



Council of the Town of Fort Smith
December 9th, 2025 @ 7 pm

AGENDA

1. CALL TO ORDER

- a. Confirmation of Quorum
- b. Acknowledgment of First Nations

2. ADOPTION OF AGENDA

3. DELEGATIONS

- a. Animal Shelter – Robyn Brown and Alana McGrath

4. APPROVAL OF MINUTES

- a. Regular Meeting of Council November 18th, 2025
- b. Special Meeting of Council November 25th, 2025

5. BUSINESS ARISING FROM THE MINUTES

6. DECLARATION OF FINANCIAL INTEREST

- a. Statement of Disclosure Interest.

7. COUNCIL BUSINESS

- a. Protective Services
 - i. Director's Report
 - ii. Briefing Note: Animal Shelter Operations Support
 - iii. Briefing Note: Property Sale – 9 Whitford Rd.
- b. Corporate Services
 - i. Director's Report
 - ii. Account's Paid List
 - iii. Correspondence
- c. Briefing Note: Canada Housing Infrastructure Fund (CHIF) – Upcoming Funding Call and Recommended Project Priority
- d. Briefing Note: Attendance at the NWTAC 2026 Annual General Meeting
- e. Briefing Note: Donation Request - Fort Smith Seniors Society
- f. Briefing Note: Donation Request – Uncle Gabe's Friendship Centre

8. COUNCIL BUSINESS

- a. Bylaws
 - i. Jim Hood SAO Appointment Bylaw No. 1073
- b. Mayor and Council / Board Representatives

9. PROCLAMATIONS

10. DATE OF NEXT COUNCIL MEETING



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The next Regular Meeting of the Council will be held on December 16, 2025, with the 1st draft of the 2026 budget and reports from Community and Municipal Services.

11. EXCUSING OF COUNCILLORS

12. QUESTION PERIOD

13. ADJOURNMENT



Council of the Town of Fort Smith
November 18, 2025 @ 7:00 PM

MINUTES

The Regular meeting of the Council was held on
Tuesday, November 18, 2025, @ 7 pm within the Town Hall Council Chambers.

Present: Mayor Fergusson, D/M Keizer, Cr. Heaton, Cr. Karasiuk, Cr. Bathe, Cr. Tuckey, Cr. Cox, and Cr. Couvrette
Regrets: Cr. Benwell
Staff Present: Tracy Thomas, Senior Administrative Officer
Raveena Brown, Executive Secretary
Lauren Howes, Director of Community Services

1. CALL TO ORDER

- a. Mayor Fergusson confirms quorum and reads the Acknowledgment of First Nations.

2. ADOPTION OF AGENDA

25-273

Moved by: Cr. Couvrette

Seconded by: Cr. Cox

That the agenda be adopted as amended to add a briefing note to 7. Administration (k) DPA-056-25.

PASSED

3. DELEGATIONS

- a. RCMP Monthly Policing Report for October 2025.

It was noted that October was a very transitional month, which everyone is likely aware of. The ongoing state of flux was acknowledged, but it was also noted that things are starting to trend upward, which is encouraging to see. There has been some strong work underway, and next month's report is expected to be more detailed, as it will capture several developments that took place near the end of October and the beginning of November.

The officer explained that the mandatory breathalyzer legislation has been in place for a few years, but many people are still hesitant, unsure, or unhappy about it. He noted that most of the pushback happens during traffic stops, often from individuals who feel singled out. He stressed that officers are not administering tests because they believe someone has been drinking, but because the legislation requires it and provides them with a tool to prevent impaired driving.

He shared examples from his own experience, including cases where someone appeared completely sober but still blew well over the legal limit. He emphasized that mandatory testing is an important preventive measure that helps keep the community safe. The risks and potential loss of life caused by impaired driving are significant, and the legislation helps reduce that danger.

He also spoke about the role of Guardian in the North. Because of the vast distances, low population, and limited cell coverage, the program helps fill gaps by monitoring isolated areas, checking on motorists, and ensuring people can get help if they become stranded. This work addresses real infrastructure challenges across the territory.



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He added that community policing efforts, including Indigenous-led programs, help strengthen relationships and reduce negative perceptions of police. Building positive connections with youth and community members makes it more likely that they will feel safe seeking help or reporting concerns. He appreciated that these efforts had been well received and said the feedback would be shared with the rest of the team.

4. APPROVAL OF MINUTES

- a. Regular Meeting of Council November 4th, 2025

25-274

Moved by: Cr. Cox

Seconded by: Cr. Tuckey

That the minutes of the Regular Meeting of November 7th, 2025, be adopted as presented.

PASSED

5. BUSINESS ARISING FROM THE MINUTES

6. DECLARATION OF FINANCIAL INTEREST

7. ADMINISTRATION

- a. Community Services
- i. Director's Report
- b. Municipal Services
- i. Director's Report
- c. Briefing Note: Municipal Services Department Roadmap
- For information

SAO Thomas reported that two consultants from Municipal Management Advisors recently spent several weeks in the community, working closely with staff. They held a SWOT Analysis meeting with multiple departments to ensure data gathered reflected all perspectives and they conducted extensive interviews with staff and worked directly with the department's director.

She noted that the consultants have now developed a five-year roadmap. Administration is working with the director to outline what each year of implementation will look like. The plan also includes an ongoing coaching component, which will be built into the budget. This will give the director the ability to seek guidance when challenges arise, ask for recommendations, and identify useful resources as the plan moves forward.

She explained that the overall goal is to help the department operate more effectively and address existing gaps. One of the most significant issues identified was ongoing attendance concerns. As a result, one of the key recommendations is the creation of a formal attendance program with clear consequences. This program would apply across the entire organization to ensure fairness. It may be implemented in the near future, with consideration for how it fits within the existing progressive discipline process.

Cr. Couvrette added to the earlier conversation about finding creative ways to address attendance issues. He noted that with the organization preparing to enter collective agreement negotiations in 2026, this will be an important opportunity to raise the matter.



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He suggested beginning discussions soon to clarify the Town's position going into the renewal of the collective agreement.

- d. Briefing Note: Draft Water and Sewer System Strategic Plan – Preliminary Findings and 2026 Capital Priorities

25-275

Moved by: Cr. Cox

Seconded by: D/M Keizer

That Council receive the Draft Water and Sewer System Strategic Plan findings for information, direct Administration to bring the identified priority projects forward during 2026 Capital Budget deliberation, and that the Mayor and Senior Administrative Officer initiate discussions with the Tłı̨ch'ı̨ Dënésuliné Nation regarding funding participation in required system upgrades associated with potential piped service expansion.

PASSED

- e. Briefing Note: Budget Variance Report as of September 30, 2025
- For Information

Cr. Karasiuk sought clarification regarding the budget that has been spent year to date.

SAO Thomas reported that the raw water intake and pumphouse replacement project, which represents the largest potential financial impact, has been mostly delayed until next year. The expenditures shown are up to October 31, with some invoices still outstanding.

Much of the major work and higher costs for several projects, including the landfill work recently presented, will occur next year. Although many of these are multi-year projects, the full project values remain in the budget, and the current figures reflect only the first year of spending.

