














Town of Fort Smith  
Corporate Services Committee  
Tuesday, April 9<sup>th</sup>, 2024 at 7:30 pm  
Town Hall Council Chambers

1. Call to Order
2. Declaration of Financial Interest
  - a. Statement of Disclosure of Interest
3. Delegation
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
    - i. Draft Communications Plan
  - g. Bylaw Review Committee
    - i. Draft Mill Rate Bylaw 1058
  - h. Post-Secondary Education Committee
  - i. NTPC Intervention Committee
6. Directors Report
  - a. Accounts Paid List
  - b. Correspondence
  - c. License Report
7. Administration
  - a. MACA O&M Funding Contribution Agreement
  - b. MACA Water & Sewer Services Contribution Agreement
8. Other Business
9. Excusing of Councillors
10. Date of Next Meeting
11. Adjournment

Attached Documents	
 Statement of Disclosure of Interest	 Corporate Services Minutes March 5, 20
 Vision and Values.pdf	 Strategic Plan.pdf
 Town of Fort Smith, NT Communications	 Bylaw 1058 2024 Mill Rate Bylaw.pdf
 Accounts Paid List - March 2024.pdf	 Correspondence - March 2024.pdf
	 Licensing Report March 2024.pdf
 Fort Smith 2024-25 O_M Funding Agree	 Fort Smith 2024-25 WWS Funding Agree



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

Chairperson: Cr. Fergusson  
Members: Mayor Daniels, Cr. Campbell, Cr. Pischinger, Cr. Beaulieu, Cr. Couvrette  
Regrets: D/M Korol, Cr. Tuckey  
Staff Present: Tracy Thomas, Senior Administrative Officer – Microsoft Teams  
Katie Reid, Executive Secretary  
Guests: Amanda-Brea Watson, Dillon Consulting Limited

1. Call to Order

Mayor Daniels called the meeting to order at 7:27 pm and handed the Chair to Cr. Tuckey.

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.

**RECOMMENDATION**

**Moved by: Cr. Couvrette**

**Seconded by: Cr. Pischinger**

**That the agenda be adopted as presented.**

**CARRIED UNANIMOUSLY**

- b. Minutes – The Corporate Services Standing Committee Minutes of February 6<sup>th</sup>, 2024, were reviewed and adopted at the Regular Meeting of Council on February 20<sup>th</sup>, 2024.

Cr. Couvrette advised that NTPC is proposing a rate increase of 12-13% across the NT which equals approximately a 5.5% increase per kilowatt to Fort Smith residents and is proposed to be administered on April 21<sup>st</sup>, 2024. He continued that the substantiation for the increase is to offset diesel expenditures to power thermal zones in the NT. Cr. Couvrette encouraged residents to contact the MLA or the Minister Responsible for the NTPC to express their opposition to the substantial cost of living increase. Additionally, he noted the increase would equal approximately a \$32 per month average increase amongst South Slave residences. Further to this, Cr. Couvrette advised that the Legislative Assembly recently announced four priorities for their term, and none were to address the affordability and cost of living in the NT.

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

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

4. Director's Report

- a. Accounts Paid List – The Accounts Paid List from February 2024 was reviewed. Cr. Campbell noted an ambulance bay rental payment in the accounts paid list and asked if the ambulance bay facility would go to tender as suggested by the former SAO. Administration will determine where the Town is at with this process.

- b. Correspondence – The Correspondence List from February 2024 was reviewed.

- c. License Report – The License Report from February 2024 was reviewed.

5. Administration

- a. Briefing Note 2024 Capital Plan and Priority Matrix – The briefing note was reviewed. Administration advised that the draft 2024 Capital Plan used the modified 2023 Capital Project Update from July 2023 as a base removing any completed projects. She continued that new projects for 2024 were accompanied by substantiation sheets. She advised that the draft was reviewed at the Special Meeting on February 19<sup>th</sup> and prioritized to include projects currently underway and evergreen projects, as well as projects focused on public health and safety, and related to wildfire preparedness and winter power outages. Administration advised that she would update the long-term capital plan accordingly.

Cr. Campbell noted that the boat launch upgrade is prioritized last on the matrix. He noted that \$25k was allocated to upgrades two years ago and was unspent. He noted that the current condition of the road was problematic when bringing down pumps to access water in response to wildfires in 2023.

Cr. Pischinger noted that the cemetery retrofit project is ranked 25 on the list and asked if the work is planned for completion this year. Administration confirmed this.

Cr. Couvrette felt the functional review is valuable but that he would not request the reevaluation of the review's prioritization. He noted that the review would look at municipal core services and level of services to the community to evaluate if they are provided efficiently and effectively while maximizing resources with the same level of staffing and funding.

Cr. Campbell asked if project managers would be hired for the projects. Administration confirmed this. Cr. Campbell requested hiring multiple local project managers through a tender process to handle the various projects.

Cr. Campbell asked if other projects would be considered outside of the prioritized projects. Administration confirmed this as discussed during the February 19<sup>th</sup> Special Meeting and suggested revisiting the 2024 Capital Plan in September 2024.

**RECOMMENDATION**

**Moved by: Cr. Couvrette**

**Seconded by: Cr. Campbell**

**That the 2024 Capital Plan be approved as presented.**

**CARRIED UNANIMOUSLY**

6. Excusing of Councillors

**RECOMMENDATION**

**Moved by: Cr. Couvrette**

**Seconded by: Cr. Pischinger**

**That D/M Korol and Cr. Tuckey be excused from the Corporate Services Standing Committee Meeting on March 5<sup>th</sup>, 2024.**

**CARRIED UNANIMOUSLY**

7. Date of Next Meeting

The next Corporate Services Standing Committee meeting will be on April 2<sup>nd</sup>, 2024.

8. Adjournment

**RECOMMENDATION**

**Moved by: Cr. Pischinger**

**Seconded by: Cr. Campbell**

**That the meeting be adjourned at 7:53 pm.**

**CARRIED UNANIMOUSLY**

# Vision

The vision statement outlines what our community wants to be. Our vision statement provides a basis for future decision-making and activities.

**The Town of Fort Smith will work with our partners to enhance our excellent quality of life by respecting values, traditions, and healthy lifestyles. We will continue to advance as a unified, active and prosperous community.**

# Values

The mission defines how the Town will operate; it represents what is fundamentally important to us in how we work with each other and represent the citizens of Fort Smith.

- **Welcoming** – we are a friendly community which embraces our visitors, students and residents alike.
- **Innovative** – we take on new challenges in the pursuit of excellence.
- **Sustainable** – we are committed to sustainability in our Town’s operations and development.
- **Unified** – we work with Indigenous governments and our partners to implement our plans and achieve our goals.
- **Committed** – we operate professionally and to the highest ethical standards.



*Fort Smith*  
*Northwest Territories*  
UNEXPECTED. UNFORGETTABLE.

# TOWN OF FORT SMITH

## STRATEGIC PLAN - 2018



WELCOMING | INNOVATIVE | SUSTAINABLE | UNIFIED | COMMITTED

# Message from the Mayor



On behalf of the Town Council for the Town of Fort Smith, I am pleased to present the new Strategic Plan. This plan provides direction for how the Town will move forward in priorities, decisions, and opportunities for the next several years.

We have been able to meet with residents, businesses, and other Governments throughout the town to talk about what is vital to our community growth, wellness, sustainability, roles, economy, values, and identity. It is through the engagement process that we identified and consolidated the goals that you see as essential for the municipality. Many are under the mandate of the Town, while many others highlight the role that we need to take as a facilitator on social and wellness issues and as an advocate for our community.

Our decision-making process connects to the vision that our community has put forward. As we resolve issues that come before Council and how we will proceed, the Strategic Plan will be an integral part of those discussions. The Strategic Plan will be brought forward to the community for continued engagement through implementation.

We look forward to bringing to life the vision that we have created together.

**Mayor Lynn Napier-Buckley**

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# Introduction

Building on the successful implementation of the 2010 Strategic Plan, Town Council initiated a Strategic Plan update. A community engagement process was undertaken to better understand the priorities that residents feel their local government should focus on.

This Strategic Plan is an important document for our town. It defines where we want to go as a community and provides us with the map to get there. It helps us to respond effectively and efficiently to issues facing our community and to take advantage of new opportunities that arise. It's about setting the direction that will help to maintain the kind of town we want.

We spoke with over 200 Fort Smith residents about your priorities for our town through an intensive engagement process. Whether you responded to the survey, attended a community event or participated through an advisory board, we thank you for being part of the process.

Strategic Planning is an on-going process. We will need additional input from our residents as we implement this plan. We hope that you will continue to partner with us, so we can continue to meet your needs now and in the future.

On behalf of the Town of Fort Smith Council and Staff, the Mayor and Council are pleased to present our 2018 Strategic Plan. This Plan establishes our goals and sets our direction over the next several years.

# Background

The Town of Fort Smith is nestled on the banks of the Slave River<sup>1</sup>. Once the capital of the Northwest Territories, Fort Smith has always been a hub of activity. For centuries, the Dene and Métis hunted and fished the land and tributaries flowing into the Slave River. The waterway was key to their movements, following the ancient rhythms of animals and seasons. Explorers and fur traders later used the Slave as a gateway from the Prairies when travelling north from Lake Athabasca.

Fort Smith was the site of a Hudson Bay settlement. For 200 years, all freight from the south travelled the Slave River. Due to the formidable rapids at Fort Smith, this freight would need to be portaged. This was the route to the Arctic until a highway to Hay River was built in 1949 and freight was transported to Great Slave Lake. Fort Smith was the capital of the Northwest Territories until 1967.

Today, its residents describe Fort Smith as a friendly, welcoming community. It has much to offer to residents and visitors alike. The Town has modern facilities, including a library, arena, snowboard park, track and field facility, pool, curling rink, and large gymnasium; excellent health and social services; and regular community programming for all age levels. Health and safety are ensured by the local RCMP detachment, volunteer fire and ambulance departments, the volunteer animal society, and the Fort Smith Health and Social Services Centre.

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

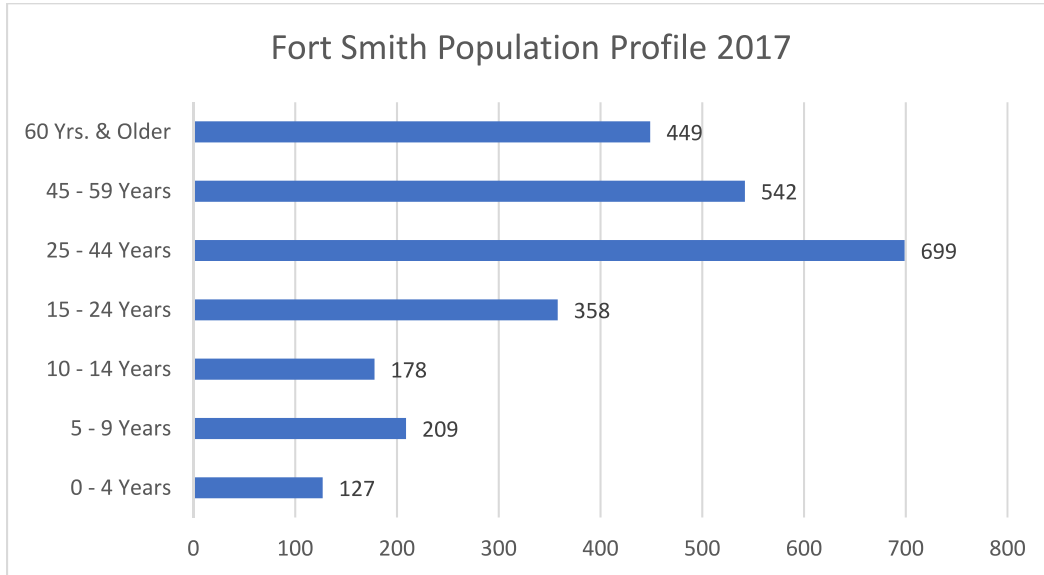
World-class rapids, the world's largest Dark Sky Preserve, a UNESCO World Heritage Site and territorial and national parks are all nearby. The Northern Life Museum and Cultural Centre features impressive cultural and natural collections from the Thebacha region.

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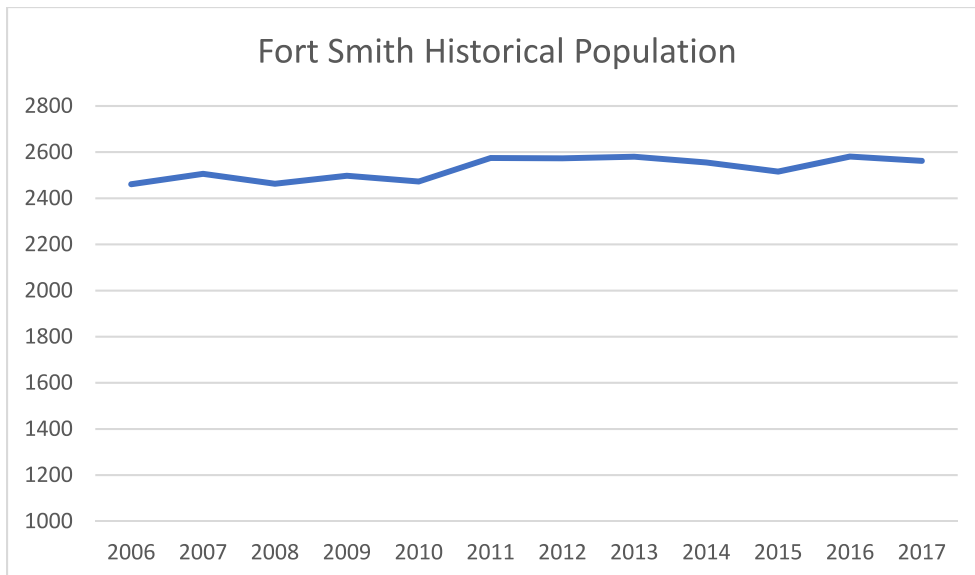
<sup>1</sup> From Town of Fort Smith Website

# Demographics

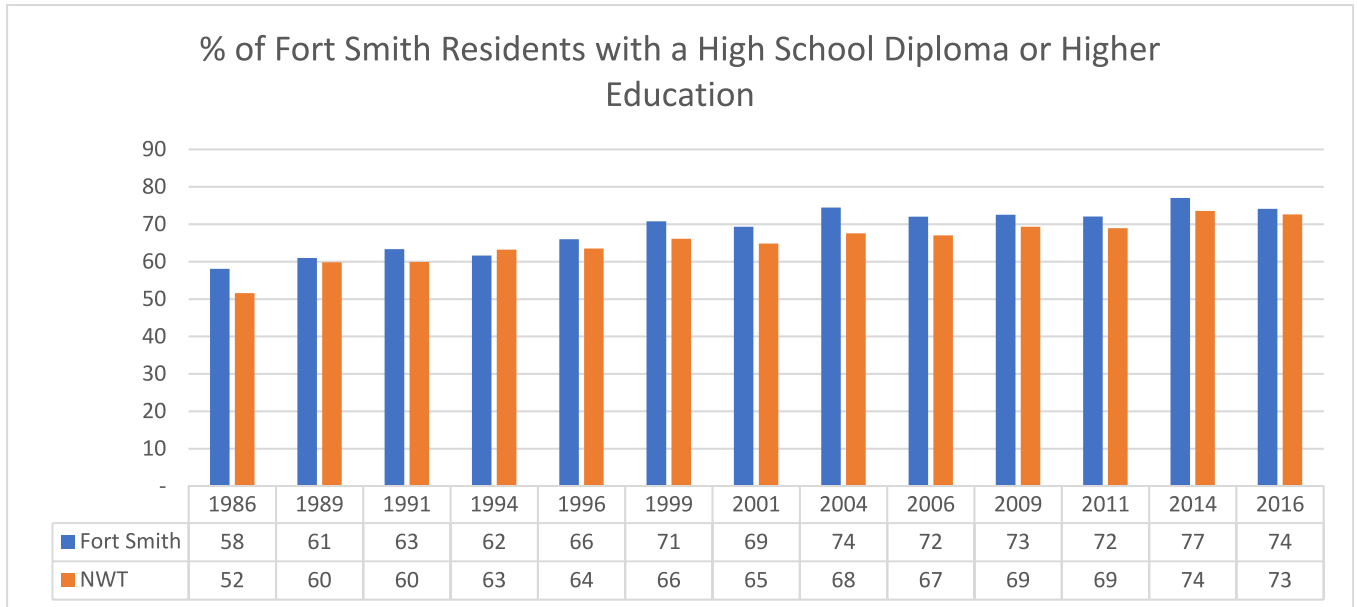
The 2017 population profile below shows that the largest age group in Fort Smith is from ages 25-44. While this is significant, it is also worth noting that 34% of the population is under the age of 24 and 39% of the population is over the age of 45.



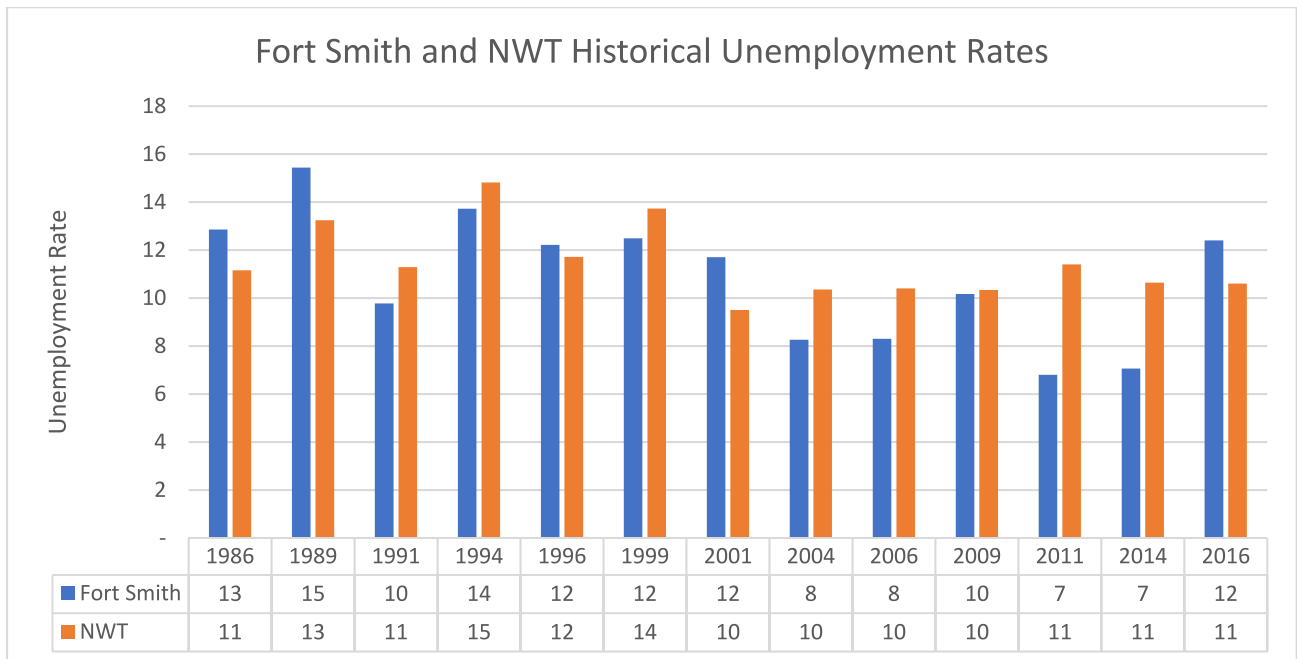
From 2007 to 2017 there was a slight increase in the population of Fort Smith. It grew by 0.2% in that time frame. However, the population of the age group 60 + rose by 4.2% over those 10 years.



