



**Corporate Services Standing Committee Meeting
May 6, 2025**

AGENDA

A. CALL TO ORDER AND CONFIRMATION OF QUORUM

B. REVIEW

- a. Agenda
- b. Minutes
- c. Visions and Values
- d. Declaration of Financial Interest

C. DELEGATIONS

D. DIRECTOR'S REPORT

- a. Corporate Services Director's Report
- b. Accounts Payable Report
- c. Correspondence

E. ADMINISTRATION

- a. Briefing Note – Landfill Reclamation and Expansion – Project Manager Engagement Approval
- b. Briefing Note – Recommendation to Implement Phase 1 Housing Construction Incentive (HAF) – June 2025 Launch
- c. Briefing Note - 3-Year Property Tax Exemption Incentive – Phase 1 HAF Implementation
- d. Briefing Note – Policy and Bylaw Review Project – Workplan Updates and Next Steps

F. OTHER BUSINESS

G. EXCUSING OF COUNCILLORS

H. DATE OF NEXT MEETING

I. ADJOURNMENT



Corporate Services Standing Committee Meeting April 1st, 2025

MINUTES

The Corporate Services Standing Committee Meeting was held on Tuesday, April 1st, 2025 @ 7:40 pm within the Town Hall Council Chambers.

Present: Cr. Benwell, Cr. Heaton, Cr. Karasiuk, Cr. Bathe, D/M Keizer, Mayor Fergusson, Cr. Tuckey, Cr. Cox, and Cr. Couvrette

Regrets:

Staff Present: Tracy Thomas, Senior Administrative Officer
Raveena Brown, Executive Secretary
Jim Hood, Director of Corporate Services

A. CALL TO ORDER

Mayor Fergusson called the meeting to order at 7:40 pm, confirmed quorum.

B. REVIEW

a. Agenda

Moved by: Cr. Karasiuk
Seconded by: Cr. Cox

That the agenda be adopted as presented.

PASSED

b. Minutes

Moved by: Cr. Cox
Seconded by: Cr. Bathe

That the minutes from the Corporate Services Standing Committee Meeting on March 4th 2025, be adopted as presented.

PASSED

c. Vision and Values

d. Declaration of Financial Interest – none at this time

C. DELEGATIONS

D. DIRECTOR'S REPORT

a. The Corporate Services Director's Report for March

Director Hood advised that the department is still in the process of finalizing the Director's position; however, all other positions within Corporate Services have now been filled. This marks the first time since December that the department has been fully staffed. Director Hood further noted that the auditors have been on-site since March 27th. Of the three auditors present, two have completed their field work testing and departed earlier today, while the lead auditor remains on-site.

A discussion was held regarding the potential of our website adding the ability to fill out and pay for licenses such as development permits, business licenses, paying utility bills, dog tags, etc., online. Director Hood noted that the is in the process of reviewing pricing options.

b. Accounts Payable Report

c. Correspondence



Corporate Services Standing Committee Meeting April 1st, 2025

E. ADMINISTRATION

- a. Briefing Note – 2025-2026 WWS Contribution Agreement with GNWT

Moved by: Cr. Couvrette

Seconded by:

That Council approve the Town of Fort Smith entering into the 2025-2026 Water and Waste Services (WWS) Contribution Agreement with the Government of the Northwest Territories in the amount of \$798,000.00 and authorize the Mayor and Senior Administrative Officer to sign the agreement on behalf of the Town.

PASSED

- b. Briefing Note – 2025-26 Community Public Infrastructure (CPI) Contribution Agreement

Moved by:

Seconded by:

That Council acknowledge and accept the 2025-26 Community Public Infrastructure (CPI) Contribution Agreement with the Government of the Northwest Territories in the amount of \$1,833,000, and that the Mayor and Senior Administrative Officer be authorized to execute the agreement as required.

PASSED

- c. Briefing Note – 2025-26 Operations and Maintenance (O&M) Funding Agreement with GNWT

Moved by:

Seconded by:

That Council authorize the Mayor and Senior Administrative Officer to sign the 2025–2026 Operations and Maintenance (O&M) Contribution Agreement between the Town of Fort Smith and the Government of the Northwest Territories in the amount of \$2,466,000.

