












Town of Fort Smith Corporate Services Committee

Tuesday, February 7, 2017, at 7:00 pm.

AGENDA

1. Call to Order
2. Delegation
3. Declaration of Financial Interest
4. Review
 - a. Agenda
 - b. Minutes
 - c. Vision, Values and Goals
 - d. Strategic Plan
5. Governance
6. Finance
 - a. Accounts Paid Part I
 - b. Accounts Paid Part II
7. Human Resources
 - a. Staff Recognition
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 – January, 2017
 - b. License Reports – January, 2017
 - c. Briefing Note – Seniors Tax Relief Program Analysis
14. Excusing of Councillors
15. Date of Next Meeting
16. Adjournment

Attached Documents		
 Corporate Services Minutes January 10,	 Vision, Values and Goals	 Strategic Plan
 Accounts Paid Part I	 Accounts Paid Part II	
 TTAB January 19, 2017		
 Correspondence January, 2017	 License Report January, 2017	 BN Seniors Tax Relief Program Anal



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

Chairperson: Cr. Tuckey
Members: Mayor Napier-Buckley (Conference Call), Cr. Kikoak, Cr. Bell (Conference Call), Cr. McArthur, Cr. Dumont, Cr. Patel (Conference Call)
Regrets: D/M Smith, Cr. Holtorf
Staff Present: Keith Morrison, SAO; Jim Hood, Director of Corporate Services; Katie Reid, Executive Secretary
Guests: Patti Haaima, Brad Brake

1. Call to Order

Cr. Tuckey called the meeting to order at 7:00 pm.

2. Declarations of Financial Interest

Cr. McArthur declared a financial interest with respect to the Accounts Paid Part II.

3. Review

a. Agenda –The agenda was reviewed.

RECOMMENDATION

Moved by: Cr. Dumont

Seconded by: Mayor Napier-Buckley

That the agenda be adopted as amended to include discussion on the Teacher Education Program.

CARRIED UNANIMOUSLY

b. Minutes – The minutes of January 10, 2017, were reviewed and have been adopted at the Council meeting of January 24, 2017.

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

d. Strategic Plan – The Strategic Plan was reviewed.

4. Finance

a. Accounts Paid List Part I – The Accounts Paid List was reviewed. Cr. Kikoak asked for an update on a tax refund that was issued. Administration advised that tax refunds can happen for several reasons, but most likely was due to the resident becoming eligible for the Seniors Tax Relief Program.

RECOMMENDATION

Moved by: Cr. Kikoak

Seconded by: Cr. Dumont

That the Accounts Paid Part I for the period January 31, 2017, totaling \$544,443.54 be approved.

CARRIED UNANIMOUSLY

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

RECOMMENDATION

Moved by: Cr. Kikoak

Seconded by: Cr. Dumont

That that Accounts Paid Part II for the period ending January 31, 2017, totaling \$1,263.61 be approved.

IN FAVOUR – MAYOR NAPIER-BUCKLEY, CR. BELL, CR. PATEL, CR. DUMONT, CR. KIKOAK

ABSTAINED – CR. MCARTHUR

CARRIED

5. Human Resources

- a. Staff and Volunteer Recognition – Administration advised that there was discussion over Christmas in regards to Staff and Volunteer gifts. He noted Cr. Holtorf's suggestion of having a policy in place, or Cr. Tuckey's idea to have money deducted from the Councillor honourarium. Mayor Napier-Buckley suggested creating a line item for Holiday Staff and Volunteer Recognition. She noted that funds based on previous years can be allocated. She is hesitant to mandate Councillors to pay from their honourarium and noted that future Councillors may not be agreeable to this. Administration advised that if a line item is created, Council must determine where the funds will be allocated from. He noted that there was lots of dialogue about Councillors being deducted \$30 per month from their honourarium and noted that approximately \$3,200 would be required to populate the budget. Administration noted that previous discussion around Council's hesitation to recognize staff at Christmas time did get back to staff and affected morale. Cr. Kikoak asked what comments were made by staff. Administration noted that staff do not receive Christmas bonus or Donny Days, and that they are hardworking and work on Christmas Eve. He noted that Staff were disappointed that Council did not want to recognize them with a \$20 gift of a turkey. Cr. McArthur felt that Town funds should not pay for the gifts and that Council needs to think of an alternative solution. Mayor Napier-Buckley noted that out of 150 Staff and Volunteers, only 32 have full benefits and pension. She also noted that there is no honourarium for the Animal Society Volunteers. Additionally, she noted that meals are provided for each advisory board meeting and that the Town holds a catered joint advisory board meeting each year. Cr. Patel asked if the Animal Society was approached to discuss recognition they would like to receive from the Town. Mayor Napier-Buckley was unable to attend the AGM although noted that each volunteer she delivered turkeys to were thankful for the recognition. Cr. Patel is in favour of contributing to the fund from her honourarium. Cr. Dumont doesn't think that their honourarium should be deducted for other volunteer's recognition. Mayor Napier-Buckley acknowledged that Fort Smith Town Council is one of the lowest paid Councils in the NWT and doesn't agree with mandating Council to pay for staff recognition. Administration noted that former Mayor Brake and the previous SAO had split the cost of turkeys; that former Mayor Hobart had purchased ornaments, that were not well received; and that former Mayor Martselos had offset Town budget with fundraising initiatives for turkeys. Cr. Kikoak suggested that Council hold a dance to fundraise and appreciate volunteers. Cr. Bell would also like to fundraise and suggested that Council honourarium pay the difference.