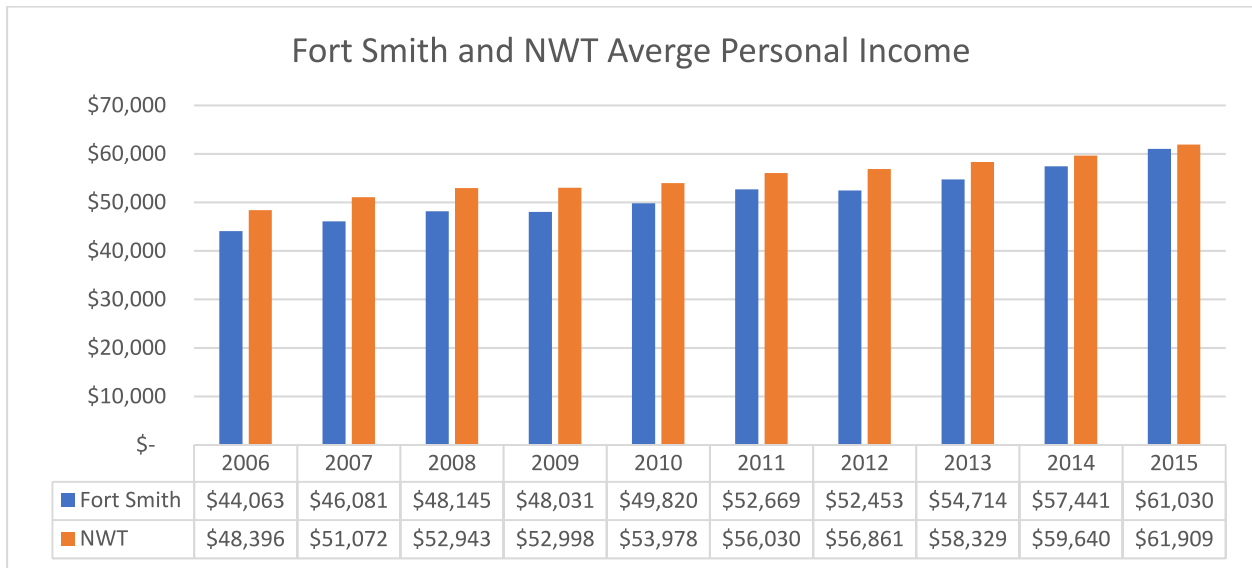
Fort Smith is a well-educated community. Those who hold a high school graduation diploma or have achieved higher education has increased in Fort Smith and throughout the NWT from 1986 to 2016. In general, the percentage of residents with a high school diploma or higher education is higher among those living in Fort Smith than the whole of the NWT.



The unemployment rate in Fort Smith is generally lower than the NWT.



Average incomes in Fort Smith continue to rise. From 2006 to 2015, the average personal income has been slightly lower in Fort Smith than in the Northwest Territories. However, the increase in income during this period has been higher in Fort Smith.



# Process

The community engagement process took place over a 12-month period in 2017 and 2018. More than 200 residents participated and identified opportunities for Fort Smith's future. The perspectives gathered provide direction for the updated Strategic Plan. The process included the following opportunities for engagement:

- Community Survey
- Stakeholder workshops (7) – Northern Life Museum, Fort Smith Housing Authority, Chamber of Commerce, Fort Smith Métis Council, Fort Smith Seniors Society, Salt River First Nation, Smith's Landing First Nation, and Fort Smith Health and Social Services Society.
- Mayor and Council Workshops (3)
- Town of Fort Smith Advisory Board Workshops – Culture, Recreation, Tourism and Trade, and Sustainable Development.
- Information Booth at Aurora College
- Youth Visioning Workshop
- World Café

## Vision

The vision statement outlines what our community wants to be. Our vision statement provides a basis for future decision-making and activities.

**The Town of Fort Smith will work with our partners to enhance our excellent quality of life by respecting values, traditions, and healthy lifestyles. We will continue to advance as a unified, active and prosperous community.**

## Values

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- **Welcoming** – we are a friendly community which embraces our visitors, students and residents alike.
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- **Sustainable** – we are committed to sustainability in our Town’s operations and development.
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- **Committed** – we operate professionally and to the highest ethical standards.

# Priorities

Key themes and priorities emerged through the community engagement process. The residents of Fort Smith have a clear perspective on our Town's priorities. They are presented in two sections. The first includes priorities within the Town's mandate to address; the second include priorities that the Town can work with other governments and agencies to achieve.

## Town Mandate

- responsive government
- youth
- attraction and retention of residents
- partnerships with Indigenous governments and others
- safety and legislation
- infrastructure
- community services
- communication

## Town as Facilitator

- health and wellness
- child care
- sustainability, energy and climate change
- education
- economy
- affordable housing

# Goals, Strategies and Actions

Based on the priorities our goals are:

- **To retain existing and attract new residents**
- **To be the healthiest community in the Northwest Territories**
- **To be a leader in sustainability**
- **To grow our role as the education capital in the NWT**
- **To create a diversified local economy**
- **To operate a responsive and transparent government**

Each goal is supported by strategies and actions to address the priorities. We are committed to working toward achieving these goals.

## To retain existing and attract new residents.

### Accomplishments

- Downtown Development Plan
- Special awards program that contributes to communication with elders
- Community engagement
- Development of Westgrove III

### Strategies

- Support the development of affordable housing within the town
- Support the development of high quality and affordable child care in the town
- Work with Indigenous governments to support their development plans
- Promote Fort Smith as the Best Place to Live North of 60
- Develop a road connecting Fort Smith with the south

### Support the development of affordable housing within the town

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6 Yrs +
Identify tools the Town has to reduce housing costs	A		
Work with local developers to promote diversity of housing types	A		
Work with the Fort Smith Housing Authority		A	
Work with the College to explore feasibility of renovating and renting vacant student housing			G
Work with the GNWT to explore the feasibility of renovating and renting the RCMP homes being replaced			G
Lobby GNWT, Minister, and Federal Government for support to develop housing			G

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

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6 Yrs +
Work with partners to develop child care (including infant, toddler, pre-school and after school care) in the town	A		
Identify tools available to the Town to support the development of additional child care spaces	A		

### Work with Indigenous governments to support their development plans

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

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

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

**Develop a road connecting Fort Smith with the south**

<b>Actions (A – Administrative; G – Governance)</b>	<b>1-2 Yrs</b>	<b>3-5 Yrs</b>	<b>6 Yrs +</b>
Work with the GNWT, Government of Alberta, the Federal Government and Indigenous Governments in and around Wood Buffalo National Park to create the connection			G

## To be the healthiest community in the Northwest Territories.

### Accomplishments

- ☑ Rebuilding the arena
- ☑ Increased and stronger bylaw enforcement
- ☑ Fire smart program
- ☑ Partnership with RCMP
- ☑ Pedestrian and vehicle safety improvements
- ☑ Improvement in community services
- ☑ Track and field facility
- ☑ Thebacha Trail
- ☑ Snowboard park
- ☑ Hosting the Arctic Winter Games

### Strategies

- Increase community wellness and overall health
- Maintain and improve existing community facilities
- Ensure the safety of our residents

### Increase community wellness and overall health

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

### Maintain and improve existing community facilities

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

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

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

## To be a leader in sustainability.

### Accomplishments

- Contributions of the Advisory Boards
- Waste Management Strategy
- Arena has electrified boiler (back up oil boiler only used if no power)

### Strategies

- Be the first carbon neutral community in the NWT
- Reduce waste

### Be the first carbon neutral community in the NWT

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

### Reduce waste

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

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

### Accomplishments

- Enhanced partnerships with Joseph Burr Tyrell Elementary School and Paul William Kaeser High School
- Town support for school events and activities

### Strategies

- Lobby the GNWT to maintain and grow Fort Smith's educational status in the NWT
- Building strong relationships with the Aurora College Student Community
- Foster relationship with our schools – Joseph Burr Tyrell Elementary School and Paul William Kaeser High School
- Maintain the headquarters for NWT post-secondary education in Fort Smith

### Lobby the GNWT to maintain and grow Fort Smith's educational campus status in the Northwest Territories

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

### Build strong relationships with the Aurora College Student Community

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

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

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

Lobby the GNWT to ensure that Aurora College headquarters remain in Fort Smith, to reestablish appropriate governance of Aurora College, and to reinstate programs recently abolished (teacher education, social work)	G		
Work with other territorial governments (municipal, Indigenous) GNWT Ministers and MLAs to emphasise the benefits of having Aurora College headquarters in Fort Smith, and the dangers of GNWT centralisation	G		

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

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

## To create a vibrant local economy.

### Accomplishments

- Economic Development Strategy
- Hired Economic Development Officer

### Overall Strategies

- Support implementation of Economic Development Strategy
- Continue training of Economic Development Officer
- Build capacity of the Economic Development department
- Ensure continuing roles for the Tourism and Trade Advisory Board

### Goals + Strategies (from 2017 Economic Development Strategy)

#### Goal #1: Foster and Encourage Business and Job Creation and Retention Strategies

- Opportunities assessment
- Develop land & business inventory
- Gather input from business community
- Identify investment objectives & strategies
- Implement investment strategy
- Strengthen government positions in Fort Smith

#### Goal #2: Increase Communication with and within the Business Community Strategies

- Assess local business climate
- Provide educational & networking opportunities
- Regular communication with business community
- Support Chamber of Commerce with “Shop Local” campaign

#### Goal #3: Diversify the Local Economy Strategies

- Create a cooperative planning strategy with community and regional partners
- Identify areas of economic “leakage” and areas to recapture spending
- Encourage youth and emerging entrepreneurs

#### Goal #4: Attract and Retain Residents to live in Fort Smith Strategies

- Identify the current situation
- Define key target markets, messaging & strategy
- Develop a marketing strategy
- Increase housing options
- Create a resident ambassador program

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**Goal #5: Enhance Livability**

**Strategies**

- Identify areas needing improvement
- Strengthen public engagement
- Create a community improvement plan/program
- Create municipal funding program
- Identify transportation concerns
- Grow culture and arts sector

**Goal #6: Attract Shoppers and Visitors from the Region into our Community**

**Strategies**

- Direct marketing campaign
- Improve visitor experience

**Goal #7: Champion and Assist with Tourism Product Development and Packaging**

**Strategies**

- Champion new development
- Identify the barriers to tourism development
- Encourage cultural aspects of tourism products

**Goal #8: Increase number of Festivals, Sporting Events and Conferences held in Fort Smith**

**Strategies**

- Create/maintain active Volunteer Base
- Collaborate with local and territorial organisations to host and market events

**Goal #9: Work with Regional Partners to Market Fort Smith (Hay River, Fort McMurray, Yellowknife, Edmonton)**

**Strategies**

- Market Fort Smith regionally, nationally and internationally

## To operate a responsive and transparent government.

### Accomplishments

- ☑ Paving of roads
- ☑ More streetlights
- ☑ Improved clearing of roads and sidewalks
- ☑ Waste Management Plan
- ☑ Updating bylaws
- ☑ 20 Year Capital Plan
- ☑ Council representative on the Museum Board
- ☑ Continuing implementation of Infrastructure Plan
- ☑ Stability in management
- ☑ Invigoration of Advisory Boards
- ☑ Website
- ☑ Opportunities for citizens to be involved in governance without being on Council

### Strategies

- Continue to provide high quality programs and services to our citizens
- Implement the calls to action for municipal governments from the Truth and Reconciliation Commission
- Be the employer of choice in the NWT
- Maintain and improve existing community infrastructure
- Review legislation to ensure it is up to date and relevant
- Ensure community members are well-informed
- Improve communication and dialogue with other levels of government including government agencies and boards
- Formalise orientation for new and returning Mayor and Council by Administration to ensure continuity after elections

### Continue to provide high quality programs and services to our citizens

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Undertake annual community services satisfaction survey to identify improvements and solicit ideas for new programs and services	A		
Continue tax relief program for seniors and disabled persons		G	
Coordinate annual meeting of all Advisory Boards; facilitate sharing of information between Boards; quarterly Chair meetings	G		
Develop a Sponsorship Policy to increase revenue available for programs and services	A		

Recognise and support the work of volunteers	G		
--	---	--	--

### Implement the calls to action for municipal government from the Truth and Reconciliation Commission

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Fully adopt and implement the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> as the framework for reconciliation	G		
Reform policies and bylaws in support of decolonisation	G		
Provide education to staff on the history of Indigenous people, including the history and legacy of residential schools, the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> , Treaties and Indigenous rights, and Indigenous-Crown relations	A		

### Be the employer of choice in the NWT

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

### Maintain and improve existing community infrastructure

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

### Review legislation to ensure it is up to date and relevant

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

**Ensure residents, college students and visitors are well-informed**

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

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

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

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

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

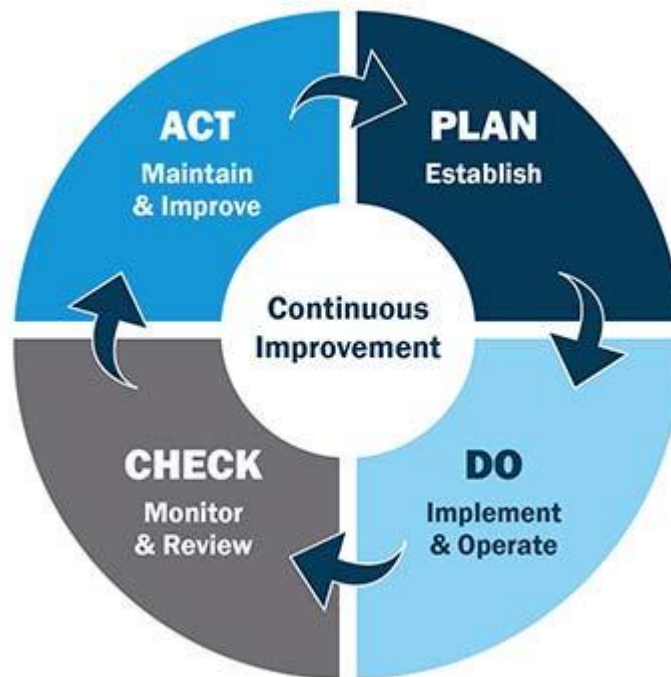
## Next Steps

As a next step, we will work with staff to develop the financial plans to support the implementation of our Strategic Plan. Some of our strategies can be pursued, and action items can be accomplished, over the short-term while others might need to be pursued over the long-term.

Meeting our goals will require a coordinated effort from Mayor and Council, staff, Advisory Boards, other agencies and residents. Each Strategic Plan goal includes an implementation plan with suggested strategies and actions for addressing that goal. This is a critical starting point for the implementation of the Plan.

Evaluation and monitoring is the second key implementation tool. Evaluation and monitoring annually will enable us to:

- prioritize goals each year;
- set specific performance measures and performance targets;
- analyze progress towards meeting targets;
- reconsider goals and timing considering progress;
- involve residents in evaluating success; and
- communicate successes and challenges to residents as well as plans for the upcoming year.



WELCOMING | INNOVATIVE | SUSTAINABLE | UNIFIED | COMMITTED

This approach provides a continual loop of planning, implementation and evaluation. It includes all stakeholders and involves residents in proactively planning community services as well as evaluating how community programs and services are meeting their needs.

Through this process we have identified our community values and priorities, and these will be our guide as we move forward. Our progress toward addressing these priorities and achieving our goals will be formally reported on through the Town's Annual Report.

Strategic Planning is an on-going process and your feedback is an important part of moving forward.

# Appendix - Foundational Documents

## Foundational documents

Below is a list of the documents reviewed as part of the process of developing the 2018 Town of Fort Smith Strategic Plan.

GNWT, **Cities, Towns and Villages Act** (2014)  
GNWT, **Summary of Community Statistics** (2018)  
Salt River First Nation, **Municipal Services Agreement** (2001)  
Smith Landing First Nation, **Municipal Services Agreement** (nd)  
Town of Fort Smith, **5 Year Capital Plan** (2010)  
Town of Fort Smith, **20 Year Capital Plan** (2014)  
Town of Fort Smith, **Capital Plan** (2016)  
Town of Fort Smith, **Community Energy Plan** (2010)  
Town of Fort Smith, **Community FireSmart Protection Plan** (2010)  
Town of Fort Smith, **Community Services Master Plan** (2012)  
Town of Fort Smith, **Drainage Assessment** (2010)  
Town of Fort Smith, **Economic Development Strategy** (2017)  
Town of Fort Smith, **Integrated Community Sustainability Plan** (2010)  
Town of Fort Smith, **Parks and Open Space Plan** (2017)  
Town of Fort Smith, **Tourism/Visitor Services Branding and Marketing Strategy** (2011)

# Town of Fort Smith Communications Plan

March 2023



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# Moving forward: a vision for Fort Smith's future

Fort Smith's Communication Plan lays the foundation for a strategic approach to communication. This plan focuses on building relationships with main target groups through sustainable and timely communication. It emphasizes the municipality's commitment to open, two-way dialogue, listening to the community, and all staff and elected officials working collaboratively to engage citizens. The Communication Plan reflects Council's vision and mission and will be revised each year to ensure alignment with the Town's strategic priorities.

## **Vision**

"The Town of Fort Smith will work with its partners to enhance our excellent quality of life by respecting values, traditions, and healthy lifestyles. We will continue to advance as a unified, active, and prosperous community."

## **Mission**

The Town of Fort Smith's mission is to operate an open, transparent and effective government that utilizes the vast experiences of every member of our community to foster a strong cohesive community spirit.

# Background

## Our process

Fort Smith's Communication Plan is built on the belief that people will support what they help create. The guiding principles, objectives and actions contained in this plan will be developed through input from multiple channels :

- This plan includes a random telephone survey of 100-200 Fort Smith residents, a survey of all staff, and in-depth interviews with the Mayor and Council, and members of the town administration.
- SAO and Communications Committee will build a shared understanding of the results, prioritize outcomes/goals, consider the required actions to achieve the outcomes/goals and identify key performance measures.
- Council would be presented the findings before planning sessions are organized to clarify the vision, mission, strategic priorities, and communication expectations and needs.

The result is a Communication Plan that integrates feedback from the community, Council and staff. It establishes the foundation for an organizational culture that is committed to listening and responding to citizens and an organization where staff are knowledgeable, accountable, aware of their responsibilities and supported in their roles.

## Themes from the process

The Town of Fort Smith requires a strategic approach to ensure that communication activities support organizational priorities. The results of all surveys and interviews will acknowledge the communication gaps we have in our community. It is the responsibility of all staff while reinforcing the role of an effective communications department to facilitate success. Our internal processes need improvement to ensure consistent messaging, a focus on enhanced design and targeting, and an emphasis on outcomes over outputs.

# Organizational achievements

The Town of Fort Smith recognizes that a shift in organizational culture is required to transform Fort Smith to a municipality that provides proactive information, rather than a reactive communication model. A strategic team that is committed to two-way communication, meaningful citizen engagement and collaboration. With the support of the SAO, Town administration and Council, we are exploring new ways of working together internally to communicate effectively and efficiently across departments so that external communication and customer service also improves.

We have invested in an Executive Assistant to the SAO who will help streamline our communication and ensure that all parts of our Town are informed of pertinent information moving forward.

# The internal/external dynamic

The Town of Fort Smith has a responsibility to communicate and engage with residents. Everyone representing the organization has a role to play in communicating, and communication is key to achieving Fort Smith's strategic priorities.

It is also important to note that achieving an environment where all Town staff play a role in effective communication, depends on having the relational and transactional infrastructure in place to support them.

Specifically, staff want to feel part of an organization that acknowledges their value and treats them with respect. They want to reflect an environment of trust, credibility and expertise. They want to feel confident in their relationships and, in turn, this confidence will assure them that they have the right information and permissions to not only share information within and outside the organization, but to engage in conversations to generate greater understanding. Together, these would form the foundation of relational infrastructure and contribute to more open, honest, transparent and relationship-oriented communication activities. A relational infrastructure is also key to helping an organization build trust.

