A BY-LAW OF THE MUNICIPAL CORPORATION OF THE TOWN OF FORT SMITH, IN THE NORTHWEST TERRITORIES, TO ADOPT THE 2012 BUDGET BYLAW, PASSED PURSUANT TO SECTIONS 70, 71 AND 72 OF THE CITIES, TOWNS AND VILLAGE ACT S.N.W.T, 2003, c.22.

WHEREAS, the Council of the Municipal Corporation of the Town of Fort Smith, in the Northwest Territories, deems it to be in the public interest to establish a 2012 Budget Bylaw for the operation and internal management of the municipal corporation;

AND WHEREAS the proposed revenues and expenditures have been reviewed;

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

1. THAT the short title of the Bylaw may be cited as the "2012 Budget Bylaw."
2. THAT the estimates attached as Schedule "A" are hereby adopted and form part of this bylaw.
3. THAT any Bylaw or Bylaws, or parts of any Bylaw or Bylaws that are inconsistent with this Bylaw are hereby deemed repealed.
4. THAT this Bylaw shall come into force and effect on the date of its final passing.

The 2011 Budget for the Corporation of the Town of Fort Smith is confirmed as follows:

READ A FIRST TIME THIS 13th DAY OF December, 2011 A.D.

READ A SECOND TIME THIS 13th DAY OF December, 2011 A.D.

READ A THIRD TIME THIS 19th DAY OF December, 2011 A.D.

Jane E. J. Hobart — Brenda Black

MAYOR — SENIOR ADMINISTRATION OFFICER

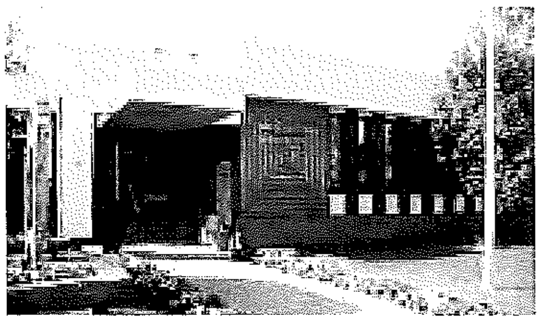
I hereby certify that this bylaw has been made in accordance with the requirements of the *Cities, Towns and Villages Act* and the bylaws of the Municipal Corporation of the Town of Fort Smith.

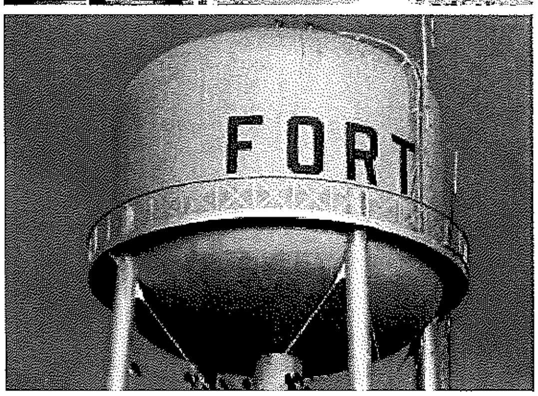
Brenda Black

Senior Administrative Officer

TOWN OF FORT SMITH NORTHWEST TERRITORIES

ANNUAL BUDGET 2012





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2012 OPERATING BUDGET

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2011 CAPITAL BUDGET

2012 CAPITAL BUDGET

A detailed estimate of how much the Town of Fort Smith needs to spend to meet its ongoing financial obligations and provide programs and services to the residents.

[OPERATING BUDGET OVERVIEW]

Town of Fort Smith - Operating Budget - 2012

	Actuals Jan-Sept 2011	Forecast Oct-Dec 2011	Total Expenses 2011	Budget 2011	Variance 2011	Budget 2010	Budget 2009	Draft Budget 2012	Variance 2011 to 2012
Grants	-218,745.98	-1,462,889.00	-1,681,634.98	-1,674,500.00	7,134.98	-1,639,000.00	-1,548,000.00	-1,674,500.00	0.00
Governance	114,058.33	55,018.00	169,076.33	162,000.00	-7,076.33	141,345.00	135,700.00	199,500.00	37,500.00
Taxation	-2,698,423.17	4,500.00	-2,693,923.17	-2,377,007.00	316,916.17	-2,215,424.00	-2,007,185.00	-2,420,791.00	-43,784.00
Financing	7,976.28	353,930.00	361,906.28	341,023.00	-20,883.28	2,090,762.00	2,044,635.00	446,623.00	105,600.00
Corporate Services	610,643.00	106,200.00	716,843.00	777,700.00	60,857.00	729,624.00	762,700.00	800,950.00	23,250.00
Community Services	1,113,809.09	529,267.00	1,643,076.09	1,678,434.00	35,357.91	1,505,436.00	1,508,450.00	1,631,181.00	-47,253.00
Municipal Budget	818,583.45	322,650.00	1,141,233.45	1,156,375.00	15,141.55	1,274,999.00	1,098,860.00	1,137,811.00	-18,564.00
General Op. Reserve					-324,433.44			-120,774.00	
Water & Sewer	-78,154.04	17,750.00	-60,404.04	0.00	60,404.04		1,500.00	-68,994.00	-68,994.00
Reserve Allocation								68,994.00	
Environmental	7,043.60	136,375.00	143,418.60	0.00	-143,418.60	0.00	0.00	-52,500.00	-52,500.00
Reserve Allocation								52,500.00	
	-323,209.44	62,801.00	-260,408.44	64,025.00	0.00	1,887,742.00	1,996,660.00	0.00	-64,745.00

[RESERVE SCHEDULE]

Town of Fort Smith - Reserve Status

Reserve	2010	2011 Actual			2012 Proposed		
		Revenue	Expenses	YE Balance	Revenue	Expenses	YE Balance
Perpetual Care Reserve	8,802			8,802			8,802
Water/Sewer Replacement	141,470			141,470			141,470
Municipal Infrastructure	108,322	1,114,000	-482,512	739,810	1,114,000	-1,801,000	52,810
Mobile Equipment Reserve	305,712		-54,490	251,222		-178,000	73,222
General Reserve				0	324,433	-120,774	203,659
Environmental Reserve	205,253			205,253		-80,000	125,253
Land Reserve	-17,583			-17,583			-17,583
Recreation Infrastructure Reserve	1,515,768		-204,144	1,311,624		-593,315	718,309
Emergency Equipment Reserve	374,845			374,845			374,845
Computer Reserve	123,761		-79,704	44,057		-40,000	4,057
Water Service Interruption Reserve	117,990			117,990			117,990
Utility Infrastructure Reserve	1,430,360		-58,216	1,372,144			1,372,144
Total Reserves	4,314,700	1,114,000	-879,066	4,549,634	1,438,433	-2,813,089	3,174,978
Deferred Revenue Reserves							
Gas Tax	0	704,004	-432,653	271,351	704,004	-552,500	422,855
CPI Funding	0			0			0
Public Transit Grant - Trail	0			0			0
Track	11,685			11,685		-11,685	0
Season of the Buffalo	19,300			19,300			19,300
Capital Funding	0			0			0
RinC							0
	30,985	704,004	-432,653	302,336	704,004	-564,185	442,155
	4,345,685	1,818,004	-1,311,719	4,851,970	2,142,437	-3,377,274	3,617,133

Conditional, Unconditional and miscellaneous grants received by Town of Fort Smith to assist with operating and capital expenditures

[GRANTS]

TOWN OF FORT SMITH

GRANTS BUDGET 2012

For Period Ending 31-Dec-2011

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	ACTUALS	FORECAST	TOTAL EXPENDITURES	BUDGET	VARIANCE	BUDGET	BUDGET	DRAFT BUDGET
	JAN-SEPT-2011	OCT-DEC 2011	2011	2011	2011	2010	2009	2012
GENERAL OPERATING FUND								
Conditional Grants	-5,000.00	0.00	-5,000.00	0.00	5,000.00	0.00	0.00	0.00
Unconditional Grants	-195,397.00	-1,462,889.00	-1,658,286.00	-1,658,000.00	286.00	-1,631,000.00	-1,540,000.00	-1,658,000.00
Miscellaneous Revenue	-18,348.98	0.00	-18,348.98	-16,500.00	1,848.98	-8,000.00	-8,000.00	-16,500.00
Total GENERAL OPERATING FUND	**-218,745.98**	**-1,462,889.00**	**-1,681,634.98**	**-1,674,500.00**	**7,134.98**	**-1,639,000.00**	**-1,548,000.00**	**-1,674,500.00**

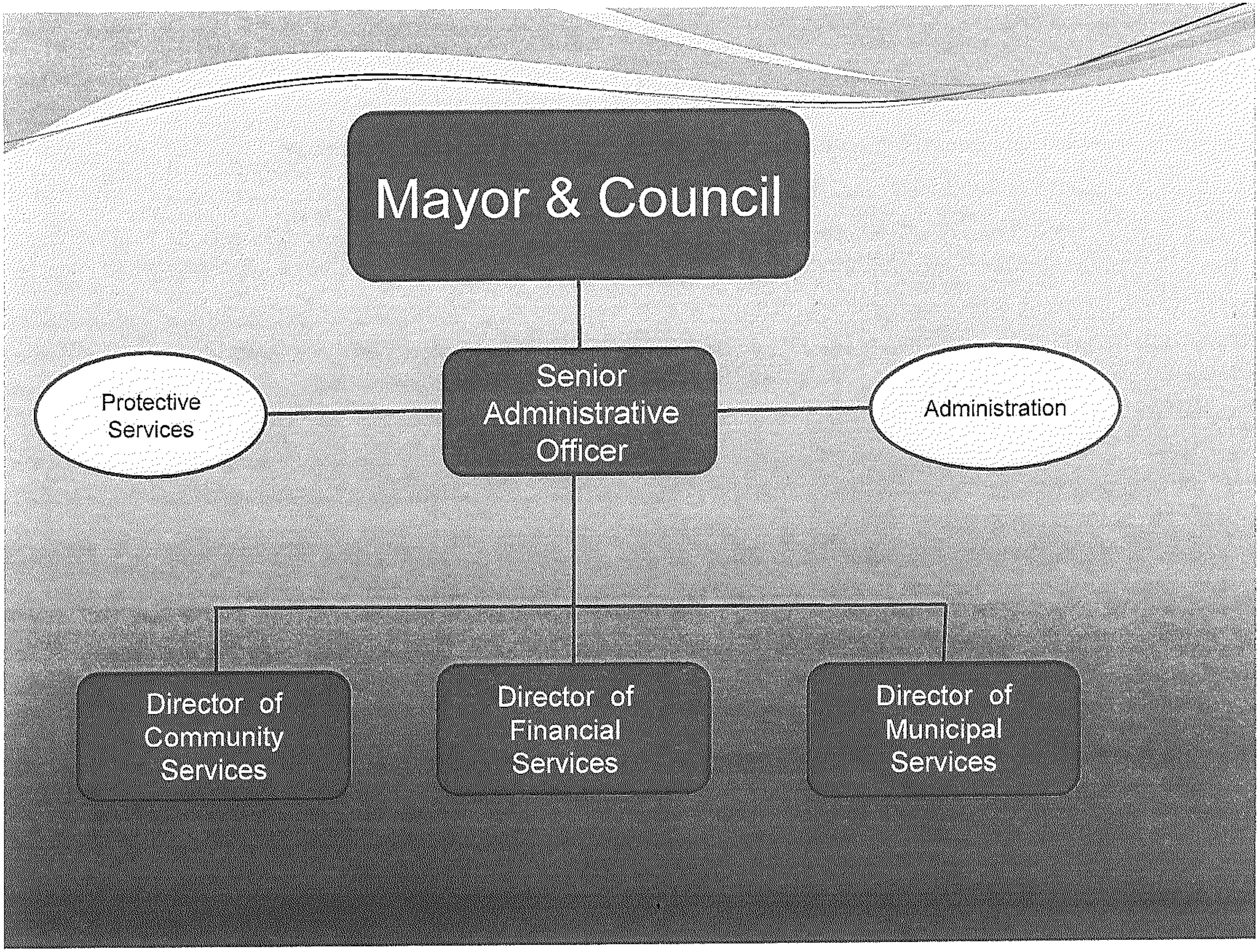
Governance is the major role for the Mayor and Council. This group is responsible for looking at the "big picture" and providing high level direction.