RECOMMENDATION

Moved by: Cr. Patel

Seconded by: Cr. McArthur

That all Councillors have a deduction of \$30 per month from their honourarium to be used towards holiday gifts for Town Staff and Volunteers.

IN FAVOUR – CR. PATEL

OPPOSED – CR. KIKOAK, CR. BELL, CR. DUMONT, CR. MCARTHUR

ABSTAINED – MAYOR NAPIER-BUCKLEY

MOTION DEFEATED

6. Economic Development

- a. Tourism and Trade Advisory Board Minutes January 19, 2017 – The TTAB Minutes were reviewed. Cr. Kikoak apologized for being late to the meeting and didn't feel that the minutes were a good representation of what she was saying. Administration noted that with the government cuts and reductions to Regional Centers in Fort Smith, the Town has tasked TTAB with determining alternative economies.

7. Administration

It has been brought to Administration's attention by a River Ridge Employee that River Ridge will now only be taking sexual offenders. He suggested that this be discussed with the MLA who is also the Minister of Justice.

Administration noted that there was a Public Meeting in Council Chambers on February 6th hosted by a community member in regards to the Teacher Education Program being cut from the Aurora College Thebacha Campus. He noted that Council Chambers is available to the public for rent and that the fee was waived by the Mayor.

8. Other Business

- a. Correspondence – The January, 2017 correspondence was reviewed. Cr. Kikoak requested an update on Delta Days. Mayor Napier-Buckley advised that exhibit had stories and recipes, showing the importance of the Delta. Cr. Patel noted that it was a beautiful exhibit.
- b. Licensing Report – The January, 2017 licensing report was reviewed.
- c. Briefing Note Seniors Tax Relief Program Analysis – The briefing note was reviewed. Administration reviewed the tax relief program from 2007 to 2016 to analyze trends in the cost of the program, the assessed value of properties owned by seniors and disabled persons and the number of properties where claims have been made in relation to the total number of residential properties in town. Three charts were reviewed with an analysis of this information. Administration advised that since 2007 the cost of providing tax relief under this program has increased from \$49,818.37 to \$127,553.48 per year. The trend is for this cost to continue to increase on to 2020. The average assessment value of a home under the tax relief program has increased from \$64,513.79 to \$136,389.47 which is slightly less than the average assessment for other residential properties during the same period. The average assessment for other residential properties has gone from \$74,432.37 to \$140,705.58 during this same period. The total number of residential developed properties has increased from 658 in 2007 to 736 in 2016. The number of claims under the tax relief program have also increased from 87 in 2007 to 153 in 2016. The percentage of total properties claimed under this program was 13% in 2007 and 21% in 2016. Administration advised that an analysis was conducted of business licenses from 2012 to 2016. The number of business licenses issued over this period has dropped from 226 in 2012 and 2013 to 217 for 2014, 2015 and 2016. The number of home occupation business licenses have remained relatively constant during this period going from a low of 95 in 2012 to a high of 104 in 2014 and 2015. Approximately half of all business licenses issued are home occupation business licenses. Of the home occupation business licenses issued, 28% are to claimants of the tax relief program. The actual number of licenses ranged from 23 in 2012 to 20 in 2016. Charts of this information were reviewed. Administration noted that the GNWT matches 50% of the tax fees that are forgiven and that the program is available to all communities. He noted that some communities have chosen not to participate. Administration noted that the program makes it easier for seniors to stay in the north with increased living expenses and noted that the program is also a way for the GNWT to avoid building seniors housing. It is less expensive for the GNWT to subsidize taxes than build seniors housing. There was an initial cap on the program of \$600 which was removed in 1999. Administration noted that the on

