











# Town of Fort Smith

## Corporate Services Committee

Tuesday, March 5<sup>th</sup>, 2024, at 8:15 pm  
Town Hall Council Chambers

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. Infrastructure Renewal
  - b. Economic Growth
  - c. Lands
  - d. Human Resources
  - e. Advocacy for Excellence of Services
  - f. Communications Committee
  - g. Bylaw Review Committee
  - h. Post-Secondary Education Committee
  - i. NTPC Intervention Committee
6. Directors Report
  - a. Accounts Paid List
  - b. Correspondence
  - c. License Report
7. Administration
  - a. Briefing Note 2024 Capital Plan and Priority Matrix
8. Other Business
9. Excusing of Councillors
10. Date of Next Meeting
11. Adjournment

| Attached Documents   |  |
|--|--|
| <br>Statement of<br>Disclosure of Interest    | <br>Corporate Services<br>Minutes February 6, |
| <br>Vision and<br>Values.pdf                  | <br>Strategic Plan.pdf                        |
|  |  |
| <br>Accounts Paid List<br>February 2024.pdf | <br>Correspondence -<br>February 2024.pdf   |
| <br>Licensing Report<br>February 2024.pdf   |  |
| <br>BN 2024 Capital<br>Plan and Priority Ma |  |



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 Standing Committee  
Tuesday, February 6<sup>th</sup>, 2024 at 7:00 pm  
Town Hall Council Chambers

Chairperson: Cr. Fergusson  
Members: Mayor Daniels, D/M Korol, Cr. Pischinger, Cr. Couvrette  
Regrets: Cr. Campbell, Cr. Beaulieu, Cr. Tuckey  
Staff Present: Tracy Thomas, Senior Administrative Officer  
Katie Reid, Executive Secretary

1. Call to Order

Mayor Daniels called the meeting to order at 7:00 pm and handed the Chair to Cr. Tuckey.

Cr. Fergusson read the acknowledgement of First Nations.

2. Declaration of Financial Interest

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

3. Review

- a. Agenda –The agenda was reviewed. Cr. Couvrette requested an update on the status of the 2024 Capital Plan.

**RECOMMENDATION**

**Moved by: Cr. Couvrette**

**Seconded by: Cr. Pischinger**

**That the agenda be adopted as amended to include an update on the status of the 2024 Capital Plan.**

**CARRIED UNANIMOUSLY**

- b. Minutes – The Corporate Services Standing Committee Minutes of January 9<sup>th</sup>, 2024, were reviewed and adopted at the Regular Meeting of Council on January 30<sup>th</sup>, 2024.

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

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

4. Governance

- a. Bylaw Review

- i. Bylaw 1057 2024 Annual Borrowing Bylaw – Bylaw 1057 was reviewed.

**RECOMMENDATION**

**Moved by: Cr. Couvrette**

**Seconded by: Cr. Pischinger**

**That Bylaw 1057, 2024 Annual Borrowing Bylaw, be brought to the Regular Meeting of Council on February 20<sup>th</sup>, 2024, for First and Second Reading.**

**CARRIED UNANIMOUSLY**

- b. NTPC Intervention
  - i. NTPC Intervention Committee Minutes January 29<sup>th</sup>, 2024 – The minutes were reviewed. Cr. Couvrette provided a review of the minutes and advised that Stand Alone Energy has been representing the Town’s interests regarding the Hay River power distribution sale from NUL to NTPC to ensure Fort Smith ratepayers are negatively impacted.

Cr. Couvrette suggested a letter be sent to the PUB expressing concern that NTPC may try to capitalize on diesel costs during the Talston Expansion Project shutdown. He noted that if diesel costs are capitalized, potentially \$10 million would be charged back to the rate base with an additional 8% return on investment.

**RECOMMENDATION**  
**Moved by: Cr. Couvrette**  
**Seconded by: Cr. Pischinger**  
**That the Intervenor Argument be submitted to the Public Utilities Board on behalf of the Town of Fort Smith in consideration of the Town of Hay River/NTPC Franchise Agreement and transfer of NUL Assets to NTPC in Hay River.**  
**CARRIED UNANIMOUSLY**

- 5. Director’s Report
  - a. Accounts Paid List – The Accounts Paid List from January 2024 was reviewed.
  - b. Correspondence – The Correspondence List from January 2024 was reviewed. Cr. Couvrette had concerns about how the Town responds to correspondence and suggested the need for a communications strategy. He suggested requirements be developed when responding to the public. D/M Korol advised that the Communications Committee had developed a draft Communications Plan and suggested it be reviewed.
  - c. License Report – The License Report from January 2024 was reviewed.

- 6. Other Business
  - a. 2024 Capital plan – Cr. Couvrette requested an update on the status of the 2024 Capital Plan. He hopes the Functional Review project would be included.

Administration advised that the former SAO, Keith Morrison, would have the first draft for review at the Municipal Services Standing Committee next week.

- 7. Excusing of Councillors

**RECOMMENDATION**  
**Moved by: D/M Korol**  
**Seconded by: Cr. Couvrette**  
**That Cr. Campbell, Cr. Beaulieu and Cr. Tuckey be excused from the Corporate Services Standing Committee Meeting on February 6<sup>th</sup>, 2024.**  
**CARRIED UNANIMOUSLY**

Date of Next Meeting  
The next Corporate Services Standing Committee meeting will be on March 5<sup>th</sup>, 2024.