She added that the garbage truck purchase is progressing, but there is a logistical issue. The model selected does not fit through the existing bay doors, so the purchase is temporarily on hold while the Town determines what modifications can be made to accommodate the vehicle.

- f. Briefing Note: Capital Projects Update to October 31, 2025
- For Information

- g. Briefing Note: Request for Council Support to Advocate to GNWT for Land Swap for Preferred Fire Hall Site

25-276

Moved by: Cr. Couvrette

Seconded by: Cr. Tuckey

That Council direct the Mayor to write to GNWT leadership requesting that GNWT work with the Town to pursue a land swap for the property currently used as hospital staff parking, to secure the preferred site for the new Fire Hall.

PASSED

SAO Thomas explained that while the topic has been raised with Housing NWT several times, discussions have not progressed beyond the initial conversations. The land in question was originally designated for senior housing, and the Town has been trying to identify alternate Town land that could be offered in exchange. She noted that although the parties expressed openness to further discussion and the Town explored future options, the process stalled.

She said administration is now seeking support from Council to advance this priority project. Until that direction is confirmed, the Town cannot move forward with any design work.



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Cr. Couvrette said his initial question was why the GNWT is not simply transferring the land to the Town for a nominal amount, rather than requiring a land swap, especially given that the parcel was originally designated for senior housing. While the explanation provided clarified the purpose of the swap, it did not address his broader concern about why the GNWT continues to hold such a large amount of land within municipal boundaries. He stated that, in his view, residential lots within the municipality should be under municipal ownership, and if the NWT Housing Corporation wishes to develop units, it should approach the Town to purchase the appropriate lots. He expressed frustration that the GNWT remains a major landowner within the community.

Cr. Cox said that while driving through the area earlier in the day, he found himself thinking about how the lack of planning for parking continues to create problems. He noted that it is not simply a matter of identifying an empty piece of land and designating it for parking, because people end up crossing the road constantly. He compared it to what happened at JBT years ago, when the brown house and greenhouse were removed and the space suddenly became informal parking, which created safety concerns with hundreds of children crossing back and forth.

He said it does not make sense to have parking located on the opposite side of the road if it cannot be safely used in the long term. He wondered whether this point could support the Town's request by offering up parking space below the Health Center as part of the land discussion. His broader goal was to encourage thoughtful, consistent planning across the organization.

h. Briefing Note: Christmas Eve Half-Day

25-277

Moved by: Cr. Cox

Seconded by: D/M Keizer

That all Town facilities close at noon on Wednesday, December 24th, 2025; and That Town staff, dependent on operational needs, will be given a half-day on December 24th, 2025. Should operational requirements necessitate employment on this noted date, the employee will be given equivalent time off in lieu at a mutually agreed time.

PASSED

Director Howes reported that the department has decided to pilot opening the Recreation Centre on select statutory holidays. The first trial took place on Remembrance Day with limited hours, and it was successful. Based on the positive response, the plan is to open again on Boxing Day and New Year's Day, also with restricted hours, likely around noon to 4 p.m. This approach allows staff to spend time with their families while still providing some operational availability for the community.

She noted that feedback after Remembrance Day was very positive, and there was strong engagement on social media when the pilot was announced. The department has also invited public feedback to better understand community interest and determine whether

i. Briefing Note: Santa Claus Parade Road Closure

25-278

Moved by: Cr. Tuckey

Seconded by: Cr. Cox

That Council approves the following road closure for the Santa Claus Parade route: From the Fort Smith Centennial Arena to Rupert Ave., along Simpson St. to McDougal Rd., then to King St., ending at the Community and Recreation Centre, for the duration of the parade.

PASSED



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j. Briefing Note: New Year's Eve Fireworks Road Closure

25-279

Moved by: Cr. Cox

Seconded by: Cr. Couvrette

That the Council approve the following road closure;
That Marine Drive, between Mills Street and Walrus Street, will be closed to vehicle traffic from 6:30 pm to 8:00 pm on Wednesday, December 31st, 2025, for the annual New Year's Eve fireworks display.

PASSED

k. Briefing Note: DPA-056-25

25-280

Moved by: Cr. Tuckey

Seconded by: Cr. Bathe

That DPA-056-25, submitted by Brad Bourque, to operate a taxi service, from Lot 1194, Plan 1588, 93 Wilderness Road, Fort Smith, be approved.

PASSED

Cr. Karasiuk said that after reviewing the information, he noted that it only refers to a taxi service and does not specify whether the location will also serve as a home office or support space. He asked whether taxi vehicles would be stored on the lot, as there is no clear description of what the home occupation would include.

SAO Thomas explained that her understanding is that the operation will be run by a single individual, with one taxi parked at the residence along with their personal vehicle.

Cr. Tuckey noted that previous taxi companies in the community have all operated from their homes. He said their offices were located within their residences, and their cabs were parked on their personal lots. In his view, this has long been the standard practice.

8. IN-CAMERA

25-281

Moved by: D/M Keizer

Seconded by: Cr. Cox

That Council move in-camera at 7:55 pm in accordance with the Cities, Towns, and Villages Act, Section 23(3)(b and c).

PASSED

25-282

Moved by: Cr. Couvrette

Seconded by: Cr. Tuckey

That Council move out of in-camera at 8:17 pm.

PASSED

9. COUNCIL BUSINESS

a. Bylaws and Policies

i. Third Reading Land Administration Bylaw No. 1065

25-283

Moved by: Cr. Cox

Seconded by: Cr. Couvrette

That the Land Administration Bylaw No. 1065 be given third and final reading.

PASSED



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ii. Third Reading Corporate Seal Bylaw No. 1070

25-284

Moved by: Cr. Tuckey

Seconded by: Cr. Cox

That the Corporate Seal Bylaw No. 1070 be given third and final reading.

PASSED

iii. First Reading SAO Bylaw No. 1071

25-285

Moved by: Cr. Cox

Seconded by: Cr. Couvrette

That the SAO Bylaw No. 1071 be given first reading.

PASSED

iv. Second Reading SAO Bylaw No. 1071

25-286

Moved by: Cr. Couvrette

Seconded by: Cr. Tucky

That the SAO Bylaw No. 1071 be given second reading.

PASSED

b. Mayor and Council / Board Representatives

- i. Cr. Tuckey noted that he had gotten some feedback from the community regarding the audio recording for the last meeting.
- ii. Cr. Cox thanked Town staff for their strong work following the recent snowfall, noting that most roads were cleared within 24 hours. He reminded residents that the level of service in Fort Smith is exceptional compared to many other communities.

He also shared that he and the Director of Protective Services will be attending a Riverbank Erosion Workshop in Yellowknife from December 2 to 4, funded through the NWT Association of Communities. He said he has a solid understanding of the local concerns but encouraged anyone with specific issues related to Riverbank Erosion to contact him.

- iii. Cr. Couvrette expressed appreciation for the community's strong turnout at the Remembrance Day services. He said the well-attended event showed the spirit of the community and the deep respect residents have for veterans and the freedoms their service has provided.
- iv. Cr. Benwell – excused
- v. Cr. Heaton reported that she continues to volunteer with Uncle Gabe's Friendship Centre lunch program, which runs Monday to Friday. She noted that they are once again short on volunteers and encouraged anyone able to help serve hot lunches and support students during the midday break to get involved.

