



Council of the Town of Fort Smith
April 14th, 2026 @ 7 pm

AGENDA

1. CALL TO ORDER

- a. Confirmation of Quorum and Acknowledgment of First Nations

2. ADOPTION OF AGENDA

3. DELEGATIONS

- a. Monthly Policing Report – RCMP

4. APPROVAL OF MINUTES

- a. Regular Meeting of Council March 17th, 2026

5. BUSINESS ARISING FROM THE MINUTES

6. DECLARATION OF FINANCIAL INTEREST

7. ADMINISTRATION

- a. Protective Services
 - i. Director's Report
 - ii. Briefing Note: DPA-007-26 Corwin's Painting & More
 - iii. Briefing Note: DPA-008-26 Northern Lights Catering Company
 - iv. Briefing Note: DPA-009-26 Neapetung Contracting
 - v. Briefing Note: DPA-010-26 For the Love of Beading
 - vi. Briefing Note: DPA-011-26 Linaker Enterprises Inc.
 - vii. Briefing Note: DPA-012-26 AAG Landscaping
 - viii. Briefing Note: DPA-013-26 Andon's Dad Plumbing
- b. Corporate Services
 - i. Director's Report
 - ii. Account's Paid List
 - iii. Correspondence
- c. Briefing Note: Contribution Agreement MACA
- d. Briefing Note: Appointment of Acting Senior Administrative Officer (SAO) Cassandra Gibbons April 11- May 3, 2026
- e. Briefing Note: Water/Sewer Assessment
- f. Briefing Note: Capital Plan
- g. Briefing Note: Appointment of Members to the Board of Revisions

8. COUNCIL BUSINESS

- a. Bylaws
 - i. Briefing Note: Amended Rates and Fees Bylaw No. 1079
 - ii. Consolidated Rates and Fees Bylaw No. 1079
- b. Policies
 - i. Briefing Note: Respectful Workplace and Harassment Policy
 - i. Respectful Workplace and Harassment Policy
 - ii. Council Procedures Policy
- c. Mayor and Council / Board Representatives



Council of the Town of Fort Smith
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9. PROCLAMATIONS

10. DATE OF NEXT COUNCIL MEETING

The next Regular Meeting of the Council will be held on April 28th, 2026, with reports from Community and Municipal Services.

11. EXCUSING OF COUNCILLORS

12. QUESTION PERIOD

13. ADJOURNMENT



Council of the Town of Fort Smith
March 17, 2026 @ 7:00 PM

MINUTES

The Regular meeting of the Council was held on
Tuesday, March 17, @ 7 pm within the Town Hall Council Chambers.

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

Regrets:

Staff Present: Jim Hood, Senior Administrative Officer
Raveena Brown, Executive Secretary
Sam Stokell, Acting Director of Community Services
Andrew Grenier, Director of Municipal Services

1. CALL TO ORDER

- a. Cr. Tuckey confirms quorum and reads the Acknowledgment of First Nations.

2. ADOPTION OF AGENDA

26-039

Moved by: Cr. Karasiuk

Seconded by: Cr. Cox

That the agenda be adopted as presented.

PASSED

3. DELEGATIONS

Monthly Policing Report – RCMP

Constable Scott Ewing reported that he is currently acting in the role of Corporal and referenced his previous meeting with Council the prior month. He noted a significant decrease in calls for service, with 67 calls recorded this month compared to 112 during the same period last year, representing nearly a 50 percent reduction. He also highlighted decreases in specific occurrences, including approximately five fewer files per member and about 15 fewer incidents related to disturbances or causing a disturbance.

Despite ongoing staffing shortages, Constable Ewing advised that members have been consistently on patrol, which may have contributed to the reduced call volume. He also shared that the previous week's community activities were well attended and that policing demands remained low over that period, allowing members to participate more actively.

Constable Ewing confirmed that the detachment continues to monitor and manage known prolific offenders through regular weekly checks and indicated that this approach is working well. He concluded by noting that there has been no update regarding the anticipated arrival of a new detachment commander, despite a follow-up email sent approximately 10 days prior, and he will provide further information once it becomes available.

Cr. Karasiuk asked about the current staffing levels and if we have gained any new members, referencing the previous conversation of 2.5 members. Constable Ewing advised that there are currently no updates. He noted that one member from Fort Resolution is expected to arrive in May, which would increase staffing by one. He also indicated that discussions are ongoing with the division regarding the potential recruitment of an additional member.



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Mayor Fergusson noted that, according to the report, there were two incidents during the month where members were required to remain at the hospital to provide guard for individuals related to mental health matters. She inquired about the amount of time officers are typically required to stay on such calls.

Constable Ewing explained that the duration of hospital guard duties varies depending on the situation. If a physician determines that an individual must be admitted and transported to Yellowknife, the call can extend significantly, sometimes up to 12 hours, depending on medevac availability and travel time.

He noted that in one instance, members were at the hospital for approximately eight hours before being relieved by other officers, who may have remained for several additional hours. Another occurrence lasted about six hours. He added that extended guard times are often necessary when the individual poses a risk of leaving or becoming violent toward hospital staff.

Cr. Benwell noted that if the safe room were functional, it would take some of the demand off of the RCMP members.

Mayor Fergusson noted that there are individuals in the community who have prior training as guards, including those who previously worked at the male correctional facility. She asked whether those trained individuals could be called upon in situations like this to support operations and allow officers to continue focusing on their primary duties. Constable Ewing noted that he will follow up with that.

4. APPROVAL OF MINUTES

a. Regular Meeting of Council March 3rd, 2026

26-040

Moved by: Mayor Fergusson

Seconded by: Cr. Cox

That the minutes of the Regular Meeting of March 3rd, 2026, 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

Samantha Stokell, Acting Director of Community Services, provided a monthly update highlighting strong community participation across programs and events. She noted that the Recreation Centre staff successfully co-hosted the NWT Senior Curling Tournament and the NWT Snowboarding Territorial Championships, both drawing visitors to the community. Regular programming at the gym and arena continued with increased participation, and additional ice time was arranged for Arctic Winter Games athletes.

She reported that the pool remains closed for maintenance but is expected to reopen March 30, with the sauna continuing to see steady use. Library programming was slightly reduced due to staff attending the NWT Literacy Council Conference, though teen nights and special events remained well attended.



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Stokell also shared that daycare and after-school programs experienced high demand and attendance, with continued waitlists and upcoming spots being filled in infant care in the fall. Recruitment is ongoing across several service areas.

In economic and tourism development, she highlighted the success of the “Love Local” shopping campaign and efforts to promote Fort Smith as a tourism destination, including participation in the Whooping Crane Festival. She also noted strong engagement with tourism-related social media content, helping to raise awareness of the community

Mayor Fergusson thanked Sam for her enthusiastic and thorough presentation, noting it was engaging and well delivered. She clarified that the tourism video was produced by TLC as part of a marketing initiative, not by herself.

Mayor Fergusson then raised a question regarding the reported elimination of the librarian position in Hay River, asking what impact that may have on the regional headquarters and whether there could be implications or opportunities for Fort Smith, including potential reallocation of resources or additional information on the situation.

Samantha Stokell explained that the NWT Public Library system is headquartered in Hay River, in the same building where the Hay River Centennial Public Library operates. She noted that the current librarian is retiring after 20 years, and there are plans to restructure the model.

Sam advised that, similar to changes made in Fort Smith's library, the GNWT previously held the Hay River librarian position while other staff were supported through a local board. Moving forward, the intent is for the Town of Hay River to take over management of the library. She added that there is no additional funding available, and the existing funds allocated for the head librarian position will instead be directed to the Town of Hay River to support this new structure.

b. Municipal Services

i. Director's Report

Director Grenier provided a brief operational update across several areas.

He reported that the pool repairs are complete, systems are running, and water temperatures are stabilizing. Chemical treatment is expected shortly, and there is a possibility the pool could reopen earlier than the planned March 30 date, pending further discussion.

He noted that work on equipment and systems is largely complete, with only final remote programming and software setup remaining. Solid waste operations are running as expected, with future discussions planned around service adjustments and staff transitions.

At the water treatment plant, efforts are underway to source materials needed for filter repairs, including looking beyond the community for stainless steel components.

He also mentioned ongoing snow management challenges, with consideration being given to widening some streets where snow buildup has narrowed roadways, though this may require adjusting priorities.

Mayor Fergusson thanked Director Grenier for the update on the new garbage truck, cans, and overall rollout. She asked when the public communication and education materials, including a PSA, will be shared with the community to provide advance notice and explain



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the changes, noting the importance of preparing residents so they are not caught off guard. She acknowledged that this appears to be the next phase of the project.

Director Grenier noted that next steps are pending the outcome of tonight's briefing. If it is not approved, timelines will need to be adjusted accordingly, with focus remaining on the critical path.

He added that planning is already underway, including coordination with Daniel, and that information will be shared in stages. Communications will be rolled out gradually to build awareness and begin engaging the community as the project progresses.

Mayor Fergusson raised the ongoing concern regarding the hot tub at the pool, noting it is a frequent topic in the community. She asked whether staff training and coordination are currently underway to ensure proper management of chemical levels, and emphasized the importance of communication between pool staff and operations staff to support more consistent and reliable hot tub service.

Director Grenier advised that the pool is being sanded, painted, and prepared for reopening, with work being carried out by staff. He also noted that two staff members have recently completed facilities and pool training, adding to overall staff capacity and expertise.

Cr. Karasiuk asked for additional details regarding the curling rink ice plant, specifically why it has been requiring manual restarts every six hours. He inquired whether the issue had been resolved, what caused the problem, and requested further clarification.

Director Grenier explained that the issue was related to power fluctuations caused by work on the dam and generator failures. He noted that since those issues were addressed, the system has been operating normally. He added that a significant power surge was believed to be the cause of the earlier disruptions.

ii. Briefing Note: Purchase of Garbage Bins and RFID System

26-041

Moved by: Mayor Fergusson
Seconded by: Cr. Couvrette

That Mayor and Council approve the purchase of residential garbage bins, RFID hardware, and associated setup, assembly, delivery, and initial software implementation from Superior North America Inc. through the Canoe Procurement Group in the total amount of \$214,507.22 dollars before GST, to be funded from the approved garbage truck capital project budget.

PASSED

Cr. Couvrette sought clarification, asking if this project will include the residents who live out at Bell Rock. Director Grenier confirmed that they will be included.

Director Grenier noted that each household will receive one bin, and additional bins can be purchased at the owner's expense.

Cr. Karasiuk asked whether the schematics displaying the Fort Smith logo reflect a finalized design, or if they were simply illustrative examples of what could be included. Director Grenier confirmed that it was the decision that was decided on.

Cr. Cox asked for more information on the RFID system or the option that was decided on, including an estimated annual subscription cost. He also requested clarification on what functionality the RFID tags provide beyond simply identifying and tracing bins to specific users.



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Director Grenier advised that the estimated annual cost for the RFID system is approximately \$5,000, depending on the number of devices and services required.

He explained that the system will track when bins are collected, support route optimization, and allow operators to document issues such as contamination or blocked access using photos. It will also enable bins to be traced back to specific addresses and reassigned if needed, improving overall efficiency and accountability in waste collection.

Cr. Cox acknowledged that while the proposed approach is the right direction, it may generate public pushback, with Council likely responding to concerns. He emphasized the importance of clearly communicating the benefits, including improved efficiency, cost savings, and the ability to reallocate staff to other priorities.

He noted that although things appear to be progressing smoothly so far, Council should be prepared for potential challenges and ensure the rollout and messaging are handled carefully to avoid negative outcomes.

Cr. Heaton noted that it may be early in the process but asked how the transition from the current wooden bins will be handled. She inquired whether the Town will assist with removing them or if disposal will be addressed through programs such as the spring or fall clean-up.

Director Grenier advised that the current plan is to address the old wooden bins as part of the spring clean-up. He added that upcoming public communications will also include suggestions for repurposing the bins, such as using them for flower boxes, storage, or other community-oriented uses, to encourage alternatives to disposal.

A concern was brought up regarding steep ditches at the end of people's driveways, and it was noted that the garbage bin just needs to be placed at the end of the driveway to be picked up then can be moved out of the way.

8. COUNCIL BUSINESS

a. Bylaws and Policies

i. Third and Final Reading of the 2026 Annual Borrowing Bylaw No. 1075

26-042

Moved by: Cr. Cox

Seconded by: Mayor Fergusson

That the 2026 Annual Borrowing Bylaw No. 1075 be given third and final reading by title only.

PASSED

b. Mayor and Council Round Table

- i. Cr. Cox reported that there have been few official meetings recently. He attended a Canadian Nuclear Laboratories presentation on nuclear site reclamation and noted that the work appears well organized, with ongoing activity expected this summer, particularly around the Old Bell Rock area.

He also shared that the Fort Smith Loppet was successful and well received by the



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community. He added that the Fort Smith Fishing Derby is another upcoming local event.

- ii. Cr. Couvrette had nothing to report.
- iii. Cr. Benwell commended the organizers of the Frolics event, noting they did an excellent job and that the event was well-received by the community. She highlighted the fashion show as a standout moment, describing it as particularly enjoyable and well done.
- iv. Cr. Heaton shared that she assisted with scorekeeping at the Joel Tetso Memorial Hockey Tournament and suggested considering improvements to the score box, such as adding a foot heater, for future budgets.

She also highlighted the success of the youth Northern Games, noting strong participation and support from volunteers. Overall, she described the Frolics events as very successful and well attended.

- v. Cr. Karasiuk extended seasonal greetings and shared updates from recent community activities. He noted that the seniors group hosted a coffee and muffin morning during the territorial curling playdowns and is planning an upcoming themed lunch open to both members and non-members.

He highlighted his involvement in Frolics events, including the dog mushing races, which were well-received despite initial snow challenges. He also spoke on behalf of the Mayor and Council at the Big Fun Snowboarding event, praising both the facility and the organizers, and noting strong community participation and enjoyment.

- vi. Cr. Bathe expressed his congratulations to the AWG athletes and noted that the Loppet trail was great.
- vii. D/M Keizer shared updates on several community activities and projects. He noted that work related to the Northern transportation route will involve hazmat crews, so residents may notice unusual activity in the Bell Rock area during cleanup efforts, which he described as a positive and necessary project.

He highlighted the success of the recent Frolics events, including strong participation in children's games and high community engagement. He also mentioned the well-attended hockey tournament, though he was unable to attend all events due to illness.

Looking ahead, he promoted the upcoming Fort Smith skating carnival, encouraging residents to attend and enjoy the performances, community atmosphere, and family-friendly activities.

- viii. Mayor Fergusson expressed that she was pleased to hear how successful recent community events were, noting she missed participating but was glad they went well.

She shared highlights from her time in Whitehorse, where she volunteered as mission staff for Team NT, supporting badminton and cross-country skiing. She



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described the experience as rewarding, emphasizing strong sportsmanship, meaningful connections across circumpolar communities, and impressive athletic achievements, including record-breaking performances by Team NT in speed skating.

She also commented positively on Fort Smith's arena compared to others, noting it is more comfortable for spectators.

Looking ahead, she mentioned an upcoming leadership meeting with the MLA and encouraged residents to attend and support the Community Services Fair at the Aurora Campus on the 25th.

- ix. Cr. Tuckey extended his personal congratulations to all organizers of the Winter Festival, noting its success across all areas. He recognized the significant hard work and dedication involved and stated that these efforts are greatly appreciated by the community.

9. PROCLAMATIONS

10. DATE OF NEXT COUNCIL MEETING

Regular Meeting of Council (Protective & Corporate)	April 14 th , 2026, @ 7 pm, chaired by Cr. Heaton
Regular Meeting of Council (Community & Municipal)	April 28 th , 2026, @ 7 pm

11. EXCUSING OF COUNCILLORS

12. QUESTION PERIOD

13. ADJOURNMENT

26-043 **Moved by: Cr. Karasiuk**
 Seconded by: Cr. Cox

That the meeting be adjourned at 7:43 pm.

PASSED

Minutes adopted this 14th day of April 2026.

Dana Fergusson
Mayor

Certified Correct by Cassandra Gibbons
Senior Administrative Officer

MONTHLY POLICING REPORT

March 2026

Fort Smith, NT

Fort Smith Detachment

“G” Division

Northwest Territories



The Fort Smith RCMP Detachment investigated a total of 99 occurrences during the month of March 2026, which is 50 less occurrences than March 2025, where 149 occurrences were observed.

Community Policing Priorities:

(1) Community Policing – Communicate effectively

Members engaged with the community multiple times this month. Fort Smith members participated in the following:

- **Member attended the Annual Cross Country Ski Event. Members made this patrol on Ski-Doo and checked in at all the checkpoints for the race.**
- **Members made appearances in both schools, speaking with the principle and numerous students.**
- **Members attended the annual Youth entrepreneur day at PWK.**
- **Members attended badminton at PWK.**
- **Members attended the Career Fair at the College with an RCMP booth answering questions.**
- **Members took part in the Frolics weekend, making an appearance at most of not all the events held by the community.**
- **Members attended weekly pickleball with the seniors.**
- **Members attended cribbage night.**
- **Members attended the yearly Snowboard Competition.**

(2) Substance Abuse – Alcohol and Drugs

The Fort Smith RCMP had one reported occurrence of drug trafficking in the community, but there was a lack of evidence, were community members would not provide further information. There were three liquor act occurrences were members of the public were located intoxicated.

The RCMP did not execute any search warrants into countering the illicit drug trade in the month of March. Members of the community are continuously providing tips and information involving the illicit sale of drugs in Fort Smith.

(3) Violence in relationships

There were 3 files related to intimate partners and/or violent situations, of these files, 2 led to charges and is before the court.

Other related Information – Criminal Charge Files

There were 3 calls in the month of March where individuals were charged criminally and 1 call for service where someone was charged under the motor vehicle act. Members have been working hard to ensure offenders abide by their conditions place on them by the courts.

Prolific Offenders

To address what causes the greatest harm in the Fort Smith RCMP detachment area, a Prolific Offender Management system was created in an effort to identify and monitor those who are most likely to cause the most significant amount of harm to the community. Harm reduction will tie directly into community policing as a priority, and partner engagement will be critical to successful outcomes. Patrols will continue to detect and deter illicit behavior.

- Fort Smith RCMP charged 1 individual for breaching their conditions stemming from Intimate Partner Violence.

Hospital Mental Health Act patients – There were 3 instances in the month of March where RCMP members were required to guard mental health apprehensions at the hospital.

Violations	Current Month	Year to Date	Current Month of previous year	Previous Year Total
Assaults (excluding sexual assaults)	7	36	25	203
Sexual Offences	0	3	3	21
Mental Health	9	28	8	116
Wellbeing Checks	7	26	9	139
Drug Offences	3	10	16	72
Impaired Driving	1	4	1	36
Mischief (Property Damage)	1	6	2	45
Possession of Property obtained by crime	0	0	0	4
Break and Enter	0	0	3	27
Theft	2	13	4	83
Disturb the peace and Mischief (Interfere with lawful enjoyment)	23	72	34	443
Other Violations	21	75	36	609
Total Violations	74	273	141	1798

Total Occurrences: 99

JUSTICE REPORTS	Current Month	Year to Date	Current Month of previous year	Previous Year Total
Victim Services Referral - Accepted	1	4	5	18
Victim Services Referral - Declined	7	15	4	88
Victim Services - Proactive Referral	0	1	0	15
Victim Services - Not Available	0	0	0	0
Emergency Protection Orders	0	0	2	20
Emergency Medical Transport of Patients	0	2	0	1
Prisoners Held (On Detachment's Occurrences)	6	23	9	178

If you have any questions or concerns regarding this report and would like to discuss it further, please feel free to contact me via phone, email or in person. Respectfully submitted by ***Cpl. Brett Little***

Cpl. Brett Little 62584
Fort Smith
Acting Detachment Commander

Distribution List:

- Fort Smith Mayor and Council
- Salt River First Nation
- Metis Council
- “G” Division Criminal Operations
- “G” Division Business Manager
- Sgt. James Lai District Officer in Charge
- S/Sgt. Tim Williams District Advisory Non-Commissioned Officer

Cpl. Brett Little 62584

RECOMMENDATION:
THAT THE COUNCIL OF THE TOWN OF FORT SMITH ACCEPTS THE PROTECTIVE SERVICES MONTHLY REPORT FOR MARCH 2026 AS PRESENTED.

Fire/EMS Response Activities

Fort Smith Fire/EMS responded to 22 calls during March 2026, consisting of 5 fire calls and 17 EMS calls. The overall call volume was less than half of the 5-year average.

Fire/EMS Training Activities

Four training events were carried out so far this month. This year we are focusing on lots of EMS training as we wrap up our in house EMR course! We have scheduled a Wounded Warriors Mental Wellness course for March and a Wildland Urban Interface Members Course for May.

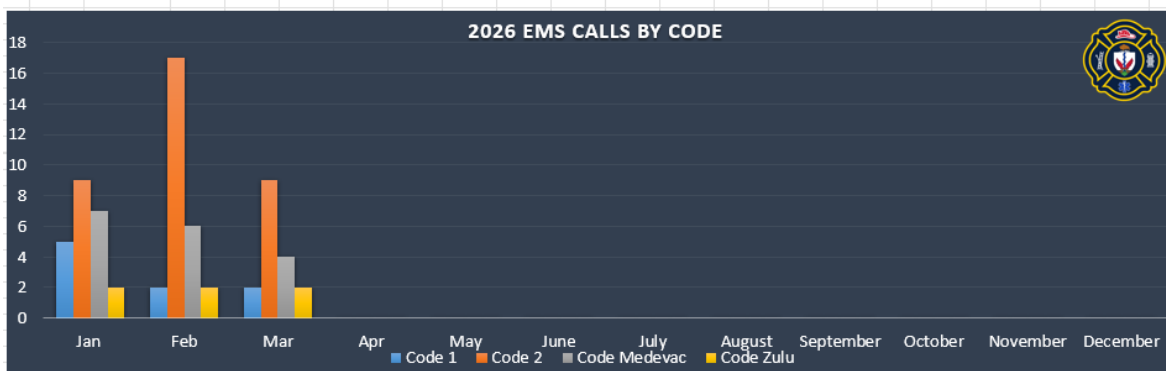
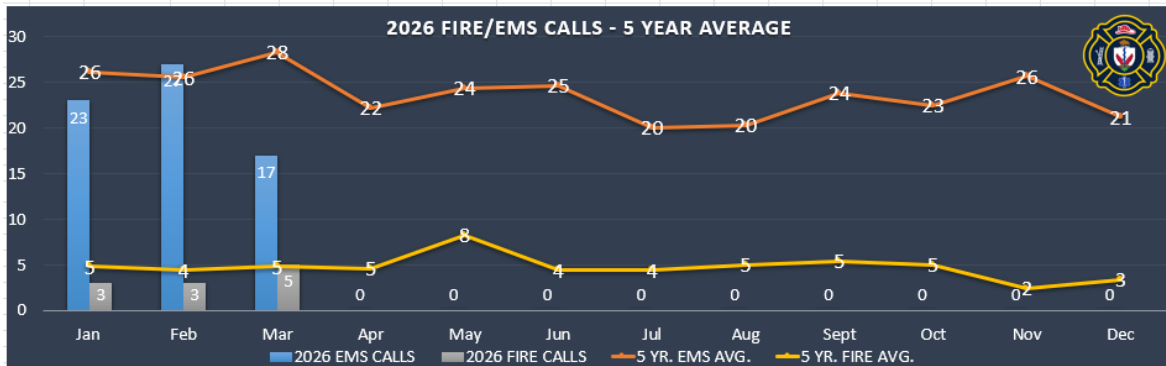
Fire/EMS General Updates

Protective Services is working on staffing the new Protective Services Coordinator position with screening and interview scheduling occurring this week.

Procurement of evergreen supplies and equipment has begun for 2026 with a focus on ensuring service continuity through increased equipment reliability and training aids.

A comprehensive review of municipal civic addressing has been completed by the Director of Protective Services. The current address map contains gaps and is not maintained in an updatable GIS format.

Validated addresses are being provided to GNWT Geomatics for integration into a GIS layer to support Fire and EMS dispatch. Education and enforcement will begin in the spring to ensure addresses are clearly posted and improve emergency response efficiency.

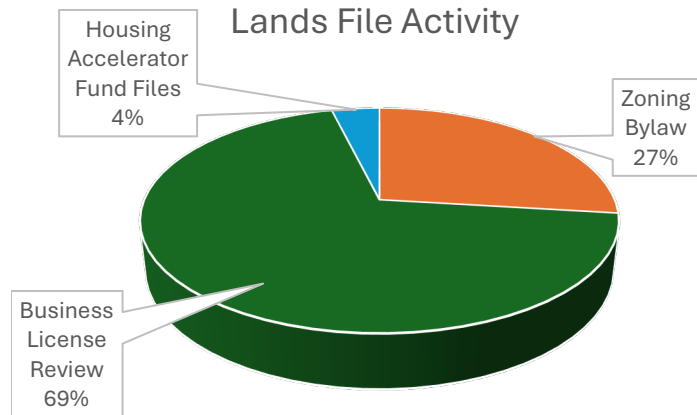


Land & Development Summary

This month was primarily focused on processing incoming development permit applications with associated HAF program applications and business licence renewals, while placing a strong emphasis on updating the Town's property tax assessments and managing incoming tax assessment appeals.

In advance of the building season, we are reviewing all pre-existing development permits. All developments that have been completed are being closed while incomplete or not started developments are being addressed through notification and enforcement where appropriate.

Zoning Bylaw	7
Public Engagement	0
Business Licensing Review	18
Housing Accelerator	1
TOTAL	26



Licensing Report

Business License Holder	Number	Address	Notes
Caius Bell-Desjarlais	116	342 Calder Ave.	Film Production
Development Permit Holder	Number	Address	Notes
Joan / Kathy Lepine	DPA-006-26	16 Mercredi Ave.	Construction
Corwin Hann	DPA-007-26	24 Tamarac Cr.	Home Occupation
Allison Courtney	DPA-008-26	5 Peregrine St.	Home Occupation
Arnold Neapetung	DPA-009-26	27 Wandering Spirit St.	Home Occupation
Shawna Kendi-MacDonald	DPA-010-26	116 Woodbison Ave.	Home Occupation
Dog Tag Holder	Number	Address	Notes
Sharon Marten	5	178 Wintergreen St.	One Time
Katie Wanderingspirit	6	33 Bordertown	One Time
Fort Smith Animal Shelter	7	174 McDougal Rd	One Time
Robert Beaulieu	8	15 Weasel/WoodBison	One Time
Tiffany/David Kelly	9	6 McDougal Rd	One Time
Tiffany/David Kelly	10	6 McDougal Rd	One Time

Business Licensing Report

TYPE	2024 Licenses	2025 Licenses	2026 Year to Date
NEW	26	42	4
RENEWAL	185	163	139
LAPSED/UN-RENEWED	48	90	-
TOTAL	211	205	143

REPORT TO COUNCIL

At the request of Council a breakdown of Business Licenses has been prepared showing the total number of licenses issued per year over the past three years.

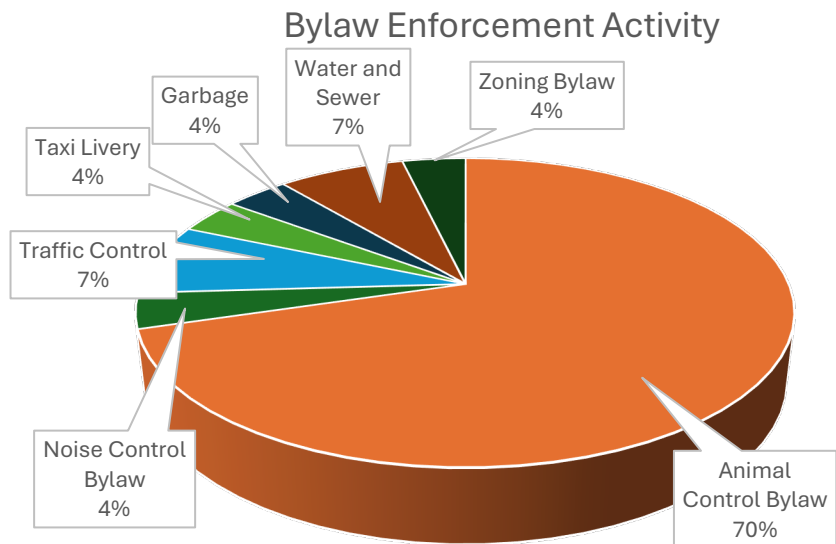
A final notice has been sent to all 2025 license holders which has already resulted in several renewal applications being received. If Council wishes, a 3-year running tally will be maintained in every report going forward. This will be updated throughout the year as applications are submitted.

Bylaw Enforcement Summary

Enforcement efforts have been actively addressing animal control matters. Dog at large violations, accounting for approximately one-third of all infractions this month, as well as traffic control violations. March saw an uptick in calls for service from the public for enforcement issues. Bylaw has implemented more consistent use of live traps for dogs, working directly with community members and complainants to place traps in targeted locations. Bylaw will continue expanding this approach, along with increasing proactive enforcement.

The Animal Control Bylaw was presented as a draft for the Bylaw Review Committee. The draft is being updated with input from the committee. It will then be sent for legal review before further input from the Bylaw Review Committee and stakeholders as the committee has identified.

Animal Control Bylaw	19
Noise Control Bylaw	1
Traffic Control	2
Taxi Livery	1
Zoning Bylaw	1
Water and Sewer	2
Garbage	1
TOTAL	27



Emergency Management

The Emergency Management Plan update is being drafted for the 2026 Emergency Management Plan cycle. Contact information and partner agency plans will be updated in early spring to ensure the most accurate resources are available.

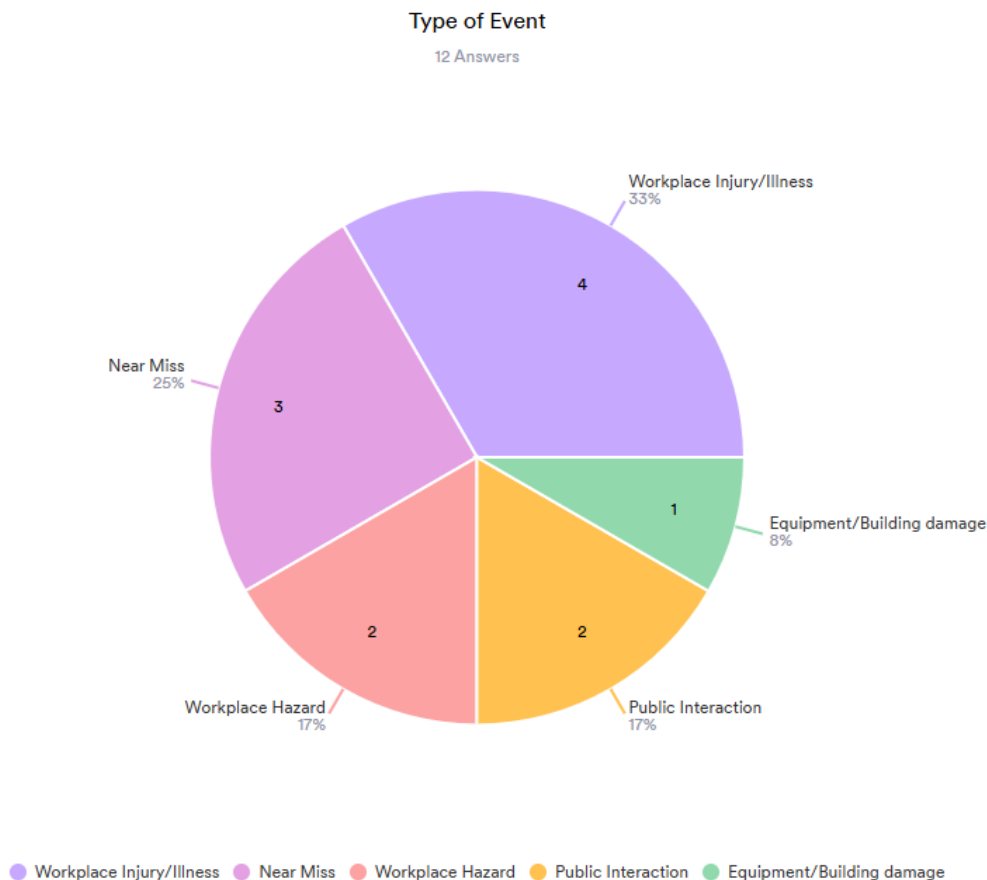
Improving our evacuation and reception center at the CRC is a priority. Installation of a backup generator ensures the provision of lighting, food services, and air handling. A kickoff meeting with the project manager took place this month and the project is moving forward to evaluate mechanical systems to provide backup power and heat in the event of a prolonged power failure.

The federal government Wildfire Resiliency funding will be open for applications for 2026. Reviewing existing documents and building a robust Wildland Urban Interface Response Plan with clear identification of critical assets and infrastructure will be the focus of this year's application.

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.

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 March as scheduled.

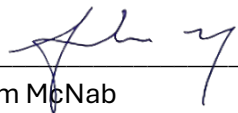


Capital Projects Update

1. **Emergency Equipment Evergreen** – Capital evergreen planning for 2026 has begun and orders will be placed after approval of the Capital Budget.
2. **Fire Hall retrofit** – A scope of work has been created, Maskwa has been chosen as the project manager.
 - a. Final drawings and a quote for the work has been delivered. Costs will be brought forward as part of the annual capital planning process for Council consideration.
 - b. Lead has been found in the plumbing of the existing Fire Hall. Maskwa has been asked to prepare a scope of work and quote for this to be added to the retrofit.
3. **New Fire Hall RFP** – In consultation with the SAO it has been decided that a tender will be created to assess the future viability of Town Hall including a needs analysis of Town Hall and quote for retrofit.
 - a. This RFP has been opened and awarded to AECOM. Once signed we will begin work on assessing the building and future needs.
 - b. If Town Hall remains a viable structure, a scope of work to meet the needs analysis, and a class C quote for the demolition of the old library for improved parking as well as the retrofit and expansion of the existing Town Hall.
 - c. The RFP for design of the new Protective Services building will include the incorporation of an attached Town Hall for consideration. This cost estimate could be compared against the retrofit and expansion option.
 - d. Feasibility of an integrated Town Hall and Fire Hall will need to consider the significant land requirements to meet the needs of both operations simultaneously as well as significant building separations given the uses.
4. **Fire Training grounds** – The GNWT Lands department is being engaged for an update on land transfer process for the new site.
 - a. Both the live fire and general training structure have been ordered. The live fire trainer is in production.
5. **Replacement Ambulance** – Two quotes have been received for the replacement of the ambulance.
 - a. Updated quote for stretchers in both the new and retained ambulance have been received.
 - b. Quote for mini “re-fit” of the retained apparatus is being processed by manufacturer Crestline. This will include installation of the mounting plate and wiring for the new stretcher.
6. **Fire Break Maintenance** – Work will begin for the 2026 year mid to late summer pending approval of the Capital Budget.
7. **New FireSmart** – Tenders will be put out for the DMAF funding to conduct work outlined in the Community Wildfire Protection Plan.
 - a. The Town has reached out to all indigenous partners. We have received responses from all groups.
 - b. Directors of Protective and Municipal Services have discussed priority areas and impacts to town operations. Director McNab has mapped out the areas to prepare tender documents.

REPORT TO COUNCIL

8. **Community Wildfire Resiliency Funding** - The federal government through ECC has provided community FireSmart and Resiliency Funding. Protective Services has successfully secured funding. This funding will be used as follows
 - a. Purchase of an Alberta Type 2 Structure Protection Trailer.
 - i. The tender has been awarded and the trailer is being built for delivery in April.
 - b. Purchase of FireSmart PPE including coveralls and helmets for fire department volunteers.
9. **Dispatch Services – Fire/EMS** – This project is nearing the first step in implementation.
 - a. Council approval for the ongoing O/M and the initial Capital has been secured.
 - b. Agreements have been reviewed by the Director of Protective Services and the SAO for the First Due fire management software and the provision of dispatch by Strathcona County.
 - c. First Due agreement is completed and signed. Implementation meetings have begun.
 - d. Strathcona County has completed the agreement and it has been signed. Information gathering for the system has begun.
 - e. Prairie Mobile, who has built communications systems for Strathcona Dispatch in the past has been retained to build communications equipment for dispatch. This work has begun.
 - f. Once the bandwidth and data needs of this system are confirmed a dedicated internet line and backup Starlink system will be installed in the Fire Hall. The dispatch system will have automatic switching in the event of loss of Northwestel internet service. This Starlink will also be available for emergency communications at the Fire Hall during emergency responses should a communication blackout occur.



Adam McNab
Director of Protective Services



Briefing Note

To: Mayor and Council
From: Lands Officer Nicholas Carbery
Date: March 25, 2026
Subject: Home Occupation: DPA-007-26

PURPOSE:

Corwin Hann has submitted a Home Occupation Development Application. This application is for the operation of Corwin's Painting & More at the following location:

Lot	Block	Plan	Zone	Civic Address
870	NA	837	R1	24 Tamarac Cr.
or Certificate of Title:			NA	

BACKGROUND:

This property is zoned R1 and a Home Occupation Business is a conditional use in this zone requiring Council approval.

CURRENT SITUATION:

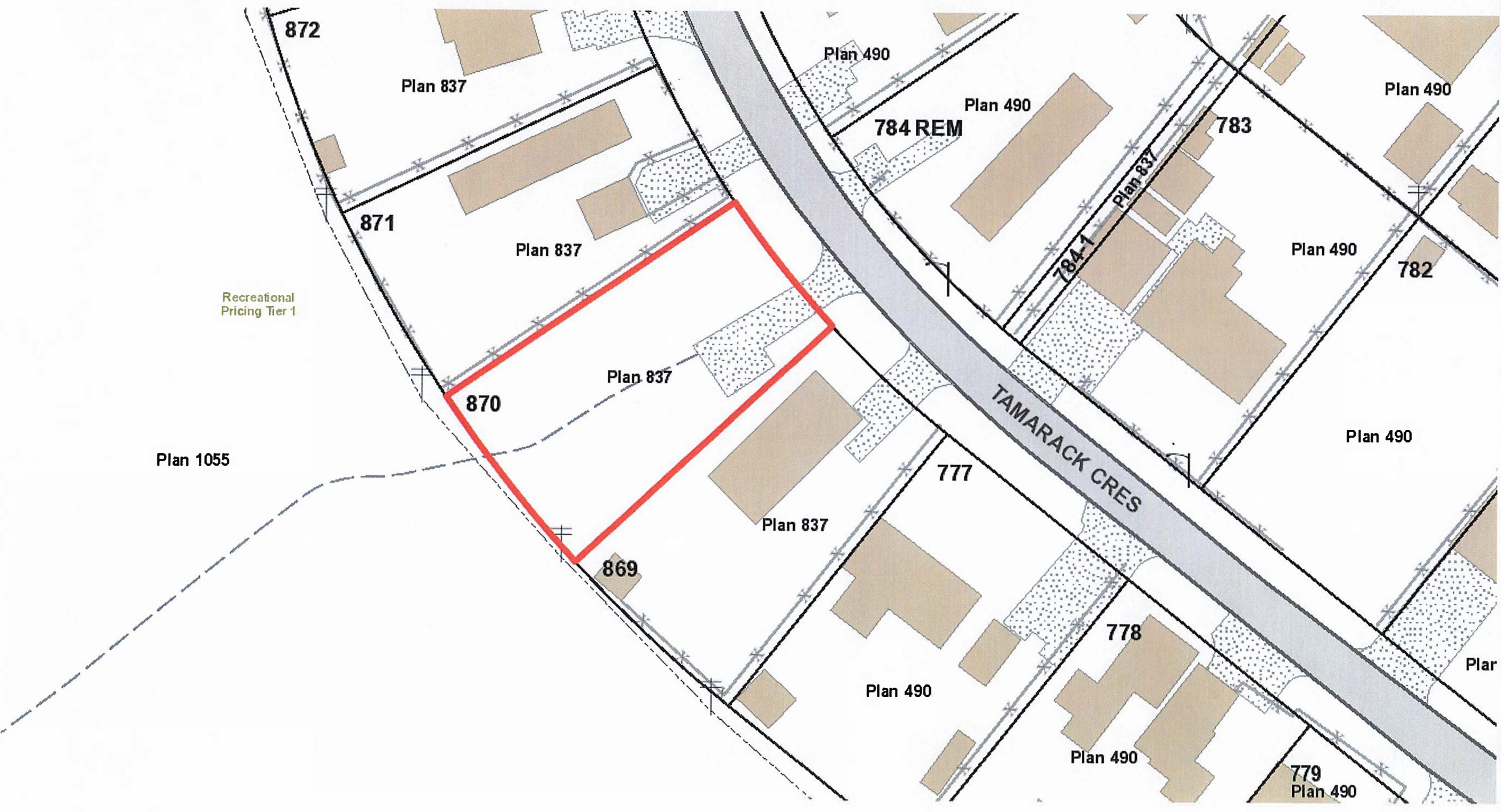
A Home Occupation Business License application has been received that indicates operations including construction and renovation services. An operation of this nature could see an increase in vehicle and foot traffic with possible equipment storage on site. No construction, or signage shall occur.

The Applicant has been advised of the requirement to comply with:

- All Town Bylaws, specifically the Town Zoning, Business License Bylaws and Unsightly Lands Bylaws
- National Building Code, most current.
- National Fire Code, most current; and
- All Federal and Territorial Regulations.

CONSIDERATION:

Operating a business of this nature in a residential zone has the potential to create nuisance traffic, and noise contravening the Zoning Bylaw 1063.



872

Plan 837

Plan 490

Plan 490

Plan 490

871

Plan 837

784 REM

783

Recreational Pricing Tier 1

Plan 837

Plan 837

Plan 490

782

870

Plan 1055

TAMARACK CRES

Plan 490

869

777

Plan 837

Plar

Plan 490

778

Plan 490

779
Plan 490



TOWN OF FORT SMITH BUSINESS LICENSE APPLICATION

In accordance with Bylaw 504, Bylaw 873, and the current Rates and Fees Bylaw.

Received

ALL BUSINESSES AFFECTING THE USE OR INTENSITY OF USE OF A PROPERTY PER ZONING BYLAW 936 MUST BE ACCOMPANIED BY A DEVELOPMENT PERMIT APPLICATION.

JAN 19 2026

Date of Application 01/19/2026		New Application <input type="checkbox"/>		Renewal <input checked="" type="checkbox"/>	
Name of Applicant corwin Hann		Name of Business Corwin's Painting & More		Town of Fort Smith Administration	
Business Street Address 24 Tamarac Crest		Legal Address Lot: 870 Plan: 837		Mailing Address P.O.Box 1439	
Phone Number 872-0192		Fax Number		Can your business info be put on the Town's website? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Email Address corwin_painter@hotmail.com			Business Website:		
Do you wish to receive email newsletters from the Town regarding Business opportunities? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No					
Type of Business: RESIDENT <input type="checkbox"/> Commercial <input checked="" type="checkbox"/> Home Occupation – Includes desk operations <input type="checkbox"/> Commercial in a residential zone – Non-conforming <input type="checkbox"/> Hawker/Peddler <input type="checkbox"/> Junior Business <input type="checkbox"/> Charitable Purposes			Type of Business: NON-RESIDENT <input type="checkbox"/> Non-resident <input type="checkbox"/> Non-resident Vendor <input type="checkbox"/> Charitable Purposes		
<input type="checkbox"/> Change Fee <input type="checkbox"/> Late Fee (if renewal received after February 15) <input type="checkbox"/> Reduced resident rate (application after Sept. 1 st)					
ALL RATES AND FEES WILL BE BASED ON THE CURRENT RATES AND FEES BYLAW					
PROVIDE A COMPLETE DESCRIPTION OF YOUR BUSINESS: Include what the business does, how much foot and vehicle traffic there will be, what will be stored on-site, what services or products will be offered, what the hours of operation will be, what signs will be installed, what demolition or construction may occur etc. (Being thorough will avoid delays in processing times. Attach a separate letter if necessary.)					
Painting,plastering,siding ,roofing,windows,flooring,renovations,					
Date of Commencement (If New or Non-Resident):		Date of Termination (If Non-Resident):		Number of Employees Full Time: 1 Part Time:	

I, corwin hann, hereby make an application for a license in accordance with the particulars as above stated and certify that the number of persons employed in the said business will be 1 (or 2 person-years) including owner and that the necessary verification has been received in accordance with the provisions of the Worker's Compensation Act.

