














Town of Fort Smith  
Corporate Services Committee  
Tuesday, May 2, 2023 at 7:00 pm  
Town Hall Council Chambers

1. Call to Order
2. Delegation
  - a. Wally's Drug Store Pharmacy; Blister Pack Update Rafik Salehmohamed
  - b. Anna Kikoak – Lands Appeal
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
  - g. Post-Secondary Education Committee
    - i. PSEC Minutes April 19<sup>th</sup>, 2023
    - ii. PSEC Terms of Reference
6. Directors Report
  - a. Accounts Paid List
  - b. Correspondence
  - c. License Report
7. Bylaw/Policy Review and Development
8. Administration
  - a. DPA-016-23 Alan Karasiuk
  - b. Lands Appeal Kikoak
9. Other Business
10. Excusing of Councillors
11. Date of Next Meeting
12. Adjournment

Attached Documents	
 Statement of Disclosure of Interest	 Corporate Services Minutes April 4, 202
 Vision and Values.pdf	 Strategic Plan.pdf
 PSEC Minutes April 19, 2023.pdf	 Draft ToR - PSEC.pdf
 Accounts Paid List April 2023.pdf	 Correspondence - April 2023.pdf
 Licensing Report April 2023.pdf	
 DPA-016 Alan Karasiuk Home Occu	 Kikoak Lands Appeal.pdf



**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, April 4<sup>th</sup>, 2023 at 7:00 pm  
Town Hall Council Chambers

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

Guests: Glenda Simon, NTHSSA Indigenous Patient Advocate  
Sujata Ganguli, NTHSSA COO  
Jean Soucy, Delegate

1. Call to Order

Mayor Daniels called the meeting to order at 7:02 pm.

He gave condolences to the Dube family and handed the Chair to Cr. Tuckey.

Cr. Tuckey read the land acknowledgement of First Nations.

2. Delegations

- a. Glenda Simon, NTHSSA Indigenous Patient Advocate – Ms. Simon advised that she is the Indigenous Patient Advocate for the Office of Client Experience. She provided handouts of a power-point presentation the Office of Client Experience. She advised that the Office of Client experience provides Health and Social Services System navigation supports and client advocacy to all residents and guests of the Northwest Territories.

Ms. Simon provided background information about herself and advised that she was born and raised in Fort Smith and has been a nurse for two-years. She advised that the program knows that indigenous peoples face significant health disparities, that cultural safety is key, the colonization and residential school impacts, and that indigenous people know best. She advised that their guiding principles are meeting the needs of indigenous residents, that family is medicine, to minimize the number of times stories are told, recognizes clients and families as partners, and the empowerment of clients and families.

Ms. Simon advised that services offered by the Office of Client Experience include client and family advocacy, culturally safe and equitable care, access to cultural, spiritual and emotional support, connecting family, elders and community organizations, support and solutions for indigenous clients, and system navigation. She advised that the anticipated results for clients and families include increased awareness of client rights and responsibilities, improved client and family experience, culturally safe care experiences for indigenous clients and families, streamlined access to support and services, growth in staff capacity for indigenous client-centered care and perspectives, and increased access to cultural and language supports.

Ms. Simon reviewed the Office of Client Experience structure and staff and advised that there are two system Navigators and four Indigenous Patient Advocators in the NT.

Ms. Simon gave an overview of the Indigenous Patient Advocate Program. She advised that the program is indigenous-focused, led by indigenous staff, meeting the needs of indigenous residents, advocates to provide support in acute care facilities and regions, ensures clients are treated with respect and fairly, provides system navigation, and aims to provide a better experience for all indigenous peoples.

She advised that the anticipated results of the program for the Health and Social Services System are understanding indigenous clients and families, ensuring indigenous residents needs are met, improvements to programs and services, and a shift in systematic approach to safety.

In closing, Ms. Simon advised that when contacting the Office of Client Experience to expect a centralized in-take process and a referral to a Navigator or Indigenous Advocate. She advised that consent must be obtained, and they would discuss appropriate action or desired outcome and co-create solutions and an action plan. She advised that the Office of Client Experience commits to follow-up within 1-10 business days, the patient/client would determine if the complaint was addressed, and that there is an exit survey.

Ms. Simon advised that she has an open-door policy when not in meetings and that she invites anyone to see her whether indigenous or not.

Cr. Korol was thankful for the presentation and was pleased with Ms. Simon in the position. She thanked and welcomed her.

Mayor and Council thanked Ms. Simon for her presentation.

- b. Jean Soucy, Intermodal-Container Appeal – Jean Soucy advised that he received a notification about his sea can being in contravention of the Zoning Bylaw and that he wanted to present ways to address the esthetics to possibly keep it in place. He advised that the sea can is used as a garden shed in his backyard and that it was purchased in 2020 as a less costly solution rather than building in consideration of the increase in lumber prices. Mr. Soucy provided some examples to change the esthetics of the container such as siding and advised that he would do this right away if acceptable by Council.

Cr. Campbell asked if a development permit was obtained to place the container. Mr. Soucy replied there was not but that he would apply for one if approved. Cr. Couvrette asked for the size of the container. Mr. Soucy replied 8ft x 20ft.

Mayor and Council thanked Mr. Soucy for his presentation.

3. Declaration of Financial Interest

No declarations of financial interest.

4. Review

- a. Agenda –The agenda was reviewed. Cr. Campbell requested adding discussion about childcare at the CRC.

**RECOMMENDATION**

**Moved by: Cr. Korol**

**Seconded by: Cr. Couvrette**

**That the agenda be adopted as amended to include discussion about childcare at the Community and Recreation Centre.**

**CARRIED UNANIMOUSLY**

- b. Minutes – The Corporate Services Standing Committee Minutes of March 7<sup>th</sup>, 2023, were reviewed and adopted at the Regular Meeting of Council on March 21<sup>st</sup>, 2023.

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

d. Strategic Plan – The Strategic Plan was reviewed.

5. Governance

a. Infrastructure Renewal – Administration advised that she would give a Capital Plan update at the Municipal Services Standing Committee.

b. Economic Growth – Administration reminded Council of the South Slave Tourism Development Workshops/Conference upcoming April 20-22<sup>nd</sup>. She advised that she would present a briefing note at Municipal Services next week with options to promote disposal of Town developed lots as residential properties.

c. Communication – Cr. Korol advised that the Communications Committee met last week, and discussion included the upcoming Trade Show, Newsletter, Community Engagement, and the South Slave Tourism Development Workshops.

d. Human Resources – Administration advised that she is reviewing HR policies which may need to be reviewed and updated by an external consultant.

e. Advocacy for Excellence of Services – Administration advised that the presentation by Ms. Simon, Indigenous Patient Advocate, on behalf of the Office of Client Experience was an example of excellent services in Fort Smith.

Administration advised that the old terms of reference were found for PSEC, and the board may want to call a meeting. Additionally, she advised that Minister Thompson will be in Fort Smith on April 17<sup>th</sup> and the Mayor is working with the Executive Secretary to schedule a Community Leadership meeting.

6. Director's Report

The Director of Corporate Services gave an update on the Assessment Roll and Mill Rate. He advised that the Mill Rate Bylaw would be brought forward this month and would show how the tax burden is distributed.

The Director advised that MACA reviews assessments yearly based mainly from development permits and a general assessment is performed every 10-years of the entire community. He advised that residents have opportunity after the first revision of the Certified Assessment Roll to appeal their assessment through the Board of Revision. He continued that any adjustments are incorporated into the final, second revision of the Certified Assessment Roll and the assessment values are used to calculate property taxes. Further, he advised that the assessment roll is divided into taxable portions; private, commercial, grantable (GILT, PILT), exempt non-taxable. The Director noted that the assessment value is not the same as market value.

Mayor Daniels asked if the number of developed lands is known. The Director confirmed.

a. Accounts Paid List – The Accounts Paid List from March 2023 was reviewed. Cr. Campbell noted purchases made outside of the community and felt that businesses could supply the items or they could be tendered locally. Administration replied that a purchasing summary was presented last month with the fourth-quarter variance and that 73% of purchases are made locally. Additionally, she advised that quotes are requested from local vendors and often they don't respond or are not interested.

Cr. Campbell asked why there were two payments for the same amount to AECOM in March. Administration replied that the project is coming to an end and the company is reaching milestones to draw payment.

- b. Correspondence – The Correspondence List from March 2023 was reviewed. Administration advised that most of the list is outgoing correspondence and that the Mayor and Deputy Mayor have been engaging with Community Leadership and the Territorial Government.
- c. License Report – The License Report from March 2023 was reviewed.

7. Bylaw/Policy Review and Development

Administration advised that there are multiple bylaws being reviewed. Cr. Korol responded that the Bylaw Review Committee met last week and started reviewing the procurement and purchasing policy and HR policies and are looking at Town governance policy and bylaws as well.

8. Administration

- a. Briefing Note CPI Funding 2023-24 – The briefing note was reviewed. Administration advised that CPI funding and Water and Sewer Subsidy funding have not increased. She noted an increase in O&M funding. She noted that funding agreements are require a motion number and the Mayor's signature.

Cr. Couvrette was disappointed that the GNWT has not found means to increase funding to deliver services to constituents in consideration of a 5-7% cost increase for goods and services across the board. He noted that O&M funding increased by approximately 3.3% which is half of inflation and thinks that there is a need for discussion about the funding gap. Cr. Korol suggested this be asked during the meeting with MACA Minister Thompson.

Administration advised that the Legislative Assembly allocated \$5 million across thirty-three communities in the NT in efforts to address the funding gap but they have only addressed part of inflation.

**RECOMMENDATION**

**Moved by: Cr. Korol**

**Seconded by: Cr. Campbell**

**That Council approves the CPI Funding Contribution Agreement with MACA for the fiscal year 2023-2024 in the amount of \$1,446,000.  
CARRIED UNANIMOUSLY**

- b. Briefing Note O&M Funding 2023-24 – The briefing note was reviewed. Administration advised that there was a \$73k increase to O&M funding as Fort Smith's share of the \$5 million.

**RECOMMENDATION**

**Moved by: Cr. Korol**

**Seconded by: Cr. Couvrette**

**That Council approves the Operations and Maintenance Funding Contribution Agreement with MACA for the fiscal year 2023-2024 in the amount of \$2,263,000.  
CARRIED UNANIMOUSLY**

- c. Briefing Note W&S Subsidy 2023-24 – The briefing note was reviewed.

**RECOMMENDATION**

**Moved by: Cr. Korol**

**Seconded by: Cr. Campbell**

**That Council approves the Water and Sewer Subsidy Funding Contribution Agreement with MACA for the fiscal year 2023-2024 in the amount of \$606,000.  
CARRIED UNANIMOUSLY**

- d. Briefing Note DPA-012-23 Amy Weber – The briefing note was reviewed. Administration advised that Ms. Weber has applied to operate a cleaning business and no work other than desk operations would occur on premises.

