/hot tub repairs	\$ 1,032.27	WTP/Pool
33016 Commercial Aquatic Supplies	Supplies	\$ 1,031.59	Pool
33017 Taxation Division Dept of Finance	July school tax remittance	\$ 3,541.30	AD
33018 Terry's Carpentry Services	Ambulance bay lease	\$ 2,520.00	Ambulance
33019 TDC Contracting LTD	Yearly cylinder rental/gas/materials	\$ 1,435.67	Multiple
33020 Maskwa Engineering Ltd.	Project management	\$ 2,079.00	AD
33021 Cleartech	Chemicals/container return credit	\$ 28,234.89	WTP
33022 Chase's Pit Stop	Gas	\$ 103.10	Bylaw
33023 NU Mechanical	Sewer inspection 45 Pelican	\$ 378.00	PW
33024 Rapid Petroleum Products	Gas	\$ 2,862.70	Multiple
33025 Infosat Communications	Satellite phone bill	\$ 127.20	FD
33026 RDV Mechanical	Service town vehicles	\$ 3,798.01	Multiple
33027 Office Solutions	Materials/supplies	\$ 1,526.06	Multiple
33028 Vadim Computer Management Group	Software upgrades	\$ 4,934.66	AD
33029 Arctic Winter Games South Slave Division	3rd prize Canada Day float	\$ 75.00	Canada Day
33030 Pelican Rapids Golf & Country Club	Annual contribution	\$ 5,000.00	AD
33031 Bank of Montreal	Jim hood statement	\$ 1,953.01	
	\$105.00 - stamps (Canada Post)		RCC
	\$51.49 - Shipping british soccer supplies		RCC
	\$-51.49 - Refund shipping for british soccer supplies		RCC
	\$1326.41 - Bell mobility bill		Multiple
	\$59.26 - Postage to mail explorer guides		AD
	\$123.14 - Pool mail drop		Pool
	\$309.84 - Sirius radio subscription renewal		RCC
	\$29.36 - Interest on purchases		AD
33032 GNWT - ENR	3rd prize Canada Day float	\$ 75.00	Canada Day
33033 Andrew Sanderson	Reimbursement -drivers medical fee	\$ 100.00	PW
33034 Gudiet, Bruce	Reimbursement - 2017 boot allowance	\$ 157.49	Landfill
33035 Berton, Armando	Refund - development permit not required	\$ 31.50	AD
33036 VanCamp, John D	Refund - development permit not required	\$ 157.50	AD
33037 TWCC	Refund - pool rental due to pool closure	\$ 85.00	Pool
33038 SEE ACCTS PAID LIST II			
33039 Wesclean Northern Sales Ltd.	Cleaning supplies	\$ 451.45	RCC
33040 Phoenix Automotive	Service unit #37 (car)	\$ 111.11	AD
33041 Arctic Alarm/Diamondtel	Alarm monitoring	\$ 59.80	RCC
33042 Riley Manufacturing	Baseball park equipment	\$ 2,331.36	RCC
33043 Arctech Computers Inc.	Offsite back up service	\$ 262.50	AD
33044 Cox, Jessica	Refund - dance camp fees	\$ 60.00	RCC
33045 McLennan Ross	Legal fees	\$ 133.72	AD
33046 Doherty, Jody and Jessica	Refund - daycamp fees	\$ 704.00	RCC
33047 Fergusson, Dana	Refund - daycamp fees	\$ 1,804.00	RCC
33048 Cumming, George and Ruth	Canada Day float prize correction	\$ 50.00	Canada Day
33049 Fraser, Rod	Reimbursement - 2017 boot allowance	\$ 136.49	PW
33050 Fort Smith Music Society	2nd prize Canada Day float	\$ 100.00	Canada Day
33051 Balsillie, Janell	Refund - create graphic novel camp cancelled	\$ 60.00	Library
33052 Berro, Darine	Refund - bronze medal prep course cancelled	\$ 60.00	Pool
33053 McAdams, Paul	Refund - property tax overpayment	\$ 1,795.79	AD
33054 Wood Buffalo National Park	2nd prize Canada Day float	\$ 100.00	Canada Day
33055 CANCELLED			
33056 CANCELLED			
33057 GNWT	Lab fees	\$ 575.40	WTP
33058 TDC Contracting LTD	Repairs/service on water truck and new ambulance	\$ 1,931.49	WTP/Ambulance
33059 Northwestel Inc.	Internet and phone bills	\$ 5,319.33	Multiple
33060 Xerox Canada LTD	Copier usage	\$ 553.15	AD
33061 NU Mechanical	Replace cracked boiler section	\$ 14,910.00	WTP
33062 Infosat Communications	Phone bills	\$ 266.16	FD
33063 Cascade Graphics	Business cards	\$ 290.85	AD
33064 Investors Group	August contributions	\$ 400.00	
33065 NWT Power Corpotion	July power bills	\$ 28,695.67	Multiple
33066 Pitney Bowes	Copier lease	\$ 1,227.88	AD
33067 Wally's Drugs	Materials/supplies	\$ 125.37	AD
33068 Town of Fort Smith	August payroll deductions	\$ 1,171.00	
33069 Receiver General	Payroll deductions (TAX, CPP, UIC) \$ 48074.39 [R]	\$ 48,074.39	
33070 Public Service Alliance of Canada	August union dues [R]	\$ 4,671.48	