Additionally, staff need to know they have support and buy-in from management as well as adequate resources and training to fulfill their communication roles. They want clear processes and procedures as well as effective planning and evaluation mechanisms. Together, these make up the transactional infrastructure and reflect systems-level investments that ensure people within the organization understand their roles, responsibilities and the most efficient and effective pathways to communicate.

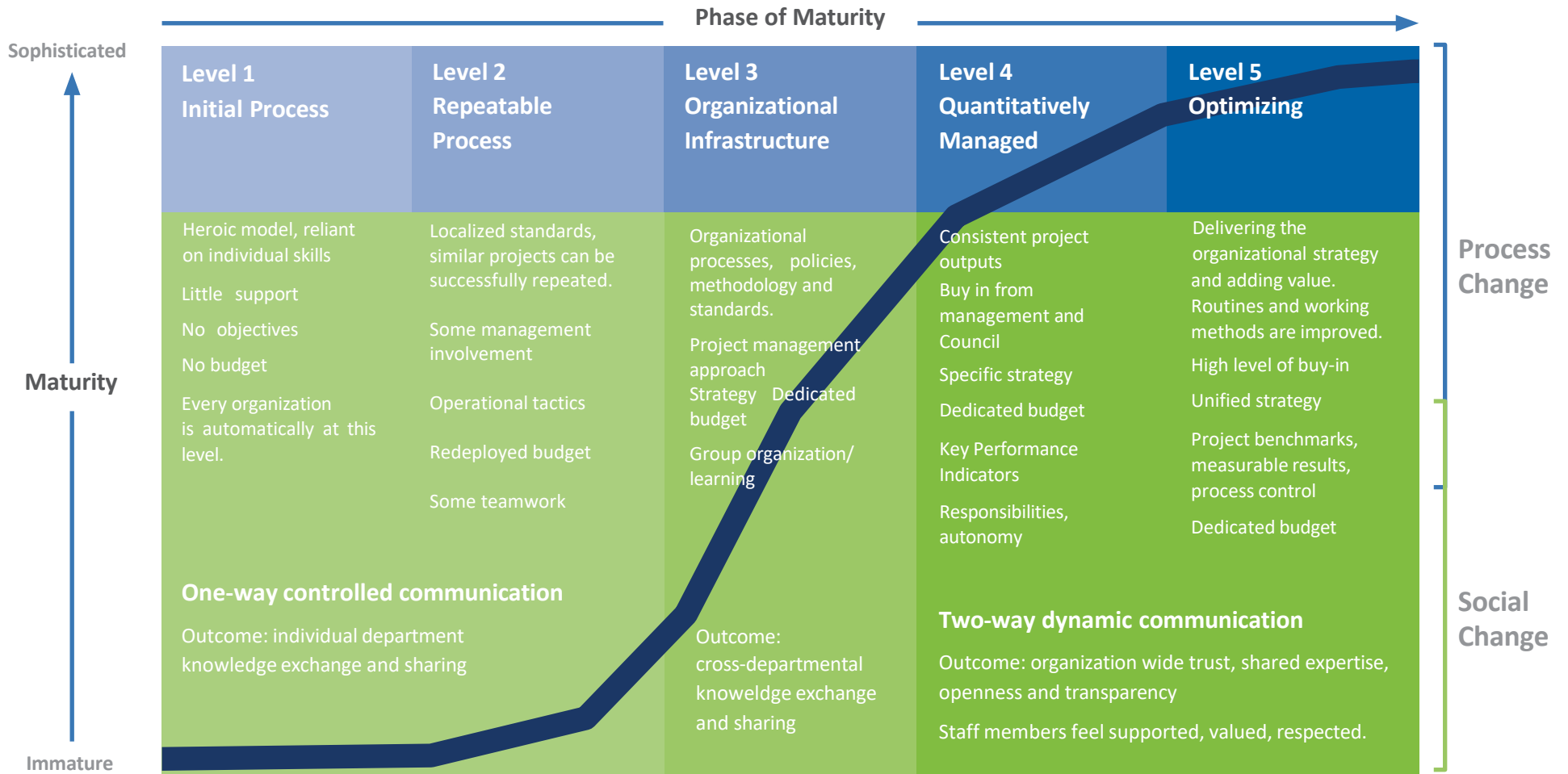
By investing in relational and transactional infrastructure, the Town of Fort Smith will help to mature its communication.

As an organization's communication matures, its people move from a focus on their personal communication efforts toward being part of a team effort to meet the needs of its key audiences. It finds that there are supports in place to reduce any one individual's effort and risk and to increase the impact of their contributions.

The Communications Maturity Model describes five stages that an organization will transition through as it achieves communications maturity. This is critical in both managing through change in an organization and building a level of internal engagement, that encourages people to want to communicate about their work environment and to engage with others to help build relationships. This enhances people's perceptions of and experiences within the Town of Fort Smith.

# The internal/external dynamic

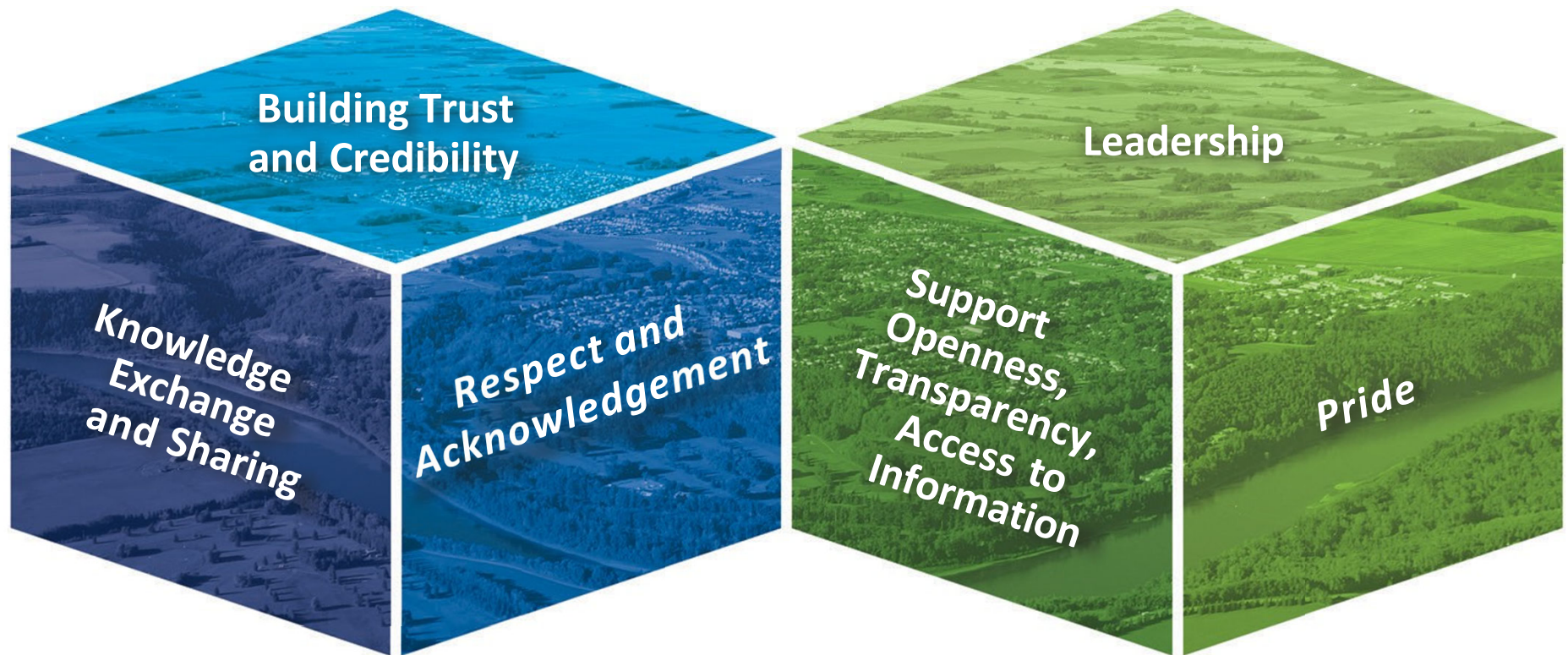
## Communications Maturity Model



REFERENCE: CAMIADE, J. AND CLAISSE, M (2011). THE MATURITY MODEL - SOCIAL MEDIA MARKETING, AT INTERNET WHITE PAPER; MESSINGER, P. ET AL (2015).

# Guiding principles

Guiding principles form the foundation of the Town of Fort Smith's Communication Plan and define what is important for our success. These principles describe what we wish to foster and strive for at all levels of the organization.



# Your communications department

The Town of Fort Smith has established an Executive Assistant to the SAO, who will work to ensure that the Town's vision is represented and facilitated accordingly with respect to the overall Communications strategy.

While it is imperative to understand that everyone in the organization plays a role in effective communication, the role of the Executive Assistant is to help the Town of Fort Smith achieve efficient and meaningful strategies and tactics. Our Executive Assistant will work in tandem with the SAO and other departments to lead and guide strategic communication that help us to achieve our organizational priorities.

The specific role of the Executive Assistant is to provide communication advice and support to Council, the Senior Administrative Officer and enhance and protect the image of the Town of Fort Smith; oversee initiatives that support the advancement of The Town's Strategic Priorities; and identify and manage emerging issues.

The Executive Assistant's work can be described by five categories:

## Communications Strategy & Strategic Initiatives

- Plans, develops and implements communications policies and strategies on behalf of the Town of Fort Smith.
- Creates and executes a comprehensive annual communications plan to support the Town's strategic priorities and assess the ongoing effectiveness.
- Serves as the secondary media contact for the Town.
- Oversees the creation and maintenance of Town communications including news releases, speeches, key messages, brochures, newsletters, website and social media.
- Establishes and maintains relationships with media to provide positive assistance and communications.

## Quality Control

- Serves as the quality control centre for ensuring the look, messaging and tone of external communications materials reflect the Town's professionalism, brand value and organizational priorities. This quality control includes recommendations for review and signoff on all print and social media communications before it's distributed to the public.
- Requires all project charters, municipal plans or programs to address communications as a part of the planning and development process.

## Issues Management

- Identifies issues affecting the Town and provides expert advice and assistance to the SAO, to help facilitate and manage issues.
- Develops communications plans and consultation tools in response to emerging issues.

## Communications Advice and Support

- Maintains a high level of familiarity with town practices, initiatives, and issues.
- Provides communication advice and support to Council, the Senior Administrative Officer, and Directors by working closely with these individuals and establishing and maintaining relationships.

## Disaster & Emergency Communication

- Works with local, regional, and territorial RCMP, Fire, EMS, and transportation agencies relating to disaster and emergency situations and communicating these details to the residents of the Town.
- A policy and guidelines for communication if the Executive Assistant is away and unable to provide updated correspondence.

# Social Media Posts

## Town Website

	Required items	Comments/Questions	Daily Posts	Consistency	Approved to Post
	<ul style="list-style-type: none"> <li>Caption/Image/Details</li> <li>Contact details (email address/phone number)</li> <li>Call to action and details</li> <li>Link to comments/suggestions</li> </ul>	<ul style="list-style-type: none"> <li>Link to a comments or questions section that will be emailed to the Executive Assistant for reply or referral</li> <li>Every comment, question or suggestion will be replied to</li> </ul>	<ul style="list-style-type: none"> <li>Updates will be made daily</li> <li>Emergency updates will be updated every 3 hours until end</li> </ul>	To maintain consistent communication across all social media channels, every post to Town of Fort Smith website, must also be posted to Facebook and Twitter pages.	<ul style="list-style-type: none"> <li>Executive Assistant</li> <li>Economic Development Officer</li> <li>Executive Secretary</li> <li>Directors (if needed)</li> <li>SAO (if needed)</li> </ul>
	<ul style="list-style-type: none"> <li>Town Logo</li> <li>Contact details (email address/phone number)</li> <li>Call to action and details.</li> </ul>	<ul style="list-style-type: none"> <li>Comments will be turned on for every post</li> <li>We will acknowledge questions and comments with a reply or emoticon.</li> <li>Every share will be acknowledged.</li> </ul>	<ul style="list-style-type: none"> <li>Updates will be made daily</li> <li>Emergency updates will be updated every 3 hours until end</li> </ul>	To maintain consistent communication across all social media channels, every post to Facebook, must also be posted to the Town's Twitter page.	<ul style="list-style-type: none"> <li>Executive Assistant</li> <li>Economic Development Officer</li> <li>Executive Secretary</li> <li>Directors (if needed)</li> <li>SAO (if needed)</li> </ul>
	<ul style="list-style-type: none"> <li>Contact details (email address/phone number)</li> <li>Call to action and details.</li> </ul>	<ul style="list-style-type: none"> <li>Every comment will be replied to</li> <li>Every share will be acknowledged.</li> </ul>	<ul style="list-style-type: none"> <li>Updates will be made daily</li> <li>Emergency updates will be updated every 3 hours until end</li> </ul>	To maintain consistent communication across all social media channels, every post to Twitter, must also be posted to the Town's Facebook page.	<ul style="list-style-type: none"> <li>Executive Assistant</li> <li>Economic Development Officer</li> <li>Executive Secretary</li> <li>Directors (if needed)</li> <li>SAO (if needed)</li> </ul>

## Facebook

## Twitter

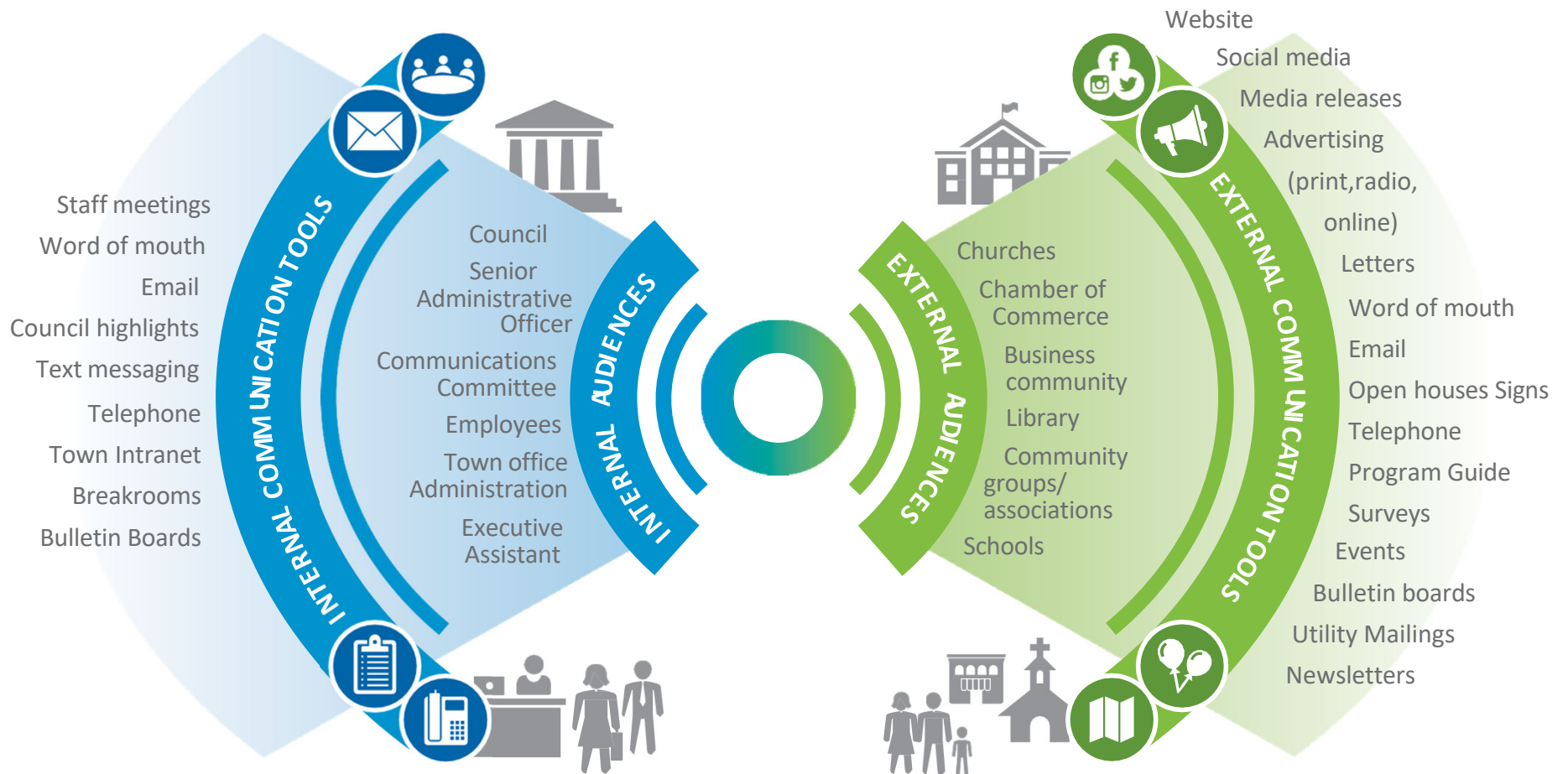
# Social Media Posts Continued

	Required items	Comments/Questions	Daily Posts	Consistency	Approved to Post
<b>Instagram</b>	<ul style="list-style-type: none"> <li>• #townoffortsmith</li> <li>• Minimum of 3 hashtags (#) or mentions (@)</li> <li>• Keep content light and in good faith</li> </ul>	<ul style="list-style-type: none"> <li>• Comments or questions will be monitored by the Executive Assistant for reply or referral</li> <li>• Every comment, question or suggestion will be replied to</li> </ul>	<ul style="list-style-type: none"> <li>• Updates will be made daily</li> <li>• Emergency updates will be updated every 3 hours until end</li> </ul>	To maintain consistent communication across all social media channels, every post to Instagram, must also be posted to Facebook and Twitter pages.	<ul style="list-style-type: none"> <li>• Executive Assistant</li> <li>• Economic Development Officer</li> <li>• Executive Secretary</li> <li>• Directors (if needed)</li> <li>• SAO (if needed)</li> </ul>
<b>TikTok</b>	<ul style="list-style-type: none"> <li>• #townoffortsmith</li> <li>• Minimum of 3 hashtags (#) or mentions (@)</li> <li>• Keep content light and in good faith</li> </ul>	<ul style="list-style-type: none"> <li>• Comments or questions will be monitored by the Executive Assistant for reply or referral</li> <li>• Every comment, question or suggestion will be replied to</li> </ul>	<ul style="list-style-type: none"> <li>• Updates will be made daily</li> <li>• Emergency updates will be updated every 3 hours until end</li> </ul>	To maintain consistent communication across all social media channels, every post to TikTok, must also be posted to the Town's Facebook page.	<ul style="list-style-type: none"> <li>• Executive Assistant</li> <li>• Economic Development Officer</li> <li>• Executive Secretary</li> <li>• Directors (if needed)</li> <li>• SAO (if needed)</li> </ul>
<b>YouTube</b>	<ul style="list-style-type: none"> <li>• #townoffortsmith</li> <li>• Minimum of 3 hashtags (#) or mentions (@)</li> <li>• Contact details for questions (email address/phone number)</li> </ul>	<ul style="list-style-type: none"> <li>• Every comment will be replied to</li> <li>• Every share will be acknowledged.</li> </ul>	<ul style="list-style-type: none"> <li>• Updates will be made for each town meeting</li> <li>• Emergency updates will be updated every 3 hours until end</li> </ul>	To maintain consistent communication across all social media channels, every post to YouTube, must also be posted to the Town's Facebook page.	<ul style="list-style-type: none"> <li>• Executive Assistant</li> <li>• Economic Development Officer</li> <li>• Executive Secretary</li> <li>• Directors (if needed)</li> <li>• SAO (if needed)</li> </ul>

# Key audiences & Effective communication tools

Communication activities can be described as serving internal and external audiences, respectively. While best practices and tactics to engage with and make an impact on these audiences can be similar, the most effective and accessible tools to reach these audiences differ substantially.