**RECOMMENDATION**

**Moved by: Cr. Korol**

**Seconded by: Cr. Couvrette**

**That DPA-012-23, submitted by Amy Weber, to operate a home occupation cleaning business, Queen of Clean – Cleaning Company, from Lot 1381, Plan 1760, 439 Calder Avenue in Fort Smith be approved.**

**CARRIED UNANIMOUSLY**

- e. Briefing Note DPA-013-23 Nilam Ambawalage – The briefing note was reviewed. Cr. Campbell asked what the business is and if there would be increased traffic. Administration replied that the application is for a catering business and that there should be little traffic but possibly more while events are being catered. She doesn't anticipate increased traffic as the application is for a catering business opposed to a homebased kitchen.

Cr. Pischinger expressed concern regarding the amount of home businesses and felt there is the need to revive downtown for commercial businesses. She asked if the health inspector inspects food businesses operating from residences. Administration confirmed that they are monitored by the Environmental Health Department under legislation. She noted that that Town bylaws could be strengthened to address this such as providing documentation on inspections and food-safe certificates. Additionally, she advised that EDAB is currently reviewing the Business License Bylaw.

Cr. Korol noted that it was on the news that the Environmental Health Office is not publishing recent inspections and the response from the GNWT is that if there are concerns, individuals may call and request the current inspection or put their concerns forward to the Environmental Health Officer. She noted that they haven't been posted for the past year due to being far behind.

Cr. Couvrette advised that he attended EDAB's last meeting and their recommendations respective to the Business License Bylaw were put forward to Administration for review and suggested provision to the bylaw.

**RECOMMENDATION**

**Moved by: Cr. Korol**

**Seconded by: Cr. Couvrette**

**That DPA-013-23, submitted by Nilam Ambawalage, to operate a home occupation catering business, NWT Hospitalities Ltd., from Lot 1644, Plan 2922, 8-24 Woodbison Avenue in Fort Smith be approved.**

**IN FAVOUR – MAYOR DANIELS, CR. KOROL, CR.**

**PISCHINGER, CR. COUVRETTE**

**OPPOSED – CR. CAMPBELL, CR. BEAULIEU**

**MOTION CARRIED**

- f. Briefing Note 23-092 Jean Soucy Sea Can Appeal – The briefing note was reviewed. Cr. Korol advised that Council recently denied a sea can appeal in a residential zone. Administration added that the previous appellant indicated that they would also fix the esthetics of the sea can and that sea cans are not permitted in residential neighbourhoods as per the Zoning Bylaw. She continued, that it was asked by Council how many residences were in violation and that those properties were also addressed including Mr. Soucy's.

Cr. Campbell advised that he wouldn't support approval as the previous applicant was denied. He advised that he feels for him in consideration of lumber prices, but the bylaws are required to be followed.

Mayor Daniels felt that asking individuals to remove sea cans may cause hardship and in consideration of imposing a timeframe for removal and financial constraints. He advised that he would like to review the bylaw to incorporate beautification and esthetics to allow approval for sea can placement in residences.

Cr. Pischinger agreed with Mayor Daniel's comments and advised that she would like to review the bylaw as some are grandfathered and others not. Additionally, she noted that a sea can would have a longer lifespan than a shed.

Administration advised that there are no sea cans grandfathered in residential zones but some in the downtown zones combined as a business/residence, but no longer have business operations. She advised that the Community Plan and Zoning Bylaw are due for renewal as per legislation and the RFP is being developed. She advised that the Town is prioritizing when the RFP goes out in consideration of mandated consultation requirements, as well as other consultations occurring, and not wanting to over-consult the community at once.

Cr. Couvrette advised that sea cans can be purchased already modified to look like a shed and agreed that the bylaw is in need of revision. He suggested consulting the public regarding this at the Trade Show. Administration replied that the bylaw does not allow sea cans and community consultation is mandated as part of the review process. She noted that the bachelor units on Field Street look like sea cans and Housing NWT wants to place more. She suggested the possibility of developing smaller lots and finding creative ways for housing and not just accessory buildings.

Cr. Campbell was pleased with Bylaw Department's efforts in addressing unsightly properties.

**RECOMMENDATION**

**Moved by: Cr. Korol**

**Seconded by: Cr. Pischinger**

**That Jean Soucy's Zoning Bylaw Appeal of a storage container in Residential Zone, File #23-092, be approved.**

**IN FAVOUR – CR. PISCHINGER**

**OPPOSED – MAYOR DANIELS, CR. KOROL, CR. COUVRETTE,  
CR. CAMPBELL, CR. BEAULIEU**

**MOTION DEFEATED**

**9. Other Business**

- a. Childcare at the CRC – Cr. Campbell advised that CRC programs were closed due to the Daycare using the space and asked why the space is being used during scheduled programming times. He felt that the Daycare is taking too much time in the gymnasium. Administration replied that the gymnasium was being used for the Afterschool Care Program during spring break and that programs are often cancelled for other programming to occur. She advised that a Circus Camp was run over the past three years during spring break in the gymnasium, and that programming is cancelled for the Laurie Hobart Memorial Volleyball Tournament, figure skating clinics, hockey tournaments, the Seniors 55+ Games, and other special events. Further, she noted that the licensed space for the Afterschool Care Program is the CRC gymnasium and foyer. She noted that the Curling Lounge is being utilized for a kid's camp hosted by the Aurora Research Institute. She noted that when the Seniors Room becomes available it may be able to be used. Additionally, she noted that the programs cancelled were rescheduled to alternative time slots.

Administration advised that she would be meeting with the SSDEC Superintendent of the schools to discuss a better reciprocated joint user agreement between the Town and PWK to run community programming. Mayor Daniels suggested working with Uncle Gabe's Friendship Centre and request to use their space for programming.

Cr. Tuckey was concerned with childcare services operating from the CRC and suggested dropping these services. Administration replied that families using the Afterschool Care Program would be very negatively impacted and that this program has been offered for many years before the Daycare. She noted that alternative scheduling times are offered when programming is unavailable in the regular timeslot. She suggested hearing from those families impacted first.

Cr. Korol felt this was a communication issue and was not in support of cancelling the Afterschool Care Program. She advised that thirty families would be out of childcare tomorrow and does not think this is reasonable. She suggested working with the Director of Community Services and Program Coordinator to work on scheduling and communications. Cr. Pischinger agreed that this a communication issue and suggested advertising scheduling sooner in consideration of spring break. She felt that the Afterschool Program is an important and valuable program. Cr. Beaulieu agreed with Cr. Korol and Cr. Pischinger. Cr. Beaulieu suggested utilizing other spaces for regular programming and advised that Afterschool Care Program children need a safe place to be taken care of.

Administration thanked Council for their comments and agreed that there is always room for improvement with communications. She noted that there is more flexibility in the summer for Day Camp time when the children can be outside more. She advised that the Afterschool Care Program is a highly subscribed program and hopes that once the Joint User Agreement is discussed there will be more opportunities to run programming with less interference.

10. Excusing of Councillors

**RECOMMENDATION**

**Moved by: Cr. Korol**

**Seconded by: Cr. Campbell**

**That D/M Macdonald and Cr. Fergusson be excused from the Corporate Services Standing Committee Meeting on April 4<sup>th</sup>, 2023.**

**CARRIED UNANIMOUSLY**

11. Date of Next Meeting

The next Corporate Services Standing Committee meeting will be on May 2<sup>nd</sup>, 2023.

12. Adjournment

**RECOMMENDATION**

**Moved by: Cr. Campbell**

**Seconded by: Cr. Beaulieu**

**That the meeting be adjourned at 8:45 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.



*Fort Smith*  
*Northwest Territories*  
UNEXPECTED. UNFORGETTABLE.

# TOWN OF FORT SMITH

## STRATEGIC PLAN - 2018



WELCOMING | INNOVATIVE | SUSTAINABLE | UNIFIED | COMMITTED

# Message from the Mayor



On behalf of the Town Council for the Town of Fort Smith, I am pleased to present the new Strategic Plan. This plan provides direction for how the Town will move forward in priorities, decisions, and opportunities for the next several years.

We have been able to meet with residents, businesses, and other Governments throughout the town to talk about what is vital to our community growth, wellness, sustainability, roles, economy, values, and identity. It is through the engagement process that we identified and consolidated the goals that you see as essential for the municipality. Many are under the mandate of the Town, while many others highlight the role that we need to take as a facilitator on social and wellness issues and as an advocate for our community.

Our decision-making process connects to the vision that our community has put forward. As we resolve issues that come before Council and how we will proceed, the Strategic Plan will be an integral part of those discussions. The Strategic Plan will be brought forward to the community for continued engagement through implementation.

We look forward to bringing to life the vision that we have created together.

**Mayor Lynn Napier-Buckley**

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## Introduction

Building on the successful implementation of the 2010 Strategic Plan, Town Council initiated a Strategic Plan update. A community engagement process was undertaken to better understand the priorities that residents feel their local government should focus on.

This Strategic Plan is an important document for our town. It defines where we want to go as a community and provides us with the map to get there. It helps us to respond effectively and efficiently to issues facing our community and to take advantage of new opportunities that arise. It's about setting the direction that will help to maintain the kind of town we want.

We spoke with over 200 Fort Smith residents about your priorities for our town through an intensive engagement process. Whether you responded to the survey, attended a community event or participated through an advisory board, we thank you for being part of the process.

Strategic Planning is an on-going process. We will need additional input from our residents as we implement this plan. We hope that you will continue to partner with us, so we can continue to meet your needs now and in the future.

On behalf of the Town of Fort Smith Council and Staff, the Mayor and Council are pleased to present our 2018 Strategic Plan. This Plan establishes our goals and sets our direction over the next several years.

## Background

The Town of Fort Smith is nestled on the banks of the Slave River<sup>1</sup>. Once the capital of the Northwest Territories, Fort Smith has always been a hub of activity. For centuries, the Dene and Métis hunted and fished the land and tributaries flowing into the Slave River. The waterway was key to their movements, following the ancient rhythms of animals and seasons. Explorers and fur traders later used the Slave as a gateway from the Prairies when travelling north from Lake Athabasca.

Fort Smith was the site of a Hudson Bay settlement. For 200 years, all freight from the south travelled the Slave River. Due to the formidable rapids at Fort Smith, this freight would need to be portaged. This was the route to the Arctic until a highway to Hay River was built in 1949 and freight was transported to Great Slave Lake. Fort Smith was the capital of the Northwest Territories until 1967.

Today, its residents describe Fort Smith as a friendly, welcoming community. It has much to offer to residents and visitors alike. The Town has modern facilities, including a library, arena, snowboard park, track and field facility, pool, curling rink, and large gymnasium; excellent health and social services; and regular community programming for all age levels. Health and safety are ensured by the local RCMP detachment, volunteer fire and ambulance departments, the volunteer animal society, and the Fort Smith Health and Social Services Centre.

Fort Smith is the NWT education capital. All grades are available, from Nursery School, Head Start, Junior Kindergarten, Kindergarten to Grade 12, as well as French immersion and alternative education programs. The town is also home to Aurora College's headquarters and largest of three campuses.