- 8. Adjournment

**RECOMMENDATION**  
**Moved by: D/M Korol**  
**Seconded by: Cr. Couvrette**  
**That the meeting be adjourned at 7:17 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.

TOWN OF FORT SMITH  
ACCOUNTS PAID LIST  
FOR THE PERIOD ENDING Feburary 2024

| CHQ # | SUPPLIER                         | Description                                    | AMOUNT      | DEPT                         |
|-------|----------------------------------|--|-------------|------------------------------|
| 41367 | PAUL KEASERS STORE LTD           | PURCHASE WATER COOLER FOR WATER SAMPLES        | \$36.74     | WATER TREATMENT PLANT        |
| 41368 | AURORA TECHNICAL SERVICES        | SUPPLY & INSTALL CONTROL PANEL                 | \$30,077.00 | ADMINISTRATION               |
| 41369 | CASCADE PUBLISHING LTD.          | PURCHASE LARGE TOWN MAPS                       | \$105.00    | PROTECTIVE SERVICES          |
| 41370 | MSS LTD                          | EMS EQUIPMENT                                  | \$214.16    | FIRE DEPARTMENT              |
| 41371 | GRIMSHAW TRUCKING                | SHIPMENT FROM ZYLEM OF REPAIR LIFT PUMS        | \$124.90    | PUBLIC WORKS                 |
| 41372 | PAUL KEASERS STORE LTD           | PURCHASE GROCERIES AFTER SCHOOL PROGRAM        | \$939.75    | AFTER SCHOOL PROGRAM         |
| 41373 | LOU'S SMALL ENGINES              | MONTHLY REFILL PROPANE BOTTLES                 | \$614.25    | FACILITIES                   |
| 41374 | FREUND BUILDING SUPPLIES         | SUPPLIES AND MATERIAL                          | \$193.92    | PUBLIC WORKS                 |
| 41375 | XEROX                            | MONTHLY XEROX COPIER USAGE                     | \$774.82    | ADMINISTRATION               |
| 41376 | WOOD BUFFALO FROLICS             | CONTRIBUTION FOR CARNIVAL MARCH 7-10,2024      | \$5,000.00  | ADMINISTRATION               |
| 41377 | HEWITTS THE GEO.H.HEWITT CO.LTD  | PURCHASE 100 PET TAGS                          | \$250.09    | PROTECTIVE SERVICES          |
| 41378 | NEBS PENION FUND                 | FEBRUARY 2024 PENSION PLAN                     | \$42,309.10 | PAYROLL                      |
| 41379 | BROWNLEE LLP                     | PROFESSIONAL LEGAL FEES                        | \$2,200.70  | ADMINISTRATION               |
| 41380 | FORT SMITH CONSTRUCTION          | SWAP STUDDED TIRES                             | \$189.00    | FACILITIES                   |
| 41381 | MIDNIGHT PETROLEUM               | CARDLOCK FOR JANUARY                           | \$473.30    | PUBLIC WORKS/WATER TREATMENT |
| 41382 | GLOBALSTAR CANADA SATELITE       | SATELLITE PHONE MONTHLY PAYMENT-JAN 2024       | \$127.77    | PROTECTIVE SERVICES          |
| 41383 | TERRY'S CARPENTRY SERVICE        | FEB RENTAL FOR 26 YORK CRESCENT(AMBULANCE BAY) | \$2,940.00  | PROTECTIVE SERVICES          |
| 41384 | TDC                              | HEATING FEUL/GAS/SUPPLIES                      | \$27,720.72 | MULTIPLE                     |
| 41385 | AURORA TPI TRAVEL                | TRAVEL AND ACCOMODATIONS                       | \$1,578.20  | ADMINISTRATION               |
| 41386 | NEBS GROUP INSURANCE FUND        | FEB 2024 INSURANCE AND HEALTH BENEFIT          | \$16,881.72 | PAYROLL                      |
| 41387 | PITNEYWORKS                      | POSTAGE METER REFILL                           | \$5,000.00  | ADMINISTRATION               |
| 41388 | EMPLOYEE                         | REIUMBURSEMENT FOR PURCHASE                    | \$166.95    | ADMINISTRATION               |
| 41389 | INFOSAT COMMUNICATIONS           | PHONE SAT- JAN & FEB 2024                      | \$464.82    | PROTECTIVE SERVICES          |
| 41390 | RDV MECHANICAL                   | TIRE REPAIR                                    | \$42.00     | FACILITIES                   |
| 41391 | ARCTIC ALARM                     | FIRE ALARM MONITORING REC & ARENA              | \$119.60    | REC & ARENA                  |
| 41392 | NORTHERN ARTS & CULTURAL CENTRE  | CONTRIBUTION                                   | \$5,000.00  | ADMINISTRATION               |
| 41393 | AURORA FORD                      | MED OXYGEN                                     | \$336.00    | FIRE DEPARTMENT              |
| 41394 | KEASER'S HOME FURNISHINGS        | PURCHASE APPLIANCE                             | \$451.49    | PUBLIC WORKS                 |
| 41395 | THEBACHA DOG MUSHERS ASSOCIATION | CONTRIBUTION                                   | \$2,500.00  | ADMINISTRATION               |
| 41396 | NSIXTY TRADING COMPANY LTD       | IT SERVICES/SUPPLIES/SUBSCRIPTION              | \$5,549.49  | ADMINISTRATION               |
| 41397 | SLIDE ZONE SHREDDERZ             | DONATION                                       | \$1,000.00  | ADMINISTRATION               |
| 41398 | WALSH'S HEAVY DUTY REPAIRS LTD.  | MAINTENANCE AND REPAIRS                        | \$183.75    | PUBLIC WORKS                 |