She also highlighted that Sister Sutherland's Thrift Store is in need of volunteers. The volume of donations can be overwhelming, and help is needed to sort items. She said the role is well-suited for teens looking for calm volunteer hours or retirees who enjoy folding and organizing clothing.

Councillor Heaton thanked Sam at the Northern for a recent large food donation to the food bank. She reminded the community that the food bank is open to anyone



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who needs additional food support and operates on Saturdays at 1:30 p.m. in the basement of the church. She added that people can visit both the thrift store and the food bank on the same trip.

She also noted that preparations are underway for the Christmas Maxx Sale at the Northern Life Museum and Cultural Centre, a major annual event. It will take place at the Recreation Centre on Saturday, November 29, from 1 to 4 p.m. She encouraged residents to support local vendors and artisans.

She concluded by wishing good luck to all candidates in the upcoming Salt River First Nation election for Chief and Council.

- vi. Cr. Karasiuk noted that he had just returned from a trip and did not have much to report. He added to Cr. Cox's earlier comments, explaining that on his way back into town, he was following the snowfall warnings and updates on the alert app and on Facebook. He thanked both the Town staff and the territorial highways crews for their work, pointing out that many of those crews are local residents who take real pride in keeping the roads clear. He said the roads were well-maintained all the way back that morning. He closed by saying that while people may complain at times, we live in a great country and a great community, and his recent travels made him even more grateful to be home.
- vii. Cr. Bathe echoed the thanks offered to staff, acknowledging the amount of work involved in keeping roads clear. He noted that after driving from Fort Smith to Yellowknife the previous day, he was reminded that the community has some of the best road conditions in the territory, including in Yellowknife. He also thanked everyone who supported the hockey tournament over the weekend, sharing that his family and friends from Fort Simpson enjoyed the event and had many positive comments about the facility and their experience in town. He expressed his appreciation for the effort everyone continues to put in.
- viii. D/M Keizer provided an update on the Northwest Territories Association of Communities' 60th anniversary AGM, scheduled for February 26 to 28. He noted that a call for motions has gone out and reminded Council that Fort Smith submitted two territorial motions last year, one on the Power Corporation and one on an NWT vision, both of which were accepted for monitoring and forwarded to the GNWT. He encouraged members to consider any new motions, whether Fort Smith-specific or territorial in scope, and to share ideas with him, the SAO, or Mayor Fergusson so they can be compiled.

He added that Council will soon need to decide who will attend the AGM. Room blocks are held until January, after which prices double, so he asked members to review their calendars and be ready to confirm their participation when the request comes forward.

- ix. Mayor Fergusson reported that the letters Council requested at the last meeting have been sent to the appropriate recipients, and she is hoping to receive responses soon. She also shared an update from the TLC, noting that their AGM was held on October 29. Everyone reaffirmed their commitment to the organization, and while financial commitments are still pending, she expects contributions once some political matters wrap up.

She offered special thanks to the organizers of the recent HOBAGO community event, which brought together hockey, volleyball, and dodgeball for all ages and



Council of the Town of Fort Smith
November 25th, 2025 @ 6 pm

b. Appointment of Acting SAO

25-293

Moved by: Cr. Couvrette

Seconded by: Cr. Cox

That Council approve the appointment of Jim Hood as Acting SAO effective November 29, 2025, at the proposed acting rate to December 31, 2025.

PASSED

c. Appointment of Interim Director of Community Services

25-294

Moved by: Cr. Tuckey

Seconded by: Cr. Cox

That Council approve the one-year interim appointment of Lauren Howes as Director of Community Services from October 6, 2025, to October 7, 2026.

PASSED

d. Appointment of Cassandra Gibbons as Director of Corporate Services and Signing Authority

25-295

Moved by: Cr. Cox

Seconded by: Cr. Couvrette

That Council appoint Cassandra Gibbons as the Director of Corporate Services, effective November 17, 2025, and that she be added as an authorized signing authority for the Town of Fort Smith.

PASSED

5. BYLAWS

a. Third and Final Reading of the SAO Bylaw No. 1071

25-296

Moved by: Cr. Tuckey

Seconded by: Cr. Cox

That Council give third and final reading to the SAO Bylaw No. 1071.

PASSED

6. EXCUSING OF COUNCILLORS

7. QUESTION PERIOD

8. ADJOURNMENT

25-297

Moved by: Cr. Karasiuk

Seconded by: Cr. Bathe

That the meeting be adjourned at 6:35 pm.

PASSED

REPORT TO COUNCIL

Department: Protective Services

Date: November 28, 2025

Subject: Monthly Report

RECOMMENDATION:
THAT THE COUNCIL OF THE TOWN OF FORT SMITH ACCEPTS THE PROTECTIVE SERVICES MONTHLY REPORT FOR NOVEMBER 2025 AS PRESENTED.

Fire/EMS Response Activities

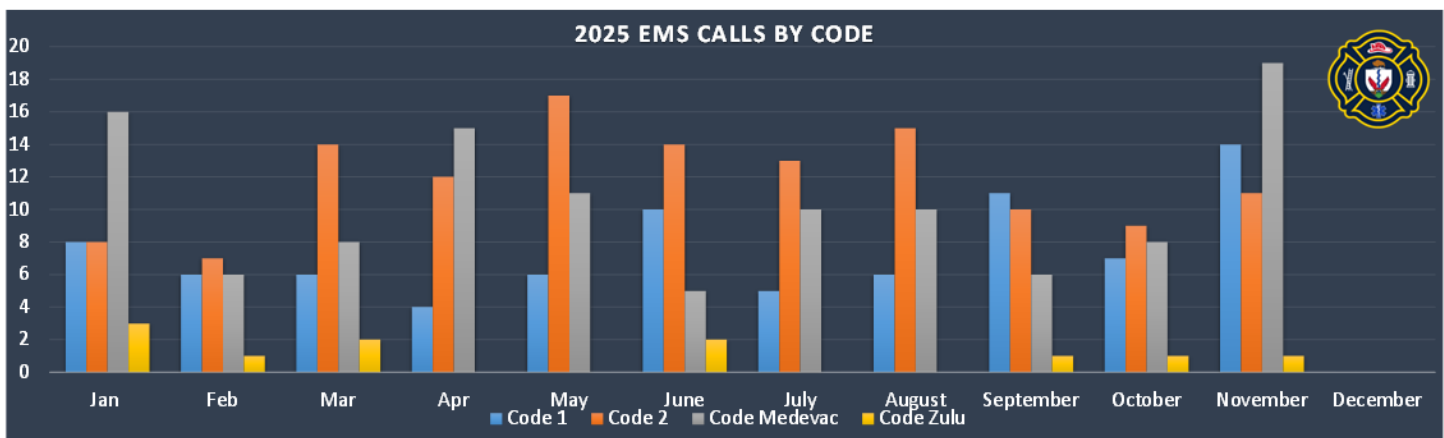
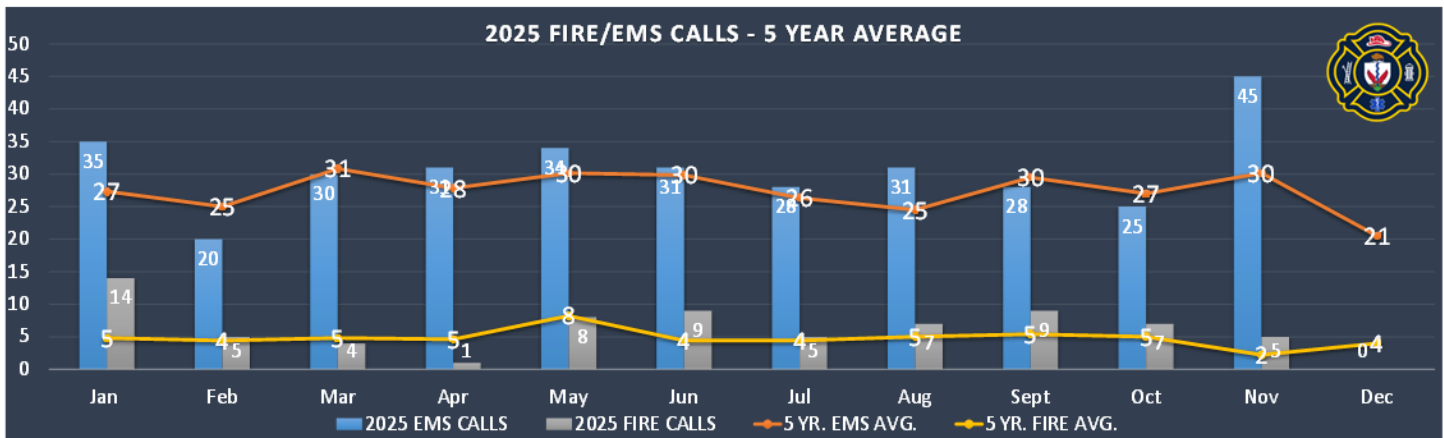
Fort Smith Fire/EMS responded to 50 calls during November 2025, consisting of 5 fire calls and 45 EMS calls. The overall call volume remains consistent with monthly averages.