The following graphic identifies key internal and external audiences and, accordingly, the most effective communications tools available to the Town of Fort Smith to communicate with these audiences.



# Social Media Demographics/Analytics (Sep 2022 vs. Mar 2023)

These next 5 slides represent the increase in page views and interactions in the last 6 months.

## Reach

Facebook Page reach ⓘ

13,690 ↑ 56.4%



## Reach

Facebook Page reach ⓘ

20,440 ↑ 7.7%



### Facebook Page reach

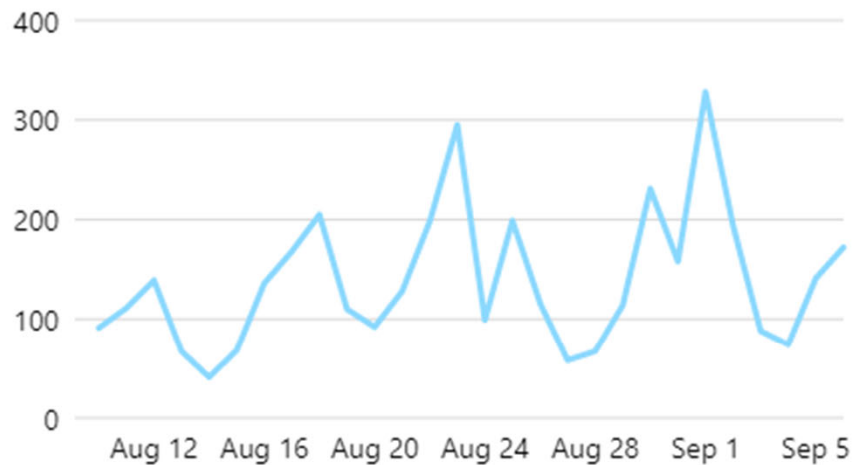
The number of people who saw any content from your Page or about your Page, including posts, stories, ads, social information from people who interact with your Page and more. Reach is different from impressions, which may include multiple views of your posts by the same people. This metric is estimated.

# Social Media Demographics/Analytics (Sep 2022 vs. Mar 2023)

## Page and profile visits

Facebook Page visits ⓘ

3,888 ↑ 21.2%



## Page and profile visits

Facebook Page visits ⓘ

4,671 ↓ 7.5%



## Facebook Page visits

The number of times your Page was visited.

# Social Media Demographics/Analytics (Sep 2022 vs. Mar 2023)

## Audience

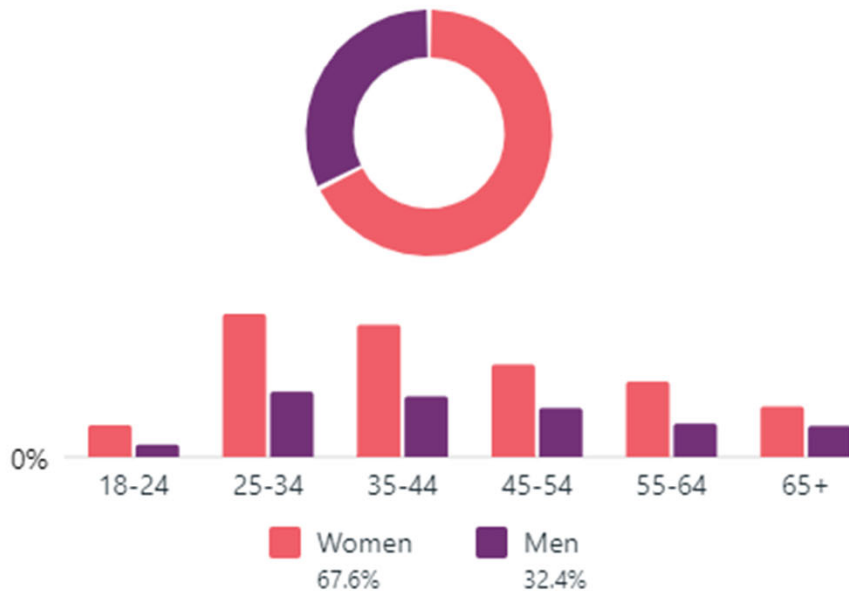
Current audience

Potential audience

Facebook Page followers ⓘ

2,590

Age & gender ⓘ



## Audience

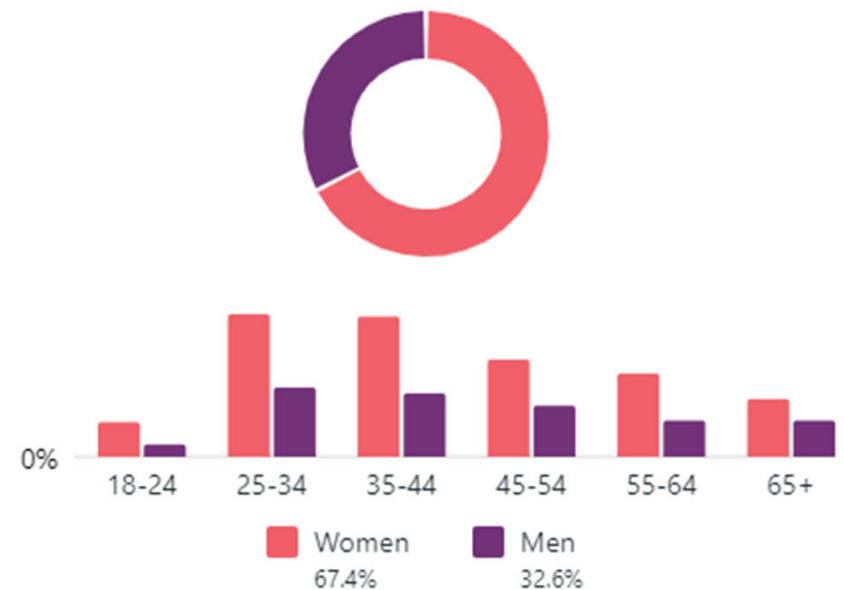
Current audience

Potential audience








Facebook Page followers ⓘ

2,754



Age & gender ⓘ



# Social Media Demographics/Analytics (September 2022)

Page	Page likes ↓	Page likes change ↑↓	Published content
 <b>City of Yellowknife</b> This site is maintained by the City of Yellowknife. Multum in Parvo: Man...	12.1K	↑ 62	68
 <b>City of Whitehorse, Yukon</b> Official government page for the City of Whitehorse. Named the Wilder...	11.4K	↑ 177	76
 <b>Tourism Brantford</b> Discover Brantford	9.6K	↑ 46	34
 <b>City of Fernie</b> The official Facebook page of the City of Fernie. We share updates from ...	3.6K	↑ 29	27
 <b>Town of Hay River, NT</b> 100-62 Woodland Drive Hay River, NT X0E 1G2 (867)874-6522	3.1K	↑ 10	22
 <b>Town of Inuvik</b> The Town of Inuvik was the first community north of the Arctic Circle bui...	2.7K	↑ 24	26
 <b>The Town of Fort Smith, NT</b> This is the official Facebook page of the Town of Fort Smith, NT	2.5K	↑ 28	65


# Social Media Demographics/Analytics (March 2023)

Page	Page likes	↓	Page likes...	↑↓	Published content
 <p>City of Yellowknife This site is maintained by the City of Yellowknife. Multum in Parvo: Man...</p>	12.3K		↑ 7		29
 <p>City of Whitehorse, Yukon Official government page for the City of Whitehorse. Named the Wilde...</p>	12.2K		↑ 97		67
 <p>Discover Brantford Discover Brantford</p>	9.7K		↑ 15		21
 <p>City of Fernie The official Facebook page of the City of Fernie. We share updates fro...</p>	3.9K		↑ 24		27
 <p>Town of Hay River, NT 100-62 Woodland Drive Hay River, NT X0E 1G2 (867)874-6522</p>	3.2K		↑ 6		30
 <p>Town of Inuvik The Town of Inuvik was the first community north of the Arctic Circle b...</p>	2.8K		↑ 20		23
 <p>The Town of Fort Smith, NT The official Facebook page of the Town of Fort Smith, NT</p>	2.6K		↑ 32		58

# Where we're headed: Desired outcomes

The purpose of communication is to impact the way people feel or behave. The Town of Fort Smith will use communications and engagement tactics and tools, in accordance with the IAP2 spectrum of engagement.

This helps influence key audiences by helping them to access information and partner with them to achieve shared goals.

Increasing Level of Public Impact 					
	Inform	Consult	Involve	Collaborate	Empower
<b>Public Participation Goal</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solution.	To obtain public feedback on analysis, alternative and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution.	To place final decision-making in the hands of the public, with expert advice and feedback from the surveys and focus groups.
<b>Promise to the public</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspiration, and provide feedback on how the public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporating your advice and recommendation into the decisions to the maximum extent possible.	We will implement what you decide with strategic decisions made by our Town leadership.
<b>Example techniques</b>	<ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Websites</li> <li>• Open houses</li> </ul>	<ul style="list-style-type: none"> <li>• Public comment</li> <li>• Citizen Focus groups</li> <li>• Surveys</li> <li>• Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Deliberative polling</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen advisory committees</li> <li>• Consensus building</li> <li>• Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• Citizen focus groups</li> <li>• Ballots</li> </ul>

SOURCE: INTERNATIONAL ASSOCIATION OF PUBLIC PARTICIPATION

# Where we're headed: Desired outcomes

The Town of Fort Smith has identified four outcomes that it wants to achieve as a result of investing in communication activities. These outcomes reflect the input of Council members and reflect our future areas of focus.

Over next 3 years, the Town of Fort Smith is committed to implementing the actions outlined on the following pages to ensure measurable results. The outcomes are written as statements that, if everything is achieved, the Town of Fort Smith's key audiences will agree to within three years.

A Policy of Communication requirements and guidelines will be determined and put into a manual that is reviewed each year and will evolve based on Town feedback and market trends.

## Desired outcome 1 (External focus)

- The Town is a proactive organization that builds relationships and encourages citizen engagement.

## Desired outcome 2 (External focus)

- The community embraces a culture of healthy active living for all.

## Desired outcome 3 (Internal focus)

- The Town has a strong organizational culture where staff are supported and informed.

## Desired outcome 4 (Internal focus)

- Council and staff understand their responsibilities and are supported in their communication roles by planning, policies, processes and training that elevates their ability to provide quality customer service.

# Positioning statements and key messages

Positioning statements reflect how the Town of Fort Smith wants to be recognized and experienced by its key audiences. They work to differentiate the town and help it stand apart for its strengths. Positioning statements include both emotional (e.g., pride; possibility) context and factual statements. They are the type of content that can be leveraged and integrated into descriptions, stories, graphics and more. They are baseline statements that help foster creative communication activities that strive to provoke (emotion) and invoke (evidence-based) feelings and behaviours from target audiences.

The Town of Fort Smith has adopted four sets of positioning statements that reflect the community's identity.

In addition to positioning statements, key messages will also be important to the Town of Fort Smith's communication success. Key messages reflect factual, top of mind messages that convey the most important information for people to understand, to help the Town of Fort Smith achieve its desired outcomes. As the Town of Fort Smith makes progress on its Desired Outcomes, key messages will be imperative to helping people, external and internal to the organization, understand and feel included as a part of our progress.

**\*\*\*These recommendations are examples but should be discussed and determined by the Council based on feedback from the EDO\*\*\***



# The Who, What, Where

## Fort Smith – healthy, active living

Fort Smith is an unexpected and unforgettable town nestled within the Wood Buffalo National Park, and alongside the Slave River, and a mere 45-minute flight from Yellowknife. Most people that drive by have no idea of the treasures that Fort Smith offers including our national park and riverside trails, boat launch, golf course, campgrounds and the largest Dark Sky Preserve on Earth, which allows for the most breathtaking views of the Aurora Northern Lights.

- Ideal for work-life balance and one of the most walkable towns in the Northwest Territories.
- Many recreational activities nearby: from water sports to snow sports, from biking to hiking and motorsports.
- Hundreds of kilometres of natural trails and Nordic ski trails in winter.
- Year-round recreational activities and events: the Town hosts a dozen annual events and provides support to many other events, from local indigenous celebrations to international events such as the Dark Sky Festival and Paddlefest, where people from all over the world flock to Fort Smith.
- Speaking of flocking to the North. Fort Smith is home to the majestic American White Pelicans. Who migrate North each April.
- Twenty-five kilometers of world-class white-water rapids

## Small town enriched by unforgettable experiences!

Fort Smith is a great place to live and raise a family. This is a peaceful, safe and secure community, where 60% percent of residents own their own home. Fort Smith offers:

- All essential residential amenities
- Local emergency services and hospital
- Kindergarten – Grade 12 – Post Secondary
- Largest of the 3 Aurora College Campuses
- Year-round recreational activities and events
- All essential business amenities
- Ideal for work-life balance
- Year-round recreational centre including pool, gym and sports courts
- Mary Kaeser Library with public use computers

## Out Here Nature Reigns

Whether you stay a day or for a month, there is always something new to do:

- Beautiful location near the river
- Great variety of wildlife
- Safe and beautiful campgrounds
- 18-hole golf course
- Whitewater Paddling
- Spectacular views of the Northern Lights

## Inclusive, Innovative, Proactive

Fort Smith is home to a robust forward thinking resident base with old fashioned values. The Town of Fort Smith works constantly to provide communication that is inclusive to all residents.

We are continually working to think globally, and act locally. This means that we work to increase our footprint in the Northwest Territories and beyond, while still maintaining our strong ties to our local community base.

While striving to continue innovation and a proactive approach to all matter's town related. For centuries, the Dene and Metis hunted and fished the land and tributaries flowing into the Slave River. Today, the Town of Fort Smith works with the leadership and the three chiefs of the local indigenous bands.

- Great ecological situation – The Town gets its water from the Slave River. While most rivers in the world flow South, the Slave River flows North into the Great Slave Lake. This natural resource is an integral part of the Town infrastructure.
- Now the town is looking at another first: to become the first town in the Northwest Territories to harness solar powered energy and use it to power most of the Town's infrastructure.

# Evaluation

Over next three years, the Town of Fort Smith is committed to realizing the specific action items identified in this Communication Plan.

Some action may be completed within the first year, while other action items involve organizational culture and process changes and will be addressed over the three-year period of this plan. Progress reports will be presented to council on a quarterly basis, and updates on specific action items will be included in monthly reports to Council.

The following section describes how we will measure progress and identify whether we are achieving our desired outcomes.

The evaluation plan contains two distinct elements. On one hand, it is meant to gauge progress on the four desired outcomes. On the other hand, it is meant to track the delivery of the actions associated with each outcome and their contribution toward the four desired outcomes.

## Progress on the four desired outcomes

One of the key benefits of evaluation is not only to achieve the desired outcomes described in this plan but also to gauge progress toward these outcomes and allow for adaptation, as required.

Given that the Town of Fort Smith has identified two external business outcomes (#1 and #2) and two internal business outcomes (#3 and #4) that will be influenced by communication activities, it is important to have a primary mechanism to measure progress for both.

With respect to Outcomes #1 and #2, these are two business outcomes among many across the municipality. The most efficient and meaningful way to gauge progress on these outcomes will be to include questions about them in the annual **Community Satisfaction Survey**. The first year will set a benchmark for performance and progress on these outcomes can be measured against the benchmark results in the coming years.

With respect to the Outcomes #3 and #4, these are two business outcomes that affect staff engagement. It is important to include questions about them in an annual **Staff Engagement Survey**. In addition, it will be helpful to obtain the internal communication on these outcomes versus other influences (i.e., senior leadership; governance; decision-making processes, etc.).

## Measuring the impact of communications activities on the desired outcomes

Communications has been shown to be a key element of effectively and efficiently achieving organizational goals, and it is important for the town to evaluate how its investment in communication is influencing progress towards its outcomes.

The action plan (see Appendix X) outlines the tasks that will support each of the Four Desired Outcomes. Each planned action includes an impact measure to gauge its effect on advancing the Town of Fort Smith's Four Desired Outcomes.

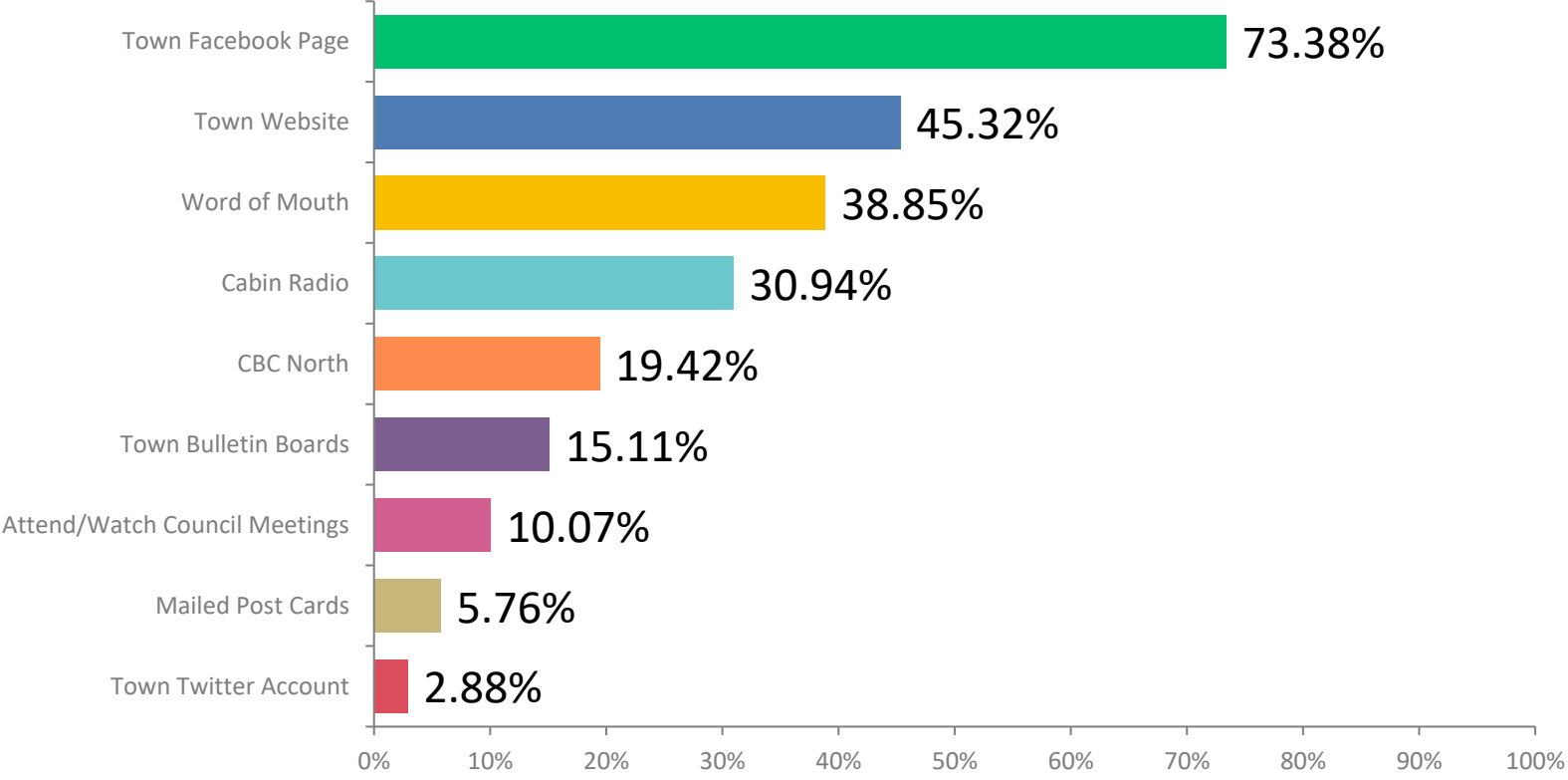
With respect to aligning performance measures with the Town of Fort Smith's actions, it is important to note that they will balance quantitative (numerical measures) with qualitative (description or narrative measures). In addition to the community and staff surveys, measurement will be achieved through social media analytics, monitoring of internal and external use of and satisfaction with the Town's communication tools, policies, procedures and protocols, as well as informal conversation, and internal interviews.