| 41399 | ARCTIC SUPPLY CENTRE TRAINING    | TRAVEL AND CONTRACT HR SERVICES                | \$10,591.85 | ADMINISTRATION               |
| 41400 | SKL CONSULTING LTD               | CONSULTING SERVICES                            | \$7,400.00  | ADMINISTRATION               |
| 41401 | MUNICIPAL AND COMMUNITY AFFAIRS  | REFUND FOR RENTAL CURLING RINK                 | \$437.50    | RECREATION                   |
| 41402 | LINK HARDWARE                    | SUPPLIES AND MATERIAL                          | \$2,671.57  | FACILITIES                   |
| 41403 | RENTCO EQUIPMENT LTD             | MAINTENANCE ON BOBCAT                          | \$89.45     | PUBLIC WORKS                 |
| 41404 | GLOBALSTAR CANADA SATELITE       | SAT PHONE                                      | \$127.77    | FIRE DEPARTMENT              |
| 41405 | TDC CONTRACTING LTD.             | CARLOCK  | \$694.64    | MULTIPLE                     |
| 41406 | NU MACHANICAL                    | REPAIRS AND MAINTENANCE                        | \$6,575.63  | MULTIPLE                     |
| 41407 | COMMERCIAL AQUATIC SUPPLIES      | SUPPLIES AND MATERIAL                          | \$9,898.56  | RECREATION                   |
| 41408 | INFOSAT COMMUNICATIONS           | SAT PHONE                                      | \$232.41    | PROTECTIVE SERVICES          |
| 41409 | BACK 40 EMBROIDERY               | SUPPLIES AND MATERIAL                          | \$1,791.30  | RECREATION                   |
| 41410 | GOVERNMENT OF THE NWT            | FEE FOR APPLICATION                            | \$75.00     | ADMINISTRATION               |
| 41411 | NU MACHANICAL                    | REPLACE GRUNDLES PUMP                          | \$5,040.00  | FACILITIES                   |
| 41412 | BANK OF MONTREAL                 | JAN 2024 MASTERCARD                            | \$2,010.60  | ADMINISTRATION               |
| 41413 | BANK OF MONTREAL                 | JAN 2024 MASTERCARD                            | \$1,084.31  | ADMINISTRATION               |
| 41414 | CENTRALSQUARE TECH.              | ACTIVATING BUSINESS MODULES                    | \$5,402.25  | ADMINISTRATION               |
| 41415 | CIMCO REFRIGERATION              | ARENA REFRIGERATION REPAIRS                    | \$9,705.74  | ARENA                        |
| 41416 | CASCADE PUBLISHING LTD.          | SUPPLIES AND MATERIAL                          | \$12,084.98 | RECREATION                   |
| 41417 | PAUL KEASERS STORE LTD           | GROCERIES                                      | \$1,968.02  | MULTIPLE                     |
| 41418 | LINK HARDWARE                    | SUPPLIES AND MATERIAL                          | \$2,037.89  | FACILITIES                   |
| 41419 | NWT POWER CORP                   | REPAIRS AND MAINTENANCE                        | \$1,172.47  | FACILITIES                   |
| 41420 | TOWN OF FORT SMITH               | UTILITIES                                      | \$2,614.70  | MULTIPLE                     |
| 41421 | RECEIVER GENERAL                 | FEB TAX  | \$60,211.82 | PAYROLL                      |
| 41422 | NWTAC                            | MEMBERSHIP FEES                                | \$8,781.74  | ADMINISTRATION               |
| 41423 | LIFESAVING SOCIETY               | CPR AND BM CERTIFICATION FEE                   | \$75.00     | POOL                         |
| 41424 | WSCC                             | LATE FEE                                       | \$282.34    | ADMINISTRATION               |
| 41425 | VOIDED                           |  |             |                              |
| 41426 | NORTHERN STORE INC.              | SUPPLIES AND MATERIAL                          | \$185.43    | RECREATION                   |
| 41427 | NORTHWESTERN AIR LEASE           | FREIGHT FOR WATER SAMPLES                      | \$202.26    | FACILITIES                   |
| 41428 | XYLEM CANADA COMPANY             | REPAIR GASKET AND CABLE                        | \$1,349.04  | FACILITIES                   |
| 41429 | NORTHWESTEL INC.                 | PHONE AND INTERNET USUAGE                      | \$6,321.55  | MULTIPLE                     |
| 41430 | TDC CONTRACTING LTD.             | CARDLOCK AND HEATING                           | \$20,815.91 | MULTIPLE                     |
| 41431 | AURORA TPI TRAVEL                | ACCOMADATION                                   | \$2,028.60  | ADMINISTRATION               |
| 41432 | WESCLEAN NORTHERN SALES LTD.     | SUPPLIES AND MATERIAL                          | \$12,571.36 | MULTIPLE                     |
| 41433 | DILLION CONSULTING               | GENERAL PLAN AND ZONING BY-LAW                 | \$13,151.25 | PROTECTIVE SERVICES          |
| 41434 | RDV MECHANICAL                   | SERVICES AND REPAIRS                           | \$4,745.29  | FACILITIES                   |