*** Note: If you wish to submit this application via email please send it to reception@fortsmith.ca**


Signature of Applicant

Corwin's Painting & More
On Behalf of (Name of Business)

01/19/2026
Date

Signature of Development Officer



TOWN OF FORT SMITH
 Post Office Box 147, Northwest Territories, X0E 0P0
 Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. _____

FORM A:

APPLICATION FOR DEVELOPMENT

Applicant Information:

Name: Corwin Hann Interest (if not owner): _____
 Telephone: 872-0192 Email: Corwin.Painter@hotmail.com
 Mailing Address: Box 1439 Fort Smith, NWT

Owner Information (if different than applicant):

Registered Owner's Name: _____
 Telephone: _____ Email: _____
 Mailing Address: _____

Property Information:

Civic Address to be Developed: 24 Tamarac Cr
 Zoning: _____ Lot# 870 Block# _____ Plan# 837
 or Certificate of Title: _____
 Lot Width: _____ metres Lot Depth: _____ metres Lot Area: _____ square metres
 Type of Lot (check one): Street Facing Corner Interior Other
 Existing Use(s) of Property: _____
 Proposed Use(s) of Property (if applicable): _____

Estimated Cost of Project: \$ ϕ

I hereby make application under the provisions of the Town of Fort Smith Zoning Bylaw 936 for a Development Permit, in accordance with the plans and supporting information submitted herewith and which form a part of this application.

SIGNATURE:


 Applicant's Signature

Feb 27 2026
 Date

 Owner's Signature (if different than applicant)

 Date



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. _____

REQUIRED ITEMS

PROPOSED DEVELOPMENT(S):

Check all applicable development(s) and submit the completed, corresponding checklist of required items with your application.

- 1. CONSTRUCTION
- 2. EXCAVATION
- 3. RELOCATION
- 4. DEMOLITION
- 5. SIGN
- 6. HOME OCCUPATION

1. CONSTRUCTION:

Proposed Building Dimensions:

Width: _____ Length: _____ Height: _____ Area: _____

- 2 sets of site plans showing:
 - Building outlines;
 - Legal description
 - Yards/Setbacks (front, rear, and side)
 - Provisions for off-street loading, parking, and access and egress points (if applicable)
 - Provisions for landscaping and drainage
- 2 sets of floor plans (minimum 1:100 scale)
- 2 sets of elevations (minimum 1:100 scale)
- 2 sets of sections (minimum 1:100 scale)
- Statement of Uses (on Page 1)
- Statement of ownership of land and interest of the applicant therein (on Page 1)
- Estimated commencement date _____
- Estimated completion date _____
- Proof that documents have been submitted to and reviewed by the Office of the Fire Marshal of the NWT (single-family dwelling units are exempted)



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. _____

2. PROPOSED EXCAVATION

- Length (in metres) _____
- Width (in metres) _____
- Depth (in metres) _____
- Planned Excavation Start Date _____
- Planned Excavation Completion Date _____

3. PROPOSED RELOCATION

- Type of Building or Structure to be Relocated: _____
- From: Lot# _____ Block# _____ Plan# _____
- To: Lot# _____ Block# _____ Plan# _____
- Proposed Route: _____

- Planned Date of Move: _____

The following **CONDITIONS** apply to the relocation of buildings:

1. An irrevocable letter of credit or security deposit may be required to ensure the completion of any renovations set out as a condition of the approval of the permit.
2. A building shall not be relocated until after a Development Permit for building on the new site, if applicable, is issued.
3. For safety reasons, the applicant is responsible for NorthwesTel Inc., the NWT Power Corporation, the GNWT Department of Highways, and the Royal Canadian Mounted Police and advising them of the time of the move and the route.
4. The applicant is responsible for any damages which may occur as a result of this relocation.

4. PROPOSED DEMOLITION

- Type of Building or Structure to be Demolished: _____
- Demolition Methods to be used: _____

- Planned Demolition Start Date: _____
- Planned Demolition Finish Date: _____



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. _____

5. PROPOSED SIGN

- Site Plan showing location of sign
- 2 sets of drawings to scale, showing:
 - Sign location
 - Dimensions (Height, Width, and Thickness)
 - Size of letters
 - Projection from building face
 - Height above average ground level at the building face
 - Manner of illumination, animation, or flashing lights (if applicable)
- Message on sign: _____
- Installation Contractor: _____
- Business License Number: _____
- Planned Installation Date: _____

6. HOME OCCUPATION

- Type of Home Occupation proposed: office
- Business License Number: 71
- Does the Home Occupation meet the conditions included in Bylaw 504 "Home Occupation Business Licenses"?
- Is this Home Occupation incidental and subordinate to the residential use?
- Does this Home Occupation preserve the character of the residential use?
- Does the home occupation preserve the rights of other residents to quiet enjoyment of the residential neighbourhood?
- Planned commencement date: Jan 1 / 2026



Briefing Note

To: Mayor and Council
From: Lands Officer Nicholas Carbery
Date: March 25, 2026
Subject: Home Occupation: DPA-008-26

PURPOSE:

Allison Courtney has submitted a Home Occupation Development Application. This application is for the operation of Northern Lights Catering Company at the following location:

Lot	Block	Plan	Zone	Civic Address
2	2	285	R2	5 Peregrine St.
or Certificate of Title:			NA	

BACKGROUND:

This property is zoned R2 and a Home Occupation Business is a conditional use in this zone requiring Council approval.

CURRENT SITUATION:

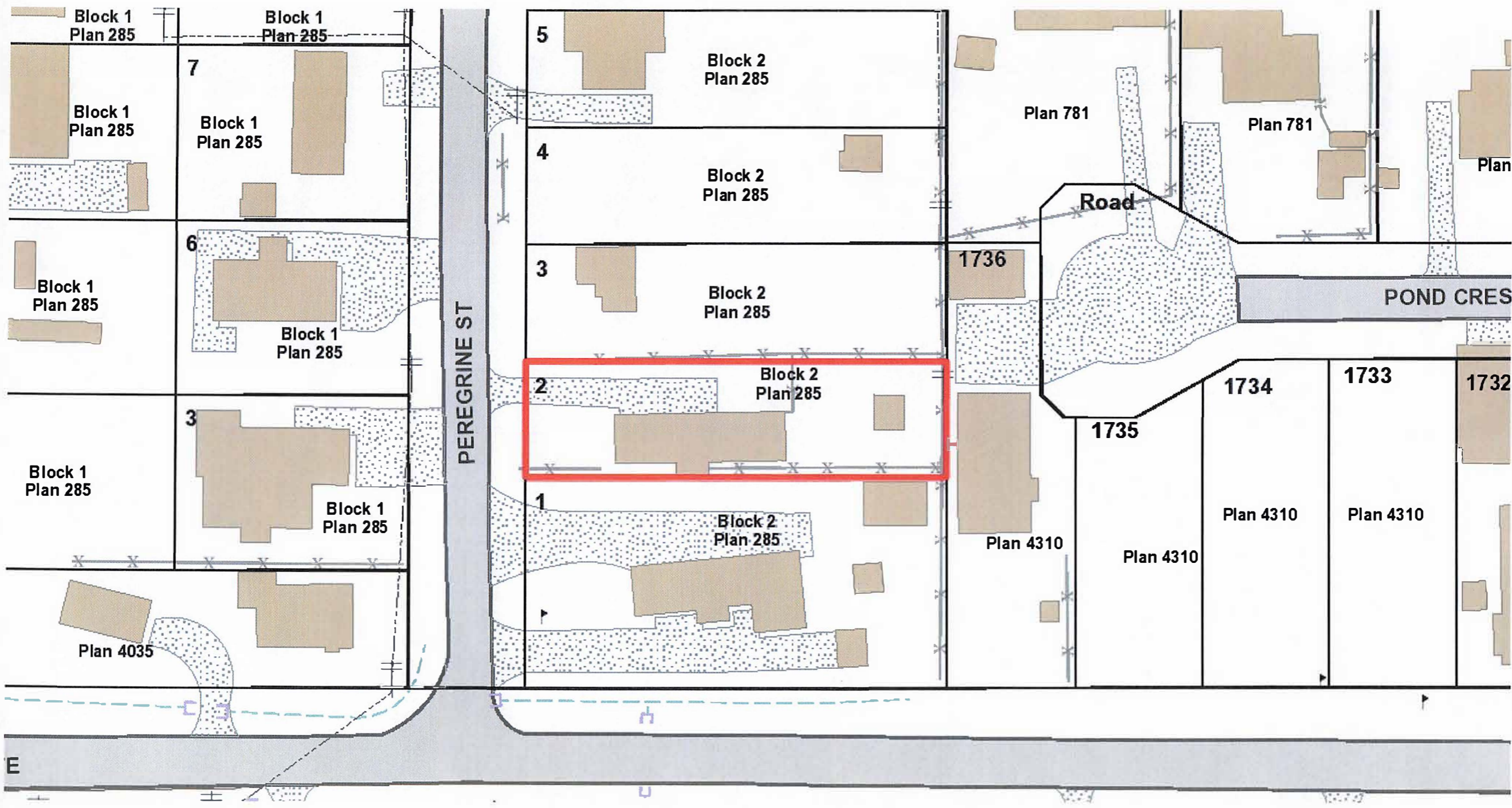
A Home Occupation Business License application has been received that indicates operations including catering services. An operation of this nature could see an increase in vehicle and foot traffic. No equipment storage on site. No construction, or signage shall occur.

The Applicant has been advised of the requirement to comply with:

- All Town Bylaws, specifically the Town Zoning, Business License Bylaws and Unsightly Lands Bylaws
- National Building Code, most current.
- National Fire Code, most current; and
- All Federal and Territorial Regulations.

CONSIDERATION:

Operating a business of this nature in a residential zone has the potential to create nuisance traffic, and noise contravening the Zoning Bylaw 1063.



Block 1
Plan 285

Block 1
Plan 285

Block 2
Plan 285

Block 2
Plan 285

Block 2
Plan 285

Block 2
Plan 285

Block 2
Plan 285

Plan 781

Plan 781

Plan

Block 1
Plan 285

Block 1
Plan 285

Block 1
Plan 285

Block 1
Plan 285

Plan 4035

1736

POND CRES

1734

1733

1732

1735

Plan 4310

Plan 4310

Plan 4310

Plan 4310

E

PEREGRINE ST

Road



TOWN OF FORT SMITH BUSINESS LICENSE APPLICATION
 In accordance with Bylaw 504, Bylaw 873, and the current Rates and Fees Bylaw.

RECEIVED
FEB 23 2026
 THE CORPORATION OF THE
TOWN OF FORT SMITH

ALL BUSINESSES AFFECTING THE USE OR INTENSITY OF USE OF A PROPERTY PER ZONING BYLAW 936 MUST BE ACCOMPANIED BY A DEVELOPMENT PERMIT APPLICATION.

Date of Application Feb 23, 2026		New Application <input checked="" type="checkbox"/> Renewal <input type="checkbox"/>	
Name of Applicant Allison Courtney		Name of Business Northern Lights Catering Company	
Business Street Address 5 Peregrine Street		Legal Address Lot: _____ Plan: _____	Mailing Address 5 Peregrine Street (general delivery)
Phone Number 867 872 0548		Fax Number NIA	Can your business info be put on the Town's website? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Email Address cocoali@live.ca		Business Website: NIA	
Do you wish to receive email newsletters from the Town regarding Business opportunities?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Type of Business: RESIDENT <input type="checkbox"/> Commercial <input checked="" type="checkbox"/> Home Occupation – Includes desk operations <input type="checkbox"/> Commercial in a residential zone – Non-conforming <input type="checkbox"/> Hawker/Peddler <input type="checkbox"/> Junior Business <input type="checkbox"/> Charitable Purposes		Type of Business: NON-RESIDENT <input type="checkbox"/> Non-resident <input type="checkbox"/> Non-resident Vendor <input type="checkbox"/> Charitable Purposes	
<input type="checkbox"/> Change Fee		<input type="checkbox"/> Late Fee (if renewal received after February 15)	
<input type="checkbox"/> Reduced resident rate (application after Sept. 1 st)			
ALL RATES AND FEES WILL BE BASED ON THE CURRENT RATES AND FEES BYLAW			
PROVIDE A COMPLETE DESCRIPTION OF YOUR BUSINESS:			
Include what the business does, how much foot and vehicle traffic there will be, what will be stored on-site, what services or products will be offered, what the hours of operation will be, what signs will be installed, what demolition or construction may occur etc. (Being thorough will avoid delays in processing times. Attach a separate letter if necessary.)			
<p>- Personal, Group and Corporate catering services - This will be a mailing address and address used for storing utensils & equipment only (ex: tongs, serving spoons, food warmers etc.). No foot or vehicle traffic. - No food will be prepared at this address. All contracts will be completed in a certified kitchen (ex: SRFN)</p>			
Date of Commencement (If New or Non-Resident): Feb 23, 2026		Date of Termination (If Non-Resident):	
Number of Employees		Full Time: 1 Part Time: N/A	

Allison Courtney, hereby make an application for a license in accordance with the particulars as above stated and certify that the number of persons employed in the said business will be 1 (or _____ person-years) including owner and that the necessary verification has been received in accordance with the provisions of the Worker's Compensation Act.

*** Note: If you wish to submit this application via email please send it to reception@fortsmith.ca**

Allison Courtney
 Signature of Applicant

Northern Lights Catering Company
 On Behalf of (Name of Business)

Feb 23, 2026
 Date

Signature of Development Officer

BN: ^{ac} ~~702822966~~ 702822966

GST #: 70282 2966 RT001

RECEIVED

MAR 10 2026

THE CORPORATION OF THE TOWN OF FORT SMITH



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872 8400 Fax: (867) 872 8401

Application No DPA -008 -26

FORM A:

APPLICATION FOR DEVELOPMENT

Applicant Information:

Name: Allison Courtney Interest (if not owner): _____
 Telephone: 867 872 0548 Email: cocooli@live.ca
 Mailing Address: _____

Owner Information (if different than applicant):

Registered Owner's Name: Barry Nickolson
 Telephone: _____ Email: _____
 Mailing Address: _____

Property Information:

Civic Address to be Developed: 5 Peregrine
 Zoning: _____ Lot# _____ Block# _____ Plan# _____
 or Certificate of Title: _____
 Lot Width: _____ metres Lot Depth: _____ metres Lot Area: _____ square metres
 Type of Lot (check one): Street Facing Corner Interior Other
 Existing Use(s) of Property: _____
 Proposed Use(s) of Property (if applicable): _____

Estimated Cost of Project: \$ ϕ

I hereby make application under the provisions of the Town of Fort Smith Zoning Bylaw 936 for a Development Permit, in accordance with the plans and supporting information submitted herewith and which form a part of this application.

SIGNATURE:

Allison Courtney
Applicant's Signature

Feb 23, 2026
Date

Barry Nickolson
Owner's Signature (if different than applicant)

FEB 25, 2026
Date



TOWN OF FORT SMITH
 Post Office Box 147, Northwest Territories, X0E 0P0
 Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. DPA-008-26

REQUIRED ITEMS

PROPOSED DEVELOPMENT(S):

Check all applicable development(s) and submit the completed, corresponding checklist of required items with your application.

- 1. CONSTRUCTION
- 2. EXCAVATION
- 3. RELOCATION
- 4. DEMOLITION
- 5. SIGN
- 6. HOME OCCUPATION

1. CONSTRUCTION:

Proposed Building Dimensions:

Width: _____ Length: _____ Height: _____ Area: _____

- 2 sets of site plans showing:
 - Building outlines;
 - Legal description
 - Yards/Setbacks (front, rear, and side)
 - Provisions for off-street loading, parking, and access and egress points (if applicable)
 - Provisions for landscaping and drainage
- 2 sets of floor plans (minimum 1:100 scale)
- 2 sets of elevations (minimum 1:100 scale)
- 2 sets of sections (minimum 1:100 scale)
- Statement of Uses (on Page 1)
- Statement of ownership of land and interest of the applicant therein (on Page 1)
- Estimated commencement date _____
- Estimated completion date _____
- Proof that documents have been submitted to and reviewed by the Office of the Fire Marshal of the NWT (single-family dwelling units are exempted)



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. DPA-008-26

2. PROPOSED EXCAVATION

- Length (in metres) _____
- Width (in metres) _____
- Depth (in metres) _____
- Planned Excavation Start Date _____
- Planned Excavation Completion Date _____

3. PROPOSED RELOCATION

- Type of Building or Structure to be Relocated: _____
- From: Lot# _____ Block# _____ Plan# _____
- To: Lot# _____ Block# _____ Plan# _____
- Proposed Route: _____

- Planned Date of Move: _____

The following **CONDITIONS** apply to the relocation of buildings:

1. An irrevocable letter of credit or security deposit may be required to ensure the completion of any renovations set out as a condition of the approval of the permit.
2. A building shall not be relocated until after a Development Permit for building on the new site, if applicable, is issued.
3. For safety reasons, the applicant is responsible for NorthwesTel Inc., the NWT Power Corporation, the GNWT Department of Highways, and the Royal Canadian Mounted Police and advising them of the time of the move and the route.
4. The applicant is responsible for any damages which may occur as a result of this relocation.

4. PROPOSED DEMOLITION

- Type of Building or Structure to be Demolished: _____
- Demolition Methods to be used: _____

- Planned Demolition Start Date: _____
- Planned Demolition Finish Date: _____



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. DPA-008-26

5. PROPOSED SIGN

- Site Plan showing location of sign
- 2 sets of drawings to scale, showing:
 - Sign location
 - Dimensions (Height, Width, and Thickness)
 - Size of letters
 - Projection from building face
 - Height above average ground level at the building face
 - Manner of illumination, animation, or flashing lights (if applicable)
- Message on sign: _____
- Installation Contractor: _____
- Business License Number: _____
- Planned Installation Date: _____

6. HOME OCCUPATION

- Type of Home Occupation proposed: Home office
- Business License Number: TBD
- Does the Home Occupation meet the conditions included in Bylaw 504 "Home Occupation Business Licenses"?
- Is this Home Occupation incidental and subordinate to the residential use?
- Does this Home Occupation preserve the character of the residential use?
- Does the home occupation preserve the rights of other residents to quiet enjoyment of the residential neighbourhood?
- Planned commencement date: ASAP



Briefing Note

To: Mayor and Council
From: Lands Officer Nicholas Carbery
Date: March 25, 2026
Subject: Home Occupation: DPA-009-26

PURPOSE:

Arnold Neapetung has submitted a Home Occupation Development Application. This application is for the operation of Neapetung Contracting at the following location:

Lot	Block	Plan	Zone	Civic Address
1618	NA	2895	R1	27 Wandering Spirit St.
or Certificate of Title:			NA	

BACKGROUND:

This property is zoned R1 and a Home Occupation Business is a conditional use in this zone requiring Council approval.

CURRENT SITUATION:

A Home Occupation Business License application has been received that indicates operations including contracting services and indigenous consulting services. An operation of this nature could see an increase in vehicle and foot traffic with possible equipment storage on site. No construction, or signage shall occur.

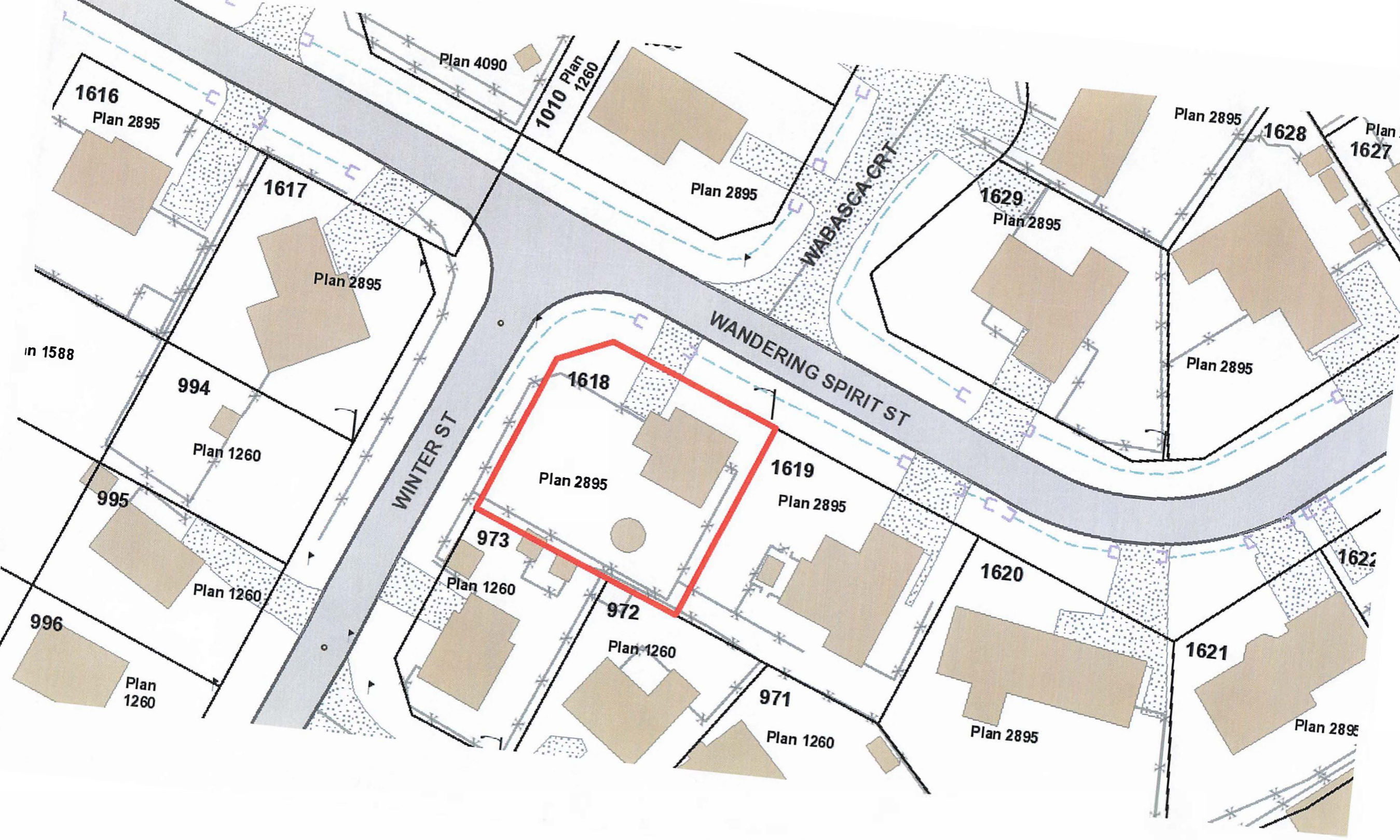
The Applicant has been advised of the requirement to comply with:

- All Town Bylaws, specifically the Town Zoning, Business License Bylaws and Unsightly Lands Bylaws
- National Building Code, most current.
- National Fire Code, most current; and
- All Federal and Territorial Regulations.

CONSIDERATION:

This is an amendment to an existing business who's license had lapsed with the addition of the consulting portion.

Operating a business of this nature in a residential zone has the potential to create nuisance traffic, and noise contravening the Zoning Bylaw 1063.



1616
Plan 2895

1617
Plan 2895

1618
Plan 2895

1619
Plan 2895

1629
Plan 2895

1628
Plan 1627

in 1588

994
Plan 1260

995
Plan 1260

996
Plan 1260

973
Plan 1260

972
Plan 1260

971
Plan 1260

Plan 4090
1010
Plan 1260

Plan 2895

Plan 2895

Plan 2895

1620

Plan 2895

1621

Plan 2895

WINTER ST

WABASCA CRT

WANDERING SPIRIT ST

\$50.



TOWN OF FORT SMITH BUSINESS LICENSE APPLICATION

In accordance with Bylaw 504, Bylaw 873, and the current Rates and Fees Bylaw.

ALL BUSINESSES AFFECTING THE USE OR INTENSITY OF USE OF A PROPERTY PER ZONING BYLAW 936 MUST BE ACCOMPANIED BY A DEVELOPMENT PERMIT APPLICATION.

Date of Application SEPT 26, 2025		New Application <input type="checkbox"/>	Renewal <input checked="" type="checkbox"/>
Name of Applicant ARNOLD NEAPETUNG		Name of Business NEAPETUNG CONTRACTING	
Business Street Address 27 WANDERINGSPIRIT ST.		Legal Address Lot: 1618 Plan: 2895	Mailing Address P.O. Box 1131 FT SMITH
Phone Number 613-214-3775		Fax Number	Can your business info be put on the Town's website? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Email Address neapetung874@gmail.com		Business Website:	
Do you wish to receive email newsletters from the Town regarding Business opportunities? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
Type of Business: RESIDENT <input type="checkbox"/> Commercial <input checked="" type="checkbox"/> Home Occupation – Includes desk operations <input type="checkbox"/> Commercial in a residential zone – Non-conforming <input type="checkbox"/> Hawker/Peddler <input type="checkbox"/> Junior Business <input type="checkbox"/> Charitable Purposes		Type of Business: NON-RESIDENT <input type="checkbox"/> Non-resident <input type="checkbox"/> Non-resident Vendor <input type="checkbox"/> Charitable Purposes	
<input checked="" type="checkbox"/> Change Fee <input type="checkbox"/> Late Fee (if renewal received after February 15) <input checked="" type="checkbox"/> Reduced resident rate (application after Sept. 1 st)			
ALL RATES AND FEES WILL BE BASED ON THE CURRENT RATES AND FEES BYLAW			
PROVIDE A COMPLETE DESCRIPTION OF YOUR BUSINESS:			
Include what the business does, how much foot and vehicle traffic there will be, what will be stored on-site, what services or products will be offered, what the hours of operation will be, what signs will be installed, what demolition or construction may occur etc. (Being thorough will avoid delays in processing times. Attach a separate letter if necessary.)			
JOURNEYMAN CARPENTER – RED SEAL – OFFERING CARPENTRY SERVICES			
– FENCES, DECKS, RENOVATIONS, NEW BUILDS FOOTING TO TURN KEY			
– ONLY TOOLS KEPT ON SIGHT, OCCASIONAL SMALL STACKS MATERIAL			
INDIGENOUS CONSULTANT SERVICES – SWEATLODGE, PIPE CEREMONIES,			
SPIRITUAL COUNSELING – TWO SATURDAYS/MONTH, RARELY STREET			
PARKING, MOSTLY FOOT TRAFFIC – AFTERNOON – EVENING			
Date of Commencement (If New or Non-Resident):	Date of Termination (If Non-Resident):	Number of Employees	
		Full Time: Part Time: 1	

adding

I, ARNOLD NEAPETUNG, hereby make an application for a license in accordance with the particulars as above stated and certify that the number of persons employed in the said business will be 1 (or _____ person-years) including owner and that the necessary verification has been received in accordance with the provisions of the Worker's Compensation Act.

*** Note: If you wish to submit this application via email please send it to reception@fortsmith.ca**

Signature of Applicant

On Behalf of (Name of Business)

Signature of Development Officer

Date



BRIEFING NOTE

To: Municipal Services Standing Committee

Date: March 10, 2015

Subject: Arnold Neapetung DPA-006-15 – Home Occupation Permit

Purpose:

Arnold Neapetung has submitted a Home Occupation Development Application, DPA-006-15 to operate a carpentry service out of Lot 1618, Plan 2895, 27 Wandering Spirit Street in Fort Smith. The property is owned by the applicant.

Background:

The property is zoned Residential (R1) and a Home Occupation Business is a conditional use in an R1 zone requiring Council approval.

Analysis:

Arnold Neapetung will be operating a carpentry service at 27 Wandering Spirit Street. The applicant will be given a copy of the Business Licensing Bylaw and amendments thereto once Council has approved the development application to ensure compliance with the conditions set out for Home Occupation business licenses.

Recommendation

Administration recommends that DPA-006-15 be approved.

Lana McNeill
Development Officer



TOWN OF FORT SMITH
 Post Office Box 147, Northwest Territories, X0E 0P0
 Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. DPA-009-26

FORM A:

APPLICATION FOR DEVELOPMENT

Applicant Information:

Name: Arnold Neapetung Interest (if not owner): _____
 Telephone: 613-214-3775 Email: neapetung874@gmail.com
 Mailing Address: P.O. Box 1131

Owner Information (if different than applicant):

Registered Owner's Name: _____
 Telephone: _____ Email: _____
 Mailing Address: _____

Property Information:

Civic Address to be Developed: 27 Wandering Spirit St.
 Zoning: _____ Lot# 1618 Block# _____ Plan# 2895
 or Certificate of Title: _____
 Lot Width: _____ metres Lot Depth: _____ metres Lot Area: _____ square metres
 Type of Lot (check one): Street Facing Corner Interior Other
 Existing Use(s) of Property: _____
 Proposed Use(s) of Property (if applicable): _____

Estimated Cost of Project: \$ Ø

I hereby make application under the provisions of the Town of Fort Smith Zoning Bylaw 936 for a Development Permit, in accordance with the plans and supporting information submitted herewith and which form a part of this application.

SIGNATURE:

Applicant's Signature

Mar 10/26
 Date

 Owner's Signature (if different than applicant)

 Date



TOWN OF FORT SMITH
Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. DPA-009-26

REQUIRED ITEMS

PROPOSED DEVELOPMENT(S):

Check all applicable development(s) and submit the completed, corresponding checklist of required items with your application.

- 1. CONSTRUCTION
- 2. EXCAVATION
- 3. RELOCATION
- 4. DEMOLITION
- 5. SIGN
- 6. HOME OCCUPATION

1. CONSTRUCTION:

Proposed Building Dimensions:

Width: _____ Length: _____ Height: _____ Area: _____

- 2 sets of site plans showing:
 - Building outlines;
 - Legal description
 - Yards/Setbacks (front, rear, and side)
 - Provisions for off-street loading, parking, and access and egress points (if applicable)
 - Provisions for landscaping and drainage
- 2 sets of floor plans (minimum 1:100 scale)
- 2 sets of elevations (minimum 1:100 scale)
- 2 sets of sections (minimum 1:100 scale)
- Statement of Uses (on Page 1)
- Statement of ownership of land and interest of the applicant therein (on Page 1)
- Estimated commencement date _____
- Estimated completion date _____
- Proof that documents have been submitted to and reviewed by the Office of the Fire Marshal of the NWT (single-family dwelling units are exempted)



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. DDA-008-26

2. PROPOSED EXCAVATION

- Length (in metres) _____
- Width (in metres) _____
- Depth (in metres) _____
- Planned Excavation Start Date _____
- Planned Excavation Completion Date _____

3. PROPOSED RELOCATION

- Type of Building or Structure to be Relocated: _____
- From: Lot# _____ Block# _____ Plan# _____
- To: Lot# _____ Block# _____ Plan# _____
- Proposed Route: _____

- Planned Date of Move: _____

The following **CONDITIONS** apply to the relocation of buildings:

1. An irrevocable letter of credit or security deposit may be required to ensure the completion of any renovations set out as a condition of the approval of the permit.
2. A building shall not be relocated until after a Development Permit for building on the new site, if applicable, is issued.
3. For safety reasons, the applicant is responsible for NorthwesTel Inc., the NWT Power Corporation, the GNWT Department of Highways, and the Royal Canadian Mounted Police and advising them of the time of the move and the route.
4. The applicant is responsible for any damages which may occur as a result of this relocation.

4. PROPOSED DEMOLITION

- Type of Building or Structure to be Demolished: _____
- Demolition Methods to be used: _____

- Planned Demolition Start Date: _____
- Planned Demolition Finish Date: _____



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. DPA-009-26

5. PROPOSED SIGN

- Site Plan showing location of sign
- 2 sets of drawings to scale, showing:
 - Sign location
 - Dimensions (Height, Width, and Thickness)
 - Size of letters
 - Projection from building face
 - Height above average ground level at the building face
 - Manner of illumination, animation, or flashing lights (if applicable)
- Message on sign: _____
- Installation Contractor: _____
- Business License Number: _____
- Planned Installation Date: _____

6. HOME OCCUPATION

- Type of Home Occupation proposed: Storage Office
- Business License Number: TBD
- Does the Home Occupation meet the conditions included in Bylaw 504 "Home Occupation Business Licenses"?
- Is this Home Occupation incidental and subordinate to the residential use?
- Does this Home Occupation preserve the character of the residential use?
- Does the home occupation preserve the rights of other residents to quiet enjoyment of the residential neighbourhood?
- Planned commencement date: ASAP



Briefing Note

To: Mayor and Council
From: Lands Officer Nicholas Carbery
Date: March 25, 2026
Subject: Home Occupation: DPA-010-26

PURPOSE:

Shawna Kendi-McDonald has submitted a Home Occupation Development Application. This application is for the operation of For the Love Beading at the following location:

Lot	Block	Plan	Zone	Civic Address
536	NA	272	R2	116 Woodbison Ave.
or Certificate of Title:			NA	

BACKGROUND:

This property is zoned R2 and a Home Occupation Business is a conditional use in this zone requiring Council approval.

CURRENT SITUATION:

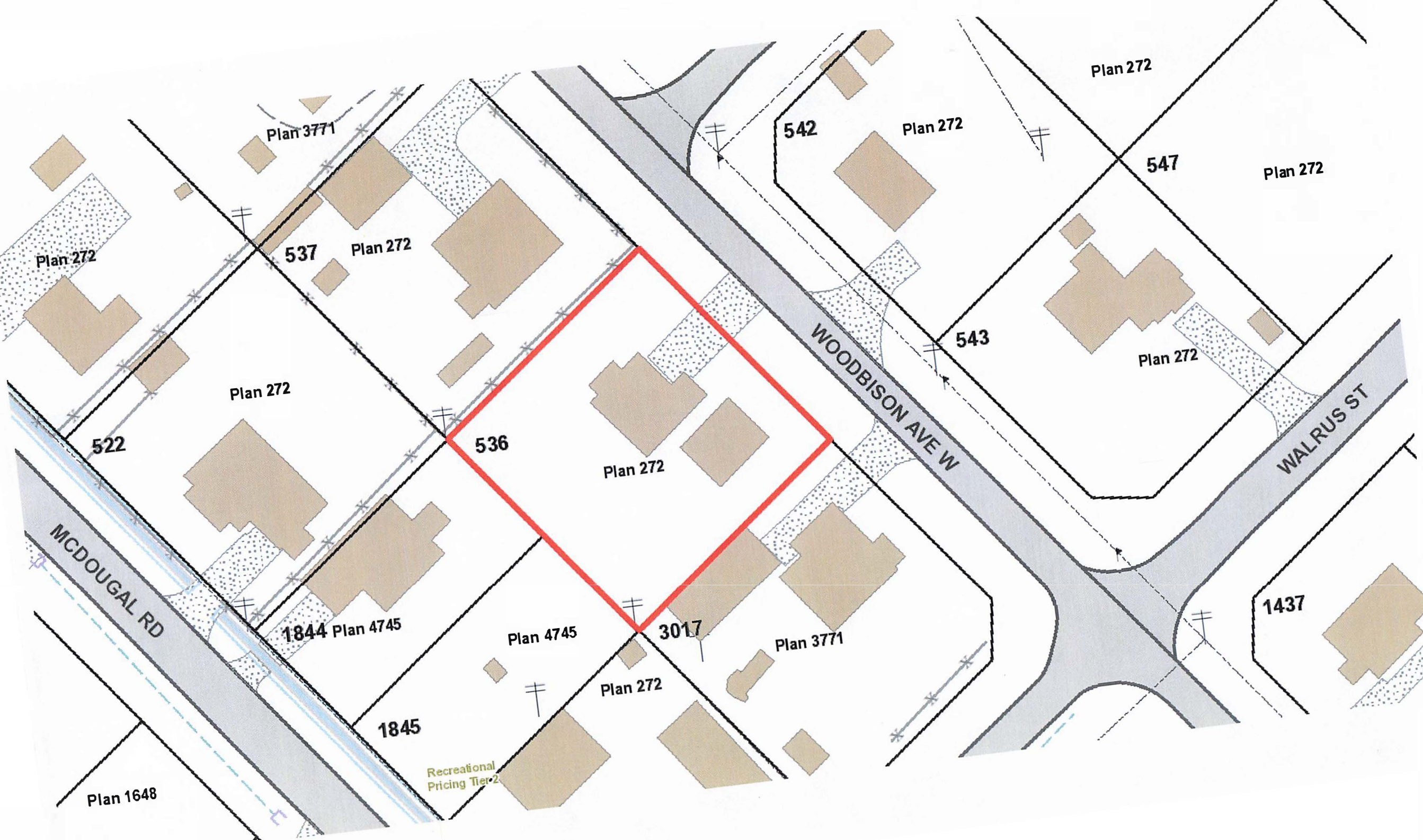
A Home Occupation Business License application has been received that indicates operations including beading and craft services. An operation of this nature could see an increase in vehicle and foot traffic. No equipment storage on site. No construction, or signage shall occur.

The Applicant has been advised of the requirement to comply with:

- All Town Bylaws, specifically the Town Zoning, Business License Bylaws and Unsightly Lands Bylaws
- National Building Code, most current.
- National Fire Code, most current; and
- All Federal and Territorial Regulations.

CONSIDERATION:

Operating a business of this nature in a residential zone has the potential to create nuisance traffic, and noise contravening the Zoning Bylaw 1063.



22



TOWN OF FORT SMITH BUSINESS LICENSE APPLICATION

In accordance with Bylaw 504, Bylaw 873, and the current Rates and Fees Bylaw.

RECEIVED
MAR 23 2026
THE CORPORATION OF THE
BYLAW 936 MUST BE

ALL BUSINESSES AFFECTING THE USE OR INTENSITY OF USE OF A PROPERTY PER ZONING BYLAW 936 MUST BE ACCOMPANIED BY A DEVELOPMENT PERMIT APPLICATION.

Date of Application 23 March 2026		New Application <input checked="" type="checkbox"/> Renewal <input type="checkbox"/>	
Name of Applicant Shawn McDonald		Name of Business For the Love Beading	
Business Street Address 116 Woodbison Ave.		Legal Address	Mailing Address P.O. Box 942
Phone Number 867-872-0179	Lot:	Plan:	Can your business info be put on the Town's website? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Fax Number		Business Website:	
Email Address deltagurl-2005@yahoo.ca			
Do you wish to receive email newsletters from the Town regarding Business opportunities?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Type of Business: RESIDENT <input type="checkbox"/> Commercial <input type="checkbox"/> Home Occupation – Includes desk operations <input type="checkbox"/> Commercial in a residential zone – Non-conforming <input checked="" type="checkbox"/> Hawker/Peddler <input type="checkbox"/> Junior Business <input type="checkbox"/> Charitable Purposes		Type of Business: NON-RESIDENT <input type="checkbox"/> Non-resident <input type="checkbox"/> Non-resident Vendor <input type="checkbox"/> Charitable Purposes	
<input type="checkbox"/> Change Fee		<input type="checkbox"/> Late Fee (if renewal received after February 15)	
<input type="checkbox"/> Reduced resident rate (application after Sept. 1 st)			
ALL RATES AND FEES WILL BE BASED ON THE CURRENT RATES AND FEES BYLAW			
PROVIDE A COMPLETE DESCRIPTION OF YOUR BUSINESS:			
Include what the business does, how much foot and vehicle traffic there will be, what will be stored on-site, what services or products will be offered, what the hours of operation will be, what signs will be installed, what demolition or construction may occur etc. (Being thorough will avoid delays in processing times. Attach a separate letter if necessary.)			
Beaded jewelry and various other beaded items.			
Date of Commencement (If New or Non-Resident): Upon approval		Date of Termination (If Non-Resident):	
		Number of Employees Full Time: 1 Part Time:	

I, Shawn McDonald hereby make an application for a license in accordance with the particulars as above stated and certify that the number of persons employed in the said business will be 1 (or _____ person-years) including owner and that the necessary verification has been received in accordance with the provisions of the Worker's Compensation Act.

*** Note: If you wish to submit this application via email please send it to reception@fortsmith.ca**

Shawn McDonald
Signature of Applicant

For the love of Beading
On Behalf of (Name of Business)

Signature of Development Officer

Date



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. DDA-010-26

FORM A:

APPLICATION FOR DEVELOPMENT

Applicant Information:

Name: Shawnaterra McDonald Interest (if not owner): _____
 Telephone: 867 872 0179 Email: deltaguy12005@yahoo.ca
 Mailing Address: P.O. Box 942

Owner Information (if different than applicant):

Registered Owner's Name: _____
 Telephone: _____ Email: _____
 Mailing Address: _____

Property Information:

Civic Address to be Developed: 116 Woodbison Ave.
 Zoning: _____ Lot# _____ Block# _____ Plan# _____
 or Certificate of Title: _____
 Lot Width: _____ metres Lot Depth: _____ metres Lot Area: _____ square metres
 Type of Lot (check one): Street Facing Corner Interior Other
 Existing Use(s) of Property: _____
 Proposed Use(s) of Property (if applicable): Home based business

Estimated Cost of Project: \$ Ø

I hereby make application under the provisions of the Town of Fort Smith Zoning Bylaw 936 for a Development Permit, in accordance with the plans and supporting information submitted herewith and which form a part of this application.

SIGNATURE:

Shawnaterra McDonald
Applicant's Signature

23 March 2026
Date

Owner's Signature (if different than applicant)

Date



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. DDA-010-26

REQUIRED ITEMS

PROPOSED DEVELOPMENT(S):

Check all applicable development(s) and submit the completed, corresponding checklist of required items with your application.

- 1. CONSTRUCTION
- 2. EXCAVATION
- 3. RELOCATION
- 4. DEMOLITION
- 5. SIGN
- 6. HOME OCCUPATION

1. CONSTRUCTION:

Proposed Building Dimensions:

Width: _____ Length: _____ Height: _____ Area: _____

- 2 sets of site plans showing:
 - Building outlines;
 - Legal description
 - Yards/Setbacks (front, rear, and side)
 - Provisions for off-street loading, parking, and access and egress points (if applicable)
 - Provisions for landscaping and drainage
- 2 sets of floor plans (minimum 1:100 scale)
- 2 sets of elevations (minimum 1:100 scale)
- 2 sets of sections (minimum 1:100 scale)
- Statement of Uses (on Page 1)
- Statement of ownership of land and interest of the applicant therein (on Page 1)
- Estimated commencement date _____
- Estimated completion date _____
- Proof that documents have been submitted to and reviewed by the Office of the Fire Marshal of the NWT (single-family dwelling units are exempted)



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. DPA-010-26

2. PROPOSED EXCAVATION

- Length (in metres) _____
- Width (in metres) _____
- Depth (in metres) _____
- Planned Excavation Start Date _____
- Planned Excavation Completion Date _____

3. PROPOSED RELOCATION

- Type of Building or Structure to be Relocated: _____
- From: Lot# _____ Block# _____ Plan# _____
- To: Lot# _____ Block# _____ Plan# _____
- Proposed Route: _____

- Planned Date of Move: _____

The following **CONDITIONS** apply to the relocation of buildings:

1. An irrevocable letter of credit or security deposit may be required to ensure the completion of any renovations set out as a condition of the approval of the permit.
2. A building shall not be relocated until after a Development Permit for building on the new site, if applicable, is issued.
3. For safety reasons, the applicant is responsible for NorthwesTel Inc., the NWT Power Corporation, the GNWT Department of Highways, and the Royal Canadian Mounted Police and advising them of the time of the move and the route.
4. The applicant is responsible for any damages which may occur as a result of this relocation.