average lower property assessment value of seniors implies that seniors are staying in their homes and that less housing is available to tax paying residents and families. He noted that the need for senior housing has impacted that real estate and rental market in Fort Smith, and as a result leaves no room for new people to join the economy in Fort Smith. Administration does not feel the solution is to remove the program or to tax seniors but to create further housing options with zoning and building requirements. He noted that the Town looks forward to working with developers to meet the housing needs of seniors and new residents. Cr. Kikoak thinks the Town could lobby ITI to create a special development fund for developers to build small homes for seniors. She likes the idea of small storefront businesses in the tiny home initiative. Administration advised that there could be one storefront that serves multiple businesses. Cr. Kikoak noted that in knowing this, seniors may be more open to a cap on their forgiven tax amount. Administration noted that maintenance can be costly for seniors in large, old homes and noted that there are multiple burdens not having designated housing for them. With respect to business licenses, Administration advised that twenty business licenses or 10% of all licenses were issued to seniors in 2016. He asked if this is enough of a problem to revise the program. He asked how many seniors are in direct competition of commercial businesses and how many run a business to scale that if charged taxes wouldn't affect their operations. He also asked how the town would operate if they ceased operations of their businesses. Administration suggested that instead of imposing punitive measures, to implement positive action to support the business community through the EDO. Cr. Dumont thanked Administration for the knowledgeable presentation. Cr. Kikoak asked if home occupation businesses can claim their taxes back. Cr. Dumont noted that only a portion of the home, often less than 25%, can be claimed back. Cr. McArthur noted that the Town is lacking in commercial space which is why many residents have to open home occupation businesses. It noted that many home occupation businesses would not be viable as a storefront business.

- d. Aurora College Teacher Education Program – Cr. Kikoak advised that community members held a Public Meeting to discuss the GNWT cutting the Teacher Education Program and devised an action plan to save the program in Fort Smith. She noted that the first goal is to lobby the MLAs to not pass the budget, cutting the program. Cr. Kikoak advised that if that doesn't work, they will continue to fight for them to change their minds for the next budget to put the funding back in place. With either action in place, Cr. Kikoak would like the Town to use its resources to get a brief written. She suggested a clear message be written by the Mayor and Councillors to communicate with the MLAs across the territory and other interested parties that may be able to support the cause. She requested that the brief be written soon to be brought back to Cabinet. Cr. Tuckey noted that she was also at the meeting and that calls of actions were to petition MLAs and let them know that the community wants TEP to remain in Fort Smith. Also, to flood MLAs with letters, videos, statements and phone calls to achieve this, among other efforts. She noted that with the Mayor currently sitting on the Aurora College Board of Governors she may not be able to draft the letter. Administration noted that the meeting that was held, even though in Council Chambers, was not a Council Meeting. He also noted that as this is the first time it has been brought up, he is unsure if Council has a position on the issue yet. He also noted that the Town does not have the capacity to do this and suggested that there may be opportunity to hire a consultant to develop the document. He noted that the letter truly should be written by the Mayor. Administration noted that Council was forewarned of the cuts for months now. Cr. Kikoak doesn't think Council was forewarned about the Teacher Education Program being removed. Cr. Kikoak does think that the Town is nearly fully staffed and does have capacity and resources to prepare the document and felt that immediate effort is required. Cr. Dumont noted that in 1988 the government had cut the HEO program at the college and that the town had to fight to have the program reinstated. Cr. McArthur noted that most the

teachers in Fort Smith attended the Teacher Education Program. He doesn't expect the Town staff to write the letter or the Mayor due to conflict, he asked if D/M Smith could write the letter or a concerned citizen. Administration noted that there is budget available at the Mayor's discretion to fund a consultant to prepare the letter. Mayor Napier-Buckley advised that that the full board was not advised at the last Board of Governors meeting and that only the executive was advised of budget reduction targets. She noted that the board had no input on the cuts. Mayor Napier-Buckley advised that she is fully in support of the public meeting that was held to work to have the program reinstated. Cr. Patel noted that the Minister of ECE had made a statement on CBC that the decision was that of the Board of Governors, which looks bad as though the Mayor was involved in the decision. Cr. Kikoak doesn't see the Board of Governors protecting Fort Smith's interests. Mayor Napier-Buckley noted that the full Board of Governors were not advised of the cuts and that the issue is being discussed by the Legislative Assembly. Cr. Dumont noted that Mary Pat Short was the original facilitator of the program and maybe able assist in writing the document. Administration noted the need for Council to fight stronger than ever for all government cuts that Fort Smith has received.

RECOMMENDATION

Moved by: Cr. Kikoak

Seconded by: Cr. McArthur

That Council create messaging to communicate our message of disapproval to the MLAs and other varying forms of government of the cancellation of the Teacher Education Program.