# 2022 Town of Fort Smith, NT Communications Survey

Date Created: Tuesday, September 13, 2022

Complete Responses: 139

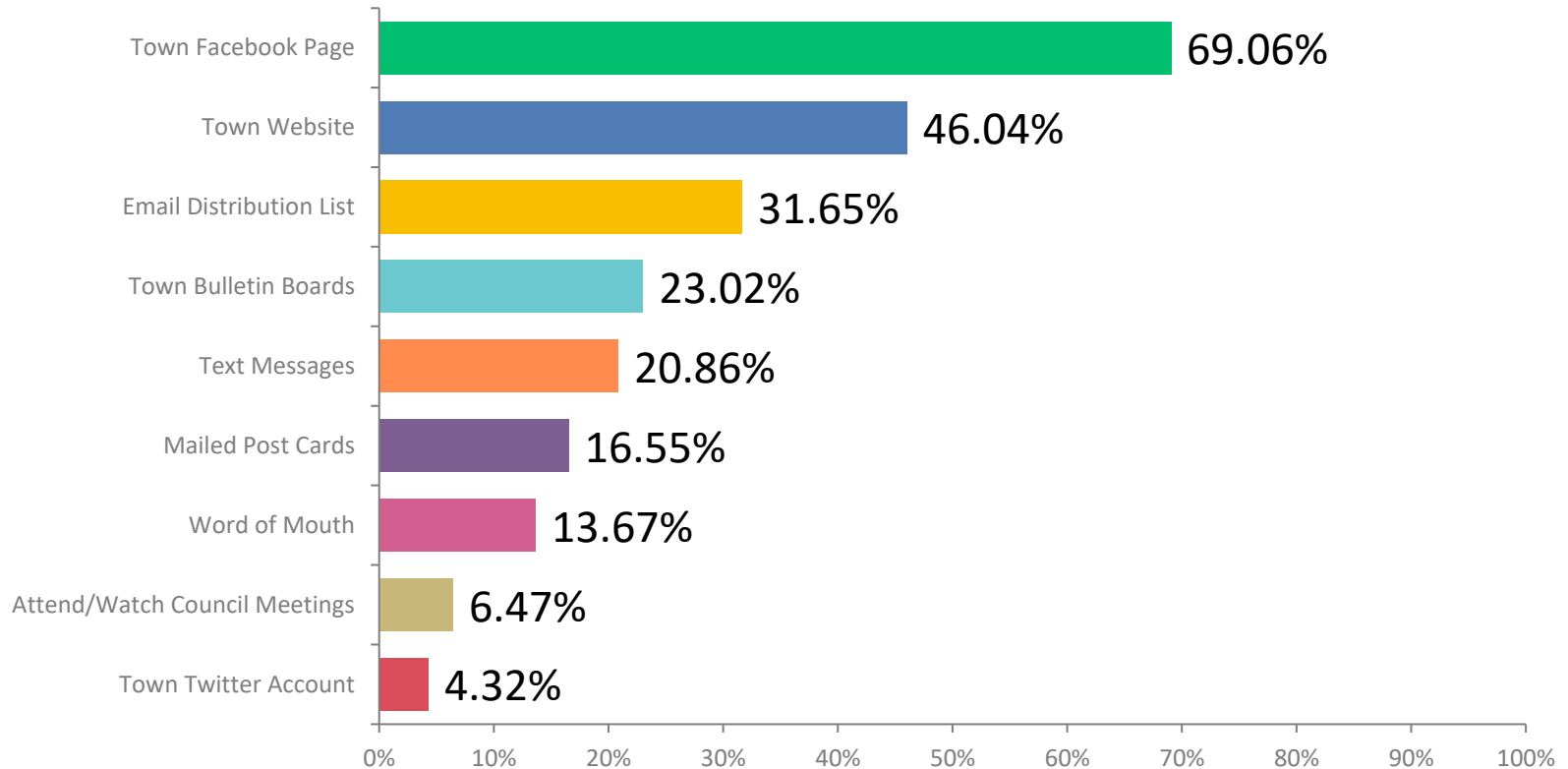
# Q1: Which of the following sources do you currently use to receive information about the Town of Fort Smith?



# Q1: Which of the following sources do you currently use to receive information about the Town of Fort Smith?

ANSWER CHOICES	RESPONSES	
Town Facebook Page	73.38%	102
Town Website	45.32%	63
Word of Mouth	38.85%	54
Cabin Radio	30.94%	43
CBC North	19.42%	27
Town Bulletin Boards	15.11%	21
Attend/Watch Council Meetings	10.07%	14
Mailed Post Cards	5.76%	8
Town Twitter Account	2.88%	4
<b>TOTAL</b>		<b>336</b>

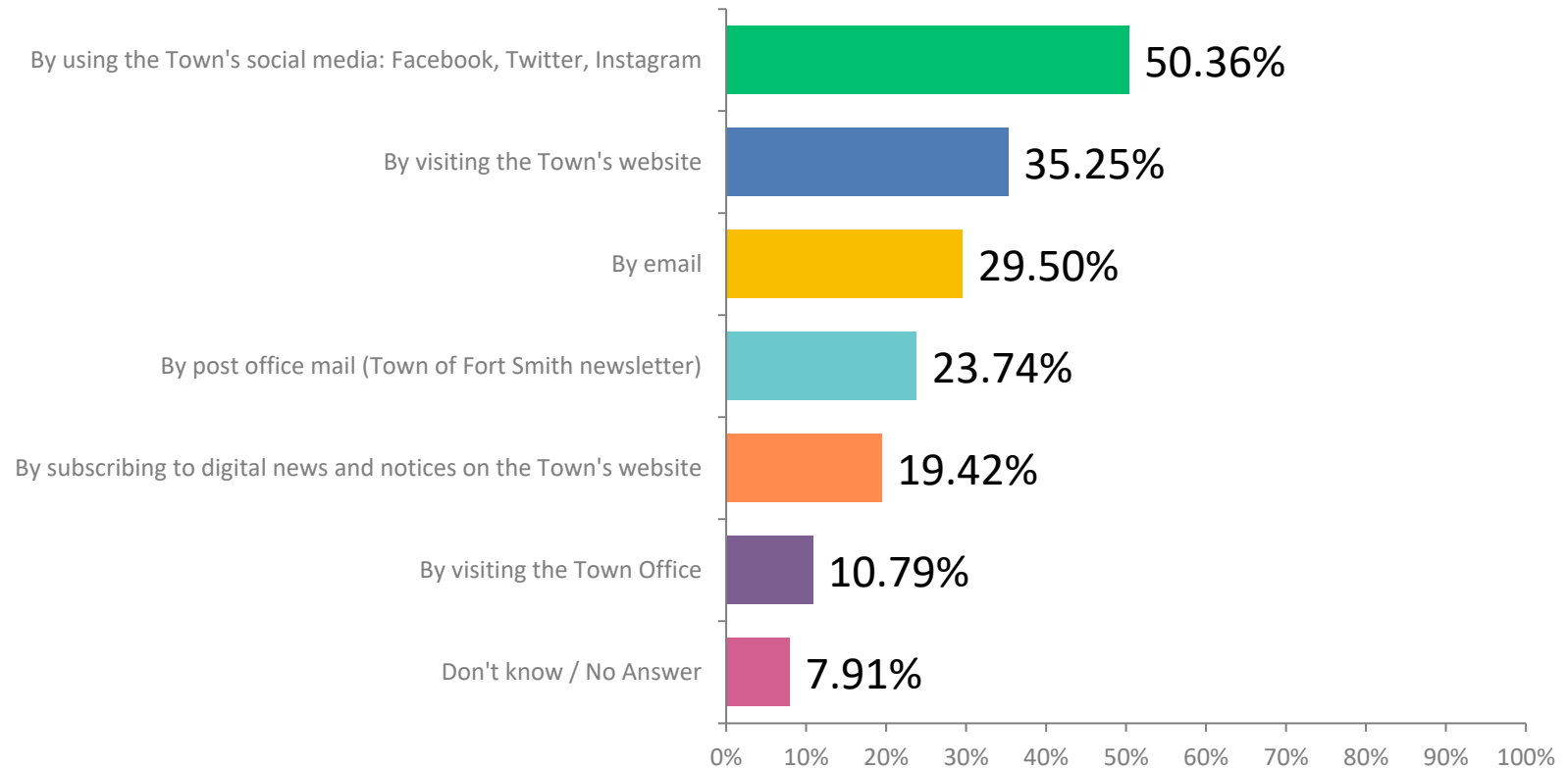
## Q2: In your opinion, what are the best ways for the Town to communicate with you?



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ANSWER CHOICES	RESPONSES	
Town Facebook Page	69.06%	96
Town Website	46.04%	64
Email Distribution List	31.65%	44
Town Bulletin Boards	23.02%	32
Text Messages	20.86%	29
Mailed Post Cards	16.55%	23
Word of Mouth	13.67%	19
Attend/Watch Council Meetings	6.47%	9
Town Twitter Account	4.32%	6
<b>TOTAL</b>		<b>322</b>

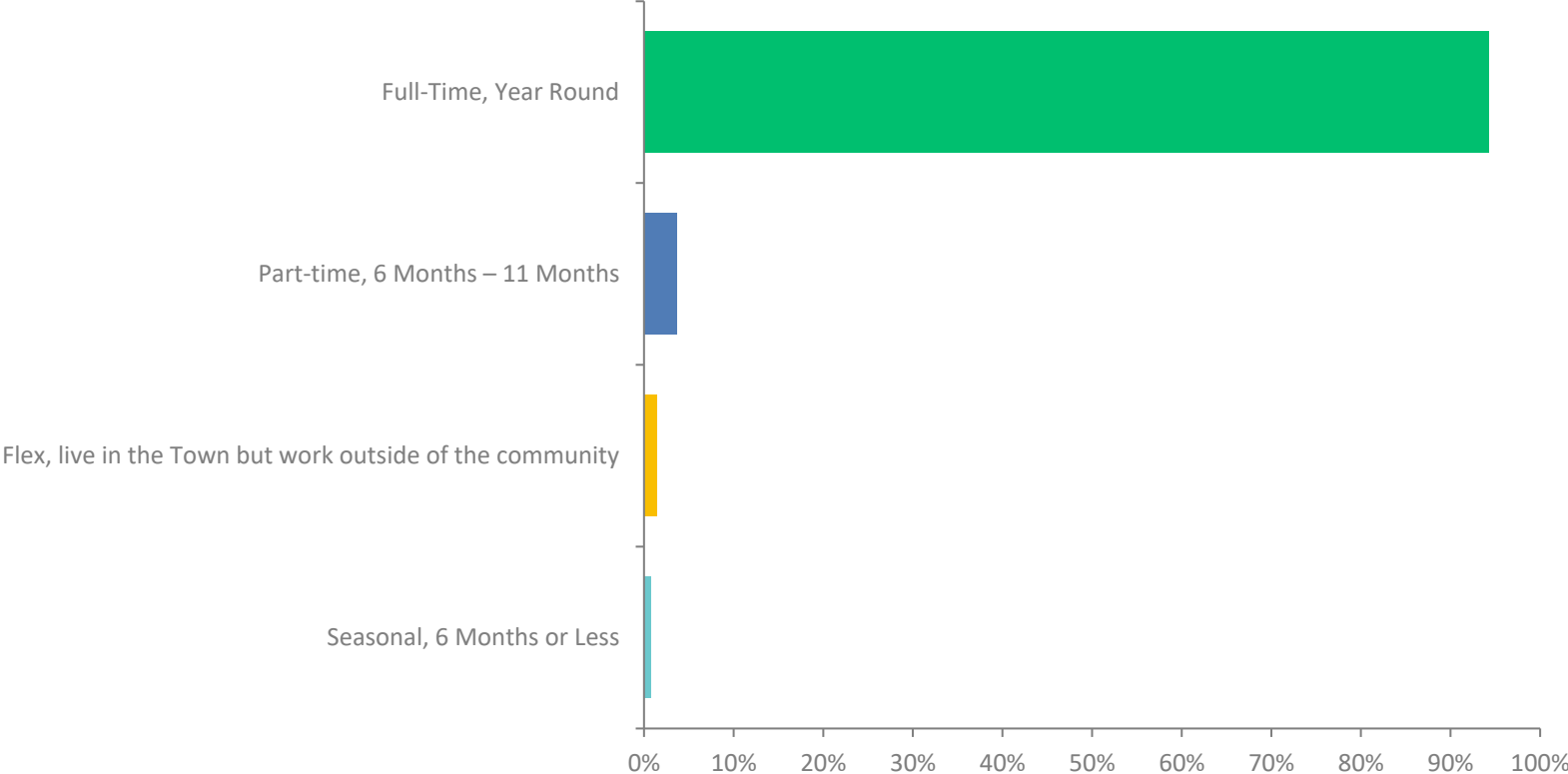
# Q3: What is the most convenient way for you to find out about Town services, news, and events?



## Q3: What is the most convenient way for you to find out about Town services, news, and events?

ANSWER CHOICES	RESPONSES	
By using the Town's social media: Facebook, Twitter, Instagram	50.36%	70
By visiting the Town's website	35.25%	49
By email	29.50%	41
By post office mail (Town of Fort Smith newsletter)	23.74%	33
By subscribing to digital news and notices on the Town's website	19.42%	27
By visiting the Town Office	10.79%	15
Don't know / No Answer	7.91%	11
<b>TOTAL</b>		<b>246</b>

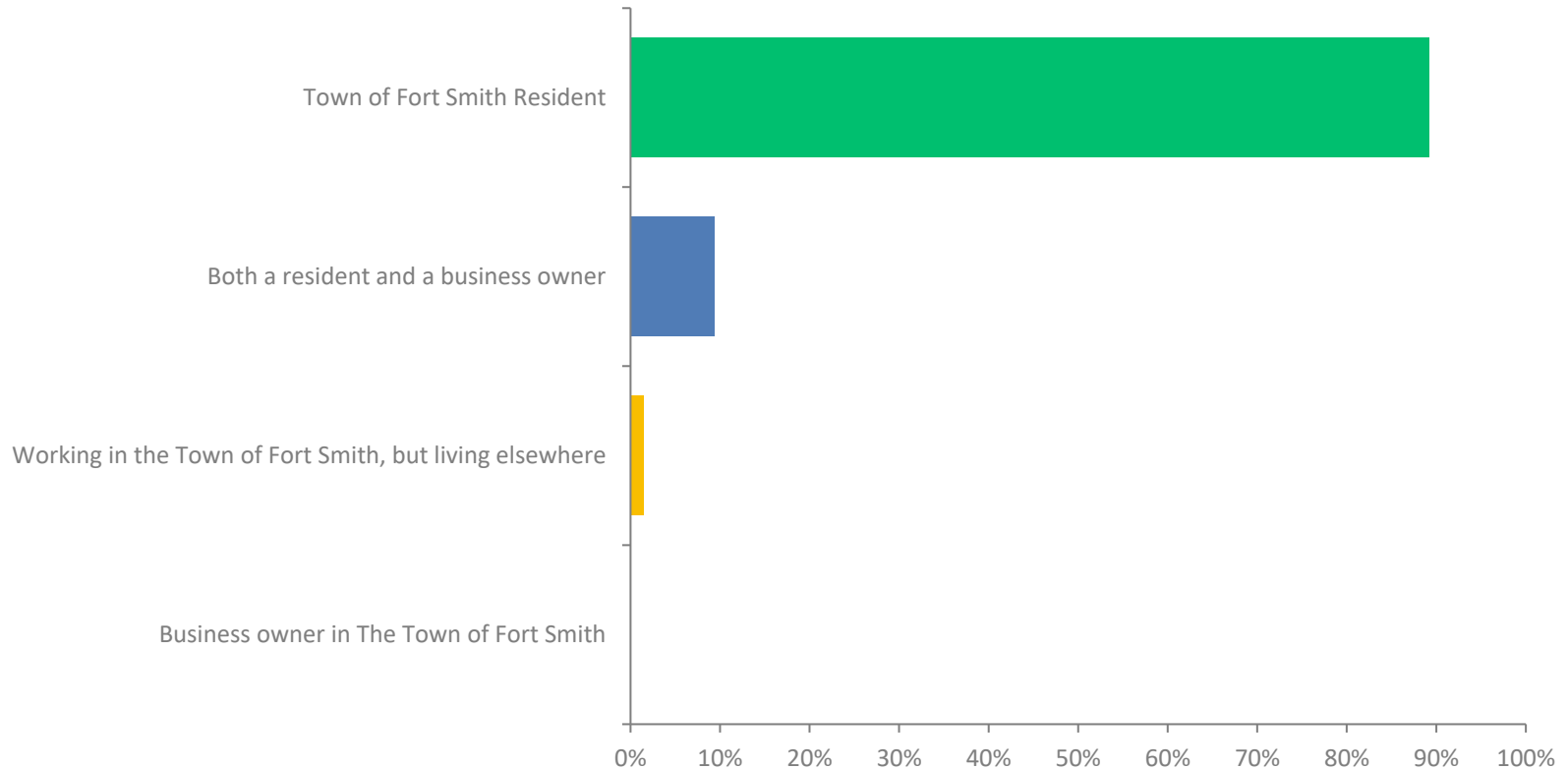
# Q4: What type of Town of Fort Smith, NT resident do you consider yourself?