The department responded had its second highest month of ambulance responses in the last 7 years. Several of these calls were complex and serious in nature but managed by volunteers with a high degree of professionalism.

Fire/EMS Training Activities

During November there were seven training sessions. We have completed initial orientation and onboarding training of our seven new recruits! These members have been provided training on radio use and basic call response and are now shadowing on calls to gain experience. The team looks forward to supporting them as training continues.

The 2026 training schedule is being developed. The department will be providing NFPA Fire Investigator training to senior members with the support of the GNWT Office of the Fire Marshal along with an Emergency Medical Responder Course, NFPA 1021 Fire Officer Course, and a Wounded Warriors Mental Wellness course in the new year.



REPORT TO COUNCIL

Land & Development Summary

Lands and Development Officer Nick Carbery is currently focused on implementing the HAF program, reviewing and updating information in preparation for creating the tax roll, and processing permits.

The lands department is also engaged in research and production of files for an ongoing enforcement case that has taken up a considerable amount of time.

Licensing Report

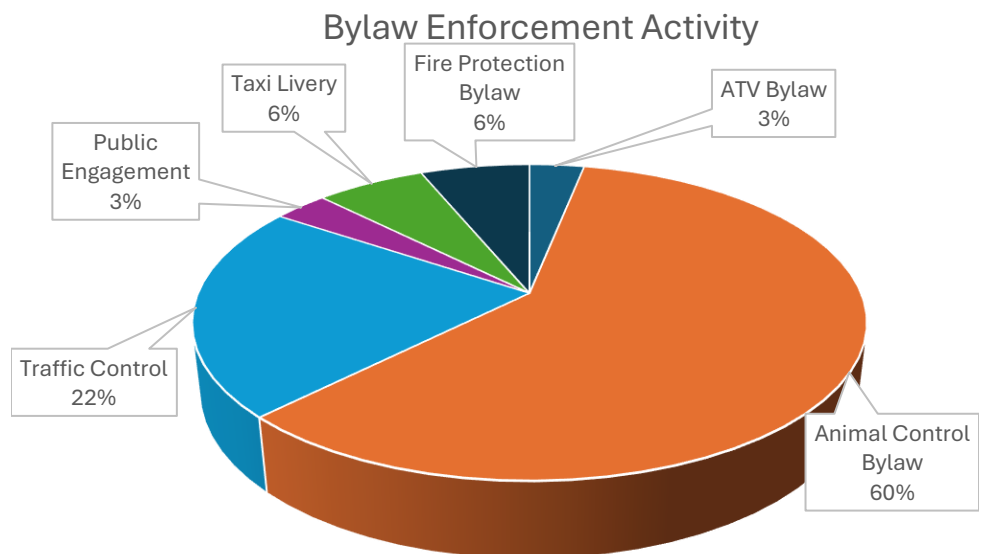
Business License Holder	Number	Address	Notes
Cathy Kristensen	190	Out of Town	Wildstone Construction
Isabelle Solberg	193	135 McDougal	Isabelle's Bread
Development Permit Holder	Number	Address	Notes
SRFN	DPA-055-25	265 McDougal	Construction
Brad Bourque	DPA-056-25	93 Wilderness	Home Occupation
Dog Tag Holder	Number	Address	Notes
Rena Simon	48	388 Calder	One Time
Michel Jean Ann Desjardins	49	10 Caribou	One Time
Jordan Beer	50	12 McDougal	One Time

Bylaw Enforcement Summary

Animal control remains a major concern for residents. Bylaw Officers continue proactive patrols and respond to public complaints.

The Bylaw review process is continuing with a focus on completing the animal control bylaw incorporating input received from the Fort Smith Animal Society where possible.

ATV Bylaw	1
Animal Control Bylaw	19
Noise Control Bylaw	0
Traffic Control	7
Public Engagement	1
Fire Protection Bylaw	2
Taxi Livery	2
TOTAL	43



Emergency Management

The emergency management plan and associated resources are in place for the remainder of the 2025 wildfire season. Work continues to make improvements as events occur.

The recent downturn in fire weather is a welcome change! We have lifted the fire ban.

An after-season review of all large-scale emergency responses has begun. This review of operational issues will help inform the Emergency Management Plan review process for the 2026 Emergency Management Plan cycle.