CARRIED UNANIMOUSLY

9. Excusing of Councillors

RECOMMENDATION

Moved by: Cr. Dumont

Seconded by: Cr. McArthur

That D/M Smith and Cr. Holtorf be excused from the Corporate Services Standing Committee meeting of February 7, 2017.

CARRIED UNANIMOUSLY

10. Date of Next Meeting

The next meeting of the Corporate Services Standing Committee will be March 7, 2017.

11. Adjournment

RECOMMENDATION

Moved by: Cr. McArthur

Seconded by: Cr. Dumont

That the meeting be adjourned at 8:55 pm.

CARRIED UNANIMOUSLY






Town of Fort Smith Community Services Committee

Tuesday, February 14, 2017 at 7 pm

AGENDA

1. Call to Order
2. Declaration of Financial Interest
3. Delegations

4. Review
 - a. Agenda
 - b. Minutes
 - c. Visions, Values and Goals
 - d. Community Services Master Plan
5. Recreation
 - a. Recreation Services
 - i. Recreation Stats – January, 2017
 - ii. Pool Stats – January, 2017
 - iii. Arena Stats – January, 2017
 - b. Recreation Advisory Board
6. Library
 - a. Mary Kaeser Library
 - i. Library Stats – January, 2017
 - b. Advisory Board on Culture
7. Visitor Services
8. Community Events/Liaison with Community Organizations
9. Bylaw/Policy Review and Development
10. Administration
11. Other Business
12. Excusing of Councilors
13. Date of Next Meeting
14. Adjournment

Attached Documents		
		
Community Services Vision, Values and Minutes January 17,	Goals.doc	Community Services Master Plan



Town of Fort Smith
Community Services Committee
Tuesday, February 14, 2017, at 7:00 pm

Chairperson: Cr. Tuckey
Members Present: Mayor Napier-Buckley, Cr. Bell, Cr. Patel, D/M Smith, Cr. Holtorf, Cr. McArthur
Regrets : Cr. Dumont, Cr. Kikoak
Staff Present: Keith Morrison, Senior Administrative Officer; Chris Bird, Director of Community Services; Don Webb, Director of Municipal Services

1. Call to Order
Cr. Tuckey called the meeting to order at 7:00 pm.
2. Review
 - a. Agenda – The agenda was reviewed.
RECOMMENDATION
Moved by: Cr. Patel
Seconded by: Cr. McArthur
That the agenda be adopted as amended to include community grants.
CARRIED UNANIMOUSLY
 - b. Minutes – The minutes of January 17, 2017, were reviewed and have been adopted at the Council meeting of January 24, 2017. Cr. McArthur asked how much the Community Daycare Centre is renting the space at the Recreation and Community Centre for. Administrative advised that the Town has yet to establish a rate although is tentatively looking to rent the space for \$500 per month for a three-month term. Cr. McArthur felt that amount was too low.
 - c. Vision, Values and Goals – The Vision, Values and Goals were reviewed.
 - d. Community Services Master Plan – The Master Plan was reviewed.
3. Recreation
 - a. Recreation Services
 - i. Recreation Statistics – The January, 2017 recreation statistics report was reviewed. The Director of Community Services advised that usage has doubled from December and increased from January, 2016. He noted that Pete's Gym usage has increased the most by approximately 75%. The Director was pleased to note that all areas of the facility are seeing an increase in usage.
 - ii. Pool Statistics – The January, 2017 pool statistics report was reviewed. The Director advised that the pool stats have increased from December although are down from January, 2016.
 - iii. Arena Statistics – The January, 2017 arena statistics report was reviewed. The Director advised that the arena stats have increased from December. He noted that all time slots are well used by user groups. He also noted that PWK had used the facility under the joint usage agreement. JBT had also used the facility in February.

Administration noted that D/M Smith had asked at the last Community Services meeting why there were 7000 more usages the facility in 2016 than 2015. The Director advised that all areas and programs of the facility have increased, although the biggest impact in usage was from the Parents n' Tots program increasing from 900 usages in 2015 to 2,600 usages in 2016. He noted that the program has increased from operating a couple days per week to everyday and that the program is well received by both parents and children. Cr. Holtorf was pleased with the statistics for public skating and asked if they have increased from previous years. The Director advised that there have been increases and noted that the community is pleased with the arena temperature.

b. Recreation Advisory Board

Cr. McArthur noted that the board had met on February 15th and that there wasn't a lot of discussion. The board discussed events including the Snow & Ice event the last week of February. Also, there is a Minor Hockey tournament this weekend.