## Q4: What type of Town of Fort Smith, NT resident do you consider yourself?

ANSWER CHOICES	RESPONSES	
Full-Time, Year Round	94.24%	131
Part-time, 6 Months – 11 Months	3.60%	5
Flex, live in the Town but work outside of the community	1.44%	2
Seasonal, 6 Months or Less	0.72%	1
TOTAL		139

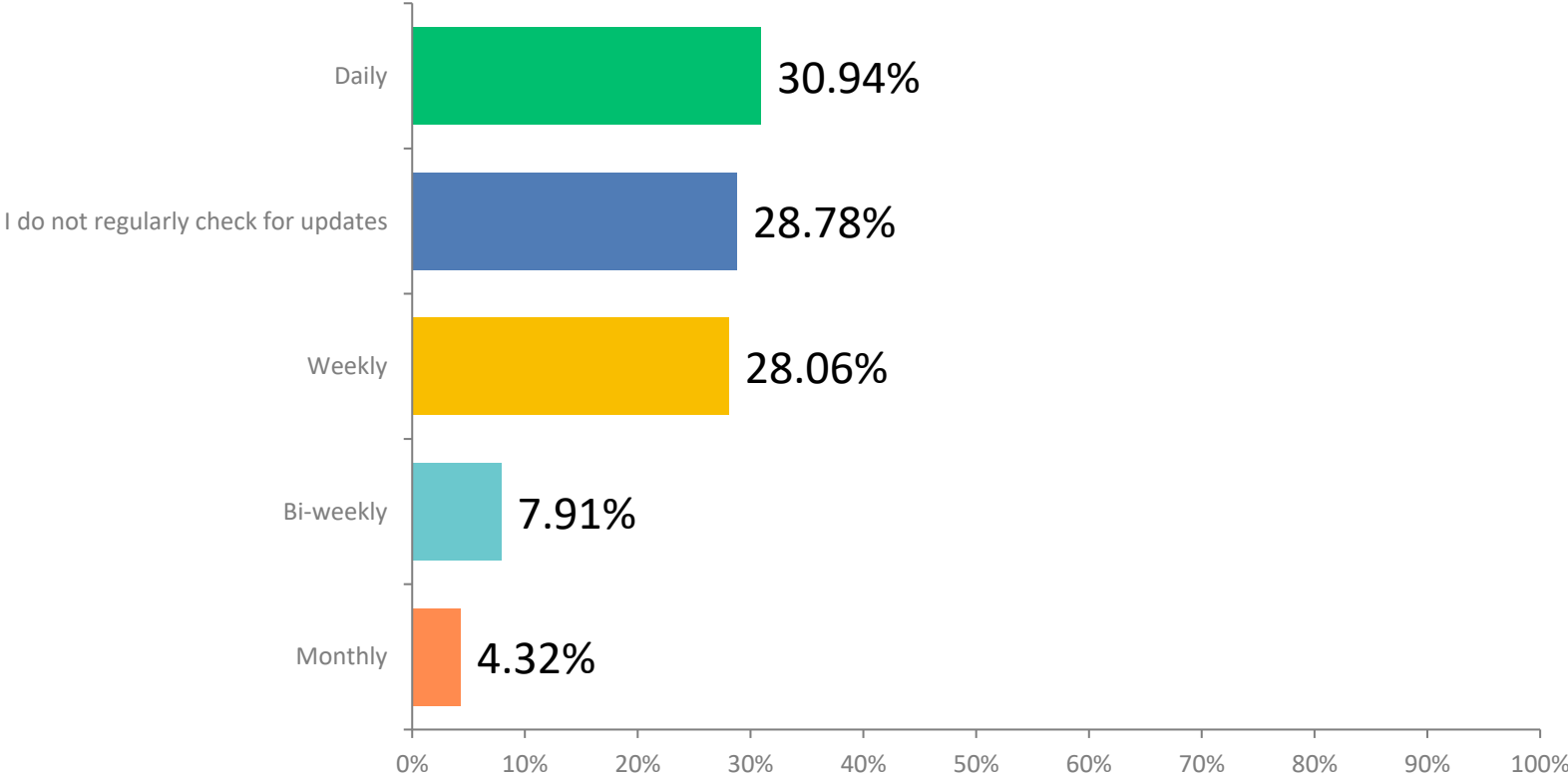
# Q5: Please select the option that best describes yourself. I am responding to this survey as a



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ANSWER CHOICES	RESPONSES	
Town of Fort Smith Resident	89.21%	124
Both a resident and a business owner	9.35%	13
Working in the Town of Fort Smith, but living elsewhere	1.44%	2
Business owner in The Town of Fort Smith	0%	0
TOTAL		139

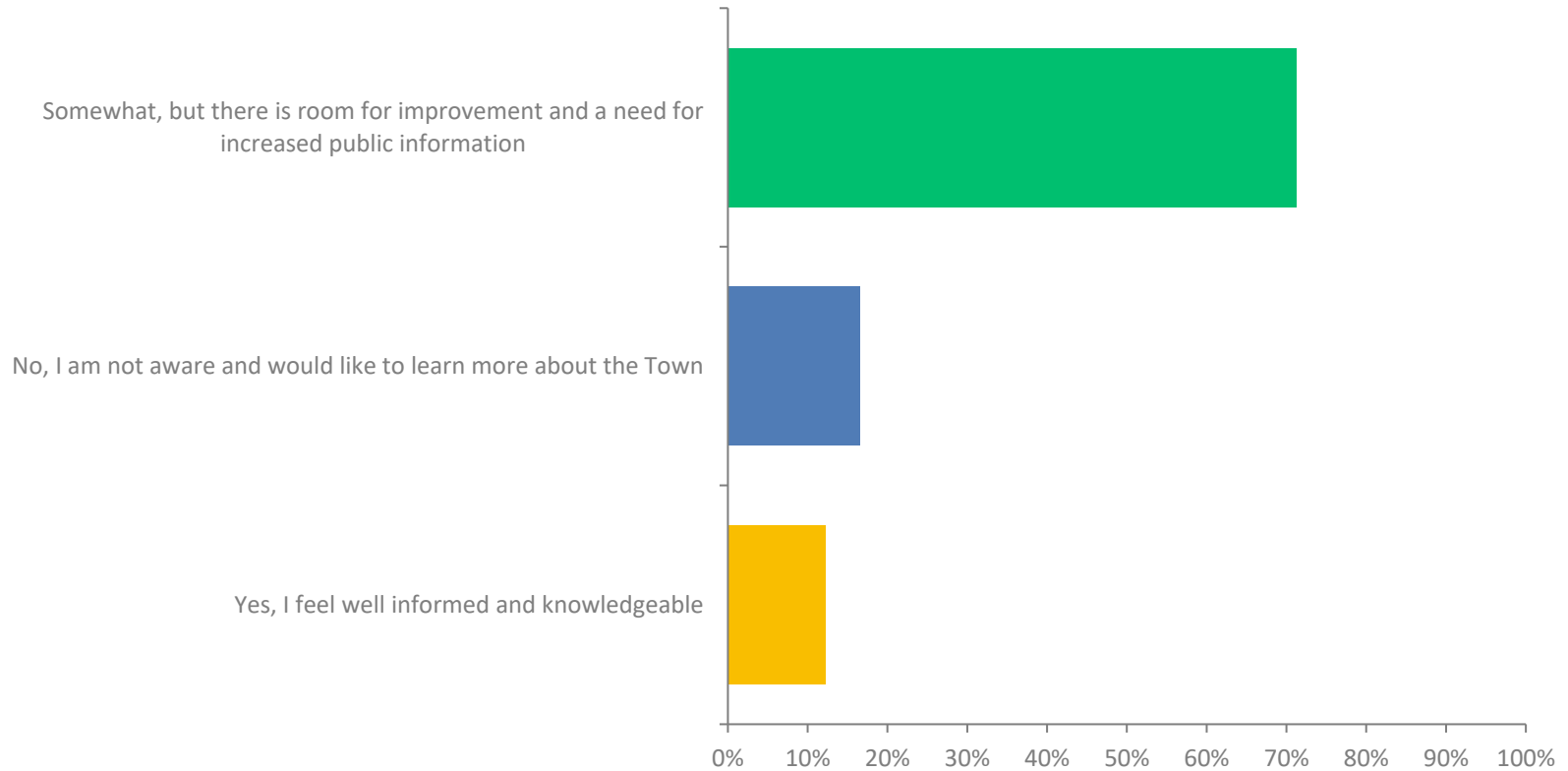
# Q6: How frequently do you check for news and updates regarding the Town of Fort Smith?



## Q6: How frequently do you check for news and updates regarding the Town of Fort Smith?

ANSWER CHOICES	RESPONSES	
Daily	30.94%	43
I do not regularly check for updates	28.78%	40
Weekly	28.06%	39
Bi-weekly	7.91%	11
Monthly	4.32%	6
TOTAL		139

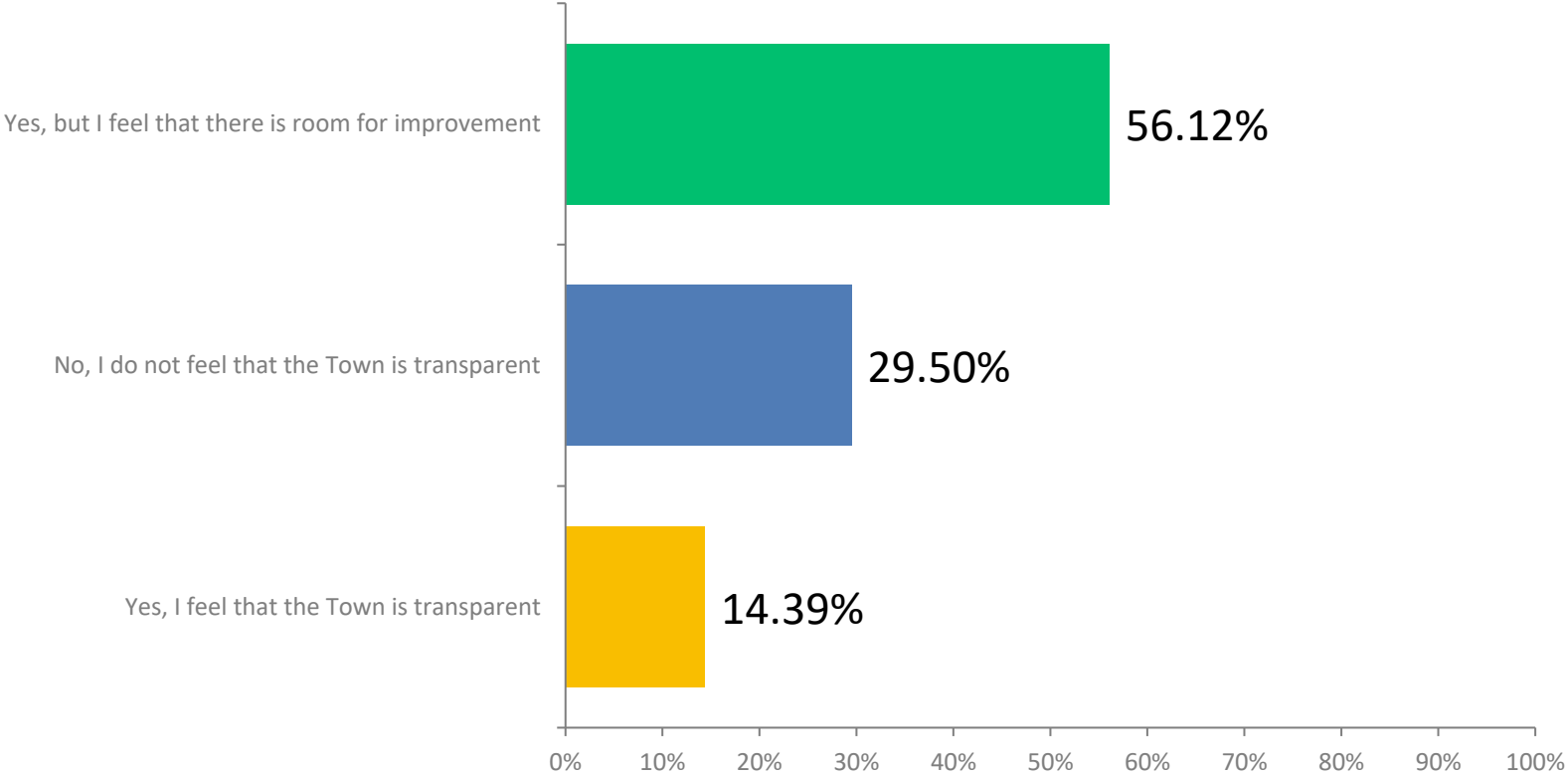
# Q7: In your opinion, do you feel well-informed and knowledgeable regarding Town operations, projects, and initiatives?



## Q7: In your opinion, do you feel well-informed and knowledgeable regarding Town operations, projects, and initiatives?

ANSWER CHOICES	RESPONSES	
Somewhat, but there is room for improvement and a need for increased public information	71.22%	99
No, I am not aware and would like to learn more about the Town	16.55%	23
Yes, I feel well informed and knowledgeable	12.23%	17
TOTAL		139

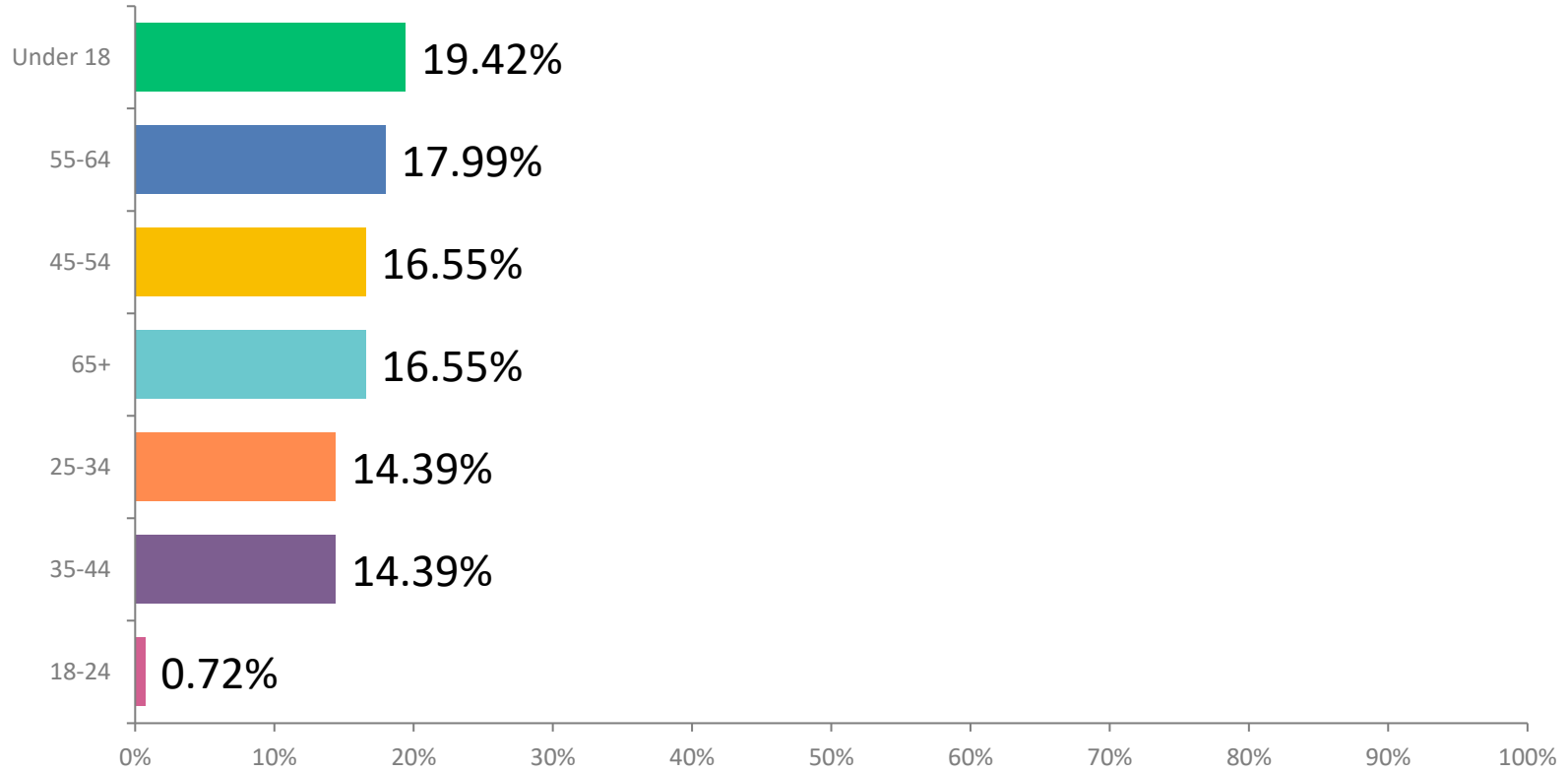
# Q8: In your opinion, do you feel that the Town is open and transparent in sharing news and information with the public?



## Q8: In your opinion, do you feel that the Town is open and transparent in sharing news and information with the public?

ANSWER CHOICES	RESPONSES	
Yes, but I feel that there is room for improvement	56.12%	78
No, I do not feel that the Town is transparent	29.50%	41
Yes, I feel that the Town is transparent	14.39%	20
TOTAL		139

# Q9: What is your age?



## Q9: What is your age?

ANSWER CHOICES	RESPONSES	
Under 18	19.42%	27
55-64	17.99%	25
45-54	16.55%	23
65+	16.55%	23
25-34	14.39%	20
35-44	14.39%	20
18-24	0.72%	1
TOTAL		139

## Survey Summary

We received 139 responses to the survey. Of these, 94% live in Fort Smith year-round and 98% are residents and/or business owners. When looking at metrics, anything over 30% is ideal when looking measurable results.

When asked what sources are used most often to receive information from the town, the top four were Facebook (73%), the town website (45%), word of mouth (39%), and Cabin Radio (31%).

When asked what the best way was to communicate, the top three were Facebook (69%), town website (46%), and email distribution list (32%). This is in-line with the most convenient way for our residents to get news from the town, with social media (50%), town website (35%), and email (30%) being the most prevalent.

When asked how often people check news and updates regarding the Town, most residents check daily (31%) or at the very outside weekly (28%). This shows us that we should be posting daily if we have important news to get in front of our residents with at the very least 4-5 posts per week.

The Town feels well informed for the most part but do feel that there is room for improvement (71%). While transparency of news and updates came in at (56%) showing they still believed there was room for improvement, almost one third (30%) of residents do not feel that the Town is transparent.

The ages of survey responders ranged from 14-20% with one age group not providing much response (18-24), with less than 1%.

## Strategy Implementation & Next Steps

Based on the Communications Survey responses, this new Communication Plan is required to continue improvement when it comes to our relationship with our community.

This will not only benefit how we relay information to our residents but will also dramatically influence how we grow our social media presence and continue to proactively engage people who live here. While also attracting those looking to visit or move here. This will be achieved with 3 guiding principles:

**Proactive vs. Reactive** – We must get in front of news and information that our community requires. This will show we have their best interests at heart and they in turn will change their perception of the town in how we communicate.

**Consistency** – While we may have some push back when it comes to not using traditional methods to communicate news and information (mailers, bulletin boards, etc.), we need to be consistent in our communication channels moving forward. Social Media represents 85% of how people want info and news.

**Transparency** – The majority of our survey responders stated they felt that we were transparent (56%) as an organization while almost one third (30%) felt the opposite.



THE MUNICIPAL CORPORATION OF THE TOWN OF FORT SMITH  
BY-LAW 1058

A BY-LAW OF THE MUNICIPAL CORPORATION OF THE TOWN OF FORT SMITH, IN THE NORTHWEST TERRITORIES, TO PROVIDE FOR THE ESTABLISHMENT OF A MUNICIPAL AND EDUCATION MILL RATE, PASSED PURSUANT TO SECTION 76 OF THE PROPERTY ASSESSMENT AND TAXATION ACT, BEING CHAPTER P-10, OF THE REVISED STATUTES OF THE NORTHWEST TERRITORIES 1988.

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 and is required by the provision of the Property Assessment and Taxation Act to establish Mill Rates for Municipal and School purposes; and

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

1. That this bylaw may be cited as the “2024 Mill Rate Bylaw”.
2. That assessed property in the Town of Fort Smith, liable to taxation and in respect of which grants-in-lieu of taxes may be paid, shall be liable for taxation and grants-in-lieu of taxes as follows:

a) Residential Developed.....	14.10
b) Residential Non-Developed.....	14.58
c) Commercial Developed.....	26.15
d) Commercial Non-Developed.....	27.73
e) Industrial Developed.....	26.15
f) Industrial Non-Developed.....	27.75
g) Institutional Developed.....	35.18
h) Institutional Non-Developed.....	36.77
i) Recreational.....	15.85
j) Telecommunications.....	35.18
k) Country Residential Developed.....	12.68
l) Country Residential Non-developed.....	12.68
m) Country Residential Mixed Use.....	14.26

3. That the rate of taxation to be applied to lands and improvements liable to taxation, or in respect of which grants-in-lieu may be paid, for school purposes shall be as follows for the year 2024.

a) School Levy.....	2.86
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READ A FIRST TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2024, A.D.

READ A SECOND TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2024, A.D.



**THE MUNICIPAL CORPORATION OF THE TOWN OF FORT SMITH  
BY-LAW 1058**

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READ A THIRD TIME THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2024, A.D.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
SENIOR ADMINISTRATIVE 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.