One of the most significant areas of Governance is the development and provision of a Long Term Strategic Plan including a vision for the community. This enables administration and the various elements of the community to work cooperatively and in unison at achieving this goal.

The Mayor and Council are responsible for providing general direction and vision and the Administration of the Town is responsible for implementing the same. Council must also keep their eye on the larger community including the territory, the country and ultimately the world to ensure that all considerations become part of any decision making process.

Staff is responsible for ensuring that effective reporting is made available to Council to enable their confidence in the ongoing effective operations of the Town.

[GOVERNANCE]


Mayor & Council
Senior Administrative Officer
Protective Services
Administration
Director of Community Services
Director of Financial Services
Director of Municipal Services

Governance Work Plan

Goal A: Operate an open, transparent and effective government

Strategy	Action Item	Specific Goal	Time Frame
Develop effective Council processes	1. Provide additional training to Council	1. Provide rules of order for meeting conduct training	Jan – March
	2. Amend Council procedures and Committee By-Laws	1. Update Council procedures and by-laws to reflect Council direction ensuring transparency 2. Improve method of providing information to Council to ensure maximum preparation time while maintaining timely information	Jan – March
	3. Encourage community input in Governance	1 Provide agenda packages via various avenues to ensure availability to the Community in advance of meetings 2 Develop face-book and twitter sites to ensure maximum communication 3 Investigate televising committee and Council meetings 4 Revamp Town website to maximize user-friendly access for a variety of users	Jan –March complete and ongoing April March-April March-June
Development of a Communication Plan	1. Develop a template and implementation plan	1. Design a communication plan encompassing all Township external communications as well as internal communications 2. Implement communication plan 3. Monitor impact and satisfaction	February Ongoing Ongoing

Variance Analysis – Governance - 2011

Community Grants: The variance of just over $24,000.00 is the result of the funding received from our Insurer, NWTAC – this was not known during the budget process and therefore was not considered.

Legislative: The variance in this area is the result of no requirement for the Chair Person for the By-Law Review under the Salt River First Nations memorandum of understanding.

Variance Analysis – Governance - Budget to Budget – 2011 – 2012

Legislative: The variance between the two budgets is a reflection of the new Council Honorarium By-Law off-set by reduced budget allocation for the Chair Person for the shared expenditures for consideration of our By-Laws in accordance with the Salt River First Nations Memorandum of understanding.

TOWN OF FORT SMITH

GOVERNANCE BUDGET 2012

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Date : Dec 13, 2011 Time : 10:35 am

PERSEVERANCE

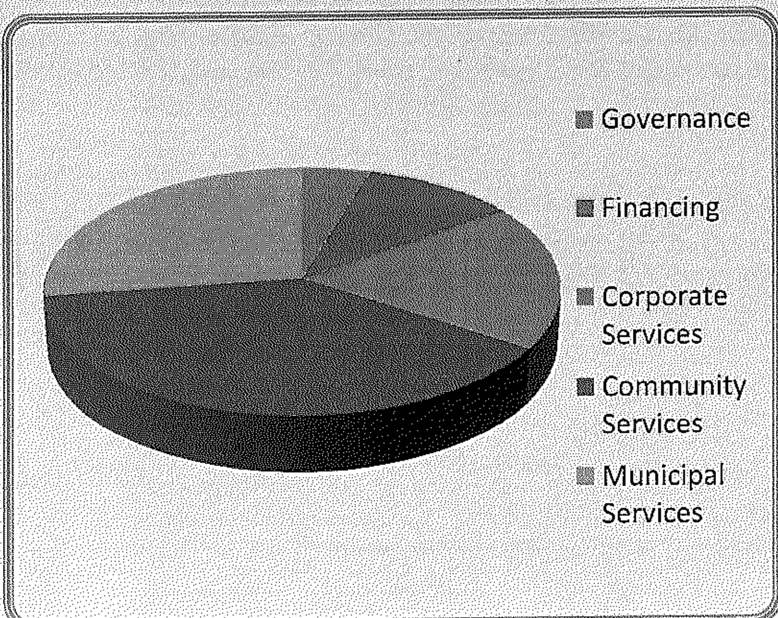
For Period Ending 31-Dec-2011

	ACTUALS	FORECAST	TOTAL EXPENDITURES	BUDGET	VARIANCE	BUDGET	BUDGET	DRAFT BUDGET
	JAN-SEPT-2011	OCT-DEC-2011	2011	2011	2011	2010	2009	2012
GENERAL OPERATING FUND								
Community Grants	25,947.38	33,000.00	58,947.38	34,000.00	-24,947.38	25,500.00	19,500.00	34,200.00
Legislative	88,110.95	22,018.00	110,128.95	128,000.00	17,871.05	115,845.00	116,200.00	165,300.00
Total GENERAL OPERATING FUND	**114,058.33**	**55,018.00**	**169,076.33**	**162,000.00**	**-7,076.33**	**141,345.00**	**135,700.00**	**199,500.00**

The Town of Fort Smith, as required by the Property Assessment Taxation Act, collects Municipal and School Taxes. School taxes are collected by the Town on behalf of the GNWT and are used to provide for schools operating within the Town. Municipal taxes are controlled by the Town of Fort Smith and are used to provide local services such as garbage collection, snow clearing and local road repairs.

The Town of Fort Smith, in conjunction with the GNWT, provide Seniors & Disabled Tax Rebate Programs where 50% of the property taxes are paid by the GNWT and the other 50% are paid by the Town.

This budget represents a 2% Municipal Tax rate increase, which translates to approximately $41 annually per $100,000 of assessed property value.



This graphical representation of the allocation of your property tax dollar is provided to illustrate how property tax payments are used to provide services directly to the residents of Fort Smith. In 2012, based on our budget, 85% of property tax is allocated to the direct delivery of services with the remaining 15% allocated to from Governance and Financing.

[TAXATION]

Variance Analysis – Taxation - 2011

Property Taxation: Additional property tax funding was collected as a result of assessment changes being implemented as well as catching up on items not billed in previous years.

Variance Analysis – Governance - Budget to Budget – 2011 – 2012

Property Taxation: The 2012 budget represents a 2% property tax increase in accordance with budget requirements.

Tax Discounts: The 2012 budget has been increased by approximately $5,000.00 as this value more accurately represents our requirements.

Tax Certificates: The 2012 budget for Tax Certificate revenue has been reduced to reflect actual past performance.

TOWN OF FORT SMITH

TAXATION BUDGET 2012

For Period Ending 31-Dec-2011

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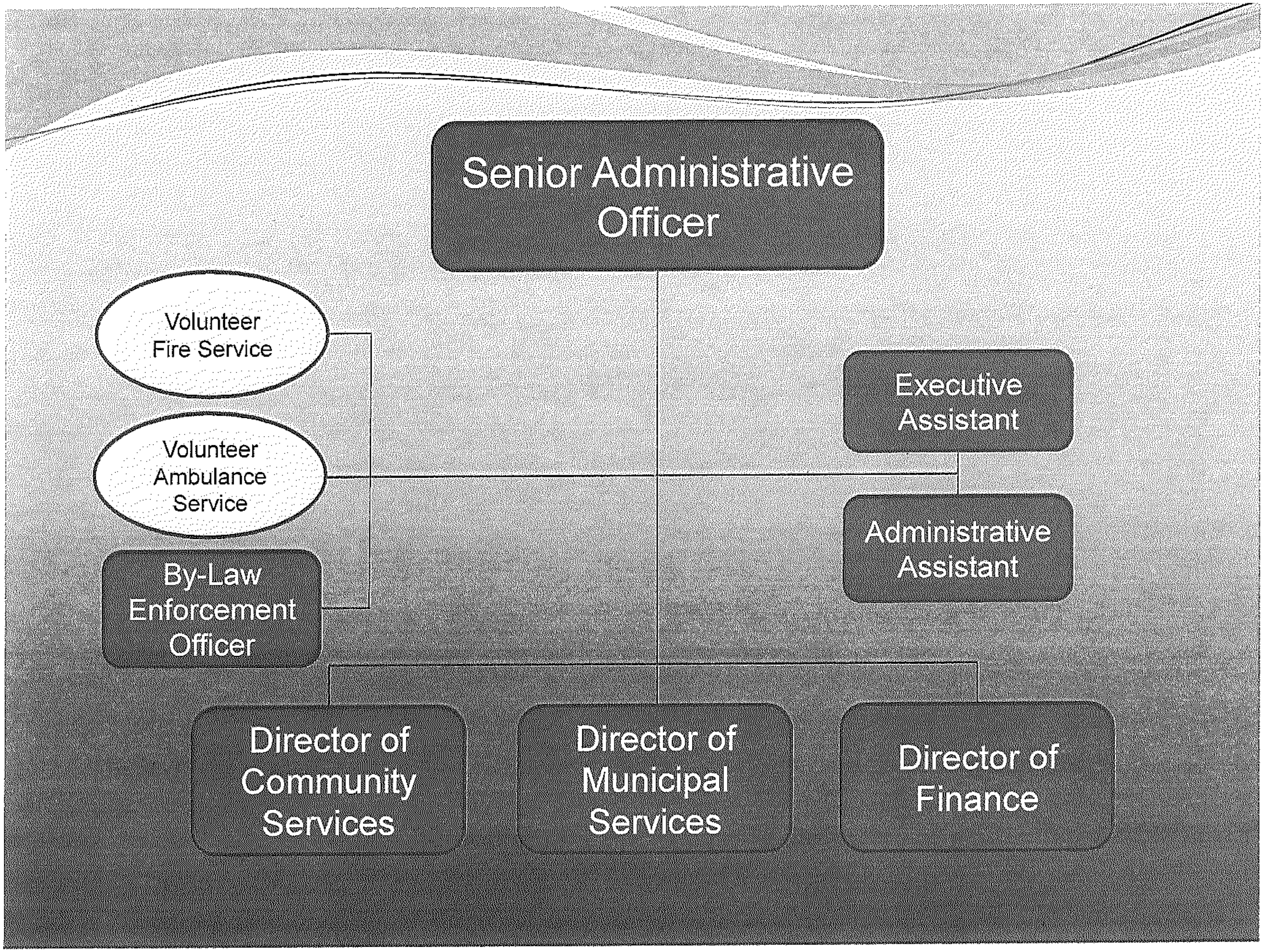
Date : Dec 13, 2011 | Time : 11:37 am