4. PROPOSED DEMOLITION

- Type of Building or Structure to be Demolished: _____
- Demolition Methods to be used: _____

- Planned Demolition Start Date: _____
- Planned Demolition Finish Date: _____



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. DPA-010-26

5. PROPOSED SIGN

- Site Plan showing location of sign
- 2 sets of drawings to scale, showing:
 - Sign location
 - Dimensions (Height, Width, and Thickness)
 - Size of letters
 - Projection from building face
 - Height above average ground level at the building face
 - Manner of illumination, animation, or flashing lights (if applicable)
- Message on sign: _____
- Installation Contractor: _____
- Business License Number: _____
- Planned Installation Date: _____

6. HOME OCCUPATION

- Type of Home Occupation proposed: Home heading business
- Business License Number: _____
- Does the Home Occupation meet the conditions included in Bylaw 504 "Home Occupation Business Licenses"?
- Is this Home Occupation incidental and subordinate to the residential use?
- Does this Home Occupation preserve the character of the residential use?
- Does the home occupation preserve the rights of other residents to quiet enjoyment of the residential neighbourhood?
- Planned commencement date: upon approval



Briefing Note

To: Mayor and Council
From: Lands Officer Nicholas Carbery
Date: April 8, 2026
Subject: Home Occupation: DPA-011-26

PURPOSE:

Beckie Linaker has submitted a Home Occupation Development Application. This application is for the operation of Linaker Enterprises Inc. at the following location:

Lot	Block	Plan	Zone	Civic Address
878	NA	837	R1	56 Tamarac Cr.
or Certificate of Title:			NA	

BACKGROUND:

This property is zoned R1 and a Home Occupation Business is a conditional use in this zone requiring Council approval.

CURRENT SITUATION:

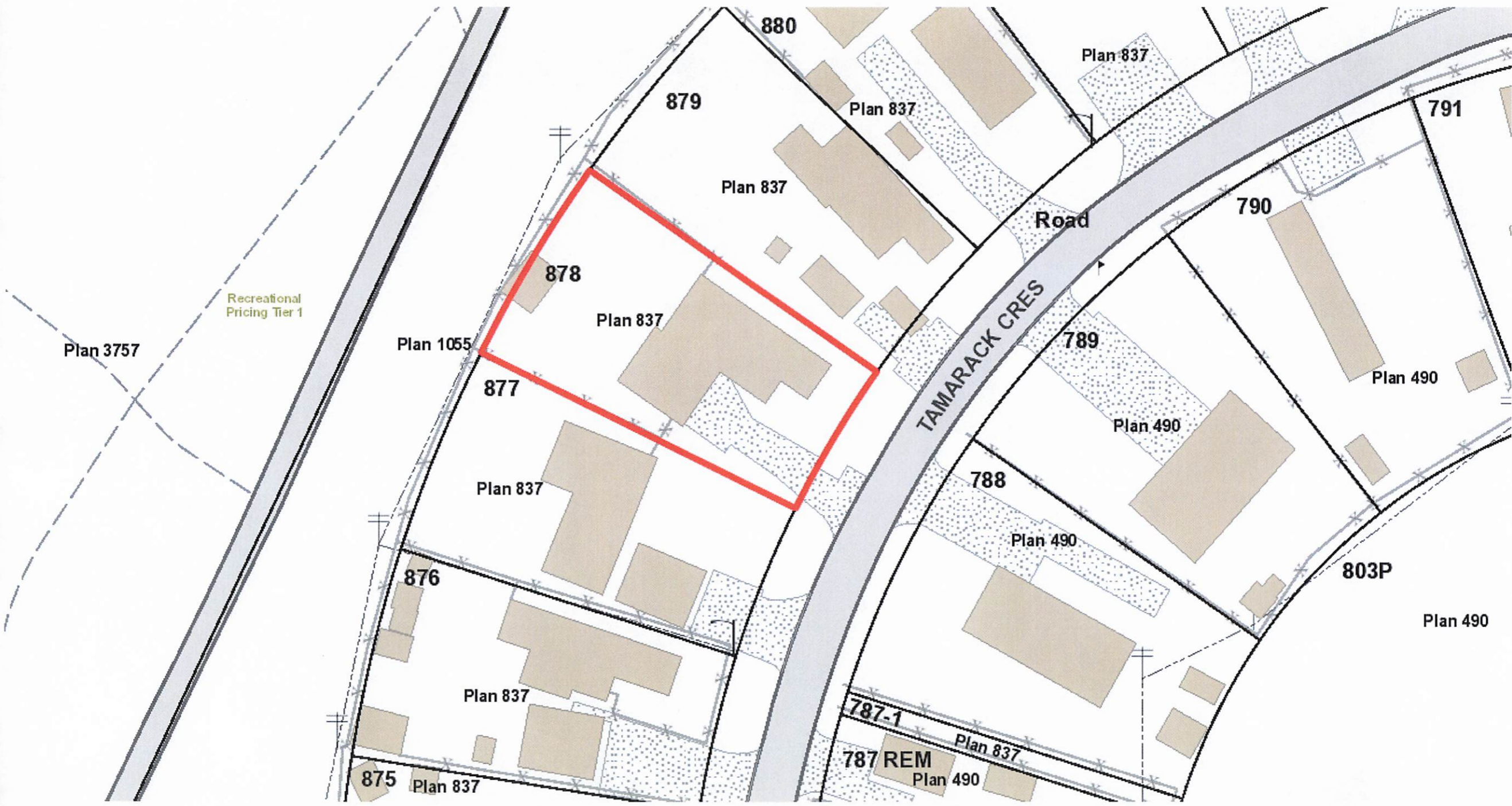
A Home Occupation Business License application has been received that indicates operations including property management and janitorial services. An operation of this nature could see an increase in vehicle and foot traffic. No equipment storage on site. No construction, or signage shall occur.

The Applicant has been advised of the requirement to comply with:

- All Town Bylaws, specifically the Town Zoning, Business License Bylaws and Unsightly Lands Bylaws
- National Building Code, most current.
- National Fire Code, most current; and
- All Federal and Territorial Regulations.

CONSIDERATION:

Operating a business of this nature in a residential zone has the potential to create nuisance traffic, and noise contravening the Zoning Bylaw 1063.



Plan 3757

Recreational Pricing Tier 1

Plan 1055

878

Plan 837

Plan 837

876

Plan 837

875

Plan 837

879

Plan 837

880

Plan 837

Plan 837

Road

TAMARACK CRES

789

Plan 490

788

Plan 490

787-1

787 REM

Plan 837

Plan 490

790

803P

Plan 490

791

Plan 490



TOWN OF FORT SMITH BUSINESS LICENSE APPLICATION
 In accordance with Bylaw 504, Bylaw 873, and the current Rates and Fees Bylaw.

RECEIVED
 MAR 26 2026
 THE CORPORATION OF THE
 TOWN OF FORT SMITH

ALL BUSINESSES AFFECTING THE USE OR INTENSITY OF USE OF A PROPERTY PER ZONING BYLAW 936 MUST BE ACCOMPANIED BY A DEVELOPMENT PERMIT APPLICATION.

Date of Application <i>March 26, 2026</i>		New Application <input checked="" type="checkbox"/>	Renewal <input checked="" type="checkbox"/>
Name of Applicant <i>Beckie Linaker</i>		Name of Business <i>Linaker Enterprises Inc.</i>	
Business Street Address <i>56 Tamarack Crescent</i>		Legal Address Lot: _____ Plan: _____	Mailing Address <i>Box 787</i>
Phone Number <i>867-872-8350</i>		Fax Number	Can your business info be put on the Town's website? <input type="checkbox"/> Yes <input type="checkbox"/> No
Email Address <i>linakerbeckie@gmail.com</i>		Business Website:	
Do you wish to receive email newsletters from the Town regarding Business opportunities? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Type of Business: RESIDENT <input type="checkbox"/> Commercial <input checked="" type="checkbox"/> Home Occupation – Includes desk operations <input type="checkbox"/> Commercial in a residential zone – Non-conforming <input type="checkbox"/> Hawker/Peddler <input type="checkbox"/> Junior Business <input type="checkbox"/> Charitable Purposes		Type of Business: NON-RESIDENT <input type="checkbox"/> Non-resident <input type="checkbox"/> Non-resident Vendor <input type="checkbox"/> Charitable Purposes	
<input type="checkbox"/> Change Fee <input type="checkbox"/> Late Fee (if renewal received after February 15) <input type="checkbox"/> Reduced resident rate (application after Sept. 1 st)			
ALL RATES AND FEES WILL BE BASED ON THE CURRENT RATES AND FEES BYLAW			
PROVIDE A COMPLETE DESCRIPTION OF YOUR BUSINESS:			
Include what the business does, how much foot and vehicle traffic there will be, what will be stored on-site, what services or products will be offered, what the hours of operation will be, what signs will be installed, what demolition or construction may occur etc. (Being thorough will avoid delays in processing times. Attach a separate letter if necessary.) <i>Property management + janitorial services.</i>			
Date of Commencement (If New or Non-Resident):		Date of Termination (If Non-Resident):	Number of Employees Full Time: <i>2</i> Part Time: <i>4</i>

I, _____, hereby make an application for a license in accordance with the particulars as above stated and certify that the number of persons employed in the said business will be _____ (or _____ person-years) including owner and that the necessary verification has been received in accordance with the provisions of the Worker's Compensation Act.

*** Note: If you wish to submit this application via email please send it to reception@fortsmith.ca**

[Signature]

 Signature of Applicant

Linaker Enterprises Inc.

 On Behalf of (Name of Business)

 Signature of Development Officer

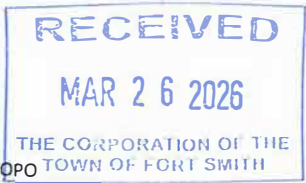
26 MAR. 2026

 Date



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401



Application No. DDA-011-26

FORM A:

APPLICATION FOR DEVELOPMENT

Applicant Information:

X Name: Beckie Linaker Interest (if not owner): _____
 Telephone: 867-872-8350 Email: linakerbeckie@gmail.com
 Mailing Address: Box 787 Fort Smith NT

Owner Information (if different than applicant):

Registered Owner's Name: _____
 Telephone: _____ Email: _____
 Mailing Address: _____

Property Information:

Civic Address to be Developed: 56 Tamarack Cres
 Zoning: _____ Lot# _____ Block# _____ Plan# _____
 or Certificate of Title: _____
 Lot Width: _____ metres Lot Depth: _____ metres Lot Area: _____ square metres
 Type of Lot (check one): Street Facing Corner Interior Other
 Existing Use(s) of Property: _____
 Proposed Use(s) of Property (if applicable): _____

Estimated Cost of Project: \$ ϕ

I hereby make application under the provisions of the Town of Fort Smith Zoning Bylaw 936 for a Development Permit, in accordance with the plans and supporting information submitted herewith and which form a part of this application.

SIGNATURE:

Beckie Linaker
Applicant's Signature

26 MAR 2026
Date

Owner's Signature (if different than applicant)

Date



REQUIRED ITEMS

PROPOSED DEVELOPMENT(S):

Check all applicable development(s) and submit the completed, corresponding checklist of required items with your application.

- 1. CONSTRUCTION
- 2. EXCAVATION
- 3. RELOCATION
- 4. DEMOLITION
- 5. SIGN
- 6. HOME OCCUPATION

1. CONSTRUCTION:

Proposed Building Dimensions:

Width: _____ Length: _____ Height: _____ Area: _____

- 2 sets of site plans showing:
 - Building outlines;
 - Legal description
 - Yards/Setbacks (front, rear, and side)
 - Provisions for off-street loading, parking, and access and egress points (if applicable)
 - Provisions for landscaping and drainage
- 2 sets of floor plans (minimum 1:100 scale)
- 2 sets of elevations (minimum 1:100 scale)
- 2 sets of sections (minimum 1:100 scale)
- Statement of Uses (on Page 1)
- Statement of ownership of land and interest of the applicant therein (on Page 1)
- Estimated commencement date _____
- Estimated completion date _____
- Proof that documents have been submitted to and reviewed by the Office of the Fire Marshal of the NWT (single-family dwelling units are exempted)



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. DPA-011-26

2. PROPOSED EXCAVATION

- Length (in metres) _____
- Width (in metres) _____
- Depth (in metres) _____
- Planned Excavation Start Date _____
- Planned Excavation Completion Date _____

3. PROPOSED RELOCATION

- Type of Building or Structure to be Relocated: _____
- From: Lot# _____ Block# _____ Plan# _____
- To: Lot# _____ Block# _____ Plan# _____
- Proposed Route: _____

- Planned Date of Move: _____

The following **CONDITIONS** apply to the relocation of buildings:

1. An irrevocable letter of credit or security deposit may be required to ensure the completion of any renovations set out as a condition of the approval of the permit.
2. A building shall not be relocated until after a Development Permit for building on the new site, if applicable, is issued.
3. For safety reasons, the applicant is responsible for NorthwesTel Inc., the NWT Power Corporation, the GNWT Department of Highways, and the Royal Canadian Mounted Police and advising them of the time of the move and the route.
4. The applicant is responsible for any damages which may occur as a result of this relocation.

4. PROPOSED DEMOLITION

- Type of Building or Structure to be Demolished: _____
- Demolition Methods to be used: _____

- Planned Demolition Start Date: _____
- Planned Demolition Finish Date: _____



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. DPA-011-26

5. PROPOSED SIGN

- Site Plan showing location of sign
- 2 sets of drawings to scale, showing:
 - Sign location
 - Dimensions (Height, Width, and Thickness)
 - Size of letters
 - Projection from building face
 - Height above average ground level at the building face
 - Manner of illumination, animation, or flashing lights (if applicable)
- Message on sign: _____
- Installation Contractor: _____
- Business License Number: _____
- Planned Installation Date: _____

X 6. HOME OCCUPATION

- Type of Home Occupation proposed: Property management + janitorial services
- Business License Number: TBD.
- Does the Home Occupation meet the conditions included in Bylaw 504 "Home Occupation Business Licenses"?
- Is this Home Occupation incidental and subordinate to the residential use?
- Does this Home Occupation preserve the character of the residential use?
- Does the home occupation preserve the rights of other residents to quiet enjoyment of the residential neighbourhood?
- Planned commencement date: ASAP.



Briefing Note

To: Mayor and Council
From: Lands Officer Nicholas Carbery
Date: April 8, 2026
Subject: Home Occupation: DPA-012-26

PURPOSE:

Amanda Grenier has submitted a Home Occupation Development Application. This application is for the operation of AAG Landscaping at the following location:

Lot	Block	Plan	Zone	Civic Address
961	NA	1260	R2	60 Field St.
or Certificate of Title:			NA	

BACKGROUND:

This property is zoned R2 and a Home Occupation Business is a conditional use in this zone requiring Council approval.

CURRENT SITUATION:

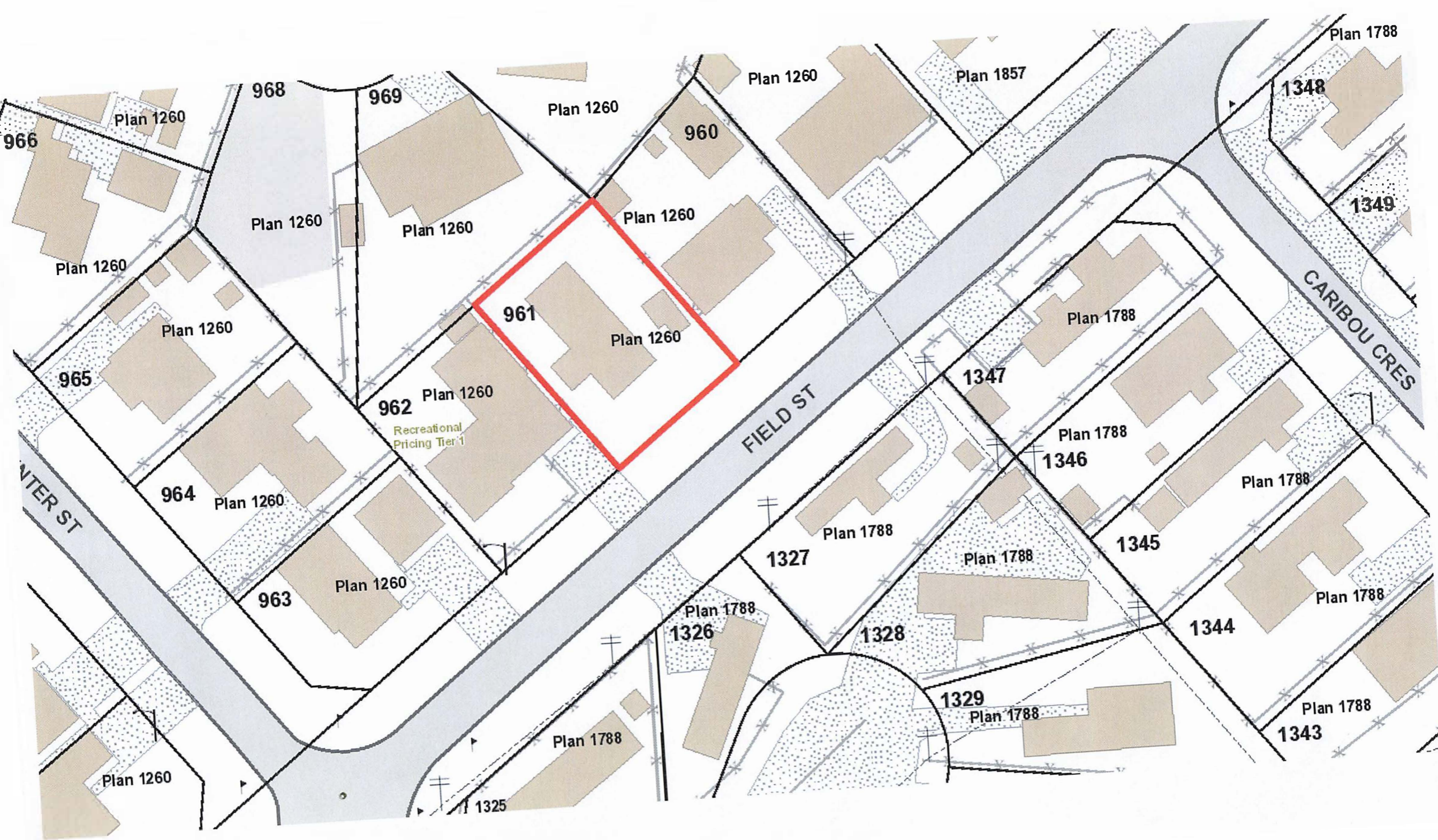
A Home Occupation Business License application has been received that indicates operations including Landscaping, Fencing, Brushing, Janitorial, Rental, Procurement, and Storage services. An operation of this nature could see an increase in vehicle and foot traffic and equipment being storage on site. No construction, or signage shall occur.

The Applicant has been advised of the requirement to comply with:

- All Town Bylaws, specifically the Town Zoning, Business License Bylaws and Unsightly Lands Bylaws
- National Building Code, most current.
- National Fire Code, most current; and
- All Federal and Territorial Regulations.

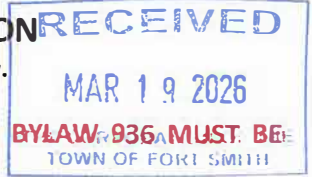
CONSIDERATION:

Operating a business of this nature in a residential zone has the potential to create nuisance traffic, and noise contravening the Zoning Bylaw 1063.





TOWN OF FORT SMITH BUSINESS LICENSE APPLICATION
 In accordance with Bylaw 504, Bylaw 873, and the current Rates and Fees Bylaw.



ALL BUSINESSES AFFECTING THE USE OR INTENSITY OF USE OF A PROPERTY PER ZONING BYLAW 936 MUST BE ACCOMPANIED BY A DEVELOPMENT PERMIT APPLICATION.

Date of Application 03/24/2026		New Application <input type="checkbox"/>		Renewal <input checked="" type="checkbox"/>	
Name of Applicant Amanda Grenier		Name of Business AAG Landscaping			
Business Street Address 2 S.S. Sparrow Drive 60 Fieldy		Legal Address Lot: _____ Plan: _____		Mailing Address 1424 Fort Smith, NT	
Phone Number 867-621-0000		Fax Number N/A		Can your business info be put on the Town's website? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Email Address MandyGren@outlook.com			Business Website: N/A		

Do you wish to receive email newsletters from the Town regarding Business opportunities? Yes No

Type of Business: RESIDENT <input type="checkbox"/> Commercial <input checked="" type="checkbox"/> Home Occupation – Includes desk operations <input type="checkbox"/> Commercial in a residential zone – Non-conforming <input type="checkbox"/> Hawker/Peddler <input type="checkbox"/> Junior Business <input type="checkbox"/> Charitable Purposes		Type of Business: NON-RESIDENT <input type="checkbox"/> Non-resident <input type="checkbox"/> Non-resident Vendor <input type="checkbox"/> Charitable Purposes	
---	--	--	--

Change Fee Late Fee (if renewal received after February 15) Reduced resident rate (application after Sept. 1st)

ALL RATES AND FEES WILL BE BASED ON THE CURRENT RATES AND FEES BYLAW

PROVIDE A COMPLETE DESCRIPTION OF YOUR BUSINESS:
 Include what the business does, how much foot and vehicle traffic there will be, what will be stored on-site, what services or products will be offered, what the hours of operation will be, what signs will be installed, what demolition or construction may occur etc. (Being thorough will avoid delays in processing times. Attach a separate letter if necessary.)

Landscaping, Fence Building, Brushing, Janitorial, Rentals, Procurement, Storage, Etc.

Date of Commencement (If New or Non-Resident):	Date of Termination (If Non-Resident):	Number of Employees Full Time: 1 Part Time: 0
--	--	--

I, Amanda Grenier, hereby make an application for a license in accordance with the particulars as above stated and certify that the number of persons employed in the said business will be 1 (or 1 person-years) including owner and that the necessary verification has been received in accordance with the provisions of the Worker's Compensation Act.

*** Note: If you wish to submit this application via email please send it to reception@fortsmith.ca**

 Signature of Applicant

AAG Landscaping

 On Behalf of (Name of Business)

03/24/2026

 Date

Signature of Development Officer



TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0
Phone: (867) 872-8400 Fax: (867) 872-8401



Application No. DPA-012-26

DEVELOPMENT PERMIT APPLICATION

Applicant Information: AAG Landscaping

Name: Amanda Erenior Interest (if not owner): _____
 Telephone: 867-621-0123 Email: MandyErenior@outlook.com
 Mailing Address: Box 1424 Fort Smith, NT X0E 0P0

Owner Information (if different than applicant):

Registered Owner's Name: _____
 Telephone: _____ Email: _____
 Mailing Address: _____

Property Information:

Civic Address to be Developed: 60 Field Street
 Zoning: R1 Lot# 961 Block# _____ Plan# 1260
 Lot Width: _____ metres Lot Depth: _____ metres Lot Area: _____ square metres
 Existing Use(s) of Property: Residential
 Proposed Use(s) of Property (if applicable): Home Occupation/Residential

Estimated Cost of Project: \$ N/A

Each application for a Development Permit shall be accompanied by a fee calculated in accordance with the current consolidated rates and fees bylaw.

I hereby make application under the provisions of the Town of Fort Smith Zoning Bylaw 936 for a Development Permit, in accordance with the plans and supporting information submitted herewith and which form a part of this application.

SIGNATURE:

[Signature]
Applicant's Signature

March 30 2026
Date

Owner's Signature (if different than applicant)

Date



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Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. DPA-012-26

PROPOSED DEVELOPMENT(S):

Check all applicable development(s) and submit the completed, corresponding checklist of required items with your application.

- 1. CONSTRUCTION 2. EXCAVATION 3. HOME OCCUPATION 4. RELOCATION 5. DEMOLITION 6. SIGN

1. CONSTRUCTION:

Proposed Building Dimensions:

Width: Length: Height: Area:

- 1 set of site plans showing: Building outlines; Legal description; Provisions for landscaping and drainage; Yards/Setbacks (front, rear, and side) - Provisions for off-street loading, parking, and property access
1 set of floor plans (minimum 1:100 scale)
1 set of elevations (minimum 1:100 scale)
1 set of sections (minimum 1:100 scale)
Estimated commencement date
Estimated completion date
Proof that documents have been submitted to and reviewed by the Office of the Fire Marshal of the NWT (single-family dwelling units are exempted)

2. PROPOSED EXCAVATION

- 1 set of plans for the location of the excavation
Plans for excess fill:
Length (metres) Width (metres) Depth (metres)
Planned Excavation Start Date
Planned Excavation Completion Date

3. HOME OCCUPATION

- Business License Application Completed and Fees Paid.
Business License and Zoning Bylaws reviewed to ensure the Home Occupation is suitable for a residential zone.
A complete description of the business is submitted for review by the Development Officer.



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Application No. DPA - 012 - 06

4. PROPOSED RELOCATION

- Type of Building or Structure to be Relocated: _____
- From: Lot# _____ Block# _____ Plan# _____
- To: Lot# _____ Block# _____ Plan# _____
- Proposed Route: _____

- Planned Date of Move: _____

The following **CONDITIONS** apply to the relocation of buildings the applicant is responsible for:

1. Bylaw 936 Part 6.1 (7)
2. Securing a permit to construct on the destination property if applicable.
3. Alerting NorthwesTel Inc., NWT Power Corporation, the GNWT Department of Highways, and RCMP of the move.
4. Any damages which may occur as a result of this relocation.

5. PROPOSED DEMOLITION

- Type of Building or Structure to be Demolished: _____
- Demolition Methods to be used: _____
- Disposal Methods: _____
- Planned Demolition Start Date: _____
- Planned Demolition Finish Date: _____

6. PROPOSED SIGN

- Site Plan showing the location of the sign.
- 1 set of drawings to scale, showing:
 - Sign location - Dimensions (Height, Width, and Thickness)
 - Size of letters - Projection from the building face
 - Height above average ground level at the building face
 - Manner of illumination, animation, or flashing lights (if applicable)
- Message on sign: _____
- Planned Installation Date: _____



Briefing Note

To: Mayor and Council
From: Lands Officer Nicholas Carbery
Date: April 8, 2026
Subject: Home Occupation: DPA-013-26

PURPOSE:

Levi McDonald has submitted a Home Occupation Development Application. This application is for the operation of Andon's Dad Plumbing at the following location:

Lot	Block	Plan	Zone	Civic Address
787	REM	490	R1	31 Tamarac Cr.
or Certificate of Title:			NA	

BACKGROUND:

This property is zoned R1 and a Home Occupation Business is a conditional use in this zone requiring Council approval.

CURRENT SITUATION:

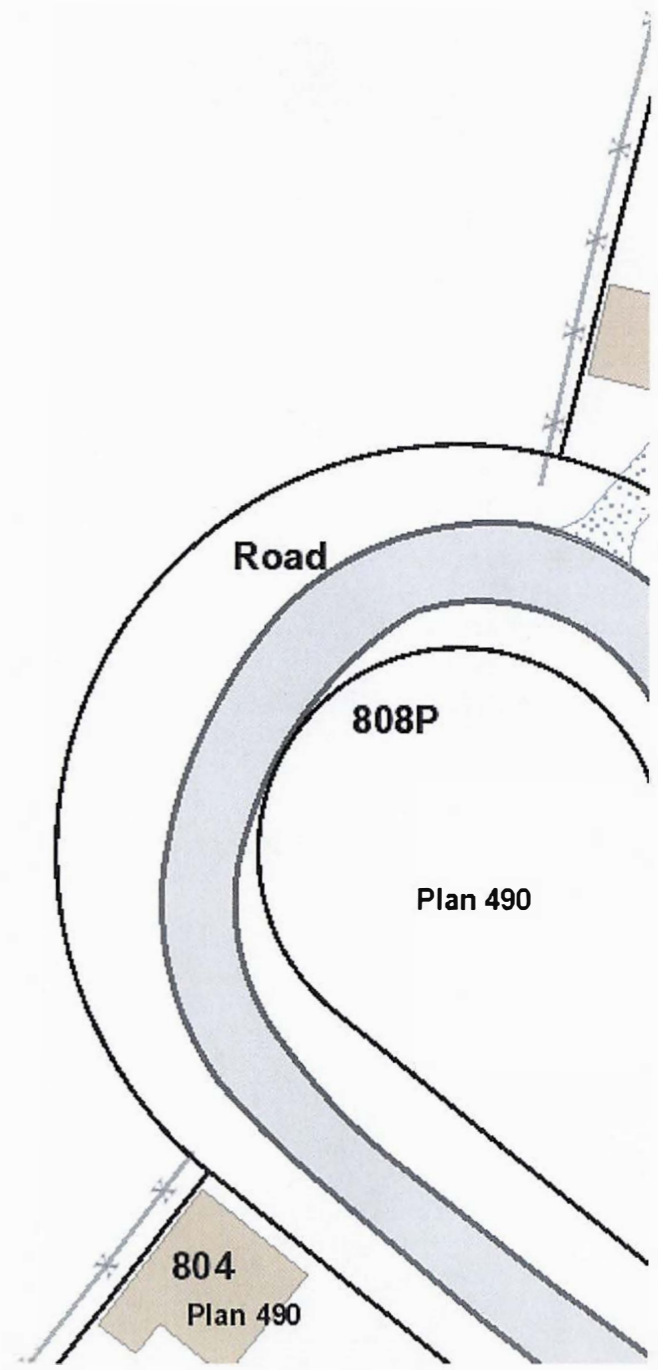
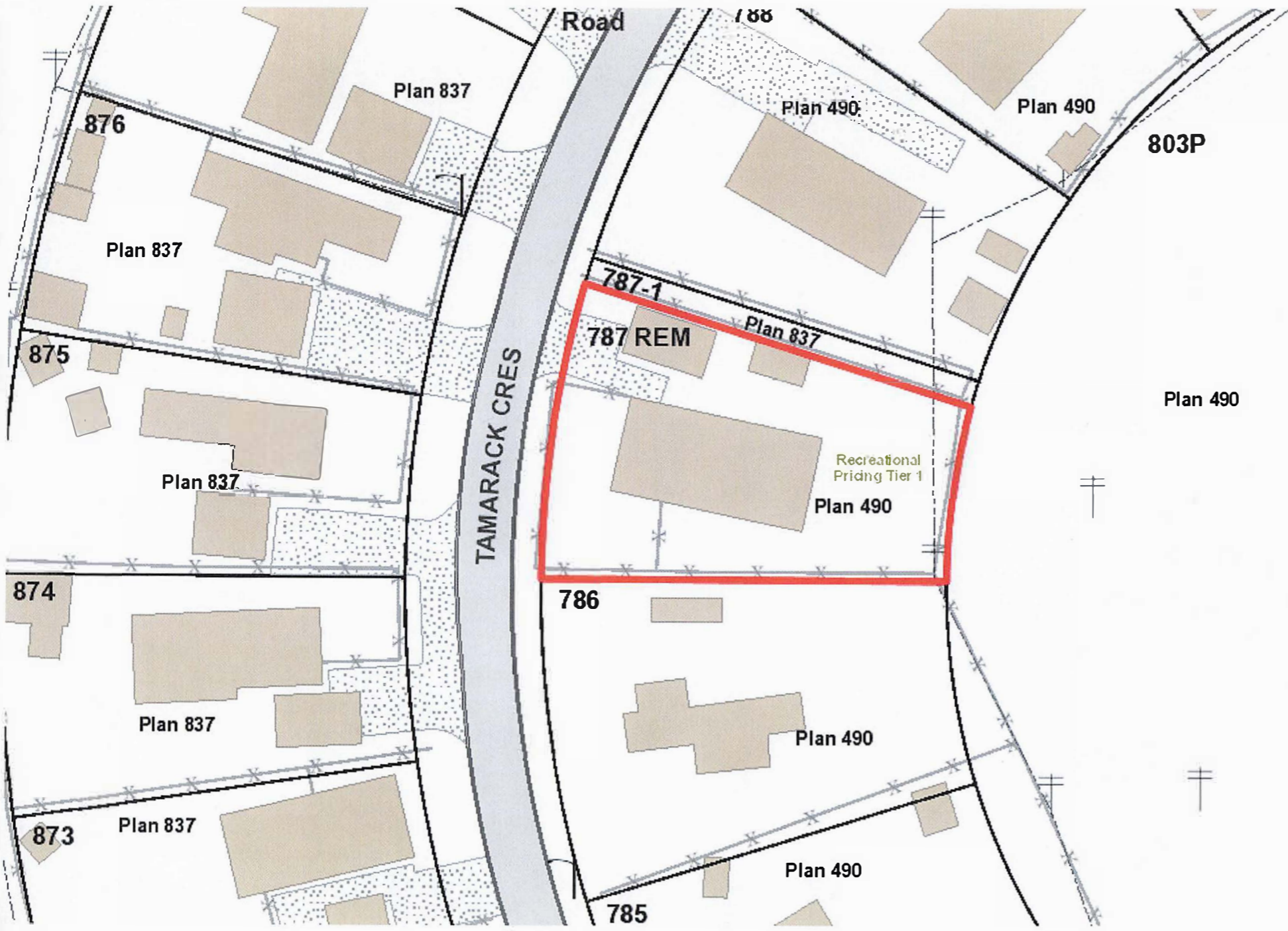
A Home Occupation Business License application has been received that indicates operations including Plumbing and Heating services. An operation of this nature could see an increase in vehicle and foot traffic. No equipment storage on site. No construction, or signage shall occur.

The Applicant has been advised of the requirement to comply with:

- All Town Bylaws, specifically the Town Zoning, Business License Bylaws and Unsightly Lands Bylaws
- National Building Code, most current.
- National Fire Code, most current; and
- All Federal and Territorial Regulations.

CONSIDERATION:

Operating a business of this nature in a residential zone has the potential to create nuisance traffic, and noise contravening the Zoning Bylaw 1063.





TOWN OF FORT SMITH BUSINESS LICENSE APPLICATION
 In accordance with Bylaw 504, Bylaw 873, and the current Rates and Fees Bylaw.



ALL BUSINESSES AFFECTING THE USE OR INTENSITY OF USE OF A PROPERTY PER ZONING BYLAW 936 MUST BE ACCOMPANIED BY A DEVELOPMENT PERMIT APPLICATION.

Date of Application		New Application <input checked="" type="checkbox"/>	Renewal <input type="checkbox"/>
Name of Applicant <i>kevi MacDonal</i>		Name of Business <i>Andon's Dad Plumbing</i>	
Business Street Address <i>31 Tamarac Cres</i>		Legal Address Lot: <i>787</i> Plan: <i>490</i>	Mailing Address <i>P.O box 341</i>
Phone Number <i>867-621-0677</i>		Fax Number	Can your business info be put on the Town's website? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Email Address <i>keviMacDonalcarving@gmail.com</i>		Business Website: <i>N/A</i>	
Do you wish to receive email newsletters from the Town regarding Business opportunities? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Type of Business: RESIDENT <input type="checkbox"/> Commercial <input checked="" type="checkbox"/> Home Occupation – Includes desk operations <input type="checkbox"/> Commercial in a residential zone – Non-conforming <input type="checkbox"/> Hawker/Peddler <input type="checkbox"/> Junior Business <input type="checkbox"/> Charitable Purposes		Type of Business: NON-RESIDENT <input type="checkbox"/> Non-resident <input type="checkbox"/> Non-resident Vendor <input type="checkbox"/> Charitable Purposes	
<input type="checkbox"/> Change Fee <input type="checkbox"/> Late Fee (if renewal received after February 15) <input type="checkbox"/> Reduced resident rate (application after Sept. 1 st)			
ALL RATES AND FEES WILL BE BASED ON THE CURRENT RATES AND FEES BYLAW			
PROVIDE A COMPLETE DESCRIPTION OF YOUR BUSINESS: Include what the business does, how much foot and vehicle traffic there will be, what will be stored on-site, what services or products will be offered, what the hours of operation will be, what signs will be installed, what demolition or construction may occur etc. (Being thorough will avoid delays in processing times. Attach a separate letter if necessary.)			
<i>Plumbing ^{and h/m} work, heating,</i>			
Date of Commencement (If New or Non-Resident):		Date of Termination (If Non-Resident):	Number of Employees Full Time: <i>1</i> Part Time:

I, *kevi MacDonal*, hereby make an application for a license in accordance with the particulars as above stated and certify that the number of persons employed in the said business will be *1* (or _____ person-years) including owner and that the necessary verification has been received in accordance with the provisions of the Worker's Compensation Act.

*** Note: If you wish to submit this application via email please send it to reception@fortsmith.ca**

 Signature of Applicant

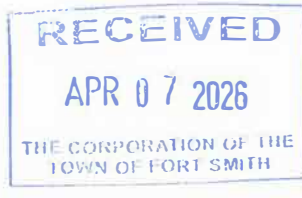
_____ On Behalf of (Name of Business)
April 7, 2026

 Date

 Signature of Development Officer



TOWN OF FORT SMITH
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 Phone: (867) 872-8400 Fax: (867) 872-8401



Application No. DPA-013-26

FORM A:

APPLICATION FOR DEVELOPMENT

Applicant Information:

Name: Ardon's Dad Plumbing Interest (if not owner): _____
 Telephone: 867-621-0677 Email: levimacdonaldcarving@gmail.com
 Mailing Address: PO Box 341

Owner Information (if different than applicant):

Registered Owner's Name: Levi MacDonald / Pearl Heron ^{Letter attached.}
 Telephone: above Email: above ^{↳ 780-706-0635}
 Mailing Address: same as above

Property Information:

Civic Address to be Developed: 31 Tamarac Cres.
 Zoning: _____ Lot# 787 Block# REM Plan# 490
 or Certificate of Title: _____
 Lot Width: _____ metres Lot Depth: _____ metres Lot Area: _____ square metres
 Type of Lot (check one): Street Facing Corner Interior Other
 Existing Use(s) of Property: Residential
 Proposed Use(s) of Property (if applicable): _____

Estimated Cost of Project: \$ Ø

I hereby make application under the provisions of the Town of Fort Smith Zoning Bylaw 936 for a Development Permit, in accordance with the plans and supporting information submitted herewith and which form a part of this application.

SIGNATURE:

[Signature]
 Applicant's Signature

April 7, 2026
 Date

Owner's Signature (if different than applicant)

Date



TOWN OF FORT SMITH

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Phone: (867) 872-8400 Fax: (867) 872-8401

Application No. _____

REQUIRED ITEMS

PROPOSED DEVELOPMENT(S):

Check all applicable development(s) and submit the completed, corresponding checklist of required items with your application.

- 1. CONSTRUCTION
- 2. EXCAVATION
- 3. RELOCATION
- 4. DEMOLITION
- 5. SIGN
- 6. HOME OCCUPATION

1. CONSTRUCTION:

Proposed Building Dimensions:

Width: _____ Length: _____ Height: _____ Area: _____

- 2 sets of site plans showing:
 - Building outlines;
 - Legal description
 - Yards/Setbacks (front, rear, and side)
 - Provisions for off-street loading, parking, and access and egress points (if applicable)
 - Provisions for landscaping and drainage
- 2 sets of floor plans (minimum 1:100 scale)
- 2 sets of elevations (minimum 1:100 scale)
- 2 sets of sections (minimum 1:100 scale)
- Statement of Uses (on Page 1)
- Statement of ownership of land and interest of the applicant therein (on Page 1)
- Estimated commencement date _____
- Estimated completion date _____
- Proof that documents have been submitted to and reviewed by the Office of the Fire Marshal of the NWT (single-family dwelling units are exempted)



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Application No. _____

2. PROPOSED EXCAVATION

- Length (in metres) _____
- Width (in metres) _____
- Depth (in metres) _____
- Planned Excavation Start Date _____
- Planned Excavation Completion Date _____

3. PROPOSED RELOCATION

- Type of Building or Structure to be Relocated: _____
- From: Lot# _____ Block# _____ Plan# _____
- To: Lot# _____ Block# _____ Plan# _____
- Proposed Route: _____

- Planned Date of Move: _____

The following **CONDITIONS** apply to the relocation of buildings:

1. An irrevocable letter of credit or security deposit may be required to ensure the completion of any renovations set out as a condition of the approval of the permit.
2. A building shall not be relocated until after a Development Permit for building on the new site, if applicable, is issued.
3. For safety reasons, the applicant is responsible for NorthwesTel Inc., the NWT Power Corporation, the GNWT Department of Highways, and the Royal Canadian Mounted Police and advising them of the time of the move and the route.
4. The applicant is responsible for any damages which may occur as a result of this relocation.

4. PROPOSED DEMOLITION

- Type of Building or Structure to be Demolished: _____
- Demolition Methods to be used: _____

- Planned Demolition Start Date: _____
- Planned Demolition Finish Date: _____



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Application No. _____

5. PROPOSED SIGN

- Site Plan showing location of sign
- 2 sets of drawings to scale, showing:
 - Sign location
 - Dimensions (Height, Width, and Thickness)
 - Size of letters
 - Projection from building face
 - Height above average ground level at the building face
 - Manner of illumination, animation, or flashing lights (if applicable)
- Message on sign: _____
- Installation Contractor: _____
- Business License Number: _____
- Planned Installation Date: _____

6. HOME OCCUPATION

- Type of Home Occupation proposed: Plumbing Business (storage & desk)
- Business License Number: TBD
- Does the Home Occupation meet the conditions included in Bylaw 504 "Home Occupation Business Licenses"?
- Is this Home Occupation incidental and subordinate to the residential use?
- Does this Home Occupation preserve the character of the residential use?
- Does the home occupation preserve the rights of other residents to quiet enjoyment of the residential neighbourhood?
- Planned commencement date: as soon as approved

Reception

From: Pearl Heron <pearlie82@hotmail.com>
Sent: April 7, 2026 10:30 AM
To: Reception
Subject: 31 Tamarac Cres



[You don't often get email from pearlie82@hotmail.com. Learn why this is important at <https://aka.ms/LearnAboutSenderIdentification>]

Good morning

This email is to approve the business by Levi MacDonald at 31 Tamarac Crescent.

Any questions please contact me at 780 7060635

Thank you

Pearl Guenther
Sent from my iPhone

RECOMMENDATION

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

BACKGROUND

March was a month of interesting pursuits for Corporate Services; the audit process, policy and bylaw drafting activities, interdepartmental supports for events and planning, and ongoing operational improvements across finance, payroll, and administrative functions, contributed to March being a period of exciting participation in novel workflows and unique seasonal developments.

ANNUAL ACCOUNTING AUDIT AND AUDITED FINANCIAL STATEMENTS

Two external independent auditors from the firm Avery Cooper, out of Yellowknife, were on site for a two-week period beginning on March 16 to engage in the hands-on first person review of the Town of Fort Smith's accounts and financial handling practices. The Department of Corporate Services provided full support for this effort, ensuring the consultant auditors were given extensive access to any/all documentation, including processing and supporting records for reconciliations, transfers, project spending, remittances, and were likewise given dimensional background information in support of a thorough and efficient review. Corporate Services staff were extremely helpful and welcoming, they worked diligently to respond to auditor requests quickly, made sure that timely provisions of additional documents and records were timely and accurate.