|       |  |                                    |             |                 |
|-------|--|------------------------------------|-------------|-----------------|
| 41435 | MCLENNAN ROSS                            | LEGAL FEE                          | \$3,688.11  | ADMINISTRATION  |
| 41436 | EMPLOYEE                                 | REUIMBURSEMENT FOR MEDICAL DRIVERS | \$170.00    | FIRE DEPARTMENT |
| 41437 | CANADIAN ASSOCIATION MUNICIPAL ADMIN.    | MEMBERSHIP FEES                    | \$1,123.50  | ADMINISTRATION  |
| 41438 | EMPLOYEE                                 | REUIMBURSEMENT FOR MEDICAL DRIVERS | \$170.00    | FIRE DEPARTMENT |
| 41439 | NSIXTY TRADING COMPANY LTD               | IT SERVICES/SUPPLIES/SUBSCRIPTION  | \$1,419.73  | MULTIPLE        |
| 41440 | LUMEN SUPPLY TECHNICAL                   | LIGHT AT REC CENTRE                | \$1,950.74  | RECREATION      |
| 41441 | GNWT-FINANCIAL & EMPLOYEE SHARED SERV.   | ELEVATOR INSPECTION                | \$283.00    | RECREATION      |
| 41442 | ENERSTAR RENTAL AND SERVICES LTD         | FEB 2024 EMS INTERNET              | \$523.95    | FIRE DEPARTMENT |
| 41443 | SKL CONSULTING LTD                       | CONSULTING SERVICES                | \$8,400.00  | ADMINISTRATION  |
| 41444 | BANK OF MONTREAL                         | JAN 2024 MASTERCARD                | \$2,634.26  | MUNICIPAL       |
| 41445 | SALT RIVER FIRST NATION                  | REFUND FOR OVERPAYMENT             | \$22,573.98 | ADMINISTRATION  |
| 41446 | TOWN OF FORT SMITH                       | FEB 23 PAYROLL DEDUCTIONS          | \$420.23    | PAYROLL         |
| 41447 | RECEIVER GENERAL                         | FEB 23 PAYROLL DEDUCTIONS          | \$65,831.40 | PAYROLL         |
| 41448 | PUBLIC SERVICE ALLIANCE OF CANADA (PSAC) | FEB 23 PAYROLL DEDUCTIONS          | \$4,328.49  | PAYROLL         |
| 41449 | GNWT-TAXATION DIVISION                   | FEB 23 PAYROLL DEDUCTIONS          | \$8,677.73  | PAYROLL         |

|                                |                             |              |   |
|--------------------------------|-----------------------------|--------------|---|
| BANK OF MONTREAL               | JAN 2024 MASTERCARD -Obrian | \$2,010.60   | Starlink/monthly charge/Bell cell phone bill/Globalstar monthly charge/postage fees/food for meetings |
|                                |                             |              | monthly subscription/mailchip fees/snacks/supplies for recreation                                     |
|                                |                             |              | Nait online training boiler ticket 2xstaff  |
| BANK OF MONTREAL               | JAN 2024 MASTERCARD-Emily   | \$1,084.31   |   |
| BANK OF MONTREAL               | JAN 2024 MASTERCARD-andrew  | \$2,634.26   |   |
| February 9 ,2024 Pay Period 3  |                             | 224,561.90   |   |
| February 23 ,2024 Pay Period 4 |                             | 216,586.84   |   |
| TOTAL                          |                             | \$490,188.59 |   |
| TOTAL WITH PAY                 |                             | \$931,337.33 |   |

**CORRESPONDENCE – FEBRUARY 2024**

| <b>Date</b>              | <b>From/To</b>                                   | <b>Description</b>  | <b>CC</b>  | <b>Response</b>            |
|--------------------------|--|---|--|----------------------------|
| <b>January 31, 2024</b>  | <b>Jim &amp; Vicki Crowell/Town</b>              | <b>Condolences</b>  |  | <b>NA</b>                  |
| <b>February 1, 2024</b>  | <b>FSHA/Mayor</b>                                | <b>Board of Directors Recommendation Committee Meeting</b>                                | <b>Mayor</b>   | <b>Yes</b>                 |
| <b>February 13, 2024</b> | <b>WBF/Mayor and Council</b>                     | <b>Request for Mayor and Council volunteer support</b>                                    | <b>Mayor and Council</b>   | <b>Yes</b>                 |
| <b>February 13, 2024</b> | <b>Slide Zone Shredderz/Mayor and Council</b>    | <b>Invitation to attend opening/closing ceremonies and request presence of muffaloose</b> | <b>Mayor and Council, SAO, Community Services</b>  | <b>Yes</b>                 |
| <b>February 15, 2024</b> | <b>FSDEA/Mayor and Council</b>                   | <b>Thank you for Snack Program donation</b>   | <b>Mayor and Council</b>   | <b>NA</b>                  |
| <b>February 19, 2024</b> | <b>SAO/Councillor</b>                            | <b>Request for Civic Leave to attend NWTAC AGM</b>  |  | <b>NA</b>                  |
| <b>February 23, 2024</b> | <b>SAO/Registrar-General of Vital Statistics</b> | <b>Request for Marriage License Issuer Appointment (free – Katie Reid)</b>                |  | <b>NA</b>                  |
| <b>February 27, 2024</b> | <b>Mayor/PUB</b>                                 | <b>Request for Public Consultation regarding NTPC proposed rate hike</b>                  | <b>MLA, SRFN, SLFN, FSMC, Stand Alone Energy, SAO, Cr. Couvrette, D/M Korol, Posted to the Pub</b> | <b>Not yet</b>             |
| <b>February 28, 2024</b> | <b>FSHA/Mayor</b>                                | <b>FSHA Board of Directors Board Member/Request for appointment of ToFS Designate</b>     | <b>Mayor, SAO</b>  | <b>Requested more info</b> |