PASSED

- d. Briefing Note – 2025 Mill Rate Bylaw

Moved by:

Seconded by:

That Bylaw 1061, the 2025 Mill Rate Bylaw, be submitted for First, Second, and Third Reading at the Regular Meeting of Council on April 15, 2025.

PASSED

F. OTHER BUSINESS

- a. Letter to GNWT Minister

Moved by: D/M Keizer

Seconded by: Cr. Karasiuk

That the Mayor be directed to write a letter to the Minister of Municipal and Community Affairs (MACA), Government of the Northwest Territories, to express Council's appreciation for the funding received, and to respectfully request clarification regarding the discrepancy between the amount received and the amounts proposed during the MACA Municipal consultations in 2024.

PASSED

G. EXCUSING OF COUNCILLORS



Corporate Services Standing Committee Meeting
April 1st, 2025

H. DATE OF NEXT MEETING

That next Corporate Services Standing Committee meeting be on May 6th, 2025.

I. ADJOURNMENT

Moved by: Cr. Karasiuk

Seconded by: Cr. Cox

That the meeting be adjourned at 8:25 pm.

PASSED

Our Vision and Mission

Community Vision

Fort Smith is a vibrant, future-focused community with a small-town feel, where residents enjoy a high quality of life. With efficient services and sustainable land use, the Town actively preserves and enhances its heritage, culture, and natural environment.

Council Vision

The Town of Fort Smith is a thriving, well-managed local government where proactive stewardship ensures the long-term sustainability of our publicly owned assets. We are committed to sound governance, responsible planning, and delivering services that meet the needs of our residents at reasonable levels.

With a strong organizational culture and a collaborative approach, we foster positive relationships with neighboring First Nations and Metis communities and work together toward shared prosperity. By supporting local economic opportunities, accessible services, and a good quality of life, we create a community where seniors can retire with dignity, young people can build a future, and all residents can feel a sense of belonging and possibility.

Mission

The Town of Fort Smith provides a broad range of essential and valued services that support our community's well-being, both now and for future generations. Through responsible resource management and responsive delivery service, we create a well-functioning and forward-looking community that enriches the lives of all who call Fort Smith home.



RECOMMENDATION:

THAT THE COUNCIL OF THE TOWN OF FORT SMITH ACCEPTS THE CORPORATE SERVICES MONTHLY REPORT AS PRESENTED.

BACKGROUND

Corporate Services currently has two vacant positions. The Director of Corporate Services position is still vacant but is being temporarily filled by Jim Hood. Attempts to staff this position have been unsuccessful so far so the services of a recruiter are currently being used to assist in finding a suitable candidate. The Manager, Human Resources position is a new position and the competition closed for that position earlier this month. Screening and interviews will take place in early May.

The March utility billing was completed on April 11. This is closer to what is expected on a monthly basis. The Accounts Receivable Clerk is become more familiar and comfortable in the position and as such, more attention will be put on collection action to bring down the balance of outstanding receivables. This will also be the focus for accounts receivable invoices as well.

Corporate Services staff are engaged in ongoing cross training to allow us to better operate during periods of staff leave and vacancies. Our staff are very dedicated to their positions and strive to provide the best possible support to other departments and the public.

The Capital Budget for 2025 has been approved by Council and work is already underway to move forward on the priority projects and evergreen purchases approved in that budget. One project that is moving forward is the assessment of the town's infrastructure which is a huge step to being able to develop focused capital projects and budgets and inform decision making.

Some areas that will be focused on in the coming months is a review of all contribution agreements to ensure proper reporting is submitted and developing a tool to track contribution agreements. In keeping with strategic priorities of Council, IT Upgrades are moving forward and we are looking at increasing our financial software capabilities to streamline processes like a customer portal and allowing things like business licensing and pet licensing to be done online. We are also looking to become more efficient in our

REPORT TO COUNCIL

Corporate Services
Corporate Services Monthly Report

Date: April 30, 2025

processing of payroll by being able to upload files directly to the bank to pay employees, rather than manually entering the information.

I am happy to advise the committee that I have agreed to an extension to my term to August 22nd. I will be on leave from May 2nd to June 9th, and in my absence, Sham Jayakodige will be acting in my absence.

