














Town of Fort Smith
Corporate Services Committee
 Tuesday, January 3rd, 2023 at 7:00 pm
 Town Hall Council Chambers

1. Call to Order
2. Delegation
3. Declaration of Financial Interest
 - a. Statement of Disclosure of Interest
4. Review
 - a. Agenda
 - b. Minutes
 - c. Vision and Values
 - d. Strategic Plan
5. Governance
 - a. Infrastructure Renewal
 - b. Economic Growth
 - c. Communication
 - d. Lands
 - e. Human Resources
 - f. Advocacy for Excellence of Services
6. Directors Report
 - a. Accounts Paid List – December 2022
 - b. Correspondence – December 2022
 - c. License Report – December 2022
7. Bylaw/Policy Review and Development
8. Administration
 - a. Briefing Note – 2023 Board of Revision
 - b. Briefing Note – 2023 Capital Planning
Draft 5-Year Capital Plan
Draft 10-Year Capital Plan
9. Other Business
10. Excusing of Councillors
11. Date of Next Meeting
12. Adjournment

Attached Documents	
 Statement of Disclosure of Interest	 Corporate Services Minutes December 2022
 Vision and Values.pdf	 Strategic Plan.pdf
 Accounts Paid December 2022.pdf	
 Correspondence December 2022.pdf	 Licensing Report December 2022.pdf
 BN 2023 BOR.pdf	 BN 2023 Capital Planning.pdf
 5-Year Capital Plan DRAFT.pdf	 10-Year Capital Plan Project Details DRAFT



Town of Fort Smith
Code of Conduct for Council Members

ATTACHMENT A

STATEMENT OF DISCLOSURE OF INTEREST

Name of Council Member: _____

Date of Disclosure: _____

Council Meeting or _____

Committee Name: _____

Meeting Date: _____

Agenda Item: _____

Agenda Item Description: _____

Description of type and nature of Interest (i.e., Interest or Conflict of Interest)

Interest: Personal

 Pecuniary

Conflict of Interest:

Signature: _____ Date: _____

Councillor: _____

Office Use Only:

Recorded by _____ at: _____

Initials: _____

Date: _____



Town of Fort Smith
Corporate Services Standing Committee
Tuesday, December 6th, 2022 at 5:00 pm
Town Hall Council Chambers

Chairperson: D/M Macdonald
Members: Mayor Daniels, Cr. Tuckey, Cr. Korol, Cr. Campbell, Cr. Pischinger, Cr. Beaulieu
Regrets: Cr. Fergusson
Staff Present: Cynthia White, Senior Administrative Officer
Katie Reid, Executive Secretary
Guests: Mike Couvrette

1. Call to Order

Mayor Daniels called the meeting to order at 5:09 pm.

2. Declaration of Financial Interest

There were no declarations of financial interest.

3. Review

a. Agenda –The agenda was reviewed.

RECOMMENDATION

Moved by: Cr. Korol

Seconded by: Cr. Pischinger

That the agenda be adopted as presented.

CARRIED UNANIMOUSLY

b. Minutes – The Corporate Services Standing Committee Minutes of November 1st, 2022, were reviewed and adopted at the Regular Meeting of Council on November 15th, 2022.

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

d. Strategic Plan – The Strategic Plan was reviewed.

4. Governance

a. Infrastructure Renewal – Administration did not have any governance updates but would provide an update on infrastructure renewal with the Capital Plan review.

b. Economic Growth

c. Communication

d. Lands

e. Human Resources

f. Advocacy for Excellence of Services

5. Director's Report

Administration advised that the Director was unavailable to attend but she would do her best to answer questions or defer to the next meeting.

a. Accounts Paid List – The Accounts Paid List from November 2022 was reviewed.

b. Correspondence – The Correspondence List from November 2022 was reviewed. Administration advised that Council attended the meeting with the Deputy Minister of ITI; the Mayor attended and welcomed the NWTMN Annual Assembly; and she reviewed the correspondence of the byelections results. She noted that the PWK Winter Classic donation request is included as a briefing note in the meeting package for review later in the meeting.

- c. License Report – The License Report from November 2022 was reviewed.

6. Administration

- a. Briefing Note Draft 2023 O&M Budget – The briefing note and budget documents were reviewed. Administration advised that the briefing note is unchanged from the November Corporate Services meeting but there may be questions resulting from community consultation meeting. Council didn't have any questions and requested reviewing the budget line by line.

Administration reviewed budget revenues and first reviewed residential and non-residential property tax revenues. D/M Macdonald asked if school tax is included in the amount. Administration replied that it is a separate line item. She noted that the property tax revenues are based on the current taxation/mill rate. Administration reviewed grant in lieu of taxes (GILT) and advised that there was an increase from 2021 to 2022 that was likely based on reassessments. She noted that the GNWT and Government of Canada pay GILT and SRFN pays payment in lieu of taxes (PILT). Administration noted that these are expected revenues but there have been issues receiving PILT payments, and although they show as revenue, the funds have not been received. Administration noted a reduction from 2021 to 2022 due to transfers from the Federal Government to SRFN to residential property owners. D/M Macdonald asked if the revenue is transferred to the residential property tax revenue. Administration confirmed but advised that most were transferred to seniors utilizing the Senior Citizen and Disabled Persons Tax Relief Program.

Administration advised that 2022 was a high year in ambulance recoveries. She noted that garbage bin rental revenues were moved to the O&M budget in 2022 and that rental fees for bin rentals outside of municipal boundaries as they pay the same rate as rentals within municipal boundaries. Administration advised that cemetery recoveries are estimated based on averages over the years and that rates were increased last year. She noted that Fire Department doesn't often see revenue and that there may be opportunity to address this to offset volunteer staff costs.

Administration advised that accounts receivable interest revenue is budgeted at \$20k annually but was higher in 2021. She noted that as the Town moves forward with forgiving uncollectible debt and more actively collects accounts receivable invoicing, this amount should come down as the budgeted amount is for interest fees resulting from not collecting. In addition to this, she noted that high property tax interest income is a result of not collecting taxes and that this is being addressed by holding regular tax auctions. D/M Macdonald noted that bank interest was \$35k in 2021 but only \$10k was budgeted in 2022 and requested an update. Administration replied that the amount is budgeted lower as the interest received is dependent on funds in the bank which fluctuate. She added that funding is also received after projects are completed which can affect the balance. Dianna noted that \$55k was received in interest this year. Administration responded that there is ICSP and Small Communities funding for the Water and Sewer Infrastructure Replacement project and for the CRC Retrofit project and that the Town had large amounts of money banked at different times.