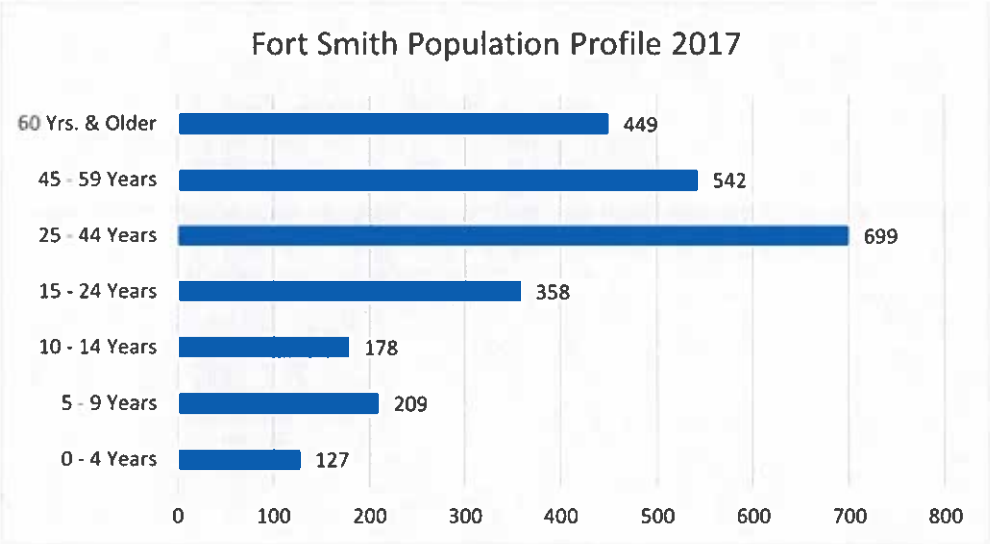
World-class rapids, the world's largest Dark Sky Preserve, a UNESCO World Heritage Site and territorial and national parks are all nearby. The Northern Life Museum and Cultural Centre features impressive cultural and natural collections from the Thebacha region.

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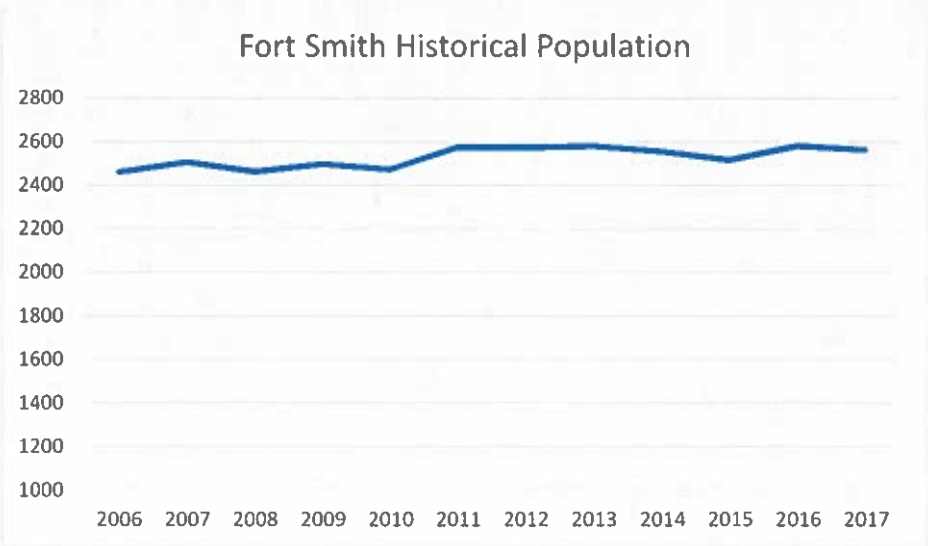
<sup>1</sup> From Town of Fort Smith Website

# Demographics

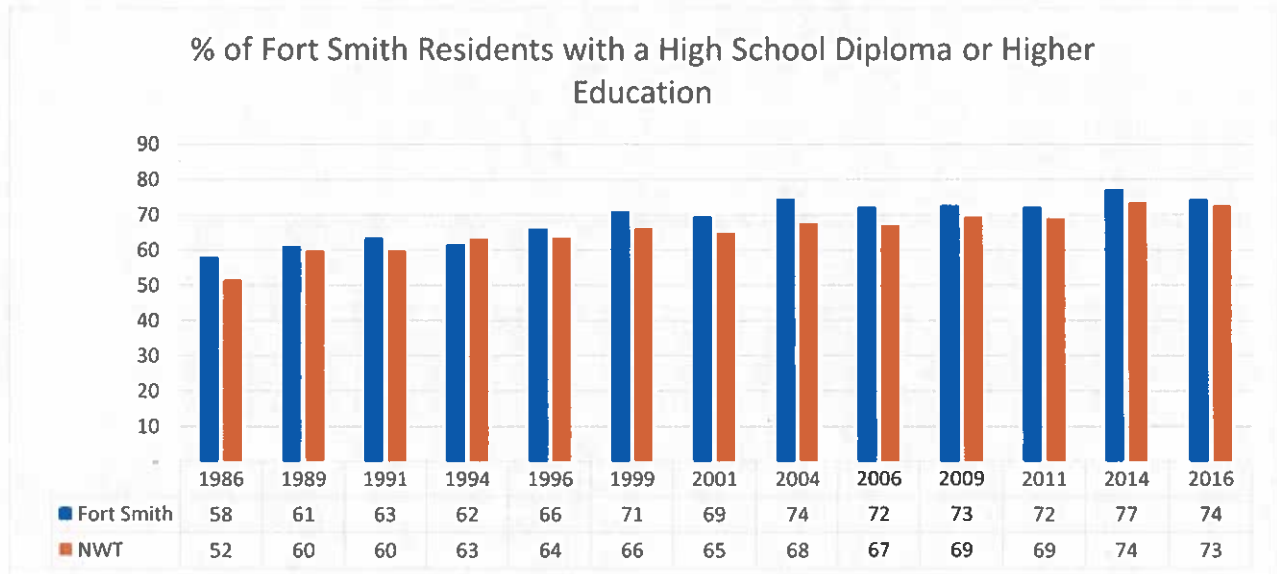
The 2017 population profile below shows that the largest age group in Fort Smith is from ages 25-44. While this is significant, it is also worth noting that 34% of the population is under the age of 24 and 39% of the population is over the age of 45.



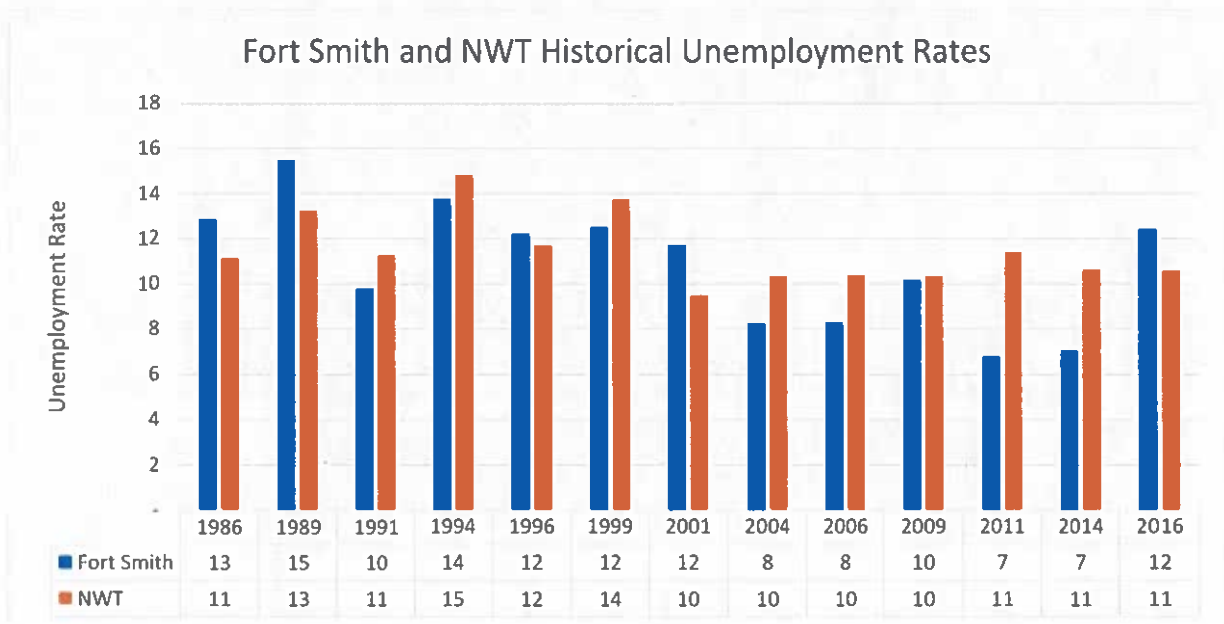
From 2007 to 2017 there was a slight increase in the population of Fort Smith. It grew by 0.2% in that time frame. However, the population of the age group 60 + rose by 4.2% over those 10 years.



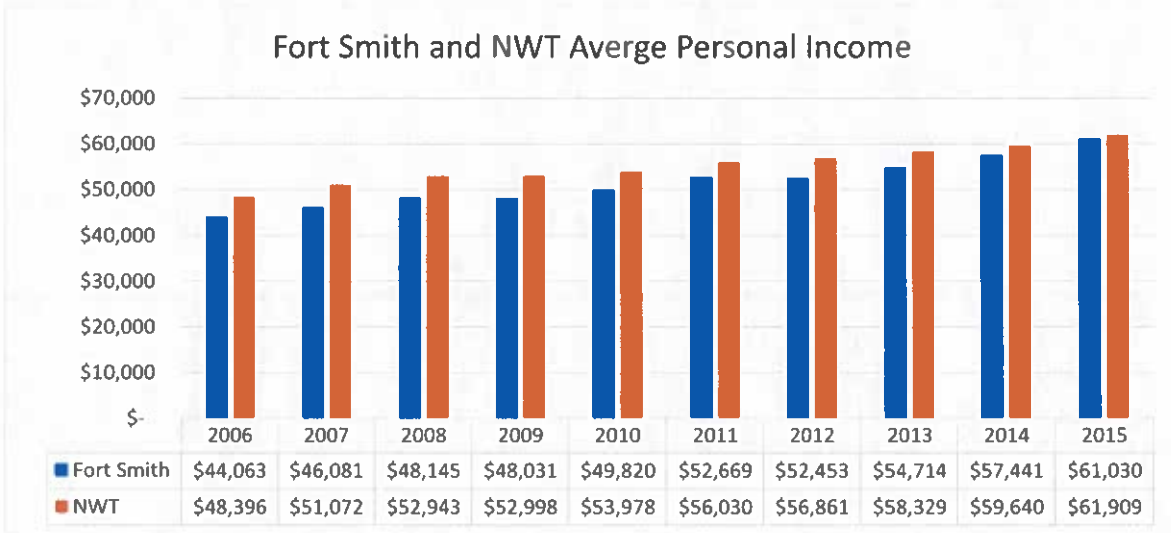
Fort Smith is a well-educated community. Those who hold a high school graduation diploma or have achieved higher education has increased in Fort Smith and throughout the NWT from 1986 to 2016. In general, the percentage of residents with a high school diploma or higher education is higher among those living in Fort Smith than the whole of the NWT.



The unemployment rate in Fort Smith is generally lower than the NWT.



Average incomes in Fort Smith continue to rise. From 2006 to 2015, the average personal income has been slightly lower in Fort Smith than in the Northwest Territories. However, the increase in income during this period has been higher in Fort Smith.