Receipt of the audit report, and the issuance of audited financial statements, is anticipated to occur soon. Presentation to Council will follow, for adoption of the audited statements, and these statements will then be reflected forward to representatives of the Town of Fort Smith Insurance broker, GNWT, and BMO.

2026 INSURANCE RENEWAL

Insurance renewal documentation has now been received, marking the successful renewal of 2026 organizational coverage. Updated insurance cards have been distributed to all fleet vehicles to ensure motor vehicle legislation compliance, and copies were provided to the Department of Motor Vehicle for fleet registration renewals as well. Corporate Services continues to monitor insurance coverage requirements [for program and grant application readiness and policy alignment in cases where existing projects or funding availabilities require updating with the renewed documentation] to ensure all reporting needs have been addressed and risk management considerations have been mitigated.

POLICY AND BYLAW

Corporate Services engaged in the prep and drafting of policy language for committee consideration in areas of privacy, records handling, respectful workplace programming. Corporate Services also provided SMC-support in updating the Rates and Fees bylaw to better reflect the current costs of operation and maintenance within Town of Fort Smith client-facing processes. These materials are intended to support ongoing governance modernization efforts, in alignment with the organizational Strategic Plan, and provide clear, structured frameworks aligned with legislative requirements and organizational priorities.

RECRUITMENT AND PERSONNEL

Hiring

Proactive effort was directed toward supporting recruitment activity across the three other Departments in March to ensure no pursuits were hampered in advancing forward efficiently and consistently with established procedures. HR provided oversight of areas of coordination and administrative support, with the Corporate Services Director engaging in interviews and on screening committees to enhance organizational approach. Outcomes of these recruiting efforts have been positive, with new member colleagues being scheduled and onboarded presently.

Internal

Long time Pay and Benefits Clerk Shyamin (Sham) Jayakodige commenced maternity leave in early March, with payroll replacement Ishreen (Isha) Rai successfully transitioning fully into the role, demonstrating a strong understanding of processes and timelines, enthusiastic approach to workflows, and a proven record for excellence in answer finding, and employee relations. Continuity of payroll services has been maintained without disruption, including navigation of a Council-granted civic holiday and a records handling adjustment to accommodate a payroll-encroaching statutory holiday during Easter.

Benefits Administration

Engagement with representative Cassandra Cassoway from the Northwest Territories Employees' Benefit Services (NEBS) was undertaken by personnel from Payroll and senior management to support a detailed question-and-answer review of current processes. The discussion provided valuable clarification and guidance that will support an enhanced and more integrated approach to payroll and employment administration as the organization continues to grow and advance.

TRAINING

Scheduling for the organization-wide training availability, focused on Respectful Workplace theory, policy, and practice has been completed, with the first training session scheduled for Friday, April 10 with anticipated attendees confirmed from the Departments of Protective and Corporate

REPORT TO COUNCIL

Services. This initiative represents an important step in reinforcing shared expectations for workplace conduct and supporting a positive organizational culture and increased employee morale.

LEADERSHIP TRANSITION

Corporate Services has also undertaken preparatory work to support a smooth transition in senior leadership with the anticipated arrival of the new Senior Administrative Officer in early May. In my capacity as Acting Senior Administrative Officer, I am committed to supporting an orderly and well-structured transition process, ensuring that the incoming SAO is positioned with the information, context, and organizational view and alignment necessary to move forward effectively. Particular emphasis is being placed on continuity of service, clear documentation of current priorities, and maintaining steady operational service delivery so the change in leadership occurs with minimal disruption to staff, Council, and community.

Prepared by:
Cassandra Gibbons
Director of Corporate Services
Date: April 8, 2026

Reviewed by:
Jim Hood
Senior Administrative Officer
Date:

**TOWN OF FORT SMITH
ACCOUNTS PAID LIST
FOR THE PERIOD ENDING MARCH 2026**

CHQ #	SUPPLIER	Description	AMOUNT	DEPT
43838	APPLICANT	MULTI-FAMILY HOME INCENTIVE PROGRAM	\$10,000.00	TOWN HALL
43839	THEBACHA DOG MUSHERS	ANNUAL CONTRIBUTION	\$2,500.00	TOWN HALL
43840	APPLICANT	MULTI-FAMILY HOME INCENTIVE PROGRAM	\$55,000.00	TOWN HALL
43841	APPLICANT	SINGLE DETACHMENT HOME INCENTIVE PROGRAM	\$10,000.00	TOWN HALL
43842	BANK OF MONTREAL	MASTERCARD PAYMENT	\$2,062.99	PROTECTIVE SERVICES
43843	BANK OF MONTREAL	MASTERCARD PAYMENT	\$425.57	CORP. SERVICE
43844	BANK OF MONTREAL	MASTERCARD PAYMENT	\$3,531.58	COMMUNITY SERVICES
43845	BANK OF MONTREAL	MASTERCARD PAYMENT	\$4,467.13	SAO HOOD
43846	CASCADE PUBLISHING LTD	ORDER OF CHEQUES	\$1,487.54	ACCOUNTS PAYABLE
43847	MMS LTD	EMS SUPPLIES	\$512.42	PROTECTIVE SERVICES
43848	GRIMSHAW TRUCKING	SHIPMENT ORDERS	\$1,843.87	WATER PLANT, PUBLIC WORKS, FACILITIES
43849	UTILITIES CUSTOMER	REFUND METER DEPOSIT	\$350.00	ACCOUNT RECEIVABLE
43850	PAUL KAESERS STORE	PURCHASE GROCERY AND SUPPLIES	\$3,037.62	CHILD CARE, PROTECTIVE SERVICES, LIBRARY
43851	LOU'S SMALL ENGINE	PURCHASE PROPANE AND MATERIAL	\$1,247.88	FACILITIES, WATER PLANT
43852	TOWN OF FORT SMITH	JANUARY 2026 UTILITIES	\$2,244.12	ACCOUNT RECEIVABLE
43853	FREUND BUILDING SUPPLIES	MATERIAL AND SUPPLIES	\$12.58	PUBLIC WORKS
43854	RECEIVER GENERAL	TAX/PPP/EI MARCH 6 2026	\$69,329.74	PAYROLL
43855	TK ELEVATOR	MONTHLY MAINTENANCE	\$1,779.62	RECREATION
43856	RECEIVER GENERAL FOR CANADA	RENEWAL LICENSE	\$440.96	PROTECTIVE SERVICES
43857	EUROPEAN CUTTERS LIMITED	ZAMBONI BLADES MAINTENANCE	\$396.90	FACILITIES
43858	DEZRON INC.	MARCH RENT	\$2,310.00	TOWN HALL
43859	TERRY'S CARPENTRY SERVICE	MARCH RENT	\$2,940.00	PROTECTIVE SERVICES
43860	TDC CONTRACTING LTD.	HEATING OIL & GAS CARD LOCK	\$43,019.25	FACILITIES,WTP,PW, REC,PS
43861	WESCLEAN NORTHERN SALES LTD	MATERIAL AND SUPPLIES	\$2,298.70	RECREATION, TOWN HALL
43862	VOIDED CHEQUE INCORRECT AMOUNT & VENDOR			
43863	UTILITIES CUSTOMER	REFUND METER DEPOSIT	\$483.00	ACCOUNT RECEIVABLE
43864	UTILITIES CUSTOMER	REFUND METER DEPOSIT	\$125.02	ACCOUNT RECEIVABLE

43865	AECOM CANADA ULC	CONPREHENSIVE ASSESSMENT	\$11,502.96	TOWN HALL
43866	RDV MECHANICAL	REPAIRS AND MAINTENANCE	\$3,292.22	PUBLIC WORKS
43867	ARCTIC ALARM	MONTHLY ALARM MONITORING	\$119.60	FACILITIES
43868	UTILITIES CUSTOMER	REFUND METER DEPOSIT	\$475.00	ACCOUNT RECEIVABLE
43869	EDUCATION STATION	PURCHASE PARTS	\$355.02	RECREATION
43870	FIELDS STORE	MATERIAL AND SUPPLIES	\$101.68	RECREATION
43871	EMPLOYEE	REFUND AND TRAVEL EXPENSE	\$629.70	TOWN HALL
43872	HAY RIVER HEAVY TRUCK SALES	PURCHASE AND MONTHLY MED OXYGEN	\$1,528.44	PROTECTIVE SERVICES & WTP
43873	WSP CANADA INC.	SLOPE MONITORING	\$9,421.67	TOWN HALL
43874	NSIXTY TRADING COMPANY LTD.	IT SERVICE, MATERIAL AND SUPPLIES & SUBSCRIPTION	\$6,314.57	REC, TOWN HALL & PS
43875	UTILITIES CUSTOMER	REFUND METER DEPOSIT	\$650.00	ACCOUNT RECEIVABLE
43876	EMPLOYEE	BOOT ALLOWANCE	\$300.00	FACILITIES
43877	CHAMPION COMMERCIAL PRODUCTS	MATERIAL AND SUPPLIES	\$1,719.23	MUNICIPAL
43878	AIR TINDI	SHIPMENT OF WATER SAMPLES	\$53.85	WATER PLANT
43879	EMPLOYEE	TRAVEL EXPENSE CLAIM	\$212.20	TOWN HALL
43880	UTILITIES CUSTOMER	REFUND METER DEPOSIT	\$538.40	ACCOUNT RECEIVABLE
43881	VOIDED CHEQUE INCORRECT AMOUNT			
43882	BANK OF MONTREAL	MASTERCARD PAYMENT	\$4,160.19	DIR. MUNICIPAL SERVICE
43883	EMPLOYEE	TRAVEL EXPENSE CLAIM	\$937.00	FACILITIES
43884	EMPLOYEE	TRAVEL EXPENSE CLAIM	\$1,187.00	FACILITIES
FT-215-0001	NORTHWESTEL INC	INTERNET AND PHONE USAGE	\$5,999.79	TOWN HALL
43885	CIMCO REFRIGERATION	REPAIRS AND MAINTENANCE	\$8,013.78	FACILITIES
43886	MMS LTD	MED SUPPLIES	\$590.33	PROTECTIVE SERVICES
43887	PAUL KAESERS STORE	PURCHASE GROCERY AND SUPPLIES	\$2,870.61	DAYCARE, TOWN HALL, RECREATION
43888	LINK HOME HARDWARE	MATERIAL AND SUPPLIES	\$888.92	PW, FACILITIES, PS, WTP
43889	NWT POWER CORP	MONTHLY POWER USAGE	\$58,749.39	FACILITIES
43890	PITNEY BOWES	MONTHLY LEASE	\$761.29	TOWN HALL
43891	TOWN OF FORT SMITH	UTILITIES AND PAYROLL DEDUCTIONS	\$3,333.94	PAYROLL, FACILITIES
43892	RECEIVER GENERAL	TAX/CPP/EI MARCH 20 2026	\$71,097.25	PAYROLL
43893	PSAC	MONTHLY UNION DUES	\$11,934.81	PAYROLL
43894	GNWT-TAXATION	MONTHLY TAX DEDUCTIONS	\$9,130.62	PAYROLL
43895	NORTHERN STORE	MATERIAL AND SUPPLIES	\$100.00	ETDO
43896	NEBS PENSION FUND	APRIL 2026 PREMIUMS	\$55,123.54	PAYROLL
43897	ESRI CANADA	ANNUAL SUBSCRIPTION	\$1,438.50	PROTECTIVE SERVICES
43898	TENAQUIP	PURCHASE PPE	\$312.44	MUNICIPAL
43899	TDC CONTRACTING LTD.	HEATING OIL & GAS CARD LOCK	\$42,148.67	FACILITIES

43900	NEBS HEALTH FUND	APRIL 2026 PREMIUMS	\$21,015.82	PAYROLL
43901	AECOM CANADA ULC	WATER LICENSE RENEWAL	\$83,040.56	WATER PLANT
43902	RDV MECHANICAL	REPAIRS AND MAINTENANCE	\$4,695.61	PUBLIC WORKS
43903	MCLENNAN ROSS	LEGAL SERVICES	\$2,308.95	TOWN HALL
43904	HACH SALES & SERVICE CANADA	MATERIAL AND SUPPLIES	\$604.80	WATER PLANT
43905	EMPLOYEE	REIMBURSEMENT AND TRAVEL EXPENSE	\$1,893.41	TOWN HALL
43906	EMPLOYEE	TRAVEL EXPENSE CLAIM	\$778.40	ETDO
43907	WSP CANADA INC.	SERVICE AND SLOPE MONITORING	\$39,091.63	PROTECTIVE SERVICES, TOWN HALL
43908	NSIXTY TRADING COMPANY LTD.	IT SERVICE & MATERIAL AND SUPPLIES	\$577.91	REC, TOWN HALL & PW
43909	LUMEN SUPPLY TECHNICAL	MONTHLY BOILER CHECKS	\$1,323.00	WATER PLANT
43910	GNWT-FINANCIAL & EMPLOYEE SHARED SERVICES	RECOVERY OF SEED, STAFF TRAINING & REGISTRATION	\$6,198.84	WTP, POOL, RECREATION
43911	WALSH'S HEAVY DUTY REPAIRS LTD.	REPAIRS AND MAINTENANCE	\$4,528.63	PUBLIC WORKS
43912	AUNTYS KORNER STORE	BEADING SUPPLIES	\$5.51	RECREATION
43913	NATIONAL PAYROLL INSTITUE	PAYROLL COURSE	\$796.95	PAYROLL
43914	WINTERGREEN TRAVEL	FLIGHTS AND ACCOMMODATION	\$4,721.42	ETDO
43915	AIR TINDI	SHIPMENT WATER SAMPLES	\$53.85	WATER PLANT
43916	COLLIERS PROJECT LEADERS INC	CAPITAL PROJECT	\$2,762.81	LANDFILL
43917	LOCALITY MEDIA INC. DBA FIRST DUE	ANNUAL SUBSCRIPTION	\$7,650.00	PROTECTIVE SERVICES
43918	LINK HOME HARDWARE	MATERIAL AND SUPPLIES	\$361.58	RECREATION
43919	TDC CONTRACTING LTD.	HEATING OIL & MATERIAL & SUPPLIES	\$9,000.09	FACILITIES, WATER PLANT
43920	WINTERGREEN LEARNING METERIALS LTD	PURCHASE TOYS	\$6,113.56	RECREATION
43921	AUNTYS KORNER STORE	CATERING CAREER FAIR	\$920.00	ETDO
43922	PLANIT NORTH INC	POLICY AND BYLAW REVIEW & DEVELOPMENT	\$43,568.65	TOWN HALL

TOTAL	\$779,851.08
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BANK OF MONTREAL	PAYMENT ON MASTERCARD - SAO	\$4,467.13
BANK OF MONTREAL	PAYMENT FOR DIRECTOR OF COMMUNITY SERVICES	\$3,531.58
BANK OF MONTREAL	PAYMENT FOR DIRECTOR OF CORP. SERVICES	\$425.57
BANK OF MONTREAL	PAYMENT FOR DIRECTOR OF MUNICIPAL SERVICES	\$4,160.19
BANK OF MONTREAL	PAYMENT FOR DIRECTOR OF PROTECTIVE SERVICES	\$2,062.99

PAY PERIOD 5	\$ 219,820.32
PAY PERIOD 6	\$ 236,836.52

TOTAL WITH PAY PERIOD	\$1,236,507.92
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Briefing Note

To: Mayor and Council
From: Administration
Date: April 14, 2026
Subject: Consolidation of Contribution Agreements and 2026 Funding Overview

PURPOSE:

To inform Council of changes to the administration and structure of territorial contribution agreements for 2026, and to outline associated funding requirements and timelines.

BACKGROUND:

In previous years, the Town entered into four separate contribution agreements for the following program areas:

- Operations and Maintenance (O&M)
- Water and Waste Services (WWS)
- Community Public Infrastructure (CPI)
- Community Recreation and Sport (CRS)

For the 2026 funding year, these agreements have been consolidated into a single agreement. Despite this consolidation, funding allocations for each program area continue to be identified and tracked separately.

Additionally, the Canada Community-Building Fund (CCBF), commonly referred to as Gas Tax funding, is administered through a separate agreement and is expected to be received in the coming weeks.

ANALYSIS:

The consolidation of the four contribution agreements into a single agreement is intended to streamline administrative processes and reduce duplication. While the agreement is unified, maintaining separate funding allocations ensures continued transparency and accountability for each funding stream.

A requirement of the Community Public Infrastructure funding is the submission of a five-year capital plan. This plan must be in place to enable the release of CPI funding.

All anticipated funding amounts under these agreements have been incorporated into the Town's approved 2026 budget, ensuring alignment between funding agreements and planned expenditures.

RECOMMENDATION:

That Council approve the contribution agreement with MACA for the fiscal year 2026-2027.



Briefing Note

To: Mayor and Council
From: Administration
Date: April 14, 2026
Subject: Appointment of Acting Senior Administrative Officer (SAO) April 11-May 3, 2026

PURPOSE:

To appoint Cassandra Gibbons as Acting Senior Administrative Officer (SAO) for the period of April 11- May 3, 2026.

BACKGROUND:

In accordance with the Senior Administrative Officer Establishment Bylaw No. 1071, Council may appoint an Acting SAO by resolution during the absence of the Senior Administrative Officer.

For short-term or unplanned absences where immediate administrative continuity is required, the bylaw designates the Director of Corporate Services (Cassandra Gibbons) as Acting SAO on a standing basis. If the Director of Corporate Services is unavailable, another Director may be designated to fulfill the role to ensure continued administrative coverage.

ANALYSIS:

The appointment of an Acting SAO ensures continuity of municipal operations and oversight during the absence of the Senior Administrative Officer.

During the acting period, the Acting SAO assumes all powers, duties, and responsibilities of the Senior Administrative Officer. However, the role is intended to maintain stability and continuity rather than advance new strategic initiatives.

The Acting SAO will continue to serve in their substantive role as Director while undertaking these temporary duties. As such, the focus during this period will be on maintaining organizational oversight, supporting ongoing operations, and ensuring statutory obligations are met.

The Acting SAO will not make or authorize major strategic, financial, or personnel decisions unless required to maintain municipal operations or otherwise directed by Council

RECOMMENDATION:

That Council appoint Cassandra Gibbons as Acting Senior Administrative Officer for the period of April 11– May 3, 2026, in accordance with the Senior Administrative Officer Establishment Bylaw No. 1071.



Briefing Note

To: Mayor and Council
From: Administration
Date: April 14, 2026
Subject: Water and Sewer Comprehensive Assessment, Needs Analysis and Strategic Planning Report

PURPOSE:

To request Council accept the Water and Sewer Comprehensive Assessment, Needs Analysis and Strategic Planning Report

BACKGROUND:

In 2025, the Town undertook efforts to determine the condition of all town owned assets. One part of this effort was to have an assessment of infrastructure completed and form an Asset Management Plan which will be presented to Council in the coming weeks. The second part of this effort was to have an assessment completed on the water and sewer system. This report captures the information gathered during this assessment and recommendations on future actions and expenditures required.

ANALYSIS:

AECOM Canada ULC was engaged by the Town of Fort Smith (the Town) to conduct a comprehensive assessment and needs analysis of the community's water and sewer systems. This report provides a detailed evaluation of existing infrastructure, identifies current and future needs, and offers recommendations to support the resilience, efficiency, and sustainability of these essential services over the next 20 years.

The water facilities include a Raw Water Intake Pumphouse on the Slave River followed by a Water Treatment Plant (WTP) in town core, with adjacent Settling Ponds and Pond Pumphouse, as well as a Water Tower, Water Reservoir, and Tower Pumphouse on a separate site. Most of the system is in moderate condition, with some components such as the Tower Pumphouse, Water Tower, and clarifier in the WTP showing significant age-related deterioration and requiring refurbishment or replacement in the short-term.

The wastewater (i.e. sewer) facilities consist of several lift stations leading to a lagoon with an outfall to the Slave River. The lift stations vary in age and condition, with the Klondike/Caribou Lift Station identified as a high-priority candidate for replacement due to advanced deterioration and anticipated capacity needs from planned housing and institutional developments. Other lift stations are functional but have accessibility and maintenance concerns that should be addressed in future upgrades. The lagoon, while generally compliant with current licence requirements, is close to capacity and has existing maintenance issues. The upgrade requirements will require further evaluation as new regulatory limits for effluent quality are anticipated with the current water licence renewal.

Recommendations addressing key risks are organized into a roadmap with proposed capital projects for short-, medium-, and long-term timeframes and includes ongoing inspection and maintenance programs. A summary of these recommendations, along with the corresponding opinion of probable cost estimates, are provided.

A funding strategy is provided to help the Town develop and align projects with external funding opportunities to minimize reliance on municipal debt and reserves. Ongoing collaboration with Indigenous partners and institutional stakeholders is also recommended to coordinate infrastructure planning and maximize shared benefits.



Briefing Note

Together, these measures are intended to guide the Town's decision making and capital planning, helping keep the water and sewer infrastructure resilient and responsive to the community's needs.

A five-year capital plan will be presented later in this meeting. This plan has incorporated some of the recommendations made in this report. The recommendations not incorporated in the plan will be evaluated and incorporated in future planning.

RECOMMENDATION:

That Council accept the 2026 Fort Smith Water and Sewer Comprehensive Assessment, Needs Analysis and Strategic Planning Report.

Water and Sewer Systems Comprehensive Assessment, Needs Analysis, and Strategic Planning

Town of Fort Smith

60751146

April 2026

Statement of Qualifications and Limitations

The attached Report (the "Report") has been prepared by AECOM Canada ULC ("AECOM") for the benefit of the Client ("Client") in accordance with the agreement between AECOM and Client, including the scope of work detailed therein (the "Agreement").

The information, data, recommendations and conclusions contained in the Report (collectively, the "Information"):

- is subject to the scope, schedule, and other constraints and limitations in the Agreement and the qualifications contained in the Report (the "Limitations");
- represents AECOM's professional judgement in light of the Limitations and industry standards for the preparation of similar reports;
- may be based on information provided to AECOM which has not been independently verified;
- has not been updated since the date of issuance of the Report and its accuracy is limited to the time period and circumstances in which it was collected, processed, made or issued;
- must be read as a whole and sections thereof should not be read out of such context;
- was prepared for the specific purposes described in the Report and the Agreement; and
- in the case of subsurface, environmental or geotechnical conditions, may be based on limited testing and on the assumption that such conditions are uniform and not variable either geographically or over time.

AECOM shall be entitled to rely upon the accuracy and completeness of information that was provided to it and has no obligation to update such information. AECOM accepts no responsibility for any events or circumstances that may have occurred since the date on which the Report was prepared and, in the case of subsurface, environmental or geotechnical conditions, is not responsible for any variability in such conditions, geographically or over time.

AECOM agrees that the Report represents its professional judgement as described above and that the Information has been prepared for the specific purpose and use described in the Report and the Agreement, but AECOM makes no other representations, or any guarantees or warranties whatsoever, whether express or implied, with respect to the Report, the Information or any part thereof.

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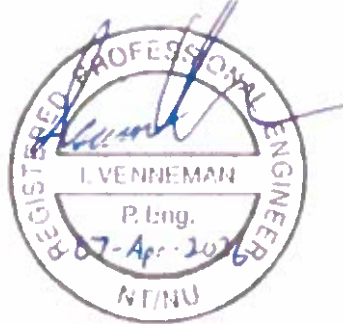
This Statement of Qualifications and Limitations is attached to and forms part of the Report and any use of the Report is subject to the terms hereof.

AECOM: 2024-12-21

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Quality Information

Prepared By



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Reviewed By



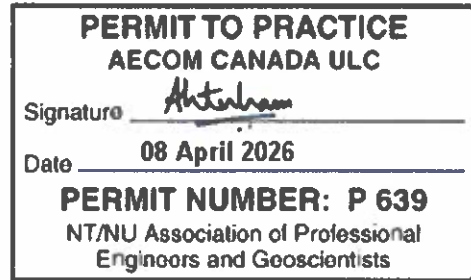
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Nick Bevington, P.Eng. (NT/NU), Advisor

Approved By



Ryan King, P.L.(Eng.) (NT/NU), Market Sector Lead



Revision History

Rev #	Revision Date	Revised By:	Revision Description
A	Nov 2025	I Venneman	Draft
B	Mar 2026	I.Venneman	Draft
C	Apr 2026	I.Venneman	Final

Distribution List

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	✓	Town of Fort Smith
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Town of Fort Smith

Water and Sewer Systems Comprehensive Assessment, Needs Analysis, and Strategic Planning

Prepared for:

Town of Fort Smith

Jim Hood, SAO

Town of Fort Smith

P.O. Box 147, 174 McDougal Road

Fort Smith, NT X0E 0P0

Prepared by:

Isaac Venneman, P.Eng. (NT/NU)

AECOM Canada ULC

99 Commerce Drive

Winnipeg, MB, R3P 0Y7

Executive Summary

AECOM Canada ULC was engaged by the Town of Fort Smith (the Town) to conduct a comprehensive assessment and needs analysis of the community's water and sewer systems. This report provides a detailed evaluation of existing infrastructure, identifies current and future needs, and offers recommendations to support the resilience, efficiency, and sustainability of these essential services over the next 20 years.

Fort Smith, a key regional hub in the South Slave Region of the Northwest Territories, serves a population of approximately 2,400 residents, including close relationships with the Salt River First Nation (SRFN) and Tthebatthie Denesquliné Nation (TDN). The Town's water and sewer systems support not only these residents but also institutional users such as Aurora College and various government infrastructure. This assessment included a thorough review of historical documentation, regulatory requirements, as well as stakeholder input and included a condition assessment of water and sewer assets.

Population projections indicate that the Town's population will remain relatively stable, but with incremental growth from SRFN and TDN developments as well as new housing initiatives to diversify housing stock, reduce overcrowding, and create more affordable housing units. This growth will place additional demands on water and wastewater infrastructure, particularly in areas targeted for new residential and institutional projects.

The water facilities include a Raw Water Intake Pumphouse on the Slave River followed by a Water Treatment Plant (WTP) in town core, with adjacent Settling Ponds and Pond Pumphouse, as well as a Water Tower, Water Reservoir, and Tower Pumphouse on a separate site. Most of the system is in moderate condition, with some components such as the Tower Pumphouse, Water Tower, and clarifier in the WTP showing significant age-related deterioration and requiring refurbishment or replacement in the short-term.

The wastewater (i.e. sewer) facilities consist of several lift stations leading to a lagoon with an outfall to the Slave River. The lift stations vary in age and condition, with the Klondike/Caribou Lift Station identified as a high-priority candidate for replacement due to advanced deterioration and anticipated capacity needs from planned housing and institutional developments. Other lift stations are functional but have accessibility and maintenance concerns that should be addressed in future upgrades. The lagoon, while generally compliant with current licence requirements, is close to capacity and has existing maintenance issues. The upgrade requirements will require further evaluation as new regulatory limits for effluent quality are anticipated with the current water licence renewal.

The majority of town is serviced by a piped water distribution and sewer collection system with some locations, such as TDN and areas outside the community core, requiring trucked service. The piped systems are primarily PVC and asbestos-cement pipe, with the oldest sections dating back to the 1960s. While these pipes are generally in serviceable condition, certain areas, especially around York Crescent and Pine Crescent, have experienced settlement issues and leaks, leading to operational challenges and repairs. Recurring inspection programs are proposed to track system condition changes over time to proactively manage replacements, as necessary.

Recommendations addressing key risks are organized into a roadmap with proposed capital projects for short-, medium-, and long-term timeframes and includes ongoing inspection and maintenance programs. A summary of these recommendations, along with the corresponding opinion of probable cost estimates, are provided in Table 0-1 below.

A funding strategy is provided to help the Town develop and align projects with external funding opportunities to minimize reliance on municipal debt and reserves. Ongoing collaboration with Indigenous partners and institutional stakeholders is also recommended to coordinate infrastructure planning and maximize shared benefits. Together, these measures are intended to guide the Town's decision making and capital planning, helping keep the water and sewer infrastructure resilient and responsive to the community's needs.

Table 0-1: Roadmap Summary

Timeframe	Project / Program	Description	Cost Estimate	
Ongoing	Pipe Material Testing	<ul style="list-style-type: none"> - Asbestos-cement pipes are over 60 years old, but no widespread failures are occurring; condition is fair. However, remaining service life is unknown and should be proactively evaluated to determine replacement timeframes. Implementation of a non-destructive material testing program is recommended to assess condition of asbestos-cement pipe. - Necessary to detect early deterioration, prioritize replacements, and support evidence-based asset management. 	N/A	
	CCTV Sewer Inspections	<ul style="list-style-type: none"> - CCTV inspection of sewer mains is used to identify blockages, structural issues, and infiltration. Currently, there is no ongoing program, and the condition of sewer mains is unknown. - Necessary to detect early deterioration, prioritize replacements, and support evidence-based asset management. 	N/A	
	Hydrant Flushing & Testing	<ul style="list-style-type: none"> - Regular hydrant testing is used to measure water system performance and determine various fire flow restrictions across the community. - Hydrant flushing programs remove accumulated sediment and stagnant water improving water quality and maintaining disinfection residuals. - These activities are recommended to confirm hydrants function for fire protection, identify areas needing upgrades, and maintain water quality. 	N/A	
	Water Tower Inspection	<ul style="list-style-type: none"> - The Water Tower (1958) condition, especially the interior, is unknown due to lack of access and inspection records. A comprehensive interior and exterior inspection is needed to determine remaining service life and inform whether to refurbish, replace, or demolish the tower. - This outcome is critical for deciding on subsequent investments in the Tower Pumphouse, water storage, and distribution system. 	\$40,000	
Short Term (2026-2030)	Lagoon Upgrade Study	<ul style="list-style-type: none"> - The Lagoon generally meets current licence limits but is nearing capacity limits. The water licence renewal in 2028 will likely require stricter limits thus limiting capacity even further, requiring upgrades. - A study is required to determine what specific lagoon upgrades are appropriate and whether relocation is required. A more refined cost estimate and design criteria can be used to determine funding avenues and next steps. 	\$60,000	
	Tower Pumphouse Refurbishment & SCADA Upgrade	Feasibility Study & Preliminary Design	<ul style="list-style-type: none"> - The Tower Pumphouse is in poor condition: leaking process piping, corroded pumps, inadequate ventilation, obsolete instrumentation, etc. Additionally, there is need for increased pump capacity for future housing and potential TDN servicing. - A feasibility study is required to understand what holistic upgrades to the Tower Pumphouse are required in tandem to the potential Water Tower refurbishment options. This includes any associated impacts on the WTP pumping/controls integration and future SCADA improvements. - This work determines the preferred design solution(s) and improved cost estimates to prepare for funding development and next steps. 	\$100,000
		Detailed Design & Construction	<ul style="list-style-type: none"> - Final costs for detailed design, tender, and construction are dependant on the chosen solution(s) and include costs for the water tower. Commencement is dependant on funding and is assumed within the short- to medium-term. 	\$14.5M to \$18.5M
	Klondike/Carlou Lift Station Replacement		<ul style="list-style-type: none"> - The Lift Station is in very poor condition: corroded structure, exposed wiring, no guiderails, frequent pump plugging, no remote monitoring, past service life. Additionally, the catchment area for this asset is planned for increased development, necessitating higher pump capacity. A complete replacement is recommended with a new wetwell, pumps, and above-grade structures, including emergency generator and remote monitoring. - Needed for reliability, operator safety, and to support planned affordable housing and Aurora College developments in the catchment area. 	\$3.0M
		WTP Clarifier Refurbishment	<ul style="list-style-type: none"> - Clarifier is past its service life (installed 1993), heavily corroded, and is recommended for a comprehensive refurbishment. - Necessary to maintain water treatment performance and regulatory compliance. 	\$1.4M
	Small Capital Improvements	Forcemain Chamber Upgrade	<ul style="list-style-type: none"> - The valve chamber connecting Towering Pines and Frontier Village Lift Station forcemains is leaking, valves are not maintainable, and space is constrained. - A replacement is recommended to restore reliable operation and prevent sewage backflow, which can disrupt pump stations and public health. 	< \$150,000
		Water Distribution Isolation Valves	<ul style="list-style-type: none"> - There is a lack of isolation valves across the water distribution network meaning large areas must be shut down for repairs. Some existing isolation valve chambers are also inoperable (e.g., Pine Crescent). Installation of additional isolation valves will improve operational flexibility as well as minimizing service interruptions and boil water advisories during repairs. - Supports all future watermain upgrades and maintenance including future flushing programs. 	< \$100,000 each

Town of Fort Smith
Water and Sewer Systems Comprehensive Assessment, Needs Analysis, and Strategic Planning

Timeframe	Project / Program	Description	Cost Estimate*
	WTP Refurbishment / SCADA Upgrade	<ul style="list-style-type: none"> Various systems (e.g., pumps, filters valves, chemical containment, HVAC, SCADA/PLC, etc.) are past end of service life, with some issues previously reported in the 2014 for replacement. Refurbishment of various equipment is recommended to maintain plant reliability, regulatory compliance, and integrate with new SCADA/PLC systems. Some equipment is already planned for repair and others can be prioritized based on operator requirements and critically. Operations to develop a priority list and costs to be estimated for each individual component, as required. The SCADA/PLC system replacement is expected to be a larger project and would follow Tower Pumphouse upgrades to allow for system compatibility. 	Varied ³
	York Crescent Water/Sewer Upgrades	<ul style="list-style-type: none"> Frequent breaks, service failures, and settlement in water-logged soils noted in York Crescent/Raven Street area. This area also contains some of the oldest pipes in town. Replacement of water and sewer mains (approx. 500m) is recommended to prevent ongoing service disruptions, road damage, and sewer blockages. This work reduces emergency repairs and supports housing in affected area. 	\$3.2M
Medium Term (2031-2035)	Pond Pumphouse Refurbishment	<ul style="list-style-type: none"> Pumps, electrical, and HVAC are in poor condition with previously reported leaks and flooding that have caused damage. However, the structure is in fair conditions and only used seasonally, as required. Refurbishment is recommended for internal equipment (pumps, piping, instrumentation, electrical, HVAC) and minor exterior repairs to extend the asset life and provide reliable operation for summer water quality spikes. 	\$1.5M
	Lagoon Rehabilitation	<ul style="list-style-type: none"> The Lagoon meets current regulatory requirements but is unlikely to meet future limits, and the main cell is in poor condition. If the water licence requires stricter effluent limits, capacity will be significantly impacted. Rehabilitation of the lagoon depends on outcomes of licence renewal and the upgrade study. Upgrades could include aeration, chemical dosing, tertiary treatment, and/or expansion. However, if expansion is required, this may require relocation. 	\$8.0M-\$12M
	Lift Station Renewal Program	<ul style="list-style-type: none"> Relocation of the lagoon depends on outcomes of licence renewal and the upgrade study. It may be needed due to expansion space constraints and outfall slide zone risk. If a relocation is required, this has a major impact on the long-term wastewater strategy and may require a new forcemain and pumping station(s). This also impacts the ongoing SRFN developments. 	\$25M-\$35M
Long Term (2035-2045+)	Water/Sewer Renewals	<ul style="list-style-type: none"> All remaining Lift Stations are aging, with various components in moderate to poor condition, has accessibility/safety issues, and frequent maintenance needs. In the long-term, these lift stations will be well past their expected service life. Replacement or upgrades are recommended for continued reliability, operator safety, and capacity for future development. Water/sewer valve installation and main replacement programs based on inspection condition and performance data. Recommended to maintain system reliability and performance. 	\$4.0M to \$5.0M each

1. Estimates are based on an opinion of probable cost using available construction tenders, previous reports, and AECOM experience with an average cost escalation of 5% per year. Values are reported in 2025, 2031, and 2036 dollars for short-, medium- and long-term projects, respectively.
2. Ongoing inspection and testing program costs are variable based on frequency, equipment type, and contractor support. These programs are recommended to be implemented in the short-term with their continued long-term use and frequency dependent on initial outcomes and operator feedback.
3. Various WTP equipment refurbishments can be tackled ad-hoc as funding permits, or as a comprehensive project, depending on the Town's capital priorities. Individual costs for minor items have not been provided and can be estimated based on operator priority and method (i.e. replacement, repair locally, specialized contractor, etc.). The SCADA upgrade costs will depend on the Tower Pumphouse replacement project and preferred solution(s).

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1. Introduction

AECOM Canada ULC was retained by the Town of Fort Smith (the 'Town') to develop a Comprehensive Assessment, Needs Analysis, and Strategic Plan for their Water and Sewer systems (Strategic Plan). The intent of this strategic plan is to map out the water and sewer infrastructure needs for the next 25 years with the goal of making these systems resilient, efficient, and capable of meeting the needs of the community now and into the future.

The Town is a small community in the Northwest Territories (NWT) located near the Alberta border along the Slave River. Known as the "Gateway to Wood Buffalo National Park, it has a population of approximately 2400 and serves as a key regional hub in the South Slave Region. It is home to the regional headquarters for Parks Canada's Wood Buffalo National Park, Aurora College and various territorial government departments. The community features a hospital, schools, recreational facilities, and an active arts and cultural scene centered around the Northern Life Museum and Cultural Centre. Fort Smith is accessible year-round by highway from Alberta via Highway 5, which is fully paved, and by air through the Fort Smith Airport with regular flights from Yellowknife and Edmonton.

The Town has close ties with the Salt River First Nation (SRFN) which exists within the municipal boundaries and the Tthebatthie Denesųliné Nation (TDN), formerly Smith's Landing First Nation, located just across the border in Alberta. SRFN has its main offices in Fort Smith, with members residing in both the community and nearby traditional lands along the Slave River. TDN, whose reserve lands border Fort Smith, maintains its own administrative offices, housing, and community services within and around the Town.

Land immediately adjacent to the Slave River is designated as an environmentally sensitive area due to past slope failures, most notably a large landslide in 1968 that caused extensive damage and one death. The Town has relocated vulnerable infrastructure further inland, including the original Water Treatment Plant, and does not permit new development in areas of potential erosion or slope instability.¹

The southern part of the Northwest Territories, where the Town is located, generally has sporadic discontinuous permafrost² with sedimentary geology³ with the soil conditions within the municipal boundary generally described as sandy.

In general, the major community features of the Town relevant to this report are broken out into the following areas as shown below in Figure 1-1.

¹ *Town of Fort Smith 2025 Community Plan*

² *Environment Canada, Canadian Climate Normals 1991-2020*

³ *Northwest Territories Geological Survey*

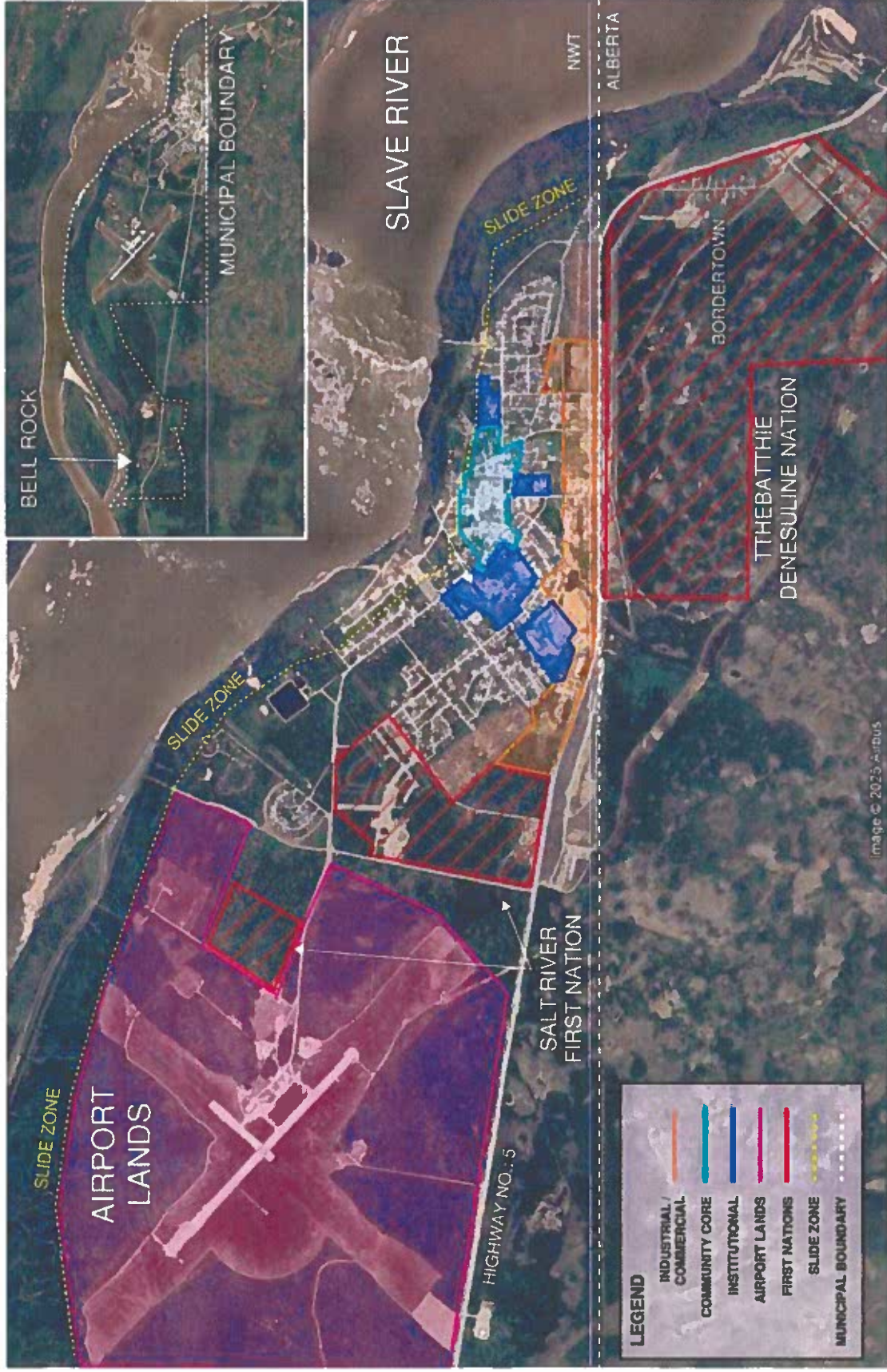


Figure 1-1: Fort Smith Community Overview

Strategic plans are long-range studies that identify infrastructure requirements to accommodate existing community concerns and future developments. This plan specifically will provide guidance on short (0-5 yrs), medium (6-10 yrs), and long-term (10+ yrs) water distribution and sewer collection infrastructure projects including alternative options. Preferred solutions shall generally comply with the Community Plan while accommodating future infill developments, consider stakeholder concerns, and be financially and operationally sustainable. The Strategic Plan is intended to serve as a guideline and provide a framework to support the Town's capital planning initiatives.

To initiate the planning of the water and wastewater infrastructure, the following tasks were performed. The report is structured to follow the sequence of these tasks

- Conduct a thorough background review of the water and sewer system to understand its current state, history, and key operational aspects
- Analyse the history, capacity, and condition of the existing water and sanitary sewer infrastructure and develop a detailed asset inventory of all systems and corresponding component.
- Complete a comprehensive site visit to perform asset condition assessments, interview stakeholders, and collect any missing data.
- Create population and development projections to understand current and future capacity requirements and compare them to existing infrastructure capacity to understand gaps.
- Develop a list of key projects to improve capacity, reliability, and operation of the water/sewer system based on the above analyses and prioritize them into short, medium, and long term.
- Assign capital costs to each project and appropriate escalations depending on the timeframe.
- Based on the priority projects, create a funding strategy document to support the Town in applying for the required funding to expedite infrastructure development.

