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**Council of the Town of Fort Smith**  
**May 5<sup>th</sup>, 2026 @ 7 pm**

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**AGENDA**

**1. CALL TO ORDER**

- a. Confirmation of Quorum and Acknowledgment of First Nations

**2. ADOPTION OF AGENDA**

**3. DELEGATIONS**

**4. APPROVAL OF MINUTES**

- a. Regular Meeting of Council April 28<sup>th</sup>, 2026

**5. BUSINESS ARISING FROM THE MINUTES**

**6. DECLARATION OF FINANCIAL INTEREST**

**7. ADMINISTRATION**

- a. Protective Services
  - i. Director's Report
- b. Corporate Services
  - i. Director's Report
  - ii. Account's Paid List
  - iii. Correspondence
- c. Briefing Note: Updated Fireweed Festival Donation Request
- d. Briefing Note: Update Signing Authorities

**8. COUNCIL BUSINESS**

- a. Bylaws
  - i. 2026 Mill Rate Bylaw No. 1084
  - ii. SAO Employment Bylaw No. 1077
  - iii. Land Disposal Lot 1752 Plan 4330 23 Whitford Rd. Bylaw No. 1080
  - iv. Land Disposal Lot 1759 Plan 4330 7 Whitford Rd Bylaw No. 1081
  - v. Land Disposal Lot 1739 Plan 4330 446 Calder Ave. Bylaw No. 1082
  - vi. Land Disposal Lot 1763 Plan 4330 14 Whitford Rd. Bylaw No. 1083
- b. Mayor and Council / Board Representatives

**9. PROCLAMATIONS**

- a. Environmental Sensitivities/Multiple Chemical Sensitivity (ES/MCS) Awareness Day

**10. DATE OF NEXT COUNCIL MEETING**

The next Regular Meeting of the Council will be held on May 19<sup>th</sup>, 2026, with reports from Community and Municipal Services.

**11. EXCUSING OF COUNCILLORS**

**12. QUESTION PERIOD**

**13. ADJOURNMENT**



**Council of the Town of Fort Smith**  
**April 28, 2026 @ 7:00 PM**

**MINUTES**

The Regular meeting of the Council was held on Tuesday, April 28, @ 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: Cassandra Gibbons, Acting Senior Administrative Officer  
Raveena Brown, Executive Secretary  
Lauren Howes, Director of Community Services  
Andrew Grenier, Director of Municipal Services  
Adam McNab, Director of Protective Services

**1. CALL TO ORDER**

- a. Mayor Fergusson confirms quorum and reads the Acknowledgment of First Nations. Mayor Fergusson hands the chair to Cr. Couvrette

**2. ADOPTION OF AGENDA**

# 26-063

Moved by: Cr. Cox

Seconded by: Cr. Bathe

That the agenda be adopted as presented.

**PASSED**

**3. DELEGATIONS**

- a. Audited Financial Statements Presented by William Senfuma of Avery Cooper

**Audit Result**

- The Town received a clean, unqualified audit opinion for the latest fiscal year.
- The auditor confirmed there were no major concerns with the financial statements.
- He reiterated that the statements are management's and Council's responsibility, with the auditor providing independent assurance.

**Financial Health**

- The Town's overall financial position improved compared to the previous year.
- Cash on hand increased, and the Town's net financial resources grew, indicating stronger short-term capacity to meet obligations.
- The Town continued to invest in capital projects (infrastructure, buildings, roads, equipment), which increased the value of its long-term assets.
- The Town's accumulated surplus increased, reflecting that, overall, it continues to build financial capacity over time.

**Key Drivers and Explanations**

- A major factor in the stronger cash position was the catch-up payment of past Gas Tax funding, which had been outstanding for prior years and was received during the audit year.
- Some revenues, like user fees and investment income, declined, and William indicated the specific reasons for those changes should come from management, as they are operational rather than audit issues.
- There is a clear distinction between:
  - Restricted funds (such as Gas Tax and other infrastructure funding) and



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- Money that is truly available for day-to-day operations. Much of the Town's cash is earmarked for specific purposes or held in reserves.

### Reserves, Restrictions, and Liquidity

- The Town holds multiple reserves for operations, infrastructure replacement, environmental services, and contingency needs.
- Some reserves are not fully funded in a strict, account-by-account sense, because cash is sitting in different designated accounts; the auditor suggested reallocating between bank accounts so each reserve is more clearly funded.
- Despite these internal allocations, the auditor's view is that the Town's liquidity is sound, but Council should always remember that not all cash is truly discretionary.

### Monitoring, Funding, and Next Steps

- The statements include detailed notes and schedules breaking down revenues, expenses, taxation, government transfers, and capital projects by function and by type.
- The Town has multi-year funding commitments for several major projects (infrastructure, slope monitoring, housing, and homelessness initiatives), which will bring in additional resources in future years.
- The process requires two approvals:
  1. Council approval of the financial statements (provided at this meeting), and
  2. Approval from the territorial department (MACA).After both, the auditor will finalize and distribute the statements.

### Overall Message

- The Town is in a good, stable financial position, with:
  - A clean audit,
  - Strong but largely designated cash holdings,
  - Growing long-term assets, and
  - A positive overall surplus trend.
- The main cautions relate to:
  - Understanding which funds are restricted vs. available, and
  - Providing management explanations for specific revenue changes such as user fees and investment income.

b. Fort Smith Slope Stability 2026 Update Presented by Blade Brodland of WSP

### Background & Scale of the Problem

- Blake and colleagues from WSP presented on riverbank instability and landslides along about 4.5 km of the Slave River at Fort Smith.
- The slope has a long history of landslides, including the major 1968 slide and others before and after; many are concentrated near the rapids.
- If someone asked today whether this is a good place to build a new community right on that bank, Blake said they'd likely recommend a different location because of the inherent instability.

### Why It's Hard to "Fix" the Slope

Blake and Ed McRoberts highlighted several challenges:

- Ongoing river erosion at the toe: the Slave River, especially at the rapids, is constantly chewing away at the base of the slope.
- Deep landslide structure: historic ground-movement instruments showed movement tens of metres deep, meaning these are deep-seated, large-scale failures, not small surface slumps.
- Problematic soils & possible permafrost: loose glacial/lacustrine materials, shallow groundwater, and possible permafrost make the slope more unstable and failure can be rapid once triggered.



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- Massive engineering effort required:
  - To regrade the whole slope (as was done in the 1968 slide area) across the full length would mean moving huge volumes of soil, impacting trees, roads, and other infrastructure.
  - Effective erosion protection would likely require very large rock (“riprap”) sourced from far away, at extremely high cost.
- Conclusion: there is no easy, affordable engineering fix for the whole slope; partial measures would mostly buy time, not eliminate risk.