## Process

The community engagement process took place over a 12-month period in 2017 and 2018. More than 200 residents participated and identified opportunities for Fort Smith's future. The perspectives gathered provide direction for the updated Strategic Plan. The process included the following opportunities for engagement:

- Community Survey
- Stakeholder workshops (7) – Northern Life Museum, Fort Smith Housing Authority, Chamber of Commerce, Fort Smith Métis Council, Fort Smith Seniors Society, Salt River First Nation, Smith's Landing First Nation, and Fort Smith Health and Social Services Society.
- Mayor and Council Workshops (3)
- Town of Fort Smith Advisory Board Workshops – Culture, Recreation, Tourism and Trade, and Sustainable Development.
- Information Booth at Aurora College
- Youth Visioning Workshop
- World Café

## 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.

# Priorities

Key themes and priorities emerged through the community engagement process. The residents of Fort Smith have a clear perspective on our Town's priorities. They are presented in two sections. The first includes priorities within the Town's mandate to address; the second include priorities that the Town can work with other governments and agencies to achieve.

## Town Mandate

- responsive government
- youth
- attraction and retention of residents
- partnerships with Indigenous governments and others
- safety and legislation
- infrastructure
- community services
- communication

## Town as Facilitator

- health and wellness
- child care
- sustainability, energy and climate change
- education
- economy
- affordable housing

# Goals, Strategies and Actions

Based on the priorities our goals are:

- **To retain existing and attract new residents**
- **To be the healthiest community in the Northwest Territories**
- **To be a leader in sustainability**
- **To grow our role as the education capital in the NWT**
- **To create a diversified local economy**
- **To operate a responsive and transparent government**

Each goal is supported by strategies and actions to address the priorities. We are committed to working toward achieving these goals.

## To retain existing and attract new residents.

### Accomplishments

- Downtown Development Plan
- Special awards program that contributes to communication with elders
- Community engagement
- Development of Westgrove III

### Strategies

- Support the development of affordable housing within the town
- Support the development of high quality and affordable child care in the town
- Work with Indigenous governments to support their development plans
- Promote Fort Smith as the Best Place to Live North of 60
- Develop a road connecting Fort Smith with the south

### Support the development of affordable housing within the town

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6 Yrs +
Identify tools the Town has to reduce housing costs	A		
Work with local developers to promote diversity of housing types	A		
Work with the Fort Smith Housing Authority		A	
Work with the College to explore feasibility of renovating and renting vacant student housing			G
Work with the GNWT to explore the feasibility of renovating and renting the RCMP homes being replaced			G
Lobby GNWT, Minister, and Federal Government for support to develop housing			G

### Support the development of high quality and affordable child care in the town

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6 Yrs +
Work with partners to develop child care (including infant, toddler, pre-school and after school care) in the town	A		
Identify tools available to the Town to support the development of additional child care spaces	A		

### Work with Indigenous governments to support their development plans

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6 Yrs +
Provide and expand municipal services to accommodate growth and development			A
Prepare for future and support settled land claims			A

**Promote Fort Smith as the Best Place to Live North of 60 “Unexpected; Unforgettable”**

<b>Actions (A – Administrative; G – Governance)</b>	<b>1-2 Yrs</b>	<b>3-5 Yrs</b>	<b>6 Yrs +</b>
Develop and implement a promotional campaign stressing location, quality of life, outdoor recreation, facilities and services	A		
Partner with businesses and government agencies on a strategy to attract new residents		A	
Develop a Fort Smith fact sheet for orientation to Town services, amenities, recreation opportunities, etc.		A	

**Develop a road connecting Fort Smith with the south**

<b>Actions (A – Administrative; G – Governance)</b>	<b>1-2 Yrs</b>	<b>3-5 Yrs</b>	<b>6 Yrs +</b>
Work with the GNWT, Government of Alberta, the Federal Government and Indigenous Governments in and around Wood Buffalo National Park to create the connection			G

## To be the healthiest community in the Northwest Territories.

### Accomplishments

- Rebuilding the arena
- Increased and stronger bylaw enforcement
- Fire smart program
- Partnership with RCMP
- Pedestrian and vehicle safety improvements
- Improvement in community services
- Track and field facility
- Thebacha Trail
- Snowboard park
- Hosting the Arctic Winter Games

### Strategies

- Increase community wellness and overall health
- Maintain and improve existing community facilities
- Ensure the safety of our residents

### Increase community wellness and overall health

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Work with partners to update the Community Wellness Plan	G		
Work with partners to identify funding for a Community Wellness Coordinator	G		
Offer healthy food and beverage options at all Town facilities	A		
Develop a youth-led strategy for meeting their health and recreation needs	A		
Continue to develop both indoor and outdoor active recreation opportunities	A		
Provide additional STEAM and literacy-based recreational opportunities	A		
Member of Council to attend the Seniors' lunch program to develop awareness of elder needs	G		

### Maintain and improve existing community facilities

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Implement recreation facility upgrade (midlife retrofit)	A		
Implement park space assessment recommendations		A	
Replace Town Hall		A	
Replace Library		A	

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Develop new Protective Services Building (firehall and ambulance)		A	
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**Ensure the safety of our residents**

<b>Actions (A – Administrative; G – Governance)</b>	<b>1-2 Yrs</b>	<b>3-5 Yrs</b>	<b>6+ Yrs</b>
Update and implement emergency preparedness plan	A		
Roll out and use the Mass Notification System	A		
Organise and attend monthly meetings with RCMP and quarterly meetings with Ambulance and Fire Department	G		
Increased and stronger bylaw enforcement presence (speeding, dog control, contamination and littering)		G	
Work with inter-agency to address youth crime	G		
Identify barriers among homeowners regarding implementing the FireSmart Education Program	A		
Update and implement the FireSmart program for Town lands, private lands and Commissioner lands	A		
Citizens on Patrol in Town (work with RCMP and Indigenous Governments)	G		

## To be a leader in sustainability.

### Accomplishments

- Contributions of the Advisory Boards
- Waste Management Strategy
- Arena has electrified boiler (back up oil boiler only used if no power)

### Strategies

- Be the first carbon neutral community in the NWT
- Reduce waste

### Be the first carbon neutral community in the NWT

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Update and continue to implement and monitor the Energy Plan	A		
Develop a climate change adaptation plan		A	
Explore the feasibility of replacing Town vehicles with electric vehicles			A
Develop a plan to replace fuel oil with hydro electricity for residents			A
Educate residents on energy efficiency measures			A
Work with builders to develop sustainable housing			A
Explore partnerships with the GNWT to retrofit existing buildings with energy efficient alternatives	A		
Partner with the GNWT to identify funding to support this strategy	A		

### Reduce waste

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Implement recommendations of solid waste management and recycling study	A		
Explore feasibility of collection and composting of organics (food and garden waste)	A		
Identify funding opportunities to move plan implementation ahead more quickly	A		

## To grow our role as the education leader in the NWT.

### Accomplishments

- Enhanced partnerships with Joseph Burr Tyrell Elementary School and Paul William Kaeser High School
- Town support for school events and activities

### Strategies

- Lobby the GNWT to maintain and grow Fort Smith’s educational status in the NWT
- Building strong relationships with the Aurora College Student Community
- Foster relationship with our schools – Joseph Burr Tyrell Elementary School and Paul William Kaeser High School
- Maintain the headquarters for NWT post-secondary education in Fort Smith

### Lobby the GNWT to maintain and grow Fort Smith’s educational campus status in the Northwest Territories

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Work with Aurora College to initiate discussions with the GNWT about current and future plans for post-secondary education in the Northwest Territories	G		
Continue to emphasise Fort Smith's role as a campus town with lots to offer students	A		

### Build strong relationships with the Aurora College Student Community

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Ensure college students feel welcome (i.e. add student tab to Town website)	A		
Host Town-sponsored events for students	A		
Connect high school students within and outside the community with College offerings	G		
Lobby the GNWT to replace Breynat Hall and replace/upgrade student housing	G		

### Maintain the headquarters for NWT post-secondary education in Fort Smith

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Communicate regularly with the Campus Director	G		
Become closer to the governance of the College; communicate with the Office of the President	G		
Appoint a Council liaison person	G		
Identify opportunities to participate in Aurora College activities such as orientation, student appreciation week and graduation	A		

Lobby the GNWT to ensure that Aurora College headquarters remain in Fort Smith, to reestablish appropriate governance of Aurora College, and to reinstate programs recently abolished (teacher education, social work)	G		
Work with other territorial governments (municipal, Indigenous) GNWT Ministers and MLAs to emphasise the benefits of having Aurora College headquarters in Fort Smith, and the dangers of GNWT centralisation	G		

### Foster relationship with our schools – Joseph Burr Tyrrell Elementary School and Paul William Kaeser High School

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Transition to elected members to the District Education Authority (DEA) with regular reporting back to Council	G		
Offer student awards	G		
Support lunch and crosswalk programs	G		
Review and update joint use agreement	A		
Provide tournament support	A		
Identify other opportunities to partner with our schools	A		
Hold annual youth visioning workshop	G		
Coordinate training in municipal government for youth in grades 10,11, and 12	A		
Create a youth voice on advisory boards	G		

## To create a vibrant local economy.

### Accomplishments

- Economic Development Strategy
- Hired Economic Development Officer

### Overall Strategies

- Support implementation of Economic Development Strategy
- Continue training of Economic Development Officer
- Build capacity of the Economic Development department
- Ensure continuing roles for the Tourism and Trade Advisory Board

### Goals + Strategies (from 2017 Economic Development Strategy)

#### Goal #1: Foster and Encourage Business and Job Creation and Retention Strategies

- Opportunities assessment
- Develop land & business inventory
- Gather input from business community
- Identify investment objectives & strategies
- Implement investment strategy
- Strengthen government positions in Fort Smith

#### Goal #2: Increase Communication with and within the Business Community Strategies

- Assess local business climate
- Provide educational & networking opportunities
- Regular communication with business community
- Support Chamber of Commerce with "Shop Local" campaign

#### Goal #3: Diversify the Local Economy Strategies

- Create a cooperative planning strategy with community and regional partners
- Identify areas of economic "leakage" and areas to recapture spending
- Encourage youth and emerging entrepreneurs

#### Goal #4: Attract and Retain Residents to live in Fort Smith Strategies

- Identify the current situation
- Define key target markets, messaging & strategy
- Develop a marketing strategy
- Increase housing options
- Create a resident ambassador program

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**Goal #5: Enhance Livability**

**Strategies**

- Identify areas needing improvement
- Strengthen public engagement
- Create a community improvement plan/program
- Create municipal funding program
- Identify transportation concerns
- Grow culture and arts sector

**Goal #6: Attract Shoppers and Visitors from the Region into our Community**

**Strategies**

- Direct marketing campaign
- Improve visitor experience

**Goal #7: Champion and Assist with Tourism Product Development and Packaging**

**Strategies**

- Champion new development
- Identify the barriers to tourism development
- Encourage cultural aspects of tourism products

**Goal #8: Increase number of Festivals, Sporting Events and Conferences held in Fort Smith**

**Strategies**

- Create/maintain active Volunteer Base
- Collaborate with local and territorial organisations to host and market events