Prepared by:
Jim Hood
Director of Corporate Services
Date: April 30, 2025

Reviewed by:
Tracy Thomas
Senior Administrative Officer
Date: May 2, 2025



Briefing Note

To: Mayor and Council
From: Administration
Date: May 6th, 2025
Subject: Landfill Reclamation and Expansion – Project Manager Engagement Approval

PURPOSE:

To seek Council approval to formally engage Colliers Project Leaders to provide project management services for the Landfill Reclamation and Expansion project, under the existing Standing Offer Agreement.

BACKGROUND:

The Town's Solid Waste Disposal Facility has reached the end of its operational life. An engineered capping system and new lined waste pit are required to meet environmental standards, while transitioning the site to a modern transfer station model. The Landfill Reclamation and Expansion project was approved as part of the 2025 Capital Budget, with total eligible costs of \$1,517,856. Funding has been secured through the Investing in Canada Infrastructure Program (ICIP), covering 75% of eligible costs (\$1,138,375).

As part of project planning discussions, the Council endorsed the Administration's recommendation to retain a dedicated Project Manager to oversee the full project lifecycle and ensure effective delivery.

Colliers Project Leaders was selected under the Town's Standing Offer Agreement for project management services. Their proposal outlines comprehensive support, including planning, design oversight, construction coordination, risk management, and project closeout activities.

ANALYSIS:

The engagement of Colliers Project Leaders will provide technical expertise, proactive risk management, and consistent oversight of schedule, scope, and budget for this major infrastructure project. Their scope includes:

- Developing and issuing RFPs for design updates and construction
- Coordinating scheduling, budgeting, and quality assurance
- Supporting value engineering, regulatory compliance, and stakeholder engagement
- Providing regular progress reporting to Administration and Council

The proposed upset limit for services is \$95,000 plus applicable taxes, covering the project period from May 1, 2025, to September 30, 2027.

This engagement is through an existing Standing Offer Agreement and is within the approved project budget. However, it exceeds the SAO's signing authority and is therefore presented for Council approval.

Administration has shared this information with the Council to ensure full transparency regarding the project execution strategy and rationale.

RECOMMENDATION:

That Council approve the engagement of Colliers Project Leaders, under the existing Standing Offer Agreement, to provide project management services for the Landfill Reclamation and Expansion project, with an upset limit of \$95,000 plus applicable taxes.



Briefing Note

Suggested Council Motion:

That Council authorize Administration to engage Colliers Project Leaders, under the existing Standing Offer Agreement, to provide project management services for the Landfill Reclamation and Expansion project, with an upset limit of \$95,000 plus applicable taxes.



Briefing Note

To: Mayor and Council
From: Administration
Date: May 6th, 2025
Subject: Recommendation to Implement Phase 1 Housing Construction Incentive (HAF) – June 2025 Launch

PURPOSE:

The purpose of this briefing note is to seek Council's approval to proceed with the launch of the Housing Incentive Program (Phase 1 Housing Construction Incentive – HAF) in June 2025. The program is recommended by the Housing Accelerator Fund (HAF) Advisory Committee as part of the Town's HAF Action Plan and is intended to accelerate new residential construction through targeted financial incentives.

BACKGROUND:

The Town of Fort Smith was awarded \$2,616,019 through the Housing Accelerator Fund administered by CMHC, payable over four annual advances. As part of this agreement, the Town committed to implementing a range of actions to increase the supply and diversity of housing. One such action is the development and delivery of financial incentives for new construction and intensification.

The HAF Advisory Committee met on May 1, 2025, to finalize and recommend the implementation of the Phase 1 Housing Construction Incentive (HAF)—a grant program that supports new builds, retrofits, and secondary suites. The Committee endorsed a \$1,000,000 funding cap for this initial round to allow for evaluation and potential adjustments before a second intake.

ANALYSIS:

Town of Fort Smith – Housing Incentive Program

Phase 1 Housing Construction Incentive (HAF) – June 2025 Launch

Grant Streams and Eligibility

New Construction Grant

\$35,000 for the first new principal dwelling unit

\$25,000 for each additional unit, up to a maximum of four (4) total units per property

Maximum incentive per property: \$110,000

Available for new multi-family dwelling units. Eligible developments include duplexes, triplexes, fourplexes, townhomes, stacked row housing, and apartment-style buildings.