33071	GNWT - Taxation Division	August payroll tax [R]	\$	6,705.69	
33072	Rocky Mountain Phoenix	Pumper service	\$	5,083.88	FD
33073	Bassett Petroleum Distributors LTD	Salt delivered to Fort Smith	\$	11,332.38	MS
33074	Northwestern Air Lease	Freight	\$	66.33	WTP
33075	GNWT Maintenance Enforcement	Garnishment	\$	829.00	
33076	Fort Smith construction NT LTD	Changed tire on unit #32	\$	84.00	FM
33077	Globalstar	Satellite phone bill	\$	52.49	AD
33078	GNWT - Health & Social Services	July Marriage License fees	\$	30.00	AD
33079	BZT General Contracting	Womens fan in rcc replacement	\$	472.50	RCC
33080	TDC Contracting LTD	Reinstate yard 217 McDougal after water line break/Materials	\$	6,058.70	Multiple
33081	Outcrop Communications	Website hosting	\$	840.00	AD
33082	Cleartech	Yearly chemical order	\$	2,824.92	WTP
33083	Pitneyworks	Copier lease	\$	4,227.68	AD
33084	506830 NWT LTD o/a Chase's Pit Stop	Gas	\$	80.65	BYL
33085	Rapid Petroleum Products	Gas	\$	123.00	WTP
33086	RDV Mechanical	Service backup truck/emergency repair untit 1/ full service & oi	\$	5,602.51	Multiple
33087	TOFS Employees Association	August staff contrubutions	\$	372.00	
33088	Hay River Heavt Truck Sales LTD	Cylinder Rentals	\$	201.60	Multiple
33089	Tetra Tech EBA INC	Solid waste management plan	\$	7,252.91	
33090	Bella Dance Academy	Dance camp facilitator fee	\$	1,750.00	RCC
33091	Borealis Bike Tours Limited	Refund - business license not required	\$	285.00	AD
33092	Everbridge Inc	Mass notification with unlimited domestic	\$	5,000.00	AD
33093	IBI Group Professional Services Canada Inc	Landscape architechural services	\$	23,023.84	AD
33094	NEBS Pension Fund	August premiums \$ 35,526.32 [R]	\$	35,526.32	
33095	Nebs Group Insurance Fund	August premiums \$ 9,816.04 [R]	\$	9,816.04	
33096	Solid Waste Association of North America	Association dues	\$	257.00	FM
33097	Baudville	Long service awards plaques and trophies	\$	541.54	AD
	EFT Payroll	Pay period August 4, 2017	\$	107,071.43	
	EFT Payroll	Pay period August 18, 2017	\$	122,564.90	
33098	Paul Kaesers Stores LTD	Materials/supplies	\$	4,748.54	Multiple
33099	Freund Building Supplies	Materials/supplies	\$	2,003.09	Multiple
33100	TDC Contracting LTD	Pressure washer hose, diesel	\$	4,726.97	Multiple
33101	Fitness Depot Commercial INC	Materials/supplies	\$	1,531.61	RCC

\$ 841,344.56



TOWN OF FORT SMITH
ACCOUNTS PAID LIST PART 2
FOR THE PERIOD ENDING August 31, 2017

CHQ #	SUPPLIER	DESCRIPTION	AMOUNT	DEPT.
33008	Kikoak, Brandon	Sound for Canada Day	\$ 1,300.00	Canada Day
33038	Aurora TPI Travel	Flights and accommodations for employees	\$ 3,461.33	Multiple
		TOTAL	<u>\$ 4,761.33</u>	

Correspondence August 2017

August 3	Brian Lamb/Bylaw	Dog Complaint	2313	Bylaw
	Aurora Research Institute/Town	Research License Application 3783	1841	
August 9	ITI/SAO	Development of the new Mineral Resources Act	1851	SAO
August 14	Dana Fergusson/Town	Changes to the MACA Legislation to allow municipalities impose hotel taxes	1820	SAO
August 15	SAO/ENR	Data Release – Surveillance Network Program	1961-4	
August 16	ITI/Mayor	Implementing the Pan-Canadian Carbon Price in the NWT	1851	SAO Mayor
August 18	RCMP/SAO	Police Report – July 2017	1750	Mayor and Council
	Aurora Research Institute/Town	Research License Application 3818	1841	
August 23	Northern Territories Water & Waste Water Association/Town	Annual Conference, Trade Show, AGM, and Operators Workshop	1961	SAO, Director of Municipal Services, Supervisor of WTP
August 31	Aurora Research Institute/Town	Notification of Multi-Year Research #3818	1841	



**Town of Fort Smith
Licensing Report
August 2017**

Business License Holder	Number	Details
Fort Smith Construction NT Ltd. (Camp)	202	camp accommodations
506771 NT Ltd	203	home rentals
Red Sun Resources	204	consulting services (forestry)
Fort Smith Co-operative Nursery School	205	nursery school
Development Permit Holder	Number	Details
Clark Builders	25	build multipurpose facility (SRFN)
Simon Haaima	26	build car port
Anand Soochit	28	home occupation
John Gray	29	build single family dwelling
Lee Roy Evans	30	build addition onto shed
Lottery License Holder	Number	Details
Uncle Gabe's Friendship Center	23	TV Bingo
Dog Tag Holder	Number	Details
Kevin Berro	51	Lab/Pit Bull
Ski-Doo Licenses	Number	Details
No licenses issued this month		