Administration advised that \$37k was received last year in Ground Ambulance Highway Rescue funding last year and that applying for and reporting on the funding is an annual requirement.

Administration noted that development permitting was high in 2021, and lower in 2022, likely due to less building projects occurring. She noted that fines have increased for bylaw infractions and that they would continue to budget \$3k although revenues may be higher.

Administration advised that business license revenue is averaged on what is typically received. She noted that school tax revenue is \$5k as this is the GNWT's allowance to the Town for performing collections. She noted that there is a miscellaneous revenue line that was created for revenues and reimbursements due to the 2021 Fort Simpson flood and subsequently the Hay River flood. D/M Macdonald asked if there is an offset line for miscellaneous expenses. Administration advised that it is sometimes built into overtime.

Administration advised that the Economic Development and Tourism Grant and Climate Change Adaptation Plan funds would continue until 2023 and that the Small Communities funding would be included in this line item as well. D/M Macdonald asked if the Climate Change Adaptation funding is only 2-year funding. Administration confirmed and advised that a local person was hired as a resource. She stated that in BC, the provincial government provides each community with annual climate change funding. Administration reviewed the carbon tax rebates and suggested that the GNWT may be able to support community governments by applying for federal funding for projects. Cr. Korol noted that seed funding has not been received from ITI and requested an update. Administration responded that seed funding is based on projects and budget presented by the EDO, and that the Town receives the funding once the projects are completed.

Administration reviewed programming. She noted that the Town has been assisting with the set up and layout for the community garden and Mission Park, and that she hopes ITI will improve utilization of the location moving forward. Administration advised that the Town receives various funding pots for recreation programming, but they must be applied for and reported on each year. She added that Child and Youth Resilience Programming is to offset programming expenses for ages 0-6, and that the territorial guide indicates it can be used for ages 0-18. She advised that the scope is narrowed to ages 0-6 for Fort Smith while larger communities are able to use the funding for older youth. Administration stated that Sport and Recreation funding is stable annual funding but that it still needs to be applied for and reported on.

Administration reviewed Day Camp revenue and advised that revenue is based on being fully enrolled with 20 children over 8-weeks in the summer. She noted that childcare is combined with afterschool care for ease of accounting. She noted that full enrollment has been achieved, and that grants are received to reduce enrollment fees.

Administration advised that lottery licensing revenue has decreased due to making licensing fees more accessible and affordable for user groups.

She reviewed Arena revenues and indicated that Fort Smith has some of the lowest user fees in the NT. She noted that the Town does not make profit on ballpark use and the fees are minimal, seasonal fees.

Administration advised that CRC revenue budgets are high and that expenses exceed revenue. She also felt that if fees were increased it would detour usage of the facility. D/M Macdonald asked if the new CRC software would be able to breakdown revenues by program usage and noted that Pool revenue being combined with CRC revenue doesn't reflect program cost vs. usage. Administration indicated that the all-in-one pass makes this difficult to track which is why the monthly facility statistics are monitored. Administration noted reductions in CRC revenue being that there are no CRC leases for the Senior's Room, Curling Club, or Concession, and that there is no longer a pop machine in the building. She noted that a \$55k contribution is received from the GNWT towards Library salaries as the Town had assumed full operations from the GNWT.

Administration reviewed conditional grants and advised that O&M funding from MACA is stable, and insurance contributions are received based on performing regular facility inspections. She noted that there are various grants received and that she would confirm if CPI funding will be increasing by \$200k. She added that \$50k is received from ITI until December 2023 for the Economic Development Assistant position.

D/M Macdonald asked if the budget reflects that the Town would no longer be paying the Town's 50% portion of forgiven school tax for the Senior Citizen and Disabled Persons Property Tax Relief Program. Administration replied that a motion of Council would be required to make this change and noted that approximately \$35k in school taxes were paid to the GNWT in 2023 as the Town's portion.

Administration reviewed legislative expenses and noted that there was a \$5k expense for SRFN planning chair fees but that this process hasn't been implemented in many years and indicated SRFN they have requested the termination of their Municipal Services Agreement (MSA). She noted that Council travel is overspent in 2022 but she felt the NWTAC and FCM conferences are beneficial to attend. Administration advised that the donation budget is \$6.5k and that there has been discussion on how Council administers donations and contributions in the future. Mayor Daniels hopes the music festival can come back and would support a contribution to this event. D/M Macdonald requesting seeing budget totals before contributing further to line items to prevent tax increases. Mayor Daniels agreed. Cr. Korol asked what the Public Relations (PR) budget encompasses. Administration responded that it was overspent in 2022 and that PR funds were used to offset additional Long Service Awards expenses as the budget was not sufficient. She noted that it also includes swag purchases, lunch for advisory board meetings, dinners for meetings, and the turkey donation to staff and volunteers. Administration advised that NWTAC membership fees have slightly increased.

Administration advised that downtown development wages include the wages for the flower staff. She noted that the flowers are purchased locally and that she would like to try planting some vegetables next year to donate to residents in need.

Administration advised that the training budgets were amalgamated in 2022 to address all training needs as it was found that some departments were not utilizing their budgets while other departments had a higher need for training. Cr. Korol requested a breakdown of training and conferences attended. Administration replied that information on how funds were spent could be provided. D/M Macdonald asked how it is determined who eligible to attend. Administration replied that training needs are assessed by performance appraisal, operational need, and desire.

Cr. Campbell entered the meeting at 5:50pm.

Cr. Korol asked if Council approves southern travel. Administration replied that funding is based on budget, and that third-party funding sources are sought such as from ITI, ECE, and ALGAP. D/M Macdonald asked if there is required reporting or information sharing after conferences. He suggested rather than sending multiple staff to the same conference, that one staff be sent and information share with others. Administration responded that they support attendance at conferences applicable to departments especially if external funding is available making it cost effective to send multiple employees. Further, she indicated that they plan to implement a semi-mandatory lunch and learn program for employees who return from conferences and training to share their learnings with the organization. Mayor Daniels requested additional facility maintainer training and boiler/furnace servicing training.