### **Risk-Based Approach**

Given that, WSP and the Town have adopted a risk-based approach instead of trying to “fix everything”:

1. Setback line
  - A historic setback line (originally defined in a 1978 Klohn study) shows a boundary between:
    - Higher-risk landslide area closer to the river, and
    - More stable ground farther back.
  - Most key infrastructure is already behind (upslope of) this line, but some important elements inside the risk zone were identified:
    - Water intake structure and pipeline
    - Lagoon outfall
    - Cemetery
    - Arena
  - WSP sees the Klohn line as historical but still reasonable, though they have not re-modelled it in detail.
2. Contingency planning
  - The Town is encouraged to have clear contingency plans for what happens if key infrastructure is damaged by a landslide (e.g., water intake failure, arena risk, cemetery impacts).
  - For the water intake in particular, Ed suggested it might be cheaper and more realistic to relocate it than to try to fully stabilize the riverbank in that area.
  - For public safety at places where people gather (such as the arena), WSP recommended considering early-warning / monitoring systems that could trigger alarms if the slope begins to move.
3. Ongoing monitoring
  - WSP is providing regular monitoring rather than major physical works:
    - Visual inspections of the slope.
    - LIDAR surveys (airborne laser mapping) every so often, comparing surfaces over time to detect ground movement.
    - Survey pins to track more local shifts.
    - Earlier, they also reviewed satellite data supplied by GNWT.
  - The program has been supported by funding from GNWT and more recently through the Climate Change Preparedness in the North program (although WSP emphasized the problem is fundamentally geologic/erosional, not new with climate change).

### **What the Monitoring Is Showing**

- LIDAR “change detection” maps and field photos show:
  - Active ground movement and cracking near the toe of the slope along the river, including areas downslope of the cemetery.
  - Large cracks, fallen trees, and exposed soil confirm ongoing activity in these locations.
- The regraded area from the 1968 landslide shows less dramatic head scarp expression, but the overall landslide system is still active along the length.
- Importantly:



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- Current monitoring is mostly surface-based and performed about once a year, so it can miss short-term or deeper subsurface changes.
- A major deep-seated failure could occur quickly, and annual snapshots might not give enough warning in between.

### Need for Better Instrumentation

- WSP stressed that subsurface instrumentation (e.g., instruments installed in boreholes) in a few critical areas would:
  - Track ground movement at depth, where the main slip surfaces lie.
  - Provide more frequent data, potentially daily, via telemetry.
  - Significantly improve the ability to assess risk and detect accelerating movement.
- They had previously helped the Town apply for a large grant to fund such instrumentation and automation; that grant was not approved, but they are willing to support future applications.
- The rough cost estimate for a minimal advanced monitoring system at key sites (water intake, cemetery, arena zone) was in the order of a significant six- or seven-figure amount, which is why outside funding is important.

### Safety, Zoning, and Future Planning

- Safety was repeatedly emphasized:
  - Historical records include at least one fatality in the 1968 slide.
  - Failures can be very rapid, giving little time to react.
- On zoning and development:
  - The Town already has the area between the river and the setback line largely recognized as an environmental slide zone / development-exclusion area in the zoning bylaw.
  - There are still existing homes inside or near the line, particularly where the line runs closer to existing residential streets.
  - WSP suggested:
    - Continued use of the setback concept in zoning and land-use planning.
    - Possibly differentiating between what types of development are acceptable (e.g., houses vs. major critical facilities).
- For existing residences:
  - Ed suggested that people closer to the bank should watch for cracks and be prepared to leave if they see signs of movement.
  - Distance from the head scarp matters: farther back generally means lower risk, but there is no exact safe distance because it depends on the depth and size of any future slide.

### Funding and Next Steps

- WSP has:
  - Completed several years of inspections and LIDAR analysis through GNWT and climate-preparedness funding.
  - Recently issued a 2025 monitoring report to the Town.
- There are two more years of climate-preparedness funding in place to continue the current monitoring regime.
- They encouraged:
  - Maintaining and strengthening the risk-based approach (setback line, contingency plans, monitoring).
  - Exploring new funding to install deeper, real-time instrumentation.
  - Focusing capital spending on relocating critical infrastructure and safety measures, rather than trying to permanently stop the natural slope processes, which would be extremely costly and environmentally disruptive.



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**Bottom Line**

- The riverbank will continue to move over time; this is a long-standing, natural, large-scale geologic process.
- The Town cannot realistically “fix” the entire slope, but it can:
  - Limit new development in the highest-risk areas,
  - Monitor the slope intelligently,
  - Plan contingencies for key infrastructure and public safety, and
  - Seek targeted funding for better monitoring and, where most effective, relocation or focused protection of critical assets.

**4. APPROVAL OF MINUTES**

- a. Regular Meeting of Council April 14<sup>th</sup>, 2026

# 26-064

**Moved by: Cr. Cox**

**Seconded by: D/M Keizer**

That the minutes of the Regular Meeting of April 14<sup>th</sup>, 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

Director Howes reported that there was a high level of community activity, including successful snowboarding events and the hosting of territorials. Recreation and Community Services staff supported 26 events throughout the year to date, including youth dances at the Recreation Centre and community bingo. She highlighted staff contributions, noting that ETDO served as an engaging MC at multiple events.

She also noted that the library delivered quiet and creative programming, and the Joel Tetso Tournament was successfully hosted with 10 participating teams.

Director Howes advised that the pool experienced a temporary closure followed by its reopening, during which time important maintenance and administrative work was completed, including pump and plumbing repairs, electrical work, inventory updates, and revisions to SOPs.

She shared that the childcare team is currently recruiting and demonstrated creativity in programming during the colder month of March.

Looking ahead, Director Howes noted that Recreation will be supporting the Missing and Murdered Indigenous Women’s March on May 5, beginning at 5:30 p.m., with the route running from Salt River to the First Nation Conference Centre and continuing to Uncle Gabe’s via McDougal Road.

Cr. Bathe shared that several parents had approached him regarding the reopening of the pool. While they are pleased it is open again, he noted that children previously enjoyed swimming lessons and asked when those programs might be offered again.



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Director Howes Yes, we are in the middle of getting that action. We're in the middle of getting staff trained for that that'll be coming week. So we're hopeful for a summer rollout, that it's the goal, but I can come next month as well with a further update on that progress.

ii. Briefing Note: Fireweed Festival Consolidated Request

**# 26-065**

**Moved by: Mayor Fergusson**

**Seconded by: Cr. Cox**

That Council approve the provision of municipal equipment, personnel, and financial assistance of \$5,000, in accordance with applicable policies, to support Fireweed Festival NT, 2026.

**MOTION TABLED**

The briefing note requested Council approval for a \$5,000 contribution along with a range of in kind supports such as staff time, equipment, and portable washrooms. During discussion, councillors expressed concern that it was unclear whether the \$5,000 represented only a cash contribution or if it also included the cost of the in kind supports. They noted that the request did not itemize or assign value to these supports, leaving the total contribution unknown. While several members indicated they were generally supportive of the festival, they were uncomfortable approving a motion without clearer financial detail. Administration advised they were confident the support could be managed within the proposed amount, but Council requested a more detailed written breakdown and potentially revised wording. As a result, the mover withdrew support for immediate consideration, and the motion was tabled to a future meeting to allow administration to return with a more precise and itemized request.

iii. Briefing Note: Fireweed Festival Riverside Campground Overflow Request

**# 26-067**

**Moved by: Cr. Bathe**

**Seconded by: Mayor Fergusson**

That Council approve the temporary use and designation of Riverside Park as overflow camping for Fireweed Festival NT 2026, subject to compliance with all applicable municipal and territorial regulations, to support increased visitation and ensure safe, organized accommodation of festival attendees.