	ACTUALS	FORECAST	TOTAL EXPENDITURES	BUDGET	VARIANCE	BUDGET	BUDGET	DRAFT BUDGET
	JAN-SEPT-2011	OCT-DEC-2011	2011	2011	2011	2010	2009	2012
GENERAL OPERATING FUND								
Property Taxation	-2,800,696.04	0.00	-2,800,696.04	-2,479,207.00	321,489.04	-2,299,424.00	-2,086,685.00	-2,528,791.00
Taxation Costs	550.00	3,000.00	3,550.00	5,000.00	1,450.00	1,000.00	1,500.00	5,000.00
Senior Citizen Tax Relief	69,233.35	2,500.00	71,733.35	70,000.00	-1,733.35	55,000.00	50,000.00	70,000.00
Tax Discounts	34,089.52	0.00	34,089.52	30,000.00	-4,089.52	30,000.00	30,000.00	35,000.00
Tax Certificates	-1,600.00	-1,000.00	-2,600.00	-2,800.00	-200.00	-2,000.00	-2,000.00	-2,000.00
Total GENERAL OPERATING FUND	**-2,698,423.17**	**4,500.00**	**-2,693,923.17**	**-2,377,007.00**	**316,916.17**	**-2,215,424.00**	**-2,007,185.00**	**-2,420,791.00**

The directions and decisions of your locally elected municipal council are implemented by our Senior Administrative Officer and employees. It is the role of the SAO and staff to effectively administer the policies made by council

[ADMINISTRATION]


Senior Administrative Officer
Volunteer Fire Service
Volunteer Ambulance Service
By-Law Enforcement Officer
Executive Assistant
Administrative Assistant
Director of Community Services
Director of Municipal Services
Director of Finance

Administration Work Plan

Goal D: Continue as a responsible employer

Strategy	Action Item	Specific Goal	Time Frame
Foster stronger employer/employee relations	1. Conduct a job evaluation and classification study	1. Select a job evaluation system 2. Select a job evaluation staff committee 3. Complete evaluation of all positions 4. Develop a report to Council	January January Jan-May June
	2. Develop an employee manual	1. Gather current available information required for an employee manual 2. Update and/or develop employee policies that are required	March – April Jan-Dec
	3. Succession planning	1 Implement a corporate training plan 2 Include discussion of training opportunities during evaluation 3 Inventory and documentation of staff skills and qualifications 4 Cross training to ensure back-up in all positions	April-May complete and ongoing June-July Ongoing
	4. Employee Evaluation	1. Design/develop a two-way employee evaluation format 2. Introduction and/or staff training	June July
	5. Health & Safety	1. Finalize mandate and composition of committee including terms 2. Ensure ongoing effective committee 3. Provide health & safety training to committee members 4. Provide health & safety training to employees as required	January Ongoing As required As required
	6. Employee Communications	1. Implement quarterly staff meetings 2. Implement regular staff newsletter 3. Encourage joint work projects across departments	April February Ongoing

Variance Analysis – Administration - 2011

Administration: Salaries in this area were under budget due to vacancies and temporary employees.

Administration Centre: This area was under budget largely due to unrequired legal costs and contracted costs.

Lands & Planning: This area is under budget due to position vacancies for a significant portion of the year.

Financial Management, Insurance, Emergency Management: These areas were very close to the allocated budget.

Variance Analysis – Administration - Budget to Budget – 2011 – 2012

Administration: Increased by $4,000.00 to more accurately reflect actual costs.

Administration Centre: This budget allocation has been reduced significantly to more accurately reflect anticipated costs for negotiations, data entry, contracted and legal costs.

Lands & Planning: The budget has been increased to reflect the actual costs for a full year of operation.

Financial Management: Increased slightly to reflect true audit costs as MACA has increased the requirements of the audit team which staff will try to assume.

Insurance: This area has increased slightly to reflect anticipated costs.

Licenses: These fees have been reduced slightly to reflect actual history and current expectations.

TOWN OF FORT SMITH

GL5410 Date : Dec 13, 2011

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CORPORATE SERVICES BUDGET 2012

For Period Ending 31-Dec-2011

	ACTUALS JAN-SEP-2011	FORECAST OCT-DEC-2011	TOTAL 2011	TOTAL BUDGET 2011	VARIANCE 2011	BUDGET 2010	BUDGET 2009	DRAFT BUDGET 2012
GENERAL OPERATING FUND								
Administration	323,059.81	-32,500.00	290,559.81	310,000.00	19,440.19	365,589.00	425,400.00	314,000.00
Administration Centre	110,360.98	86,200.00	196,560.98	233,500.00	36,939.02	132,300.00	156,300.00	195,300.00
Lands & Planning	28,904.79	9,850.00	38,754.79	55,900.00	17,145.21	89,535.00	16,000.00	74,450.00
Financial Management	38,831.30	45,000.00	83,831.30	90,000.00	6,168.70	43,000.00	49,000.00	100,000.00
Insurance	138,150.00	0.00	138,150.00	135,000.00	-3,150.00	130,000.00	137,000.00	140,000.00
Emergency Management	3,680.52	1,200.00	4,880.52	5,800.00	919.48	3,700.00	4,500.00	5,700.00
Election	0.00	0.00	0.00	0.00	0.00	0.00	13,000.00	13,000.00
Licenses	-32,344.40	-3,550.00	-35,894.40	-52,500.00	-16,605.60	-34,500.00	-38,500.00	-41,500.00
Total GENERAL OPERATING FUND	**610,643.00**	**106,200.00**	**716,843.00**	**777,700.00**	**60,857.00**	**729,624.00**	**762,700.00**	**800,950.00**

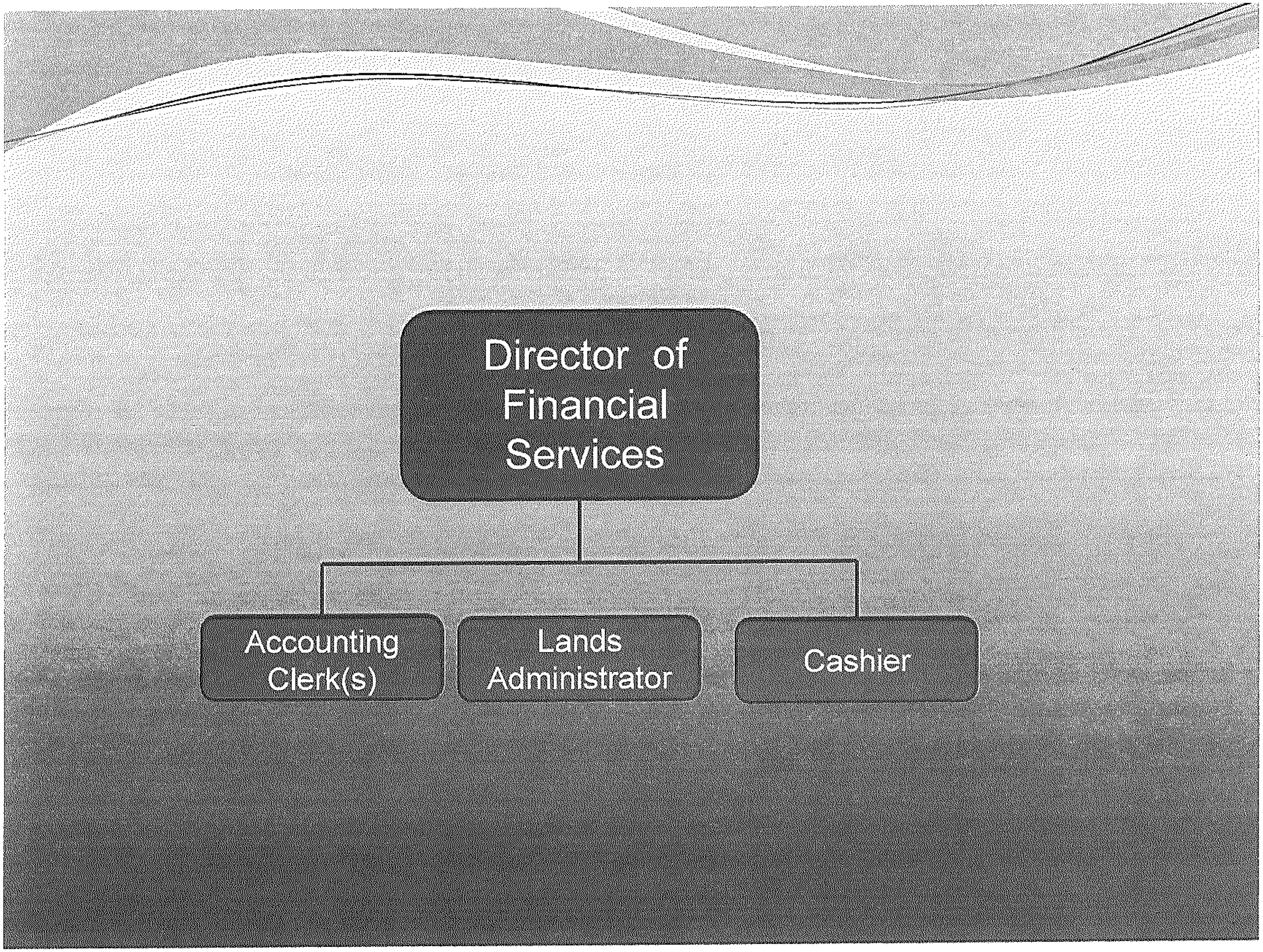
The financial services provided by the Town staff are often unnoticed. These employees carry a heavy workload including:

- Property Tax Administration
- Payroll
- Water Service Billing
- Sewage Services and Scheduling
- Accounts Payable
- Accounts Receivable
- Audit Preparation and Completion
- Preparation of Financial Statements
- Collections
- Land Administration
- Administration and Reporting for Contribution Agreements
- Administration and Reporting for Block Funding
- Budget Development and Variance Reporting

Strong, accurate and effective financial services are critical to the functioning of any municipality. Staff must be diligent in their tasks and always cognisant of a timetable for responsibilities, often working with tight deadlines.

During 2012, this department will be changing many procedures to maximize the use of our systems and our reporting capabilities. These changes will include a financial integration with Work Tech, implementation of an Electronic Purchase Order System and implementation of a reporting package known as Vadimview.