**Goal #9: Work with Regional Partners to Market Fort Smith (Hay River, Fort McMurray, Yellowknife, Edmonton)**

**Strategies**

- Market Fort Smith regionally, nationally and internationally

## To operate a responsive and transparent government.

### Accomplishments

- Paving of roads
- More streetlights
- Improved clearing of roads and sidewalks
- Waste Management Plan
- Updating bylaws
- 20 Year Capital Plan
- Council representative on the Museum Board
- Continuing implementation of Infrastructure Plan
- Stability in management
- Invigoration of Advisory Boards
- Website
- Opportunities for citizens to be involved in governance without being on Council

### Strategies

- Continue to provide high quality programs and services to our citizens
- Implement the calls to action for municipal governments from the Truth and Reconciliation Commission
- Be the employer of choice in the NWT
- Maintain and improve existing community infrastructure
- Review legislation to ensure it is up to date and relevant
- Ensure community members are well-informed
- Improve communication and dialogue with other levels of government including government agencies and boards
- Formalise orientation for new and returning Mayor and Council by Administration to ensure continuity after elections

### Continue to provide high quality programs and services to our citizens

Actions (A – Administrative; G – Governance)	1-2 Yrs	3-5 Yrs	6+ Yrs
Undertake annual community services satisfaction survey to identify improvements and solicit ideas for new programs and services	A		
Continue tax relief program for seniors and disabled persons		G	
Coordinate annual meeting of all Advisory Boards; facilitate sharing of information between Boards; quarterly Chair meetings	G		
Develop a Sponsorship Policy to increase revenue available for programs and services	A		

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Recognise and support the work of volunteers	G		
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**Implement the calls to action for municipal government from the Truth and Reconciliation Commission**

<b>Actions (A – Administrative; G – Governance)</b>	<b>1-2 Yrs</b>	<b>3-5 Yrs</b>	<b>6+ Yrs</b>
Fully adopt and implement the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> as the framework for reconciliation	G		
Reform policies and bylaws in support of decolonisation	G		
Provide education to staff on the history of Indigenous people, including the history and legacy of residential schools, the <i>United Nations Declaration on the Rights of Indigenous Peoples</i> , Treaties and Indigenous rights, and Indigenous-Crown relations	A		

**Be the employer of choice in the NWT**

<b>Actions (A – Administrative; G – Governance)</b>	<b>1-2 Yrs</b>	<b>3-5 Yrs</b>	<b>6+ Yrs</b>
Organise regular staff and Council meetings and social activities	A		
Highlight staff achievements	G		
Maintain a safe and respectful workplace	GA		
Maintain stability in management	GA		

**Maintain and improve existing community infrastructure**

<b>Actions (A – Administrative; G – Governance)</b>	<b>1-2 Yrs</b>	<b>3-5 Yrs</b>	<b>6+ Yrs</b>
Repair and upgrade roads as required	A		
Repair and upgrade sidewalks as required	A		
Lobby GNWT and Federal Government to stabilise the slide zone		G	
Increase streetlighting as required	A		
Ensure that costs for water and solid waste are fully covered by users through user fees	A		
Continue to implement the 20 Year Capital Plan	A		

**Review legislation to ensure it is up to date and relevant**

<b>Actions (A – Administrative; G – Governance)</b>	<b>1-2 Yrs</b>	<b>3-5 Yrs</b>	<b>6+ Yrs</b>
Continue the review of all bylaws, policies and procedures to ensure effectiveness and relevance	A		
Create new bylaws as required (i.e. legalization of marijuana)	A		

**Ensure residents, college students and visitors are well-informed**

<b>Actions (A – Administrative; G – Governance)</b>	<b>1-2 Yrs</b>	<b>3-5 Yrs</b>	<b>6+ Yrs</b>
Develop community communications guidelines and policies	G		
Host an annual Open House to provide an update on Town activities and provide opportunities for public input	G		
Continue monthly calendar and community news sheet advertising local businesses and community events	A		
Make more effective use of media platforms to communicate Town events	A		
Work with the College to share information on Town activities	A		
Replace and relocate electronic sign	A		

**Improve communication and dialogue with other levels of government including Indigenous governments**

<b>Actions (A – Administrative; G – Governance)</b>	<b>1-2 Yrs</b>	<b>3-5 Yrs</b>	<b>6+ Yrs</b>
Work with Indigenous governments to implement Municipal Service Agreements	G		
Foster partnerships with other agencies and organisations	G		
Regular meetings with Smith's Landing First Nation, Salt River First Nation and the Fort Smith Métis Council to discuss areas of common concern and provide support where applicable	G		

**Formalise orientation for new and returning Mayor and Council by administration to ensure continuity after elections**

<b>Actions (A – Administrative; G – Governance)</b>	<b>1-2 Yrs</b>	<b>3-5 Yrs</b>	<b>6+ Yrs</b>
Develop a policy mandating orientation		A	
Develop procedures for when and how orientation will take place		A	

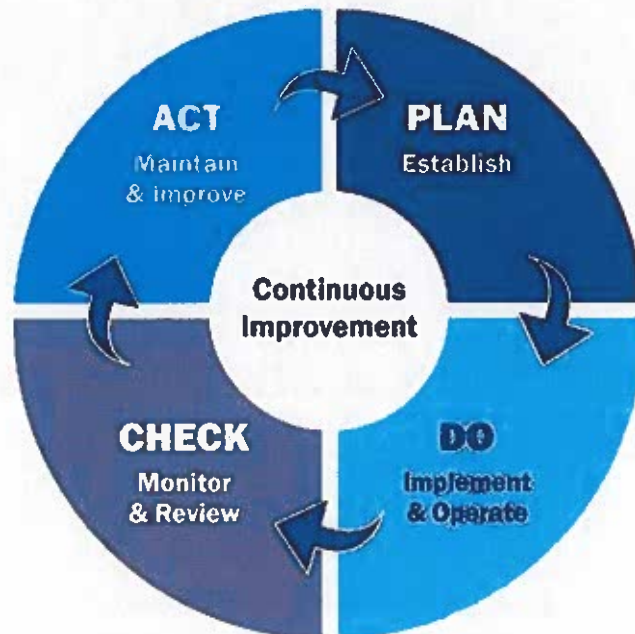
## Next Steps

As a next step, we will work with staff to develop the financial plans to support the implementation of our Strategic Plan. Some of our strategies can be pursued, and action items can be accomplished, over the short-term while others might need to be pursued over the long-term.

Meeting our goals will require a coordinated effort from Mayor and Council, staff, Advisory Boards, other agencies and residents. Each Strategic Plan goal includes an implementation plan with suggested strategies and actions for addressing that goal. This is a critical starting point for the implementation of the Plan.

Evaluation and monitoring is the second key implementation tool. Evaluation and monitoring annually will enable us to:

- prioritize goals each year;
- set specific performance measures and performance targets;
- analyze progress towards meeting targets;
- reconsider goals and timing considering progress;
- involve residents in evaluating success; and
- communicate successes and challenges to residents as well as plans for the upcoming year.



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This approach provides a continual loop of planning, implementation and evaluation. It includes all stakeholders and involves residents in proactively planning community services as well as evaluating how community programs and services are meeting their needs.

Through this process we have identified our community values and priorities, and these will be our guide as we move forward. Our progress toward addressing these priorities and achieving our goals will be formally reported on through the Town's Annual Report.

Strategic Planning is an on-going process and your feedback is an important part of moving forward.

# Appendix - Foundational Documents

## Foundational documents

Below is a list of the documents reviewed as part of the process of developing the 2018 Town of Fort Smith Strategic Plan.

GNWT, **Cities, Towns and Villages Act** (2014)  
GNWT, **Summary of Community Statistics** (2018)  
Salt River First Nation, **Municipal Services Agreement** (2001)  
Smith Landing First Nation, **Municipal Services Agreement** (nd)  
Town of Fort Smith, **5 Year Capital Plan** (2010)  
Town of Fort Smith, **20 Year Capital Plan** (2014)  
Town of Fort Smith, **Capital Plan** (2016)  
Town of Fort Smith, **Community Energy Plan** (2010)  
Town of Fort Smith, **Community FireSmart Protection Plan** (2010)  
Town of Fort Smith, **Community Services Master Plan** (2012)  
Town of Fort Smith, **Drainage Assessment** (2010)  
Town of Fort Smith, **Economic Development Strategy** (2017)  
Town of Fort Smith, **Integrated Community Sustainability Plan** (2010)  
Town of Fort Smith, **Parks and Open Space Plan** (2017)  
Town of Fort Smith, **Tourism/Visitor Services Branding and Marketing Strategy** (2011)



Town of Fort Smith  
Post-Secondary Education Committee  
Wednesday, April 19<sup>th</sup>, 2023 at 12:00 pm  
Town Hall – Council Chambers

Members Present: Mayor Daniels, D/M Macdonald, Cr. Couvrette  
Regrets: Cr. Campbell, Cr. Fergusson

Staff Present: Cynthia White, Senior Administrative Officer  
Katie Reid, Executive Secretary

A. Call to Order

Cr. Couvrette called the meeting to order at 12:03 pm.

B. Approval of Agenda

23-001 Moved by: Mayor Daniels  
Seconded by: D/M Macdonald

That the agenda be adopted as presented.

CARRIED UNANIMOUSLY

C. Approval of the Minutes

There were no minutes for approval.

D. Business Arising

There was no business arising.

E. New Business

- a. Appointment of Chair – D/M Macdonald nominated Cr. Couvrette as Chair.  
Cr. Couvrette accepted the nomination.

23-002 Moved by: D/M Macdonald  
Seconded by: Mayor Daniels

That Cr. Couvrette be appointed Chair of the Post-Secondary Education Committee.

CARRIED UNANIMOUSLY

- b. Meeting Schedule – D/M Macdonald asked if scheduled-monthly day should be set for meetings. Cr. Couvrette suggested meetings be called to discuss upcoming items and that meetings occur monthly at minimum. D/M Macdonald agreed with this.
- c. Administrative Support – The Executive Secretary would work with the Chair to organize meetings and create agendas and would do minutes for the meetings. PSEC would like the minutes brought forward to Community Services meetings.
- d. Terms of Reference – Cr. Couvrette advised that he updated the Terms of Reference for consideration. He indicated that they were updated with a focus on education and programming, and the vision for the Fort Smith Aurora College. He advised that he didn't include where the President's resides as he felt this is a political debate. D/M Macdonald agreed and thinks that programming is critical.

Cr. Couvrette would like diploma programs reinstated including the Bachelor of Education Program, the Social Worker Program, and the Early Childcare Program. He noted that the Early Childcare Program was to rotate through campuses, was placed in Inuvik, moved to Yellowknife and rotating discontinued before coming to Fort Smith.

Cr. Couvrette advised that another focus would be to address the Aurora College housing issues in Fort Smith.

23-003 Moved by: D/M Macdonald  
Seconded by: Mayor Daniels

That the Post-Secondary Education Committee Terms of Reference go to Council for approval at the next Corporate Services Standing Committee meeting on May 2<sup>nd</sup> before the Aurora College Board of Governors meeting on May 3<sup>rd</sup>.