2. Background Information Review

The following background information summarizes the study area, historical work, site investigations performed, and important information about the water and sewer system to help assess the existing conditions and develop future capital requirements.

2.1 Previous Infrastructure Assessments

The earliest comprehensive infrastructure assessment report that was available is by UMA Engineering Ltd (now AECOM) in 1995. The report identified the Town's water and sewer system had been previously assessed in 1986 by GCG Dillon Consulting Ltd and had undergone several upgrades since, including:

- Upgrades to the Raw Water Intake Pumphouse (1993);
- New WTP, Settling Ponds, and Pond Pumphouse (1993);
- New raw water supply line and wastewater discharge line to the new WTP (1992);
- Renovations to the Main Lift Station (1992);
- Sandblasting and repainting of Klondike/Caribou Lift Station (1991)
- Renovations to the Primrose Lift Station (1989); and,
- Approx. <100m of new water/sewer mains (Unknown)

This 1995 report identified a number of actions to undertake over the next 20 years, out to 2015. This included:

- Water Distribution System
 - Monitor exterior and roof insulation degradation on the Water Reservoir and replace as necessary.
 - Upgrade the Tower Pumphouse with new pumps, fire pump, and assess the condition of the process piping.
 - Replace the airport water main and add a second supply main or booster station.
 - Install a third mixed media filter in the WTP as capacity requires.
 - Install a third settling pond at the WTP as capacity requires.
- Sanitary Sewer System
 - Upgrade the Towering Pines Lift Station, Frontier Village Lift Station, and Klondike/Caribou Lift Station.
 - Evaluate the replacement of the sewer main along McDougal Road and Pelican Street due to capacity constraints.
 - Evaluate the sewage lagoon effluent quality exceedances.

Additional infrastructure assessments include a detailed *Water Treatment Plant Assessment* (AECOM 2014) that proposed various electrical, controls, and process upgrades as well as an *Infrastructure Evaluation Study* (AECOM 2022) that assessed the Raw Water Intake Pumphouse, Main Lift Station, Tower Pumphouse and Water Tower.

Based on these reports, the infrastructure changes that have occurred until now, based on available records, include:

- Renovation to the Tower Pumphouse including pump replacements, piping and valve cleaning and coating, minor architectural upgrades, fuel system replacement, and minor electrical work (2000)
- Installation of a third mixed media filter at the WTP (2007)
- Exterior refurbishment of the Water Reservoir (2004)
- Towering Pines pump upgrades (2010)
- Water Licence renewal (1999, 2011)
- Approx. 1000m of water/sewer main replacements at McDougal Rd, Portage Ave, Breynat Street and Mercredi Ave (2019)
- Main Lift Station upgrade (Ongoing)
- Raw Water Intake Pumphouse upgrade (Ongoing)
- Water Licence Renewal (Ongoing)

Various other minor infrastructure upgrades have occurred over the years based on previous reports and operator discussions as outlined below. Other operations and maintenance history to note for individual assets are outlined below.

2.2 Operation's Experience

Based on review of the available background documents, AECOM developed a Question List for the Town's operations staff to review and provide further information on any undocumented history, anecdotal information, available records, key issues, etc. The responses to the Question List were reviewed in a workshop with operations staff and further feedback was solicited on exact locations of historic or key issues in the system. An additional Issues Map was created with this information. The Question List and an Issues Map are included in Appendix A.

Below is a summary of key items:

- There is a general lack of record drawings for much of the infrastructure, especially digitally. Additional as-built records are hard copies located at the WTP.
- Very little information is available between 2000-2020, just after the WTP was completed. Only anecdotal information about various minor/moderate upgrades to linear segments, but no major capital programs were undertaken.
- All water/sewer mains from approximately 1978 onwards are typically PVC piping as per Town staff. Any new upgrades are all PVC (Blue Brute type) piping for both water and sewer.
- Operators generally believe all other piping for both water and sewer are asbestos cement (AC) type, except perhaps ductile iron in some circumstances, but no specific location have been identified.
- There was CCTV of the entire sewer system between 2000 and 2010. Reports were completed with areas identified for repair, some of which were completed. These reports were not able to be located.
- The majority of lift stations have ongoing minor to moderate issues. Many of the stations have had pump and/or control panel upgrades since 2000.
- There has been historic settlement of manholes, hydrants, curb stops, etc. leading to various leaks and service saddle breaks in the south-west area of Town, around York Crescent. This is due to

poor ground conditions and waterlogged soil leading to settlement. This area is still serviced by the original AC pipe, except for spot repairs.

- The East area of town, around Pine Crescent, has had historical issues with sewer service line and saddle failures. Additionally, there is only one isolation valve for the water system in this area which is deteriorating along with chamber settlement. Generally, the entire Town is lacking in isolation valving to properly segregate the water system into management segments.
- The above-grade discharge pipe from the Raw Water Intake Pumphouse up the hill to the old WTP location is 150mm and then it transitions below grade to 200mm going to the new WTP. The pipe was originally installed with heat trace but there are concerns whether it is still operable in many locations. Additionally, this is installed within the slope instability zone and requires ongoing monitoring and maintenance.

2.3 Regulatory Requirements

2.3.1 Public Health Act

The Government of the Northwest Territories (GNWT) Health and Social Services (HSS) department manages the drinking water quality regulations and enforcement within the Territory. Requirements for treatment of drinking water, management of water supply systems, and monitoring requirements are set within the *Public Health Act* and *Water Supply Systems Regulations*.

A summary table of the required monitoring types, frequency, and locations are outlined below in Table 2-1 based on the latest *NWT Drinking Water Sampling and Testing Requirements* document.

Table 2-1: Drinking Water Sampling & Testing Requirements

Sample Type	Frequency	Location / Point	Notes
Bacteriological (E. coli & Total Coliforms)	Weekly (≥4/month)	Treated water in piped system; additional samples for trucked delivery & public buildings	Verify microbiological safety
Raw Water Bacteriological	Monthly	Raw Water Intake (SNP 567-1)	Baseline water quality
Chlorine Residual	Daily	Treated water tanks, delivery trucks	Continuous inline monitoring preferred
Turbidity	Daily	Raw water intake; treated water	Continuous monitoring preferred; otherwise ≥1 per delivery day
Trihalomethanes (THMs)	Quarterly (≥4/year)	Treated water	Assesses disinfection by-products
Chemical & Physical Parameters (28 parameters)	Annually	Treated water	Raw water only if treatment exceeds chlorine/UV
Duplicate Samples & Field Blanks	Periodic	Raw and treated water	Verify sampling consistency and detect contamination

The GNWT aligns their treated water requirements with the Guidelines for Canadian Drinking Water Quality (GCDWQ) that provides maximum allowance concentrations (MAC) and aesthetic objectives (AO) for various chemical and physical parameters. The annual water quality tests for Fort Smith are available publicly online and no treated water exceedances of MAC or AOs were identified.

Daily, weekly, and monthly testing for bacterial, chlorine residual, and turbidity are not available online and were not provided on-site. Based on the treatment goals outlined in the GCDWQ, bacteriological sampling should be non-detectable, turbidity depends on the filtration equipment but generally is required to be below 1.0 NTU when leaving the plant, and free chlorine concentrations are typically maintained at 0.2-0.5 mg/L throughout the system. There have not been any previously reported boil water orders by Fort Smith within the GNWT database meaning that treatment operations have been effective.

2.3.2 Water Licence

The water licence (Licence No. MV2011 L3-0001) became effective on November 1, 2011, and is set to expire on October 31, 2026. Under this licence, the Town is permitted to use water and dispose of waste for municipal purposes with a strict water volume limit of 600,000 cubic metres per year. The licence is issued in accordance with the Northwest Territories Waters Act and is administered by the Mackenzie Valley Land and Water Board (MVLWB). The water volume limit has not been close to exceedance over the Town’s lifetime, except in 2023 during an extremely significant wildfire season where water use came within approximately ~35,000 m3 of the limit.

The Town is required to maintain a Surveillance Network Program (SNP) to monitor water quality and environmental protection and submit an Annual Report to the MVLWB by March 31st of each year, covering the previous calendar year. The report is required to include data on water usage, sewage disposal, facility maintenance, environmental updates, sludge management, and any studies or correspondence with the Inspector. The SNP stations relevant to the water and sewer system are highlighted in Table 2-2 below.

Table 2-2: Water Licence Sampling Stations

SNP Station	Description	Rationale
567-1	Raw water supply from the Slave River at the Intake House.	To determine the quality of the water for use as a municipal water source.
567-2	Sewage Disposal Facilities effluent discharged to the Slave River	To monitor final effluent quality before discharge into receiving environment.
567-3	Raw Sewage prior to entering Sewage Disposal Facilities.	To characterize the quality of Sewage.
567-6	The Slave River, approximately three (3) metres downstream from the outlet of the Sewage Disposal Facilities	To monitor the receiving environment of the Sewage Disposal Facilities

As part of the original licence conditions, Part D.13 includes a requirement to develop an Ammonia Discussion Paper (ADP) to address options to improve the wastewater treatment for ammonia reduction. Based on available records, this report was submitted in October 2014 and approved in July 2015.

The ADP demonstrated that the existing sewage disposal facility met the effluent quality criteria outlined in the water licence and complied with the Wastewater System Effluent Regulations (WSER) for un-ionized ammonia (<1.25 mg/L expressed as nitrogen). However, the criteria for cBOD (carbonaceous biochemical oxygen demand) and TSS (total suspended solids) were not fully met, annual average cBOD effluent was estimated to be 2 to 3.5 times higher than WSERs, while annual average TSS exceeded WSERs only slightly.



Figure 2-1: Water Licence Sampling Locations

The ADP noted that, despite these exceedances, WSERs do not currently apply in the Northwest Territories, and it is unclear when they will be legislated in the North. The ADP also explored several treatment options to reduce ammonia concentrations in the sewage effluent, along with associated costs. Options considered included:

Expansion or addition of a new storage cell;

- Aeration of the lagoon;
- Aeration of the lagoon combined with a submerged attached growth reactor (SAGR®); and
- Construction of a mechanical treatment system.

The report concluded that the Town's preferred approach is to wait for clarity from Regulatory Agencies including the potential introduction of WSERs applicable to the North before implementing ammonia reduction measures.

Based on the findings of the ADP, a Sewage Treatment Improvement Plan (STIP) was submitted in September 2015 (licence condition Part D.14). The plan concluded that the lagoon effluent had consistently met the BOD (biochemical oxygen demand) and TSS limits in the water licence, and, as previously outlined in the ADP, no comprehensive regulatory framework existed in the North to enforce WSERs. Therefore, the Town did not advance any specific wastewater treatment improvements. However, the STIP noted that in the interim the Town would implement enhanced sampling and monitoring of the Slave River downstream of the treated wastewater discharge.

As a result, in November 2015, SNP station 567-6 was added to the SNP list and included testing for un-ionized ammonia. This station, located downstream of the sewage disposal facilities, monitors the effluent quality discharged to the Slave River. In addition, un-ionized ammonia was added as a parameter to be analysed at SNP 567-2. In October 2016, the sampling frequency for SNP 567-6 was adjusted to monthly during open water only, due to hazards associated with sampling during winter, spring break-up, and fall freeze-up.

Additionally, a BOD and cBOD study (licence condition Part D.3) was submitted to the MVLWB in July 2016. The Town began collecting cBOD data alongside the regular BOD requirements. While no significant seasonal variation was observed, the cBOD percentages tended to be more consistent during colder months.

2.4 Additional Documentation

The following list of background information such as record drawings, reports, and guidelines were reviewed and used in development of this report:

Drawings

- Town of Fort Smith Water and Sewer – 1958
- Contract No.2 (Water and Sewage) – 1959
- Town of Fort Smith Frontier Village and Towering Pines As-Builts – 1982
- Frontier Village Sanitary Sewer System – 1982
- Water Treatment Plant Modification to Existing Water Intake Station – 1991
- Town of Fort Smith Sewage Lift Station Upgrading – 1991
- Town of Fort Smith Raw Water Supply Line and Sludge Disposal Line – 1993
- Town of Fort Smith New Water Treatment Plant – 1995
- Town of Fort Smith Water and Sewer Infrastructure Assessment – 1995
- Town of Fort Smith Water Supply System Upgrades - Water Pumping Station – 2000
- Town of Fort Smith Water Treatment Plant Improvements – 2009
- Town of Fort Smith Frontier Sewage Pumping Station Upgrade – 2010
- Town of Fort Smith Water and Sewer Infrastructure Replacement – 2023
- Water and Sewer Infrastructure Raw Water Intake and Main Lift Station Rehabilitation – 2023

Water License Documents

- Town of Fort Smith Water Licence Renewal Application – 1999
- Town of Fort Smith Type A Water Licence – 2011
- Town of Fort Smith Water Licence Renewal Background Report Vol. 1 – 2011
- Town of Fort Smith Water Licence Renewal Background Report Vol. 2 – 2011
- Town of Fort Smith Ammonia Reduction Discussion Paper – 2014
- Town of Fort Smith Lagoon Relocation Memo – 2015
- Town of Fort Smith Sewage Treatment Improvement Plan – 2015
- Town of Fort Smith BOD & cBOD Study – 2016
- Town of Fort Smith SNP Change Request Approval – 2016
- Town of Fort Smith Water Licence Annual Reports – 2013-2024

Reports

- Town of Fort Smith General Plan - Background Report – 1983
- Town of Fort Smith New WTP and Facilities Design Concept Brief – 1991

Town of Fort Smith

Water and Sewer Systems Comprehensive Assessment, Needs Analysis, and Strategic Planning

- Town of Fort Smith Water and Sewer Infrastructure Assessment Report - Draft – 1993
- Town of Fort Smith Water and Sewer Infrastructure Assessment Report – 1995
- Town of Fort Smith Drainage Assessment – 2010
- Town of Fort Smith Condition Assessment Report of WTP and Pond Pumphouse HVAC System – 2012
- Town of Fort Smith Energy Reduction Options Report – 2012
- Town of Fort Smith Water Treatment Plant Assessment – 2014
- Town of Fort Smith Infrastructure Evaluation Study – 2022
- Polytechnic University Facilities Master Plan – 2022
- Salt River First Nation Housing Needs and Demand Analysis – 2018
- SLFN Water Servicing Feasibility Study – 2025

3. Condition Assessment

Prior to the field condition assessment, AECOM developed an asset inventory utilizing the existing record documents, drawings, inspection reports, and past assessments. This inventory was created using a hierarchy system based on the Uniformat II classification by the American Society for Testing and Materials (ASTM). This format organizes the components based on their functional elements rather than materials or methods, to provide a consistent categorization across multiple assets and streamline condition reporting on-site. The major separation being water and wastewater services where each are further broken down into Assets (e.g. individual facilities), Systems (e.g. structural, civil, process, etc.), and finally Components (e.g. pump, valve, boilers, fencing, etc.). Depending on the asset, certain components are grouped together for simplification such as a Fuel System which can include fuel pipes/valves, transfer pumps, and containment.

As the linear infrastructure assessment was stipulated as desktop only, the water distribution and sewer collection assets are categorized based on age and material where all the complex components such as hydrants, manholes, services lines, etc. are assumed part of the linear mains and not assessed separately.

A representation of the asset inventory hierarchy is shown below:

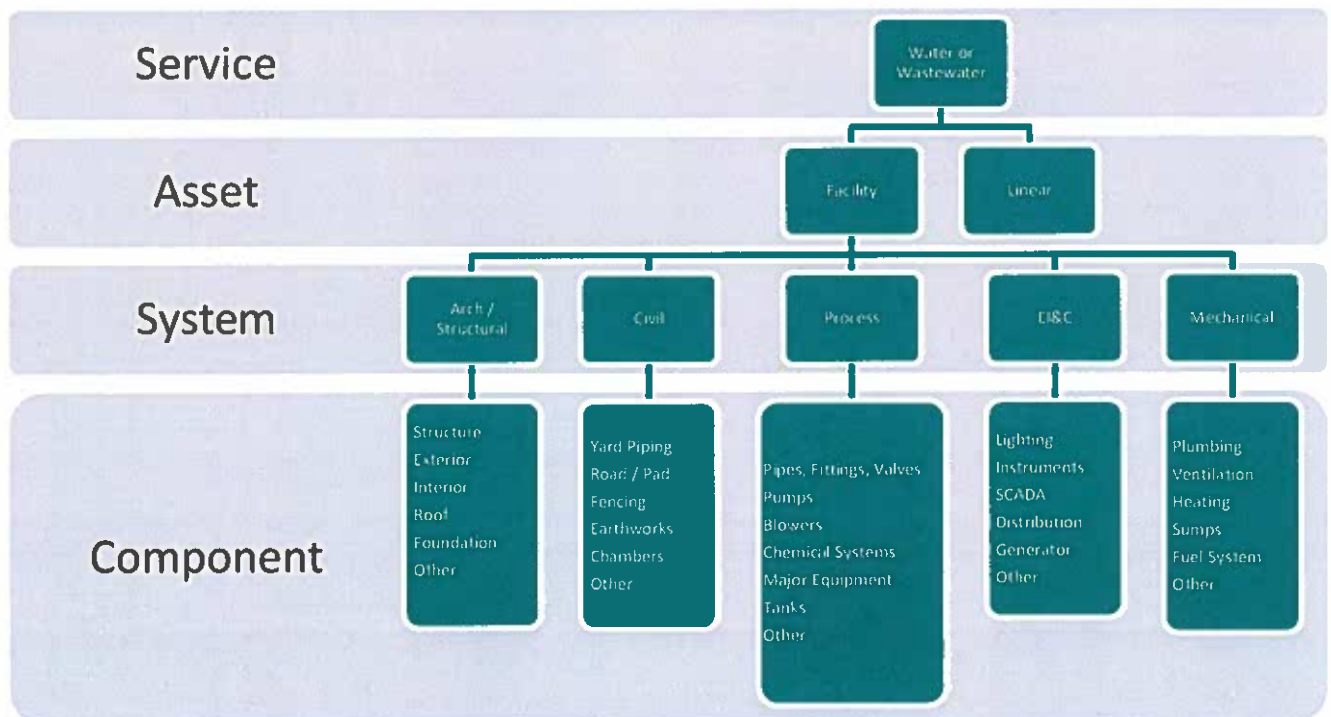


Figure 3-1: Asset Inventory Hierarchy

Each component is then assigned an installation date, age, material type, and size/capacity based on available records with verification and information gaps to be updated on-site. A preliminary condition rating is then estimated using the year of installation and the asset's estimated remaining service life. In general, age and expected service life give an indication of an asset's lifecycle stage, older assets are usually assumed to be in worse condition than newer ones of the same type.

The field condition rating, on the other hand, focuses on the asset’s current physical and operational condition. Its main purpose is to identify any visible defects, signs of deterioration, or performance issues that could affect the asset’s reliability, efficiency, or safety. A final condition rating is provided using a combination of field experience and estimated service life for facility assets.

There are several methods available to determine the condition of facility assets. Our proposed approach follows the UK Office of Water Services (OFWAT) rating system for non-linear assets (surface assets such as treatment facilities, sludge treatment facilities and buildings), which rates the condition of assets according to a five-point grading scheme shown by Table 3-1.

Table 3-1: Condition Grades for Wastewater/Water Facilities and Equipment

Condition Grade	Condition	Description
Grade 1	Very Good	Sound modern structure, operable and well maintained
Grade 2	Good	As 1 but showing some minor signs of deterioration. Routine refurbishment and maintenance required.
Grade 3	Fair	Functionally sound, but appearance significantly affected by deterioration, structure is marginal in its capacity to prevent leakage, mechanical and electrical plant and components function adequately but with some reduces efficiency and minor failures.
Grade 4	Poor	Deterioration has significant effect on performance of assets due to leakage or other structural problems. Mechanical and electrical plant and components function but require significant maintenance to remain operational.
Grade 5	Very Poor	Serious structural problems having a detrimental effect on the performance of the asset. Will require major overhaul/replacement of the asset in the short term.

The AECOM staff visited the site between September 2-4, 2025, and conducted the field condition assessment on the major water and wastewater facilities including the settling ponds, lagoons, and water tower. This assessment excluded the Main Lift Station and Raw Water Intake Pumphouse as these assets were already evaluated in-depth in 2022 and are currently undergoing upgrades. This assessment is based on visual inspection only with anecdotal information provided by operations staff and no testing was performed.

The compiled asset inventory with ratings and condition are provided in Appendix B.

3.1 Water Facilities

The Town’s water supply and distribution system consists of the following:

- Raw Water Intake Pumphouse, which includes the intake from Slave River;
- Settling Ponds
- Pond Pumphouse
- Water Treatment Plant
- Water Tower
- Water Reservoir
- Tower Pumphouse; and,
- Distribution System

A map identifying the key assets and water main routing, based on available records, is shown in Figure 3-2 below.

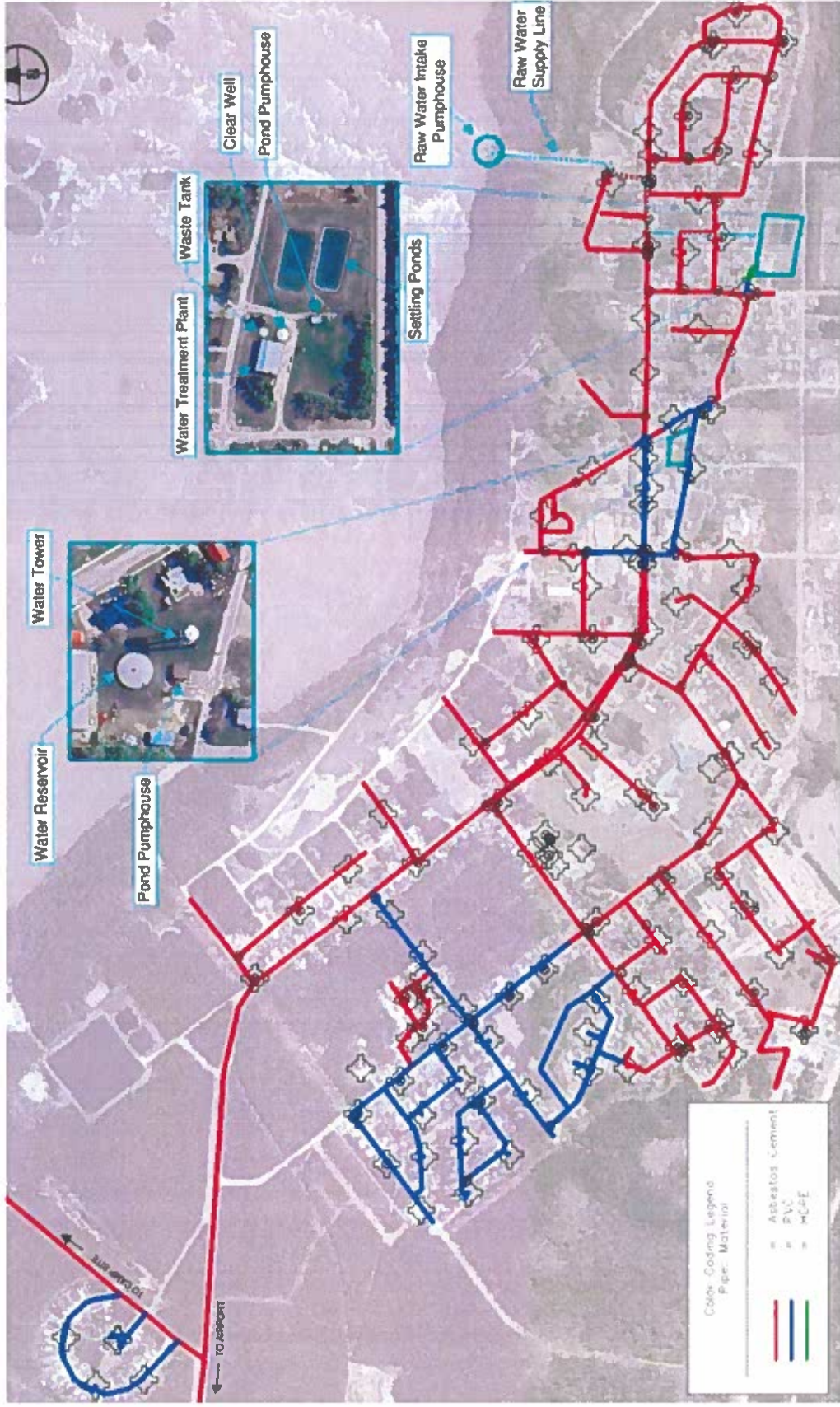


Figure 3-2: Water System Overview

A high-level flow schematic of the water system is shown below in Figure 3-3. Various instrumentation, interconnecting valves/headers, and chemical systems are not shown in detail, this schematic is for illustrative purposes only.

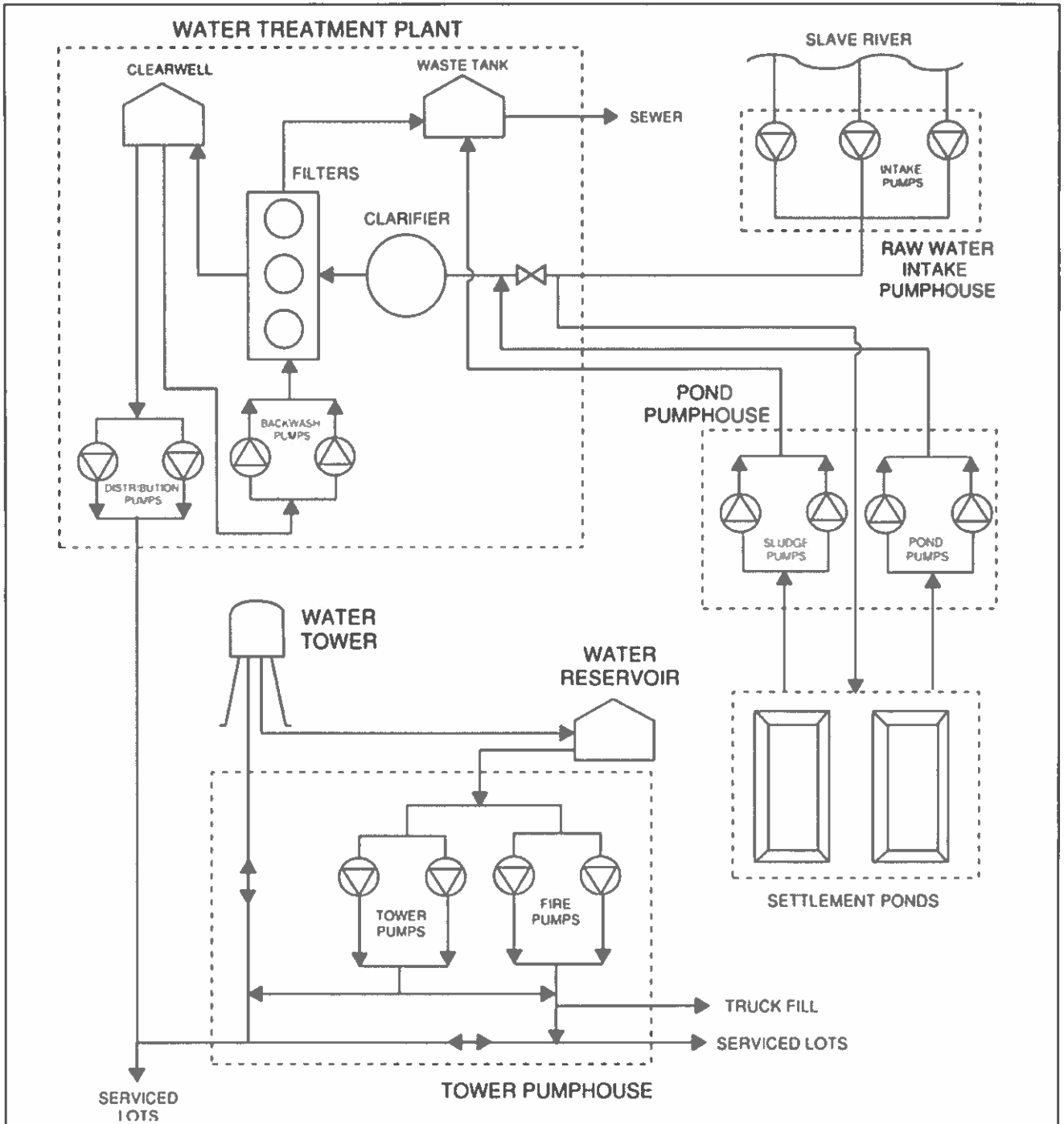


Figure 3-3: Water System Schematic

3.1.1 Raw Water Intake Pumphouse & Supply Line

The Raw Water Intake (RWI) Pumphouse was constructed in 1958, on the shore of the Slave River. The pumphouse has three vertical turbine pumps that draw water from a wetwell located beneath the ground floor that has several openings to let water flow in from the river at different heights. The raw water is then pumped up the riverbank via an above grade 150mm insulated steel pipe and then into a 200mm HDPE main below grade through Town to the WTP that was constructed in parallel with the new WTP in 1993.

The above-grade pipeline from the pumphouse to the top of the riverbank was rehabilitated in 2006 as part of ongoing slope stabilization work. The intake pumps in the intake pumphouse were replaced between 2008 and 2009. A major rehabilitation is being completed on the pumphouse with an expected completion in 2026.

The RWI Pumphouse and Supply Line were assessed as part *2022 Infrastructure Assessment* and are currently undergoing upgrade. They were not further assessed as part of this report.

3.1.2 Settling Ponds

During the summer (May to September), raw water is diverted from the WTP into two settling ponds located adjacent to the facility, prior to treatment. The settling ponds, each with a volume of 2,400 cubic metres, and the associated pumphouse, were constructed in 1993. The ponds operate in series with water spilling from the first pond to the second pond. Aluminum-based flocculant and polymer can be added to the water to improve turbidity removal, if required. The major concerns identified from the field condition assessment include:

Process Mechanical

- The settling ponds had no visible or anecdotal evidence of deterioration or operational issues.
- Desludging of the ponds is rarely required as the Pond Pumphouse has the ability to draw down portions of the sludge layer and discharge to sewer.

Civil and Site Works

- The only minor issue noted was a fence breakage on the North-West corner of site.

Electrical and Instrumentation

- No issues were visually observed or provided by local personnel.

Structural and Architectural

- No issues were visually observed or provided by local personnel.

3.1.3 Pond Pumphouse

The Pond Pumphouse was constructed in 1993 and serves two functions: to pump the decant water from the settling ponds into the WTP and to pump the sludge layer, as needed, into the sewer system. The pumphouse consists of a building with a below-grade dry well that includes four centrifugal pumps: two for sludge water and two for decant water. The major concerns identified from the field condition assessment include:

Process Mechanical

- Significant, ongoing leakage of the piping flanges near the building inlet penetrations. A large leak had occurred earlier in 2025 where the building was flooded with 1m of water, just below the main electrical panels.

- A single temporary sump pump was installed with a discharge pipe to the exterior and powered by an extension cord to a receptacle.
- Piping fixes had been made but visual review of rusting flanges and valves shows continuous minor leakage.
- The remaining process piping, fittings, and valves looked in good condition.
- The Decant Pump (P-103) has operational issues where the bearings overheat and cause vibration. It can only run intermittently on manual mode with operators on standby. The standby Decant Pump (P-104) has been inoperable since earlier in 2025 and is awaiting repairs.
- The Sludge Pump (P-101) sprays when operating and requires minor maintenance and packing replacement. The standby pump (P-102) has no concerns.
- The HVAC system consists of only passive vents without any temperature control. Operators must close the louvers manually and install insulation in the Winter. The Unit Heaters do not work due to broken breakers since 2024.

Civil and Site Works

- No issues were visually observed or provided by local personnel.

Electrical and Instrumentation

- The electrical system breakers are at the end of their service life and can cause sparks due to worn handle pins. Additionally, many receptacles are no longer operational due to the previous flooding.
- The structure, foundation, roof, and other architectural/structural components are in reasonable condition except minor aesthetic damages.
- The asset is generally working as needed but requires high levels of operator intervention and is nearing its end of life.

Structural and Architectural

- No issues were visually observed or provided by local personnel.

3.1.4 Water Treatment Plant

The WTP, located at the corner of Primrose Lane and Pelican Street, was constructed in 1993. The plant has a current treatment capacity of 200 m³/hr (3,300 L/min).

The treatment process consists of coagulation, flocculation, clarification, and filtration. Coagulant/flocculant (polyaluminum chloride and polymer) and pH adjustment (caustic soda) are injected within the raw water line prior to clarification. Clarification (i.e. sedimentation) includes an upflow clarifier and/or the settling ponds, depending on the time of year and turbidity. Filtration is provided by three mixed media filters, two from the original construction and a third added in 2008. Backwashing is performed by two pumps (P-301 and P-302), also original. Disinfection occurs before and after filtration using chlorine gas. The chlorination system consists of two Siemens V10K gas chlorinators and gas detectors which are replaced regularly.

The treated water enters a clearwell prior to pumping from the Distribution Pumps (P-401 and P-402) to the Town and/or Water Tower. Waste backwash water is collected in a waste tank and discharged into the Town's sewer system by two submersible pumps (P-501 and P-502) within the tank, both replaced in 2014. In 2025, both the clear well and waste tank were inspected internally via divers, and no significant concerns were noted.

The WTP, in general, is in excellent condition and functioning as intended. However, some components are reaching the end of their service life. The major concerns identified from the field condition assessment include:

Process Mechanical

- The clarifier is original and showing significant corrosion, as previously noted in the 2014 report. A complete refurbishment is required in the short-to-medium term.
- The distribution and backwash pumps are original and are undergoing servicing in stages to maintain reliability.
- Both the Clearwell and Waste Storage Tank were just inspected and cleaned as of 2025.
- The third filter (installed 2008) is leaking media due to a failing filter bed support structure. Operations have had to clean the drains and discharge lines periodically to remove media. This issue has been sporadic since installation. Operations has planned to fix this issue by next year during a regular shutdown.
- The fluoride storage room ventilation is not working.
- Boiler 1 has a slight leak and the exhaust ventilation for both boilers is significantly corroded with leaking at the roof penetration.
- Units heaters are rarely working and require yearly repairs.

Civil and Site Works

- No issues were visually observed or provided by local personnel.

Electrical and Instrumentation

- The control systems are functioning but are past their end of life, specifically the plant's PLC hardware and SCADA software which are near obsolete and becoming more difficult to fix. These systems should be replaced with new systems, especially with a system compatible to connect all other facilities.

Structural and Architectural

- The building roof is damaged in some locations due to ice removal. Operators note significant ice build-up on the metal roof that presents a safety risk to staff. Makeshift metal canopies are installed over the doors and garage.
- The garage doors are limited in size and are not able to accommodate the water trucks, only small pick-up trucks and trailers are able to access the garage. Additional space is required for storage.

A more comprehensive condition assessment was completed in 2014 outlining various repairs required with associated cost estimates. Some of these issues have been completed but many have not, including the clarifier refurbishment and SCADA/PLC upgrades. This report is provided in Appendix F.

3.1.5 Water Tower

The elevated Water Tower is located adjacent to the Tower Pumphouse and Water Reservoir on a separate site than the WTP, near the centre of town. The Tower is a 104 ft tall ellipsoidal storage tank constructed in 1958 and has a capacity of 380 m³. The Tower is filled from the WTP and overflows into the Water Reservoir. The Tower can also be filled from the Water Reservoir via the Tower Pumphouse.

There have not been many available records detailing the condition of the tower and much of the information provided is anecdotal or high-level information from previous assessments. A new fall arrest system was installed in 2000 to improve safety. In 2005, surface repairs were carried out on the existing footings to address cracking. In 2022, AECOM completed a condition assessment of the tower, including a survey of the foundation surface to determine current elevations. The survey results indicated minimal differential movement between the four main support foundations

The field condition assessment was limited to a visual overview below the Tower due to access constraints. Generally, the exterior of the Tower is in good condition with the surface coatings intact. However, the top of the tower and interior condition is undetermined and considering its current service life, expected to be degraded. A detailed inspection by an experienced elevated tower inspection firm is required to determine an accurate remaining service life.

3.1.6 Water Reservoir

The concrete ground level Water Reservoir, built in 1958, is partially buried and has a capacity of 1,890 m³. The reservoir is typically supplied through the Water Tower overflow line but can also be fed directly from the water supply/distribution line coming from the WTP, if required.

Upgrades were completed in 2004, including new metal exterior and roof, ventilation upgrades, and internal concrete reinforcement. The reservoir's exterior was also resurfaced with aluminum sheeting at grade at the same time. In 2025, the reservoir was inspected internally via divers, and no significant concerns were noted.

The field assessment highlighted only minor exterior damage and degraded access stairs which are non-critical components.

3.1.7 Tower Pumphouse

The Tower Pumphouse is located adjacent to the Water Tower and Water Reservoir. Two vertical turbine tower pumps (P-101 and P-102) are used to draw water from the reservoir to supplement flow to the distribution system and to refill the water tower during periods of low demand. A diesel engine fire pump (P-201) is used to supply fire flow in the case of emergencies or is used as a back-up distribution pump for the Town in case of power failures at the WTP. Lastly, a centrifugal recirculation pump (P-301) is used to inject hypochlorite and recirculate water within the reservoir to maintain adequate residual chlorine. The pumphouse also includes a truck-fill system and platform to service the water trucks. The major concerns identified from the field condition assessment include:

Process Mechanical

- The process piping was in poor condition with active leaks at the inlet penetrations from the reservoir and header. Many of the valves have not been operated in years with epoxy paint covering many of the handwheels.
- The vertical Tower Pumps are in poor condition with significant rust and minor leaks. The service history on the pumps was not known.

- The fire pump and associated inlet air and exhaust ducting was in good condition and known to be operable. However, there is no automatic operation of the pumps based on lower system pressure or remote on/off. The pumps must be manually started whenever there is a power failure.
- The ventilation has no active control (e.g. temperature control, timer, etc.) and is inadequate to maintain appropriate climate inside the building. This is a concern as water leaks and unsealed sodium hypochlorite storage containers are contributing to a humid atmosphere which is causing significant corrosion on the electrical and process components.
- The boiler is in extremely poor condition and requires frequent maintenance.

Civil and Site Works

- No issues were visually observed or provided by local personnel.

Structural and Architectural

- The truck-fill platform is unusable due to poor design and lack of safety features. It is currently rusted and inoperable. Operators instead fill the water trucks from the bottom of the tanker which presents a health risk due to lack of backflow prevention.
- The building structure is in good condition with minor exterior/roof degradation in alignment with its current age.

Electrical and Instrumentation

- The water tower level instrumentation is in poor condition, requiring yearly replacement. A dedicated autodialer is connected to the tank low level in case of emergency but is near obsolete and experiences frequent connection issues.
- The Tower Pumphouse is operational but its major components, except for the fire pump, are deteriorating and at the end of its service life. Considering the unknown condition of the Water Tower, a comprehensive refurbishment of this asset should be contemplated in conjunction with the potential upgrades or removal of the Water Tower.

3.2 Wastewater Facilities

The Town's wastewater system comprises a sanitary sewer collection system with various lift stations culminating in facultative lagoon with discharge to Slave River. The individual assets include:

- Towering Pines Lift Station;
- Frontier Village Lift Station;
- Klondike/Caribou Lift Station;
- Pelican/Primrose Lift Station;
- Main Lift Station;
- Lagoon; and,
- Sanitary Sewer Collection System

A map identifying the key assets and sewer main routing, based on available records, is shown in Figure 3-4 below:

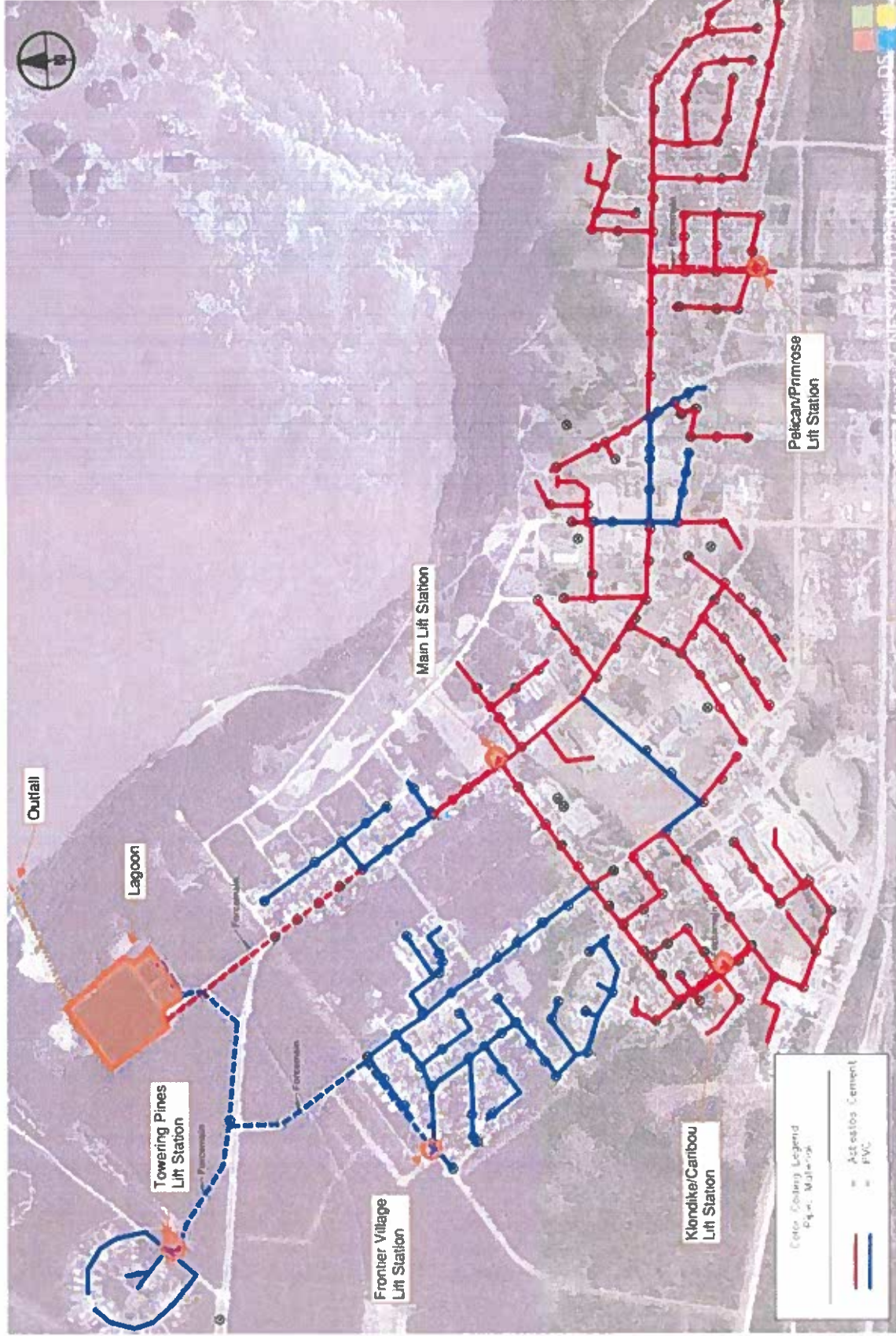


Figure 3-4: Sewer System Overview

3.2.1 Towering Pines Lift Station

The Towering Pines Lift Station, installed in 1983, is a submersible prefabricated Flygt pumping station. Pumps and instrumentation were replaced in the last few years with new Flygt equipment. Each pump has an approximate capacity of 34 L/s, and the station discharges to the sewage lagoon. The major concerns identified from the field condition assessment include:

Process Mechanical

- Only one pump is able to operate due to an unknown control panel issue and plugs twice a year due to rags.
- There are no concerns with the level floats except for routine maintenance and cleaning.