**Town of Fort Smith  
Licensing Report - February 2024**

| Business License Holder                     | Number | Details   |
|---|--------|---|
| Border Cabs                                 | 77     | transportation services   |
| RPM Motors                                  | 78     | mechanical repairs, E bike sales  |
| Stick Built Construction                    | 79     | construction  |
| Shear Fun                                   | 80     | hair salon, retail products   |
| 862116 NWT Ltd p/a Street Treats            | 81     | office management, consulting, food truck, canteens   |
| Aurora Heat, Inc.                           | 82     | manufacture & distribution of fur products  |
| 4686 NWT Ltd                                | 83     | consulting/contract services and food truck   |
| 506771 NWT Ltd                              | 84     | small house construction and rentals  |
| Lumen Supply Technical                      | 85     | retail & music supply, power engineering, design  |
| PNL Contracting                             | 86     | residential , commercial, electrical installation and repair  |
| Fort Smith Janitorial                       | 87     | janitorial service  |
| Fort Smith Metis Council                    | 88     | metis government  |
| 994481 NWT Ltd                              | 89     | property rentals  |
| 4947 NWT Ltd o/a Thebacha Forestry Services | 90     | firefighting contract crew  |
| Tatem and Wolf                              | 91     | residential/commercial cleaning, property management  |
| Mackenzie Vet Services                      | 92     | veterinary services   |
| 851791 NWT Ltd o/a Rowes Construction       | 93     | construction  |
| JDH Construction Ltd.                       | 94     | accounting services, project management and consulting  |
| Fort Smith Construction NT Ltd.             | 95     | commercial/residential construction, heavy equipment services, electrical, plumbing, concrete, etc. |
| Flat World Alpaca Farm/Associates           | 96     | agriculture, consulting services  |
| Midnight Petroleum                          | 97     | distribution of gas and card lock   |
| Tim Hortons                                 | 98     | restaurant  |
| Petro Canada                                | 99     | gas bar and convenience store   |
| A1B   | 100    | lumber supply, firewood supply, bicycle rental, and repair services                                 |

|   |     |   |
|---|-----|---|
| Daniels Painting                                    | 101 | painting, drywalling  |
| Fred's Caretaking & Custodial                       | 102 | seniors home  |
| SJ Family Centre                                    | 103 | social centre for st.josephs cathedral and outreach endeavors to the community-at-large.                    |
| 1577375 Alberta Ltd. o/a High Country Refrigeration | 104 | refrigeration installation and service  |
| Equinox Enterprises Ltd.                            | 105 | housing for rent, property management   |
| Wintergreen Travel                                  | 106 | travel agency   |
| Borderline Contracting Ltd                          | 107 | landscaping, sand/gravel, hauling, fencing, trenching, snow removal, firewood, cement, auto rescue services |
| Front Line Repair                                   | 108 | equipment rental, heavy duty/automotive repair services   |
| Skyhigh Enterprises                                 | 109 | carpentry, renovation, framing, landscaping, and bricklaying  |
| Northern Hound Supply                               | 110 | grooming/boarding/pet supplies  |
| Berton Welding                                      | 111 | mobile welding, fabrication, heavy equipment welding, aluminum welding, pressure pipe welding, etc.         |
| Dirty O' Fergies                                    | 112 | bar, event venues, birthday parties, dances, bands/music, comedy shows, food and beverage                   |
| Pelican Rapids Inn/Restaurant                       | 113 | hotel, restaurant, food delivery, laundry, catering, meals, accomodation, special events                    |
| Thebacha Real Estate                                | 114 | realtor   |
| Cascade Publishing Ltd. o/a Cascade Graphics        | 115 | graphic arts, photocopying, printing books, stationery, photography, passport photos, logo design           |
| 943599 NWT Ltd.                                     | 116 | property management   |
| St-Cyr Enterprises Ltd.                             | 117 | residential home improvement  |
| PKS Ltd. Reclamation Specialists                    | 118 | reclamation services include hazard tree removal, residential/rural land restoration, mulching, etc.        |
| Hayze Electric                                      | 119 | electrical contracting  |
| Ink & Iron Beauty Studio                            | 120 | salon offering cuts+colors, boutique, womens clothing and accessories, bath/beauty products                 |
| T.O.T.A.L. Training & Services                      | 121 | safety training, first aid training & general contracting/consulting  |
| Walsh's Heavy Duty Repairs Ltd.                     | 122 | mobile mechanic service   |
| Looking Back  | 123 | genealogy & history research services   |
| TDC Contracting Ltd.                                | 124 | auto and heavy equipment repairs, towing, welding, welding and other gases, sale of sand/dirt/gravel, etc.  |
| RDV Mechanical                                      | 125 | automotive and heavy equipment repairs and maintenance  |
| Blades Construction                                 | 126 | construction  |