**PASSED**

Mayor Fergusson expressed excitement about the area being filled with campers and community members, noting the positive energy it will bring. She added that she hopes this event will help set a strong foundation for future large scale events in the community by establishing a clear framework for others to build on.

D/M Keizer acknowledged that the event has the potential to be a great community gathering, but emphasized the need to balance that with respect for the surrounding residential area. He noted that the proposed camping location is within a neighbourhood where people live year-round and expressed concern about potential impacts such as noise and late night activity. He asked whether there would be appropriate structure in place, including security, a campground host, and clear oversight to manage behaviour.

D/M Keizer stressed the importance of ensuring local residents are not negatively affected or left to address issues themselves, emphasizing that the area should be treated as a neighbourhood first.

Cr. Cox agreed with the Deputy Mayor, noting that the event is a strong idea and likely would have been beneficial in the previous year. He asked whether Protective Services had any concerns with the proposal and indicated he would like to see more clarity around oversight and management. Cr. Cox added that this may be a learning experience for the



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community, with the potential to inform future events, and emphasized the importance of having appropriate controls and safeguards in place to help ensure it is successful.

Director Gibbons advised that, even during a festival, all existing bylaws remain in effect for anyone camping in the area. She noted that this includes regulations related to noise, property use, and general conduct. She emphasized that it is the responsibility of the festival organizers to ensure full compliance with all Town bylaws and policies while operating on municipal property.

Director Gibbons added that, based on previous direction, the Town will require the organizers to remain in good standing with all applicable regulations. She indicated that the organizers would be expected to establish and manage the campground appropriately, and to work closely with the Town as the event approaches to ensure all requirements are met and to support a successful first year for this new campground component.

Cr Tuckey asked whether there are any external policies or obligations related to community safety when Town property is used, particularly regarding the provision of security. He questioned if the Town would be responsible for providing security in this case, noting that security was required during evacuation-related camps. While expressing support for the festival, he emphasized the need to clearly understand the Town's responsibilities.

Director Gibbons explained that the festival differs from an evacuation scenario, as it is not initiated or managed by the Town but by an external group requesting use of municipal property. As such, the responsibility for safety and operations rests with the organizers, who are expected to comply with all applicable bylaws, policies, and practices. She noted that this expectation is consistent with other agreements the Town has in place, such as with the snowboarding group, where users are responsible for proper conduct and care of Town property and facilities.

Director McNab noted that the report effectively captured the concerns he had raised, particularly regarding public safety, environmental considerations, and bylaw compliance. He highlighted key priorities such as emergency planning, maintaining access for fire apparatus, appropriate spacing, adherence to fire bans, limiting fires to propane where permitted, and ensuring the availability of first aid and fire extinguishers in line with fire code requirements. He added that, to provide additional assurance to Council, conditions such as on site security and proof of liability insurance could be included. Overall, he indicated that his concerns had been addressed and that the proposal aligns with required standards.

Director Howes noted that her discussions with festival organizers were not fully reflected in the report and that she will ensure this is captured more clearly in future. She advised that organizers confirmed they would provide insurance and establish campground personnel.

iv. Briefing Note: Tthebatthie Denesųłiné Treaty Day Donation Request

**# 26-068**

**Moved by: Mayor Fergusson**

**Seconded by: Cr. Cox**

That Mayor and Council approve the provision of requested Town resources and support for the Tthebatthie Denesųłiné Treaty Day event, subject to staff availability and operational considerations.

**PASSED**



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b. Municipal Services

i. Director's Report

Director Grenier provided several operational updates. He advised that recent work has been completed successfully and is now moving through final approvals. He noted that challenging weather conditions, particularly freezing during water production, created difficulties across departments, but overall progress has been positive. He highlighted that recent repair work was important and at times challenging, especially in sourcing parts, but was ultimately completed successfully.

He also reported ongoing work at the landfill in preparation for the upcoming season, including efforts to have the fence operational by May 1, although snow and site conditions have made progress difficult. Director Grenier added that contingency planning is in place if timelines shift.

In addition, he noted that preparations are underway for wildlife management, including bear related measures as the season changes. Work is also continuing on site maintenance and community areas, alongside coordination on contracts and administrative requirements. Overall, he acknowledged the challenges but indicated steady progress across multiple projects.

D/M Keizer noted that feedback from discussions at the trade show was largely positive, estimating that about 75 to 80 percent of comments reflected strong support and enthusiasm. He shared that while there were some questions and concerns, they were more constructive than critical. He asked Administration to follow up with individuals who had raised questions, particularly those who are well known in the community and may influence others, suggesting that timely, clear responses could help address concerns early. He also noted the value of looking to other communities for approaches, particularly in supporting residents who may face challenges. D/M Keizer praised the handout materials, noting they were very effective in communicating information, and emphasized the importance of continued follow up to maintain momentum.

Director Gibbons confirmed that Administration will follow up with individuals who expressed concerns. She noted that staff will be going door to door to ensure households receive information about the program, and that personnel are well informed and able to answer questions directly while engaging with residents in the community.

Director Grenier advised that, as part of this effort, the carts are scheduled to begin arriving around May 15. He noted that a team will be coming in to support delivery and implementation, and that a truck is expected to arrive next week for training purposes. If timing allows, he welcomed Council to come view the equipment and speak with the team on site, who will be available to answer questions and provide information on the specialized equipment.

Cr. Cox expressed support for the new system and noted the strong positive feedback from the community, including experiences from other areas that have already transitioned. He emphasized the importance of giving residents adequate time and guidance, particularly for those with mobility challenges, when shifting away from existing bins. He also suggested this could create an opportunity for local youth to earn money by assisting residents with putting bins out and bringing them back in.

Mayor Fergusson praised the initiative, noting it has been a long time coming and originated from advisory group input. She commended Administration for moving it forward and engaging with the community. She also expressed interest in seeing the new truck in action



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and suggested creating a video or other engaging content, in collaboration with communications staff, to help residents better understand how the system works.

D/M Keizer shared that a common question from residents at the trade show was whether they needed to purchase a second bin right away. He explained that his response evolved to recommending residents start with one bin and assess their needs over time, noting that a second bin can always be added later if required. He indicated this approach helped ease concerns and would be useful to include in communications to clarify expectations.

ii. Briefing Note: Landfill Closure and Expansion: Tendering and Bid Acceptance

**# 26-069**

**Moved by: Cr. Cox**

**Seconded by: Cr. Tuckey**

That Council approve the issuance of a Landfill-focused tender for the closure of the current landfill cell, site expansion into a new cell, and installation of new fencing to restrict wildlife access.