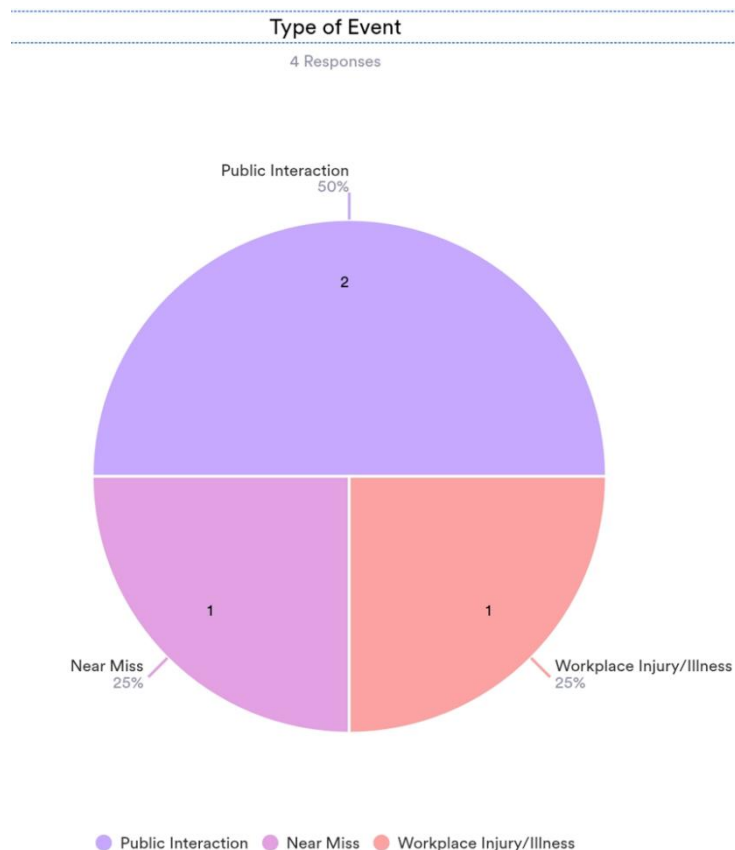
Director McNab and Councilor Cox attended a riverbank erosion workshop in Yellowknife. This workshop brought communities impacted by riverbank erosion and landslide risks to discuss common challenges and successes as well as hear from engineers in various fields related to these risks.

Riverbank stability and monitoring continues to be a priority for the Town of Fort Smith and is being supported by increased staff capacity to run the ongoing slope monitoring program and to look for new funding opportunities for remediation work.

Occupational Health and Safety

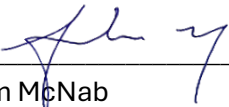
The Town Occupational Health and Safety program online app continues to be updated, allowing employees to access the most current safety information from any job site at any time.

Below are the November OHS incident reporting statistics. This chart shows the incidents' relative volume and the reported categories. All incident reports are forwarded to respective Directors for review and follow-up. The JOHSC met in November as scheduled.



Capital Projects Update

1. **Emergency Equipment Evergreen** – Equipment including SCBA tanks and structural firefighting hose has been identified for replacement and ordered. New hose has been received. Bunker gear is ordered.
 - a. Bunker gear should be received in the next 45 days.
2. **Fire Hall retrofit** – A scope of work has been created, Maskwa has been chosen as the project manager, and a full quote based on scope of work is being created for Council review.
 - a. Final quote for work is expected in the next week.
3. **New Fire Hall RFP** – A document has been created and is under review. A preferred site location has been identified across from the Fort Smith Health Center. This land is currently owned by Housing NWT. Discussions are ongoing regarding a potential land swap. Once options have been identified, a briefing note will be brought before Council.
4. **Fire Training grounds** – The GNWT Lands department is being engaged for an update on land transfer process for the new site.
 - a. A needs assessment has been completed for our department's level of service and quotes have been received. Suggest purchasing and storing at Fort Smith Landfill until a better location is found.
5. **Replacement Ambulance** – Specifications for a replacement ambulance have been drafted. One response has been received. We are working on next steps for this procurement.
6. **Fire Break Maintenance** – A tender was completed to mow firebreaks around the community.
7. **New FireSmart** – Tenders will be put out for the DMAF funding to conduct work outlined in the Community Wildfire Protection Plan. The Town has reached out to all indigenous partners. We are waiting for feedback to our consultation to move this work forward.



Adam McNab
Director of Protective Services



Briefing Note

To: Mayor and Council
From: Administration
Date: December 9th, 2025
Subject: Animal Shelter Operational Support

PURPOSE:

To provide information to Mayor and Council on options to support ongoing operation of the Fort Smith animal shelter.

BACKGROUND:

The Town currently provides infrastructure, utilities, maintenance, and an annual contribution to FSAS to support shelter operations. Intake volumes, volunteer capacity, and the complexity of caring for animals—particularly aggressive, sick, or injured dogs—continue to place challenge the volunteer organization.

Shelter care includes:

- Daily cleaning and feeding
- Coordinating adoptions/transfers
- Adopting out or euthanizing animals
- Arranging vet care and emergency transport

The volunteer group has determined that the current model is no longer sustainable without additional support. Three service delivery options have been developed for Council's consideration.

Hiring a full-time, dedicated municipal staff member solely for animal shelter operations is not recommended. The day-to-day workload at the shelter does not justify a full-time position, with animal intake levels fluctuating widely and many days involving only one to two hours of care. Committing to a full FTE would create significant periods of idle time and result in poor value for taxpayers. Hiring part time or casual positions is challenging and would put the management of that position back on the town further increasing workload and associated costs to the organization.

Recruitment and retention challenges in small northern communities further limit the practicality of this approach, particularly for a narrow, specialized role with limited career development pathways. Part time and casual positions tend to have high turn over and attendance issues that would put the burden of the work back onto other positions when not filled.

Importantly, municipal shelters in the North typically rely on volunteer organizations, contractors, or blended models with bylaw support—not full-time municipal staff—making this approach inconsistent with regional best practices.

OPTIONS:

OPTION 1 – Increase Annual Contribution to FSAS to Allow Hiring a Part-Time Contractor
The Town increases the annual operational funding provided to FSAS, enabling them to hire and manage a part-time contractor to handle daily animal care, facility cleaning, and coordination tasks. The FSAS board remains fully responsible for shelter operations, volunteer recruitment, and administrative oversight.



Benefits

- Maintains community-based model
- Strengthens FSAS capacity while keeping operations at arm's length from the Town
- Contractor is fully managed by FSAS (no HR burden for the municipality)
- Most cost-effective option

Risks / Considerations

- Continued reliance on volunteer governance and availability
- FSAS responsible for training, scheduling, and performance management
- Long-term sustainability still tied to volunteer participation

Budget Impact (Estimated)

- Current Town contribution: \$5000.00 to the society plus \$25,000.00 in utilities and maintenance and access to a town facility.
- Additional funding required for 10–20 hr/week contractor: \$25,000–\$50,000 annually (Assuming \$30–\$40/hr including overhead, insurance, supplies)

Total Estimated Annual Cost: \$55,000–\$80,000

(varies depending on contractor hours and wage structure)

OPTION 2 – Issue an RFP for a Contractor to Fully Operate the Shelter (with FSAS Volunteer Support)

Description:

The Town assumes responsibility for contracting shelter operations. A competitive Request for Proposals (RFP) would be issued for a qualified contractor, entrepreneur, or rescue organization. FSAS volunteers would continue to help with fostering, adoptions, and transfer logistics, but the Town would hold and manage the service contract.

Benefits

- Highest level of operational consistency and accountability
- Clearly defined service levels through contract terms
- Reduces operational burden on FSAS volunteers
- Predictable budgeting with defined contract deliverables
- Ensures minimum standards for animal care, record-keeping, and reporting

Risks / Considerations

- Higher annual cost
- Requires municipal contract management oversight
- Limited contractor availability in the North

Budget Impact (Estimated)

Full contracted operations (daily checks, cleaning, feeding, emergency response, administration): \$40,000–\$60,000 annually

Includes:

- Contractor staffing (0.5–1.0 FTE)
- Supplies
- Reporting and records management

Total Estimated Annual Cost: \$65,000–\$85,000



Briefing Note

OPTION 3 – Shelter Operations Managed by Municipal Bylaw Officer, Supported by FSAS Volunteers

Description:

The Town's Bylaw Officer takes responsibility for weekday animal care (feeding, cleaning, monitoring, basic medical support). Evenings and weekend care are supplemented by FSAS volunteers.