|  |               |   |
|--|---------------|---|
| Sundog North Inc.                                  | 127           | liquor store  |
| Dezron Inc.  | 128           | commercial/residential property                     |
| Gateway Gas & Convenience Store/Uptown Convenience | 129           | convenience store                                   |
| Epechile Production                                | 130           | photo/video   |
| Mackenzie Electric Ltd.                            | 131           | electrical contractor                               |
| Something for Everyone                             | 132           | fort smith souvenirs - cups, t shirts, photos, etc. |
| Fort Smith Curling & Winter Sports Centre          | 133           | fort smith curling club                             |
| Kaesar's Home Furnishings                          | 134           | retail, home furnishings, appliances, accessories.  |
| P.W. Kaeser Stores Ltd.                            | 135           | retail - grocery, baked goods, dry goods, hardware  |
| Aquashield Roofing Ltd.                            | 136           | roofing. Metal & asphalt roofing                    |
| Dragon Smith Paradigm Shift                        | 137           | online/in-person coaching services                  |
| Amaamaga Unthreaded                                | 138           | beads, supplies, furs, artwork                      |
| Evans Electric/Home Hardware                       | 139           | hardware store                                      |
| <b>Development Permit Holder</b>                   | <b>Number</b> | <b>Details</b>                                      |
| Neighbor to Neighbor                               | 003-24        | Carpentry home occupation                           |
| Early Bird Homestead Ltd.                          | 004-24        | Home occupation relocation                          |
| <b>Lottery Licenses</b>                            | <b>Number</b> | <b>Details</b>                                      |
| Fort Smith Skating Club                            | 24-002        | Raffle Table  |
| Fort Smith Skating Club                            | 24-003        | Raffle 50/50  |
| Wood Buffalo Frolics                               | 24-004        | Raffle  |
| Wood Buffalo Frolics                               | 24-005        | Raffle 50/50  |
| Fireweed Festival                                  | 24-006        | Nevada  |
| Fireweed Festival                                  | 24-007        | Bingo   |
| Royal Canadian Legion                              | 24-008        | Nevada  |
| Royal Canadian Legion                              | 24-009        | Meat Draw   |
| Royal Canadian Legion                              | 24-010        | Wheel   |

|                       |        |                     |
|-----------------------|--------|---------------------|
| Royal Canadian Legion | 24-011 | Raffle 50/50        |
| Dog Tag Holder        | Number | Details             |
| Cayla Gillis          | 1      | Bully Mix           |
| Kevin Forrest         | 2      | Alaskan Malamute    |
| Tracy Thomas          | 3      | Australian Sheppard |



## BRIEFING NOTE

---

To: Corporate Services Standing Committee

Date: March 5, 2024

Subject: 2024 Capital Plan Updated Priorities

---

### **Purpose:**

To present the 2024 Capital Plan.

### **Background:**

In January 2023 Council approved the 2023 5-year Capital Investment Plan (CIP). This Plan identified 45 capital projects to be undertaken in 2023 using forms provided by the GNWT.

In July 2023 Council approved a 2023 Capital Project Update which used a Project Substantiation sheet for each project and a Priority Matrix to prioritize projects. This initiative reduced the number for projects for 2023 to 33.

The draft 2024 Capital Plan used the modified 2023 Capital Project Update as a base, removing any completed projects and adding any new projects required for 2024. The new projects have Project Substantiation sheets and are incorporated into the original Priority Matrix. Projects currently underway are identified to ensure work can continue, and evergreen projects are also captured.

February 19<sup>th</sup>, 2024, Council reviewed the presented priorities list. Discussions centered around the need to continue with projects already initiated, and to focus additional projects for 2024 on public health and safety, specifically those related to wildfire preparedness and winter power outages.

Note that project management is a specific skillset that requires extensive time requirements, and that would excessively tax the capacity of current Town HR resources. The consequences of errors, especially with large-value projects, can result in high costs to the Town that are ultimately paid by the taxpayer. The Town will utilize external project management support that understands municipal requirements and the municipal operating environment where required. Capital funds can be used to pay for external project management services, reducing pressure on Administration and the O&M Budget.

Finally, there is no deadline for completion of the 2024 Capital Plan. While the GNWT requires that the 2024 O&M Budget be approved by February 29, 2024, there are no requirements for Capital Plan completion. Further, the 2023 Capital Project Update was only approved approximately six months ago and is still a valid document; Town staff continue to work diligently to manage the many projects which have resulted from the 2023 Capital Project Update. The revised Capital Plan Priorities List presents the full list of required and desired projects identified in the 2023 and 2024 Capital Plan project updates, however, the proposed capital plan to be approved for 2024 includes only the first 25 listed projects, identified by the red numbers.

The 2024 20-year Long-term Capital Plan (presented via separate Briefing Note on February 12, 2024) will require revision once the prioritization exercise is complete, and the 2024 Capital Plan approved.

**Recommendation:**

That the 2024 Capital Plan be approved as presented.