[FINANCE]


Director of Financial Services
Accounting Clerk(s)
Lands Administrator
Cashier

Financial Services Work Plan

Goal B: Operate the Town of Fort Smith in a fiscally responsible manner

Strategy	Action Item	Specific Goal	Time Frame
Maximize the use of our financial systems	1. Review and maximize effectiveness of Vadim Programs	1. Payroll system maximization 2. Accounts Receivable maximization 3. Review of combining billings 4. Property tax maximization 5. Implement Electronic Purchase Order System 6. Implement Financial Integration of Work Tech	January March May March June July-Oct
	2. Develop effective documented procedures	1. Gather information required to create procedure manuals 2. Documentation of all procedures in standard format 3. Set up procedures in vadim system	July-August Sept-Oct Nov
Review, update and improve fiscal policies and procedures	1. Implement improved financial controls and division of functions	1 Re-establish security in systems ensuring back-up 2 Review procedures and develop appropriate division of functionality	Feb-March Feb-March
Provide improved banking functionality	1. Accept electronic payments from large banks	1 Negotiate rates with MBO 2 Implement processes for acceptance 3 Prepare public education document/advertise 4 Receive bank files in electronic format, document procedure	March March March April
	2. Reduce cost of processing payments	1. Complete evaluation of costs of various payment methods 2. Develop recommendation and/policy	February March
Improved Financial Transparency	1. Improved reporting	1. Develop monthly variance reporting format 2. Develop and implementation of quarterly reporting package	January Feb-April

<u>Variance Analysis – Finance - 2011</u>

Interest Revenue: This account yielded approximately $22,000.00 less than budgeted.

<u>Variance Analysis – Finance - Budget to Budget – 2011 – 2012</u>

Interest Revenue: The 2012 Budget has been reduced to reflect actual past performance.

Debentures: The debenture budget has been increased to reflect the addition of the Westgrove Subdivision Debenture.

TOWN OF FORT SMITH

FINANCE BUDGET 2012

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For Period Ending 31-Dec-2011

	ACTUALS	FORECAST	TOTAL EXPENDITURES	BUDGET	VARIANCE	BUDGET	BUDGET	DRAFT BUDGET
	JAN-SEPT-2011	OCT-DEC-2011	2011	2011	2011	2010	2009	2012
GENERAL OPERATING FUND								
Interest	-121,985.62	-50,725.00	-172,710.62	-195,000.00	-22,289.38	-143,000.00	-191,955.00	-165,000.00
Debentures	128,877.52	387,155.00	516,032.52	516,023.00	-9.52	515,510.00	515,240.00	558,023.00
Other Debt	1,084.38	17,500.00	18,584.38	20,000.00	1,415.62	15,000.00	12,000.00	20,000.00
Transfers to/from Reserves	0.00	0.00	0.00	0.00	0.00	1,703,252.00	1,709,350.00	33,600.00
Total GENERAL OPERATING FUND	**7,976.28**	**353,930.00**	**361,906.28**	**341,023.00**	**-20,883.28**	**2,090,762.00**	**2,044,635.00**	**446,623.00**

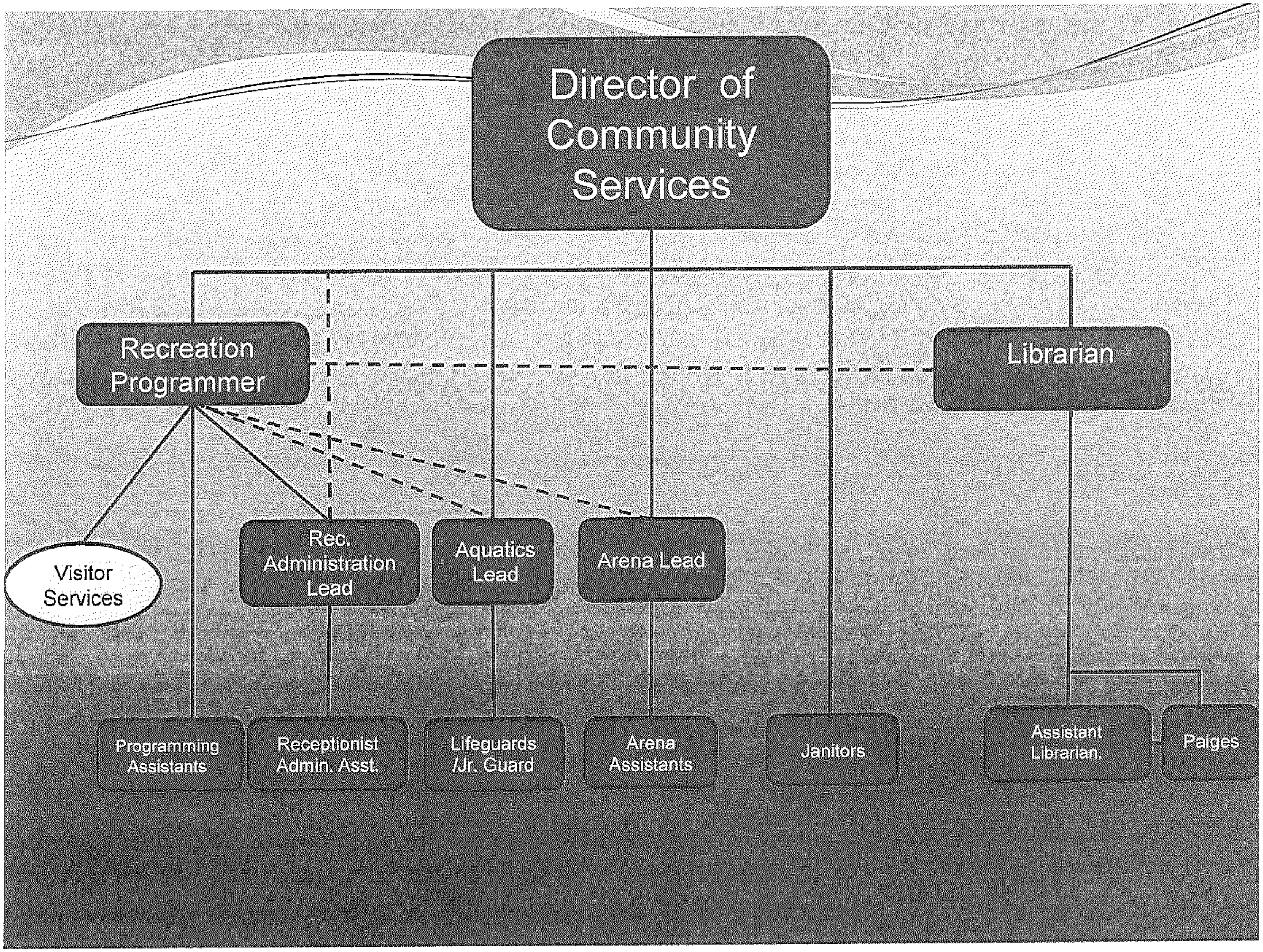
The Community Services Department of the Town is the group that endeavours to provide recreation and leisure time activities for all members of the community. Fort Smith has numerous facilities that are available for programmed and/or ad-hoc activities. The facilities involved in the programming generated from community services includes the Recreation and Community Centre, Fort Smith Swimming Pool, the Arena, the Library, the Track and numerous parks, playgrounds and green spaces.

Organization for the staff in the Community Services Department has been challenging and at the present time the Town has just hired a Community Programmer that will be responsible for working with the Arena Lead, the Administration Lead, the Aquatic Lead, the Recreation Assistants and the Librarian to maximize the variety and diversity of the programming provided and the use of the Town's many facilities. This most recently published quarterly guide was the first of many more to come as we push ahead and expand opportunities for active programming.

In addition, the Community Programmer will also work with various community groups to provide support to enable coordination and implementation of a variety of additional community events. This individual will work to build effective community partners, hopefully tapping into community expertise and expanding opportunities for the community members.

The Organization Chart for the Community Services Department is provided on the following pages and will hopefully enable our employees to focus on particular areas of interest and to develop skillsets matching their position responsibilities.

[COMMUNITY SERVICES]


Director of Community Services
Recreation Programmer
Librarian
Visitor Services
Rec. Administration Lead
Aquatics Lead
Arena Lead
Programming Assistants
Receptionist Admin. Asst.
Lifeguards /Jr. Guard
Arena Assistants
Janitors
Assistant Librarian.
Paiges

2012 Community Services Work Plan

Goal: Maintain a Healthy, Active Community

Strategy	Action Item	Specific Goal	Time Frame
Increase community wellness & overall health, which includes active recreation, outdoor life & healthy eating	1. Review and update Community Services Master Plan 2. Re-establish Recreation Advisory Board – items to consider: update mandate, provide Lead Staff, develop reporting mechanism	1. Form RAB, establish clear goals & objectives which meet Master Plan guidelines 2. Review Master Plan & present recommendations 3. Develop & implement strategic plan	January March
Upgrade & enhance recreation facilities& programs including outdoor opportunities & the Recreation & Community Centre	1. RCC upgrades, increased programming & special events 2. Arena upgrades 3. Feasibility Study – New Arena	1. Develop needs assessment & strategic plan with specific goals & objectives 2. Arena Feasibility Study – Terms of Reference & Tender 3. Meet with consultant 4. Review status	March May June September
Provide ways to increase activities for youth including movies, educational activities, outdoor opportunities & cultural events	1. Develop a Youth Ambassador Corps to provide more youth engagement in programming activities for youth	1 Establish YAC Committee 2 Develop goals & objectives 3 Identify roles & responsibilities, specifically what support provided by TOFS	January
Foster relationship with Fort Smith Health & Social Services	1. Engage stakeholders	1. Establish community goals & objectives 2. Engage H&SS staff & re-establish working relationship	March
Respect elders & disabled citizens	1. Ensure accessibility to all municipal facilities 2. Support Seniors Society, 55+ Friendship Games 3. Support Elder of the Year	1. Conduct facility audits to determine accessibility issues	On-going

Community Services Work Plan

Goal: Identify level of support (TOFS) provided for each Community Event

Strategy	Action Item	Specific Goal	Time Frame
Evaluate & determine our capacity / ability to host community special events	1. Audit existing event calendar including staff resources required to facilitate	1. Update 2012 community event calendar & identify existing host for each event 2. Identify budgets/resources required for each event 3. Make recommendations specific to TOFS support for each community event 4. Initiate preparations 2013 calendar	January October
Identify community partners	1. Inventory existing community organizations, clubs, groups	1. Update group contact info & confirm any support provided for existing events 2. Identify group mandate(s) 3. Make recommendations specific to TOFS support for each community group	January
Determine available community resources & method(s) of sharing	1. Audit physical facilities e.g. buildings, A/V, food & beverage, accommodations, etc. 2. Identify expertise within community	1. Create database to include detail of all inventory	March
Promote inclusion & ownership of specific events	1. Encourage groups and provide supplementary support	1. Identify specific role & level of support provided by each group	June

Community Services Work Plan

Goal: Improve Customer Services

Strategy	Action Item	Specific Goal	Time Frame
Improve relations with patrons in all Community Service departments	1. Conduct customer service satisfaction survey 2. Collect staff feedback for areas of improvement	1. Determine strengths & weaknesses of organization	January
Establish customer service policy	1. Explore & research available customer service training programs 2. Develop staff training program specific to TOFS personnel	1. Determine best practices 2. Implement customer service policy & training program 3. Review & update program	January March October

Variance Analysis – Community Services - 2011

Recreation Administration: Salaries in this area were over budget due to misallocation of wages, however this was offset by under budget expenditures in other areas such as training and receipt of the Sport & Recreation Annual Grant.