4. Library

a. Library Services

- i. Library Statistics – January, 2017, library statistics report was reviewed. The Director advised that the library usage for January has increased from December and 2016. He noted that programming has decreased from December as there was a considerable amount of Christmas programming although programming has increased from January, 2016. Additionally, Chess Club usage is strong and Story Time attendance has increased.

b. Advisory Board on Culture

- i. ABC Minutes February 1, 2017 – The ABC minutes were reviewed. Cr. Bell advised that the board discussed programming and exhibits from the Northern Life Museum and that they will be working Canada Sports Hall of Fame to create a travelling AWGs exhibit. She noted that the museum recently had a visioning meeting and that they will be looking to form an agreement with the Town. The board also discussed Canada 150 events and noted that the museum would be willing to assist with the events although are not wanting to plan for them. She suggested that the board work with the Recreation Advisory Board on the initiative. Cr. Bell noted that there was also discussion of having a snow sculpting contest at the Frolics. She has reached out to Robert Cockney, local snow sculptor and is waiting to receive information from Helena Katz, ABC Board member, on the Inuvik Sunrise Festival snow sculpting contest. Cr. Bell provided an update of events that will be happening at the Frolics; she will email the information. Cr. Bell asked if there would be a snowboarding event during the Frolics. Administration advised that the Territorial Snowboarding Championships would be happening the weekend after the Frolics. He noted that the Loppet would be on that weekend and also that the International Committee would be in Fort Smith. He noted that Tyler Nichol, Snowboard Consultant, would be delivering the rest of the materials for the facility possibly during the Frolics and may give snowboard demonstrations in conjunction.

5. Bylaw/Policy Review and Development
 - a. Community Grants – Cr. Holtorf has reviewed other jurisdictions policies on community grants and noted multiple organizations in Town that receive grants from the Town. He felt that having a policy in place for the grants given would provide more transparency to the organization. He noted that this would allow for short and long term planning for organizations receiving grants. Administration noted that a couple of years ago the Town had grouped all contributions under community services in the budget so that they can be viewed by the community in a holistic manner. He noted that as the contributions are line items in the budget, organizations are able to plan ahead as this funding is guaranteed. He noted that the consideration is with the Town on how to determine if an organization is to receive an annual contribution.

6. Excusing of Councillors

RECOMMENDATION
Moved by: Cr. McArthur
Seconded by: Cr. Patel
That Cr. Dumont and Cr. Kikoak be excused from Community Services Meeting on February 14, 2017.
CARRIED UNANIMOUSLY

7. Date of Next Meeting

The next meeting of the Community Services Standing Committee will be held on March 14, 2017.

8. Adjournment

RECOMMENDATION
Moved by: Mayor Napier-Buckley
Seconded by: D/M Smith
That the meeting be adjourned at 7:25 p.m.
CARRIED UNANIMOUSLY








Town of Fort Smith Municipal Services Committee

Tuesday, February 14, 2017, at 8:15 p.m.

AGENDA

1. Call to Order
2. Declaration of Financial Interest
3. Delegations
4. Review
 - a. Agenda
 - b. Minutes
 - c. Vision, Values and Goals
 - d. 2016 Capital Plan
 - e. 2017 Capital Plan
 - f. 20 Year Capital Plan
 - g. Financial Management Bylaw
5. Water and Waste Water
6. Public Works
7. Facility Maintenance
8. Environmental
9. Fleet Management
10. Sustainable Development
 - a. Sustainable Development Advisory Board
11. Protective Services
 - a. Fire Department
 - i. January, 2017 Statistics
 - b. Ambulance Department
 - i. January, 2017 Statistics
 - c. Bylaw Department
 - d. Emergency Preparedness
12. Bylaw/Policy Review and Development
13. Administration
14. Other Business
15. Excusing of Councillors
16. Date of Next Meeting
17. Adjournment

Attached Documents
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  Municipal Services Minutes January 17, </div> <div style="text-align: center;">  Vision, Values and Goals.doc </div> <div style="text-align: center;">  2016 Capital Plan </div> </div>
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  Fire Department Stats January, 2017 </div> <div style="text-align: center;">  Ambulance Statistics January, 2017 </div> </div>



Town of Fort Smith
Municipal Services Committee Meeting
Tuesday, February 14, 2017 at 8:15 pm.

Chairperson: Mayor Napier-Buckley
Members Present: Cr. Bell, Cr. Tuckey, Cr. Patel, D/M Smith, Cr. McArthur, Cr. Holtorf, Cr. Kikoak
Regrets: Cr. Dumont
Staff Present: Keith Morrison, Senior Administrative Officer; Don Webb, Director of Municipal Services

1. Call to Order

Mayor Napier-Buckley called the meeting to order at 7:30 pm.

Cr. Kikoak entered the meeting at 7:32 pm.

2. Review

- a. Agenda – The agenda was reviewed.