Benefits

- Direct municipal control of shelter standards and animal welfare
- Reduced reliance on volunteers for baseline weekday operations
- No external contract required
- Predictable daytime coverage

Risks / Considerations

- Significant service impact: Bylaw enforcement capacity would be reduced during daily animal care activities (1–2 hours or more per day depending on animal volume)
- Will lead to:
 - Longer response times to community complaints
 - Significantly reduced proactive patrols
 - Significantly decreased enforcement presence
 - Reduced community animal control which would negatively impact the animal shelter into the future.
- Town assumes all liability and operational responsibility

Staffing Impact

To maintain current levels of bylaw service, a second Bylaw Officer would be required. Current enforcement staffing does not meet the needs or demands of the community. Without adding staff, the Town must accept a significant reduction in enforcement service.

Budget Impact (Estimated)

If absorbed within existing staffing:

- Minimal direct cost increase
- BUT results in significant reduced enforcement capacity

If an additional Bylaw Officer or Support Officer is hired:

- 1.0 FTE - \$95,000–\$120,000 annually (salary + benefits + training + equipment)
- Benefit of increased enforcement capacity.

Total Estimated Annual Cost:

- \$120,000–\$145,000 if service levels are maintained via a new position.
-

OPTION 4 – Maintain Current Level of Service

Description:

The Town of Fort Smith continue to support the Animal Society in the current model unchanged.

Benefits

- Reduced burden to taxpayers.

Risks / Considerations

- Ongoing strain on volunteer capacity
- Possible gaps or end of service from volunteer group as capacity challenges continue or increase



Briefing Note

- Need to consider different animal care approaches on a case-by-case basis including increased euthanasia and increased pressure on town staff in times where volunteer support is not available

Budget Impact

Budget unchanged.

RECOMMENDATION:

That Council accept this briefing note for information and future budget and level of service considerations only.



Briefing Note

To: Mayor and Council
From: Lands Officer Nicholas Carbery
Date: Dec 03, 2025
Subject: Property sale 9 Whitford Rd.

PURPOSE:

Mathieu Doucet has submitted an application to purchase the town owned property Lot: 1758, Plan: 4330, 9 Whitford Rd.

BACKGROUND:

The property is one of many town owned properties available for sale in the Westgrove development

CURRENT SITUATION:

The property is listed for \$49,616.00, a 15% good faith payment has been made with the application.

CONSIDERATION:

Approving this application would see an undeveloped lot become more housing within our community.

RECOMMENDATION:

It is recommended that Mayor and council approve this application and move forward with writing the land disposal into Bylaw.



THE CORPORATION OF THE TOWN OF FORT SMITH

APPLICATION TO PURCHASE LAND

I/We the undersigned Mathieu Doucet of the Town of Fort Smith, in the Northwest Territories, hereby make application to the Town of Fort Smith, to purchase the following land this 1 day of December, 2025 A.D.

Lot# 1758 Plan 4330 Zoning R1 Price \$ 46,616.00⁹ includes GST.

~~Lot# / Plan / Zoning / Price \$ / includes GST.~~
(if more than 2 lots, attach separate listing)

In good faith of the application, I/We enclose/attach a certified cheque/money order/cash/Visa/Mastercard (circle appropriate method) in the amount of \$ 7,442.40 representing 15% of the total purchase price. Balance shall be due and payable on advice received of Council Approval.

I/We understand and acknowledge that this is an application and does not commit the Town to sell nor enter into any agreement nor commit the Town in any matter whatsoever related to the said land.

I/We understand and acknowledge that I/We have the option to withdraw the application to purchase at any time without penalty, but I/We understand and acknowledge that once the By-Law to sell has been passed and/or an agreement has been signed that should I/We wish to withdraw our application that a 15% penalty will be assessed, based on the total cost of the land being purchased.

Title Registration

- () Joint Tenants (survivorship)
- () Tenants in Common (non-survivorship)

Mathieu Doucet

Witness

[Signature]

Signature of Applicant(s)

This application received and acknowledged this 01 day of December, 2025 A.D.

Receipt Number 271072 issued to Mathieu Doucet in the amount of \$ 7,442.40 this 01 day of December, 2025 A.D.

[Signature]

(For the Town of Fort Smith)

By-Law Number _____ approved by Council this _____ day of _____, 20__ A.D.

RECOMMENDATION

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

BACKGROUND

The position of Director of Corporate Services has been filled, and the new incumbent – Cassandra Gibbons – began in the role on November 17. Cassandra comes to Fort Smith from Newfoundland, where her experience in government management includes eighteen years as a member of the provincial public service of Newfoundland and Labrador in the areas of data management, corporate policy development, legislative analysis, and financial/treasury management. Cassandra holds a B.A., MBA, and project management certification, and is committed to achieving the additional designation of CPA in support of her work here in Fort Smith. Jim Hood has moved from his temporary role as the Director of Corporate Services to assume a new responsibility as the acting SAO following Tracy's departure from Fort Smith.

Mid-November saw budgetary preparations begin in earnest; due to the changeover of staff in both the Corporate Services and SAO offices this process is later in starting than other years, but consideration for these unique circumstances has been recognized by budgetary stakeholders, with GNWT allowing a thirty-day grace period for finalization and adoption. The current budgetary workflow process has identified January 20, 2026, as the date of final budgetary submission.

Reflection toward the newly completed property assessments is being given priority within the budgetary prep, with Council receiving a brief surrounding the need for an availability of information on the relationship between the assessments and the resultant mill rates at the November 26 special convention of Council. There is concern that some residents will have concerns that a heightened assessment result will generate a duplicate rise in mill rate, and a prepared communication explaining their differences would be valuable in avoiding any unnecessary irritation. The assessments are anticipated to be received at the Town Hall for distribution to residents within the next week.

Additional discussion at the special Council session included a round table expression, on the part of attending Council membership, of municipal priorities expected to receive focus in the budgetary presentation. The most emphatic of notes were made toward service levels (and efficiencies), asset management, and staffing; Corporate Services placed this feedback at great priority following the meeting, and the resultant budget is intended to express allocations toward each of these focus areas.

Grants and subsidy funding for 2026 projects and operations have been arriving from municipal stakeholders, with notation of some getting inclusion in budgetary management. Executive members of Town staff have been prioritizing reporting and transparency with these member

REPORT TO COUNCIL

agencies/groups to continue the ongoing productive relationships that have been cornerstone to the productive collaboration involved in these ongoing contributions.

The Human Resources Division of the Corporate Services Department has been preparing for collective bargaining negotiations in the coming weeks, with manager Elsie Njoku performing a review of the existing agreement with executive members of Town personnel and compiling an inventory of areas of intended address. Likewise, commentary made on the part of Council concerning employee retention and attendance were reflected to her for inclusion in her planning.

The Human Resources division has also recently committed focus on the curation of a 2026 training plan for Town staff; the proposed course material includes several professional development sessions, in consultation with Aurora College, aimed at enhancing employee relations and workplace satisfaction. A database of existing employee certifications and their training needs/wants has also been struck by Elsie, and she has included the potential for late additions to the 2026 training syllabus if employees identify course needs later.