Community Centre: Revenues were under the budget allocation due to the outstanding lease agreement issue with the Health Centre which is being diligently addressed.

Expenditures exceeded budget allocation in the area of salaries and benefits, once again due to the lack of appropriate allocation of staffing costs.

Events Coordinator: This area was under the allocated budget due to the position being vacant during a significant portion of the year.

Swimming Pool: The swimming pool actual costs were below budget due to reduced revenue, inappropriate allocation of staffing costs and outstanding invoices for heating costs not yet recorded.

Arena: Arena revenues were lower than anticipated and this was compounded by building emergency requirements, increased power costs and staff overtime.

After School Program: The program revenues were very close and the program expenditures are lower than anticipated resulting in a positive variance.

Library: This area ended the year with a negative variance due to reduced revenues, increased staffing costs, Library: This budget has increased to reflect additional monies allocated for the development of the book collection as this area has been neglected and items shared by the GNWT have been reduced.

Overall, the staff is of the opinion that this budget should more accurately reflect our anticipated revenues and actual expenditures.

TOWN OF FORT SMITH

COMMUNITY SERVICES BUDGET 2012

For Period Ending 31-Dec-2011

	ACTUAL JAN-SEPT 2011	FORECAST (OCT-DEC) 2011	TOTAL ACTUAL & FORECAST 2011	TOTAL BUDGET 2011	VARIANCE- BUD TO ACTUAL 2011	BUDGET 2010	BUDGET 2009	DRAFT BUDGET 2012
GENERAL OPERATING FUND								
Recreation Administration	128,744.07	74,874.00	203,618.07	170,700.00	-32,918.07	180,854.00	152,400.00	169,200.00
Recreation Community Centre	357,967.39	146,201.00	504,168.39	458,400.00	-45,768.39	507,527.00	543,600.00	550,250.00
Events Coordinator	8,205.71	0.00	8,205.71	49,100.00	40,894.29	0.00	0.00	0.00
Swimming Pool	265,116.09	144,182.00	409,298.09	605,000.00	195,701.91	422,685.00	387,700.00	428,000.00
Arena	151,252.51	134,346.00	285,598.51	215,650.00	-69,948.51	218,640.00	178,000.00	249,521.00
Outdoor Rink	0.00	500.00	500.00	500.00	0.00	1,000.00	3,000.00	500.00
Tennis Courts	0.00	0.00	0.00	1,000.00	1,000.00	1,000.00	5,000.00	0.00
Tourism & Visitor Information	40,103.48	-2,000.00	38,103.48	38,437.00	333.52	40,500.00	40,500.00	77,250.00
Summer Camps	8,918.62	0.00	8,918.62	9,000.00	81.38	8,480.00	9,800.00	10,500.00
After School Program	13,820.38	-5,517.00	8,303.38	28,360.00	20,056.62	8,800.00	0.00	23,060.00
Ball Parks	8,905.33	0.00	8,905.33	9,650.00	744.67	12,700.00	9,200.00	18,200.00
Playgrounds	9,810.63	0.00	9,810.63	13,000.00	3,189.37	12,500.00	8,000.00	13,000.00
Library	43,758.19	32,118.00	75,876.19	62,700.00	-13,176.19	67,750.00	67,750.00	73,200.00
Special Programs	77,206.69	4,563.00	81,769.69	16,937.00	-64,832.69	23,000.00	103,500.00	18,500.00
Total GENERAL OPERATING FUND	**1,113,809.09**	**529,267.00**	**1,643,076.09**	**1,678,434.00**	**35,357.91**	**1,505,436.00**	**1,508,450.00**	**1,631,181.00**

TOWN OF FORT SMITH

COMMUNITY SERVICES BUDGET 2012

For Period Ending 31-Dec-2011

	ACTUAL JAN-SEPT 2011	FORECAST (OCT-DEC) 2011	TOTAL ACTUAL & FORECAST 2011	TOTAL BUDGET 2011	VARIANCE- BUD TO ACTUAL 2011	BUDGET 2010	BUDGET 2009	DRAFT BUDGET 2012
GENERAL OPERATING FUND								
Expense	33,141.62	0.00	33,141.62	32,000.00	-1,141.62	28,480.00	19,800.00	35,500.00
Total Summer Camps	**8,918.62**	**0.00**	**8,918.62**	**9,000.00**	**81.38**	**8,480.00**	**9,800.00**	**10,500.00**
After School Program								
Revenue	-11,452.00	-16,348.00	-27,800.00	-29,440.00	-1,640.00	-32,000.00	0.00	-27,940.00
Expense	25,272.38	10,831.00	36,103.38	57,800.00	21,696.62	40,800.00	0.00	51,000.00
Total After School Program	**13,820.38**	**-5,517.00**	**8,303.38**	**28,360.00**	**20,056.62**	**8,800.00**	**0.00**	**23,060.00**
Ball Parks								
Revenue	-504.00	0.00	-504.00	-1,150.00	-646.00	-1,000.00	-500.00	-750.00
Expenses	9,409.33	0.00	9,409.33	10,800.00	1,390.67	13,700.00	9,700.00	18,950.00
Total Ball Parks	**8,905.33**	**0.00**	**8,905.33**	**9,650.00**	**744.67**	**12,700.00**	**9,200.00**	**18,200.00**
Playgrounds								
Expenses	9,810.63	0.00	9,810.63	13,000.00	3,189.37	12,500.00	8,000.00	13,000.00
Total Playgrounds	**9,810.63**	**0.00**	**9,810.63**	**13,000.00**	**3,189.37**	**12,500.00**	**8,000.00**	**13,000.00**
Library								
Revenue	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-60,000.00
Expenses	43,758.19	32,118.00	75,876.19	62,700.00	-13,176.19	67,750.00	67,750.00	133,200.00
Total Library	**43,758.19**	**32,118.00**	**75,876.19**	**62,700.00**	**-13,176.19**	**67,750.00**	**67,750.00**	**73,200.00**
Special Programs								
Revenue	-24,741.00	-22,592.00	-47,333.00	-30,723.00	16,610.00	-6,000.00	0.00	-24,500.00
Expense	101,947.69	27,155.00	129,102.69	47,660.00	-81,442.69	29,000.00	103,500.00	43,000.00
Total Special Programs	**77,206.69**	**4,563.00**	**81,769.69**	**16,937.00**	**-64,832.69**	**23,000.00**	**103,500.00**	**18,500.00**
Total GENERAL OPERATING FUND	1,113,809.09	529,267.00	1,643,076.09	1,678,434.00	35,357.91	1,505,436.00	1,508,450.00	1,631,181.00

The Municipal Services Division of the Town is the group of employees that work tirelessly to ensure that top quality services are provided to the community. Services delivered by these employees are the services that are often most visible to the community.

Public Works

The Town of Fort Smith Department of Public Works has four trained equipment operators, two part-time garbage attendants, two seasonal labourers and one casual labourer.

Together these employees maintain our roadways, ensure adequate surface drainage with ditches and culverts, maintain boulevards and ditches, operate cemeteries, provide citizens garbage and sewer services, prepare Christmas decorations, and address any other concerns.

To provide quality services and to be ahead of the morning commute, Public Works staff is performing their duties by 7:00 a.m. and have been required to work some very long hours to make the streets safe and passable regardless of the weather conditions.

Facilities

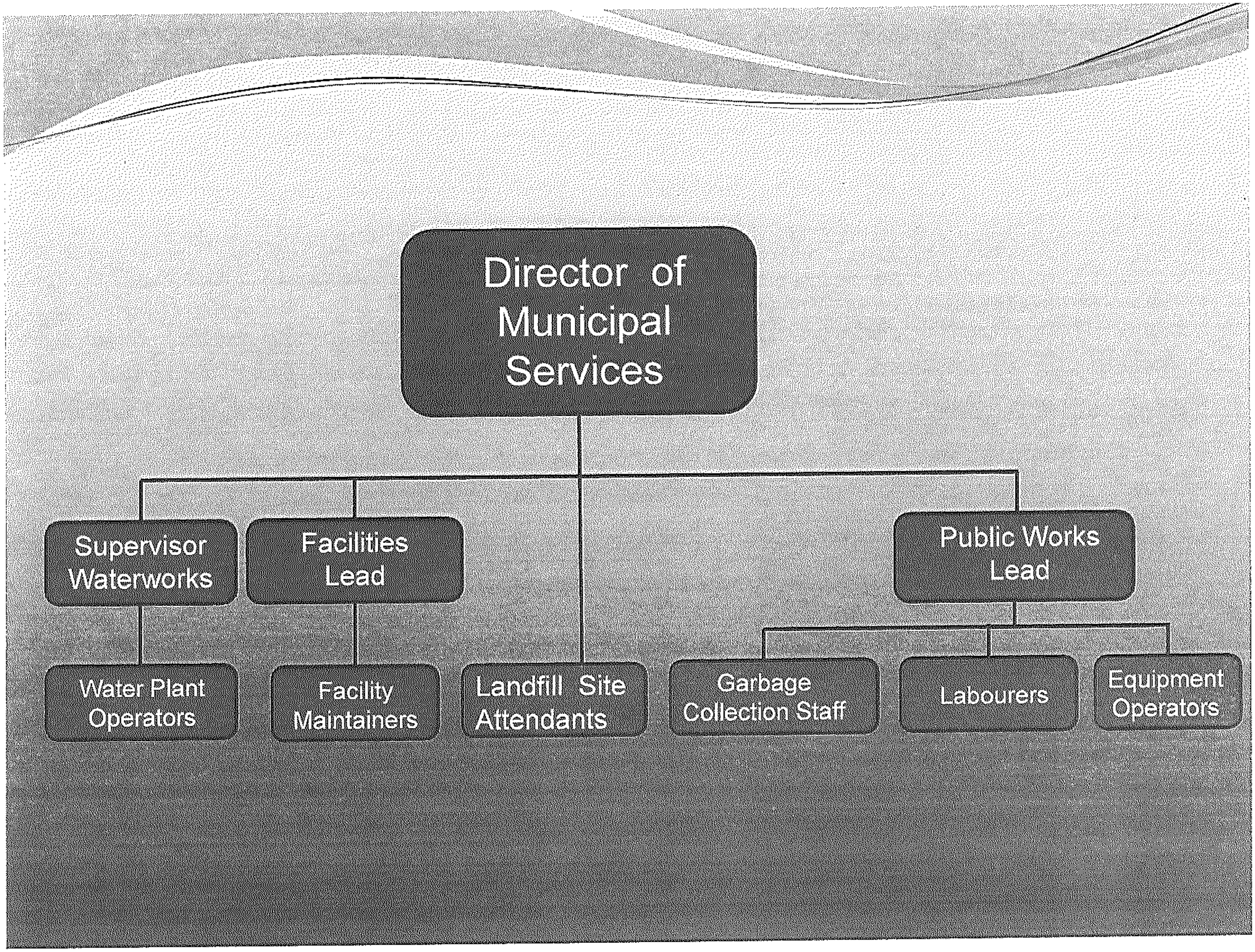
The Town of Fort Smith Department of Facilities Maintenance has three full time maintainers and two seasonal employees who rotate between the arena and facilities department.