Civil and Site

- No issues were visually observed or provided by local personnel.

Electrical and Instrumentation

- The electrical distribution and panels are in good condition. However, only single-phase power is available, which necessitates unique pumps specific to this lift station. Whereas all other stations are three phase and can share pumps, simplifying spare pump requirements.
- Only a local alarm light indicates issues with the station. No remote monitoring or control is enabled even though the control panel has the ability to be connected.
- There is no emergency generator, but a mobile generator connection is available.

Structural and Architectural

- The general structure and interior are in moderate condition with minor surface rust. The subsurface platform and bottom of the wetwell were not able to be visually assessed.
- Generally, these older prefabricated lift stations do not provide adequate accessibility, safety, or ease of maintenance as newer systems provide. These concerns include:
- Only one set of guiderails is included in the station which requires operators to enter the lift station itself to change the spare pump, if required. This is both a confined space and health hazard with proper procedures, equipment, and training required which can be onerous on smaller community operators and adds unnecessary risk.
- There is no davit crane or mount for use to hoist the pumps. A mobile truck crane or manual winches are required to remove pumps. Typical lift stations provide a pump chain connected to the pump and hooked below the hatch to facilitate simple removal with a davit crane. This was not available. This is a maintenance and health hazard as it has been noted that if the lift station plugs, sewage can fill-up the wetwell almost to the hatch in some cases. Operators must 'fish' a hook down onto the pumps to lift them out which can sometimes take hours.
- Valves must be manually operated inside the lift station if isolation is required as there are no above-grade valve stems/boxes to operate.
- Maintenance of the lift station in the winter and adverse weather conditions is a considerable issue without any shelter or heated enclosure over the wetwell hatch.
- While the lift station serves a small subdivision and reliability issues can be overcome with operator intervention, the ongoing health risk and maintenance issues should be rectified with a newer style

lift station once the asset has reached its service life. In the meantime, minor upgrades should be considered such as fixing the control panel, enabling remote monitoring/control, and installing an adequate hoisting system common for all lift stations.

3.2.2 Frontier Village Lift Station

The Frontier Village Lift Station, constructed in 1983, is submersible wetwell pump station originally with an above-grade building that housed both electrical and mechanical equipment. In the 2000's the building was demolished but the wetwell and foundation remained. Instrumentation, electrical panels and the pumps were replaced with new Flygt components in 2010. Each pump has a capacity of 56 L/s. The station discharges to the sewage lagoon. The major concerns identified from the field condition assessment include:

Process Mechanical

- The pumps plug approximately once per year due to rags.

Civil and Site Works

- One set of guiderails terminates at the bottom level platform, not at the surface, and the second set of guiderails is broken. This creates a safety and maintenance hazard similar to the previous lift station.
- No issues were visually observed or provided by local personnel.

Electrical and Instrumentation

- Only a local alarm light indicates issues with the station. No remote monitoring or control is enabled even though the control panel has the ability to be connected.
- There is no emergency generator, but a mobile generator connection is available.

Structural and Architectural

- The general structure and interior are in moderate condition with minor surface rust. The subsurface platform and bottom of the wetwell could not be visually assessed.
- As noted with the Towering Pines Lift Station, this is an older style of lift station with significant accessibility issues. Reliability issues can be overcome with operator intervention, and the condition is moderate such that replacement isn't an immediate priority compared to other projects. However, the ongoing health risk and maintenance issues should be rectified with a newer style lift station once the asset has reached its service life. In the meantime, minor upgrades should be considered such as upgrades to both guiderails, enabling remote monitoring/control, and installing an adequate hoisting system common for all lift stations

3.2.3 Klondike/Caribou Lift Station

This station, originally constructed in 1979, is another submersible prefabricated Flygt pumping station. In 1997, all equipment was replaced except for the wet well and minor piping. Further upgrades in 2010 included replacement of the pumps and instrumentation with new Flygt equipment. Each pump has a capacity of 25 L/s. This station discharges into a downstream manhole that then gravity flows into the Main Lift Station. The major concerns identified from the field condition assessment include:

Process Mechanical

- The pumps plug approximately once per year due to rags.

- The blower heater, used to provide air changes inside the wetwell is not operational. This creates potential for H₂S build-up inside the wetwell and is a confined space risk.
- Process piping is noted to have significant surface rust and coating failures

Civil and Site Works

- There are no guiderails installed at the station. This creates a safety and maintenance hazard similar to the previous lift stations.
- The interior structure, piping, and electrical conduits are in poor condition with significant surface rust and coating failures.

Electrical and Instrumentation

- The electrical conduits are significantly deteriorating and missing covers. Wiring is exposed both inside and outside the station.
- Exposed wiring and conduits not properly capped within the control panel enclosure.
- There is no emergency generator, but a mobile generator connection is available.
- Only a local alarm light indicates issues with the station. No remote monitoring or control is enabled even though the control panel has the ability to be connected.

Structural and Architectural

- The interior wetwell walls are noted to have significant surface rust and coating failures.
- The subsurface platform and bottom of the wetwell could not be visually assessed in detail but observations from the surface show considerable corrosion.

Operators note this lift station is has required above-average maintenance and is past its service life. While this lift station is still operable, replacement should be considered a priority in the short-to-medium term.

3.2.4 Pelican/Primrose Lift Station

The Pelican/Primrose lift Station is submersible prefabricated Flygt pumping station originally installed in 1959. The station was completed renovated in 1989 while the instrumentation and the pumps were replaced in 2010 with new Flygt components. This station discharges uphill at a manhole that then gravity flows into the Main Lift Station. The major concerns identified from the field condition assessment include:

Process Mechanical

- The pumps plug approximately once per year due to rags.

Civil and Site Works

- There are no surface guiderails installed at the station. This creates a safety and maintenance hazard similar to the previous lift stations.

Electrical and Instrumentation

- Only a local alarm light indicates issues with the station. No remote monitoring or control is enabled even though the control panel has the ability to be connected.

Structural and Architectural

- The general structure and interior are in moderate condition with minor surface rust. The subsurface platform and bottom of the wetwell could not be visually assessed in detail.
- As noted with the Towering Pines Lift Station, this is an older style of lift station with significant accessibility issues. Reliability issues can be overcome with operator intervention, and the condition is moderate such that replacement isn't an immediate priority compared to other projects. However, the ongoing health risk and maintenance issues should be rectified with a newer style lift station once the asset has reached its service life. In the meantime, minor upgrades should be considered such as enabling remote monitoring/control and installing an adequate hoisting system common for all lift stations.

3.2.5 Main Lift Station

This lift station has an above grade structure housing the mechanical and electrical systems with a below grade wetwell containing two submersible Flygt pumps of 47 L/s capacity each. It was renovated in 1992 with new pumps, HVAC system and electrical/control systems. The station is currently undergoing a major refurbishment which includes a new building structure and associated above-grade components. The wetwell structure is maintained but the interior appurtenances (e.g. ladders) are being replaced. The lift station is fed by gravity mains from the adjacent neighbourhood, and by feeder mains from the Klondike/Caribou and Pelican/Primrose Lift Station catchment areas. Sewage from the Main Lift Station is pumped to the lagoon.

The Main Lift Station was assessed as part *2022 Infrastructure Assessment* and is currently undergoing upgrades. It was not further assessed as part of this report.

3.2.6 Lagoon & Outfall

The sewage lagoon is located off of McDougal Rd near Wintergreen Street, just 500m east of the Towering Pines subdivision and 400m from the Slave River. It consists of two anaerobic primary cells (50 m x 50 m x 3.85 m each, total capacity 19,250 m³) and one facultative retention pond (210 m x 210 m x 1.4 m, capacity 61,740 m³) that provides secondary treatment. The cells were constructed in 1978 and are lined with a synthetic liner.

Sewage from the lagoon discharges continuously into the Slave River via a 250m long above ground pipeline. The original outfall pipe was completely destroyed in 2004 due to landslide as it resides in the Town's slide zone. The new pipeline consists of a 250mm diameter HDPE pipe, insulated with polyurethane foam and protected by a metal jacket. The entire slope was regraded with a new pipe support system and anchoring manhole at the top of the slope.

The primary cells were desludged and liners were replaced in May 2025.

The major concerns identified from the field condition assessment include:

Process Mechanical

- No issues were visually observed or provided by local personnel.

Civil and Site Works

- The Main (Facultative) Cell is overgrown with cattails along the edges which requires removal to prevent liner and berm damage. The main cell is compromised and constructed of material that has become too brittle to repair, as discovered during work on the other cells.

- The geotubes (i.e. a semi-permeable bag used to dewater sludge) from previous removals are still located on site. No plan has been established to dispose of the dewatered sludge and geotubes.
- The outfall piping and supports are in good condition. However, the pipe discharge has been cut back from its original location due to shoreline erosion. Assessment of the slope and adjustments to the discharge will be required in the long-term due to its location in the slide zone.
- The Lagoon liners have been replaced in the primary cells (Cell 1 and 2).

Electrical and Instrumentation

- No issues were visually observed or provided by local personnel.

Structural and Architectural

- No issues were visually observed or provided by local personnel.

3.3 Linear Assets

The linear assets were assessed qualitatively based on the records available. The Town consists mainly of asbestos-cement (AC), polyvinyl chloride (PVC) and High-Density Polyethylene (HDPE) mains in sizes ranging from 65 mm (3 in) to 300 mm (12 in). Based on information provided by the Town, mains installed after 1978 are primarily PVC.

The oldest available records found during the background investigation do not specifically indicate which sections of the water and sewer systems are AC pipe or whether other pipe materials are used. The 1983 General Plan indicates that the water distribution piping is AC pipe which is typical for this era. However, there is no mention of sewer pipe material which could potentially include clay tile, concrete, and iron (ductile or cast) common for that period of time. Based on operator history with system repairs, it was indicated that AC pipe was the primary material. For the purposes of this analysis, AC pipe is considered the primary material for both systems, but various other materials may be present.

PVC pipe, generally the youngest portion of both systems, does not appear to be deteriorating significantly, and though domestic studies are lacking, European studies indicate this material may be expected to provide well beyond 100 years of service⁴. Pipe failures and leaks are typically due to soil movement or poor installation and will be identified typically within a few years of installation.

AC pipe was a standard pipe material for potable water and sewer mains across Canada in the 1940s–1960s before it fell out of use in the 1970s-1980s due to health concerns related to asbestos. It is a highly variable and complex pipe product that gains its properties through specific manufacturing processes and chemical reactions between the various raw materials which changed over the decades from when it was first introduced. As AC pipe formulations varied by manufacturer, due to proprietary mixtures, admixtures, and production methods, one company's pipe could differ significantly from another's. Fortunately, the number of suppliers serving Western Canada at the time was small. In the 1960s, two companies were known producers of AC pipe in Canada: Johns-Manville and Atlas Asbestos Company. Johns-Manville operated a manufacturing facility in Alberta, making it highly likely that the Town's AC pipes originated from this supplier.

AECOM has previously completed a comprehensive assessment for the City of Winnipeg to better understand the long-term performance of AC pipes that were installed between the 1940's to 1980's. The study included a sampling program that tested AC pipes removed during water main replacement projects across the City. Given

⁴ 100 years lifetime of plastic pipe - Commissioned by the European Plastic Pipes and Fittings Association

that Johns-Manville was the main supplier of AC pipes for both the City and Town and were installed during the same timeframe, the findings from this study can be reasonably compared.

Results from the Winnipeg program showed that AC mains in service for decades were generally in good structural condition and capable of providing many additional years of reliable service. The average timelines for the sampled mains to decline to the minimum strength required for Class 150 pipe, in sizes from 150mm to 300mm, ranged from 81 to 98 years. These projections are considered conservative, as Class 150 strength requirements include substantial safety factors and actual field conditions typically impose lower stresses. The average time to deteriorate to a typical trench load (i.e. soil pressure outweighs pipe strength), for the same sizes, was 112-146 years.

Cement pH testing showed evidence of chemical alteration from the exterior; however, hardness testing confirmed that the degree of degradation remains minor. Nearly all collected pipe samples, including thinner machined sections, still exceeded the minimum strength requirements for new Class 150 pipe, and more than half even surpassed the minimum requirements for Class 200 pipe.

The oldest water and sewer pipes in Town date back to around 1960, making them approximately 65 years old. The Town also generally has more favourable sandy soil conditions than Winnipeg. Information provided by the Town indicated that breaks are infrequent and typically due to soil settlement or broken services in select areas of Town. Due to the Town’s break history, reasonable water/soil conditions, and the results of the Winnipeg AC Pipe Assessment, AC pipes in the Town are likely still in good condition and capable of providing many more years of service. Given their current performance and expected longevity, these pipes can be operated on a run-to-failure approach, with repairs completed when issues arise.

3.3.1 Water Distribution System & Trucked Services

Based on the available record information and staff feedback, the graphs in Figure 3-5 show the percentage of water distribution pipes by diameter and material type. The approximate length of piping estimated is 28,294 linear metres.

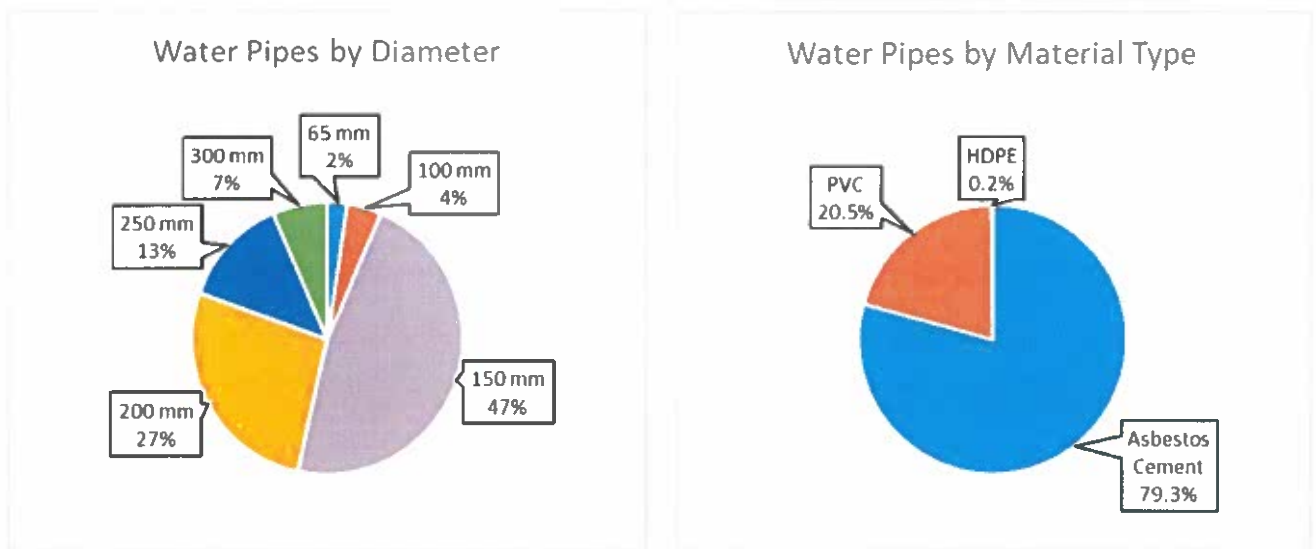


Figure 3-5: Water Pipe Distribution by Diameter and Material

Generally, only minor replacements and upgrades have been completed since the Town's last big expansion which was the Towering Pines and Frontier Village subdivisions in 1983. The only major replacement program with available records was in 2018 which replaced a key area in the community core along McDougal Road, Breynat St, and Mercredi Ave adjacent to the Water Tower and Tower Pumphouse, with new 300mm PVC mains.

Other replacements of the water mains haven't been documented in detail, but operator experience has confirmed that consistent service failures have occurred along York Crescent near Highway No. 5 due to consistent soil settlement issues including manhole and valve boxes sinking.

Service failures and breakages have also been noted to occur on the East side of town around Polar and Pine Crescent which includes a valve chamber that is inoperable on Pine Crescent. This valve is the sole isolation for a majority of the homes on the east side of Town. Generally, the Town is lacking in sufficient isolation control for the piped system which leads to the loss of service and/or boil water advisories for more homes than necessary when completing repairs or maintenance.

While most buildings are on a piped water distribution system, approximately 5-10% of the Town (approx. 60-70 buildings) are serviced by water trucks. These buildings are generally located in areas where the piped system is not available such Bell Rock, the industrial areas along Highway No. 5, TDN, and various homesteaders.

The water trucks and truck-fill buildings were not assessed as part of this evaluation and no issues have been recorded.

The Town owns and operates one water hauling truck with 2500 US/gal capacity. Water trucks are filled from the Tower Pumphouse before delivery. The Town also allows private contractors to fill water trucks on a case-by-case basis. The water trucks and cisterns were not assessed as part of this evaluation.

3.3.2 Sewer Collection System & Trucked Services

Based on the available record information and staff feedback, the following graphs show the percentage of sewer collection pipes by diameter and material type.

The approximate length of piping estimated is 22,422 linear metres.

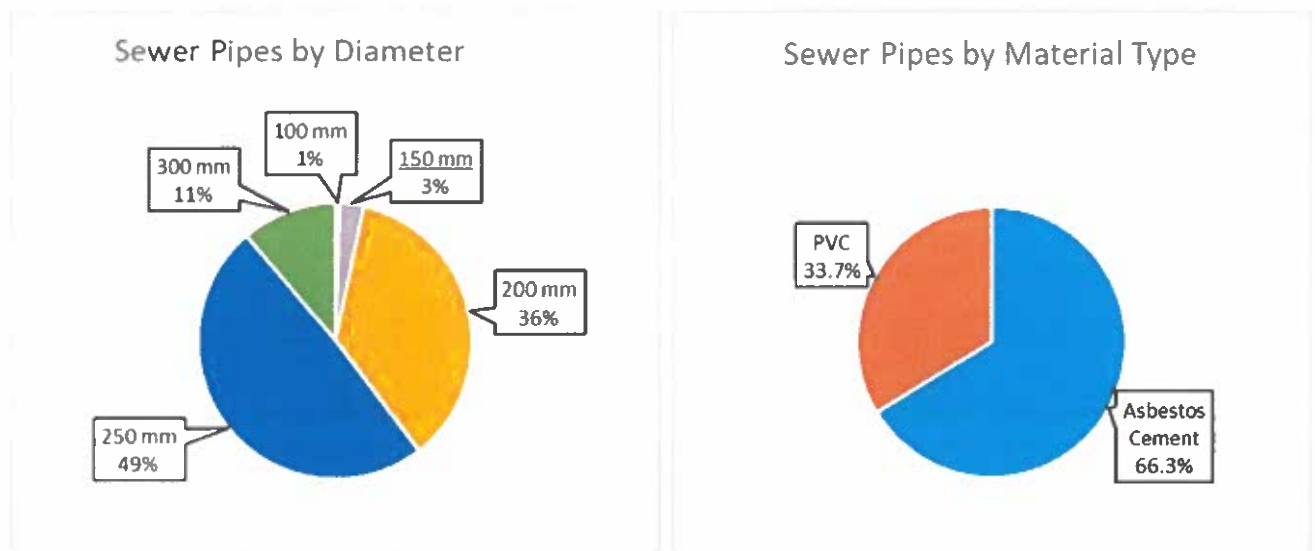


Figure 3-6: Sewer Pipe Distribution by Diameter and Material

Replacements and upgrades have been completed in parallel to the water distribution work as outlined above. While most buildings are on a piped sewer collection system, approximately 5-10% of the Town (approx. 60-70 buildings) are serviced by sewage pump out trucks. These buildings are generally located in areas where the piped system is not available, such as Bell Rock, the industrial areas along Highway No. 5, TDN, and various homesteaders.

In regard to the piped system, the area in the south-west of town as shown in the Issues Map in Appendix A, has a history of breakages of services and manholes from settlement. Specifically, one manhole on Raven Street is structurally compromised due to settlement and requires repair or replacement. Its deterioration is contributing to ditch erosion and road subsidence, resulting in pavement damage. Additionally, the defect is allowing sand to enter the sewer system, which increases the risk of blockages and reduced system efficiency. Otherwise, pipe condition is stable throughout the community outside of specific settlement issues in the above noted areas.

The forcemain from the Main Lift Station has been requiring increasing maintenance over the last years, resulting in several emergency repairs. Specifically, the valve chamber connecting the Towering Pines LS and Main LS includes backflow preventer valves and fittings that are degrading and not working as intended along with chamber structural concerns.

The Town owns and operates two sewage pump-out trucks with 2500 US/gal capacity each. Sewage is collected approximately one day a week and discharged into the lagoon. The Town also accepts private contractors to discharge sewage trucks into the lagoon. The sewage trucks and septic tanks were not assessed as part of this evaluation.

The lagoon influent, including both piped and truck discharge, is not metered so a comparison of flows cannot be accurately evaluated. Only the discharge from the lagoon is recorded.

4. Long Term Needs Analysis

4.1 Population Projections

The current population and projected growth for the water and sewer system includes not only the Town but adjacent communities such as SRFN and TDN along with a variety of homes in outskirt areas such as Bells Rock. Population statistics from governmental agencies and existing reports are compiled to develop low, medium, and high growth projections over a 20-year horizon.

4.1.1 Town of Fort Smith

Historical population data for the Town was available from the NWT Bureau of Statistics and Statistics Canada. These datasets varied in terms of the latest population numbers, methodology, demographics, and available data. The most recent NWT Bureau of Statistics datapoint was 2,459 people in 2024 while Statistics Canada noted 1,794 people in 2021 from the federal census.

To compare various potential growth rates, the previous 5-yr (2024-2019), 10-yr (2024-2014), and 20-yr (2024-2004) historical populations were averaged annually and used to extrapolate to 2045. Additionally, the NWT Bureau of Statistics provides their own future projections based on recent trends and demographic shifts with the next 20 years, showing an annual average rate of -0.85%.

The growth projections for each source and their respective populations out to 2045 are tabulated in Table 4-1 below.

Table 4-1: Fort Smith Population Projections

Source	NWT Bureau of Statistics (Projections)	NWT Bureau of Statistics (Historical Data Trends)			Statistics Canada		
	Time Period	5-yr	10-yr	20-yr	5-yr	10-yr	20-yr
Growth Rate	-0.85% (Average)	-1.09%	-0.68%	-0.05%	-2.45%	-1.53%	-1.82%
Population							
2021	2563	2563	2563	2563	1794	1794	1794
2024	2459	2459	2459	2459	1435	1562	1520
2030	2336	2302	2360	2451	1267	1446	1387
2035	2237	2179	2281	2445	1267	1446	1387
2045	2053	1952	2130	2432	989	1239	1154

For a conservative estimate, the 20-yr projection based on the NWT Bureau of Statistics historical data is used for future capacity assessments.

The population estimates for Fort Smith do not delineate between trucked service and piped system users. However, in discussion with the operations team and review of truck usage, the total truck service population is between 5%-10% of the population (e.g. approximately 60-70 households).

4.1.2 Salt River First Nation

The Scout Engineering and Consulting *Housing Needs and Demand Analysis Report* dated June 2018 determined the need for 124 on-reserve homes in the future to account for members moving onto reserve from Fort Smith, returning from other communities, growing families, and reducing the current overcrowding. Out of a previous demographics study, "Scenario 9" was determined as the most likely population growth scenario, as shown in Table 4-2 below.

Table 4-2: SRFN Population Projection

Year	Population (Scenario 9)
2021	74
2026	123
2031	176
2036	234
2041	296
2045	358 (projected)

To extrapolate out to 2045, the average growth rate between the previous two data points (2036-2041) was calculated as 4.8% and assumed consistent into the future.

While many future residents of SRFN already reside in Fort Smith, the uncertainties within the demographic studies and existing census data do not provide enough clarity to determine an accurate credit against the Town's population (i.e. decrease in Fort Smith population to account for SRFN increases). The total population of SRFN is included on top of the total population of Fort Smith as a conservative estimate.

For the purposes of this report, the population of SRFN are all assumed to require piped services.

4.1.3 Tthebatthie Denesųliné Nation (TDN)

Population projection for TDN (formerly Smiths Landing First Nation) is based on Scout Engineering and Consulting *Water and Wastewater Servicing Feasibility Study Technical Memorandum* dated March 2025. The memo has assumed a historical 15-year growth rate of 2%, derived from door-to-door census data to the reported 2024 population of 74. We have assumed the same 2% growth rate for the 25-year planning horizon.

Table 4-3: TDN Population Projection

Year	Population
2024	74
2025	91
2029	99
2034	109
2039	120
2044	133

A discrepancy was noted in the report between 2024 and 2025 where the population increases approximately 23%. Due to the minor change in population and for the purposes of this assessment, the conservative population projections are maintained.

The TDN community is further split into three areas: Bordertown, Halfway, and Fitzgerald. Based on the *Water and Wastewater Servicing Feasibility Study Technical Memorandum*, both Halfway and Fitzgerald will remain as trucked service communities while Bordertown is currently being assessed to switch to fully piped service, which is assumed for a conservative estimate.

4.1.4 Other Developments

4.1.4.1 General Housing Needs

The Town completed a *Housing Needs Assessment* in 2023, which identified significant structural and market challenges within the community's housing supply. The current housing stock is heavily weighted toward single detached dwellings, representing approximately 77 percent of all units. More than one third of households consist of two persons and approximately 25 percent are one person households, yet only 6.2 percent of dwellings are one-bedroom units. This mismatch between household size and available housing types contributes to affordability and suitability pressures. Residents consistently reported frustration with the rental market, including high rental costs and limited availability. These conditions create barriers for young professionals, single individuals, lower income households, and those seeking transitional housing before entering homeownership.

At the time of the Housing Accelerator Funding Report in 2024, there were 33 households on the Fort Smith Housing Authority public housing wait list. An informal 2023 survey by the Government of the Northwest Territories identified a need for 40 additional market rental units in Fort Smith to accommodate staff. The Northwest Territories Bureau of Statistics 2019 Community Survey indicated that 7.4 percent of households in Fort Smith, or about 60 households, include someone who is unable to obtain housing elsewhere.

4.1.4.2 Aurora College

The Thebacha Campus in Fort Smith is the largest campus of Aurora College and is its administrative centre. It is in the south-west area of Town, within the Klondike/Caribou Lift Station catchment area. The GNWT released a *Polytechnic University Facilities Master Plan* in 2022 which outlined proposed transformations aimed to elevate the student experience.

This includes new, purpose-built student residential facilities for approximately 100 units, spread between dormitories (40), single's apartments (16), family apartments (10), and townhouse-style apartments (34). Additionally, a longer-term goal includes 10 staff housing units. Currently, no immediate developments are underway.

4.1.4.3 Fort Smith Métis Council

The Fort Smith Métis Council owns various undeveloped and developed lots within the Town. They currently operate 5 affordable housing units within the Klondike/Caribou Lift Station catchment area.

Under the National Housing Strategy, the federal government has developed a Métis Distinction-Based Housing Program to address chronic housing shortages, affordability issues, and homelessness among Métis citizens. The Métis Council has identified plans to leverage this initiative to develop a 25+ unit residential subdivision west of Caribou Crescent (Plan 4389 Lot 1822) within the next 15-30 years once agreements and funding are arranged.

4.1.4.4 Airport Lands

The Fort Smith Airport, along with facilities located on the airport lands (see Figure 1-1 for delineation), are under the jurisdiction of the GNWT. The water/sewer assets associated with this land were not assessed in detail and capacity/condition information is based on stakeholder feedback only.

The airport lands are currently supplied by a single 200mm water main with hydrants near the airport and piped water services only for the airport terminal and airport maintenance garage. All other buildings are truck serviced, if serviced at all. In discussions with Town operators and the GNWT facility manager, there is no clear delineation of responsibility with who maintains the hydrants and performs the required maintenance (e.g. flushing).

An Airport Lift Station services most buildings with water service (piped and trucked) and pumps into a 150mm forcemain that is routed east along McDougal Rd before tying into the forcemains from Towering Pines Lift Station and Frontier Village Lift Station before discharging into the Lagoon. The GNWT owns and manages the Airport Lift Station and noted that it is currently not operational due to failures. The wetwell is used as a sewage holding tank that is emptied via septic truck frequently. This lift station is intended to be fully replaced in 2025 with capacity for future development as outlined below.

The GNWT is developing a Fire Centre on this land in the next few years to serve as a hub for forest fire personnel and administration in the region. This facility is intended to combine various offices around Fort Smith into one location with approximately 100 staff. This facility is expected to tie into the new Airport Lift Station for sewer service and have a new piped water connection with a sprinkler system. As this was noted to be mostly a conglomeration of existing offices in Town, the effect on overall water/sewer capacity is likely to be slight or negligible. However, there may be localized water pressure/flow concerns depending on available hydrant flows nearby and whether an individual sprinkler/fire pump is planned for the facility. Given that the airport lands are the furthest location in the distribution system, a fire pump should be included in the building to reduce the impact on the Town's system.

The GNWT is also planning on relocating the existing Heli-base from along Highway No.5, near the Klondike/Caribou Lift Station, to the airport land beside the runway. The only building identified as requiring water/sewer service is a small crew shack which would be truck serviced only and therefore have negligible capacity impact.

4.2 System Capacity

Historical data including water and sewage records, metering records, operator logs, truck fill records, and other monitoring data were assessed to calculate historical water use and project future demands based on the projected population. In addition, average total water usage and sewer flow per capita will be established in accordance with GNWT Department of Municipal and Community Affairs (MACA) guidelines and industry best practices.

4.2.1 Water

For the purposes of this assessment, a per capita water usage rate will be used to determine average day, maximum day, and peak day demands that will be compared to high level system capacity as hydraulic modeling is not available or part of this assessment.

4.2.1.1 Guideline

Various guidelines have been utilized for design criteria and capacity analyses in previous reports. This includes the Indigenous Services Canada (ISC) *Operating Guidelines* for on-reserve systems as well as the Alberta Environment and Parks (AEP) *Standards and Guidelines for Municipal Waterworks, Wastewater and Storm Drainage Systems*. However, based on experience and the unique infrastructure requirements in the NWT, the 2017 MACA *Good Engineering Practices for Northern Water and Sewer Systems* (MACA Guidelines) was selected as the design standard for this evaluation.

The MACA Guidelines provide standard water demand rates and factors for use in communities within the NWT. The Average Daily Demand (ADD) for residential usage is 90 lpcd (litre per capita per day) for trucked services and 225 lpcd for piped service. The ADD for total community use varies with the extent of non-residential activities (i.e., commercial and institutional and industrial) in the community. The non-residential activities tend to increase in proportion to the population of the community. For a population of 2,000 to 10,000 people, the guideline provides the following formula:

$$\text{Total Water Use (ADD)} = \text{Residential Usage} \times [-1.0 + (0.323 \times \ln(\text{Population}))]$$

Additionally, the guideline provides a factor of 2x ADD to determine the Max Day Demand (MDD) and a factor of 3x ADD for the Peak Hour Demand (PHD)

Using the population projections outlined above and the trucked vs piped service usage is summarized in Table 4-4 below. The corresponding total water use required for the Fort Smith system is summarized in Table 4-5.

Table 4-4: Projected Total Served Population

Population	2025	2030	2035	2045
Fort Smith				
Piped	2335	2328	2323	2310
Trucked	123	123	122	122
Subtotal (A)	2458	2451	2445	2432
Salt River First Nation				
Piped (B)	111	164	222	358
Tthebatthie Denesųliné Nation				
Piped	68	76	84	102
Trucked	23	24	27	33
Subtotal (C)	91	100	111	135
Total Population Served (A+B+C)	2660	2715	2778	2925

Table 4-5: Estimated Water Use

Water Use	2025	2030	2035	2045
<u>Average Day Demand</u>				
Total Truck Demand (L/day) (A)	13,140	13,230	13,410	13,950
Total Piped Demand (L/day) (B)	565,650	577,800	591,525	623,250
Total Residential Demand (L/day) (A+B)	578,790	591,030	604,935	637,200
Average Day Demand (L/day) (Equation)	895,506	918,351	944,439	1,005,425
Average Day Demand (L/s)	10.4	10.6	10.9	11.6
Average Day Demand (Lpcd)	337	338	340	344
<u>Max Day Demand (L/s) (2xADD)</u>	20.7	21.3	21.9	23.3
<u>Peak Hour Demand (L/s) (3xADD)</u>	31.1	31.9	32.8	34.9

The above rates are considered conservative based on the worst-case Fort Smith population scenario (i.e. highest growth) and assuming that both TDN's Bordertown area is connected via a piped service and SRFN continues to develop housing as projected.

4.2.1.2 Historical Water Usage

To validate the calculated Guideline rates, historic water usage was evaluated using the Town's Water Licence reports for monthly and annual values. As there are no digital historical trending or logs in the control system, operators record the cumulative flow daily from the raw water flow meter (SNP Station 567-1) on paper and upload the scans into the operations computer for future licence submissions. Thus, the accuracy of the reported values should be considered when reviewing the noted values. A summary of these available water records from 2014-2024 are tabulated in Table 4-6 below.

Table 4-6: Water Licence Historical Water Usage

Year	Population	Raw Water Use		per capita usage (Lpcd)
		m3	L/day	
2014	2,633	297,693	815,597	310
2015	2,630	300,552	823,430	313
2016	2,743	304,700	834,795	304
2017	2,715	300,178	822,405	303
2018	2,665	286,482	784,882	295
2019	2,598	376,771	1,032,249	397
2020	2,613	373,015	1,021,959	391
2021	2,563	411,477	1,127,334	440
2022	2,520	431,905	1,183,301	470
2023	2,470	566,441	1,551,893	628
2024	2,459	436,122	1,194,855	486
Average	-	351,890	964,081	371

The 2023 record is noted to be significantly higher than other years and is attributed to the fire fighting efforts required to combat a large wildfire that occurred over that summer, requiring an evacuation of the Town. The data for that year is excluded from the annual average. Based on the 2014-2024 records, the average annual raw water use is 964,081 L which equates to the per capita usage of 371 L/capita/day (Lpcd).

It should be noted that the data refers to raw water use only and not treated water delivered to users. There are expected losses from wastewater generated within the treatment plant (e.g., backwash), leaks in the distribution system, or unmetered use. For a small community and simple treatment process, water loss can be expected between 5%-15%. Considering these losses, the historic water usage correlates with the calculated use using the Guidelines. AECOM recommends a total community use of 350 lpcd for assessment assuming the addition of piped service TDN and SRFN.

4.2.1.3 Water Infrastructure Capacity

The capacity of the water infrastructure is assessed at a high level using available records and nameplate information for major pumps and process equipment. Hydraulic modelling and detailed capacity calculations were not included in this assessment.

Water Treatment Plant

- The clarifier is rated for approximately 55 L/s (3300 L/min).
- The filters are each rated for 28 L/s (1667 L/min) with at least two operational at a time for a total rating of 56 L/s (3334 L/min)
- The Distribution Pumps providing flow to the Town as well as the Water Tower/Reservoir are rated for 55 L/s (3300 L/min) each, with only one operating at a time.
- The backwash pumps, chemical packages, and auxiliary systems are assumed to meet the design rating of the above units.

Pond Pumphouse

- The decant pumps supplying raw water from the settling ponds into the treatment process are rated for 55 L/s (3300 L/min) each, with only one operating at a time.

Tower Pumphouse

- The fire/standby pump utilized in power failure scenarios and when a significant fire flow is required, is rated for 153 L/s (9200 L/min).
- The Tower Pumps, used to fill the Tower from the Reservoir and support distribution to the town supply, are rated for 35 L/s (4200 L/min) each, with only one operating at a time.

Based on the available records and water demand estimates, the existing system capacity is adequate to supply the Town as well as the projected SRFN and TDN communities with piped service. The limiting factor being the remaining service life of the existing equipment.

4.2.1.4 Treated Water Storage Capacity

A summary of the available treated water storage for the Town is shown in Table 4-7.

Table 4-7: Treated Water Storage Capacity

Storage	Volume (m ³)
Clearwell	300
Water Tower	380
Water Reservoir	1,890
Total Storage	2,570

MACA guidelines for piped system storage capacity are used to calculate the required storage. The criteria include:

- Fire flow storage (A), The guideline Fire Underwriters Survey (FUS) in its “Water Supply for Public Fire Protection” recommends a baseline minimum of at least 1,000 L/min for two hours, or 2,000 L/min for one hour, in addition to any domestic (normal) consumption water-supply for a community's public fire protection.
- Equalization storage (B), considered to be 25% of the MDD. This accounts for day-to-day fluctuations in the reservoir level, particularly for short-term, high-demand flows.
- Emergency Storage (C), considered to be 30% of ADD.

Table 4-8 summarizes the reservoir sizing calculations based on the 2025 and 2045 ADD and MDD flows.

Table 4-8: Required Storage Capacity

Parameter	2025	2045
ADD (L/s)	10.4	11.6
MDD (L/s)	20.7	23.3
Governing Fire Flow Requirement	1000 LPM for two hours	1000 LPM for two hours
A - Fire Flow Storage (m ³)	120	120
B - Equalization Storage (m ³)	447	503
C - Emergency Storage (m ³)	270	301
A + B + C = Total Reservoir Capacity Required (m ³)	837	924

Based on the above calculation, the existing Water Reservoir and Water Tower have adequate capacity.

4.2.2 Settling Ponds

The settling ponds were originally sized to treat a volume of water corresponding with the average daily water consumption, plus one week of sludge accumulation storage volume. The average daily flow assumed was 1,620 m³/day or 18.8 L/s. As this flow is lower than the projected average daily flow for 2045 of 11.6 L/s, the settling ponds can provide sufficient capacity.

4.2.3 Wastewater

The Town's operators record the lagoon effluent volume released back to the Slave River (at SNP station 567-2) via measurement of a V-notch weir. This data was available in the Town's Water Licence reports for monthly and annual values. Similar to the raw water records at SNP 567-1, there is no digital historical trends or logs in the control system, operators record the cumulative flow in regular intervals from the V-notch weir on paper and upload the scans for future licence submissions. Thus, the low accuracy of the reported values should be considered when reviewing the noted values. A summary of these available water records from 2014-2024 are tabulated below.

Table 4-9: Water Licence Historical Sewage Effluent Volumes

Year	Population	Sewage Effluent to River		per capita flow (Lpcd)
		m ³	L/day	
2014	2,633	226,000	619,178	235
2015	2,630	214,000	586,301	223
2016	2,743	327,700	897,808	327
2017	2,715	217,000	594,521	219
2018	2,665	181,000	495,890	186
2019	2,598	192,000	526,027	202
2020	2,613	191,903	525,760	201
2021	2,563	208,258	570,569	223
2022	2,520	178,700	489,590	194
2023	2,470	152,530	417,890	169
2024	2,459	165,622	453,759	185
Average	-	204,974	561,572	215

It is relevant to note that these values do not equate to the total sewage deposited into the lagoon as it doesn't account for sludge and evaporative losses or precipitation. Sewage collected and deposited into the Lagoon is not metered by source so therefore the total volumes recorded are not entirely accurate. For the purposes of the water licence, the volumes deposited into the Lagoon were estimated to be equal to the raw water volumes as a worst case (i.e. raw water in = sewage out).

For the purposes of this evaluation, it is similarly assumed that wastewater production is 100% of raw water use. This is considered conservative based on available effluent flow data, which shows a reduction in wastewater flows when compared to water consumption rates. Therefore, AECOM recommends a wastewater flow of **350 lpcd** assuming the addition of piped service for TDN and SRFN.

The peak hourly flows for sewer are based on factors established in the Guidelines. The minimum peak factor calculated for the current population is approximately 1.25. However, based on the water usage and similar experience in nearby communities, a peaking factor of 2 is assumed for this assessment. Therefore, a peak flow of **700 lpcd** for wastewater is assumed.

4.2.3.1 Wastewater Infrastructure Capacity

Lift Stations

The capacity of the lift stations was not assessed in depth at this stage as the total population of the Town is generally steady into 2045 and developments are generally spread throughout the Town, except for major Aurora College and Fort Smith Metis Council plans in the Klondike/Caribou Lift Station catchment area. No current capacity concerns have been identified by operations.

General population increases are being driven by the addition of SRFN and TDN services which are separate community areas that would have their own dedicated systems. SRFN already has a Lift Station and forcemain that discharges directly into the lagoon, separate from the existing Town forcemain.

The Klondike/Caribou Lift Station catchment area will be a key factor in delivering the approximately 135 new units (100 student units, 10 staff units, and 25+ Metis units) required in the Town as part of the communities housing needs outlined above. The lift station currently serves approximately 118 housing units, not including various commercial and industrial businesses along with Aurora College, South Slave Research Centre, and the GNWT Highways Camp. Adding these additional units would require larger pumps and potential further upgrades to the lift station electrical. However, given the already very poor condition of the station, it is likely a complete replacement will be required in the short-term to provide proper reliability.

In terms of TDN, the projected piped sewage flows are minor compared to the Town flows and a dedicated lift station is assumed to be developed in Bordertown to manage those flows. The only major impact to the system will be the location of discharge into the Town's existing system. Depending on the location of connection, either at the nearest lift station (Pelican/Primrose) or closest residential main/manhole, a hydraulic analysis will need to be completed to understand the downstream impacts in the trunk sewer mains and Main Lift Station.

Lagoon

The lagoon capacity is based on a number of factors including organic loading rate, hydraulic retention time, and the influent wastewater characteristics. In discussions with the Town, the lagoon capacity was last assessed during the design development of the SRFN Phase 1 Subdivision in the early 2020's, which incorporated approximately 39 lots and a dedicated lift station and forcemain to the lagoon. At that time the Lagoon was determined near capacity once all lots were connected. Given that the Town population has remained steady, the assessment is limited to evaluating the current effluent quality against the required limits to understand whether performance is still adequate.

The current effluent quality limits for discharge (SNP Station 567-2) from the Water Licence are outlined below in Table 4-10. The average concentrations listed for TSS and BOD are an arithmetic average of any four consecutive monthly measurements; the faecal coliform average listed is the geometric mean of any four consecutive monthly measurements.

Table 4-10: Current Water Licence Lagoon Effluent Limits

Parameter	Limit
Biological Oxygen Demand (BOD)	300 mg/L
Total Suspended Solids (TSS)	200 mg/L
Fecal Coliforms (FC)	1,000,000 CFU/100mL
Oil and Grease	No visible sheen
pH	6 - 9

The water licence, originally authorized in 2011, requires an update in 2026 that may bring in updated effluent quality parameters that are much lower than the current limits based on latest research and standards.

The Department of Fisheries and Oceans (DFO) enacted Wastewater Systems Effluent Regulations (WSERs) in 2012, based on recommendations developed by the Canadian Council of Ministers of the Environment (CCME). The MACA guidelines current list these criteria. Under the new WSERs, the Northwest Territories, Nunavut and the areas of Quebec, Newfoundland, and Labrador north of the 54th parallel (collectively referred to as the Far North) are currently exempt. However, the NWT land and water boards routinely use WSER limits as benchmarks for licensing.

While the WSER does not address fecal coliforms (FC), general practice for stringent limits is ≤ 1000 CFU/100mL with limits as low as 200 CFU/100mL in some provincial jurisdictions. However, FCs are determined via exposure pathways and are developed based on a site-specific risk approach that considers dilution/mixing in the river. This limit is a general practice and actual limits and are determined by the water board.