Administration reviewed labour allocations and indicated that wages are allocated to other departments due to duties performed. She noted that 50% of the SAO wages and 50% of the Director of Municipal Services wages are allocated between the Utility and Environmental budgets. Cr. Korol requested more information. Administration advised that wage allocations are done to acknowledge time directing resources in those budgets and for cost recovery.

Administration advised that they have been reviewing office costs including the phelines, fax, and photocopier/printer. She noted that one of the large photocopiers has already been removed and that the landlines are due for replacement as the system is no longer supported and spare parts are no longer available. Further, she advised that they are moving towards radios rather than cellphones. Administration is also reviewing publications, subscriptions, and memberships to ensure the Town is not ordering paper-copies. Cr. Korol suggested decreasing the advertising budget from \$10k to \$5k. Administration agreed and advised that advertisements were usually put in the newspaper, but the Town has moved towards using other sources such as LGANT, the Town's website, and Facebook. D/M Macdonald asked if there are cost-savings in switching processes. Administration replied that they are consolidating and monitoring expenses to find areas for budget reductions. She anticipated reductions in phone costs for the Library.

Cr. Korol asked if website hosting support is for the domain name and if the domain will remain the same when changing the website. Administration confirmed and advised that the budget is also for website tech support.

Administration advised that legal costs have increased due to HR issues and bylaw infraction issues. She asked if there was interest in increasing this budget and incorporating upcoming UNW negotiations. She suggested that \$10k would be a starting amount for negotiation costs. Cr. Korol suggested allocating \$5k from the advertising budget. Administration thinks negotiation costs will exceed \$10k and indicated that she would provide more information before the Regular Meeting.

Administration advised that office supply expenses have increased and that there is a paper shortage. D/M Macdonald noted a \$5k budget for postage and asked if the Town is going paperless. Administration replied that the expense is for the postage meter lease and that most customers are receiving their invoices electronically. She hopes to reduce this budget.

Administration reviewed Town Hall operations and noted that heating fuel costs have increased, and that power is planned to increase. She noted that a 10% increase was incorporated to address this. She noted that repairs and maintenance expenses were not increased for Town Hall due to funds allocated in the Capital Plan to perform upkeep before doing a larger retrofit later. She noted that the Town Hall's car O&M has decreased as it is barely used, and lands expenses have decreased due to not paying for Commissioner's land leases.

Administration noted that computer assistance costs have increased and that they are working to implement a more robust server that all Town facilities can access with enhanced cyber-security. D/M Macdonald asked if this would be a capital project. Administration advised that there would be ongoing O&M expenses for licensing fees, etc.

Administration reviewed expenses for auditing fees, Board of Revision, insurance, and grants. She noted that the NLMCC grant was increased from \$25k to \$35k a few years ago. Cr. Korol requested an update on impacts to the NLMCC if the Town chose not to provide a grant. Administration replied that they carry a small surplus and she was unsure if they have capital funds, and their financial situation is uncertain along with keeping employees. Cr. Campbell asked if they access other funding. Administration replied that they access funding from ECE and search for other funding, but alternative funding sources aren't sufficient for operations. She noted that this was brought forward to the Deputy Minister of ITI with tourism offerings to keep tourists longer to support the community economically. Mayor Daniels advised that there is a NLMCC meeting on December 13th from 12-1pm. Administration replied that D/M Macdonald is the appointed Council board representative and that Cr. Couvrette is a volunteer board member.

Administration reviewed Bylaw Enforcement and noted a 10% increase for PPE uniform. She thinks he doesn't need a new uniform annually but noted some wear and tear. She noted budget for animal control and for events with children and youth, and noted no increases for gas, oil, or repairs and maintenance. Administration advised that Protective Services includes the Directors salary, benefits, uniform, and telephone, and that the Director was able to decrease phone costs. She noted that the Directors training is included with the amalgamated training budget and that the volunteer Fire/EMS training is covered by MACA. Further, she noted that wages for Fire/EMS are cost recovered. Cr. Campbell asked if volunteers are compensated with a car allowance. Administration confirmed this and advised that the Fire/EMS volunteers are cross trained and that they are determining how this reduces overall costs. She added that the volunteers now have combined practises rather than on separate days.

Administration would like to further review ambulance recoveries in 2023 and suggested implementing administrative fees when billing. She noted additional expense increases in materials and supplies, and the ambulance bay lease amount. Cr. Campbell suggested tendering the ambulance bay lease to determine if there is a more cost-effective space available. Mayor Daniels was disappointed that this Council would not see the development of a Protective Services building. D/M Macdonald asked if the ambulance bay lease is monthly or annual. Administration believes it is monthly. Cr. Korol asked if the Health Centre would house the ambulance. Administration replied that an ambulance is already being stored there and not wanted.

Administration advised that the Animal Shelter was retrofitted last year with various upgrades including a high efficiency fuel boiler and that greenhouse gas funding was accessed for the project.

Administration reviewed the Fire Department budget. Cr. Korol advised that federal fire abatement funding was announced and asked if the Town can access this. Administration responded that the funding is capital funds, and that the Town is included in NWTAC funding for fire breaks. Administration stated that hydrant maintenance materials and supplies is underspend as they have multiple hydrants being used for parts, but she doesn't think this budget should be reduced. Further, she noted a 10% increase to operations including utilities, equipment, and repairs and maintenance, and that fire fighter equipment clothing was increased last year.

Administration noted 10% in Public Work's budget for mobile equipment and indicated that trends show repair and maintenance costs to be higher than budgeted. She noted that some of the expenses may be offset with insurance recoveries. She suggested not increasing the small tools budget and changing this to materials and supplies. Further, she noted increased repair and maintenance demands for 7-Bay garage as the building ages and noted roof, insulation, and heating issues, and suggested reviewing retrofitting the building in the future. She noted a vehicle equipment lease in the O&M budget and advised that she would determine if this could be moved to the capital budget with the skid steer leases.