Together these employees maintain our facilities including Town Hall, Mary Kaeser Library, Recreation Community Centre & Fort Smith Swimming Pool, Centennial Arena, Animal Shelter, Firehall, and our operational buildings. They are also responsible for the upkeep and maintenance of our parks, playgrounds and trails in the summer months. Working cooperatively with many of our Muncipal Services departments, the Facility Maintainers play key roles in the support of our numerous community events.

Protective Services

Our protective services department includes the Volunteer Fire Department, Volunteer Ambulance Department and a full-time By-Law Enforcement Officer. Operated primarily by volunteers, the cooperative efforts of these departments help to ensure safety throughout our community.

[MUNICIPAL SERVICES]


Director of Municipal Services
Supervisor Waterworks
Facilities Lead
Public Works Lead
Water Plant Operators
Facility Maintainers
Landfill Site Attendants
Garbage Collection Staff
Labourers
Equipment Operators

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

Strategy	Action Item	Specific Goal	Time Frame
Implement an asset management system	1. Complete asset management system implementation and inventory	1. Capital Planning Tool integration	Jan-Feb
		2. Asset Maintenance, useful life, and replacement reporting	
		3. Asset replacement planning	
	2. Asset inspections	1. Asset Maintenance Standards and Inspection Schedule	May-June
		2. Standard Service Level	
		3. Preventative Maintenance Schedule	
	3. Reporting	1. Useful life, amortization	Dec
		2. Replacement Planning	
		3. Trend analysis	
	4. GIS Integration	1. Spatial integration	Aug-Oct
		2. Graphical representation	
		3. Spatial Analysis	

Strategy	Action Item	Specific Goal	Time Frame
Maintain highest service level for sanitary sewer collection	1. Analyze pumped sewer safety and hazardous waste policies	1. Ensure policies are in place 2. Ensure best practices procedures are practiced	Jan-Mar
	2. Analyze pump-out scheduling policies	1. Increase service level to citizens 2. Increase useful life of equipment 3. Decrease operational costs 4. Maximize work manager	Mar-Apr
	3. Review and implement best-practices procedures of other municipalities	Develop best-practices throughout community	Jan-Mar
Increase sanitary treatment system	1. Ammonia Mixing Zone analysis to determine allowable mixing zone within Slave River at lagoon discharge	1. Determine Ammonia mixing zone within Slave River at lagoon discharge 2. Meet requirements of water licence 3. Plan and prepare for CCME standard implementation	Jun-Sept
	2. Lagoon holding capacity review 2. Lagoon expansion review 3. Discharge analysis 4. Analyze and prepare financial impact analysis of mechanical system introduction within lagoon	1. Meet water quality analysis parameters of water licence, Environment Canada and CCME	Jun-Dec
	5. Remove cattails in lagoon cells	1. Increase operational capacity of lagoon	Jul

Strategy	Action Item	Specific Goal	Time Frame
Implement Building inspection program	1. Implement 3dBuiliding Maintenance software (or similar) complete with reporting	1. Develop building maintenance program	Jan - Jun
	2. Complete building inspections	1. Create building inventory and records	
	3. Identify key maintenance tasks	1. Develop building maintenance program	
	4. Develop regular preventative maintenance schedule	1. Develop building maintenance program	
Ensure increased and stronger bylaw enforcement	1. Develop monthly by-law blitz and advertising	1. Increased by-law enforcement	Jan - Dec
	2. Develop rotational schedule	1. create presence within community during weekends and evenings	
	3. Maintain relations with other enforcement bodies (RCMP, ENR,etc)	1. Public Relations	
	4. Increased enforcement	1. Manage a nearly self-sufficient departments	
Waste Management Plan	1. Review and research recycling options	1. Increase recycling	Mar - Apr
	2. Review and research composting options	1. Composting	
	3. Decrease/limit garbage collection, replace with recycle collection	1. Increase landfill life	
	4. Implement gently used goods	1. Recycling	

Variance Analysis – Municipal Services, General Operating - 2011

Public Works Administration: This area was under the allocated budget due primarily to the over-estimation of salaries.

Public Works Operations: Expenditures exceeded budget allocation due to unbudgeted allocation for an equipment lease and an inappropriate allocation of wages.

Ambulance Services: Recovery revenues were underestimated for the 2011 operating year resulting in this variance.

Fire Services: This department appears to be under budget due to a misallocation of forecasted salaries. Corrected salaries have been assessed, still leaving this department minimally under budget.

Variance Analysis – Municipal Services, General Operating - Budget to Budget – 2011 – 2012

Public Works Administration: There was a reduction in the overall budget to more accurately reflect our costs.

Public Works Operations: Increase in budget to accommodate the unbudgeted equipment lease as well as inflation in power and fuel costs.

Facility Maintenance: Increase in budget to reflect allocation of wages and benefits for a full year.

By-Law Enforcement: Increase fine revenue to work toward the goal of a self-sufficient department.

TOWN OF FORT SMITH

MUNICIPAL BUDGET 2012

For Period Ending 31-Dec-2011

	ACTUAL JAN - SEPT 201	FORECAST OCT - DEC 2011	TOTAL - ACT & FORECAST	TOTAL BUDGET 2011	VARIANCE BUD - ACTUAL	BUDGET 2010	BUDGET 2009	RECOMMENDED BUDGET 2012
GENERAL OPERATING FUND								
Public Works Administration	192,627.00	98,000.00	290,627.00	298,975.00	8,348.00	547,352.00	475,000.00	268,600.00
Public Works Operations	196,890.80	75,900.00	272,790.80	207,200.00	-65,590.80	284,633.00	291,300.00	271,691.00
Street Lighting	50,185.10	17,500.00	67,685.10	65,500.00	-2,185.10	62,500.00	77,500.00	70,000.00
Street Signs	1,557.36	800.00	2,357.36	5,000.00	2,642.64	10,000.00	2,000.00	4,000.00
Facility Maintenance	190,629.76	64,650.00	255,279.76	260,450.00	5,170.24	5,100.00	7,000.00	324,500.00
By-Law Enforcement	82,103.01	25,980.00	108,083.01	106,600.00	-1,483.01	147,835.00	107,200.00	62,320.00
Animal Control	12,255.04	5,200.00	17,455.04	24,400.00	6,944.96	31,000.00	23,250.00	18,200.00
Ambulance Services	31,613.30	11,300.00	42,913.30	67,000.00	24,086.70	56,779.00	16,500.00	800.00
Fire Services	60,722.08	23,320.00	84,042.08	121,250.00	37,207.92	129,800.00	99,110.00	117,700.00
Total GENERAL OPERATING FUND	**818,583.45**	**322,650.00**	**1,141,233.45**	**1,156,375.00**	**15,141.55**	**1,274,999.00**	**1,098,860.00**	**1,137,811.00**

TOWN OF FORT SMITH

MUNICIPAL BUDGET 2012

For Period Ending 31-Dec-2011

	ACTUAL JAN - SEPT 201	FORECAST OCT - DEC 2011	TOTAL - ACT & FORECAST	TOTAL BUDGET 2011	VARIANCE BUD - ACTUAL	BUDGET 2010	BUDGET 2009	RECOMMENDED BUDGET 2012
GENERAL OPERATING FUND								
Total Fire Services	60,722.08	23,320.00	84,042.08	121,250.00	37,207.92	129,800.00	99,110.00	117,700.00
Total GENERAL OPERATING FUND	818,583.45	322,650.00	1,141,233.45	1,156,375.00	15,141.55	1,274,999.00	1,098,860.00	1,137,811.00

Fort Smith's water treatment facility is a state of the art conventional class III plant – the highest treatment level in the north. Exclusively designed, it provides quality drinking water from the Slave River raw water supply, including coagulation, flocculation, filtration, chlorination, fluoridation and water conditioning. Summer operation includes a pre-settlement pond system supported by a pump house.

Our staff responsibilities include the operation of the water treatment plant, taking necessary tests of water quality and adjusting that quality by addition of appropriate chemical dosages, monitoring water quality, maintaining records of the entire treatment operation, maintaining logs, monitoring and recording sludge concentration, performing regular operation and maintenance duties for all water treatment support systems including electronic equipment, pump service and repairs, valves, service pneumatic systems, perform regular filter backwash, complete lab exercises and testing, perform seasonal transition and annual shut down maintenance, provide settling pond maintenance and servicing including daily check, pump maintenance, de-sludging and cleaning the liner, providing daily intake maintenance including pump checks and services, replacing packing, total pump replacement when necessary, de-sludging sediment, removing and cleaning debris laden chambers, maintaining heating systems and controls to perform thaw procedures, providing general maintenance to all water treatment buildings, and maintaining two service vehicles, one water delivery truck and an additional back up delivery truck

The Manager of Water Works led our staff and consultants through the Water Licensing Process during the past year. This is a large undertaking that is required to ensure that we maintain our Water License. The areas under consideration when the license application is reviewed focus on the Water and Waste Water operations and processes as well as the Landfill operations and processes.

Variance Analysis – Municipal Services, Utility - 2011

Water & Sewer: Variance is due to monies that have yet to be transferred to reserve. Transfer occurs at year end.

Variance Analysis – Municipal Services, Utility - Budget to Budget – 2011 – 2012

Water & Sewer: Budget allocated will be transferred to reserve at year end.

TOWN OF FORT SMITH

MUNICIPAL BUDGET 2012

For Period Ending 31-Dec-2011

	ACTUAL	FORECAST	TOTAL - ACT	TOTAL BUDGET	VARIANCE	BUDGET	BUDGET	RECOMMENDED
	JAN - SEPT 201	OCT - DEC 2011	& FORECAST	2011	BUD - ACTUAL	2010	2009	BUDGET 2012
UTILITY OPERATING FUND								
Water & Sewer	-78,154.04	17,750.00	-60,404.04	0.00	60,404.04	0.00	1,500.00	-68,994.00
Total UTILITY OPERATING FUND	**-78,154.04**	**17,750.00**	**-60,404.04**	**0.00**	**60,404.04**	**0.00**	**1,500.00**	**-68,994.00**

The Fort Smith Landfill is located 5 km west of Town off Highway 5. Over the last few years, the operations and procedures at the landfill have become an NWT benchmark.

Landfill operations are a major component of the Municipal Water License, and as such, annual groundwater and surface water sampling is completed by independent consultants and reported to the Mackenzie Land and Water Board to ensure we are meeting parameters outlined in the license.

The Fort Smith Landfill operates under an Environmental Protection Act order and is subject to consistent, periodic inspections by GNWT Environment and Natural Resources staff to ensure our landfill complies with legislation. It is for these reasons that we must be vigilant about what is accepted at the landfill and segregate materials.