Additional limits for nitrogen and phosphorus may also be evaluated depending on the regulatory authority's review of past effluent quality records and comparison to other communities. With respect to the average residual chlorine standard, chlorine disinfection is not currently or planned to be practiced so is not expected to impact operations.

The 2014 *Town of Fort Smith Ammonia Discussion Paper* provides a comprehensive overview of impacts to the lagoon from WSER regulations and the contemplated additional parameters from the last licence renewal process that contemplated parameters including total phosphorus, nitrate + nitrite, nitrite, and ammonia. There was no effluent limit set for these parameters from the result of this paper, but ongoing sampling has been stipulated for ammonia and phosphorous to develop a baseline of data for potential future licence requirements. The understanding is to reevaluate these limits once regulatory agencies provide clarity on introduction of WSER limits in the Far North.

Table 4-11: Potential Future Lagoon Effluent Limits

Parameter	Limit	Source
Biological Oxygen Demand (BOD)	N/A	Replaced with cBOD
Carbonaceous Bio. Oxygen Demand (cBOD)	≤ 25 mg/L	WSER (average)
Total Suspended Solids (TSS)	≤ 25 mg/L	WSER (average)
Un-ionized Ammonia (NH ₃ -N)	≤ 1.25 mg/L	WSER (max)
Residual Chlorine	≤ 0.2 mg/L	WSER (average)
Total Phosphorus (TP)	≤ 1.0 mg/L	Other Jurisdictions / General
Fecal Coliforms (FC)	< 200 CFU/100mL	Other Jurisdictions / General

A review of the water licence records for the last 5 years is summarized below for the currently known parameters of concern with maximum, minimum, median, and annual average values.

Table 4-12: Water Licence Historical Lagoon Effluent Quality

Year	Population	Value	cBOD	BOD	TSS	NH3-N	TP	FC
2024	2,459	Min	2	2	26	0.000	0.07	7
		Average	81	94	42	0.303	4.96	192,000
		Median	81	94	42	0.303	4.23	192,000
		Max	202	218	66	0.668	6.02	580,000
2023	2,470	Min	24	26	28	0.073	3.75	2000
		Average	116	131	80	0.131	6.58	316,273
		Median	114	118	42	0.149	6.41	190,000
		Max	216	271	340	0.403	8.17	1,080,000
2022	2,520	Min	20	16	22	0.050	2.74	700
		Average	109	99	49	0.112	5.04	134,518
		Median	118	111	38	0.170	4.98	25,000
		Max	222	170	96	0.683	6.10	560,000
2021	2,563	Min	12	16	24	0.068	3.64	1000
		Average	79	80	77	0.138	5.10	108,673
		Median	64	69	46	0.175	5.23	26,000
		Max	186	176	293	0.387	6.90	760,000
2020	2,613	Min	12	13	14	N/A	3.83	200
		Average	94	100	56	N/A	6.10	163,473
		Median	96	106	33	N/A	6.67	65,000
		Max	200	213	177	N/A	15.90	1,000,000
2019	2,598	Min	20	22	16	0.090	3.54	100
		Average	100	105	47	0.135	4.57	90,550
		Median	59	64	52	0.285	4.57	14,500
		Max	260	263	76	1.290	5.63	260,000

As shown above, the current lagoon performance generally meets the current water licence requirements, except for a few outliers. However, when reviewing the reported results against the potential future limits, the current lagoon, based on only annual averages, would only meet the performance standard for un-ionized ammonia and not standards for cBOD, TSS, and TP.

Considering such high effluent rates currently, it is expected that the new water licence will impose stricter limits, and a comprehensive evaluation of the lagoon will be required to understand which modifications are required such as additional cells, aeration, and/or tertiary treatment. If the lagoon requires expansion, then a relocation of the lagoon out of the slide zone may likely be required based on the current location risk and lack of expansion area due to housing off-set requirements.

5. Strategic Plan & Roadmap

The strategic plan outlined below provides guidance on recommended projects based on the condition assessment, background documents, and stakeholder feedback results as well as their estimated opinion of probable costs and timeline. Capital cost estimates are based on the latest available NWT and Fort Smith construction tenders and AECOM experience with an average cost escalation of 5% per year.

5.1 Short Term (2026-2030)

5.1.1 Water Tower Inspection

Due to the age of the Water Tower, lack of previous inspection records, and criticality of operation, a comprehensive interior and exterior inspection should be completed as soon as reasonably possible. This should be carried out by an experienced water tower inspection firm with appropriate climbing and fall protection gear/procedures, remotely operated vehicles (ROV) for an interior inspection with proper disinfection protocols, as well as drone for exterior pictures where inspectors cannot reach. The outcome of the inspection should include recommendations and costs for replacement, refurbishment, and/or demolition.

The opinion of probable cost for the **Water Tower Inspection** is \$40,000 in 2026 dollars.

5.1.2 Lagoon Upgrade Study

The Town's water licence is up for renewal in 2026 which will likely result in more stringent lagoon effluent water quality limits. Based on current lagoon sampling history, it cannot meet the current WSER limits for TSS, cBOD, and TP which is used as the benchmark for licensing. However, as these limits are not in full effect in the NWT, the MVLWB may provide more lenient limits based on site specific risks and environmental impacts.

Regardless of the exact limit, it is expected that upgrades to the lagoon should be expected in the short-to-medium term. A lagoon study will be required to understand the upgrade options and relative costs, similar to what was provided in 2014 within the 2014 Ammonia Discussion Paper. For the purposes of this plan, a budget for a lagoon study is summarized below.

The opinion of probable cost for the **Lagoon Upgrade Study** is \$60,000 in 2026 dollars.

5.1.3 Tower Pumphouse Refurbishment & SCADA Upgrade

The Tower Pumphouse is in poor condition and considering the expected capacity increases from SRFN and TDN, should be upgraded to provide proper water distribution pressure, fire flows, and reliability. The following upgrades should be considered:

- Larger fire pump to improve hydrant flows and service SRFN and potentially TDN. This would include an automatic control system to activate the pump on low system pressure to reduce the need for manual operation.
- Larger tower pumps to supplement the WTP distribution pumps and support service for the future population increases from SRFN and TDN.
- New truck-fill metering system to better track delivery volumes and a filling platform for operators to safely fill the truck from the top and reduce backflow risks.
- Updated control system with level, flow, and pressure sensors to more effectively monitor critical components such as the reservoir, tower, and pumps. This could include a new standalone PLC and/or new SCADA program to allow for remote monitoring and control. This system should be designed to allow for additional connections from all other water/sewer facilities. Potential to locate the SCADA program at the WTP and connect via fibre

This refurbishment should be considered in conjunction with the Water Tower Inspection as the outcome of that assessment may conclude that a replacement is required. A replacement to the Water Tower could include a new tower or a conversion to a pumped-only distribution system which would necessitate pump upgrades at both the Tower Pumphouse and WTP as well as emergency power generators for on-demand backup power in case of failures. Once the tower inspection report is complete, a feasibility study should be developed to assess the most appropriate holistic upgrade approach for the Tower Pumphouse, Water Tower, and WTP. This would include a comprehensive water model of the Town, including on-site flow testing to calibrate the model, with various development projections including future TDN piped services.

The opinion of probable cost for the **Tower Pumphouse Feasibility Study** is \$100,000 in 2026 dollars.

Pending the outcome of the study, the following upgrade options may be required in the short-to-medium term with associated costs that includes detailed design and construction. Actual costs will depend on the selected option(s).

- Refurbishment of the Tower Pumphouse & SCADA upgrades
 - The opinion of probable cost is \$12.5M in 2026 dollars.
- New Water Tower
 - The opinion of probable cost is \$6.0M in 2026 dollars
- Refurbishment of the Water Tower
 - The opinion of probable cost is \$2.0M in 2026 dollars
- Demolition of the Water Tower
 - The opinion of probable cost is \$3.0M in 2026 dollars

The worst-case scenario would be a new water tower combined with a pumphouse refurbishment, estimated as a total of \$18.5M in 2026 dollars.

Once an approach is finalized, a preliminary design is recommended to be completed to define design criteria and sizing along with developing more refined cost estimate for capital funding applications. This would include field investigations such as geotechnical and environmental site assessments.

The opinion of probable cost for the **Tower Pumphouse Preliminary Design** is \$200,000 in 2026 dollars.

5.1.4 Klondike/Caribou Lift Station Replacement

The Klondike/Caribou Lift Station is in extremely poor condition and requires replacement in the short-to-medium term. Additionally, the catchment area is expected to receive significant housing investment in the medium-to-long term, and a capacity upgrade will be required. A replacement with the latest accessibility, maintenance, and safety measures should be considered. In discussion with the Town's operators, it is assumed that a submersible style lift station would be designed, similar to what has been develop for SRFN, complete with an emergency generator and remote monitoring/operation capabilities. However, the Town is open to developing an above-grade building to improve operator safety, maintenance capabilities, and reduce degradation of equipment in the long-term. The final lift station components will be finalized during preliminary design based on operator input and allowable budget. For the purposes of the below estimate, an above-grade structure to house equipment is included.

The opinion of probable cost for the **Klondike/Caribou Lift Station Replacement** is \$3.0M in 2026 dollars.

5.1.5 Small Capital / O&M Projects

In addition to the major capital projects proposed above, there are a variety of critical system upgrades/repairs that should be completed in the short-term that may not necessarily require unique funding avenues and could be completed within the Town’s current GNWT funding allowance.

5.1.5.1 WTP Clarifier Refurbishment

As outlined in the *2014 Water Treatment Plant Assessment*, and reconfirmed during the site visit, various parts of the Clarifier are significantly corroded and requires immediate replacement. Working with the original supplier or specialized contractor to refurbish the system with new, corrosion-resistant materials is recommended.

The original estimate to complete these repairs was approximately \$780,000 in 2014 dollars. Applying an estimated annual cost escalation rate of 5% would result in an opinion of probable cost for the **WTP Clarifier Refurbishment** of \$1.4M in 2026 dollars.

It is understood that the Town had previously allocated funding to complete the repairs outlined in the 2014 report but have not fully utilized the fund. It is recommended to utilize any remaining funding for this repair and reconfirm additional funding in the medium term to complete the various other refurbishments.

5.1.5.2 Forcemain Chamber Upgrade

The forcemain chamber and valves connecting the Towering Pines LS and Frontier Village LS forcemains is in poor condition. The fittings are leaking and the check valves are not maintainable due to the space constraints in the chamber. This is a critical junction whereas any backflow through the check valves will significantly affect pump operation at each station, limiting capacity. Leakage through the chamber has ongoing maintenance requirement and is detrimental to public health. The Town has expressed an immediate interest in replacing this chamber with a larger manhole with new valves and fittings.

A spot replacement of this chamber is recommended with an opinion of probable cost for design and construction of <\$150k in 2026 dollars. Currently, the Town has engaged engineering consultant WSP to determine next steps.

5.1.5.3 Water Distribution Isolation Valves

It has been noted that a lack of isolation valves throughout the community has been a major concern when performing spot repairs as large sections of Town must be shutdown or placed on boil water to complete minor fixes. A specific concern is noted in the around Polar and Pine Crescent which includes a valve chamber that is inoperable on Pine Crescent. Generally, it is recommended that isolation valves be placed every 120m to limit the impact of residents during shutdowns.

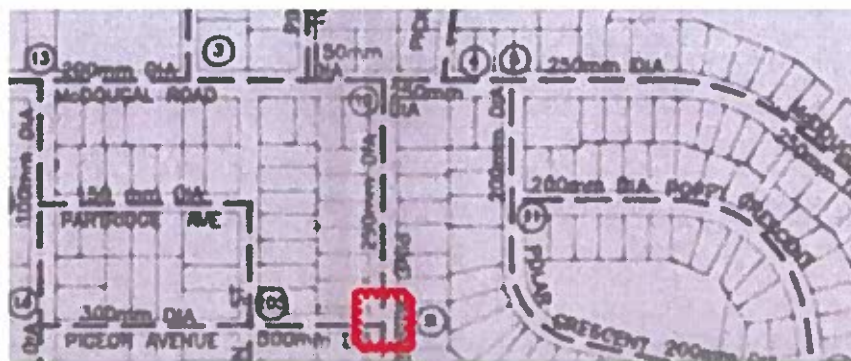


Figure 5-1: Pine Crescent Valve Chamber

It is recommended to expedite a replacement of the valve chamber on Pine Crescent, with an opinion of probable cost of <\$100,000 in 2026 dollars.

Additionally, operations staff should develop a priority list of isolation valves throughout the community based on ease of operation, condition, and criticality. Ideally this would be completed in parallel to the flushing program which may provide insight into areas of Town that would benefit from further isolation. From this exercise, a list of existing valves and new valve locations can be developed and prioritized for development/replacement based on available funding over the short and medium term.

5.1.6 Water/Sewer Main Inspection Program

Given the current performance and expected longevity of AC pipes in the community, water and sewer mains can be operated on a run-to-failure approach, with repairs completed when issues arise and upgrades planned based on capacity requirements. However, it is best practice to implement ongoing inspection programs to determine actual degradation across various areas of Town and to develop condition trends to support long-term capital planning.

5.1.6.1 Material Testing

To better understand structural capacity and long-term deterioration trends of AC pipe, the municipality should incorporate internal inspections and selective testing whenever a repair or upgrade is required across Town.

Various testing mechanisms are available to assess AC pipe with varying degrees of effort and cost. Generally, minimally invasive testing is the preferred method as there is reluctance for operators and contractors to work with AC pipe in ways that may impact their health and wellbeing (e.g. cutting and coring pipe).

Destructive methods, such as tensile splitting and crush testing, can provide more detailed strength information (i.e. is the pipe still rated for system loads) but require the removal and shipping of material to a qualified laboratory willing to handle this material, typically at a high cost. A lower-cost pH (phenolphthalein type) testing method can be used to assess the degradation of the pipe in the field but comes with greater health risk associated in working with the hazardous materials and does not provide any strength information.

Hardness testing provides a more qualitative indication of pipe condition, and is easier, safer and more rapid to perform. It can be readily performed in the field, externally at all locations where the pipe is exposed even while in operation, and internally where a valve, fitting or portion of the main must be removed for maintenance or repair, without the need to salvage specimens for testing in the lab. The test can provide similar information to pH testing but is safer to implement since it does not require the pipe to be cut for the test, and it does not require personnel to work with a hazardous chemical.

Using a Shore Durometer, suited for the pipe material, staff can routinely measure external pipe hardness at any exposed locations such as excavations, repairs, or capital works, as well as internal hardness when sections are removed during maintenance. Hardness values should be recorded alongside pipe attributes including location, diameter, age, wall thickness, and soil/environmental conditions to build a centralized dataset over time. This approach avoids the safety concerns and subjectivity associated with pH (phenolphthalein type) testing, while remaining simple enough for in-house staff to execute consistently. A small number of samples can be sent to specialized laboratories for crush testing to validate trends.

Data obtained from the Winnipeg AC pipe program shows that pipes exhibit an average internal hardness of 70 and an average external hardness of 89. Since the test data indicated that original pipe hardness was ~85, surfaces exhibiting hardness less than 85 would be considered to have deteriorated. In this respect, the monitoring of external hardness would be useful in identifying locations where the environment is locally aggressive to AC pipe. The lowest internal hardness observed was 58, which tested very near the minimum strength for Class 150 pipe.

Since it was determined that the pipes currently have a considerable corrosion allowance (roughly 5mm to 20mm), it is expected that the pipes may be allowed to deteriorate further depending on site specific constraints. While this data can be used as a starting point for the Town, actual soil and water conditions will vary and different thresholds are likely to exist.

Over time, correlating hardness data with observed deterioration and occasional strength testing will allow the Town to establish local performance benchmarks, define critical hardness thresholds, and make evidence-based decisions on renewal timing.

Direct costs to implement this program are minimal, with cost to procure one, or multiple, Shore Durometers approximately <\$5k in 2026 dollars. The major impact is on personnel time/effort to develop and maintain the inspection records with field work to be completed in parallel to existing repair activities.

5.1.6.2 CCTV Sewer Inspections

Closed-circuit television (CCTV) or advanced multi-sensor inspection (MSI) technologies are a common tool used by municipalities to understand the true condition of its sewer network. By providing direct visual confirmation of pipe defects such as cracks, joint separation, root intrusion, infiltration, and blockages, CCTV removes much of the uncertainty associated with buried infrastructure and allows for identifying early-stage deterioration before it leads to failure. The Town has previously completed CCTV inspections between 2000-2010 with localized repairs completed but this was a short-term or one-off program that has not be renewed since.

CCTV programs can be completed at a reasonably low-cost by operations staff with simple sewer cameras or using contractors. These programs are best implemented as part of a risk-based approach, targeting high-priority areas first such as older pipes, known problem locations, or critical conveyance corridors, before expanding into a system-wide program over time. The data can be used to develop sewer coding/rating using an industry-recognized system such as NASSCO's Pipeline Assessment Certification Program (PACP). From this, the Town can extract information such as deterioration rates and remaining service life, which directly inform capital planning. By strategically obtaining accurate CCTV data, potential replacement projects can be modified from a straight-up asset replacement to less costly sewer refurbishment options, including re-lining and other trenchless technologies that would stretch available funds further.

Costs to implement this program are variable, depending on the Town's appetite to self-perform or contract these services, frequency (i.e. annual or every other year), and the extent required (i.e. spot inspections or full system). At a minimum, direct costs to procure a sewer camera is <\$2k in 2026 dollars with cost to store data on Town servers or external drives not estimated. Utilizing other advanced MSI technologies can increase costs significantly which are not evaluated at this time and should be evaluated further before proceeding. At a high level, completing a full inspection of the Town would require a crew of two approximately 1-2 months of full-time effort depending on efficiency. Further discussion with the Town is required to properly estimate the costs for this program.

5.1.6.3 Hydrant Flushing & Testing

Hydrant flushing and flow testing programs provide critical insight into the operational performance and condition of water distribution systems. Routine flushing helps remove accumulated sediment, biofilm, and stagnant water, which improves water quality, reduces aesthetic concerns such as odour and taste, and maintains disinfectant residuals throughout the system. Flow testing, conducted during flushing or as a standalone activity, measures available flow and pressure, giving a direct indication of system capacity, restrictions, and fire flow availability. Together, these activities confirm whether infrastructure is functioning as intended, support fire protection requirements, and identify localized issues such as partially closed valves, tuberculated pipes, or undersized mains that may not be apparent through customer complaints alone.

Hydrant flushing requirements and guidelines are typically developed by various jurisdictions for their own systems but generally follow the requirements outlined in AWWA M20 (Water Chlorination/Chloramination Practices and Principles). Flushing programs can vary in their sequence but generally involve opening fire hydrants to achieve a flushing velocity of 0.75 m/s (also recommended by MACA Guidelines) in the water mains to effectively scour the pipe. Conventional flushing includes opening hydrants one at a time without specific sequencing throughout the system, generally to test hydrants. Unidirectional Flushing (UDF) sequentially closes and opens valves to move water in one direction from the source to the distribution system edges and is ideal for better pipe scouring. Otherwise, Spot Flushing is used to flush at dead ends or areas with water quality issues often to maintain chlorine residual or due to turbidity concerns.

Flow testing procedures and requirements are covered under AWWA M17 (Fire Hydrants: Installation, Field Testing, and Maintenance) as well as NFPA 291 (Recommended Practice for Water Flow Testing and Marking of Hydrants). Fire hydrants are recommended to be flow tested every 5 years though testing frequency may vary based on system needs. Flow testing should only be conducted by properly trained personnel in conjunction with water department personnel, with some jurisdictions requiring personnel to undergo specific training or be licensed water works operators. Currently, there is no specific requirement in the NWT.

In the simplest terms, water is discharged from hydrants at a measured rate to observe both the discharge pressure and corresponding pressure drop in the mains. Each test collects three data points: static pressure of the mains at that location under normal conditions, residual pressure of the mains when water is flowing from the hydrant (i.e. how much the pressure drops during a fire event), and pitot pressure which is the pressure flowing from the hydrant. Using this data across some, or all, hydrants in the Town can provide accurate information of domestic pressure and capacity. Additionally, flow tests allow communities to accurately color-code their fire hydrants, providing firefighters with the water-flow capabilities of each individual fire hydrant. Using this data, the Town can proactively manage potential upgrades or spot improvements (e.g. new hydrant, valve, etc.) over time.

The results from these programs help inform decisions on pipe cleaning, looping of dead-ends, upsizing, or full replacement, focusing any future capital upgrades where system performance is demonstrably constrained rather than relying solely on age or break history.

The Town has previously completed hydrant tests in the 2000's based on operator history and marked-up system maps at the WTP. However, these programs have not been continued. The operators recently purchased a hydrant testing kit in 2025 and are planning on spot testing of hydrants in 2026. The results from this initial testing should be recorded and implemented into a long-term monitoring program.

5.2 Medium Term (2031-2035)

5.2.1 WTP Refurbishment / SCADA Upgrade

As indicated in the short-term projects, the WTP clarifier is significantly deteriorated and requires refurbishment based on the current condition assessment as well as the *2014 Water Treatment Plant Assessment (Appendix F)*. However, other upgrades from this 2014 assessment have not all been completed and should be planned in conjunction with the items identified in this report. These include, but are not limited to, the following:

Process

- ➔ Repair of Filter #3 filter bed supports (planned).
- ➔ Replacement of various valve and flow meters (partially complete)
- ➔ Repair/Replacement Distribution and Backwash Pumps (repairs ongoing)
- ➔ Upgrade chemical containment for bulk chemical storage

Mechanical / HVAC

- Replacement of boiler exhaust ventilation
- Replacement/repair of unit heaters
- Upgrade of Fluoride room ventilation.

Electrical and Instrumentation

- Replacement of the plant SCADA and PLC system.
- Repair of various light fixtures.
- General wiring, junction box, and switch repairs.

Structural and Architectural

- Install permanent ice prevention over doorways
- Install confined space entry supports for tanks.
- Replacement of the overhead doors and potential storage room upgrades to accommodate water trucks

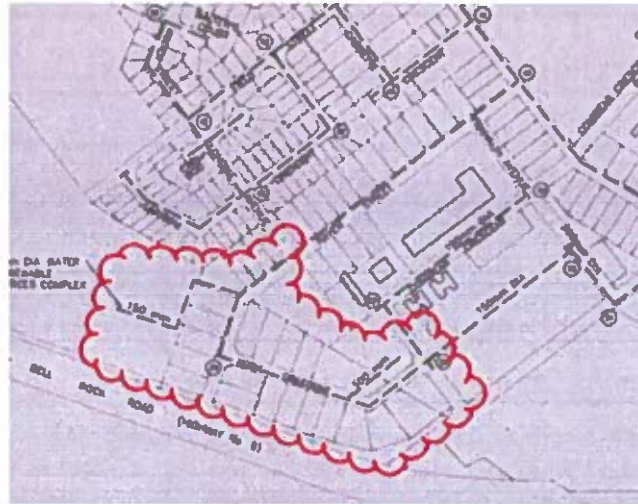
These issues can be tackled ad-hoc as funding permits, or as a general project, depending on the Town's capital priorities. Previous funding had been allocated to these items from the 2014 assessment but were not fully completed. Any remaining funding should be allocated to the clarifier refurbishment in the short-term and additional funds be allocated for these items.

Individual costs for minor items have not been provided and can be estimated/completed by the current As & When contractors apart from the SCADA/PLC upgrade. A full replacement of this system with a modern program that includes remote monitoring, integration with the other assets, alarms, and historic trending will require additional study to determine a recommended supplier and integration requirements which heavily influence costs.

The Tower Pumphouse Refurbishment project outlined in the short-term recommendations would include provisions for a new SCADA/PLC system within that asset which would affect the requirements for the WTP. It is recommended to progress the Tower Pumphouse feasibility prior to developing a comprehensive replacement of the WTP system. Generally, an opinion of probable cost for this feasibility assessment would be <\$100k in 2026 dollars.

5.2.2 York Crescent Water/Sewer Upgrades

The area around Raven Street and York Crescent, near Aurora College, at the south-west end of Town has a history of breakages, service failures, and valve/manhole settlement. This is due to the water-logged soil conditions in the area which is a departure from the rest of Town which has generally sandy, well draining soil. Additionally, this area has some of the oldest installed pipes in Town and poor conditions have been present for years.



It is recommended, on top of spot repairs, a replacement of this section of water/sewer be planned. Based on current knowledge, a replacement from the intersection of Klondike Ave & Raven Street to York Crescent & Conibear Crescent encompasses the majority of issues and is an approximate length of 500m, not including services.

The opinion of probable cost for the **York Crescent Water/Sewer Upgrades** is \$3.2M in 2031 dollars

5.2.3 Pond Pumphouse Refurbishment

The Pond Pumphouse is noted to be deteriorating with both short- and medium-term concerns including older pumps requiring additional maintenance, older electrical systems showing wear, rusting pipes, and lack of climate control. The structure and architectural components are in reasonable condition,

While these issues are currently a concern, this system is only utilized in the summer, and the Town has the ability to bypass the settling ponds and flow raw water directly into the WTP which minimizes the impact of failures from this asset.

In the medium term it is proposed that the asset undergo a complete replacement of the internal equipment such as piping, pumps, instrumentation, electrical, HVAC, and any repairs to any minor exterior issues (e.g. doors, siding repairs, etc.).

The opinion of probable cost for the **Pond Pumphouse Refurbishment** is \$1.5M in 2031 dollars.

5.2.4 Lagoon Rehabilitation (Potential)

The future rehabilitation requirements for the Lagoon are heavily dependant on the outcomes of the water licence renewal, proposed Lagoon Upgrade Study, and potential addition of capacity for SRFN and TDN expansions. Outcomes from this study could require a complete relocation of the lagoon or upgrades to include aeration, chemical dosing, or some form of tertiary treatment to meet the capacity and stricter effluent limits. Potential options were previously evaluated in the *2014 Ammonia Discussion Paper* and *2015 Lagoon Relocation Memo* which outlined two options:

5.2.5 Lagoon Upgrade

A proposal from Nelson Environmental (now Nexom) was provided that outlined an upgrade to convert the current facultative cell to sequential partial mix aeration cells followed by settling and SAGR® tertiary treatment for ammonia and coliform reduction. The BOD/cBOD and TSS removal would occur on a year-round basis through biological processes within the SAGR® cells and would produce an effluent quality significantly better than the WSERs on a consistent basis. While this proposal would require re-evaluation based on final licence limits and current capacity, some form of this system is reasonable.

A preliminary capital cost was estimated as \$4.8M in 2014. An opinion of probably cost for lagoon upgrades are within the range of \$8M-\$12M depending on new licence limit requirements and associated solutions.

5.2.6 Lagoon Relocation

A lagoon relocation was proposed in the 2015 memo just south of Highway 5 and the Airport where the effluent could discharge into the wetlands for additional treatment. Based on the lagoon standards at the time the lagoon would be expanded to four anaerobic cells, one facultative cell, and one storage cell which requires 17 Ha of land. This new location would also require approximately 4.2 km of 200 mm DR 17 HDPE forcemain along with a new wastewater pumping station to deliver wastewater from the current lagoon site to the relocated lagoon.

A preliminary capital cost was estimated as \$21M in 2015. An opinion of probably cost for a new lagoon and associating forcemain upgrades are within the range of \$25M-\$35M depending on site specific constraints and market conditions. A comprehensive lagoon study is required to formalize a more accurate cost estimate.

5.3 Long Term (2036-2045)

Generally, in the long-term assets should be regularly inspected and replaced at the end of their service life. Ongoing asset management requirements such as lagoon/pond liner repairs, equipment replacements, and consumable changes, etc. are not discussed. This section focuses on large assets not further detailed above.

5.3.1 Lift Station Renewal Program

The Frontier Village, Towering Pines, and Pelican/Primrose Lift Stations are operable but have consistent maintenance concerns that can be managed by operators under ongoing O&M budgets. Major developments have not been currently noted in these catchment areas that would necessitate larger capacity stations. The Town should continue to monitor these assets and replace pumps and instrumentation as required. Once the structural condition of fixed components, such as the wetwell structure, begin to deteriorate past its useful life or new developments are projected to exceed existing capacity, a replacement of the lift station should be planned. Consider the costs for replacement of the Klondike/Caribou Lift Station, an opinion of probable cost for a replacement of each of these assets could be between \$4M-\$5M in 2036 dollars.

5.3.2 Ongoing Water/Sewer Monitoring

Programs outlined in the short-term are recommended to continue in the long-term, which include:

- Water Distribution Isolation Valve Installations
- Water/Sewer Main Inspection Programs

Based on the outcomes of these programs, additional water/sewer main replacement projects will likely be identified and required development as required.

6. Funding Strategy

Municipal water and wastewater infrastructure projects require a coordinated approach with the owner (the Town) and various stakeholders, including indigenous partners, to align priority projects with different local, territorial, and federal funding initiatives. The goal of a funding strategy is to maximize external funding contributions to reduce reliance on municipal debt and reserves and align projects with funding requirements such as regulatory compliance, environmental protection, and community growth.



The first component of the strategy is **maintaining a prioritized capital project portfolio**. This Strategy should be used to form the first iteration of this portfolio where condition, capacity, and regulatory requirements are used to prioritize key projects for further development. The Town should aim to maintain and update this portfolio at least yearly with new projects, changes that would affect existing project priorities, and any advancements in definition (e.g. cost estimates, feasibility studies, etc.).

The second component is **advancing projects to a funding-ready stage**. Many funding programs require projects to complete a feasibility study or preliminary design with realistic cost estimates prior to applying. The Town should invest in early-stage studies such as feasibility assessments, concept designs, and environmental assessments to provide refined project definitions and costs that allow the Town to respond quickly when periodic funding opportunities become available.

The third component is **targeted alignment with federal and provincial funding priorities**. Town staff should monitor programs administered by the federal government and GNWT that support drinking water and wastewater infrastructure. The Town should tailor its projects to highlight their contribution to key program objectives such as supporting housing development, improving climate resilience, protecting water quality, and serving underserved or growing communities to strengthen the competitiveness of its funding applications.

Finally, the Town should implement a **consistent grant management approach**. Dedicated staff or consultants should track funding opportunities, update the capital portfolio, maintain relationships with territorial and federal program administrators, and prepare strong, consistent applications. Maintaining consistency with project documentation, cost estimates, and various community challenges (e.g. housing) allows the Town to submit competitive applications quickly. Regular engagement with funding administrators also helps the Town stay informed about upcoming funding opportunities to better prepare for submissions.

Generally, capital funding programs are initiated by the federal government for continuous funding, such as the Canada Community-Building Fund, or periodic programs, such as the Canada Housing Infrastructure Fund, based on government priorities. Additionally, the GNWT provides annual core funding for communities to support water licences, municipal operations and maintenance, emergency repairs, and various other small projects. Whether to use this core funding, or to explore additional one-off funding initiatives, is determined by the owner.

An approximate list of current capital funding avenues available for the Town's water and sewer infrastructure projects are detailed below along with a list of past initiatives that have supported similar projects for reference.

Canada Housing Infrastructure Fund (CHIF) – NWT Program

The CHIF aims to support the creation of new homes and increase densification by accelerating the construction and upgrading of housing-enabling infrastructure such as drinking water, wastewater, stormwater, and solid waste infrastructure. Funding under the NWT Program will be available to community governments from 2025 to 2034. The GNWT administers this funding program on behalf of the federal government and accepts applications from its participating communities. The current application deadline for 2026 projects was February 28, 2026. Projects starting in 2027 and onwards have until June 30, 2026, to submit. Various project criteria and capital planning details are required as part of the submission. Community governments are encouraged to consult with their regional GNWT infrastructure planning team.

Canada Community-Building Fund (CCBF)

The CCBF supports community growth by providing funding to infrastructure projects that can contribute to the increase of housing supply and affordability. It is a permanent, federal infrastructure transfer (formerly the federal Gas Tax Fund). It provides predictable, annual funding for core municipal infrastructure, including water and wastewater systems. A 10-year renewal of this agreement was announced on September 9, 2024. MACA administers this program for the GNWT and allocates funding directly to each community government on an annual basis using a formula-based approach.

Federation of Canadian Municipalities – Green Municipal Fund (GMF)

The GMF is a permanent, federally endowed program delivered by the Federation of Canadian Municipalities to support municipal projects that improve environmental performance, reduce greenhouse gas emissions, and build climate-resilient communities. It provides grants and low-interest loans for planning, feasibility studies, pilot projects, and capital infrastructure across sectors such as water, wastewater, energy, waste, transportation, buildings, and climate adaptation. The GMF operates with continuous, year-round intakes for capital projects and periodic, call-based intakes for specific initiatives (e.g. tree planting) with deadlines varying by funding stream.

Indigenous Services Canada (ISC) Capital Facilities and Maintenance Program (CFMP)

ISC funds water and wastewater projects on First Nation lands primarily through the CFMP and related targeted water initiatives, providing capital for planning, design, construction, upgrades, and operator capacity. Towns can work with First Nations by partnering on shared water and wastewater infrastructure, where ISC capital funding supports the on-reserve portion of the system while other programs (such as CCBF or GNWT capital funding) fund the municipal components under a service or cost-sharing agreement. In practice, this collaboration is typically formalized through MOUs, servicing agreements, or joint infrastructure plans, allowing projects such as shared treatment plants, transmission mains, or lagoons to leverage multiple funding sources while respecting jurisdictional responsibilities and Indigenous ownership of on-reserve assets.

Fully Allocated or Closed Funding Sources

- 2016-2019 - Clean Water and Wastewater Fund (CWWF)
- 2014-2024 - Small Communities Fund (SCF)
- 2018-2025 - Investing in Canada Infrastructure Program (ICIP), Green Infrastructure Stream
- 2018-2032 - Disaster Mitigation and Adaptation Fund (DMAF)



Briefing Note

To: Mayor Fergusson and the Esteemed Membership of the Fort Smith Town Council
From: Director of Corporate Services
Date: April 14, 2026
Subject: Capital Planning

PURPOSE:

The attached Capital Planning Report is presented to Council to support informed decision-making regarding the prioritization, sequencing, and resourcing of the Town's capital initiatives. The report reflects a structured and evidence-based approach intended to ensure that available resources are directed toward projects that most effectively address operational risk, service delivery requirements, and the Town's strategic objectives.

BACKGROUND:

Effective capital planning supports continuity of services, responsible asset stewardship, and prudent financial management. A structured approach helps ensure that investment decisions are guided by objective criteria and informed discussion.

The current Capital Planning Report reflects efforts to evaluate both new project proposals and existing projects requiring completion, with the goal of maintaining service levels while managing risk and financial pressures.

ANALYSIS:

Project evaluation and prioritization were guided through the use of a priority matrix, which considered factors including risk exposure, asset condition, regulatory requirements, service level impacts, and alignment with strategic priorities identified by Council. This structured methodology enabled a consistent comparison of proposed and ongoing capital initiatives, supporting balanced decision-making that considers both immediate operational needs and longer-term infrastructure sustainability.

Discussions also focused on the importance of addressing existing projects already underway, with particular attention to bringing these initiatives to completion in a timely and efficient manner. Completing active projects helps ensure that prior investments yield their intended service and operational benefits, reduces the risk of cost escalation associated with delays, and supports continuity of service for residents and staff.

In addition, consideration was given to current and potential enrollment in external funding programs. Opportunities to leverage available territorial and federal funding streams were incorporated into project planning where appropriate, with the aim of maximizing financial efficiency and reducing pressure on municipal revenues. Aligning capital priorities with funding program eligibility criteria supports the Town's ability to advance priority projects in a financially responsible manner.

RECOMMENDATION:

That Council approve the 5 year Capital Planning Report as presented and provide direction as desired regarding capital priorities.

Project Title	Priority	TOTAL	2026			2027			2028			2029			2030		
			CPI	CCBF	OTHER	CPI	CCBF	OTHER	CPI	CCBF	OTHER	CPI	CCBF	OTHER	CPI	CCBF	OTHER
Accessibility and building improvements	3	30,000	30,000														
Type 6 Engine and Command Truck Replacement	3	275,000	150,000			125,000											
Fire and Rescue Truck	3	600,000	300,000			300,000											
Phone System Upgrades	3	120,000	60,000			60,000											
Conibear Park Development	3	300,000	76,000		224,000												
Fleet	3					500,000		250,000		500,000			250,000				
Water/Sewer from WSA Report	3						60,000		100,000								
Water Distribution Isolation Valves	3	100,000		100,000			100,000		100,000			100,000				100,000	
Loader Blade Attachment	3	60,000	60,000														
Street Crossing Lights (T Plan)	3	40,000	40,000			40,000		40,000		40,000			40,000			40,000	
Tractor Attachments	3	33,500	33,500														
Update Economic Development Strategy	3	50,000			35,000			15,000									
Snowboard Park and Lookout Development	3	970,000			250,000			520,000			200,000						
Streetscape Improvements	3	50,000	50,000			30,000		30,000		30,000			30,000			30,000	
Buildings	3					1,939,563											
Roads	3															500,000	
Outdoor recreation infrastructure	4	30,000	30,000														
Donor and sponsorship recognition structure	4	20,000	20,000														
Cemetery Fence Installation	5	15,000	15,000														
EVERGREEN -Bunker Gear	6	20,000	20,000			20,000		20,000		20,000			20,000			20,000	
EVERGREEN- Annual Fire Abatement	6	50,000	50,000			50,000		50,000		50,000			50,000			50,000	
EVERGREEN - Emergency Equipment Annual	6	20,000	20,000			20,000		20,000		20,000			20,000			20,000	
EVERGREEN- SCBA Annual (\$200,000.00/10 yr)	6	20,000	20,000			20,000		20,000		20,000			20,000			20,000	
EVERGREEN- hydrant replacement	6	50,000		50,000			50,000		50,000			50,000			50,000		
EVERGREEN - IT	6	10,000	10,000			10,000		10,000		10,000			10,000			10,000	
EVERGREEN - skid steers	6	25,000	25,000			25,000		25,000		25,000			25,000			25,000	
EVERGREEN -Pete's Gym Equipment	6	10,000	10,000			10,000		10,000		10,000			10,000			10,000	
		25,525,362	5,539,440	5,873,505	6,142,918	4,689,563	1,410,000	3,416,500	500,000	250,000	1,302,000	725,000	4,150,000	1,000	975,000	150,000	-

- PRIORITY RATING
1 - APPROVED/IN PROGRESS
2 - CRITICAL
3 - MODERATE
4 - LOW - COULD BE DELAYED TO FUTURE YEAR
5 - COUNCIL/COMMUNITY PROJECT
6 - PROCUREMENT



Briefing Note

To: Mayor and Council
From: Administration
Date: April 14, 2026
Subject: Appointment of members to the Board of Revisions

PURPOSE:

To appoint members to the Board of Revision for the upcoming taxation year.

BACKGROUND:

The Board of Revision is established in accordance with the Property Assessment and Taxation Act to hear and decide on complaints related to property assessments. The Board provides an independent and impartial process for residents to appeal their property assessments.

To ensure the Board is properly constituted, Council must appoint members prior to the scheduled sitting of the Board of Revision.

ANALYSIS:

Administration is recommending the appointment of the following individuals to serve on the Board of Revision:

- John Gray
- Denise Yuhas
- Marie Ellen Piché

These individuals have been identified as suitable candidates to fulfill the duties of the Board, including reviewing assessment complaints and rendering fair and unbiased decisions.

Appointing members at this time ensures the Town meets legislative requirements and is prepared to proceed with hearings as scheduled. The Board of Revisions is set for April 23, 2026, at 10:00 AM.

RECOMMENDATION:

That Council appoint John Gray, Denise Yuhas, and Marie Ellen Piché as members of the Board of Revision for the 2026 taxation year.



Briefing Note

To: Mayor Fergusson and the Esteemed Membership of the Fort Smith Town Council
From: Director of Corporate Services
Date: April 14, 2026
Subject: Repeal and Replacement of the Rates and Fees Bylaw

PURPOSE:

To provide Council with details of the proposed amendments to the Town's existing Rates and Fees bylaw in support of Council's consideration toward the updated fee schedule issued therein. The bylaw establishes the fees charged for a wide range of municipal services, applications, permits, and administrative requests provided by the Town.

The Rates and Fees bylaw establishes the fees charged for a wide range of municipal services, applications, permits, and administrative requests provided by the various operational divisions within the incorporated Town organization, and the proposed amendment addresses the need for updating this document to ensure alignment with current business costing considerations, and ensures that fees remain aligned with current service delivery standards, administrative requirements, and community expectations, while supporting transparency, consistency, and long-term financial sustainability.

BACKGROUND:

Municipalities routinely review rates and fees to ensure that user fees remain reasonable, equitable, and reflective of the actual cost of providing services. Over time, inflation, regulatory requirements, technological changes, and evolving service levels can affect the cost associated with delivering municipal programs and administrative functions. The Town's existing Rates and Fees Bylaw includes charges related to services such as permits, applications, document requests, licensing, inspections, facility use, and other administrative services provided to residents, businesses, and external organizations. A review of the current bylaw identified several areas where fees required clarification, adjustment, or modernization to better reflect present-day administrative effort and cost recovery considerations. In some cases, fees have remained unchanged for a number of years despite increases in labour, materials, and regulatory compliance costs.

ANALYSIS:

Change Awareness

The proposed amendments introduce an updated schedule of fees intended to:

- improve consistency across departments
- support partial cost recovery for discretionary or specialized services
- reduce administrative ambiguity by clarifying fee descriptions
- align fees with comparable municipalities where appropriate
- ensure fairness between taxpayers and users of specific services
- modernize the structure of the bylaw for ease of interpretation and administration

Where appropriate, adjustments have been informed by general inflationary trends and the increasing complexity of regulatory and administrative requirements. The intent of the amended bylaw is not focused on accruing large volumes of profit, but rather to ensure that the cost burden associated with specific requests or services is distributed reasonably between individual users and the broader municipal base.



Briefing Note

Establishing clear and up-to-date fees supports transparency and predictability for residents and businesses seeking Town services. It also assists administrative personnel in providing consistent guidance by reducing the need for case-by-case fee determinations.

Financial Considerations

User fees represent an important component of the revenue generated from the application of rates for services, and they help offset the costs associated with providing the programming provided through specific services. Ensuring that fees are periodically reviewed and updated helps maintain service levels without placing undue expectations or pressures on taxation.

While individual fee adjustments are generally modest, the cumulative effect contributes to responsible financial management and supports long-term sustainability of municipal operations.

Policy and Legislative Considerations

Council has the authority to establish and amend fees through bylaw under applicable municipal legislation. Adoption of an updated Rates and Fees Bylaw supports sound governance practices and ensures that administrative processes are supported by clear legislative authority.

Regular review of fees also supports transparency and accountability to residents by ensuring that fees are applied consistently and in accordance with Council direction.

Implementation

If approved by Council, the amended Rates and Fees Bylaw will take effect on the date specified within the bylaw. Administration will ensure that updated fee schedules are reflected in relevant application forms, public materials, and internal procedures. Communication of updated fees will occur through standard channels, including the Town website and direct communication with departments responsible for administering services.

RECOMMENDATION:

That Council adopt the amended Rates and Fees Bylaw as presented.

THE MUNICIPAL CORPORATION OF THE TOWN OF FORT SMITH

BYLAW # 1076

A BY-LAW OF THE MUNICIPAL CORPORATION OF THE TOWN OF FORT SMITH, IN THE NORTHWEST TERRITORIES, TO ESTABLISH BY BYLAW FEES OR OTHER CHARGES FOR PRODUCTS, PROGRAMS, SERVICES, PUBLIC UTILITIES, INFRASTRUCTURE AND FACILITIES PROVIDED BY THE MUNICIPALITY FOR USE OF PROPERTY UNDER THE OWNERSHIP, DIRECTION, MANAGEMENT OR CONTROL OF THE MUNICIPAL CORPORATION OF THE TOWN OF FORT SMITH, PASSED PURSUANT TO SECTIONS 70, 71, 72, 73, 74 AND 75 OF THE CITIES, TOWNS AND VILLAGE ACT S.N.W.T, 2003, c.22.