Administration review road and sidewalk materials and supplies and advised that sand and salt are used. She advised that PW are trialing a new substance with no MSD sheet that is effective in colder temperatures and environmentally friendly. She hopes to see cost-savings if effective. She noted that the \$5k road contribution hasn't been utilized, and that there is a budgeted contract amount for additional snow removal and street sanding support that should stand in the budget. Administration advised that Hay River has a second snowblower that Fort Smith may trial. Administration noted the street lighting contracted cost for Christmas lights being \$8.5k. She was unsure of the final cost but noted the amount of lights installed has increased and suggested that Council may only wish to light the downtown core. Cr. Korol would like the lights to extend to the schools. Administration suggested increasing the budget to \$15k if the same number of lights would continue to be used. Cr. Campbell asked if installation could be tendered. Administration replied that the work could not be tendered because the poles are owned by NTPC. Cr. Pischinger requested the service be donated by NTPC. Administration replied that the service was donated in the past but is no longer. Cr. Tuckey noted that multiple people at the public meeting indicated that they would rather go with out Christmas lighting if it resulted in a tax increase. D/M Macdonald asked what the cost reduction would be to only light the downtown core. Administration felt the current budget would cover this. Mayor Daniels suggested considering the cost to light the tree on the Trans Canada Trail. Cr. Pischinger suggested requesting community feedback regarding recreating the Christmas tree and noted that there was minimal uptake in utilizing the greenspace beside the Arena or the Town Hall tree. D/M Macdonald suggested encouraging a community member to champion this with Town support. Administration advised that Light Up the Park is well subscribed and that there may be opportunity to find funding or donations. Council agreed to not to add to the budget for the tree lighting at this time.

Administration reviewed street sign replacement costs. She advised that many signs have been tagged and that 40km/hr signs would be implemented. Cr. Tuckey asked if the tagged signs could be painted. Mayor Daniels suggested requesting information from stores regarding spray paint purchases. Cr. Campbell suggested covering the signs with deckles. Administration will look into this and noted that signs are usually purchased from local vendors.

Administration reviewed budgets for small equipment gas, oil and repairs and maintenance, and standing budgets for the lawn mowers, weedwhackers, etc. She reviewed the annual clean-up expenses and indicated that there are yearly monetary offerings to community groups who participate in cleaning the community. She suggested keeping budget the same for community clean up, and associated materials and supplies, and labour costs. She suggested keeping cemetery materials and supplies the same and removing contracting costs since the Town has purchased a skid steer and no longer requires contracted out winter gravedigging.

Administration reviewed the Senior Citizens and Disabled Person's Tax Relief Program budget and advised that the expenditure was close to the budgeted amount of \$210k. D/M Macdonald asked if the cost reflects the removal of school tax and asked if school tax was separated previously. Administration confirmed that the school tax is a separate line item and has been historically.

Administration reviewed Facilities Maintenance and noted a 10% increase for repairs and maintenance, and materials and supplies. Cr. Campbell requested an update on training. Administration replied that the training budget is centralized for all departments to be better utilized. Additionally, she would like to develop a training plan for each department.

D/M Macdonald asked if \$50k is budgeted for cellphones. Administration confirmed but thinks there may be savings. She noted that the water/sewer truck has a sat phone and there is a reduction in the number of cellphones held by the organization which will reduce cost. Cr. Campbell asked if an in-reach phone could be used instead of a sat phone. Administration noted that they can be delayed up to 30-minutes depending on location. D/M Macdonald advised that the communications may be delayed but the SOS function is not. Mayor Daniels suggested a radio system may be more cost efficient than cellphones. Administration replied that some staff have switched to radios, and she hopes to see a reduction in cost. She added that if enough are purchased, the purchase can be capitalized. Cr. Campbell asked if staff are compensated for personal cellphone use. Administration replied that some employees are allocated cellphones, and some are compensated for personal cellphone use. Administration advised that research was previously done on cellphone packages and that this could be investigated further. Cr. Tuckey asked if data packages are required. Cr. Korol replied that data is required to access emails. Cr. Tuckey asked if there would be savings for corporate packages. Administration replied that corporations are charged more than personal users. She noted that they would continue to look at internet services too look for internet and technology cost-savings.

Administration reviewed economic development and advised that wages have increased due to a contribution received for a marketing employee (Economic Development Assistant) and noted that the Economic Development Officer and Visitor Information Centre wages are also included. She noted \$36k is budgeted for the tourism and marketing employee, and that there is \$25k ITI seed funding to offset this. Cr. Campbell clarified that \$11k is the Town's contribution for the position. Administration confirmed. Cr. Korol requested an updated on the travel and training in October. Administration believes both the EDO and Economic Development Assistant were both funded to attend. Further, she noted that a portion of the Community Employment Fund was held as an administrative fee is put towards Economic Development wages.

Administration noted that there wasn't many changes in the Rec and Administration budget. She reviewed childcare expenses and advised that there wouldn't be an increase to Day Camp materials and supplies. She noted childcare staffing allocations in the Afterschool Care Budget for an additional 10 children and 5 infants spots in the Daycare. Cr. Korol asked how employee and employer wages are incorporated to ensure fees are recovered from parents. Administration replied that this is built into wages and benefits as fully burdened and they could review further labour allocations such as for the Pay and Benefits Finance Clerk. Council requested reviewing utility allocations and the Director's coverage in the program.

Administration advised that Pool heating costs have increased and are over budget. She noted that costs are higher than they are supposed to be with the BTU heater. Cr. Campbell suggested having it looked at to determine if it is operating properly. She noted that there was no heat in the Pool today, although that PWK had heat, and that no one from Public Works was available to check the situation. She noted that there was a user agreement when the CRC was constructed that PWK would use the facility but pay the heating, but the Town is now paying the facility's heat. D/M Macdonald asked if there was a written agreement. Administration replied that the agreement is dated but confirmed that coverage of the facility's heat was included. D/M Macdonald suggested discussing this with them. Administration agreed and advised that this is flagged as a major issue. D/M Macdonald suggested using the wages saved resulting from staff vacancies. Cr. Korol noted that there are few lifeguard positions and asked if they are casual employees. Administration advised that there is a certain amount of full-time equivalent (FTE) positions and that a few employees may fill an FTE position. Cr. Korol asked if it is regulation to have lifeguards work in pairs. Administration replied that the lifeguard on deck has a radio to request front desk support. She added that they are planning to hold a National Lifeguard Training Course. D/M Macdonald asked if a modified Pool schedule has been considered. Administration replied that this has not been reviewed but Pool usage is low at times. D/M Macdonald suggested performing a cost saving analysis to close the Pool from January to March due to heating costs. Cr. Tuckey suggested reviewing usage statistics to meet the community's demands. Cr. Korol doesn't think Council could make an informed decision from the last few year's statistics as accurate representation of usage due to the CRC and Pool changeroom renovations still ongoing. Administration replied that she has extensive knowledge of Pool use over the past 10-years and indicated the morning swim, after school and some weekday evening swims have low usage and morning swim is the hardest to staff. She noted that the Child Resiliency Funding is used for child and toddler Pool use. Administration felt that raising CRC fees may decrease usage.