CARRIED UNANIMOUSLY

- e. Board of Governors Meeting/Issues – Cr. Couvrette suggested discussing the state of disrepair of housing and long-term goals for replacement of Breynat Hall. He felt that housing is a barrier for students coming to the community and specifically for trades who are housed at Breynat Hall.

Cr. Couvrette suggested that after housing is improved, pressure be put on ECE to mandate NWT trades students to the Thebacha Campus until intake is full, if being given apprenticeship funding, rather than being approved for funding to attend southern facilities. D/M Macdonald advised that he was formerly Chair of the Apprenticeship Board and there were attempts to mandate this with not a lot of political support. He noted there were the same barriers such as housing preventing students from wanting to educate in Fort Smith. Additionally, there were questions around quality of apprenticeship training and the facility and funds were spent to update programming.

Cr. Couvrette agrees with the Centre of Excellence concept for campuses and noted that Fort Smith is targeted as the Centre of Excellence for Trades. He noted the importance in keeping diploma programs as trades programs are only a few weeks/months and felt this wasn't feasible economically. D/M Macdonald agreed that Fort Smith needs to be the Centre of Excellence for other programs as well and that topics relating to Fort Smith include transboundary, issues with oil sands, programs that support water initiatives, ARI, and broader environmental programming.

Cr. Couvrette would support Inuvik as the Centre of Excellence for Climate Change. D/M Macdonald noted that the government built the Mackenzie Valley fiber-link for Inuvik to have the ability to perform research through satellite locations similar to Sweden but that the proceeding government did not follow through with the initiative and the \$2 million fiber-link was built and unused. D/M Macdonald thinks it makes sense for Yellowknife to be the Centre of Excellence for medical programs.

Cr. Couvrette advised that he had the Office of the President on his list for discussion. He thinks NTPC is a perfect example of a government agency at arms-length, being located in Hay River, and outside of Yellowknife. He felt the issue is having the Office too close to the bureaucratic front-line and noted that the transition is Yellowknife centric. Further, he indicated that the Yellowknife Campus is the most expensive project in the transformation and that Fort Smith and Inuvik Campuses are underutilized.

Mayor Daniels would like dilapidated college housing surplussed to contractors to counter housing issues in Fort Smith. He suggested Fort Smith take the lead on this and have other communities follow-suit.

Cr. Couvrette advised that the Aurora College is planning for campuses without deciding what programs are being offered. He thinks the Centre of Excellence approach would give a better understanding of student intake and that demographics could be found for ages taking programs to determine housing needs. He noted that dormitory housing works for short-term enrollment but that students taking diploma programs will bring their families and need appropriate long-term housing.

D/M Macdonald advised that it should be ensured NRTP continues in Fort Smith as a key anchor point of the Thebacha Campus over the years and noted that this program falls under environmental sciences tying into water studies.

Cr. Couvrette would like to bring the credibility of the NRTP program to the attention of the Board of Governors. He noted that in the 1980's NRTP was the best program in Canada/North America due to the quality of graduates and since, the bar has been lowered to meet graduation numbers which has diluted the program's credibility. Additionally, he noted the intention to make the Polytechnic University attractive nationally and internationally but that students are cognitive when applying for programs and the degree of acceptance of credentials.

D/M Macdonald would like to know how the Aurora College Board of Governors appoints their Chairperson and if they have a Terms of Reference.

Cr. Couvrette noted that Mayor and Council would be attending the Meet and Greet with the Board of Governors on May 3<sup>rd</sup>. He wondered if there is an opportunity for an opening statement and if there is an agenda. D/M Macdonald didn't think business would be discussed but agreed to follow up. The Executive Secretary would follow up with this request.

It was noted that the Aurora College President and Executive Team come to Fort Smith monthly. Cr. Couvrette suggested requesting a lunch-hour session mid-May. The Executive Secretary will request their upcoming schedule. D/M Macdonald suggested meeting with the Board of Governors prior to the Executive Team.

Administration asked if financial resources are needed for the Post-Secondary Education Committee and thinks it would be beneficial to lobby in-person. Cr. Couvrette thinks there may be a need for budget later and suggested a recommendation to Council to approve budget for upcoming initiatives at that time.

D/M Macdonald would like more information on the governing structure to determine a strategy for lobbying. Cr. Couvrette would like to know ECE's level of influence over the board. Administration would like more information on the responsibility for public disclosure of decisions and meetings and asked if there would be a website to extract information.

**F. Next Meeting**

The next meeting date is to be determined. Cr. Couvrette suggested having further discussion at the Corporate Services meeting on May 2<sup>nd</sup> and to prepare for the Board of Governors Meet and Greet on May 3<sup>rd</sup>.

Cr. Couvrette advised that he would compile a reference list of documents related to the Transformation Process.

G. Adjournment

23-004 Moved by: D/M Macdonald  
Seconded by: Mayor Daniels

That the meeting be adjourned at 12:45 pm.

**CARRIED UNANIMOUSLY**

## **Terms of Reference**

### **Post Secondary Education Committee**

#### Mandate:

To act as a pro-active advisory and response committee on behalf of Mayor and Council in reference to matters arising from activities and/or actions taken by the GNWT or other governments in reference to the transition of Aurora College to the proposed Polytech University.

The primary purpose of the Post Secondary Education Committee (PSEC) shall be to ensure adequate and vigorous advocacy by the Town of Fort Smith, its partnering local governments and by stakeholders, to protect and enhance the community's interests / status relating to post secondary education being an integral cornerstone of our community.

The Post Secondary Education Committee (PSEC) shall:

- Monitoring progress and transparency of activities and undertakings of the transformation process by; the GNWT, the Legislative Assembly, any other stakeholders and, the public to ensure transformation process is beneficial to our community and fully recognized Fort Smith's inherent position as the education capital of the NWT.
- Assess or have proper qualified assessments of reports, studies, recommendations, or other information messages related to decision making or directions on transformational processes, and to provide Mayor and Council with recommendations of appropriate activity or responses.
- Continue advocacy / lobbying at all levels of territorial and federal government to ensure Fort Smith's interest and position/status as a leading post secondary education centre within the NWT.

#### Background:

In October 2018, the GNWT committed to transforming Aurora College into a polytechnic university with the release of the Government Response to the Findings and Recommendations of the Aurora College Foundational Review (Government Response). The GNWT released an Implementation Plan in the fall of 2020 that provides an overall timeline of the work required to complete the transformation of Aurora College into a polytechnic university.

The work of the GNWT's transition team based in Yellowknife has continued with the release of reports and studies.

The scope and extent of consultations undertaken in the preparation of the GNWT documents is best seen or perceived by the Town of Fort Smith and other key stakeholders, as lacking in sincerity or truly reflective of the issues or concerns brought forward.

#### Committee Composition:

The committee's initial membership shall consist of at least 3 members of Council and the Mayor.

**DRAFT**

The committee will select a chairperson and vice-chair from its council membership.

The committee may expand its membership to include members from the public should it be deemed that additional resources would be beneficial to the committee's objectives. Community representatives may be appointed by resolution of Council from submitted Expressions of Interest.

Committee Conduct:

PSEC committee meetings shall be held monthly or as deemed necessary by the committee Chair.

Call for committee meeting agenda items shall be made at least 1 week prior to the scheduled meeting. An agenda shall be prepared and issued 2 days prior.

Minutes of meetings shall be recorded.

The Chairperson or their delegate shall submit the minutes of meetings to the next Regular Meeting of Council or to the appropriate Committee of Council. The minutes shall include all recommendations made by the PSEC committee and the vote thereon.

The PSEC ad-hoc committee shall remain active until completion of the proposed transition of Aurora College to a Polytech University (projected to be completed in 2026). A resolution of Mayor and Council may dissolve this committee sooner if so desired.

Committee Resources:

The powers and duties for the PSEC shall be established by Resolution of Council.

Requirements for budget allocations or other resource requirements shall be submitted to Mayor and Council by a recommendation adopted by the PSEC.

TOWN OF FORT SMITH  
 ACCOUNTS PAID LIST  
 FOR THE PERIOD ENDING April 30,2023

CHQ #	SUPPLIER	Description	AMOUNT	DEPT
40459	Bank of Montreal	Mastercard purchases - Andrew Grenier	\$1,485.00	Multiple
		TOFS fleet registration		
40460	CIMCO Refrigeration	Powerband V belts	\$554.34	Facilities
40461	Paul Kaeser Stores Ltd.	Groceries for ASCP/curling lounge supplies/supplies	\$1,336.65	Multiple
40462	Link Home Hardware	Knives for curling lounge/animal shelter supplies	\$72.14	RCC/Animal Shelter
40463	TK Elevator Canada Limited	Arena elevator maintenance	\$1,456.78	Arena
40464	Northern Stores	Supplies	\$24.97	Pool
40465	NEBS Pension Fund	April premiums	\$50,628.84	Admin
40466	Bank of Montreal	Mastercard purchases - Cynthia White	\$1,240.56	Multiple
		Wix.com fees/flight change fees for Councilors		
40467	Customer	Housing plan advisory board meeting honorarium	\$125.00	Admin
40468	TDC Contracting Ltd.	Gro spade terminal/heating oil/gas/service	\$3,954.80	Multiple
40469	NEBS Group Insurance Fund	April premiums	\$18,337.12	Admin
40470	NU Mechanical	Water meter replacements - multiple properties	\$22,522.50	Water Plant
40471	RDV Mechanical	Valve for sewer truck	\$498.75	Public Works
40472	Customer	Refund - arena double booking	\$88.00	Arena
40473	Cascade Publishing Ltd.	Blueprint scan/hair elastics/PPE equipment	\$1,115.36	Facilities/Pool/Bylaw
40474	Grimshaw Trucking	Freight - water meters	\$1,447.94	Water Plant
40475	Petty Cash	Replenish petty cash	\$169.70	Admin
40476	Freund Building Supplies	Markers/saw set/mandrel set	\$326.94	Facilities
40477	Receiver General	Payroll deductions - TAX/CPP/EI	\$65,208.08	Admin
40478	Midnight Petroleum	Gas	\$1,770.27	Multiple
40479	Terry's Carpentry Service	April ambulance bay lease payment	\$2,940.00	Ambulance
40480	Arctic Alarm/Diamondtel	Alarm monitoring	\$119.60	RCC/Arena
40481	The Prophet Corporation	Greenspace rug	\$773.64	RCC
40482	Nsixty Trading Company Ltd.	Supplies Friday Fun/notebooks/stationary	\$416.37	Multiple
40483	Town of Fort Smith	March water bills	\$2,516.38	Multiple
40484	Xerox Canada Ltd.	Impression charges	\$909.86	Admin
40485	Rocky Mountain Phoenix	Multigas detector	\$1,013.25	Water Plant
40486	The Northwest Company LP	Tissues/kitchen utensils/monitor for security	\$596.24	RCC
40487	Bank of Montreal	Mastercard purchases - Emily Colucci	\$1,242.33	Multiple
		Facebook ad/EZ Facilities fee/vet fees/Canva fees		
40488	TDC Contracting Ltd.	Gas/heating oil/diesel/sea can rental/oil	\$26,871.42	Multiple
40489	Employee	Travel claim	\$268.80	WTP
40490	Nsixty Trading Company Ltd.	Microsoft software fees/IT services/license	\$5,042.96	Admin
40491	GNWT	Recover funding	\$10,210.00	Admin
40492	Accu-Flo Meter Services Ltd.	Water meters	\$110,456.64	Water Meter Replacement
40493	Fort Smith Minor Hockey Association	Refund overpayment	\$2,156.00	Admin
40494	TDC Contracting Ltd.	Fabricate hose/air handler belts/heating oil	\$7,108.50	Multiple
40495	NU Mechanical	Water meter replacements - multiple properties	\$30,712.50	Water Plant
40496	Infosat Communications	April sat phone bill	\$95.32	Protective Services
40497	RDV Mechanical	Garbage compactor/bylaw truck/PS truck services	\$882.27	Multiple
40498	Fields	Arts and crafts supplies	\$92.53	ASCP
40499	Hay River Heavy Truck Sales Ltd.	Medical oxygen	\$336.00	Ambulance
40500	Superior North America Inc.	Tana 260 compactor	\$401,100.00	Public Works
40501	CIMCO Refrigeration	Ice plant start up/repairs/mid season services	\$8,828.97	Arena/RCC
40502	Northwestel Inc.	April internet and phone bills	\$5,826.26	Multiple
40503	DB Perks Associates Ltd.	Chemicals and parts	\$9,087.04	Pool
40504	TDC Contracting Ltd.	Gas/heating oil	\$14,836.83	Multiple
40505	Buffalo Aire Express	Freight - materials from Diamond International	\$75.77	PW
40506	4Imprint	South Slave Tourism workshop swag	\$3,199.62	Economic Development
40507	Employee	Reimbursement - medical prognosis fee	\$50.00	Facilities Maintenance
40508	LGANT	Membership fee	\$750.00	Admin
40509	Nsixty Trading Company Ltd.	Materials and supplies	\$215.24	Protective Services/Admin
40510	Employee	Reimbursement - work boots	\$292.95	Public Works
40511	CIMCO Refrigeration	Ice plant repairs	\$82,209.94	Arena
40512	Grimshaw Trucking	Freight - chemicals	\$2,798.93	Pool
40513	Lou's Small Engines	Olympia propane	\$614.25	Arena
40514	Link Home Hardware	Materials and supplies for March	\$3,498.58	Multiple
40515	Fort Smith Paddling Club	Donation for Paddlefest 2023	\$2,500.00	Admin
40516	Fire Prevention Services Ltd.	Annual fire extinguisher/system inspections	\$8,274.83	Multiple
40517	TDC Contracting Ltd.	Diesel additive/heating oil/fall arrest harness/oil	\$7,779.83	Multiple
40518	Buffalo Aire Express	Freight - library furniture	\$248.13	Library
40519	Fort Smith Ski Club	Annual donation	\$5,000.00	Admin
40520	United Library Services Inc.	Book order	\$1,010.54	Library