WHEREAS, the Council of the Municipal Corporation of the Town of Fort Smith, in the Northwest Territories, deems it to be expedient and wishes to both consolidate and update the various fees and charges collected by the Town of Fort Smith;

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 for all purposes as "**The Consolidated Rates and Fees Bylaw**".
2. The Council of the Town of Fort Smith does now set the rates and fees for services described in the schedules attached to this by-law as Schedules A to K.
3. That Schedules "A" to "K" attached hereto form part of this bylaw.
4. Repeal: Bylaw 1045 is hereby repealed.

READ A FIRST TIME THIS _____ DAY OF _____, 2026 A.O.

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

READ A THIRD TIME THIS _____ DAY OF _____, 2026 A.O.

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

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SCHEDULE A: ADMINISTRATION FEES

Research	\$75.00 per hour
Photocopying	\$2.00 per page
Land Sales and Title Registration	Cost Recovery
Residency Letters	\$20.00
Tax Certificate	\$50.00
Marriage License ¹	\$77.00
Commissioner of Oaths	No charge
Notary Public	No charge
Maps	8 x 11: \$20.00 11 x 17: \$25.00
Locating / Marking Property Pins	\$100
Tax or Utility Information	\$20.00 per request
AR Paper Billing ²	\$5.00 per bill
Charge for NSF Cheque	\$40.00

SCHEDULE B: PROTECTIVE SERVICES

Ambulance Service

In-Town Response	\$700.00
Highway Response	\$800.00 + \$2.50/km ³
Medevac	\$2800
Standby Attendance	\$165.00 per hour

Fire and Rescue Service

Response within Town Minimum charge; first 2 hours	\$550.00 per call
Response within Town Each additional hour	\$220.00 per hour

¹ Fees are struck by GNWT; \$38.50 is remitted to the Territorial government, \$38.50 is revenue for Fort Smith.

² Available to ToFS residential customers ONLY.

³ Kilometer value is representative of the round trip, starting and ending at Fort Smith town limits.

Fire and Rescue Service - Continued

Highway Response Basic response fee – not applicable toward hourly rate.	\$1800.00
Highway Response Minimum charge, up to two hours.	\$550.00 per hour
Highway Response Hourly charge; greater than two hours.	\$220.00 per hour
False Alarm: 1 st incident	No cost
False Alarm: Each call, subsequent to first, in calendar year	\$500.00 per call

SCHEDULE C: CEMETERY FEES

Single Burial Plot	\$450.00
Burial Fee: Summer Service	\$500.00
Burial Fee: Summer Service, Senior	No charge
Burial Fee: Summer Service, Cremation	\$250.00
Burial Fee: Winter Service	\$700.00
Burial Fee: Winter Service, Senior	No charge
Burial Fee: Winter Service, Cremation	\$400.00
Columbarium Niche: At time of need	\$750.00
Columbarium Niche: Reservation	\$1000.00
Columbarium: Additional Internments Occupying Single Niche	\$250.00
Columbarium: Niche Reopening Service	\$250.00
Disinterment and Reburial: Winter	\$2000.00
Disinterment and Reburial: Summer	\$1500.00

SCHEDULE D: DEVELOPMENT FEES

Development Application Fee	
Project value: \$0.00 - \$5000.00	\$100.00
\$5,001.00 - \$10,000.00	\$175.00
\$10,001.00 - \$20,000.00	\$275.00
\$20,001.00 - \$50,000.00	\$450.00
\$50,001.00 - \$100,000.00	\$600.00
> \$100,000.00	\$600.00 + \$7.00 for each \$1,000.00 over \$100,000.00
Development Application Extension	\$100.00
Application to Amend the Zoning Bylaw	\$500.00 + Applicable Development Application fee
Home Occupation Development Permits	\$200.00
Relocation Permit	\$100.00

SCHEDULE E: LICENSING FEES

Animal Control

Dog license: Unneutered/unspayed or unvaccinated	\$500.00 every 5 years
Dog license: Neutered/Spayed and vaccinated	\$50.00 every 5 years
Cat license	\$25.00 per animal
Replacement tags	\$25.00 per tag
Kennel Operating Fee	\$100 annually
Breeder Fee	\$500 annually

Business Licensing

Business license: Resident Commercial	\$125.00
Business license: Home Occupation	\$125.00
Business license: Resident, Commercial allowed in residential zone (non-conforming)	\$175.00

Business Licensing - Continued

Business license: Resident, Charitable Purposes	No charge
Business license: Resident, Change	\$50.00
Business license: Resident, Hawker/Peddler	\$125.00
Business license: Resident, Junior	\$1.00
Business license: Resident, Applications Received after Sept. 1.	½ applicable fee
Business license: Resident, Renewal Penalty (received after Feb. 15.)	\$40.00
Business license: Non-Resident	\$375.00
Business license: Non-Resident Vendor	\$60.00 per weekend or per 2-days

Lottery Licensing

Lottery License Application, more than a week in advance of lottery	\$50.00
Lottery License Application, less than a week in advance of lottery	\$65.00
Lottery License Amendment, more than a week in advance of lottery	\$50.00
Lottery License Amendment, less than a week in advance of lottery	\$100.00
Processing fee for incorrect or incomplete documents	\$25.00

Prize Fees

Prizes under \$7,000	\$50.00
Prizes between \$7,000 and \$20,000	\$300.00
Prizes over \$20,000	\$750.00

Traffic

Towing	Cost + 25% admin fee
Impound	\$10.00 per day + \$100 Vehicle Release fee

SCHEDULE F: TAXI RATES AND FEES

Taxicab Operator's License	\$200.00
Taxicab Operator's Permit	\$100.00
Transfer of Taxicab Operator's License	\$20.00
Replacement of Taxicab License/Permit	\$20.00
Fare Rate: Flag Rate (includes 150 m of travel)	\$4.00
Additional one tenth (1/10) of a kilometer (including GST)	\$0.20 per 1/10 km
Charter with the Municipal Boundaries (flat, per trip)	\$25.00
Bag or luggage from stores or to/from the airport.	N/C

SCHEDULE G: RENTAL FEES

Council Chamber rental, daytime, 8:30am – 5:00pm	\$165.00 per day (or part thereof)
Council Chamber rental, evening, 7:00pm – 11:00pm	\$99.00 per day
Council Chamber rental, day use requiring evening extension	\$55.00

SCHEDULE H: RECREATION FEES

Day Pass: Child	
Daily	\$3.00
Punch Pass	\$27.25
Monthly	\$27.25
Quarterly	\$73.00
Biannually	\$126.50
Annually	\$218.00
Day Pass: Adult	
Daily	\$10.00
Punch Pass	\$85.00
Monthly	\$85.00
Quarterly	\$211.75
Biannually	\$369.00
Annually	\$635.25

Day Pass: Student/Senior	
Daily	\$4.50
Punch Pass	\$38.50
Monthly	\$38.50
Quarterly	\$101.75
Biannually	\$178.25
Annually	\$306.00

Day Pass: Family	
Daily	\$16.50
Punch Pass	\$137.50
Monthly	\$137.50
Quarterly	\$366.50
Biannually	\$643.50
Annually	\$1098.00

Pool

Rent Pool	\$110.00 per hour
Rent Pool - Birthday package (1 hour pool + 1 hour in gym OR party room)	\$137.50
Rent Pool – School/Institution	\$72.50 per hour
Swimming Lessons – Pre-School Package (10 sessions of 30 minutes)	\$44.50
Swimming Lessons – School-Age Package (10 sessions of 45 minutes)	\$57.20
Swimming Lessons – Adult Package (6 sessions of 45 minutes)	\$66.00
Swimming Lessons – Private Instruction	\$35.20 per session
Swimming Lessons – Semi-Private Instruction (2-3 participants)	\$22.00 per person, per session
Swimming Patrol / Junior Lifeguard Club	\$84.75
Bronze Star Instruction	\$217.80
Bronze Medallion Instruction	\$254.10
Bronze Cross Instruction	\$272.25
Standard First Aid Instruction	\$363.00
National Lifesaving Instruction	\$472.00
Aquatic Emergency Care Instruction	\$472.00

Gym

Rent Gym – Birthday package (2 hours gym and foyer)	\$44.00
Rent Gym – for sports	
Adult	\$33.00 per hour
Youth	\$16.50 per hour
Rent Gym – Room Only	\$27.50 per hour
Gym floor covering install/removal fee	\$302.50
Gym, Instructor-Lead Classes	\$5.50 per class
Add Gym Equipment Rental – one hour (with staff, use of foyer)	\$88.00
Add Gym Equipment Rental – two hour (with staff, use of foyer)	\$165.00
Add Gym Equipment Rental – one hour (NO staff, use of foyer)	\$49.50
Add Gym Equipment Rental – two hour (NO staff, use of foyer)	\$93.50
Add Bouncy Castle Rental – 1 hour (with staff, use of foyer)	\$88.00
Add Bouncy Castle Rental – 2 hours (with staff, use of foyer)	\$165.00

Arena

Rent Arena – Youth Group	\$48.50 per hour
Rent Arena – Adult Groups	151.25 per hour
Rent Arena – Youth Tournament Deposit	\$550.00
Rent Arena – Youth Tournament	
Up to 20 hours	\$453.75 + dep.
20 – 30 hours	\$774.50 + dep.
More than 30 hours	\$1016.50 + dep.
Rent Arena – Adult Tournament Deposit	\$550.00
Rent Arena – Adult Tournament	
Up to 20 hours	\$1452.00 + dep.
20 – 30 hours	\$2420.00 + dep.
More than 30 hours	\$3300.00 + dep.

Arena Mezzanine

Rent Arena Mezzanine – Youth Groups	\$42.50 per hour
Rent Arena Mezzanine – Adult Groups	\$151.25
Rent Arena Mezzanine – Birthday Party (two hours)	\$78.50
Rent Arena Mezzanine – Ice Birthday Party (1 hour mezzanine + 1 hour ice)	\$78.50
Rent Arena Mezzanine – Youth Tournament	No charge
Rent Arena Mezzanine – Adult Tournament	No charge
Rent Arena Mezzanine – Deposit	\$550.00
Rent Arena Mezzanine – Adult Party (Licensed evening event)	\$605.00 + dep.
Rent Arena Mezzanine – Conference (mezzanine + ice)	\$1650.00 + dep.
Canteen Service – Off-Season	\$181.50 per day

Ball Diamond

Rent Ball Diamond – Youth Group 90 minutes	\$175.45
Rent Ball Diamond – Adult Group 90 minutes	\$194.00
Rent Ball Diamond – Youth Tournament	\$90.75
Rent Ball Diamond – Adult Tournament	\$363.00

Afterschool Program

Afterschool Program – Weekly	\$110.00
Afterschool Program – Afternoon	\$22.00 per child
Afterschool Program – Half Day	\$33.00 per child
Afterschool Program – Full Day	\$55.00 per child

Daycare

Daycare – Full Day	\$65.00 per child
Daycare – Half Day	\$32.50 per child
Daycare – Weekly	\$225.00 per child

Other

Rent Table	\$3.00 per table
Rent Chair	\$1.00 per chair
Rent Sound System	\$15.00
Rent Barbecue – portable	\$200.00
Rent Barbecue – fixed	\$250.00

Library

Library Membership	No charge
Library Membership Replacement Card	\$2.00 per card
Library Membership – Lost Materials	Cost to replace + \$5.00

Sponsorship and Donation**Playground Naming**

Playground structures will be named for the duration of the life of the equipment. Signage will be placed on the structure where possible or top billing on any signage in proximity to the structure.

Walter's Court	\$20,000.00
Caribou Crescent	\$25,000.00
Timber Crescent	\$25,000.00
Kid City (co-named)	\$40,000.00
Kay Fergusson (co-named)	\$40,000.00

Facility Naming

Facilities will be identified by the sponsor name in all Town documents/correspondence. Signage will be placed in a prominent location within each facility.

Gymnasium	\$30,000 for 20 years or \$2,000/year for 5 years
Community	\$20,000 for 20 years or \$1,000/year for 5 years
Arena Mezzanine	\$20,000 for 20 years or \$1,000/year for 5 years
Arena Dressing Rooms	\$10,000 for 20 years or \$500/year for 5 years
Curling Rink	\$30,000 for 20 years or \$2,000/year for 5 years
Skatepark	\$10,000 until replacement or \$500/year for 5 years
Landslide Snowboard Park (co-named)	\$20,000 for 20 years or \$1,000/year for 5 years

Partial Sponsorships

Applies to all indoor and outdoor facilities and playgrounds. Signage will be onsite at each facility with higher levels of donors identified at the top of the sign and donors listed in descending order by dollar value.

Diamond Sponsor (2'x4', top of sponsor sign)	\$10,000 +
Gold Sponsor (2 'x2 ')	\$5,000 to \$9,999
Silver Sponsor (1 'x 1 ')	\$2,000 to \$4,999
Bronze Sponsor (list)	\$1,000 to \$1,999
Community Sponsor (list)	Up to \$999

Landscaping Sponsorships

Each donated amenity will include a 2"x4" commemorative plaque provided by the Town of Fort Smith affixed to the amenity or posted in close proximity.

Tree	\$500.00
Bench	\$2,500.00
Picnic Table	\$3,000.00
Garden Boxes	\$500.00
Gazebo	\$5,000.00
Flower Baskets	\$100.00

Advertising

All advertisement sponsorships must provide their own artwork and signs. Administration will have final say on any signs or advertisements.

Arena Dasher Boards	
3'x6'	\$600/year for three years
3'x4'	\$400/year for three years
Ice Resurfacers (Zamboni)	
One side	\$1,000/year for three years
Both sides	\$2,000/year for three years
In ice sign (maximum 3'x6')	\$400/year for three years
Electronic Signs and Monitors (per 20-second ad)	\$100/month/ad placement
Recreation Program Guide	
Full page	\$500/guide
Half page	\$400/guide
Quarter page	\$300/guide

SCHEDULE I: SOLID WASTE MANAGEMENT

Vehicle Tipping

Vehicle: End Dump	
Secured	\$150.00
Unsecured	\$300.00
Vehicle: Tandem Dump	
Secured	\$120.00
Unsecured	\$240.00
Vehicle: Single Axle Dump	
Secured	\$100.00
Unsecured	\$200.00
Vehicle: Pick Up Box	
Secured	\$25.00
Unsecured	\$50.00
Vehicle: 12 feet and under, flat deck	
Secured	\$70.00
Unsecured	\$140.00
Trailer Unit - 8 feet and under	
Secured	\$25.00
Unsecured	\$50.00

Vehicle Tipping - continued

Trailer Unit - over 8 feet, up to 12 feet	
Secured	\$70.00
Unsecured	\$140.00
Trailer Unit – over 12 feet	
Secured	\$100.00
Unsecured	\$200.00

Residential Bulk

Residential Secured Load	No charge
Other Waste: Appliances	\$30.00
Other Waste: CFC Appliances	\$60.00
Other Waste: Items Requiring Additional Handling (E.g. bicycles, barbecues, microwaves, etc.)	\$5.00 per item
Other Waste: Hazardous	
Fluorescent Bulbs	\$3.00
Paint – Can	\$15.00 per can
Paint - Pail	\$65.00 per pail
Glycol – Can	\$15.00 per can
Glycol - Pail	\$65.00 per pail
Other Waste: ATVs / Snowmobiles	\$60.00
Other Waste: Empty 45 gallon Drum	\$30.00
Other Waste: Empty Heating Fuel Tank	\$100.00
Other Waste: Mobile Home / Trailer / Camper	\$600.00
Other Waste: Regular Tires (NO Rims)	\$20.00
Other Waste: Regular Tires (ON Rims)	\$65.00
Other Waste: Oversized Tires (NO Rims)	\$30.00
Other Waste: Regular Tires (ON Rims)	\$85.00
Other Waste: Vehicle Disposal	\$300.00

Solid Waste Levy

Solid Waste Levy: Residential bin Replacement Fee	\$100.00
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Solid Waste Levy – continued

Solid Waste Levy: Additional Residential bin	\$100.00
Solid Waste Levy: Residential	\$26.00 per month
Solid Waste Levy: Commercial	\$53.00 per month
Solid Waste Levy: Industrial	\$53.00 per month
Solid Waste Levy: Institutional	\$53.00 per month
Garbage Dumpster – Pick Up, Rental	\$110.00 per month
Garbage Dumpster – Pick Up, Client-Owned	\$53.00 per month
Garbage Dumpster – Additional Pickups	\$53.00 per dumpster
Dumpster Removal – Failure to Pay	\$53.00 per dumpster
Non-Resident Solid Waste Fee – Residential	\$26.00 per use
Non-Resident Solid Waste Fee – Commercial / Industrial / Institutional	\$53.00 per use
Annual Cleanup Fee	\$50.00 per registered household
Snow Dump Access Fee	\$250.00 per year, per contractor

SCHEDULE J: WATER AND SEWER⁴

Security Deposit ⁵	\$125.00
Connection / Disconnection Fee	\$56.02
Disconnection due to Non-Payment	\$56.02
Disconnection Notice	\$25.00
Service Interruption Insurance	\$4.00
Water & Sewer Installation ⁶	\$3000.00 deposit

⁴ This schedule is applied to all municipalities for which the Town of Fort Smith holds an MSA or MOU addressing water service.

⁵ Security Deposits will not be refunded but will be applied as credit to the accounts after 12-months of no late payments. Any security deposits or credits on the utility account will be refunded when the account is closed and in good standing.

⁶ Domestic sized property services with maximum 1 inch water line and or 4 inch sewer lines (damage to municipal infrastructure)

Water and Sewer - continued

Water & Sewer Damage

Sidewalk	\$1500.00 fee + cost of work
Road	\$3000.00 fee + cost of work
Public Piped Water Access Fee	\$5.00 per month
Residential Piped Water Consumption Fee	
Up to 18,000 L	\$57.87
Per 1000 L More	\$3.07
Government Piped Water Consumption Fee	\$169.02 per month for first 18,000 liters then \$8.91 per 1,000 litres thereafter
Commercial / Industrial Piped Water Consumption Fee	\$59.28 per month for first 18,000/litres then \$3.15 per 1,000 litres thereafter
Unmetered Residential Water Users	\$140.84 per month
Unreadable Meters Residential Water Users	\$140.84 per month
Unmetered / Unreadable Meter – Commercial	\$211.26
Unmetered / Unreadable Meter – Government / Institutional	\$242.00
Residential Trucked Water	\$25.00 per month access fee + \$0.00851 per litre
Commercial Trucked Water	\$50.00 monthly access fee plus \$0.0126 per litre up to 17,000 litres and \$3.15 per litre thereafter
Government / Institutional Trucked Water	\$50.00 monthly access fee plus \$0.0132 per litre up to 17,000 litres and \$3.30 per litre thereafter
All Clients Outside Town	\$0.0174 per litre up to 17,000 litres and \$3.07 per litre thereafter plus a \$50.00 flat rate delivery fee

**Delivery requests outside of normal delivery day,
but during normal business hours**

within Town boundaries	\$133.38 charge
outside Town boundaries	\$50.00 delivery charge in addition to outside client cost

Delivery outside normal business hours

within Town boundaries	\$186.73 charge
outside Town boundaries	\$50 delivery charge in addition to outside client cost
FOB: Water Tower	\$50.00
FOB: Replacement	\$10.00
FOB: Water Charge	\$0.00851 per litre
Sewer Pump-Out: Scheduled	\$82.16 per pump out
Sewer Pump-Out: callout during normal business hours	\$140.05 additional fee
Sewer Pump-Out: callout after normal business hours	\$193 .15 additional fee
Sewage Pump Out outside municipal boundaries	\$50.00 additional flat fee
Commercial Sewage Dumping: Truck 4500L or less	\$25.00
Commercial Sewage Dumping: Truck 4501 L to 9000L	\$50.00
Commercial Sewage Dumping: Trucks over 9000L	\$100.00



Briefing Note

To: Mayor Fergusson and the Esteemed Membership of the Fort Smith Town Council
From: Director of Corporate Services
Date: April 14, 2026
Subject: Respectful Workplace Policy

PURPOSE:

The Respectful Workplace policy provides a structured framework to support the consistent implementation of respectful workplace principles across the incorporated organization of the Town of Fort Smith. The program establishes practical supports, tools, and educational opportunities intended to promote a professional, safe, and collaborative work environment for all employees.

BACKGROUND:

Respectful workplace initiatives are most effective when supported by clear guidance, consistent communication, and accessible resources. While policy establishes expectations, programs provide the practical mechanisms through which those expectations are understood and applied in day-to-day operations.

Municipal workplaces require ongoing collaboration among employees, supervisors, elected officials, and members of the public. Providing structured supports helps ensure that expectations related to professionalism, communication, and conduct are clearly understood and consistently applied. The Respectful Workplace policy reflects a proactive approach to supporting organizational culture and promoting shared understanding of professional standards.

ANALYSIS:

The Respectful Workplace policy has been designed to support awareness, education, and consistent application of respectful workplace principles throughout the organization. The program emphasizes prevention, clarity of expectations, and pathways to resolve issues that arise in workplace environments.

Providing clear policy language supports employees in understanding both their rights and responsibilities, while also equipping supervisors with tools to respond appropriately and consistently when concerns arise. The policy also supports organizational resilience by helping reduce the likelihood of workplace conflict escalating unnecessarily and by encouraging early, solution-focused dialogue.

Subject to Council's support, senior administration will implement the Respectful Workplace policy through:

- distribution of supporting materials and guidance documents
- integration of respectful workplace principles into orientation processes
- ongoing communication reinforcing expectations for professional conduct
- periodic review of program effectiveness and identification of opportunities for improvement

Implementation will occur in coordination with existing organizational processes to ensure alignment with operational needs and service delivery standards.

RECOMMENDATION:

That Council approve the Respectful Workplace Policy as presented.

TOWN OF FORT SMITH
RESPECTFUL WORKPLACE POLICY

Policy No.:

Effective Date:

April 2026

Prepared by Cassandra Gibbons

Director of Corporate Services

TOWN OF FORT SMITH
RESPECTFUL WORKPLACE POLICY

Policy No.:
Effective Date:

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TOWN OF FORT SMITH
RESPECTFUL WORKPLACE POLICY

Policy No.:
Effective Date:

PURPOSE AND BACKGROUND

The purpose of this policy is to promote a safe, respectful, and psychologically healthy workplace. To achieve these goals, this policy provides the basis by which to prevent bullying, harassment, discrimination, and retaliation by establishing clear behavioural expectations and providing fair and transparent reporting avenues and investigation processes. This ensures accountability at all levels of the organization.

The Town of Fort Smith is committed to maintaining a workplace free from disrespectful or harmful conduct and will not tolerate bullying, harassment, discrimination, retaliation, abuse of authority, or conduct that undermines workplace dignity. All personnel are expected to contribute to a respectful work environment.

This policy applies to all employees. This includes, but is not limited to, permanent, term, probationary, and casual staff, supervisors, management, students, volunteers, elected members of council, and any person who interacts with any of these individuals or groups in the expression of Town business.

This policy likewise applies to conduct occurring in all municipal facilities, as well as during work-related travel or events, through electronic communications such as virtual meetings or training, and in situations outside working hours where conduct can/will impact the workplace.

This Policy will be reviewed every three (3) years or earlier if required.

TOWN OF FORT SMITH
RESPECTFUL WORKPLACE POLICY

Policy No.:

Effective Date:

TERMS AND DEFINITIONS

For the purposes of this Policy, the following definitions apply:

Abuse of Authority: The improper use of managerial or supervisory power to intimidate, threaten, punish, or unfairly disadvantage an individual.

Bad Faith Complaint: A complaint made knowingly false, maliciously, or with intent to harm another person.

Balance of Probabilities: The standard of proof used in workplace investigations, meaning it is more likely than not that the alleged conduct occurred.

Bullying: Repeated, unreasonable behaviour directed at an individual or group that creates a risk to psychological or physical health and safety.

Bullying may include the following harmful behaviours:

- Verbal abuse or humiliation
- Persistent criticism unrelated to performance
- Undermining professional credibility
- Social exclusion affecting work
- Interference with work performance
- Threats or intimidation
- Deliberate information withholding required for job performance.

A single serious incident may constitute bullying if sufficiently severe.

Complainant: The individual who raises a concern or files a complaint under this Policy.

Confidentiality: The obligation to protect sensitive information related to complaints, investigations, and outcomes, shared only on a need-to-know basis.

Discrimination: Adverse treatment based on protected grounds under applicable human rights legislation, including but not limited to race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, age, marital status, family status, disability, or record of offences (where applicable).

TOWN OF FORT SMITH
RESPECTFUL WORKPLACE POLICY

Policy No.:

Effective Date:

Harassment: Unwelcome conduct, comment, gesture, or contact that is known or reasonably ought to be known to be offensive, humiliating, or intimidating.

Harassment may be:

- Verbal
- Physical
- Psychological
- Visual
- Sexual

Harassment may occur as a single serious incident or a pattern of behaviour.

Poisoned Work Environment: A workplace atmosphere that becomes hostile, offensive, or intolerable due to repeated inappropriate conduct, even if not directed at a specific individual.

Psychological Safety: A workplace condition in which individuals feel safe to express concerns, ideas, and questions without fear of humiliation, retaliation, or punishment.

Reasonable Management Action: Legitimate supervisory functions carried out in a reasonable manner, including:

- Performance management
- Work assignment
- Discipline
- Constructive feedback
- Operational decision-making
- Organizational restructuring

Reasonable management action does not constitute bullying or harassment when executed appropriately.

Respondent: The individual alleged to have engaged in inappropriate conduct.

Retaliation: Any adverse action taken against a person for:

- Filing a complaint
- Participating in an investigation
- Supporting another individual's complaint
- Raising a good faith concern.

TOWN OF FORT SMITH

RESPECTFUL WORKPLACE POLICY

Policy No.:

Effective Date:

Retaliation includes subtle actions such as exclusion, career obstruction, reassignment without justification, or reputational damage.

Respectful Conduct: Behaviour that demonstrates professionalism, courtesy, fairness, and integrity in interactions with others.

Threshold of Behaviour: The benchmark of professional behaviour expectations where actions that do not meet the standard for conduct are considered to be qualified as disrespect or, in cases of escalating issue, bully.

Workplace Conflict: A disagreement between individuals that does not rise to the level of harassment or bullying. Conflict may involve differences in opinion, communication styles, or priorities.

Note: Conflict alone does not constitute harassment. Harassment typically constitutes purposeful behaviour – conduct, comment or display - that is objectionable or unwelcome, and that a person knows, or ought reasonably to know, would cause offence, humiliation, or degradation to another individual in the workplace. It is characterized by actions that create a hostile, intimidating, or abusive environment

TOWN OF FORT SMITH
RESPECTFUL WORKPLACE POLICY

Policy No.:

Effective Date:

ROLES AND RESPONSIBILITIES

The following listing notates some of the mandatory responsibilities expected, under this policy, for the various role types in the organization at the Town of Fort Smith.

Employees

- Comply with this Policy
- Prevent conflict by contributing to an atmosphere of mutual trust, support and respect
- Report concerns promptly
- Participate fully and honestly in investigations
- Maintain confidentiality
- Not engage in retaliation

Supervisors and Managers

All individuals having supervisory duties are responsible for managing the workplace in a manner that promotes a harassment, violence and discrimination-free environment. They are responsible for promptly putting an end to any conflict with a potential to escalate into harassment, violence or discrimination.

Individuals having a supervisory role shall:

- Model respectful behaviour
- Foster a work environment free from harassment, violence and discrimination
- Remain attentive and recognize workplace incidents of harassment, violence or discrimination or situations with a potential to escalate into incidents, as well as take appropriate measures, including consulting this policy.
- Address concerns promptly
- Escalate complaints appropriately
- Respect the confidentiality and anti-reprisal provisions of this policy at all times
- Monitor situations until fully resolved

TOWN OF FORT SMITH

RESPECTFUL WORKPLACE POLICY

Policy No.:

Effective Date:

- Participate as fully as necessary in any investigation carried out under this policy
- Direct employees toward specialized support and resources, including available avenues under the Employee Assistance Program.

Senior Administration

- Ensure consistent enforcement
- Endorse Respectful Workplace Program training for all employees
- Authorize investigations
- Implement corrective measures
- Monitor organizational risk trends

Senior Administration is also expected to participate in bridging the gap between strategic goals and day-to-day operations, while upholding and encouraging the principals of this policy. They provide expertise, ensure compliance, and facilitate collaboration to foster a healthy, inclusive, and efficient workplace environment

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LANGUAGE AND COMMUNICATION

Standard of Communication

All workplace communication — verbal, written, electronic, or non-verbal — must be professional, respectful, and appropriate to a public-sector environment.

Communication must not demean, intimidate, belittle, shame, or humiliate others.

Prohibited Language

The following forms of language are not permitted:

- Insults, slurs, or derogatory comments
- Yelling, swearing directed at an individual, or hostile tone
- Mocking, sarcasm intended to belittle, or public humiliation
- Dismissive language intended to undermine credibility (e.g., calling someone “dense,” “useless,” “incompetent”)
- Sexually suggestive remarks or innuendo
- Comments related to protected characteristics (race, gender, age, disability, etc.)
- Repeated negative commentary unrelated to legitimate performance management.

Even where profanity is common in informal conversation, profanity directed at a person or used to intimidate is prohibited.

Digital and Electronic Communication

This standard applies to:

- Email
- Text messages
- Messaging platforms
- Social media
- Virtual meetings
- After-hours communications

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Written communication must remain factual and professional, avoid inflammatory or accusatory phrasing, not copy unnecessary parties to shame or escalate conflict.

Electronic communication creates a permanent record and will be assessed accordingly.

Public and Private Settings

Inappropriate language is prohibited:

- In meetings
- In common areas
- In private offices
- In one-on-one discussions
- At work-related social events.

A private setting does not excuse unprofessional conduct.

Reasonable Management Communication

Managers may provide direct, corrective, or performance-based feedback.

However, feedback must:

- Address behaviour or performance, not character
- Be proportionate
- Be delivered respectfully
- Avoid personal attacks or emotional escalation.

Firm does not mean hostile.

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INTERPERSONAL CONTACT AND PROFESSIONAL BOUNDARIES

General Standard

All interpersonal contact must respect:

- Personal boundaries
- Consent
- Cultural differences
- Professional roles.

Unwanted physical or psychological intrusion is not permitted (See the following section on Psychological Intrusion in the event of any uncertainty surrounding what may constitute this sort of intrusion.)

Physical Contact

The following principles apply:

- Physical contact must be appropriate and consensual
- Unwelcome touching is prohibited
- Touching that may be acceptable in one context may not be acceptable in another
- Repeated requests for physical contact after refusal constitute harassment.

Examples of inappropriate contact include:

- Unwanted hugs, shoulder rubs, or physical closeness
- Blocking someone's path
- Touching hair, clothing, or body without consent
- Intimidating physical posturing.

Even seemingly minor physical gestures may constitute harassment if unwelcome.

Personal Space and Presence

Individuals must respect reasonable personal space.

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Behaviours that may violate this standard include:

- Standing excessively close
- Cornering or looming over someone
- Posturing at, or over, someone's workstation with intention to intimidate.
- Entering closed offices without knocking
- Following someone after they have attempted to disengage.

Romantic or Sexual Relationships

Consensual relationships between employees must not:

- Create a conflict of interest.
- Involve direct supervisory authority.
- Create real or perceived preferential treatment.
- Undermine workplace fairness.
- Engage in behavioural expressions of affection or intimate posturing.

Where a supervisory relationship exists, disclosure to Senior Administration may be required to mitigate conflict of interest.

Off-Duty Conduct Affecting the Workplace

Interpersonal conduct outside work hours may fall under this Policy where it:

- Impacts workplace functioning
- Creates conflict in the work environment
- Results in reputational harm to the employer organization of the Town of Fort Smith
- Involves harassment or intimidation of staff

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Psychological Intrusion

Inappropriate interpersonal conduct also includes:

- Persistent personal questioning after boundaries are expressed
- Pressuring colleagues to disclose personal information
- Using confidential personal information to manipulate or intimidate
- Emotional coercion.

Respecting Authority and Role Boundaries

Professional boundaries require:

- Respecting reporting structures
- Not undermining supervisory authority through informal side channels
- Not bypassing management to escalate interpersonal disputes without cause
- Not attempt to damage a colleague’s credibility by speaking about them to others instead of addressing concerns directly.

Organizational disagreement must follow established processes.

URGENT RESPONSE

Where an imminent threat of physical harm exists, employees should be mindful of their personal safety and should not interfere except to summon emergency assistance.

If an employee feels that an imminent threat of physical harm exists, they must contact emergency services (i.e. 911) to report the threat incident immediately, and take whatever steps are available to them to protect themselves against harm or injury, such as leaving the premises. Employees should also ensure that they seek medical attention for themselves or others, if necessary.

All employees are expected to act on any information that suggests there may be an imminent threat of physical harm.

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OTHER RECOURSES

Criminal offence

If the matter appears likely to constitute an offence under the *Criminal Code of Canada*, the investigating supervisor may elect to refer the matter to the competent authority.

Other Avenues

If a complainant is pursuing more than one option to deal with the same complaint (for example, complaint to the police, proceeding before a tribunal), the resolution process may be suspended until the complainant has exhausted the other process(es). Any interim protective measure will stay in place.

REPORTING PROCEDURE

A. Optional Informal Address

Employees may, whenever possible and appropriate, advise the person they believe has harassed, bullied, discriminated against them, or invaded their personal space, etc., that the behaviour is unwelcome and ask them to stop. This can be done verbally or in writing.

If the employee is not comfortable addressing the perpetrator of the unwanted behaviour, if this course of action is inappropriate given the circumstances, or if the behaviour does not stop, employees are strongly encouraged to submit a formal complaint or to report the incident(s) to a member of supervisory staff.

Where appropriate and safe, individuals may follow this suggested approach:

1. Communicate that a behaviour is unwelcome at the time the behaviour is noted.
2. Request cessation of the noted behaviour.

B. Formal Complaint

Formal complaints require that the disrespectful conduct be reflected in writing. Written complaints should be submitted to the immediate supervisor, unless in

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situations where the supervisory individual is implicated in the complaint – in this case, the next higher point of supervision should be engaged.

Formal complaints can be handwritten or emailed, and should include:

- Description of conduct
- Dates and times the conduct was noted
- Notation of individuals involved, including witnesses
- Any relevant supporting documentation

Supervisory meeting or conversation

An optional step, the supervisor can choose to promptly organize a meeting or conversation with the complainant. In the case of a bystander giving notification of an incident, contact must be made with the person who is allegedly the target of the behaviour.

During the initial meeting or conversation, it is important to review this policy, including its confidentiality and anti-reprisal provisions, noting the various options available for resolving the complaint informally or formally.

Supervisory personnel determining that interim protective measures are reasonably required in order to ensure the protection of any employee(s) may utilize one of the following non-exhaustive options: relocating any of the relevant parties to a different worksite, placing one of the parties on paid or unpaid leave, implementing an alternative reporting relationship, etc.

Note: If choosing to pursue any of these avenues in advance of the conclusion of an investigation, supervisors should be mindful not to choose an avenue of action that could be construed in a way that may be seen as pre-emptively disciplinary (as this would be inappropriate without the outcome the investigation dictating the need for discipline).

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INVESTIGATION PROCESS

Following the decision that the complaint can be processed under this policy, the respondent will be promptly informed in person and in writing:

1. That a complaint was made against them.
2. The general nature of the complaint.
3. That an investigator will be appointed promptly.
4. That disclosure of the allegations will be forthcoming.
5. Of the interim protective measures that must be put in place (if any)

Following this correspondence, an investigator should be designated for exploration of the complaint, and follow up toward any potential mitigative outcomes. Investigators can be anyone, within supervisory personnel in the organization, who is capable and willing to ensure any undertaking of investigation is given ultimate thoroughness in approach, and will not be made unnecessarily publicized within the department.

Anyone approached to act as investigator should align with the following listing of qualities and qualifications.

1. Have completed Respectful Workplace training.
2. Not been the subject of a Respectful Workplace complaint within the last twelve months.
3. Not occupy any conflicts of interest among the participant members of the complaint. (i.e. An investigator could not be assigned where either of the persons noted in the complaint is personally connected to them in a way that may compromise an impartial approach to the investigation.)
4. Is willing to commit themselves to a complete, fair, and thorough investigation.
5. Are prepared to defend their findings in the event of legal recourse after the fact.

It will be part of the investigator's role to review the specific nature of the allegations with the respondent before interviewing them. The investigator will also provide the respondent with an opportunity to respond fully to the allegations during the interview(s).

No decision will be made before the parties have been provided with an opportunity to be heard and the necessary relevant evidence has been gathered and considered.

The following is a prescriptive guide to the necessary steps in completing a respectful workplace investigation.

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1. Preliminary Review

Determine policy applicability.

The supervisor will review the complaint in order to determine whether it falls within the definitions contained in this policy. For this purpose, it is appropriate to assume that the factual allegations underpinning the complaint are true.

The complainant should be promptly informed of the decision regarding whether the allegations fall within the definition of harassment, violence, or discrimination under this policy.

If the complaint does not fall under the purview of this policy, the supervisor will determine if it is appropriate to notify the respondent that the complaint was received and provide the respondent with the allegations and the reasons why the complaint was not accepted. The decision to notify the respondent will take into account relevant factors, such as the requirements of procedural fairness, ensuring that a conflictual or otherwise problematic situation in the workplace is promptly dealt with, and whether there is cause for concern toward personal safety of any of the parties involved. The supervisor will work with the complainant and respondent to help restore and mend the workplace relationships despite the fact that the allegations did not fall within the purview of this policy.

2. Interim Measures

Complaints found to require pursuit via investigation should be reported to Union representation, with allowance for union participation in the execution of the investigation.

Complaints where the complainant and respondent occupy the same working space should be considered for potential seating or environmental change so interpersonal proximity does not breed further animosity.

Consideration should be given to who would best serve as the investigator in the complaint discovery process.

3. Investigation

- a. The investigator should meet with all parties; interviews should be conducted with all parties who were privy to the complaint incident.

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- b. The investigator should review and document any evidence brought forth in support of the complaint.
- c. The investigator should review and document any counter-complaint information volunteered on the part of the respondent.
- d. The investigator will prepare a report for submission to supervisory personnel determining the outcome of the investigation, recommending steps for resolution, and indicating whether the respondent should be subject to disciplinary actions.

4. Outcome, Findings, & Resolution

Once the final report has been received from the investigator, supervisory personnel will take all points of the report into account when approaching to decide on resolution actions. They must assess the findings of the report to understand the reasons for the outcome, and commit to the most appropriate steps toward resolution, including the potential for disciplinary recourse.

The supervisor will then engage in the decided resolution actions, and will observe the resultant changes risen from same. The supervisor will then issue a report denoting the matter has been concluded, and citing whether the chosen route of resolution is showing any positive effect in the immediate time frame in which it was imposed (usually about a week of observance).

5. Corrective Measures

May include training, mediation, discipline, or termination.

RESOLUTION

The supervisor is responsible for thoroughly documenting the informal resolution process. This would include the suggested mitigative actions on the part of the investigator, the desired outcomes of both the complainant and respondent, and the ultimate decision and application of action that was chosen. The resolution documentation should also contain information on the preliminary effectiveness of the outcomes, and note any points that would serve to inform future investigations.

All complaint files will be kept securely and accessed only as appropriate.

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No information pertaining to a complaint and resolution process will be kept in an employee file, except in the following circumstances:

- If, at the conclusion of an investigation and after having observed all procedural fairness requirements, it is decided that the complaint was founded, this information may be kept in the respondent's employee file; in no circumstances will this information be kept in the complainant's employee file.
- If, at the conclusion of an investigation and after having observed all procedural fairness requirements, it is decided that an employee breached the confidentiality or anti-reprisal provisions of this policy, this information may be kept in that person's employee file; in no circumstances will this information be kept in the employee file of the person who complained that the confidentiality or anti-reprisal provisions were breached.
- If, at the conclusion of an investigation and after having observed procedural fairness requirements, it is decided that an employee filed a complaint or reported an incident maliciously or in bad faith, this information may be kept in that person's employee file.

The employer will implement corrective and/or restorative measures in order to ensure a workplace free from harassment, violence and discrimination and prevent a reoccurrence of the incident(s) or of similar incidents.

These measures may be disciplinary, non-disciplinary or both, depending on the circumstances. They include, but are not limited to:

- an oral or written apology
- coaching or training
- restructuring of reporting relationships or duties
- a verbal reprimand
- a written reprimand
- suspension without pay

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- dismissal

ACTS OF RETALIATION OR REPRISAL

Employees who have expressed that their workplace has been a location where any form of harassment has been perpetrated should not experience any mechanism of malignment risen from their voicing their complaint. Under this policy, acts of retaliation in response to the issuance of a complaint, or the launch of an investigation into alleged policy-breaching behaviour, are subject to a zero-tolerance disciplinary approach; retaliatory behaviours will be treated as serious Respectful Workplace violations and will be promptly investigated, with ongoing situations actively monitored by supervisory personnel or management and mitigation efforts installed with immediate effect.

Examples of Retaliation

Some more common examples of retaliation:

- Formal:
 - Firing
 - Demotion
 - Salary reduction
 - Unwarranted poor performance reviews
- Informal:
 - Ostracization
 - Exclusion from meetings
 - Spreading rumors
 - Reassignment of duties

DISCIPLINE

Violations of this policy may result in any of the following disciplinary outcomes:

- Verbal or written warning

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Verbal warnings are reflected as a notation in personnel files for information, whereas written warnings are filed in personnel folders and are allowable to be weighted when reviewing files for employee suitability for direct appointment promotions and/or secondments.

- **Suspension**
Length of suspension is relative to the nature of the investigative outcome, and is subject to the terms outlined in the Disciplinary Policy and approval by the SAO.
- **Dismissal**

Severity of discipline should be reflective of the seriousness of the disrespectful conduct and frequency at which it is being observed.

Where actions have been previously subject to complaint, investigation, and the application of disciplinary measures, the disrespectful individual should expect that each subsequent disciplinary engagement will increase in severity until which time as it is deemed necessary to terminate employment.

In circumstances where it is found that discipline is not an appropriate mitigation, issuance of a Performance Improvement Plan may be of benefit to Employees who have been directed to rehabilitate their conduct. Performance Improvement Plans introduce a probationary-like period during which there are behaviour evaluations made at several milestone points throughout the plan program.

MALICIOUS OR BAD FAITH COMPLAINTS

Malicious complaints may result in discipline.

Unsubstantiated complaints made in good faith will not result in penalty.

CONFIDENTIALITY

All parties must maintain confidentiality to protect the integrity of the process.

Information pertaining to an informal or formal complaint or notification of an incident, including identifying information about any of the individuals involved, is to be kept confidential except to the extent that it must be disclosed to investigate the allegations, to

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implement specific measures for creating and maintaining a respectful workplace free of harassment, violence or discrimination or as otherwise required by law.

All individuals who participate in an investigation, including, but not limited to: the complainant, witnesses, the respondent, and the investigator, shall maintain confidentiality throughout the process. Failure to maintain the confidentiality of the process is a breach of this Policy, and may result in disciplinary measures up to and including dismissal.