Cr. Korol thinks there may be cost savings with the free usage of the CRC for Aurora College students. Administration replied that they have a facility use contract for \$9.5k per year for students and their families. She thinks this the cost may be more than what is contracted but it is difficult to accurately track statistics with the current system. Cr. Korol would rather subsidize rates for the taxpayers. D/M Macdonald asked how long the contract has been \$9.5k/year for. Administration thinks since 2016. D/M Macdonald suggested negotiating the contract amount and didn't want to subsidize. Cr. Campbell was concerned that the \$9.5k revenue would be lost and that students wouldn't use the facility anymore if the contract ceased. Administration suggested the contract only be for student use and not families.

Mayor Daniels asked for more information regarding pellet boiler systems and greenhouse gas. Administration has been in touch with agencies that issue greenhouse gas funding for boiler systems at Town Hall and the CRC and noted that both pellet and electric boilers are greenhouse gas free but a decision on which to install should be dependent on supply. She also would like to determine if locally sourced wood chips could be used rather than pellets which could be an economic driver for the community.

Administration noted that the ice re-surfacer is coming to end of life, and it needs to be determined if the Town should switch to electric. Cr. Campbell asked what the lifespan is. Administration replied 10-years, and the re-surfacer is aged at 16-17 years. She noted that it also needs to be determine if maintenance vs. new equipment is more effective and noted that the asset management program will be essential in providing risk management information.

Administration reviewed ballpark infrastructure repairs and maintenance and suggested decreasing this fund as they only have dugouts, and they are in good condition. Administration noted that recreation revenue recovers expenses at approximately 8%. She noted that many think recreation should be free and subsidized by taxes, but the Town does not do this. Administration advised that the Parks and Playgrounds are new within 3-years and require low maintenance.

Administration reviewed contribution agreements, most being \$5k annually, and noted that some of the agencies receiving contributions do not offer community programming or haven't been active or received contributions in a few years. Administration advised that Canada Day is budgeted at \$10k and is federally funded by \$7.5k, but that with wages the amount expended is approximately \$30k. She noted that the fish fry expense is approximately equivalent to the funding. She noted that the Northern Arts and Cultural Centre (NACC) receives a \$5k contribution to provide a certain amount of performance annually but there isn't a choice in performances. D/M Macdonald suggested that funding be provided as per an application process by a deadline with accountability for community programming. He hopes this would inspire groups to perform more outreach, activities, and engagements, and get more youth into sports and activity. Cr. Campbell agreed that user groups should show how funds are used to benefit the community and suggested they provide a report on their engagements. Cr. Korol noted other clubs that benefit youth including the Cadets, Skating Club, and Girl Guides that are not receiving program contributions and suggested applications be reviewed on a best-case scenario and be in good standing to access funds. Cr. Tuckey agreed with the comments and felt this would make Council accountable for funds contributed and create competition to ensure the community benefits. Cr. Korol suggested a user group assume the fish fry to decrease costs. Administration was pleased with the feedback and suggested consolidating the contributions with the donation budget and developing policy to ensure funding equity and reaching priority groups. She noted that many other funding organizations have a funding deadline and applications are weighed against each other without an annual guaranteed commitment.

Cr. Korol asked why PWK does not receive a contribution for a snack program similar to JBT. Administration replied that they haven't requested one. Mayor Daniels advised that UGFC would be submitting a funding request in the next few days for their lunch program. Administration advised that the UGFC previously accessed Youth Centre Initiative funding and that funding was split amongst applicants. She continued that MACA is now only allowing one community group access to this funding, and the municipality is priority, and that UGFC lost their usual half of the funding. She felt that UGFC's youth centre is valuable too and the funds could be given to them if the Town no longer wanted to run the program. Cr. Campbell asked if they are still doing programming. Administration was unsure but advised the funds were previously used for the lunch program, and that they now seek funding from the Town and the indigenous governments. Cr. Campbell would prefer the funds are given to them and they run the program. Cr. Tuckey agreed and noted that the program was started to ensure youth didn't go hungry over lunch and noted that in the past JBT kids stayed for school but are no longer allowed. Cr. Campbell suggested determining if they could run evening programming to replace the Town's Friday and Saturday Youth Nights. Administration indicated that youth seem to like the CRC gym most because of the layout and suggested working in partnership but advised that this is difficult due to stability in funding. D/M Macdonald supports the lunch program and them receiving the funding in consideration of JBT closing over lunch. Administration replied that funds weren't previously transferred due to lack of stability vs the stability of the Town's programming but noted that lack of funding is negatively impacting them.

She also suggested continuing to receive the funding and administering funds to support the lunch and youth programs.

Administration suggested requesting a society assume the Canada Day Celebrations, similar to Wood Buffalo Frolics, with support from the Town. Further, she suggested downsizing to respect indigenous peoples and supporting a bigger celebration for Aboriginal Day. She continued the NACC contribution of \$5k could be put to this instead, and in consideration tickets are sold to attend these events even though a contribution is provided. Council agreed to remove this contribution from the budget.

Administration advised that the Arena debenture continues until the end of 2024. She noted that bad debt allowance is expended, and this has been budgeted at \$15k annually but the Town intends to take collections actions moving forward.

Administration noted that there is currently a projected deficit of \$131k for the O&M budget and that she would incorporate the changes discussed.