RECOMMENDATION

Moved by: Cr. Bell

Seconded by: Cr. McArthur

That the agenda be adopted as amended to include discussion on Support of Water Stewardship in the NWT.

CARRIED UNANIMOUSLY

- b. Minutes – The minutes of January 17, 2017, were reviewed and were adopted at the Council meeting of January 24, 2017. Cr. McArthur asked how snowmobiles are getting onto the track facility. The Director of Municipal Services advised that they have been breaking through the fence between PWK and JBT schools. He noted that they have ripped down over forty feet of fence on one occasion. The Department of Public Works has hired a contractor to try and resolve the issues. D/M Smith asked if the contractor was hired to fix the fence or police for infractions on the property. The Director's understanding is that the contractor has been hired to repair the fence and gate. Cr. McArthur requested an update on the Prevention Services Supervisor. Administration advised that an offer has been made and that the position will be hired soon. He also noted that the Town now has a regular schedule of the current Bylaw Officer's upcoming absence which will provide the opportunity to hire a casual employee during the periods he is away. Cr. McArthur has noticed multiple forms of parking violations during the Bylaw Officers absence.
- c. Vision, Values and Goals – The Vision, Values and Goals were reviewed.
- d. 2016 Capital Plan – The 2016 Capital Plan was reviewed.
20 Year Capital Plan – The 20 Year Capital Plan was reviewed.
Financial Management Bylaw – The Financial Management Bylaw was reviewed.

Administration advised that the 20 Year Capital Plan is still in draft form although a substantial amount of changes have been made. He noted that the Financial Management Bylaw was discussed when passing the budget which commits \$300,000 to three reserve contributions along with housekeeping work. Administration first reviewed the Reserve and Deferred Revenue Balances. He noted that the amounts are unaudited numbers. As of 2016, unspent CPI funds are \$1.1 million and Gas Tax is at \$538,000 received from the GNWT for Capital Projects. Cr. Kikoak asked if these are funds that have not been allocated to projects. Administration confirmed this and advised that the amount is unaudited and may not

contain CPI funds received for 2017. Administration advised that he would provide a review of what reserves are and how the Town does its banking in the review of the Financial Management Bylaw. Administration advised that the Town has several reserves; for Mobile Equipment, Computer Equipment, Recreation, Municipal Infrastructure, Utilities, Emergency Vehicles, Environmental Accounts and General Reserve. The Financial Management Bylaw will diminish a number of reserves in effort to simplify the Town's reserve system. The Town will be moving towards a three-reserve system approach; Environmental, Utilities and General Operations. He noted that the point in simplifying the reserves is to be able to put more funds in them to build them up faster. Administration advised that the Mobile Equipment reserve is high due to not spending; the Computer Equipment reserve is low; and the Recreation reserve is high. He advised that the Town's General Reserve is currently in a deficit of one million dollars. This is due to the arena payments being deducted from the wrong reserve as they were to come from Recreation. In turn, accounting will be done to bring the General Reserve to zero and the Recreation Reserve to approximately \$200,000. Administration advised that the Municipal Reserve is at zero; the Utility Reserve has some money which is quickly spent; Emergency Reserve has some money, less than enough to buy a fire truck; and that the Environmental Reserve has funds as the Town is required to put money into the reserve by the auditor to remediate the landfill facility at end of life. In total the Town has approximately \$4.5 million in reserves. Administration advised that Council has approved \$300,000 in reserve contributions annually into Utility, General and Environmental. The current budget contributes an additional \$75,000 to reserves which will contribute the required \$50,000 to Environmental, as required by the auditors, and \$25,000 has been put towards Ambulance Reserves. This is due to increased medivac costs, to avoid operating without a deficit and to cover replacement costs of ambulances. Cr. Holtorf asked what the expected landfill lifespan is. Administration advised that the proposed expansion design is for fifty years; ten cells with a five-year lifespan each. Waste diversion initiatives will also prolong the lifespan though the Waste Reduction Plan.