Year-end processes are beginning in areas of payroll and accounts, with quarters one, two, and three receiving official closeout and quarter four in advancing stages of readiness to likewise close and reflect at the conclusion of the Town fiscal. Payroll will be issuing payouts for lingering values in eligible employee benefits banks in the coming weeks, per policy, and forward-facing system updates are being performed as a matter of proactivity during this last fiscal stage.

Prepared by:
Cassandra Gibbons
Director of Corporate Services
Date: December 3, 2025

Reviewed by:
Jim Hood
Senior Administrative Officer
Date: December 4, 2025



Briefing Note

To: Mayor and Council
From: Administration
Date: December 9th, 2025
Subject: Canada Housing Infrastructure Fund (CHIF) – Upcoming Funding Call and Recommended Project Priority

PURPOSE:

To inform Council of the anticipated GNWT funding call under the Canada Housing Infrastructure Fund (CHIF) and recommend a priority housing-enabling infrastructure project for consideration.

BACKGROUND:

The Canada Housing Infrastructure Fund (CHIF) is a \$6 billion federal program supporting infrastructure required to enable new housing supply and densification. Eligible project types include drinking water, wastewater, stormwater and solid waste infrastructure that directly support additional residential development.

GNWT will administer the program intake for northern communities. Projects must demonstrate a clear link to enabling new housing growth. The Town recently secured approximately \$3.4 million in federal funds for the Raw Water Intake upgrade, which may affect the competitiveness of a large funding request in the near term.

ANALYSIS:

Current system assessments identify several infrastructure priorities that directly enable housing growth in Fort Smith. The highest-impact priority remains the Tower Pumphouse refurbishment and modernization of supervisory control and data acquisition (SCADA) systems. This upgrade is essential to support future subdivision development, strengthen operational reliability and automation and expand servicing capacity. The estimated capital cost is approximately \$12.5 million.

Primary Project Consideration

Submitting the Tower Pumphouse and SCADA modernization project aligns strongly with CHIF requirements. However, a competitive application would require substantial capital contributions from partners. These contributions would need to be financial, not supportive.

Potential partners include TLC, Housing NWT, SRFN and TDN. Indigenous governments are often eligible for up to 100 percent federal funding under their own infrastructure programs. Because of this, they may be able to leverage those funding tools to contribute capital to a shared CHIF application. In this scenario, partners could strengthen a Town-led application by bringing capital to the table, rather than pursuing separate independent projects.

The feasibility of this application therefore, depends on securing firm shared capital commitments that clearly support regional housing growth.

Secondary Project Consideration

If substantial capital commitments cannot be secured, a more realistic CHIF application is the Klondike/Caribou Lift Station replacement.

- Estimated cost: approximately \$3.0 million
- Identified as at end-of-life
- Directly supports densification and infill housing
- Competitive scope for a community that has recently received other federal



Briefing Note

infrastructure investments

- May not require partner capital contributions in order to proceed

Proposal Capacity and Delivery

At this time, Administration does not have the internal capacity to prepare a full CHIF funding proposal, given that the Acting SAO is also overseeing operational responsibilities. To ensure a competitive submission, it is recommended that Council consider engaging AECOM to complete the technical elements of the application, and further, that a dedicated project manager be retained for the preparation, coordination and delivery of the overall proposal. This approach would ensure the submission is technically accurate, strategically aligned and properly stewarded through the funding process.

RECOMMENDATION:

That Council direct Mayor and Administration to pursue discussions with potential partners to determine whether substantial capital commitments can be secured for a CHIF application for the Tower Pumphouse refurbishment and SCADA modernization project.

If these commitments cannot be secured, that Administration instead pursue a CHIF application for the Klondike/Caribou Lift Station replacement.

Motion

That Council direct Administration to pursue partner capital commitments in support of a Canada Housing Infrastructure Fund application for the Tower Pumphouse refurbishment and SCADA modernization project and, if such commitments cannot be secured, pivot to a secondary application for the Klondike/Caribou Lift Station replacement



Briefing Note

To: Mayor and Council
From: Administration
Date: December 9, 2025
Subject: Attendance at the NWTAC 2026 Annual General Meeting

PURPOSE:

To confirm Council's attendance at the Northwest Territories Association of Communities (NWTAC) 2026 Annual General Meeting (AGM) and Mayors' Bootcamp, scheduled to be held in Yellowknife. This will allow Administration to finalize registrations and release any unneeded hotel rooms.

BACKGROUND:

The NWTAC 2025 AGM will take place in Yellowknife from February 26 to February 28, 2026, with a Mayors' Bootcamp on February 25. This event provides municipal leaders with opportunities for professional development, networking, and practical learning to support community priorities.

To secure accommodation, rooms have been pre-booked for all Council members. Registration is now open, and timely confirmation of attendance will ensure proper arrangements are made while avoiding unnecessary costs.

HIGHLIGHTS OF THE AGM:

- **Expert-Led Sessions:** Covering topics relevant to community priorities and governance.
- **Networking Opportunities:** Building connections with peers, experts, and decision-makers from across the NWT.
- **Practical Tools and Insights:** Offering actionable knowledge to enhance Council's effectiveness.

ANALYSIS:

Participation in the AGM and Mayors' Bootcamp will provide Council members with valuable tools, resources, and relationships to advance the Town's priorities. The event also offers an opportunity to represent Fort Smith and engage with peers on shared challenges and opportunities.

Cost to attend is estimated at \$3300 per council member (based on mileage/hotels/per diem and registration)

RECOMMENDATION:

Council members are requested to confirm their attendance by the Regular Meeting of Council on December 16th, 2025.

This will allow Administration to:

1. Register all confirmed attendees.
2. Release any unneeded rooms to minimize costs.



November 7, 2025

Dear NWTAC Member Communities,

On behalf of the **Board of Directors of the Northwest Territories Association of Communities (NWTAC)**, it is my pleasure to invite you to join us in celebrating a major milestone—our **60th Annual General Meeting (AGM)**.

This significant event will take place in **Yellowknife from February 26 to 28, 2026**, with **travel days scheduled for February 25 and March 1, 2026**. We also invite you to attend the **Mayors and Chiefs Meeting on February 25, 2026**.

The 60th AGM will be hosted at the **Chateau Nova Hotel**, located at **4571 – 48th Street, Yellowknife, NT, X1A 0E2**. This milestone gathering represents **six decades of partnership, leadership, and progress** among our communities across the Northwest Territories.

HOTEL INFORMATION

Please note that **NWTAC will not be responsible for booking or paying for individual accommodations**. All attendees must arrange their own reservations directly with the hotel.

When booking, please reference the “**NWT Association of Communities AGM**” group block. We strongly encourage you to make your reservations as soon as possible, as hotel space becomes limited as the AGM approaches.

Chateau Nova Yellowknife

Group Block: NWT Association of Communities AGM - [**NWT Association of Communities AGM - Chateau Nova Yellowknife**](#)

Address: 4571 – 48th Street, Yellowknife, NT

Phone: 867-766-6682

Please ensure you receive a **confirmation number** for your records when booking.