40521	Sugar's Mascot Costumes	EMS mascot	\$7,318.50	Protective Services
40522	Cancelled			
40523	Aunty's Korner Store	Slushes	\$68.25	Bylaw
40524	Peter Paulette	Drumming services for opening of tourism workshops	\$700.00	Economic Development
40525	American Trade Mark Co.	Final payment for tags	\$659.94	Protective Services
40526	Town of Fort Smith	April staff deductions	\$994.42	Admin
40527	Receiver General	Payroll deductions - TAX/PPP/EI	\$62,459.17	Admin
40528	Public Services Alliance of Canada	April union dues	\$5,674.76	Admin
40529	GNWT - Taxation Division	April deductions	\$8,255.70	Admin
40530	Northwestern Air Lease Ltd.	Freight - water samples/Levitt Safety order	\$127.84	Water Plant/Bylaw
40531	RDV Mechanical	Weld dumpster arm on garbage truck	\$52.50	Public Works
40532	Employee	Reimbursement - boot allowance	\$300.00	Public Works
40533	Cascade Publishing Ltd.	Business cards/frowing machine	\$1,987.39	Land\$/RCC
40534	Paul Kaeser Stores Ltd.	Materials/supplies/snacks	\$1,564.05	Multiple
40535	Accu-Flo Meter Services Ltd.	Mach 10 Ultrasonic water meters	\$7,912.80	Water plant
40536	GNWT	April marriage license fees	\$32.50	Admin
40537	TDC Contracting Ltd.	Pump of vac truck/bulk diesel/heating oil	\$4,372.34	Multiple
40538	NU Mechanical	Water meter replacements - multiple properties	\$20,884.50	Water Plant
40539	Cam's Husqvarna Sales & Service	Zero spin repair on tractor	\$3,516.35	Facilities Maintenance
40540	Hay River Heavy Truck Sales Ltd.	Pump kit for vac truck	\$963.80	Public Works
40541	WSP E&I Canada Limited	Slave River slope stabilization	\$9,780.49	Admin
40542	Nsixty Trading Company Ltd.	Fix library computers/name tags/office supplies	\$2,209.94	Multiple
40543	Employee	Reimbursement - work clothing	\$102.74	Water Plant
40544	Lake Awary Cap & Crest	Councilor jersey	\$164.85	Admin
40545	Walsh's Heavy Duty Repairs Ltd.	Warranty work on sander truck/service mulithog	\$798.00	Public Works
40546	The Firecircle Ltd.	Tourism workshop development and delivery	\$14,490.00	Economic Development
40547	Globalstar Canada Satellite Co.	April sat phone bill	\$127.77	Ambulance
40548	Cascade Publishing Ltd.	Emergency phone for pool	\$115.24	Pool
40549	NWT Power Corporation	April power bills	\$51,097.55	Multiple
40550	Wally's Drugs	Door prizes for spring break/sympathy cards	\$118.07	Library/Admin
40551	DB Perks Associates Ltd.	Pool sand and supplies	\$4,993.09	Pool
40552	Globalstar Canada Satellite Co.	April sat phone bill	\$127.77	Fire Department
40553	AECOM	Raw water and sewage project	\$115,649.63	Admin
40554	RDV Mechanical	Service garbage truck/back up garbage truck	\$3,663.98	Public Works
40555	McLennan Ross	Legal fees	\$7,971.90	Admin
40556	Fields	Cleaning supplies	\$107.61	ASCP
40557	Hay River Heavy Truck Sales Ltd.	Medical oxygen	\$294.08	Ambulance
		January 2022 lease payment	\$3,312.35	
		April 7, 2023 Pay Period 7	\$132,875.19	
		April 21, 2023 Pay Period 8	\$137,930.83	
		<b>Total</b>	<b>\$1,549,097.95</b>	

CORRESPONDENCE – APRIL 2023

Date	From/To	Description	Filing	CC	Response
31/03/23	NTHSSA Territorial Operations CEO/Mayor	Response Letter: Sutherland House Contract	39-23	SAO, Mayor and Council	-
03/04/23	MACA Minister/Mayor	Response Letter: Meeting with Leadership	40-23	SAO, Mayor and Council	-
04/04/23	NT Assembly/Mayor	Notice - Bill 85: United Nations Declaration on the Rights of Indigenous Peoples Implementation Act/Consultations	41-23	SAO, Mayor and Council	-
06/04/23	Alternatives North/Mayor	Work Summary: Basic Income Guarantee in the NT	42-23	Mayor, SAO, EDO	-
10/04/23	Dube Family/Town/Mayo r and Council	Thank you for sympathy card		Mayor and Council, SAO	-
17/04/23	Erika Coop/Town	Fort Smith Daycare – Complimentary of Service	43-23	Mayor and Council, SAO, CS, Daycare	Yes
20/04/23	Mayor/FS Paddling Club	Response Letter and Donation Cheque	44-23	-	-
20/04/23	Mayor/FS Ski Club	Response Letter and Donation Cheque	45-23	-	-
24/04/23	Brenda Johnson/Mayor and Council	C-Can Bylaw Letter	46-23	Mayor and Council, SAO	Acknowledgment of being received/circulated



**Town of Fort Smith  
Licensing Report  
April 2023**

<b>Business License Holder</b>	<b>Number</b>	<b>Details</b>
Mercury Sign Art and Design	162	Sign art and design services.
Wintergreen Travel	167	Travel agency.
Wenoqto'sit Consulting & Business Services	168	Consulting and business services.
<b>Development Permit Holder</b>	<b>Number</b>	<b>Details</b>
Amy Weber	12	Home occupation - cleaning service
Nilam Ambawalage	13	Home occupation - catering services
Armando Berton	14	Demolition and excavation
Jean Soucy	15	Construction of garden shed
<b>Lottery License Holder</b>	<b>Number</b>	<b>Details</b>
Uncle Gabe's Friendship Centre	14	TV Bingo
T-Rev's Youth Centre	15	TV Bingo
T-Rev's Youth Centre	16	50/50 Raffle - Series
Fireweed Festival	17	50/50 Raffle
<b>Dog Tag Holder</b>	<b>Number</b>	<b>Details</b>
Ryan Roden	17	Lab/Huskey



## BRIEFING NOTE

**TO:** Mayor and Council  
**DATE:** April 20, 2023  
**SUBJECT:** DPA-016-23

---

**PURPOSE:**

ALAN KARASIUK has submitted a Home Occupation Development Application. This application is for operation of AWKWA Ed-Tech Services at the following location:

Lot	Block	Plan	Zone	Civic Address
1162	NA	1588	R1	117 Wilderness Road
or Certificate of Title:			NA	

**BACKGROUND:**

The Property is zoned R1 and a Home Occupation Business is a conditional use in this zone requiring council approval.

**ANALYSIS:**

A Home Occupation Business License application has been received that indicates operations include providing educational development and technical services to schools, school staff and regional education bodies. There will be no change in foot or vehicle traffic. No signage, storage, or construction.

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

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

Please see the attached map showing the location of the lot.

**Approval Considerations**

A home occupation is conditional in this zone. Based on the business operation, there should be no substantial bylaw enforcement issues related to this type of operation.