Administration reviewed the 2023 draft Utilities Budget and advised that metered water revenue is expected to increase. She noted that water delivery business out of municipal bounds are planned to be handed to local contractors to assume the service and that she would review the rates and fees for cost recovery. She indicated that proper rates at the Water Tower fill station would be implemented along with commercial rates for dumping sewage. She noted that the Town also receives a Water and Sewer Subsidy from MACA and noted that increasing water rates decreases the subsidy amount. She noted that revenue needs to be increased to address the budget deficit and support long term capital costs for infrastructure replacement by either increasing user fees or property tax revenue. Further, she noted that most manufactured homes do not have water meters and pay a flat rate. Administration projected a \$43k deficit in the Utility Budget. Administration expects to receive additional revenue by implementing additional meters, and implementing supervised, recorded fills at the Water Tower fill station.

Administration reviewed the 2023 draft Environmental Budget and noted that the Town plans to continue bin rental services out of municipal boundaries as the fee is the same within bounds. She noted that no local contractors own a garbage truck and that only SLFN and the Golf Course rent bins. Administration advised that there is a surplus in the Environmental Budget, but that money needs to be put in reserves for when new landfill cells are opened.

D/M Macdonald asked if garbage pick-up would continue twice per week as per the community consultation. Administration confirmed this and noted that garbage pick-up is taking longer due to new staff learning the route.

Administration suggested amending the recommendation to adopt the 2023 budget as amended with noted changes. She noted that the current draft shows a deficit equivalent to approximately a 5% property tax revenue increase and noted that tax revenue increases can be weighted by mill rate to reduce the burden on residential households. Further, she noted that the Town is always looking for external funding sources. D/M Macdonald asked if new mill rates could be created. Administration replied that there are restrictions on mill rates without ministerial approval. D/M Macdonald asked if there could be a separate mill rate for residential properties with home occupation businesses. Cr. Campbell asked if the Senior Citizen and Disabled Persons Tax Relief subsidy is still approved if they have a home occupation business. D/M Macdonald confirmed this.

RECOMMENDATION

Moved by: Cr. Korol

Seconded by: Cr. Beaulieu

That the 2023 Budget be adopted as amended with noted changes.

CARRIED UNANIMOUSLY

- b. Draft 5-Year Capital Plan – The 5-Year Capital Plan documents were reviewed. Cr. Korol requested deferring this to the Municipal Services meeting next week. Administration advised that she is out of town and requested reviewing in January. Cr. Korol moved to table the recommendation until January and Cr. Tuckey seconded.

RECOMMENDATION

Moved by: Cr. Korol

Seconded by: Cr. Tuckey

That the 5-Year Capital Plan be tabled to January 2023.

CARRIED UNANIMOUSLY

RECOMMENDATION TABLED

- c. Briefing Note DPA-036-22 Bret Moore – The briefing note and development permit application were reviewed. Cr. Korol advised that she made the recommendation to deny the home occupation business as per the briefing note but that she supports the business and wouldn't vote in favour of the denial. She noted that there are similar home occupations in the community. Administration replied that the business may have an impact to zoning and even though Council may vary, it may not be in the community's best interest. She added that similar businesses are in non-compliance of a home occupation business and that it may become an enforcement issue. Cr. Campbell noted that there are others running similar businesses in the same area, and he didn't think it would be fair to deny the application and expressed his support in the approval process. Cr. Tuckey felt he should be given the opportunity to run a business and noted that the application is for mobile operations. Administration noted that there may be a cumulative impact with three similar businesses operating within close duration in a residential zone. D/M Macdonald agreed with the concerns but didn't want to deny the individual the opportunity. He suggested reviewing the bylaws pertaining to home occupations and address concerns to ensure enforcement and noted that he felt this applies to home occupation food service businesses too. Cr. Pischinger agreed. Administration advised that the Community Plan and Zoning Bylaw are due for renewal and suggested reviewing the Business Licensing Bylaw in conjunction. Cr. Tuckey noted that the individual has plans for a commercial space but put forward a home occupation application in case the commercial space fell through. Council recommended approving the application by opposing the recommendation for denial.

RECOMMENDATION

Moved by: Cr. Korol

Seconded by: Cr. Beaulieu

That DPA-036-22 be denied for a Home Occupation Business at 76

Pine Crescent, Lot 94S, Plan 14.

UNANIMOUSLY OPPOSED

RECOMMENDATION DEFEATED

- d. Briefing Note PWK Student Leadership Donation Request – The briefing note was reviewed.

RECOMMENDATION

Moved by: Cr. Korol

Seconded by: Cr. Pischinger

That Council approve an in-kind donation of \$355.11 to the PWK Student Leadership to support the PWK Winter Classic event which includes the usage of the Arena facility and staff support for the event.

CARRIED UNANIMOUSLY

- e. Appointment of Town of Fort Smith Auditor for the 2022 Fiscal Year

RECOMMENDATION

Moved by: Cr. Korol

Seconded by: Cr. Campbell

That Avery Cooper & Co. Ltd. Chartered Professional Accountants perform the Town of Fort Smith Audit and Financial Statements for the 2022 Fiscal Year.

CARRIED UNANIMOUSLY

7. Excusing of Councillors

RECOMMENDATION

Moved by: Cr. Korol

Seconded by: Cr. Pischinger

That Cr. Fergusson be excused from the Corporate Services Standing Committee Meeting on December 6th, 2022.

CARRIED UNANIMOUSLY

8. Date of Next Meeting

The next Corporate Services Standing Committee meeting will be on January 3rd, 2022.

9. Adjournment

RECOMMENDATION

Moved by: Cr. Korol

Seconded by: Cr. Tuckey

That the meeting be adjourned at 9:06 pm.