**PASSED**

c. Briefing Note: Asset Management Plan

**# 26-070**

**Moved by: Mayor Fergusson**

**Seconded by: Cr. Bathe**

That Council adopt the Asset Management Plan as presented.

d. Briefing Note: Signing Authorities

**# 26-071**

**Moved by: Mayor Fergusson**

**Seconded by: Cr. Bathe**

That Council approve the signing authority records be updated to remove James (Jim) Hood as of May 3rd, 2026.

**8. COUNCIL BUSINESS**

a. Bylaws and Policies

i. Consolidated Rates and Fees Bylaw No. 1076

**# 26-072**

**Moved by: Cr. Cox**

**Seconded by: Mayor Fergusson**

That the Consolidated Rates and Fees Bylaw No. 1076 be given third and final reading by title only.

**PASSED**

ii. SAO Employment Bylaw No. 1077

**# 26-073**

**Moved by: Cr. Bathe**

**Seconded by: D/M Keizer**

That the SAO Employment Bylaw No. 1077 be given first reading by title only.

**PASSED**



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iii. SAO Employment Bylaw No. 1077

<b># 26-074</b>	<b>Moved by: Cr. Tuckey</b> <b>Seconded by: Cr. Cox</b>
That the SAO Employment Bylaw No. 1077 be given second reading by title only.	
<b>PASSED</b>	

iv. Land Disposal Bylaw No. 1080

<b># 26-075</b>	<b>Moved by: Cr. Bathe</b> <b>Seconded by: Mayor Fergusson</b>
That the Land Disposal of Lot 1752 Plan 4330 23 Whitford Rd. Bylaw No. 1080 be given first reading by title only.	
<b>PASSED</b>	

v. Land Disposal Bylaw No. 1080

<b># 26-076</b>	<b>Moved by: Cr. Cox</b> <b>Seconded by: Cr. Tuckey</b>
That the Land Disposal of Lot 1752 Plan 4330 23 Whitford Rd. Bylaw No. 1080 be given second reading by title only.	
<b>PASSED</b>	

Mayor Fergusson asked whether Council would have the opportunity to review building drawings before construction begins, or if, given that it is a residential development in a designated zone, those plans would not come before Council.

Director McNab explained that while the Development Officer has the authority to issue permits for permitted uses, Administration can bring applications forward to Council if that is the preference of Mayor and Council. He noted this could be done either for information purposes or for Council to act in the role of Development Officer, rather than following the standard process.

Mayor Fergusson asked whether the Zoning Bylaw already includes guidance or standards related to the visual appearance of new homes or buildings within the community or in subdivision areas.

Director McNab advised that the Zoning Bylaw reflects Council's direction not to impose appearance requirements beyond basic size provisions.

vi. Land Disposal Bylaw No. 1081

<b># 26-077</b>	<b>Moved by: Cr. Tuckey</b> <b>Seconded by: Cr. Cox</b>
That the Land Disposal of Lot 1759 Plan 4330 7 Whitford Rd. Bylaw No. 108 be given first reading by title only.	
<b>PASSED</b>	

vii. Land Disposal Bylaw No. 1081

<b># 26-078</b>	<b>Moved by: Cr. Cox</b> <b>Seconded by: Cr. Benwell</b>
That the Land Disposal of Lot 1759 Plan 4330 7 Whitford Rd. Bylaw No. 1081 be given second reading by title only.	
<b>PASSED</b>	



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viii. Land Disposal Bylaw No. 1082

<b># 26-079</b>	<b>Moved by: Mayor Fergusson</b> <b>Seconded by: Cr. Cox</b>
That the Land Disposal of Lot 1739 Plan 4330 446 Calder Ave. Bylaw No. 1082 be given first reading by title only.	
<b>PASSED</b>	

ix. Land Disposal Bylaw No. 1082

<b># 26-080</b>	<b>Moved by: Mayor Fergusson</b> <b>Seconded by: Cr. Bathe</b>
That the Land Disposal of Lot 1739 Plan 4330 446 Calder Ave. Bylaw No. 1082 be given second reading by title only.	
<b>PASSED</b>	

x. Land Disposal Bylaw No. 1083

<b># 26-081</b>	<b>Moved by: Cr. Heaton</b> <b>Seconded by: Cr. Cox</b>
That the Land Disposal of Lot 1763 Plan 4330 14 Whitford Rd. Bylaw No. 1083 be given first reading by title only.	
<b>PASSED</b>	

xi. Land Disposal Bylaw No. 1083

<b># 26-082</b>	<b>Moved by: Cr. Bathe</b> <b>Seconded by: Mayor Fergusson</b>
That the Land Disposal of Lot 1739 Plan 4330 14 Whitford Rd. Bylaw No. 1083 be given second reading by title only.	
<b>PASSED</b>	

b. Mayor and Council Round Table

- i. Cr. Benwell reminded everyone that the Red Dress March is coming up, noting it is a collaborative effort between the Uncle Gabe's Friendship Centre, the Métis, Salt River First Nation, and the college, and encouraged people to attend and show support. She also shared that she was pleased to see the birdhouse on Sesame Street has been cleaned up and is looking much better.
- ii. Cr. Heaton echoed support for the Red Dress March and highlighted other community activities, including events at the Friendship Centre and a well attended trade show. She thanked volunteers who supported the animal shelter, noting successful fundraising efforts of about \$800 and increased volunteer interest. She shared that the lunch program remains active for a few more months and acknowledged the ongoing work at the thrift store, encouraging patience from the community as they manage high donation volumes and seasonal transitions. She also promoted volunteer opportunities at the animal shelter and the food bank, particularly for students seeking calm hours.
- iii. Cr. Karasiuk had nothing to report.



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- iv. Cr. Bathe shared insights from a recent Board of Revision meeting, noting it was helpful to hear directly from assessors and that property assessments remain a process many residents do not fully understand. He anticipated there may be increased questions or concerns once tax notices are issued and emphasized the value of clear communication going forward.

He also raised concerns about potential education funding cuts, noting impacts seen in other communities and the risk of similar effects locally. Cr. Bathe stressed the importance of advocacy for education funding in the Northwest Territories, highlighting that long term economic development should be supported by strong local education systems.

- v. D/M Keizer reported attending the college convocation on behalf of the Town, where he presented the Duncan McPherson Community Service Award to a deserving recipient and noted the event was well organized. He also attended the trade show, highlighting strong community engagement and commending staff for their hard work and positive interactions with residents.

He shared that he participated in a tourism and ITI luncheon, which generated useful discussion and ideas related to local tourism opportunities. In addition, he attended a Housing Accelerator Fund meeting, where three new applications were reviewed and approved, bringing the total number of submissions forward. He encouraged continued participation in the program to support community growth.