Administration reviewed the Financial Administration Bylaw 972 which supersedes the Financial Administration Bylaw 951 which was changed in 2015 to address the concerns of the auditor. The Financial Administration Bylaw establishes funds, reserves and how they are managed. The auditors identified that some of the reserves were not used and that some did not have bylaw facilitating usage. He noted that the Bylaw before Council is currently with MACA and the auditors for review and approval. Administration advised that funds are where money is deposited and spent and that reserves are savings accounts for specific undertakings. He noted that operating cash flow sits in funds and at the end of the year is deposited into reserves which become savings accounts. In the bylaw five funds are established. First is the General Operating Fund to do business, and if exceeded, the annual short term Borrowing Bylaw would be administered. Other funds in the budget approved by Council, include the Environmental Fund, Land Development Fund, Utility Fund, and Capital Fund. Additionally, the General Capital Fund addresses depreciated Capital Assets. For reserves, the bylaw diminishes most reserves and establishes four; General, Environmental, Utility, and Service Interruption to mirror O&M budgets. Administration advised that the Bylaw states that no less than \$100,000 will be contributed to the three main reserves annually. Administration advised that the surplus and deficit guidelines are that any surplus is transferred to reserves at the end of the year. However for the General Operating Fund, the CTV Act legislates that if the amount remaining is less than 20% of the previous year's revenue it remains in the account in order to pay operating expenses. Cr. Tuckey asked how deficits in the General Operating Fund are balanced at year end. Administration advised that deficits must be addressed by Council during the budgeting process by cutting expenses or spending less which must be balanced through the following year's budget. D/M Smith asked where Westgrove deficit falls into reserves. Administration advised that the properties are

considered capital assets which offset the deficit. Cr. Patel was pleased with the explanation.

Administration reviewed the 2017 20 year Capital Plan. Administration advised that \$98 million deficit in the previous document presented to Council has since been reduced to a more manageable deficit of \$19.74 million over twenty years. He noted that the deficit is as a result of operating, maintaining and replacing all assets currently owned by the Town. He noted that this does not include future infrastructure or assets, including buildings, fleet or linear which are roads, pipes and sidewalks. He noted that linear is measured in meters, fleet in vehicles and buildings by facilities. In total he advised that the Town owns \$171 million in infrastructure. Industry standards are used to determine lifespans of infrastructure in conjunction with when they were built to calculate replacement dates. He noted that the Town has limited borrowing power of \$10 million set by MACA which is minimal compared to the amount of infrastructure owned. As a result the Town must save money through reserves for future infrastructure replacement costs. He noted that past municipal governments did not save sufficient reserve contributions to replace infrastructure and that Gas Tax and CPI funds were spent on developing further infrastructure increasing the future deficit. He noted that there is currently infrastructure at the end and nearing end of life and that there are no reserves saved to cover replacement costs which results in Administration having to risk manage projects and fix as they break which can be more costly and defer further issues. Administration advised that the 20 Year Capital Plan advises of the different assets; their appraised values from the insurers as of December, 2016; the date the asset was built, renovated, or replaced; expected lifespan and year of replacement; and the amount of contribution required to ensure retrofit or replacement. In efforts to reduce the deficit, Administration has reduced midlife retrofits from 50% to 25% and the various reserves will be regrouped into the new reserves to determine exact operation costs. He noted that the Town was approved funding through the Small Communities Fund for the Recreation Centre retrofit which may also be downsized based on available funding. Cr. Tuckey asked if the funding approved for water and sewer infrastructure work is reflected in the document. Administration advised that linear infrastructure wouldn't be replaced at once and a percentage is allocated of \$369,000 per year. When a valid amount is accumulated a project is executed. He noted that the Clean Water and Waste Water project doesn't affect the analysis as linear structure is continuously being replaced. In attempts to balance, MACA contributes \$1.1 million annually of CPI funds and \$863,000 in Gas Tax funding. He noted that there is talk of increasing these funds although no agreements are in place and therefore not reflected in the document. Administration reviewed potential debentures the Town could undertake in order to potentially balance in the future, however he doesn't recommend debenture due to the property tax revenue increase it would require. He also reviewed approved government funding to offset the deficit which still results in a \$20 million deficit over twenty-years and annual deficit of \$343,000. Other options would be to potentially reduce retrofits to 20%. Administration does not recommend borrowing \$6 million or spending reserves but to continue to risk manage. He asked Council to consider when creating new capital items as it will increase the deficit. Administration noted that the annual \$300,000 contribution equates to \$6 million in twenty-years which has reduced the deficit from \$26 million to \$20 million. Cr. Holtorf asked what the annual funding shortfall is from the GNWT and what position the Town would be in if not underfunded. Administration advised that the municipality is annually shorted \$3.5 million in funding, and if funded appropriately, would resolve the deficit, the need to go to debenture, and overcommit reserves. D/M Smith asked if the Snowboard Park Facility is captured in the Capital Plan. Administration advised that is not as it is not complete. He also noted that the lagoon is not captured as they are unsure how to price the facility. He noted that there are also no operation and maintenance costs and that the facility may not ever be replaced due to expense. D/M Smith noted that historically the Town has