CARRIED UNANIMOUSLY

Vision

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

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

Values

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

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

Correspondence November 2022

Date:	From:	Re:	Number:	To:	Admin Response:	Council Response:
September 26, 2022/ December 16, 2022	Mike Labine	Guinness World Record Snowshoe Display/Follow up request if the Town would like to purchase for \$5000	2022-49	Mayor and Council	Yes – spoke on phone	No
December 12, 2022	UGFC	Funding Request – Lunch Program Uncle Gabe’s Friendship Centre	2022-50	Town of Fort Smith	Yes - Request for more information on other funding sources	No
December 16, 2022	Town of Fort Smith	Support Letter for FSMC CAP Funding	2022-51	FSMC	Yes – Request for annual support letter for funding	Yes – Signed by Mayor



**Town of Fort Smith
Licensing Report
December 2022**

Business License Holder	Number	Details
SF Services	213	Bookkeeping, janitorial and yardwork services
Hodgepodge	214	Food Preparation and catering services
Development Permit Holder	Number	Details
Wade Johnson	37	Build sun room addition onto house
Keith Morrison	38	Home Occupation - craft distillery
Lottery License Holder	Number	Details
No licenses issued		
Dog Tag Holder	Number	Details
No licenses issued		
Ski-Doo Licenses	Number	Details
No licenses issued		



BRIEFING NOTE

To: Corporate Services Standing Committee

Date: January 3rd, 2023

Subject: 2023 Board of Revision

Purpose

The Property Taxation and Assessment Act requires the annual appointment of members to sit on the Board of Revision to hear property assessment appeals received from property owners. The Board of Revision is held to finalize the certified assessment role in preparation of property taxation in April.

Background

Legislation requires the appointment by resolution of Council, a minimum of three members, and that the majority may not be Council members. The Chairperson and Board Members are paid a meeting honourarium in accordance with legislation by motion of Council and a \$100 honouraria has historically been paid to each appointed member.

2022 Board of Revision members included Cr. Kevin Campbell, Denise Yuhas (Chair), John Gray, and Mary Ellen Piche. There is currently enough membership as per legislation to hold the Board of Revision but a call for expression of interest could be advertised for new or additional members. The Board of Revision usually occurs in February/March and a motion is required annually to appoint the board. If new or additional members are requested by Council, it is recommended that call for expressions of interest be released right away for appointment to the 2023 Board of Revision by motion at the February Council meeting.

The 2022 Board of Revision was held on March 24, 2022 and was held via teleconference. Denise Yuhas, John Gray, and Mary Ellen Piche have advised that they would let their name stand for reappointment to the 2023 Board of Revision. As per legislation, the board is not limited to only one Councillor board member but states that the board majority may not be Council members and an additional Councillor be appointed as back-up.

Recommendation

That Councillor _____ be appointed to the 2023 Board of Revision on behalf of Council: and

Further, that _____ be appointed from the general public to the 2023 Board of Revision: and

That the Chairperson and Board members will be paid \$100 per day in accordance with legislation.



BRIEFING NOTE

To: Corporate Services Committee

Date: January 3, 2023

Subject: 2023-2027 Five Year Capital Plan

Purpose:

To present the 2023-2027 five-year Capital Plan.

Background:

The Capital Planning process requires consideration of several critical factors, including age of infrastructure, including buildings, roadways, and underground works, fleet requirements and replacement schedule, program needs, and condition of the asset. Other factors taken into consideration are ongoing improvements and additions to community assets to increase the livability of the community. These areas are assessed and prioritized by the senior management team, taking into consideration the Tangible Capital Asset Policy and the 20-year asset replacement schedule developed in 2019. Once the senior management team has prioritized the capital plan based on operational need, it is then presented to Council for review, prioritization, and approval.

Although Council passed a 5-year capital plan in 2022, each year that plan must be reviewed to ensure priorities remain the same and an additional year added to demonstrate the ongoing financial planning that must occur to ensure asset renewal and replacement remains current.

In 2022 there were a number of capital items which were initiated or completed. Total capital spending or commitment to projects in 2022 was \$9,990,345, which represents 39 projects. Projects which will be ongoing into 2023 include:

- Slope stability monitoring
- Asset Management System implementation
- Sidewalk repairs/improvements
- Hydrant replacement/renewal
- Replacement of pumps at the Water Treatment Plant
- Design and replacement of the raw water intake and main lift station
- Design and replacement of the anaerobic cell liner at the Wastewater Treatment Facility
- Replacement of the boilers at the Municipal Services Building
- Paving

- Landfill Reclamation and Expansion
- Primrose Lift Station retrofit
- Design and installation of CRC backup generator
- CRC glycol pump replacement and refurbishment

Attached is a five-year capital plan encompassing 2023 to 2027. With our aging infrastructure and the much-discussed funding gap, prioritization of projects is especially important, with essential services such as water, sewer and solid waste being at the top of the list. Other projects, such as the replacement of the protective services building, are also very important but significant consideration must be put into identifying projects that can be risk managed and how long that can occur. Identifying external funding sources and have shovel ready projects is necessary to ensure the ongoing success of our capital plan.

Many of the projects initiated for design in 2022 will be priorities for construction in 2023. In order to prepare for projects in 2024 and 2025 some additional design projects will be initiated in 2023, such as the replacement of the protective services building and the Landfill Reclamation and Expansion. Other projects which may be moved forward in 2023, depending on external funding are the Conibear Park Construction Ready Designs and the ongoing development of Riverside Park and the sliding/snowboarding hill. We will also engage in a review of the community plan and zoning bylaws this year, which will require significant community engagement. This is in addition to our Housing Study and the development of a Climate Change Adaptation Plan, which are ongoing projects with community advisory boards.

The 20-year asset replacement schedule presents a deficit in 2038 of \$28 million, but this deficit will continue to decrease if contributions to the reserve funds and the annual surplus remains consistent. Further, as Council can appreciate from this briefing note, administration is always seeking out additional funding sources to support Capital Projects and reduce the cost to the community.

Recommendation:

That the 2023-2027 five-year Capital Plan be approved as presented.