TOWN OF FORT SMITH  
2024 PRIORITY MATRIX

|      |   | Health and Safety |              | Legislation |              | Maintenance<br>and Operations |              | Nice to Have |              | Total Score | Project<br>Value | Total Capital<br>Projects | Notes                                    |
|------|---|-------------------|--------------|-------------|--------------|-------------------------------|--------------|--------------|--------------|-------------|------------------|---------------------------|--|
| Rank | Project Title                             | Score             | Weight (x30) | Score       | Weight (x40) | Score                         | Weight (x20) | Score        | Weight (x10) |             |                  |                           |  |
| 1    | Intake Pumphouse replacement              | 10                | 300          | 10          | 400          | 10                            | 200          | 10           | 100          | 300         | 1,481,000        | 1,481,000                 | Tendered                                 |
| 2    | Main Lift Station mid-life retrofit       | 10                | 300          | 10          | 400          | 10                            | 200          | 10           | 100          | 300         | 862,000          | 2,343,000                 | Tendered                                 |
| 3    | Lagoon Liner Replacement                  | 10                | 300          | 10          | 400          | 10                            | 200          | 10           | 100          | 300         | 1,000,000        | 3,343,000                 | Tendered                                 |
| 4    | Landfill Reclamation and Expansion        | 10                | 300          | 10          | 400          | 10                            | 200          | 10           | 100          | 300         | 250,000          | 3,593,000                 | External funding, design complete        |
| 5    | Landfill Compactor Building               | 10                | 300          | 10          | 400          | 10                            | 200          | 10           | 100          | 300         | 250,000          | 3,843,000                 | Tendered                                 |
| 6    | Water Truck Fill Station                  | 10                | 300          | 10          | 400          | 10                            | 200          | 5            | 50           | 300         | 60,000           | 3,903,000                 | Partially complete                       |
| 7    | Community Plan and Zoning Bylaw Review    | 10                | 300          | 10          | 400          | 10                            | 200          | 10           | 100          | 300         | 100,000          | 4,003,000                 | Consultant hired                         |
| 8    | Energy Upgrades                           | 10                | 300          | 5           | 200          | 10                            | 200          | 10           | 100          | 300         | 400,500          | 4,403,500                 | External funding, partially complete     |
| 9    | Asset Management System Implementation    | 5                 | 150          | 10          | 400          | 5                             | 100          | 5            | 50           | 300         | 50,000           | 4,453,500                 | Increased to \$50k, software purchased   |
| 10   | Slope Stability Design                    | 5                 | 150          | 1           | 40           | 1                             | 20           | 10           | 100          | 300         | 110,000          | 4,563,500                 | External funding, partially complete     |
| 11   | Snowboard Park and Lookout Development    | 5                 | 150          | 1           | 40           | 1                             | 20           | 5            | 50           | 300         | 1,033,125        | 5,596,625                 | External funding, design underway        |
| 12   | Conibear Park Development                 | 1                 | 30           | 1           | 40           | 1                             | 20           | 10           | 100          | 300         | 500,000          | 6,096,625                 | External funding, design underway        |
| 13   | Community Art Initiative                  | 1                 | 30           | 1           | 40           | 1                             | 20           | 5            | 50           | 300         | 25,000           | 6,121,625                 | External funding                         |
| 14   | Human Resources Project                   | 0                 | 0            | 5           | 200          | 5                             | 100          | 1            | 10           | 300         | 200,000          | 6,321,625                 | Increased to \$200k, partially complete  |
| 15   | Recreation Equipment Replacement          | 10                | 300          | 10          | 400          | 10                            | 200          | 10           | 100          | 200         | 10,000           | 6,331,625                 |  |
| 16   | Communcations Equipment Evergreen         | 10                | 300          | 10          | 400          | 10                            | 200          | 1            | 10           | 200         | 10,000           | 6,341,625                 |  |
| 17   | Emergency Equipment Evergreen             | 10                | 300          | 10          | 400          | 10                            | 200          | 1            | 10           | 200         | 10,000           | 6,351,625                 |  |
| 18   | IT Evergreen                              | 9                 | 270          | 1           | 40           | 10                            | 200          | 5            | 50           | 200         | 10,000           | 6,361,625                 |  |
| 19   | Bunker Gear Evergreen                     | 10                | 300          | 10          | 400          | 10                            | 200          | 1            | 10           | 200         | 10,000           | 6,371,625                 |  |
| 20   | Annual Fire Abatement                     | 10                | 300          | 5           | 200          | 5                             | 100          | 10           | 100          | 200         | 50,000           | 6,421,625                 | Increased to \$50k                       |
| 21   | Skid Steer Replacement Program            | 10                | 300          | 1           | 40           | 10                            | 200          | 1            | 10           | 200         | 20,000           | 6,441,625                 |  |
| 22   | CRC/Pool Backup Generator                 | 10                | 300          | 5           | 200          | 5                             | 100          | 5            | 50           | 150         | 750,000          | 7,191,625                 |  |
| 23   | Pump Stations                             | 10                | 300          | 1           | 40           | 10                            | 200          | 5            | 50           | 150         | 100,000          | 7,291,625                 |  |
| 24   | Winter Power Outage Preparedness          | 9                 | 270          | 1           | 40           | 10                            | 200          | 1            | 10           | 150         | 100,000          | 7,391,625                 |  |
| 25   | Cemetary Retrofit                         | 1                 | 30           | 1           | 40           | 5                             | 100          | 5            | 50           | 150         | 75,000           | 7,466,625                 |  |
| 26   | Town Hall Retrofit                        | 10                | 300          | 10          | 400          | 10                            | 200          | 10           | 100          | 100         | 250,000          | 7,716,625                 | Assessment complete                      |