\_\_\_\_\_  
SENIOR ADMINISTRATIVE OFFICER

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

CHQ #	SUPPLIER	Description	AMOUNT	DEPT
41454	BANK OF MONTREAL	CHARGES	\$265.57	ADMINISTRATION
41455	BANK OF MONTREAL	PAYMENT - DIRECTOR OF MS	\$1,128.74	ADMINISTRATION
41456	BANK OF MONTREAL	PAYMENT - RECREATION	\$1,184.79	ADMINISTRATION
41457	VOIDED WRONG AMOUNT		\$0.00	
41458	BANK OF MONTREAL	PAYMENT - DIRECTOR OF CORPORATE SERVICES	\$2,906.75	ADMINISTRATION
41459	BANK OF MONTREAL	PAYMENT - RECREATION	\$4,339.12	ADMINISTRATION
41460	BANK OF MONTREAL	PAYMENT - DIRECTOR OF MS	\$5,924.17	ADMINISTRATION
41461	BANK OF MONTREAL	PAYMENT - PROTECTIVE SERVICES	\$674.07	ADMINISTRATION
41462	CASCADE	PIPED WATER APPLICATION FORMS 500PC	\$548.36	ADMINISTRATION
41463	GRIMSHAW TRUCKING	FREIGHT	\$307.45	WATER TREATMENT PLANT
41464	PAUL KAESERS STORES LTD.	GROCERIES AND SUPPLIES	\$2,334.93	RECREATION/ADMINISTRATION
41465	LINK HARDWARE	MONTHLY SUPPLIES	\$413.68	WATER TREATMENT PLANT
41466	NORTHERN LIFE MUSEUM & CULTURAL CENTRE	MATERIAL	\$220.00	ADMINISTRATION
41467	NWT POWER CORP	FEBRUARY POWER USAGE	\$51,633.79	MULTIPLE
41468	TOWN OF FORT SMITH	FEBRUARY DEDUCTIONS	\$385.50	PAYROLL
41469	FREUND BUILDING SUPPLIES	MATERIAL AND SUPPLIES	\$1,945.39	FACILITIES
41470	XEROX CANADA LTD.	MONTHLY USAGE	\$958.57	ADMINISTRATION
41471	RECEIVER GENERAL	FEB TAX DEDUCTIONS	\$67.97	PAYROLL
41472	RECEIVER GENERAL	MARCH TAX DEDUCTIONS	\$61,986.02	PAYROLL
41473	PUBLIC SERVICE ALLIANCE OF CANADA	MONTHLY UNION DUES	\$10.05	PAYROLL
41474	TK ELEVATOR LIMITED	ELEVATOR INSPECTION	\$1,557.30	RECREATION
41475	RENTCO EQUIPMENT LTD.	FREIGHT	\$464.71	FACILITIES
41476	GNWT TAXATION DIVISION	FEBRUARY DEDUCTIONS	\$10.58	PAYROLL
41477	ROCKY MOUNTAIN PHOENIX	FIRE FIGHTER SUPPLIES	\$17,050.95	FIRE FIGHTERS
41478	NORTHERN STORE	GROCERIES AND SUPPLIES	\$575.06	RECREATION
41479	NEBS PENSION FUND	MARCH PENSION PAYMENT	\$41,847.00	PAYROLL
41480	BROWNLEE LLP	LEGAL FEES	\$373.28	ADMINISTRATION
41481	PELICAN RESTAURANT	DINNER FOR CP/ZB	\$108.89	ADMINISTRATION
41482	GLOBALSTAR CANADA SATELLITE CO	MONTHLY SAT PHONE	\$255.54	AMBULANCE
41483	TERRY'S CARPENTRY SERVICE	MONTHLY RENTAL 26 YORK	\$2,940.00	AMBULANCE
41484	CUSTOMER	REIMBURSEMENT ARENA BOOKING	\$137.50	RECREATION
41485	TDC CONTRACTING LTD.	HEATING OIL/GAS MONTHLY PURCHASE	\$61,208.59	MULTIPLE
41486	AURORA TPI TRAVEL	ACCOMMODATION	\$4,896.15	ADMINISTRATION
41487	NEBS GROUP INSURANCE FUND	MARCH BENEFITS	\$14,747.71	PAYROLL
41488	STAFF	REIMBURSEMENT	\$170.00	AMBULANCE
41489	RDV MECHANICAL	REPAIRS AND MAINTENANCE	\$504.00	FACILITIES
41490	ARCTIC ALARM	MONTHLY ALARM	\$59.80	ADMINISTRATION
41491	FIELDS	SUPPLIES AND MATERIAL	\$93.47	RECREATION
41492	VOIDED		\$0.00	ADMINISTRATION
41493	AURORA FORD	MONTHLY REFILL MEDICAL OXYGEN	\$336.00	AMBULANCE
41494	NSIXTY TRADING COMPANY LTD.	MATERIAL AND SUPPLIES	\$19,996.87	MULTIPLE
41495	STAFF	REIMBURSEMENT	\$97.78	ADMINISTRATION
41496	GNWT FINANCIAL & EMPLOYEE SHARED SERV.	ANNUAL ELEVATOR INSPECTION	\$146.00	RECREATION
41497	ASSOCIATED ENGINEERING	CLIMATE CHANGE ADAPTION PLAN	\$2,766.75	ADMINISTRATION
41498	WALSH'S HEAVY DUTY REPAIRS LTD.	REPAIRS AND MAINTENANCE	\$1,208.49	FACILITIES
41499	ARCTIC SUPPLY CENTRE TRAINING	CONTRACTED SERVICES	\$12,105.30	ADMINISTRATION
41500	CHAMPION COMMERCIAL PRODUCTS INC.	MATERIAL AND SUPPLIES	\$10,886.06	AMBULANCE
41501	SKL CONSULTING LTD.	CONSULTING SERVICES	\$11,760.00	ADMINISTRATION
41502	RECEIVER GENERAL	RADIO AUTH. RENEWAL	\$2,313.59	ADMINISTRATION
41503	TIMBER FALLEN	Reclamation of land TREE REMOVAL	\$30,870.00	FIRE 2023/ADMIN
41504	CASCADE	SUPPLIES AND MATERIAL	\$657.30	LIBRARY/ADMIN
41505	GRIMSHAW TRUCKING	FREIGHT	\$1,859.91	WATER TREATMENT PLANT
41506	PAUL KAESERS STORES LTD.	GROCERIES AND SUPPLIES	\$1,322.84	RECREATION/ADMINISTRATION
41507	LOU'S SMALL ENGINE	MONTHLY PROPANE	\$614.25	ARENA
41508	LINK HARDWARE	SUPPLIES AND MATERIAL	\$2,247.87	FACILITIES/WTP
41509	NORTHWESTEL INC.	MONTHLY USAGE	\$6,041.93	MULTIPLE
41510	PITNEY BOWES	MONTHLY LEASE	\$761.99	ADMINISTRATION
41511	WALL'S DRUG STORE	MATERIAL AND SUPPLIES	\$21.71	RECREATION
41512	FORT SMITH VOLUNTEER FIRE DEPT.	JANITORIAL SERVICES	\$5,000.00	ADMINISTRATION
41513	TOWN OF FORT SMITH	UTILITIES/DEDUCTIONS	\$1,925.18	MULTIPLE
41514	FREUND BUILDING SUPPLIES	MATERIAL AND SUPPLIES/FIRE 2023/RECREATION	\$1,129.69	MULTIPLE
41515	RECEIVER GENERAL	TAX/PPP/EI MAR 22,2024 PAY PERIOD	\$64,061.91	PAYROLL
41516	PUBLIC SERVICE ALLIANCE OF CANADA	MONTHLY UNION DUES	\$3,166.08	PAYROLL
41517	WORKERS SAFETY & COMPENSATION COMM	WSCC ADJUSTMENT	\$111,112.67	ADMINISTRATION
41518	GNWT TAXATION DIVISION	TAX OWING/MARCH DEDUCTIONS	\$5,459.23	PAYROLL
41519	NORTHERN STORE	MATERIAL AND SUPPLIES	\$157.68	RECREATION
41520	NORTHWESTERN AIR LEASE	FRIEGHT	\$74.42	ADMINISTRATION
41521	STAFF	HONOURARIUM	\$100.00	COUNCIL
41522	COUNCIL MEMBER	TRAVEL EXPENSE	\$796.52	ADMINISTRATION
41523	TDC CONTRACTING LTD.	HEATING OIL/GAS MONTHLY PURCHASE	\$40,486.13	MULTIPLE
41524	AURORA TPI TRAVEL	ACCOMMODATION	\$2,888.68	MULTIPLE
41525	DILLON CONSULTING	GENERAL PLAN AND ZONING BY-LAW	\$18,089.43	CAPITAL
41526	COUNCIL MEMBER	HONOURARIUM	\$100.00	COUNCIL
41527	COUNCIL MEMBER	HONOURARIUM	\$100.00	COUNCIL
41528	STAFF	REIMBURSEMENT	\$522.89	ADMINISTRATION

41529	STAFF	REIMBURSEMENT	\$293.98	FACILITIES
41530	NU MECHANICAL	REPAIRS AND MAINTENANCE	\$145.00	ARENA
41531	INFOSAT	MONTHLY SAT PHONE	\$232.41	FIREHALL
41532	ARCTIC ALARM	MONTHLY PAYMENT	\$59.80	RECREATION
41533	ANNA'S HOMECOOKING	CATERING FRO MEETING	\$158.50	CAPITAL
41534	COUNCIL MEMBER	TRAVEL EXPENSE	\$413.00	COUNCIL
41535	FIELDS	MATERIAL AND SUPPLIES	\$32.21	AFTER SCHOOL PROGRAM
41536	COUNCIL MEMBER	TRAVEL EXPENSE	\$796.52	COUNCIL
41537	KORN FERRY	LEGAL FEES	\$3,142.13	ADMINISTRATION
41538	AURORA MANUFACTURING	OXYGEN MED SUPPLY	\$471.64	FIRE DEPT
41539	COUNCIL MEMBER	TRAVEL EXPENSE / DINNER FOR COUNCIL	\$1,183.49	COUNCIL
41540	PRECISION INDUSTRIES	SNOWPLOWING	\$525.00	FACILITIES
41541	CLEANFLO UTILITY SUPPLY COMPANY	REPAIRS AND MAINTENANCE	\$5,918.37	WATER TREATMENT PLANT
41542	NSIXTY TRADING COMPANY LTD.	OFFICE SUPPLIES/IT SERVICES	\$576.34	MULTIPLE
41543	NORTHERN HOUND SUPPLY	MATERIAL AND SUPPLIES	\$204.66	RECREATION
41544	STAFF	LUNCH FOR STUDENT DONE COMMUNITY SERVICE	\$114.45	ADMINISTRATION
41545	SLIDE ZONE SHREDDERZ	CONTRIBUTION	\$2,500.00	ADMINISTRATION
41546	COUNCIL MEMBER	TRAVEL EXPENSE	\$796.52	COUNCIL
41547	ENERSTAR RENTALS AND SERVICES INC.	MONTHLY PLAN STARLINK	\$544.95	ADMINISTRATION
41548	ARCTIC SUPPLY CENTRE TRAINING	HR SERVICES	\$10,534.30	ADMINISTRATION
41549	STAFF	TRAVEL EXPENSE	\$796.52	ADMINISTRATION
41550	CUSTOMER	METER REFUND	\$246.47	ACCOUNTS RECEIVABLE

TOTAL	\$675,106.86
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BANK OF MONTREAL	CHARGES	\$265.57	FEES	
BANK OF MONTREAL	PAYMENT - DIRECTOR OF MS	\$1,128.74	training and postage	
BANK OF MONTREAL	PAYMENT - RECREATION	\$1,184.79	monthly subscription/mailchip fees/snacks/ walmart supplies	
BANK OF MONTREAL	PAYMENT - DIRECTOR OF CORPORATE SERVICES	\$2,906.75	Bell mobility bill, accomodations, sat phone, monthly internet, catering for meetings	
BANK OF MONTREAL	PAYMENT - RECREATION	\$4,339.12	monthly subscription, first Aid training, supplies and materials	November 28, 2023
BANK OF MONTREAL	PAYMENT - DIRECTOR OF MS	\$5,924.17	nwal flight, Bell mobility bill, sat phone, monthly internet, catering for meetings,	November 29, 2023
BANK OF MONTREAL	PAYMENT - PROTECTIVE SERVICES	\$674.07	subscription, uniform material, firefighter supplies, catering for training day	November 30, 2023

March 8 ,2024 Pay Period 5	\$ 197,219.33
March 22 ,2024 Pay Period 6	\$ 208,460.53
Total with pay	\$1,080,786.72

**CORRESPONDENCE – MARCH 2024**

<b>Date</b>	<b>From/To</b>	<b>Description</b>	<b>CC</b>	<b>Response</b>
<b>March 4, 2024</b>	<b>Premier/Mayor</b>	<b>Notification – Travel to Ft. Smith</b>	<b>Mayor and Council</b>	<b>NA</b>
<b>March 15, 2024</b>	<b>Mayor/Anti-Poverty Initiative</b>	<b>Support Letter for Anglican Parish to access food funding</b>		<b>As requested</b>
<b>March 19, 2024</b>	<b>SAO/Dept. of Infra</b>	<b>Acceptable of Waste at the Landfill</b>		<b>As requested</b>
<b>March 20, 2024</b>	<b>Mayor/Food First Foundation</b>	<b>Support Letter for food funding for NWT Schools</b>		<b>As requested</b>
<b>March 21, 2024</b>	<b>Community Leadership/Premier &amp; Ministers</b>	<b>GNWT Fiscal Restraint</b>		



## Town of Fort Smith Licensing Report - March 2024

Business License Holder	Number	Details
SK Contracting Ltd.	140	Construction/renovations, transport, and moving services
Big Hoof Creations	141	Selling chocolates & art in many media
North Star Leadership	142	Facilitation, training and consultation in business and leadership
Sunny Day Care	143	Family day home
First Canada ULC	144	School bus transportation/charter bus operation
Joan Mercredi Consulting	145	Provide legal consulting services to GNWT agencies and depts on contractual as needed basis.
Al's Repairs	146	Computer services & networking, battery restoration
506511 NWT Inc. o/a Sundog Maintenance Services	147	Renovations & maintenance - carpentry, plumbing, roofing, siding, eavestroughs, flooring, etc.
Pelican Rapids Golf & Country Club	148	Golf and country club
Lou's Small Engines	149	Small engines, sales & service, courier services, propane sales.
KC Plumbing & Heating	150	Plumbing install, heating repairs & install, water & sewer repairs & install, boiler install & repair
Maskwa Engineering Ltd.	151	Engineering (civil, structural, geotechnical, environmental), surveying (construction, legal)
Locust Mowing Inc.	152	Right of way mowing and clearing, heavy equipment rental, gravel supply
Bookkeeping Plus NT Data Services	153	Bookkeeping data services
Beckie Linaker Janitorial Service	154	Janitorial services, building maintenance, groundskeeping, event coordinator
Development Permit Holder	Number	Details
Jessica Carriere	24-005	New business application - home occupation
William-John McNeill	24-006	New business application - home occupation
Dog Tag Holder	Number	Details
Sarah Westwell	5	Husky
Sarah Westwell	6	Mutt
Faye Heron	7	Labrador Retriever
Clarence Rhymer	8	Mixed Breed
Clarence Rhymer	9	Terrier Mix

<b>Mike Peterson</b>	<b>10</b>	<b>Great Dane</b>
<b>Liam Pedersen/Erin Gallaher</b>	<b>11</b>	<b>Border Collie Mix</b>
<b>Kathleen Molzan</b>	<b>12</b>	<b>Rotti/Shepard</b>

**CONTRIBUTION AGREEMENT  
OPERATIONS AND MAINTENANCE**

**This Contribution Agreement package includes:**

Contribution Agreement for the Town of Fort Smith

Schedule "A": Quarterly Report form

**Instructions:**

Print two copies of the Contribution Agreement package and send both copies to the Recipient for signature. Instruct the Recipient to sign and date both copies and then send both signed copies to the Regional Superintendent designated for the Department of Municipal and Community Affairs (MACA) for execution. Have the MACA official sign and date both copies.

**After both copies of the Contribution Agreement are signed by both parties, send one original copy of the signed Agreement back to the Recipient and process the other signed original.**

**NOTE:** No funds will be released to the Recipient until the Contribution Agreement package, signed by both parties, has been processed by the regional Shared Financial Services.

**CONTRIBUTION AGREEMENT  
OPERATIONS AND MAINTENANCE**

**THIS AGREEMENT** made on April 1<sup>st</sup>, 2024

**BETWEEN:**

**GOVERNMENT OF THE NORTHWEST TERRITORIES**  
as represented by  
**the Regional Superintendent, South Slave Region**  
**Department of Municipal and Community Affairs**  
(the "GNWT")

OF THE FIRST PART

**AND:**

**Town of Fort Smith**  
(the "Recipient")

OF THE SECOND PART

The Recipient is eligible to receive Operations and Maintenance ("O&M") funding under the Department of Municipal and Community Affairs' ("MACA") Operations and Maintenance Funding Policy Revised October 3, 2023 ("O&M Policy"). The GNWT has determined that the Recipient meets the criteria of the O&M Policy.

The Recipient was authorized by Council Bylaw no. \_\_\_\_\_ or dated \_\_\_\_\_ to enter into this Agreement.

The parties agree as follows:

O&M Funding

1. If the Recipient has:

- (a) met all of its duties and obligations under a previous O&M funding agreement; and
- (b) has disclosed all sources of funding, including those received in kind, respecting the O&M, the GNWT shall pay to the Recipient the total amount of Five Hundred Sixty Five Thousand Seven Hundred and Fifty Three Dollars (\$565,750) (the "O&M Funds") in the amounts and on the dates as follows:

April 1, 2024	\$188,590
May 1, 2024	\$188,580
June 1, 2024	\$188,580

2. The Recipient acknowledges and agrees that payment by the GNWT of O&M Funds is subject to section 97 of the *Financial Administration Act*, S.N.W.T. 2015, c. 13 as amended, which states:

It is a condition of every contract and other agreement made by or on behalf of Government requiring an expenditure that an expenditure pursuant to the contract or agreement will be incurred only if there is a sufficient uncommitted balance in the appropriation for the department for the Government fiscal year in which the expenditure is required under the contract or agreement.

3. The Recipient shall inform the GNWT in writing of any additional sources of funding which becomes available to it with respect to the O&M, within thirty (30) days of that availability.

#### Use of O&M Funds

4. The Recipient shall use the O&M Funds for the costs of providing community government programs and services.

#### Term

5. This Agreement commences on **April 1, 2024** and terminates on **March 31, 2025** unless terminated in accordance with the provisions of this Agreement.

#### Financial accountability and reporting

6. The Recipient shall keep proper accounts and records of the revenues and expenditures related to this Agreement, including all working papers and all original invoices, receipts, vouchers and proof of payment, and provide copies of them to the GNWT on request or allow the GNWT, at any reasonable hour, to carry out an audit or inspection of the accounts and records for a period of seven (7) years after the termination of this Agreement.
7. The Recipient shall refund to the GNWT immediately, on receipt of a written request from the GNWT, any monies paid to the Recipient under this Agreement for which, in the opinion of the GNWT, no satisfactory evidence has been provided by the Recipient that the monies have been expended in accordance with this Agreement.

#### Quarterly and Final Financial Reports

8. The Recipient shall:
  - (a) on each of July 31, 2024, October 31, 2024, January 31, 2025 and April 30, 2025, submit a quarterly report in the form set out in Schedule "A", Quarterly Report, along with copies of all bank statements and other substantiating documents relevant to the expenditures made under this Agreement, to the GNWT; and
  - (a) on or before 120 days after the Recipient's year end, submit to the GNWT an audited schedule of revenues and expenditures related to this Agreement, in the form entitled "Standard Audited Financial Statement Format" posted on the MACA's website at [http://www.maca.gov.nt.ca/sites/maca/files/resources/financial\\_statements\\_format.pdf](http://www.maca.gov.nt.ca/sites/maca/files/resources/financial_statements_format.pdf), and any additional information requested by the GNWT.

#### Additional Reporting Information

9. The GNWT may seek additional reporting information from the Recipient concerning the performance of this Agreement and the Recipient shall not unreasonably withhold such information from the GNWT.
10. The Recipient shall sign the required Consent to Release Information forms and shall allow the release of information about the Recipient to the Department of Municipal and Community Affairs by the following organizations:
  - (a) Arctic Energy Alliance;
  - (b) Local Government Administrators of the Northwest Territories; and
  - (c) Northwest Territories Association of Community Governments.