- vi. Mayor Fergusson reported on a number of recent meetings and initiatives. She highlighted a visit from Parks Canada representatives, including the Superintendent, noting positive updates such as plans for 16 new housing units, which signal ongoing investment and long term presence in the community. She also mentioned an upcoming visit from UNESCO representatives in August related to World Heritage Site status.

She shared that a recent meeting with the Minister of Education, Culture and Employment and Aurora College explored the potential for dual credit programming, allowing students to graduate with both a high school diploma and trade credentials. She noted strong support for the idea and indicated Fort Smith could be well positioned as a pilot location.

Mayor Fergusson also spoke to ongoing advocacy efforts related to education funding and Jordan's Principle, including collaboration with other municipalities. She emphasized the importance of protecting local opportunities amid broader changes and potential job impacts.

She concluded by acknowledging the efforts of municipal staff, particularly infrastructure crews working extended hours on recent projects.

- vii. Cr. Tuckey had nothing to report.
- viii. Cr. Cox noted the positive progress on Housing Accelerator Fund applications and extended congratulations to recent Aurora College graduates. He shared that discussions at the trade show included potential opportunities to support apprenticeships in collaboration with industry and the college.



**Council of the Town of Fort Smith**  
**April 28, 2026 @ 7:00 PM**

He also attended NTPC water licence meetings, noting that while much work has been completed, additional upgrades are still required, including infrastructure improvements that may lead to extended reliance on diesel generation during planned shutdowns.

Lastly, he encouraged residents to begin preparing for spring cleanup and FireSmart activities, noting how quickly seasonal conditions can change.

ix. Cr. Couvrette had nothing to report.

**9. PROCLAMATIONS**

**10. DATE OF NEXT COUNCIL MEETING**

Regular Meeting of Council (Protective & Corporate)	May 5 <sup>th</sup> , 2026, @ 7 pm chaired by Mayor Fergusson
Regular Meeting of Council (Community & Municipal)	May 19 <sup>th</sup> , 2026, @ 7 pm chaired by Cr. Cox

**11. EXCUSING OF COUNCILLORS**

**12. QUESTION PERIOD**

**13. ADJOURNMENT**

<p><b># 26-083</b>                      <b>Moved by: Cr. Karasiuk</b>     <b>Seconded by: Cr. Cox</b></p> <p>That the meeting be adjourned at 9:24 pm.</p> <p style="text-align: right;"><b>PASSED</b></p>
--

Minutes adopted this 5th day of May 2026.	
<p>_____</p> <p>Dana Fergusson Mayor</p>	<p>_____</p> <p>Certified Correct by Cassandra Gibbons Acting Senior Administrative Officer</p>

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

## Fire/EMS Response Activities

Fort Smith Fire/EMS responded to 25 calls during April 2026, consisting of 4 fire calls and 21 EMS calls. The overall call volume was less than half of the 5-year average.

## Fire/EMS Training Activities

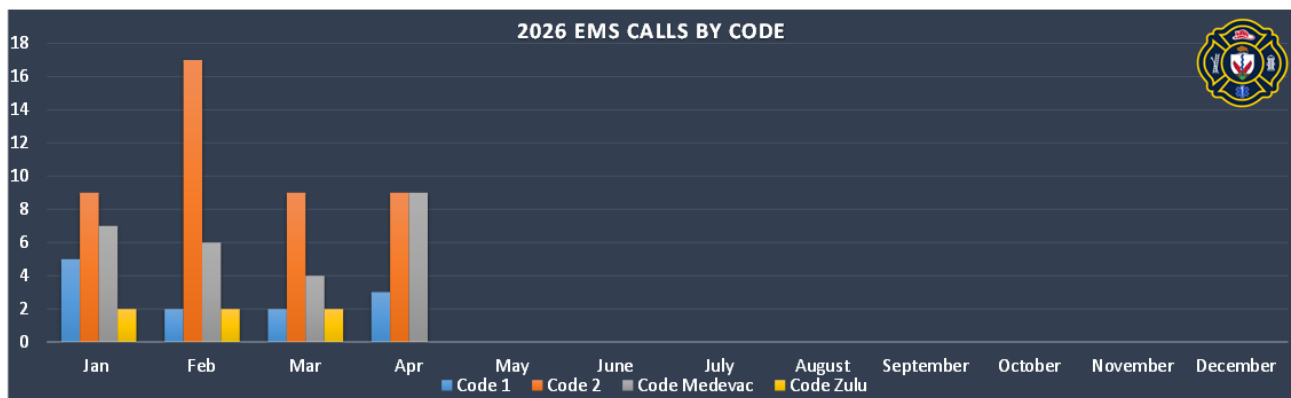
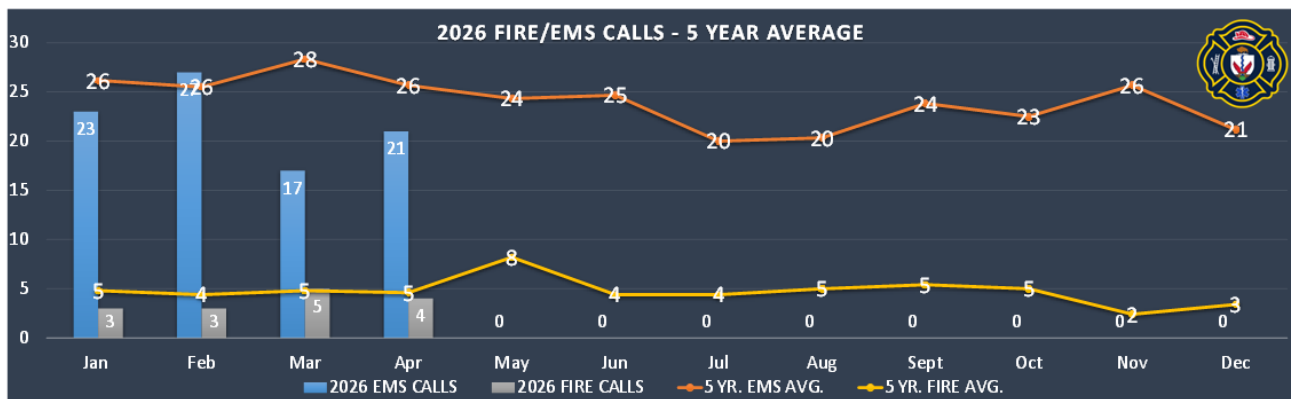
Ten training events were carried out so far this month. We have completed our EMR course and would like to congratulate 10 medics on successful completion of the course! Thank you for the hard work! We are looking forward to hosting a Wildland Urban Interface Members Course the first weekend of May.

## Fire/EMS General Updates

Protective Services has extended an offer for the Protective Services Coordinator position, and we are excited to welcome Spencer Porter to the role. Spencer has been a volunteer firefighter and EMS medic for a number of years. Spencer brings a wealth of emergency management and wildfire experience as well as admin and project management skills from his time with ECC.

Fort Smith will be receiving the Type 2 Structure Protection trailer as well as new PPE for Wildland Urban Interface work in the coming weeks just in time for the 2026 wildfire season.