leased equipment which puts burden on the O&M Budget and asked if a cost analysis has been performed on the viability of leasing equipment versus purchasing over a ten-year operating period. Administration noted that analysis performed by the previous Director of Municipal Services, Mahabub Zaman, showed that the leasing wasn't favourable to purchasing. However, he noted that fleet is the lighter burden on 20 Year Capital Plan. Cr. Patel asked if assets would need to be sold to balance the deficit. Administration advised that the assets and infrastructure owned by the Town are required in order to provide services to the community and any cuts in funding or assets would result in reduced services. The Town has three sources of revenue; territorial funds, (federal funds which are application based) fees from users, and property tax. He recommended lobbying the GNWT as they have admitted to underfunding the Town by \$3.5 million annually or increasing property tax or user fees which is not well received by residents. Cr. Patel requested an update on the ambulance bay. Administration advised that the partial delay of the 2017 Capital Plan is due to Administration's proposal to redirect the Small Communities Funding for the Recreation Centre renovations to the construction of the ambulance bay. As the Town would not want a construction site in the Recreation Centre during the AWGs, the renovations would not occur until 2018 or 2019. He noted that the Town has been advised that they would receive more federal stimulus funding which can be put toward Recreation Centre renovations at that time. This would free the more recent funding for ambulance bay construction. He noted previous discussions to create commercial zoning and suggested moving the fire hall into the ambulance bay location to provide further commercial space for development. He is hoping to incorporate this into the 2017 Capital Plan for further dialogue during review.

3. Water and Waste Water

- a. Support of Water Stewardship in the NWT – Cr. Patel doesn't think the Town should be buying bottled water. She noted that Ecology North is doing a petition to provide tap water over bottled water and felt that supporting the petition would be a good environmental gesture. Cr. McArthur is against this as it will affect his business. He also noted that the Town would have to invest in Styrofoam cups which are worse for the environment. He noted that people pick up recyclables as they are worth money and that people do not pick up the cups. Mayor Napier-Buckley asked if piped water has been set up to Riverside Park. Administration advised that the Town has applied twice to ITI for funding and has been denied. Cr. Tuckey felt that the Town could provide positive messaging that they provide water for events and for community members to bring their own water bottle. She felt that the Town should lead by example on the initiative. D/M Smith noted that Styrofoam cups are bad for the environment and the landfill facility. He noted that most large events provide dispensed water to fill up water bottles. They do not provide cups and vendors sell water bottles. Cr. Kikoak suggested a water cooler be placed in Council Chambers as the water is murky. D/M Smith noted that large bottled water companies are bringing hardships to other communities in Canada and thinks that it is a worthy cause.

RECOMMENDATION

Moved by: Cr. Patel

Seconded by: Cr. Bell

That the Town of Fort Smith pledges to Support Water Stewardship in the NWT by choosing to provide tap water over bottled water wherever possible in Town facilities and at Town sponsored events.

IN FAVOUR – CR. TUCKEY, CR. BELL, D/M SMITH, CR. PATEL, CR. KIKOAK

OPPOSED – CR. HOLTORF

ABSTAINED – CR. MCARTHUR

CARRIED

4. Protective Services

- a. Ambulance Department

- i. Statistics Report – The January, 2017, statistics report was reviewed. The Director of Municipal Services reported a very busy month for the Ambulance Department in January. Cr. Tuckey asked if the new medivac fee is \$1,750. Administration can't confirm although noted that the new fees are being implemented.

The Director advised that all departments are operating well and that the Water Plant is meeting all expected requirements and preparing for spring developments. Facilities Maintenance is keeping up with operational requirements. Public Works has been removing lots of snow with very little disruption. The Landfill is operating well and meeting requirements. He noted that there is currently a Contractor working at the Landfill site crushing vehicles and that they are taking various items to recycle. Administration advised that the contractor is moving 306 cars at no charge to the Town. He noted that Facilities Maintenance are working hard to keep arena operational during the many arena events. Cr. McArthur was pleased to see Public Works clearing the roads with ice blades. Mayor Napier-Buckley asked if there are signs for the Snowboard Park. Administration advised that signs have been purchased and he is working with the Snowboard Society to have them placed at the facility. D/M Smith asked if the Town's sand has depleted. Administration advised that the Town has sufficient sand and can approach DOT if more is required.

5. Excusing of Councillors

RECOMMENDATION

Moved by: Cr. Bell

Seconded by: Cr. Patel

That Cr. Dumont be excused from the Municipal Services Standing Committee Meeting on February 14, 2017.

CARRIED UNANIMOUSLY

6. Date of Next Meeting

The next Municipal Services Standing Committee meeting will be held on March 14, 2017.

7. Adjournment

RECOMMENDATION

Moved by: Cr. McArthur

Seconded by: Cr. Bell

That the meeting be adjourned at 9:24 pm.

CARRIED UNANIMOUSLY