Must be new builds within municipal limits and meet all applicable zoning and development regulations.

Retrofit Grant

\$35,000 per unit

For retrofit or renovation projects that result in the creation of new incremental multi-family residential units (e.g., converting non-residential space or large homes into multiple dwellings). Must result in a net increase in dwelling units on the property.

Secondary Suite Grant

\$20,000 per unit

For new basement suites, garage suites, or garden suites. Suites must be self-contained



and compliant with building and fire codes. Intended for long-term occupancy (short-term rentals are ineligible).

Advance Payment Option

Applicants may request up to 50% of the approved grant amount in advance to support upfront construction costs.

To qualify for an advance:

- A valid Development Permit must be in place
- A signed grant funding agreement must be executed
- The applicant must provide:
 - Proof of construction financing or a signed contractor agreement
 - A refundable holdback equal to 10% of the total grant amount, returned upon successful project completion

Projects must be completed within 24 months, or the Town reserves the right to recover the advance (extensions may be granted in writing).

The remaining balance of the grant will be issued after:

- Final inspection and occupancy approval
- Submission of compliance documentation confirming unit type, occupancy use, and eligibility

Program Requirements

Projects must be located within municipal boundaries. All units must comply with applicable land use, zoning, and building regulations. Funding is limited to the available program budget and is not guaranteed until a funding agreement is executed. All recipients must agree to the terms set out in the Residential Development Grants Policy.

Compliance and Repayment

Grant recipients must meet all program conditions. Non-compliance (e.g., project cancellation, ineligible use, or failure to meet deadlines) will trigger repayment provisions. Administration is exploring legal avenues to enable recovery of outstanding grant funds through the property tax roll, if applicable.

Program Budget and Oversight

Total available budget: \$1,000,000

Fully funded by the CMHC/HAF Contribution Agreement. The program includes pre-approval controls, milestone-based disbursements, post-completion compliance checks, and recovery provisions for non-compliance.

RECOMMENDATION:

That Council approve the rollout of the Phase 1 Housing Construction Incentive (HAF) as recommended by the HAF Advisory Committee, with a program launch date in June 2025 and an initial allocation of \$1,000,000. Administration will return to Council with an evaluation and recommendations for any adjustments prior to launching a second intake.



Briefing Note

To: Mayor and Council
From: Administration
Date: May 6th, 2025
Subject: 3-Year Property Tax Exemption Incentive – Phase 1 HAF Implementation

PURPOSE:

To seek Council's approval to implement a 3-Year Property Tax Exemption Incentive aligned with the Housing Accelerator Fund (HAF) Action Plan. This incentive aims to encourage new residential development during the HAF program period by offering temporary property tax relief on the increased assessed value created through eligible construction.

BACKGROUND:

The Town of Fort Smith was awarded \$2,616,019 through CMHC's Housing Accelerator Fund, payable over four annual advances. As part of the approved HAF Action Plan, the Town committed to implementing a series of regulatory and financial measures to increase housing supply. The 3-Year Property Tax Exemption Incentive is a recommended measure to reduce the financial burden on new development and support timely construction in advance of the March 31, 2028, program milestone.

The HAF Advisory Committee reviewed and endorsed the incentive on May 1, 2025, recommending it be launched alongside the Phase 1 Housing Construction Incentive in June 2025.

CURRENT SITUATION:

The tax exemption applies only to the increase in assessed value resulting from new residential development. The exemption structure is as follows:

- Year 1: 100% exemption
- Year 2: 66% exemption
- Year 3: 33% exemption
- Year 4 onward: Fully taxable

Eligibility:

- Applies to all new residential buildings of any class
- Also applies to new secondary suites or additional dwelling units (e.g., garage, garden, or basement suites)
- Construction must be substantially completed and occupied on or before March 31, 2028
- All required permits and final inspections must be in place by that date
- Developments must comply with zoning regulations and must not have any outstanding property taxes or enforcement issues

Timing:

- The exemption begins in the first full calendar year following occupancy and reassessment
- No exemption applies during construction, as taxes are based on land value until completion



Program end date:

- No exemptions will be applied beyond December 31, 2029
- Projects completed in 2025 or 2026 may receive the full three-year exemption
- Projects completed in late 2027 or early 2028 may receive only one or two years of exemption, depending on the completion date
- Example: a project completed in 2026 would receive exemptions for 2027, 2028, and 2029; a project completed in late 2028 would only receive an exemption for 2029

Conditions:

- A signed exemption agreement is required
- Exemptions are non-transferable
- Exemptions may be revoked if the property is sold, repurposed, or converted to a short-term rental
- The exemption applies only to developments completed and occupied during the HAF program window

Administration:

- One-time application submitted after occupancy and reassessment
- Annual review and tracking of exemptions by Administration
- Subject to available program funds and alignment with HAF contribution agreement terms

RECOMMENDATION:

That Council approve the implementation of the 3-Year Property Tax Exemption Incentive as part of the Phase 1 HAF roll-out, with an effective launch date of June 2025 and a program end date of December 31, 2029.



Briefing Note

To: Mayor and Council
From: Administration
Date: May 6th, 2025
Subject: Policy and Bylaw Review Project – Workplan Update and Next Steps

PURPOSE:

To update Council on the progress and revised timelines for the Town’s Policy and Bylaw Review Project and to highlight next steps in the engagement and implementation process.

BACKGROUND:

In January 2025, the Town issued RFP TFS 2025-02 to undertake a comprehensive review and redevelopment of its policies and bylaws. This initiative was undertaken to ensure governance documents are clear, consistent, up-to-date, legally compliant, and aligned with best practices and the Town’s operational realities.

PlanIt North was selected to lead this project, which is structured in two parallel tracks:

- **Track 1:** High-priority bylaws and policies related to Strategic Planning and Land Use, including deliverables tied to the Housing Accelerator Fund (HAF)
- **Track 2:** Other identified governance priorities to follow in subsequent phases

A kickoff meeting was held in early April, and the work plan was subsequently amended to reflect refined priorities, realistic timelines, and opportunities for stakeholder engagement and staff training.

ANALYSIS:

The amended work plan outlines the following phasing and deliverables:

- **Phase 1:** Kickoff and Priority Clarification – Completed by mid-April
- **Phase 2:** Comprehensive Review and Internal Bylaw Database – To be completed by November 2025

Track 1 – High Priority (Strategic Planning & Land Use):

These bylaws and policies have been prioritized due to their direct link to current planning needs and funding obligations under the Housing Accelerator Fund (HAF):

- Housing Accelerator Fund (HAF) – Related Bylaws & Policies
- Land Administration Bylaw
- Derelict Properties / Property Standards Bylaw
- Vacant and Underutilized Land Bylaw (TBD – possible bylaw, policy, or incentive framework)

Key milestone targets:

- Best Practices Report: End of June
- Draft Revisions: Mid-August
- Stakeholder Engagement: September
- Council Presentation and Finalization: November

Track 2 – Other Identified Priorities:

The following governance documents have also been flagged for review and modernization, and will be addressed in Track 2 as capacity allows:



Briefing Note

Governance & Administrative

- Procurement Bylaw
- Contracting Policy
- Excluded Employees / Management Bylaw
- Asset Management Policy
- Donations Policy
- Rates and Fees Bylaw

Human Resources & Organizational Conduct

- Health and Safety Policy
- Substance Use Policy
- Social Media Policy
- AI Use Policy

Licensing & Business

- Business Licence Bylaw
- Home Occupation Bylaw

Municipal Services & Operations

- Traffic Bylaw
- Animal Control Bylaw
- Snow Removal Bylaw
- Garbage, Water, and Sewer Bylaws
- Civic Addressing Bylaw
- Noise Bylaw
- ATV, Firearms, Fireworks Bylaws

Council & Community Engagement

- Advisory Boards Bylaw

Track 2 work will span from Fall 2025 to March 2026, with draft documents in mid-October, committee engagement in November–December, and training by March 2026.

The consultant has committed to producing a searchable, standardized database of all governance documents, along with supporting training and procedural materials to ensure internal capacity for ongoing use and maintenance.

RECOMMENDATION:

That Council receive this update for information and endorse the revised workplan, which reflects a phased and strategic approach to updating the Town's governance framework. Council's continued participation, particularly through the By-Law Committee and stakeholder engagement sessions, will be key to the success of this project.