This work will support Fire and EMS dispatch as well as Municipal Services service delivery systems. Education and enforcement will begin in the spring to ensure addresses are clearly posted and improve emergency response efficiency.



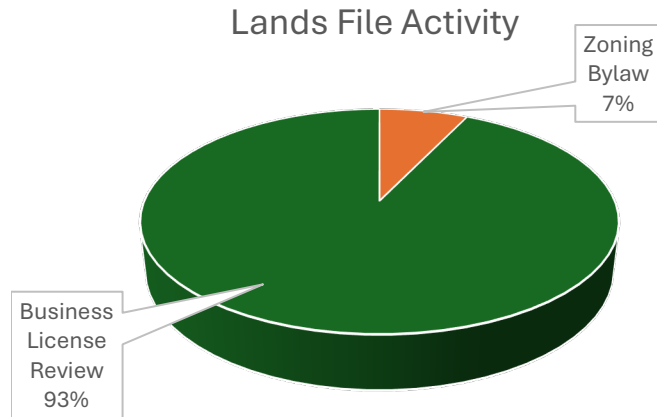
## Land & Development Summary

This month was primarily focused on processing incoming development permit and business license applications while placing a strong emphasis on updating the Town’s property tax system in preparation for tax billing.

Lands also attended the Board of Revisions to hear appeals to tax notices for 2026 and the HAF committee meeting for April.

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	3
Public Engagement	0
Business Licensing Review	39
Housing Accelerator	0
<b>TOTAL</b>	<b>26</b>



## Licensing Report

Business License Holder	Number	Address	Notes
Andon MacDonald	26-122	31 Tamarac Cr.	3D Printing
Amanda Grenier	25-020	60 Field St.	Landscaping
Corwin Hann	25-071	24 Tamarac Cr.	Renovations
Allison Courtney	26-121	5 Peregrin St.	Catering
Shawna Kandi-MacDonald		116 Woodbison Ave.	Beading / Craft
Beckie Linaker	24-185	56 Tamarac Cr.	Janitorial
Robert J. Valleu	26-123	Non-resident	Asbestos removal
Darlene Van-Wieren	26-124	Non-resident	Fire safety systems
Levi MacDonald		31 Tamarac Cr.	Plumbing / Heating
Arnold Neapetung		27 Wandering Spirit St.	Contracting / Consulting
Development Permit Holder	Number	Address	Notes
Beckie Linaker	DPA-011-26	56 Tamarac Cr.	Home Occupation
Amanda Grenier	DPA-012-26	60 Field St.	Home Occupation
Levi MacDonald	DPA-013-26	31 Tamarac Cr.	Home Occupation
Saeed Aldweik	DPA-014-26	5 Ptarmigan Cr.	Home Occupation
Jeremy Beamish	DPA-015-26	89 St. Ann’s St.	Demolition
Dog Tag Holder	Number	Address	Notes
Daylen Powder	11	50 Caribou Cr.	One Time
Bob Chadwick	12	64 Tamarac Cr.	One Time
Bill Reimer	13	73 King St.	Annual

## Business Licensing Report

TYPE	2024 Licenses	2025 Licenses	2026 Year to Date
<b>NEW</b>	26	42	12
<b>RENEWAL</b>	185	163	155
<b>LAPSED/UN-RENEWED</b>	48	90	50
<b>TOTAL</b>	<b>211</b>	<b>205</b>	<b>167</b>

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.

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.

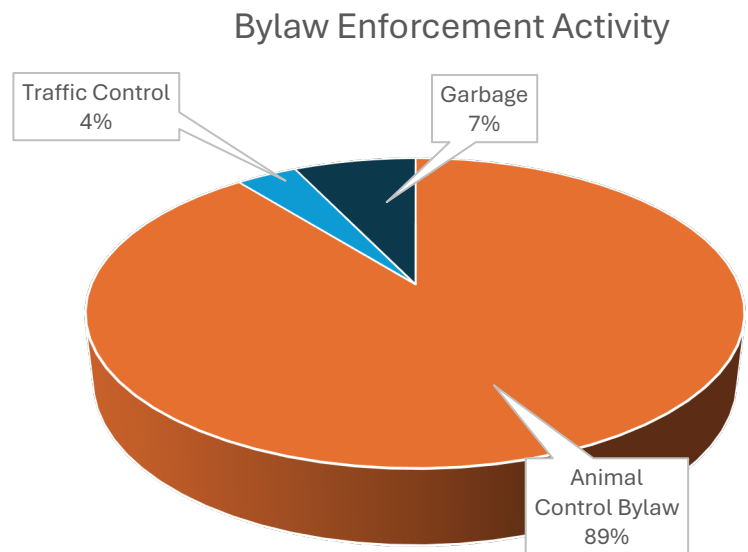
## Bylaw Enforcement Summary

Enforcement efforts have been actively addressing animal control matters. Dog at large violations, accounting for a significant portion again this month, as well as traffic control violations.

April continued to see 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. This draft was sent to legal and input has since been received. The guidance from legal is being incorporated and will be sent back to the bylaw committee for review and dissemination to other stake holders at the next meeting.

Animal Control Bylaw	25
Noise Control Bylaw	0
Traffic Control	1
Taxi Livery	0
Zoning Bylaw	0
Water and Sewer	0
Garbage	2
<b>TOTAL</b>	<b>2</b>



## Emergency Management

The Emergency Management Plan has been updated and signed off by the Director of Protective Services and Acting SAO for 2026.