Partnering with GNWT Environment and Natural Resources, we conduct annual Household Hazardous Waste Collections, where materials not accepted at our landfill can be dropped off. A successful collection was successfully completed in September, 2011, receiving materials such as fluorescent lights, batteries, motor oil, cleaners and much more.

These restrictions are held fast by our hard working attendants who ensure only acceptable materials are dropped at the site, and materials are placed in correct locations. Our attendants also ensure the safety of the property, checking wildlife fencing regularly, sorting materials, maintaining burn pits, clearing and maintaining roadways and culverts, posting proper signage, and more.

As part of their duties, our attendants also collect tipping fees as set out in the bylaw. These fees are used to cover the recycling of materials, maintenance of the site, and regulatory requirements.

Recycling of the white metals (appliances) and hard metals (steels) was completed in the late spring. Materials were compacted and bailed and later removed by Precision North Recycling. The recycling program is run in conjunction with Hay River and Yellowknife landfills. In the upcoming years, we hope to address the shredding and removal of tires, and removal of e-waste.

[MUNICIPAL SERVICES – ENVIRONMENTAL]

Variance Analysis – Municipal Services, Environmental - 2011

Waste Management: Variance is due to monies that have yet to be transferred to reserve. Transfer occurs at year end.

Variance Analysis – Municipal Services, Environmental - Budget to Budget – 2011 – 2012

Waste Management: Budget allocated will be transferred to reserve at year end.

TOWN OF FORT SMITH

MUNICIPAL BUDGET 2012

For Period Ending 31-Dec-2011

	ACTUAL JAN - SEPT 201	FORECAST OCT - DEC 2011	TOTAL - ACT & FORECAST	TOTAL BUDGET 2011	VARIANCE BUD - ACTUAL	BUDGET 2010	BUDGET 2009	RECOMMENDED BUDGET 2012
ENVIRONMENTAL FUND								
Waste Management	7,043.60	136,375.00	143,418.60	0.00	-143,418.60	0.00	0.00	-52,500.00
Total ENVIRONMENTAL FUND	**7,043.60**	**136,375.00**	**143,418.60**	**0.00**	**-143,418.60**	**0.00**	**0.00**	**-52,500.00**

[2011 CAPITAL UPDATE]

2011 Capital Projects Summary

	Budget 2011	Actuals Jan-Oct 2011	Forecast Nov-Dec 2011	Total Cost	Total Variance	Project Status (Details, issues, comments)
Corporate Services						
Computer Upgrade	50,000	79,704	0	79,704	-29,704	
Asset Mgmt. System	60,000	45,000	0	45,000	15,000	Remaining $15,000 will be required in 2012.
Admin. Centre Upgrade	50,000	11,306	38,694	50,000	0	
Municipal Services						
Public Works						
Drainage	50,000			0	50,000	Tender Opening August 5th, 2011 (Report to COW)
Road Works	500,000	4,209	300,000	304,209	195,791	Tender Opening August 5th, 2011 (Report to COW)
Sidewalks/Trail	210,000	0	0	0	210,000	Transferred to 2012
Street Lighting	10,000	0	0	0	10,000	
Protection						
Animal Control Shelter	10,000	5,000		5,000	5,000	Quotes obtained - will be purchasing two sheds - one for dog food and one for bicycles.
Fire Hydrants	30,000	903	29,100	30,003	-3	Advertising only. Major hydrant on McDougall completed, expectation 3-4 more will be completed this season.
Fire Abatement	50,000	179,706	0	179,706	-129,706	Monies remaining for fall program consideration.
Fire Hall Roof (2010)	33,500	23,473	0	23,473	10,027	
Landfill						
Burn Pit Divider	20,000	0	0	0	20,000	To be transferred to 2012
Tire Recycling	60,000	0	0	0	60,000	Exploring options for this service.

	Budget 2011	Actuals Jan-Oct 2011	Forecast Nov-Dec 2011	Total Cost	Total Variance	**Project Status** (Details, issues, comments)
Security	7,000			0	7,000	Will be installing a sensor light in the garbage bin area, however remainder of money will be saved to purchase a higher quality unit in 2012 with Council's agreement.
Parks & Playgrounds	50,000	0	50,000	50,000	0	Being applied to track project.
Parks Signage	10,000	0	0	0	10,000	To be developed in 2012 with new logo, tag line.
Ski Club Grant (Comm. Cap.)	50,000	0	50,000	50,000	0	To be paid, financial statement received.
Golf Course Grant (Comm. Cap.	50,000	0	50,000	50,000	0	To be paid, awaiting financial statements.
Land						
New Land Development	30,000			0	30,000	
Sustainable Development	20,000			0	20,000	
	2,569,400	738,592	702,833	1,441,425	1,127,975	$990,000. to 2011
					137,975	

The Town of Fort Smith's 2012 Capital Plan outlines our long term investments such as new equipment, replacements, new products, and research development projects.

We have included a priority matrix, rating each project objectively in terms of Health and Safety, Legislated Requirements, Operational and Maintenance Standards and Community "Nice to Haves".

[2012 CAPITAL PLAN SUMMARY]

2012 Capital Project Summary

Capital Sheet Page #	Projects	Budget 2012	Project Details (Details, issues, comments)
	Corporate Services	$ 219,000	
61	IT Recommendation	$ 87,000	
62	Work Tech Integration	$ 60,000	
63	Electronic Purchase Order/Vadimview	$ 12,000	
64	Asset Mgmt. System	$ 15,000	2011 Carry-over project.
65	Electronic Sign	$ 45,000	JJEP Grant Funding possibility
	Municipal Services	$ 1,982,500	
	Public Works	$ 1,040,000	
66	Drainage	$ 50,000	
67	Road Works	$ 500,000	
68	Sidewalks	$ 400,000	$210,000 transferred from 2011.
69	Trails	$ 50,000	
70	Street Lighting	$ 10,000	
71	Salt Shed Replacement	$ 30,000	
	Protection	$ 115,500	
72	Fire Hydrants	$ 32,500	
73	SCBA Harnesses & Masks	$ 13,000	
74	Fire Abatement	$ 70,000	($50,000 (2012) & $20,000 (2011))
	Landfill	$ 80,000	
75	Burn Pit Divider	$ 20,000	Transferred from 2011.
76	Tire Recycling	$ 60,000	Transferred from 2011.
	Mobile Equipment	$ 178,000	
77	Ditch Mower	$ 8,000	
78	Garbage Compactor	$ 170,000	
	Utility Infrastructure	$ 569,000	
79	Water Delivery Truck	$ 175,000	$125,000. from 2011.
80	WTP Alternate Heat Source	$ 50,000	2011 Carry Over
81	Lagoon Cattails	$ 15,000	
82	Water Treatment Plant Upgrade	$ 174,000	
83	Environmental Studies	$ 155,000	
84	*GeoExchange*	-	*For information. Funding dependant*
	Community Services	$ 1,055,000	
85	Portable Stage	$ 135,000	
86	Program Equipment	$ 50,000	
87	Irrigation System	$ 120,000	
88	Acoustic Baffles	$ 50,000	
89	Community Centre Front Doors	$ 60,000	
90	Gym Floor	$ 30,000	Transferred from 2011.
91	Parks & Playgrounds	$ 50,000	
92	Parks Signage	$ 10,000	Transferred from 2011.
93	Recreation CC HVAC System	$ 450,000	2011 Carry over
	Ski Club Grant (Comm. Cap.)	$ 50,000	
	Golf Course Grant (Comm. Cap.)	$ 50,000	
	Capital Project Total Summary	$ 3,256,500	
	2011 Transfer or Carry Over	$ 990,000	2011 Transfer or carry over
	2012 Capital Project Expenditure	$ 2,266,500	$1,818,000 (CPI & Gas Tax)
	Capital Funding Available	$ 1,818,000	Gas Tax and CPI Funding
	Other Sources	*$ 448,500*	

[CAPITAL PROJECT SHEETS]

IT Recommendation

Project Name:	**IT Recommendation**	
Project Description:	Recently, the Town had an IT consultant review our entire situation, equipment and connectivity relative to our needs. The review was conducted with an eye to improving our efficiency, security and stability.	
Justification/Rationale:	The report received from the consultant identified our priorities in three categories with Priority 1 – identified as asap-2012, Priority 2 – identified as Preferred in 2012 if at all possible and Priority 3 – identified as Could wait to 2013 if required.	
Priority:	3 - Health & Safety 3 - Legislated Requirement 10 - Maintenance of Operational Standard 9 - Nice to have (1-10 top)	
Additional Information:		
Estimated Costs:		
Available Funding	$	
Wages		
Professional Fees (Engineering, Architectural, Legal, etc.)		
Materials	87,000.00	Priority 1 & 2
Contracted Services		
Equipment		
Miscellaneous		
TOTAL ESTIMATED COSTS	**$ 87,000.00**	

Electronic Purchase Order

Project Name:	**Electronic Purchase Order**	
Project Description:	Implementation of an electronic purchase order system that integrates with the financial system.	
Justification/Rationale:	This module will enable tracking of all purchases with purchase orders, tracking of quality of goods and services received, eliminate matching of invoices and purchase orders and eliminate duplicate invoice entry requirements. This will enforce purchase parameters as outlined in our purchasing policy.	
Priority:	0 - Health & Safety 0 - Legislated Requirement 10 - Maintenance of Operational Standard 4 - Nice to have (1-10 top)	
Additional Information:		
Estimated Costs:		
Available Funding		
Wages	$	
Professional Fees (Engineering, Architectural, Legal, etc.)		
Materials		
Contracted Services	**12,000.00**	
Equipment		
Miscellaneous		
TOTAL ESTIMATED COSTS	**$ 12,000.00**	

Electronic Sign

Project Name:	**Electronic Sign**	
Project Description:	The purchase and installation of a new electronic sign at the administration centre including a stand.	
Justification/Rationale:	The sign installed this year is a safety hazard as it is too small and therefore moves to quickly, making it difficult for drivers to read. An electronic sign is critical to our operation as it is the single most important method of communication within the community. In the event of an emergency, it is the only timely method of communicating with the majority of the residents.	
Priority:	8 - Health & Safety 0 - Legislated Requirement 10 - Maintenance of Operational Standard 10 - Nice to have (1-10 top)	
Additional Information:	The Town will be applying for a JEPP grant to assist with the cost of this item.	
Estimated Costs:		
Available Funding		
Wages		
Professional Fees (Engineering, Architectural, Legal, etc.)		
Materials		
Contracted Services	**$15,000**	
Equipment	**$30,000**	
Miscellaneous		
TOTAL ESTIMATED COSTS	**$45,000**	