11. During the term of this Agreement, upon the request of the GNWT, the Recipient shall meet with the GNWT and provide information and particulars to the GNWT concerning the carrying out of the O&M.

#### Withholding or Reduction of Funds

12. The GNWT may withhold any part of the O&M Funds if, in the GNWT's opinion, the Recipient has not complied with the requirements of this Agreement. The GNWT may provide to the Recipient the withheld O&M Funds when the Recipient is in compliance with this Agreement.
13. The GNWT may deduct from any payment of the O&M Funds or may require repayment of:
  - (a) any portion of previous payments of the O&M Funds not accounted for as required by this Agreement;
  - (b) any portion of previous payments of the O&M Funds not spent or returned to the GNWT within the time specified in this Agreement or as directed by the GNWT; and
  - (c) the value, as determined by the GNWT, of any unfulfilled O&M obligations of the Recipient which are due at the scheduled time of payment of the O&M Funds.

#### Confidentiality

14. The Recipient shall ensure that any information related to the affairs of the GNWT to which the Recipient becomes aware of as a result of this Agreement is treated as confidential during and after the term of this Agreement and shall not be disclosed without the prior written approval of the GNWT.
15. The Recipient acknowledges that the GNWT may be required to release information about this Agreement in accordance with the requirements of the *Access to Information and Protection of Privacy Act*.

#### Liability and indemnification

16. The GNWT, its officers, servants or agents shall not be liable to the Recipient, its administrators, successors and assigns for any direct, indirect, special, incidental, exemplary, consequential or punitive damages, or any other types of commercial damage or loss of every nature and kind attributable to the performance of this Agreement, or whether directly or indirectly as a result of any breach of this Agreement, or from any tortious acts, errors or omissions on the part of the GNWT, its officers, servants or agents.
17. The Recipient shall defend, indemnify and hold harmless the GNWT, its Ministers, officers, employees, servants and agents from and against all claims, actions, causes of action, demands, costs, losses, damages, expenses, suits or other proceedings by whomever made, brought or prosecuted in any manner based upon or related wholly or partially to the acts or omissions of the Recipient in its performance of this Agreement, except to the extent that that such losses or damages were caused by the gross negligence or wilful misconduct of the GNWT, its Ministers, officers, employees, servants or agents.
18. The Recipient shall notify the GNWT immediately of any claim, action, or other proceeding made, brought, prosecuted or threatened in writing to be brought or prosecuted that is based upon, occasioned by or in any way attributable to the use or expenditure of the O&M Funds under this Agreement.

#### Insurance

19. The Recipient shall, without limiting its obligations or liabilities in this Agreement, obtain, maintain and pay for during the term of this Agreement, the following insurance with limits not less than those shown:
  - (a) Commercial General Liability Insurance with limits of not less than two million dollars (\$2,000,000.00) inclusive per occurrence for bodily injury, death and damage to property including loss of use of bodily

part or function, or property. Such insurance shall include but not be limited to the following terms and conditions:

- i. Blanket contractual liability;
- ii. Personal injury liability;
- iii. Medical payments;
- iv. Employee as additional insured\*
- v. Broad form property damage;
- vi. Cross liability;
- vii. Contingent employers liability;
- viii. Products and completed operations liability\*
- ix. Contractor's protective liability\* and
- x. Non-owned automobile liability\*

\* WHERE APPLICABLE

The insurance policies in this clause shall be endorsed to show the GNWT as additional named insured and the Recipient shall provide satisfactory evidence of such insurance to the GNWT or a standing authorization to obtain the information from the Recipient's insurance provider, within thirty (30) days of the signing of this Agreement.

- (b) Professional Liability Insurance with limits of not less than one million dollars (\$1,000,000.00) per claim and two million dollars (\$2,000,000.00) in the annual aggregate, to cover claims arising out of the rendering of or failure to render any professional service under this Agreement.
- (c) All policies shall provide that thirty days written notice be given to the GNWT prior to any material changes or cancellations of any such policies.

#### Termination and Amendment

- 20. This Agreement may be terminated by either party at any time before the Recipient has spent all of the O&M Funds. In the event of such termination, the Recipient shall return to the GNWT all O&M Funds not spent under this Agreement and provide the GNWT with an accounting of all expenditures made under this Agreement within thirty (30) days of termination.
- 21. This Agreement may be amended at any time by the written consent of the parties.

#### Notices and Addresses

- 22. In this Agreement, if the GNWT or the Recipient gives any notice, it shall be in writing and will be determined to have been received:
  - (a) immediately, if delivered in person;
  - (b) one (1) day after transmittal, if sent electronically; or
  - (c) ten (10) days after mailing, if sent by registered mail;

if sent to the following address:

if to the GNWT at: Bobby Bourque  
Regional Superintendent  
South Slave Region  
Municipal and Community Affairs  
BOX 127  
FORT SMITH NT X0E 0P0

if to the Recipient at: His Worship Mayor Fred Daniels  
Town of Fort Smith  
BOX 147  
FORT SMITH NT X0E 0P0

or to such other address or person that either party may identify by notice to the other.

#### Dispute Resolution

23. All disputes about the interpretation and application of this Agreement shall be resolved by the Minister of Municipal and Community Affairs on behalf of the GNWT, in the Minister's sole discretion, and the Minister's decision shall be final.

#### Severability

24. The parties intend that all provisions of this Agreement shall be fully binding and effective but if any particular provision or part of or all of one provision is found to be void or unenforceable for any reason, then that particular provision shall be deemed severed from the remainder of this Agreement and all other provisions shall remain in force.

#### General Terms and Conditions

25. This Agreement shall be interpreted and governed by the laws of the Northwest Territories and the laws of Canada as applicable.
26. Time shall be of the essence in this Agreement.
27. The term "Recipient" includes all officers, employees, servants and agents of the Recipient, as the case requires.
28. There shall be no waiver of a breach of any term or condition of this Agreement unless the waiver is in writing signed by the party who has waived the breach and specifically sets out the breach and the agreement to waive the same. A waiver with a respect to a specific breach shall not affect any rights of the parties relating to other or future breaches.
29. This Agreement shall enure to the benefit of and be binding upon the parties hereto, their administrators, successors, and assigns.
30. No member of the Legislative Assembly shall be permitted to obtain any share of part of this Agreement or be entitled to receive any financial benefit arising from this Agreement.
31. Words in this Agreement importing male gender include female gender and words importing the singular include the plural and vice versa.
32. This Agreement may be executed by the parties in separate counterparts, each of which shall be deemed to constitute an original, and all of which together shall constitute one and the same agreement. This Agreement will be considered fully executed when both parties have executed an identical counterpart, despite all signatures not appearing on the same counterpart. This Agreement may be executed and delivered by facsimile or electronic signatures.

**IN WITNESS WHEREOF** the parties have executed this Agreement through their authorized representatives as follows:

**SIGNED** on behalf of the Government of the Northwest on \_\_\_\_\_ (month) \_\_\_\_\_ (day), 20\_\_\_\_\_.

\_\_\_\_\_  
Bobby Bourque  
Regional Superintendent, South Slave Region  
Municipal and Community Affairs

**SIGNED** on behalf of the Municipal Corporation on \_\_\_\_\_ (month) \_\_\_\_\_ (day), 20\_\_\_\_\_.

\_\_\_\_\_  
His Worship Mayor Fred Daniels  
Town of Fort Smith

Schedule "A"

Quarterly Report

1. The Recipient shall submit to the Designated Contact a Quarterly Report no later than thirty (30) days after the end of each reporting period, as set out in section 8 of this Agreement.
2. A Quarterly Report must include:
  - (a) detailed financial statements (statements of all revenues and expenditures and a statement of financial position) in a form as may be required by the GNWT from time to time; and
  - (b) bank statements.

**CONTRIBUTION AGREEMENT  
WATER AND WASTE SERVICES**

**This Contribution Agreement package includes:**

Contribution Agreement for **Town of Fort Smith**

Schedule "A": Quarterly Report form

Instructions:

Print two copies of the Contribution Agreement package and send both copies to the Recipient for signature. Instruct the Recipient to sign and date both copies and then send both signed copies to the Regional Superintendent designated for the Department of Municipal and Community Affairs (MACA) for execution. Have the MACA official sign and date both copies.

**After both copies of the Contribution Agreement are signed by both parties, send one original copy of the signed Agreement back to the Recipient and process the other signed original.**

**NOTE:** No funds will be released to the Recipient until the Contribution Agreement package, signed by both parties, has been processed by the regional Shared Financial Services.

**CONTRIBUTION AGREEMENT  
WATER AND WASTE SERVICES FUNDING**

**THIS AGREEMENT** made on April 1<sup>st</sup>, 2024

**BETWEEN:**

**GOVERNMENT OF THE NORTHWEST TERRITORIES**  
as represented by  
**the Regional Superintendent, South Slave Region**  
**Department of Municipal and Community Affairs**  
(the "GNWT")

OF THE FIRST PART

**AND:**

**Town of Fort Smith**  
(the "Recipient")

OF THE SECOND PART

The Recipient is eligible to receive Water and Waste Services ("WWS") funding under the Department of Municipal and Community Affairs' ("MACA") Water and Waste Services Funding Policy Revised October 3, 2023 ("WWS Policy"). The GNWT has determined that the Recipient meets the criteria of the WWS Policy.

The Recipient was authorized by Council Motion #. \_\_\_\_\_ dated \_\_\_\_\_ to enter into this Agreement.

The parties agree as follows:

**WWS Funding**

1. If the Recipient has:
  - (a) met all of its duties and obligations under a previous WWS funding agreement and
  - (b) has disclosed all sources of funding, including those received in kind, respecting the WWS, the GNWT shall pay to the Recipient the total amount of Two Hundred Two Thousand Dollars (\$151,500) (the "WWS Funds") in the amounts and on the dates as follows:

April 1, 2024	\$50,500
May 1, 2024	\$50,500
June 1, 2024	\$50,500

2. The Recipient shall use the WWS funds to assist with the operational costs of providing water and waste services.
3. The Recipient acknowledges and agrees that payment by the GNWT of WWS Funds is subject to section 97 of the *Financial Administration Act*, S.N.W.T. 2015, c. 13 as amended, which states:

It is a condition of every contract and other agreement made by or on behalf of Government requiring an expenditure that an expenditure pursuant to the contract or agreement will be incurred only if there is a sufficient uncommitted balance in the appropriation for the department for the Government fiscal year in which the expenditure is required under the contract or agreement.

4. The Recipient shall inform the GNWT in writing of any additional sources of funding which becomes available to it with respect to the WWS, within thirty (30) days of that availability.

#### Term

5. This Agreement commences on **April 1, 2024** and terminates on **March 31, 2025**, unless terminated in accordance with the provisions of this Agreement.

#### Financial accountability and reporting

6. The Recipient shall keep proper accounts and records of the revenues and expenditures related to this Agreement, including all working papers and all original invoices, receipts, vouchers and proof of payment, and provide copies of them to the GNWT on request or allow the GNWT, at any reasonable hour, to carry out an audit or inspection of the accounts and records for a period of seven (7) years after the termination of this Agreement.
7. The Recipient shall refund to the GNWT immediately, on receipt of a written request from the GNWT, any monies paid to the Recipient under this Agreement for which, in the opinion of the GNWT, no satisfactory evidence has been provided by the Recipient that the monies have been expended in accordance with this Agreement.

#### Quarterly and Final Financial Reports

8. The Recipient shall:
  - (a) on each of July 31, 2024, October 31, 2024, January 31, 2025 and April 30, 2025, submit a quarterly report in the form set out in Schedule "A", Quarterly Report, along with copies of all bank statements and other substantiating documents relevant to the expenditures made under this Agreement, to the GNWT; and
  - (a) on or before 120 days after the Recipient's year end, submit to the GNWT an audited schedule of revenues and expenditures related to this Agreement, in the form entitled "Standard Audited Financial Statement Format" posted on the MACA's website at [http://www.maca.gov.nt.ca/sites/maca/files/resources/financial\\_statements\\_format.pdf](http://www.maca.gov.nt.ca/sites/maca/files/resources/financial_statements_format.pdf), and any additional information requested by the GNWT.
9. The GNWT may seek additional reporting information from the Recipient concerning the performance of this Agreement and the Recipient shall not unreasonably withhold such information from the GNWT.
10. During the term of this Agreement, upon the request of the GNWT, the Recipient shall meet with the GNWT and provide information and particulars to the GNWT concerning the carrying out of the WWS.

#### Withholding or Reduction of Funds

11. The GNWT may withhold any part of the WWS Funds if, in the GNWT's opinion, the Recipient has not complied with the requirements of this Agreement. The GNWT may provide to the Recipient the withheld WWS Funds when the Recipient is in compliance with this Agreement.
12. The GNWT may deduct from any payment of the WWS Funds or may require repayment of:
  - (a) any portion of previous payments of the WWS Funds not accounted for as required by this Agreement;
  - (b) any portion of previous payments of the WWS Funds not spent or returned to the GNWT within the time specified in this Agreement or as directed by the GNWT; and

- (c) the value, as determined by the GNWT, of WWS unfulfilled obligations of the Recipient which are due at the scheduled time of payment of the WWS Funds.

#### Confidentiality

13. The Recipient shall ensure that any information related to the affairs of the GNWT to which the Recipient becomes aware of as a result of this Agreement is treated as confidential during and after the term of this Agreement and shall not be disclosed without the prior written approval of the GNWT.
14. The Recipient acknowledges that the GNWT may be required to release information about this Agreement in accordance with the requirements of the Access to Information and Protection of Privacy Act.

#### Liability and indemnification

15. The GNWT, its officers, servants or agents shall not be liable to the Recipient, its administrators, successors and assigns for any direct, indirect, special, incidental, exemplary, consequential or punitive damages, or any other types of commercial damage or loss of every nature and kind attributable to the performance of this Agreement, or whether directly or indirectly as a result of any breach of this Agreement, or from any tortious acts, errors or omissions on the part of the GNWT, its officers, servants or agents.
16. The Recipient shall defend, indemnify and hold harmless the GNWT, its Ministers, officers, employees, servants and agents from and against all claims, actions, causes of action, demands, costs, losses, damages, expenses, suits or other proceedings by whomever made, brought or prosecuted in any manner based upon or related wholly or partially to the acts or omissions of the Recipient in its performance of this Agreement, except to the extent that such losses or damages were caused by the gross negligence or wilful misconduct of the GNWT, its Ministers, officers, employees, servants or agents.
17. The Recipient shall notify the GNWT immediately of any claim, action, or other proceeding made, brought, prosecuted or threatened in writing to be brought or prosecuted that is based upon, occasioned by or in any way attributable to the use or expenditure of the WWS Funds under this Agreement.

#### Insurance

18. The Recipient shall, without limiting its obligations or liabilities in this Agreement, obtain, maintain and pay for during the term of this Agreement, the following insurance with limits not less than those shown:
- (a) Commercial General Liability Insurance with limits of not less than two million dollars (\$2,000,000.00) inclusive per occurrence for bodily injury, death and damage to property including loss of use of bodily part or function, or property. Such insurance shall include but not be limited to the following terms and conditions:
- i. Blanket contractual liability;
  - ii. Personal injury liability;
  - iii. Medical payments;
  - iv. Employee as additional insured\*
  - v. Broad form property damage;
  - vi. Cross liability;
  - vii. Contingent employers liability;
  - viii. Products and completed operations liability\*
  - ix. Contractor's protective liability\* and
  - x. Non-owned automobile liability\*
- \* WHERE APPLICABLE

The insurance policies in this clause shall be endorsed to show the GNWT as additional named insured and the Recipient shall provide satisfactory evidence of such insurance to the GNWT or a standing authorization to obtain the information from the Recipient's insurance provider, within thirty (30) days of the signing of this Agreement.

- (b) Professional Liability Insurance with limits of not less than one million dollars (\$1,000,000.00) per claim and two million dollars (\$2,000,000.00) in the annual aggregate, to cover claims arising out of the rendering of or failure to render any professional service under this Agreement.
- (c) All policies shall provide that thirty days written notice be given to the GNWT prior to any material changes or cancellations of any such policies.

Termination and Amendment

- 19. This Agreement may be terminated by either party at any time before the Recipient has spent all of the WWS Funds. In the event of such termination, the Recipient shall return to the GNWT all WWS Funds not spent under this Agreement and provide the GNWT with an accounting of all expenditures made under this Agreement within thirty (30) days of termination.
- 20. This Agreement may be amended at any time by the written consent of the parties.

Notices and Addresses

- 21. In this Agreement, if the GNWT or the Recipient gives any notice, it shall be in writing and will be determined to have been received:
  - (a) immediately, if delivered in person;
  - (b) one (1) day after transmittal, if sent electronically; or
  - (c) ten (10) days after mailing, if sent by registered mail;

if sent to the following address:

if to the GNWT at: Bobby Bourque  
Regional Superintendent  
South Slave Region  
Municipal and Community Affairs  
BOX 127  
FORT SMITH NT X0E 0P0

if to the Recipient at: Mayor Fred Daniels  
Town of Fort Smith  
BOX 147  
FORT SMITH NT X0E 0P0

or to such other address or person that either party may identify by notice to the other.

Dispute Resolution

- 22. All disputes about the interpretation and application of this Agreement shall be resolved by the Minister of Municipal and Community Affairs on behalf of the GNWT, in the Minister's sole discretion, and the Minister's decision shall be final.

Severability

- 23. The parties intend that all provisions of this Agreement shall be fully binding and effective but if any particular provision or part of or all of one provision is found to be void or unenforceable for any reason, then that particular provision shall be deemed severed from the remainder of this Agreement and all other provisions shall remain in force.

General Terms and Conditions

- 24. This Agreement shall be interpreted and governed by the laws of the Northwest Territories and the laws of Canada as applicable.
- 25. Time shall be of the essence in this Agreement.
- 26. The term "Recipient" includes all officers, employees, servants and agents of the Recipient, as the case requires.
- 27. There shall be no waiver of a breach of any term or condition of this Agreement unless the waiver is in writing signed by the party who has waived the breach and specifically sets out the breach and the agreement to waive the same. A waiver with a respect to a specific breach shall not affect any rights of the parties relating to other or future breaches.
- 28. This Agreement shall enure to the benefit of and be binding upon the parties hereto, their administrators, successors, and assigns.
- 29. No member of the Legislative Assembly shall be permitted to obtain any share of part of this Agreement or be entitled to receive any financial benefit arising from this Agreement.
- 30. Words in this Agreement importing male gender include female gender and words importing the singular include the plural and vice versa.
- 31. This Agreement may be executed by the parties in separate counterparts, each of which shall be deemed to constitute an original, and all of which together shall constitute one and the same agreement. This Agreement will be considered fully executed when both parties have executed an identical counterpart, despite all signatures not appearing on the same counterpart. This Agreement may be executed and delivered by facsimile or electronic signatures.

**IN WITNESS WHEREOF** the parties have executed this Agreement through their authorized representatives as follows:

**SIGNED** on behalf of the Government of the Northwest on \_\_\_\_\_ (month) \_\_\_\_\_ (day), 20\_\_\_\_\_.

\_\_\_\_\_  
Bobby Bourque  
Regional Superintendent, South Slave Region  
Municipal and Community Affairs

**SIGNED** on behalf of the Municipal Corporation on \_\_\_\_\_ (month) \_\_\_\_\_ (day), 20\_\_\_\_\_.

\_\_\_\_\_  
Mayor Fred Daniels  
Town of Fort Smith

Schedule "A"

Quarterly Report

1. The Recipient shall submit to the Designated Contact a Quarterly Report no later than thirty (30) days after the end of each reporting period, as set out in section 8 of this Agreement.
2. A Quarterly Report must include:
  - (a) detailed financial statements (statements of all revenues and expenditures and a statement of financial position) in a form as may be required by the GNWT from time to time.