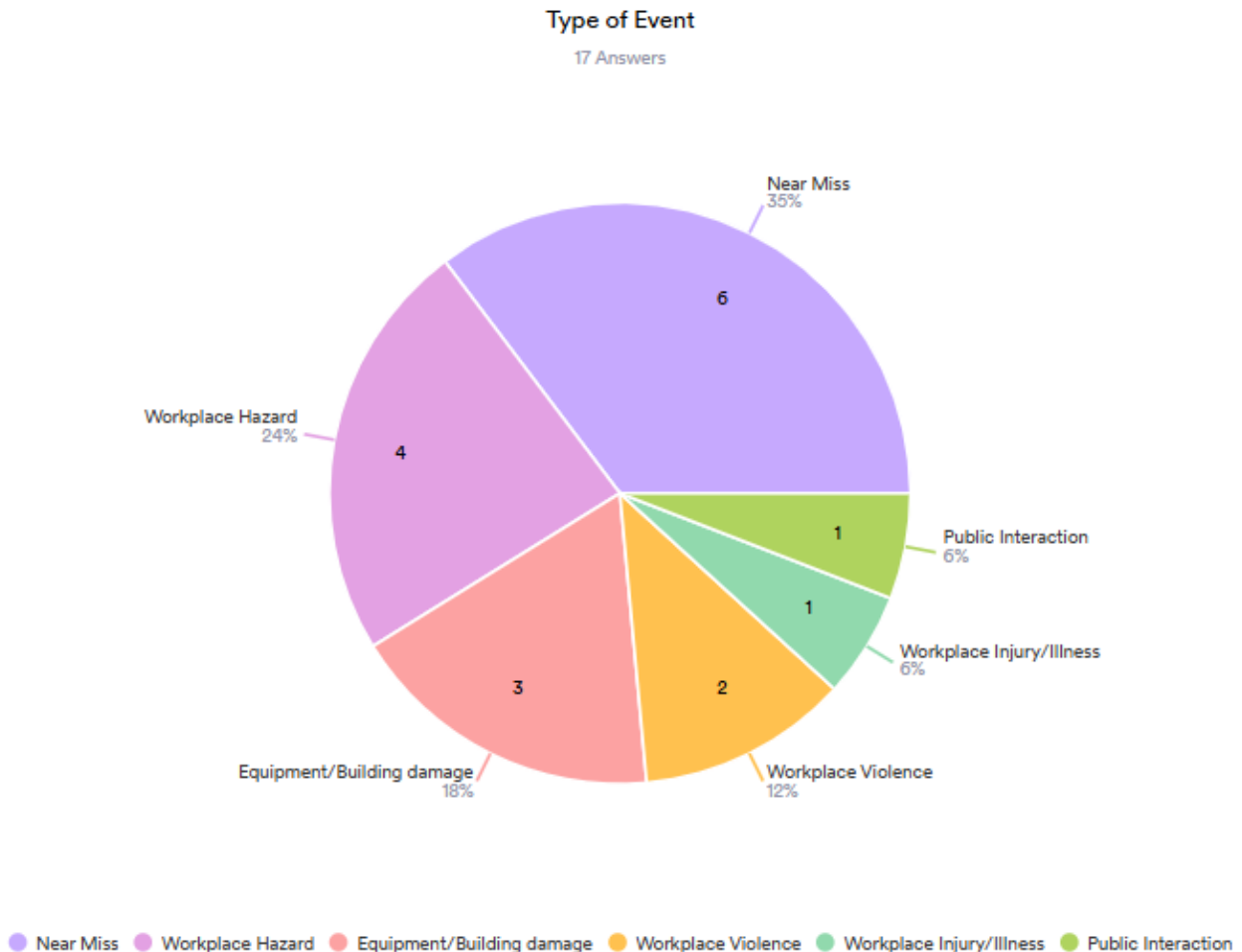
Improving our evacuation and reception center at the CRC is a priority. Installation of a backup generator ensures the provision of lighting, food services, and air handling. A kickoff meeting with the project manager took place this month and the project is moving forward to evaluate mechanical systems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

The GNWT ECC Wildfire Resiliency funding for 2026 has been applied for. 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 April as scheduled.

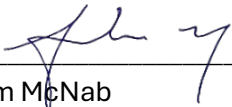


## Capital Projects Update

1. **Emergency Equipment Evergreen** – Capital evergreen planning for 2026 has begun and orders will be placed now that the capital plan has been approved.
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. With the approval of the capital plan with the increased cost of the project, this will be moving forward.
  - 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 and the project has begun. AECOM will be conducting a site visit and assessment mid May.
  - 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 has provided an update on the lands requested by the town for transfer. We will work with ECC to complete those transfers.
  - a. The equipment will arrive before any land transfers are expected to occur. In exploring options, Directory McNab met with Aurora College to consider partnering with the school and placing them in a more easily accessible, already gated, and more easily developed site. Once a tentative agreement is reached, this will be brought to Council for consideration.
  - b. 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.
  - c. With the finalization of the 2026 capital plan, this work will begin.
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.
  - a. An application towards the 2026 funding has been submitted by the Director of Protective Services.
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. A StarLink and dedicated Northwestel internet connection have both been ordered for the dispatch system which will be located at the Fire Hall. This telecom infrastructure will help support resilient dispatch and provide a communications backup for emergency services in the event of a wired service failure.



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Adam McNab  
Director of Protective Services

## RECOMMENDATION

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

## BACKGROUND

April was a month of significant transition and sustained operational demand for Corporate Services. Following the [final] retirement of the Town's then-acting Senior Administrative Officer, the Director of Corporate Services assumed the role of Acting SAO while continuing to oversee departmental responsibilities. Significant effort was directed toward maintaining stable operations, supporting staff, and advancing priority initiatives during this transition period.

Focused efforts throughout the month also ensured maintaining organizational continuity, advancing key corporate priorities, and supporting staff across departments during this period of change. Transitional administrative work was undertaken in preparation for the arrival of the incoming SAO, including documentation, briefings, and overview of organizational readiness.

## FINANCIAL ADMINISTRATION

Corporate Services completed the final stages of audit preparation. The statements were presented to Council, all questions were provided with information and resolution, and the statements were filed with MACA.

## HUMAN RESOURCES & ORGANIZATIONAL DEVELOPMENT

Corporate Services played a central role in the drafting, review, and advancement of the Respectful Workplace policy. The policy was successfully brought forward for consideration and adoption. The department also organized and supported the delivery of Respectful Workplace training to all staff, ensuring broad awareness and understanding of expectations moving forward.

Support was provided to the Community Services department in multiple recruitment processes, helping to address staffing needs and maintain service levels, and recruitment for the Deputy Chief position within Protective Services was brought to completion. Continued support was provided in achieving the final award of the position.

## LEGISLATIVE & POLICY DEVELOPMENT

Corporate Services participated in supporting a comprehensive amendment to the Rates and Fees Bylaw. This work involved cross-departmental collaboration, analysis of current fee structures, and alignment with cost recovery and service delivery objectives.

## ***REPORT TO COUNCIL***

Preliminary work commenced on the development of the 2026 Corporate Services Business Continuity Plan. This plan will serve as a companion document to the Town's Emergency Management Plan, ensuring that critical administrative and financial functions can be maintained during service disruptions or emergency events.

April required a high level of adaptability and sustained effort across Corporate Services. Despite the additional responsibilities associated with the Acting SAO role, the department continued to advance key priorities, support organizational stability, and deliver on core functions. Focus will remain on supporting the incoming SAO, maintaining momentum on strategic initiatives, and ensuring continued service excellence.

Prepared by:

Cassandra Gibbons

Director of Corporate Services and Acting Senior Administrative Officer

Date: May 1, 2026



## Briefing Note

**To:** Mayor and Council  
**From:** Administration  
**Date:** May 5, 2026  
**Subject:** Updated Fireweed Festival Donation Request

### PURPOSE:

To present Mayor and Council with the request from the Fireweed Festival for monetary and service donations, and to provide necessary supporting detail to enable Council to make a fully informed decision regarding their approach to this request.

### BACKGROUND:

The Fireweed Festival is an annual community event that celebrates local culture, arts, and community spirit. The festival typically includes a range of activities such as live entertainment, family-friendly programming, cultural showcases, and community gatherings.

The event is organized by a local group that relies on a combination of sponsorships, fundraising efforts, and municipal support to provide the quality of event delivery that the region is accustomed to experiencing from this festival.