Roadworks 2012

Project Name:	Roadworks 2012	
Project Description:	Chip seal or hard surface roads rehabilitated in 2011 roadworks project.	
Justification/Rationale:	Increased infrastructure improvements to part of Park Drive, Carls Drive, Primrose Lane and Bell Rock. Hard surface or chip sealing roadways not completed in paving project. Useful life and maintenance standard of hard surfacing on Marine Drive and all of Park Drive may need to be reviewed. Additional inspection and repair options for Paddle Street will be reviewed.	
Priority:	8 - Health & Safety 0 - Legislated Requirement 8 - Maintenance of Operational Standard 6 - Nice to have (1-10 top)	
Additional Information:	2011 roadworks project rebuilt base, regarded road surface and improved drainage to prepare for hard surfacing. Useful life of hard surfacing on Marine Drive and all of Park Drive may need to be reviewed.	
Estimated Costs:	Total	
Available Funding		
Wages		
Professional Fees (Engineering, Architectural, Legal, etc.)	$50,000	
Materials	$150,000	
Contracted Services	$300,000	
Equipment		
Miscellaneous		
TOTAL ESTIMATED COSTS	**$500,000**	

Trails

Project Name:	Trails	
Project Description:	Upgrade and installation of trails throughout community to continue to develop alternate transportation routes	
Justification/Rationale:	Upgrade of informal trail system used throughout community as alternate transportation routes. Review trail system within community core to establish connectivity in trail system. Promotes active living within our community.	
Priority:	4 - Health & Safety 0 - Legislated Requirement 0 - Maintenance of Operational Standard 8 - Nice to have (1-10 top)	
Additional Information:	Options for granular surfaced trail system will be explored to maximize available budget. Possibility of excess gravel from 2011 Aggregate Acquisition contract could be utilized in gravelled trail system.	
Estimated Costs:		
Available Funding		
Wages		
Professional Fees (Engineering, Architectural, Legal, etc.)		
Materials		
Contracted Services	$50,000	
Equipment		
Miscellaneous		
TOTAL ESTIMATED COSTS	**$50,000**	

Salt Storage Shed

Project Name:	Salt Storage Shed	
Project Description:	New construction of storage shed for road salt.	
Justification/Rationale:	Existing salt storage shed at 7-bay is rusted due to oxidation. Review non-metal storage options.	
Priority:	10 - Health & Safety 0 - Legislated Requirement 10 - Maintenance of Operational Standard 5 - Nice to have (1-10 top)	
Additional Information:		
Estimated Costs:		
Available Funding		
Wages		
Professional Fees (Engineering, Architectural, Legal, etc.)		
Materials		
Contracted Services		
Equipment	$30,000	
Miscellaneous		
TOTAL ESTIMATED COSTS	**$30,000**	

SCBA Harnesses & Masks

Project Name:	SCBA Harnesses & Masks	
Project Description:	Breathing Apparatuses at firehall are out of date and need to be replaced due to new legislation and safety requirements. 4 replaced in 2011. 16 more to be replaced.	
Justification/Rationale:	New legislation and safety requirements.	
Priority:	10 - Health & Safety 10 - Legislated Requirement 10 - Maintenance of Operational Standard 0 - Nice to have (1-10 top)	
Additional Information:	Each SCBA approximately $800.	
Estimated Costs:		
Available Funding		
Wages		
Professional Fees (Engineering, Architectural, Legal, etc.)		
Materials		
Contracted Services		
Equipment	$13,000	
Miscellaneous		
TOTAL ESTIMATED COSTS	**$13,000**	

Burn Pit Divider

Project Name:	Burn Pit Divider	
Project Description:	Construction of concrete barrier between burn pits 1 and 2 at landfill.	
Justification/Rationale:	Divider will ensure that burning in each pit remains isolated. It will allow one pit to be loaded, maintained and unlit while the other is burning. Will ensure safety of public and personnel offloading items to the burn pits.	
Priority:	10 - Health & Safety 0 - Legislated Requirement 10 - Maintenance of Operational Standard 5 - Nice to have (1-10 top)	
Additional Information:		
Estimated Costs:		
Available Funding		
Wages		
Professional Fees (Engineering, Architectural, Legal, etc.)		
Materials		
Contracted Services	$20,000	Installation
Equipment		
Miscellaneous		
TOTAL ESTIMATED COSTS	**$20,000**	

Ditch Mower

Project Name:	Ditch Mower	
Project Description:	Ditch mower for John Deere Tractor.	
Justification/Rationale:	Road sides and low sloped ditches mowed with attachment instead of finish mowers. Safer, faster mowing. Less wear and tear on finish mowers.	
Priority:	3 - Health & Safety 0 - Legislated Requirement 6 - Maintenance of Operational Standard 2 - Nice to have (1-10 top)	
Additional Information:		
Estimated Costs:		
Available Funding		
Wages		
Professional Fees (Engineering, Architectural, Legal, etc.)		
Materials		
Contracted Services		
Equipment	$8,000	
Miscellaneous		
TOTAL ESTIMATED COSTS	**$8,000**	

Water Delivery Truck

Project Name:	Water Delivery Truck	
Project Description:	Water Delivery Truck to replace existing as it has reached the end of its useful life	
Justification/Rationale:	Water Delivery Truck to replace existing as it has reached the end of its useful life	
Priority:	10 - Health & Safety 5 - Legislated Requirement 10 - Maintenance of Operational Standard 3 - Nice to have (1-10 top)	
Additional Information:	$125,000 transfer from 2011, additional $25,000 allocated from 2012	
Estimated Costs:		
Available Funding		
Wages		
Professional Fees (Engineering, Architectural, Legal, etc.)		
Materials		
Contracted Services		
Equipment	$175,000	
Miscellaneous		
TOTAL ESTIMATED COSTS	**$175,000**	

Lagoon Cattails

Project Name:	Lagoon Cattails	
Project Description:	Cattail removal at the lagoons	
Justification/Rationale:	Cattail removal at lagoons – expands capacity.	
Priority:	8 - Health & Safety 0 - Legislated Requirement 10 - Maintenance of Operational Standard 6 - Nice to have (1-10 top)	
Additional Information:		
Estimated Costs:		
Available Funding		
Wages		
Professional Fees (Engineering, Architectural, Legal, etc.)		
Materials		
Contracted Services	$15,000	
Equipment		
Miscellaneous		
TOTAL ESTIMATED COSTS	**$15,000**	

Environmental Studies

Project Name:	Environment Studies - Legislated		
Project Description:	Studies required as part of new water licence.		
Justification/Rationale:	Stipulations of water licence require studies at landfill and lagoon: • Ammonia Mixing Zone • Hydrogeological Study • Groundwater Monitoring Parameters • Landfill Closure & Reclamation Plan		
Priority:	8 - Health & Safety 10 - Legislated Requirement 7 - Maintenance of Operational Standard 8 - Nice to have (1-10 top)		
Additional Information:			
Estimated Costs:	Ammonia Mixing Zone	Hydrogeological Study	Additional Consulting
Available Funding			
Wages			
Professional Fees (Engineering, Architectural, Legal, etc.)	$30,000	$60,000	$50,000
Materials			
Contracted Services	$15,000		
Equipment			
Miscellaneous			
TOTAL ESTIMATED COSTS			**$155,000**

Portable Stage

Project Name:	Portable Stage	
Project Description:	Purchase a portable stage to be used at performing arts and cultural events throughout the community.	
Justification/Rationale:	The only existing stage is located at Conibear Park and is in a stage of disrepair. A portable unit would enable us to provide an excellent replacement at Conibear Park as well as at any one of the many events hosted throughout the year at any number of other locations.	
Priority:	5 - Health & Safety 0 - Legislated Requirement 5 - Maintenance of Operational Standard 10 - Nice to have (1-10 top)	
Additional Information:	This equipment is fabricated to individual customer specifications and the final estimate will reflect our own design requirements. There is some potential to generate revenues through rental of this stage.	
Estimated Costs:		
Available Funding		
Wages	$	
Professional Fees (Engineering, Architectural, Legal, etc.)		
Materials		
Contracted Services		
Equipment	$135,000	
Miscellaneous		
TOTAL ESTIMATED COSTS	**$135,000**	

Irrigation Systems

Project Name:	Irrigation Systems	
Project Description:	Installation of an irrigation system at the Soccer Pitch – Running Track, Conibear Park and Town Hall.	
Justification/Rationale:	To maintain quality facilities at reduced costs – staff filling this function is expensive and an irrigation system would improve quality and reduce cost over time.	
Priority:	0 - Health & Safety 0 - Legislated Requirement 10 - Maintenance of Operational Standard 9 - Nice to have (1-10 top)	
Additional Information:	Further investigation into reducing costs by revising to be site specific projects will be further reviewed.	
Estimated Costs:		
Available Funding		
Wages	$30,000	
Professional Fees (Engineering, Architectural, Legal, etc.)		
Materials	$80,000	
Contracted Services		
Equipment	$10,000	
Miscellaneous		
TOTAL ESTIMATED COSTS	**$120,000**	

RCC Front Doors

Project Name:	Front Entrance Doors RCC	
Project Description:	Replace main entrance doors at Recreation & Community Centre	
Justification/Rationale:	The existing (original) doors were not specified to acceptable standards and have failed at this time. The jambs have buckled and locking hardware is inappropriate for this application. Locking hardware has been repeatedly repaired by Fruend's, however, has reached a point where it is no long repairable.	
Priority:	8 - Health & Safety 0 - Legislated Requirement 10 - Maintenance of Operational Standard 5 - Nice to have (1-10 top)	
Additional Information:		
Estimated Costs:		
Available Funding		
Wages	$	
Professional Fees (Engineering, Architectural, Legal, etc.)		
Materials	$50,000	
Contracted Services	$10,000	Installation
Equipment		
Miscellaneous		
TOTAL ESTIMATED COSTS	**$60,000**	

Parks & Playgrounds

Project Name:	Parks & Playgrounds	
Project Description:	New playground equipment, greens space furniture	
Justification/Rationale:	$50,000 allocated annually for 4 years. New playground equipment in existing playground spaces, site furniture (mounted picnic tables, garbage cans, recycling, etc) in well used green spaces.	
Priority:	8 - Health & Safety 8 - Legislated Requirement 5 - Maintenance of Operational Standard 10 - Nice to have (1-10 top)	
Additional Information:	$50,000 would allow one complete playground replacement per year.	
Estimated Costs:	Total	
Available Funding		
Wages		
Professional Fees (Engineering, Architectural, Legal, etc.)		
Materials		
Contracted Services	$15,000	
Equipment	$35,000	
Miscellaneous		
TOTAL ESTIMATED COSTS	**$50,000**	

Recreation CC HVAC System

Project Name:	Recreation HVAC System	
Project Description:	Review and upgrade existing HVAC system at RCC to mitigate summer heat issues. Existing system shop drawings were never obtained and cannot be now. Taylor Co. has retained FSC Engineering to redesign the system to accommodate coils in the existing ducting. Taylor Co will be able to size AC unit once redesign is complete. Both difficult without original information to be able to match air curve performances.	
Justification/Rationale:	Review and upgrade existing HVAC system at RCC to mitigate summer heat issues.	
Priority:	10 - Health & Safety 0 - Legislated Requirement 10 - Maintenance of Operational Standard 10 - Nice to have (1-10 top)	
Additional Information:	Transfer from 2011	
Estimated Costs:		
Available Funding		
Wages		
Professional Fees (Engineering, Architectural, Legal, etc.)	$300,000	
Materials	$150,000	
Contracted Services		
Equipment		
Miscellaneous		
TOTAL ESTIMATED COSTS	**$450,000**	