AIRLINE INFORMATION

The following airlines provide service to Yellowknife:

- **Canadian North:** <https://canadiannorth.com/>
 - **Air Tindi:** <https://www.airtindi.com/>
 - **WestJet:** <https://westjet.com/>
 - **Air Canada:** <https://aircanada.com/>
 - **Air North (Seasonal):** <https://flyairnorth.com/>
-

REGISTRATION

Please register at the links below at www.nwtac.com

[Chief and Mayors Bootcamp](#)

[Members only](#)

[Non-members](#)

Please complete the registration form in full, indicating:

- The functions you plan to attend (e.g., **Opening Night Reception, Saturday Night Awards Banquet, Trade Show**)
- Whether you wish to receive a **conference binder**
- Any **dietary restrictions**

We also invite you to participate in **Thursday's Auction Night**, a fun evening featuring exciting items up for bid. **Saturday's Banquet** will include dinner and awards celebrating the achievements of our member communities.

For ongoing updates about the **60th AGM**, please visit www.nwtac.com.

Yvonne Fleming
Senior Finance Officer
NWT Association of Communities



Briefing Note

To: Mayor and Council
From: Administration
Date: December 9th, 2025
Subject: Donation Request – Fort Smith Seniors Society

PURPOSE:

To present a request from the Fort Smith Seniors Society for an in-kind donation related to their annual Christmas Dinner and to seek Council direction on waiving rental fees and staff costs for the use of the Recreation Centre gym

BACKGROUND:

The Fort Smith Seniors Society hosts an annual Christmas Dinner for seniors in the community. This year's event is scheduled for Sunday, December 14. The Society has already booked the Recreation Centre gym from 1:00 p.m. to 7:00 p.m. for event setup, the dinner, and cleanup.

The Society has submitted a formal request for an in-kind donation from the Town. Specifically, they are asking that the Town waive all rental fees and staff-related costs associated with their use of the gym on that date.

ANALYSIS:

The annual Christmas Dinner is a long-standing community event that supports local seniors and provides an opportunity for gathering, celebration, and connection during the holiday season. The Town has historically offered varying forms of support to community groups for similar events, particularly when they contribute to community wellness and social inclusion.

Waiving the gym rental fees and staff costs would reduce the overall financial burden on the Seniors Society, which relies on volunteer support and limited funding. While this request does represent a small loss of revenue for the Recreation Centre, it is manageable within the operational budget and aligns with Council's ongoing support for senior-focused programming and community events.

RECOMMENDATION:

That Council approve the Fort Smith Seniors Society's request for an in-kind donation by waiving the rental fees and staff costs for the use of the Recreation Centre gym on Sunday, December 14, 2025, in support of their annual Christmas Dinner.



Briefing Note

To: Mayor and Council
From: Administration
Date: December 9th, 2025
Subject: Donation Request – Uncle Gabe’s Friendship Centre

PURPOSE:

To present a request from Uncle Gabe’s Friendship Centre for support of their upcoming Food Hamper Initiative and to seek Council direction on providing a donation to assist with the program.

BACKGROUND:

Uncle Gabe’s Friendship Centre is preparing its annual Food Hamper Initiative, which supports individuals and families in Fort Smith who are facing food insecurity during the holiday season. According to the correspondence received, the Centre aims to distribute nutritious hampers containing canned goods, fresh produce, grains, proteins, and other essential items. They also request hygiene products such as shampoo, deodorant, toothpaste, baby formula, socks, underwear, and hand sanitizer.

The letter notes that demand continues to grow and that the program operates year-round to ensure community members have access to balanced meals and basic necessities. The Centre is requesting donations of food items or financial contributions to support the initiative

ANALYSIS:

Uncle Gabe’s Food Hamper Initiative is a well-established program that directly addresses food insecurity in the community. The request aligns with the Town’s support for community wellness and partnerships that help vulnerable residents.

A contribution from the Town would help the Centre meet seasonal demand and strengthen collaborative efforts between municipal government and local service organizations. Council may consider a one-time financial contribution, a donation of food or hygiene products, or a combination of both.

Any financial support provided would need to be drawn from the Council Donation Budget or another designated funding source. Administration can coordinate with Uncle Gabe’s to determine the most effective form of support based on current needs.

RECOMMENDATION:

That Council approve a donation to Uncle Gabe’s Friendship Centre in support of the 2025 Food Hamper Initiative, with the contribution amount or type to be determined by Council.

Uncle Gabe's Friendship Centre

Request for Support: Food Hamper Initiative

Seeking Community Assistance to Help Those in Need

Uncle Gabe's Friendship Centre

112 Conibear Crescent

Fort Smith, NT

Dear Town of Fort Smith,

I am writing on behalf of Uncle Gabe's Friendship Centre to request your support for our upcoming Food Hamper Initiative. As the holiday season approaches, many families in our community are struggling to put food on the table. We believe that, with your help, we can make a meaningful difference in the lives of those facing food insecurity.

Our goal is to provide nutritious food hampers to individuals and families in need throughout Fort Smith. These hampers will include essential items such as canned goods, fresh produce, grains, and protein sources, ensuring that recipients have access to balanced meals.

We are seeking donations of food items and or financial contributions. Any support you can provide—whether a one-time gift or ongoing partnership will be deeply appreciated and will go directly to those who need it most. This is a project to provide hampers year-round for anybody in the community to access.

Food Items needed include bread, rice, butter, milk, juice, potatoes, carrots, onion, KD, sandwich meats, pasta, pasta sauce, hamburger meat and fruit.

Hygiene products needed include shampoo, lotion, deodorant, toothbrush, toothpaste, socks, underwear, pampers, baby formula and non-acholic hand sanitizer.

If you are able to contribute, or if you would like further information about our program, please contact me at 867-872-3004 or ugfc.finance77@gmail.com We would be grateful for the opportunity to collaborate with you in serving our neighbours and building a stronger, more caring community.

Thank you for considering our request. Together, we can ensure that no one in Fort Smith goes hungry this season.

Sincerely,

Michelle McNeill

Finance Officer

Uncle Gabe's Friendship Centre





**THE MUNICIPAL CORPORATION OF THE TOWN OF FORT SMITH
BY-LAW 1073**

A BY-LAW OF THE MUNICIPAL CORPORATION OF THE TOWN OF FORT SMITH, IN THE NORTHWEST TERRITORIES, TO APPOINT A SENIOR ADMINISTRATIVE OFFICER, PASSED PURSUANT TO SECTION 41 OF THE CITIES, TOWNS AND VILLAGES ACT, S.N.W.T. 2003,c.22

WHEREAS, the Council of the Municipal Corporation of the Town of Fort Smith, in the Northwest Territories, deems it to be in the public interest to appoint a Senior Administrative Officer.

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

1. That Jim Hood be appointed as Senior Administrative Officer for the Town of Fort Smith effective January 1st, 2026.

2. That Bylaw 1056 is hereby repealed.

3. That Bylaw 1073 will come into effect upon receiving third and final reading.

READ A FIRST TIME THIS _____ DAY OF _____, 2025 A.D.

READ A SECOND TIME THIS _____ DAY OF _____, 2026 A.D.

READ A THIRD TIME THIS _____ DAY OF _____, 2026 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