### ANALYSIS:

At the April 28th Council meeting, the request from Fireweed Festival NT was tabled pending further clarification on budget allocation and event logistics, including the proposed use of the Riverside camping area. With increasing attendance and expanded programming, additional logistical supports are required to ensure the event remains safe, organized, and welcoming. Festival organizers have provided updated details and a consolidated list of requested supports for Council consideration.

The requested cash donation value is \$2,500. This will support core operational costs, including sound engineering service and associated technical support, event coordination oversight, and plan logistics. In addition, the festival is requesting the following action support from the Town:

**1. Portable stage and event support staff**

Stage rental: \$1,500.00  
Labour: TBD

**2. Bouncy castle rental**

\$165

**3. Garbage bin rentals with waste removal service**

Bin rentals: \$110.00 ea  
First garbage dump: No cost  
Every subsequent dump: \$53.00 ea

**4. Facility use for Teen Dance Event**

Rental of the gym / pool / Wubit: \$180.00  
Staff: ~\$400.00

**5. Use of the Riverside Overflow Camping Area**

~10 camp sites accommodating up to 40 campers TBD

**8. Use of Recreation Centre Shower Facilities**

In support of campers at Riverside location TBD



## Briefing Note

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Fireweed Festival NT has confirmed that they will independently arrange and cover the cost of portable toilets through a local contractor; no Town support is required for this provision, beyond cost assistance.

When considering the requirements of this request, no aspect of the donation inquiry was entertained if it were found to be a potential cause of impact toward service delivery on the part of the Town of Fort Smith in the observance of daily Town operations.

Organizers have also been presented with the details of the security and conduct expectations at the Riverside site, and have provided their agreement to comply with all municipal regulations governing the space. Some regulations of note:

- Camp sites will measure 10' x 10'.
- Each site is allowed a maximum of 1 shelter unit and/or up to 4 occupying persons.
- Campers may use showering facilities at the Recreation Centre, with usage and capacity being managed accordingly.
- Organizers are required to provide on-site area coordination and security, with area monitoring continuing throughout day and evening.
- Organizers are required to ensure all campers are made aware of the expectations surrounding the observance of quiet hours at the Riverside location, and the behavioural and conduct rules in place for the use of the space and facilities.
- All areas are required to be accessible to emergency response personnel at all times.
- All Campers are required to be registered.
- All fire safety, waste management, and crowd handling protocols are to be observed and adhered-to at all times.

Per policy and bylaw, approval of this request must reflect consideration of the following criteria:

- All requests shall be in writing addressed to the Senior Administrative Officer and well in advance of the event to ensure approval is received prior to proceeding with the event.
- Each applicant must demonstrate a need for the funds requested, and that the funds requested will not accrue, or cause profit to be accrued, to the applicant, either directly or by association.
- Under normal circumstances, only one request per organization will be considered in a calendar year.
- Priority will be given to projects, events, and/or activities that promote tourism, recreation, sport, culture, fine arts, and/or heritage. There will be on-going consideration given to providing recognition for the local elementary and secondary schools and Aurora College. Other programs that show benefit to the community may also be considered.
- The community group/organization shall be based within the geographic boundaries of the Town of Fort Smith
- The community group/organization must acknowledge the Town's contribution in all publicity relating to the event
- Donations to the following will be deemed to be ineligible, except under extraordinary circumstances, and would be at the sole discretion of Council
  - Religious organizations



## Briefing Note

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- Political organizations
- Commercial organizations

This request is aligned with these points, specifically meeting the following criteria:

- The request was made in writing.
- No other requests have been made by Fireweed Festival NT to date in this calendar year.
- The organization (and events) are based within the geographic boundaries of the Town of Fort Smith.
- This festival promotes Fort Smith tourism, recreation, culture, fine arts, and heritage.
- Organizers are committed to acknowledging the help provided by the Town, as they have in previous years.

### RECOMMENDATION:

That Council approve a \$2,500.00 cash donation and in-kind support with an estimated value of up to \$2,500.00 to Fireweed Festival NT, including event services, facility use, and Riverside camping access, subject to operational capacity, and that all activities comply with applicable bylaws and policies.



## Briefing Note

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**To:** Mayor and Council  
**From:** Administration  
**Date:** May 5<sup>th</sup>, 2026  
**Subject:** Update to Signing Authorities

### PURPOSE:

To formally update the Town of Fort Smith's signing authorities to reflect current organizational changes and ensure alignment with authorized personnel.

### BACKGROUND:

Effective May 5<sup>th</sup>, 2026, the Town is requesting an update to its banking signing authorities.

This change is required to reflect recent organizational adjustments and to maintain accurate and current authorization for financial transactions.

### ANALYSIS:

As part of this update, David Henderson, the new Senior Administrative Officer, is to be added as a signing authority.

Additionally, the Town requires that all financial transactions be approved by one employee (staff) and one Council signatory.

Updating these records will ensure compliance with internal controls and prevent any disruptions to financial operations.

### RECOMMENDATION:

That Council approve the signing authority records be updated to add David Henderson as of May 5<sup>th</sup>, 2026.

## Proclamation

### Environmental Sensitivities/Multiple Chemical Sensitivity (ES/MCS) Awareness Day

WHEREAS Environmental Sensitivities (ES), including Multiple Chemical Sensitivity (MCS), can substantially limit function and significantly impact quality of life; and

WHEREAS the Canadian Human Rights Commission recognizes Environmental Sensitivities [1]; and

WHEREAS it is estimated that more than one million people in Canada have been diagnosed with Multiple Chemical Sensitivity [2]; and

WHEREAS a subset of these individuals has been identified as experiencing Electromagnetic Hypersensitivity [3]; and

WHEREAS symptoms can range from mild to severely debilitating; and

WHEREAS Environmental Sensitivities/Multiple Chemical Sensitivity (ES/MCS) Awareness Month is observed in May, with May 12 recognized as Environmental Sensitivities/Multiple Chemical Sensitivity (ES/MCS) Awareness Day; and

WHEREAS to achieve a better quality of life, individuals with Environmental Sensitivities/Multiple Chemical Sensitivity (ES/MCS) require access to safe housing and appropriate healthcare; and

WHEREAS community efforts by organizations and individuals raise awareness, offer hope, and support research through advocacy and fundraising;

NOW THEREFORE I, Mayor Dana Fergusson, on behalf of Fort Smith City Council, do hereby proclaim May 12, 2026 as “Environmental Sensitivities / Multiple Chemical Sensitivity (ES/MCS) Awareness Day” in the city of Fort Smith.

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[1] Canadian Human Rights Commission: <https://www.chrc-ccdp.gc.ca/resources/publications/environmental-sensitivities-and-scent-free-policies>

[2] L'Association pour la santé environnementale du Québec/Environmental Health Association of Quebec: <https://aseq-ehaq.ca/en/>

[3] The Medical Perspective on Environmental Sensitivities: <https://publications.gc.ca/site/eng/9.691154/publication.html>