| 27   | Sidewalk repairs/improvements             | 10                | 300          | 10          | 400          | 10                            | 200          | 10           | 100          | 100         | 221,649          | 7,938,274                 |  |
| 28   | Hydrant replacement/renewal               | 10                | 300          | 10          | 400          | 10                            | 200          | 10           | 100          | 100         | 50,000           | 7,988,274                 |  |
| 29   | Water and Sewer System Upgrades           | 10                | 300          | 10          | 400          | 10                            | 200          | 10           | 100          | 100         | 250,000          | 8,238,274                 |  |
| 30   | Burn Can                                  | 10                | 300          | 10          | 400          | 10                            | 200          | 1            | 10           | 91          | 300,000          | 8,538,274                 |  |
| 31   | Protective Servieces Building Replacement | 10                | 300          | 10          | 400          | 5                             | 100          | 10           | 100          | 90          | 200,000          | 8,738,274                 | RFP under development                    |
| 32   | Engineering Standards                     | 10                | 300          | 10          | 400          | 5                             | 100          | 10           | 100          | 90          | 25,000           | 8,763,274                 |  |
| 33   | Arena Upgrades                            | 10                | 300          | 10          | 400          | 5                             | 100          | 10           | 100          | 90          | 200,000          | 8,963,274                 |  |
| 34   | IT Upgrade Plan                           | 9                 | 270          | 10          | 400          | 10                            | 200          | 1            | 10           | 88          | 100,000          | 9,063,274                 | Increased to \$100k                      |
| 35   | Whooping Crane Property Remediation       | 10                | 300          | 10          | 400          | 1                             | 20           | 10           | 100          | 82          | 50,000           | 9,113,274                 |  |
| 36   | Skatepark Upgrade                         | 10                | 300          | 1           | 40           | 10                            | 200          | 5            | 50           | 59          | 150,000          | 9,263,274                 |  |
| 37   | Water Treatment Plant Upgrade             | 5                 | 150          | 10          | 400          | 1                             | 20           | 1            | 10           | 58          | 300,000          | 9,563,274                 | Increased to \$6.3M, assessment complete |
| 38   | Fleet Replacement - 2 trucks              | 10                | 300          | 1           | 40           | 10                            | 200          | 1            | 10           | 55          | 120,000          | 9,683,274                 |  |
| 39   | Town Hall Vehicle Replacement             | 10                | 300          | 1           | 40           | 10                            | 200          | 1            | 10           | 55          | 65,000           | 9,748,274                 |  |
| 40   | Streetscape                               | 5                 | 150          | 5           | 200          | 5                             | 100          | 10           | 100          | 55          | 50,000           | 9,798,274                 |  |
| 41   | Garbage Truck                             | 9                 | 270          | 1           | 40           | 5                             | 100          | 5            | 50           | 46          | 500,000          | 10,298,274                |  |
| 42   | Integrated Transportation Master Plan     | 5                 | 150          | 5           | 200          | 1                             | 20           | 5            | 50           | 42          | 100,000          | 10,398,274                |  |
| 43   | Engineering Services                      | 5                 | 150          | 1           | 40           | 5                             | 100          | 5            | 50           | 34          | 25,000           | 10,423,274                |  |
| 44   | Pool Retrofit                             | 5                 | 150          | 1           | 40           | 5                             | 100          | 5            | 50           | 34          | 50,000           | 10,473,274                |  |
| 45   | Street Light Program                      | 9                 | 270          | 0           | 0            | 1                             | 20           | 5            | 50           | 34          | 100,000          | 10,573,274                |  |
| 46   | Economic Development Plan                 | 0                 | 0            | 0           | 0            | 5                             | 100          | 5            | 50           | 15          | 50,000           | 10,623,274                |  |
| 47   | CRC Membership Software Replacement       | 1                 | 30           | 1           | 40           | 1                             | 20           | 5            | 50           | 14          | 15,000           | 10,638,274                |  |
| 48   | Boat Launch Upgrade                       | 1                 | 30           | 1           | 40           | 1                             | 20           | 1            | 10           | 10          | 25,000           | 10,663,274                |  |
| 49   | Bike Track Development                    | 1                 | 30           | 0           | 0            | 0                             | 0            | 5            | 50           | 8           | 50,000           | 10,713,274                |  |
| 50   | Functional Review                         | 0                 | 0            | 0           | 0            | 1                             | 20           | 5            | 50           | 7           | 150,000          | 10,863,274                |  |
| 51   | CRC Retrofit                              | 10                | 300          | 10          | 400          | 10                            | 200          | 10           | 100          | 9           | 646,726          |                           |  |
| 52   | Website Renewal                           | 5                 | 150          | 10          | 400          | 5                             | 100          | 10           | 100          | 9           | 50,000           |                           |  |
| 53   | Completion of Road Paving                 | 9                 | 270          | 1           | 40           | 5                             | 100          | 10           | 100          | 9           | 750,000          |                           |  |
| 54   | Corporate Services Software               | 1                 | 30           | 1           | 40           | 5                             | 100          | 10           | 100          | 9           | 10,000           |                           |  |
|      |   |                   | 0            |             | 0            |                               | 0            |              | 0            | 0           |                  |                           |  |
|      |   |                   |              |             | 0            |                               | 0            |              | 0            | 0           |                  |                           |  |

Legend

300

Currently underway or external funding received

200

Annual replacement

0

Completed