5 YEAR CAPITAL INVESTMENT PLAN

Community: Fort Smith
 Fiscal Year: 2023 to 2027
 Council/ BCR Motion Number:

FUNDS	Priority Ranking	Previous Year 2022			2023			2024			2025			2026			2027		
		CPI	GTF	OTHER	CPI	GTF	OTHER	CPI	GTF	OTHER	CPI	GTF	OTHER	CPI	GTF	OTHER	CPI	GTF	OTHER
Opening Balance		\$ 4,521,214	\$ 3,559,279	\$ 5,085,000	\$ 3,725,944	\$ 3,240,894	\$ 11,388,937	\$ 950,319	\$ 2,867,345	\$ 7,003,212	\$ (852,681)	\$ 675,445	\$ 4,134,587	\$ (530,681)	\$ (566,455)	\$ 2,849,587	\$ (237,181)	\$ 141,645	\$ 3,174,587
Investments/Capital Reserves (opening balance)				\$ 4,220,202						\$ 4,500,000									
Additional External Funding/Investments (new in year)				\$ 7,127,425						\$ 325,000									
Annual Allocation		\$ 1,632,000	\$ 1,876,000	\$ 325,000	\$ 1,632,000	\$ 962,000	\$ 325,000	\$ 1,632,000	\$ 962,000	\$ 325,000	\$ 1,632,000	\$ 962,000	\$ 325,000	\$ 1,632,000	\$ 962,000	\$ 325,000	\$ 1,632,000	\$ 962,000	\$ 325,000
TOTAL FUNDS AVAILABLE		\$ 6,153,214	\$ 5,435,279	\$ 16,757,627	\$ 5,357,944	\$ 4,202,894	\$ 11,713,937	\$ 2,582,319	\$ 3,829,345	\$ 11,828,212	\$ 779,319	\$ 1,637,445	\$ 4,459,587	\$ 1,101,319	\$ 395,545	\$ 3,174,587	\$ 1,394,819	\$ 1,103,645	\$ 3,499,587
CAPITAL PROJECTS																			
ADMINISTRATION																			
IT Evergreen			7,117		10,000			10,000			10,000						10,000		
Slope Stability Design			18,894	56,683			110,000			137,500			110,000	58,500			33,500		
Integrated Transportation Master Plan			92,311					100,000			100,000								
IT Upgrade Plan			8,758		20,000														
Community Plan					50,000														
Zoning Bylaw					50,000														
Strategic Plan Update														60,000					
Engineering Standards					25,000														
Engineering Services			23,773		25,000			25,000			25,000			25,000			25,000		
Energy Upgrades			12,375	37,125	77,625		322,875												
Asset Management System				39,600		3,900			3,900			3,900		3,900				3,900	
Website Renewal					50,000														
CORPORATE SERVICES																			
Corporate Services Software					10,000			10,000			10,000			10,000					
Human Resources Project			26,940							50,000									
MUNICIPAL SERVICES																			
Skid Steer Replacement Program			16,454		20,000						20,000						20,000		
Drainage Plan				10,140									50,000		50,000				
Sidewalk repairs/improvements				69,999			221,649			50,000			50,000						
Hydrant Replacement/renewal				64,931			50,000			50,000			50,000						
Sewage Lagoon Desludge					71,564														
Water and Sewer System Upgrades				616,367			250,000		50,000			50,000		50,000				50,000	
Water Truck Fill Station				58,293			60,000												
Water Treatment Plant Upgrade				97,600			68,800	200,000				2,000,000							
Intake pumphouse replacement			19,650		198,033		1,481,000												
Main lift station mid-life retrofit			19,650		198,033		862,000												
Pump Station and Reservoir Retro-fit			23,900									1,500,000							
Municipal Services Building retrofit			235,000										750,000						
Lagoon Liner Replacement					73,490			1,000,000											
Ice Resurfacer end of life replacement													250,000						
Flat deck truck replacement										100,000									
Trucks (fleet) x 8					120,000						120,000								
Town Hall Vehicle					65,000														
Garbage Truck								500,000											
Completion of Road Paving			846,927	1,093,705	3,387,709		750,000												
Landfill Reclamation and Expansion					225,344	250,000		265,000		3,056,125									
St. Isadore Cemetary Expansion			60,651			25,000													
fuel facility public works - midlife													100,000						
Town Hall Retrofit						250,000		250,000											
Water Licence Renewal														100,000					
Whooping Crane Property Remediation						50,000													
Boat Launch Upgrade			6,000			25,000		125,000											
MKL - Decommission											100,000								
Landfill Compactor						250,000													
Multi-hogg			248,992																
Compact Tractor			85,725																
Clean/Waste water Initiative					62,391														
Primrose Lift Station				143,750															
Zero Turn Mower			18,663																
COMMUNITY SERVICES																			
Community Art Initiative					10,000		15,000												
Snowboard Park and Lookout Development					300,000		733,125												
Skatepark Upgrade					150,000			175,000											
Bike Track Development								200,000											
Conibear Park Development			27,401	82,203	500,000			1,500,000											
Streetscape					10,000		40,000	25,000					25,000			25,000			
Arena Additions					200,000							300,000							
Recreation Program Equipment			9,920		10,000			10,000					10,000				10,000		
CRC Membership Software Replacement					15,000														
CRC/Pool Backup Generator			52,585		750,000														
Pool Retrofit					50,000						150,000								
Parks and Playgrounds			80,914																
CRC Retrofit			302,438		907,315	500,000		146,726											
CRC Glycol Pump Replacement and Refurbish			87,500																
PROTECTIVE SERVICES																			
Burn Can					300,000														
Bunker Gear Evergreen					10,000			10,000			10,000		10,000				10,000		
Communicaitons Equipment Evergreen			46,761		10,000			10,000			10,000		10,000				10,000		
Annual Fire Abatement			10,214		10,000			10,000			10,000		10,000				10,000		
Emergency Equipment Evergreen					10,000			10,000			10,000		10,000				10,000		
Water Tender								250,000											
Protective Services Building Replacement					200,000				3,000,000	4,500,000									
Animal Shelter Retrofit			37,756																
TOTAL EXPENDITURES		\$ 2,427,270	\$ 2,194,385	\$ 5,368,690	\$ 4,407,625	\$ 1,335,549	\$ 4,710,726	\$ 3,435,000	\$ 3,153,900	\$ 7,693,625	\$ 1,310,000	\$ 2,203,900	\$ 1,610,000	\$ 1,338,500	\$ 253,900	\$ -	\$ 138,500	\$ 53,900	\$ -
CLOSING BALANCE		\$ 3,725,944	\$ 3,240,894	\$ 11,388,937	\$ 950,319	\$ 2,867,345	\$ 7,003,212	\$ (852,681)	\$ 675,445	\$ 4,134,587	\$ (530,681)	\$ (566,455)	\$ 2,849,587	\$ (237,181)	\$ 141,645	\$ 3,174,587	\$ 1,256,319	\$ 1,049,745	\$ 3,499,587