Respectfully Submitted,

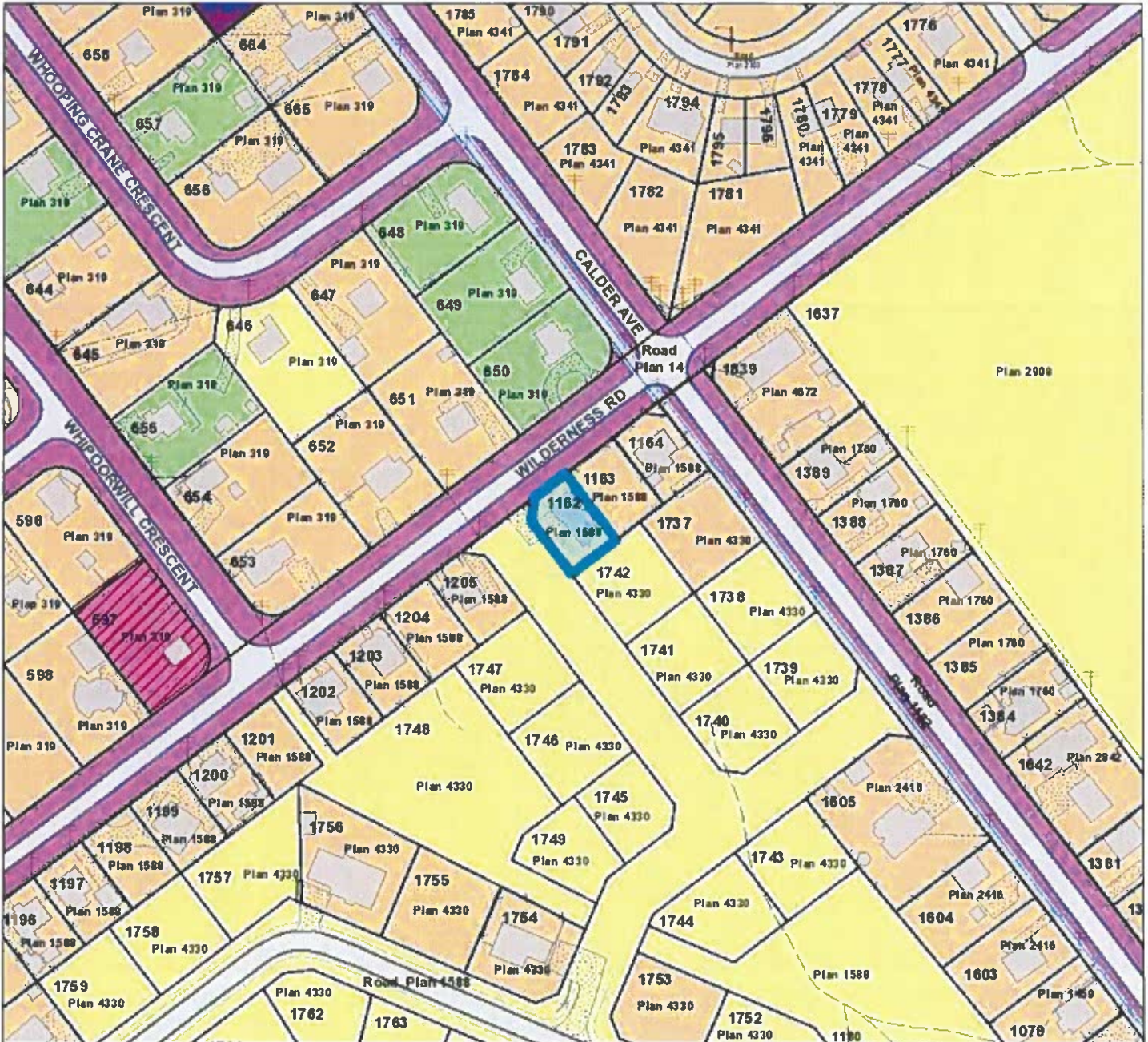
Development Officer



ATLAS

Government of Northwest Territories

# 117 Wilderness Rd (DPA-016-23) Home Occupation



April 21, 2023

Legend

- Block Land Transfer Boundaries
- Development Areas
- Surveyed Parcels
- Surveyed Easements
- Suspension Order
- Tenured Commissioner's Land
- Land Application
- Federal Land
- Commissioner's Land
- Territorial Protected Area
- Municipal Land
- Salt River Reserve

- Municipal Boundaries
- Condominium Units
- Building Footprints
- Line Approximately 31m from O.H.W.M.
- Surface Land Withdrawal
- Land Application
- Tenured Territorial Land
- Indian Affairs Branch (IAB) Land
- Territorial Land
- Public Highway
- Private Land

AWKWA Ed-Tech Services

For Alan Karasiuk

Scale 1: 2,000

50 metres



UTM Zone: 12

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Department of Lands.



RECEIVED  
APR 19 2023  
CORPORATION

### TOWN OF FORT SMITH BUSINESS LICENSE APPLICATION

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

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

Date of Application April 19, 2023		New Application <input checked="" type="checkbox"/> Renewal <input type="checkbox"/>	
Name of Applicant Alan Karasiuk		Name of Business AWKWA Ed-Tech Services	
Business Street Address 117 Wilderness St		Legal Address Lot:                      Plan:	Mailing Address Box 1476 Fort Smith NT X0E 0P0
Phone Number 867-621-0565		Fax Number	
Email Address AWKWA.EdTech@gmail.com		Business Website:	
Do you wish to receive email newsletters from the Town regarding Business opportunities?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Type of Business: <b>RESIDENT</b> <input type="checkbox"/> Commercial <input checked="" type="checkbox"/> Home Occupation – Includes desk operations <input type="checkbox"/> Commercial in a residential zone – Non-conforming <input type="checkbox"/> Hawker/Peddler <input type="checkbox"/> Junior Business <input type="checkbox"/> Charitable Purposes		Type of Business: <b>NON-RESIDENT</b> <input type="checkbox"/> Non-resident <input type="checkbox"/> Non-resident Vendor <input type="checkbox"/> Charitable Purposes	
<input type="checkbox"/> Change Fee <input type="checkbox"/> Late Fee (if renewal received after February 15) <input type="checkbox"/> Reduced resident rate (application after Sept. 1 <sup>st</sup> )		<b>COPY</b>	
<b>ALL RATES AND FEES WILL BE BASED ON THE CURRENT RATES AND FEES BYLAW</b>			
<b>PROVIDE A COMPLETE DESCRIPTION OF YOUR BUSINESS:</b>			
Include what the business does, how much foot and vehicle traffic there will be, what will be stored on-site, what services or products will be offered, what the hours of operation will be, what signs will be installed, what demolition or construction may occur etc. (Being thorough will avoid delays in processing times. Attach a separate letter if necessary.)			
To provide educational professional development and/or technical services to schools, school staff and regional education bodies.			
Foot and vehicle traffic - None			
On-site storage - None			
Hours of operation - N/A			
Signage - None			
Demolition/Construction - None			
Date of Commencement (If New or Non-Resident): June 1, 2023		Date of Termination (If Non-Resident):	
		Number of Employees Full Time:                      Part Time: 1	

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

\* Note: If you wish to submit this application via email please send it to [reception@fortsmith.ca](mailto:reception@fortsmith.ca)

  
\_\_\_\_\_  
Signature of Applicant

AWKWA ED TECH  
\_\_\_\_\_  
On Behalf of (Name of Business)

\_\_\_\_\_  
Signature of Development Officer

April 19/23  
\_\_\_\_\_  
Date



**TOWN OF FORT SMITH**

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



Application No. DPA-016-23

**FORM A:**

**APPLICATION FOR DEVELOPMENT**

**Applicant Information:**

Name: AL KARASIVK Interest (if not owner): \_\_\_\_\_  
 Telephone: 867 621 0565 Email: AWKWA.EdTed@gmail.com  
 Mailing Address: Box 1476 Fort Smith NT X0E 0P0

**Owner Information (if different than applicant):**

Registered Owner's Name: \_\_\_\_\_  
 Telephone: \_\_\_\_\_ Email: \_\_\_\_\_  
 Mailing Address: \_\_\_\_\_

**Property Information:**

Civic Address to be Developed: 117 WILDERNESS ST  
 Zoning: R1 Lot# 1162 Block# \_\_\_\_\_ Plan# 1580  
 or Certificate of Title: \_\_\_\_\_  
 Lot Width: \_\_\_\_\_ metres Lot Depth: \_\_\_\_\_ metres Lot Area: \_\_\_\_\_ square metres  
 Type of Lot (check one):  Street Facing  Corner  Interior  Other  
 Existing Use(s) of Property: RESIDENTIAL  
 Proposed Use(s) of Property (if applicable): RESIDENTIAL/HOME OCCUPATION

Estimated Cost of Project: \$ N/A

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

**SIGNATURE:**

[Signature]  
Applicant's Signature

Apr. 19/23  
Date

\_\_\_\_\_  
Owner's Signature (if different than applicant)

\_\_\_\_\_  
Date



**REQUIRED ITEMS**

**PROPOSED DEVELOPMENT(S):**

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

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

**1. CONSTRUCTION:**

Proposed Building Dimensions:

Width: \_\_\_\_\_ Length: \_\_\_\_\_ Height: \_\_\_\_\_ Area: \_\_\_\_\_

2 sets of site plans showing:

- Building outlines;
- Legal description
- Yards/Setbacks (front, rear, and side)
- Provisions for off-street loading, parking, and access and egress points (if applicable)
- Provisions for landscaping and drainage

2 sets of floor plans (minimum 1:100 scale)

2 sets of elevations (minimum 1:100 scale)

2 sets of sections (minimum 1:100 scale)

Statement of Uses (on Page 1)

Statement of ownership of land and interest of the applicant therein (on Page 1)

Estimated commencement date \_\_\_\_\_

Estimated completion date \_\_\_\_\_

Proof that documents have been submitted to and reviewed by the Office of the Fire Marshal of the NWT (single-family dwelling units are exempted)



## TOWN OF FORT SMITH

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

Application No. \_\_\_\_\_

### 2. PROPOSED EXCAVATION

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

### 3. PROPOSED RELOCATION

- Type of Building or Structure to be Relocated: \_\_\_\_\_
- From: Lot# \_\_\_\_\_ Block# \_\_\_\_\_ Plan# \_\_\_\_\_
- To: Lot# \_\_\_\_\_ Block# \_\_\_\_\_ Plan# \_\_\_\_\_
- Proposed Route: \_\_\_\_\_  
\_\_\_\_\_
- Planned Date of Move: \_\_\_\_\_

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

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

### 4. PROPOSED DEMOLITION

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



# TOWN OF FORT SMITH

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Application No. \_\_\_\_\_

## 5. PROPOSED SIGN

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

## 6. HOME OCCUPATION

- Type of Home Occupation proposed: educational / professional dev. consult
- Business License Number: \_\_\_\_\_
- Does the Home Occupation meet the conditions included in Bylaw 504 "Home Occupation Business Licenses"? yes
- Is this Home Occupation incidental and subordinate to the residential use? subordinate
- Does this Home Occupation preserve the character of the residential use? yes
- Does the home occupation preserve the rights of other residents to quiet enjoyment of the residential neighbourhood? yes
- Planned commencement date: June 1, 2023



## TOWN OF FORT SMITH

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

Application No. \_\_\_\_\_

### PERMISSION FOR DEVELOPMENT

- 1) Each application for a Development Permit **shall** be accompanied by a fee calculated in accordance with the Consolidated Rates and Fees By-law 964 or its successors.
- 2) The Development Officer shall:
  - a) receive, consider and approve applications for a Development Permit for uses listed in Part Seven of the Zoning Bylaw which constitute permitted uses in a zone and comply with the minimum standards for that zone;
  - b) receive and refer with their recommendations to Council (acting as the Development Officer) for its consideration and decision, applications for a Development Permit for uses listed in Part Seven of this Bylaw which constitute conditional uses; and
  - c) receive and refer to Council (acting as the Development Officer) at their discretion any application which, in his opinion should be decided by the Council.
- 3) In making a decision, the Development Officer (or Council acting as the Development Officer) may approve the application unconditionally, or impose conditions considered appropriate and not in conflict with this Bylaw, permanently or for a limited period of time, or refuse the application.
- 4) It is the sole responsibility of property owners to construct and maintain road access between their property line and the traveled portion of the street right-of-way, subject to the Town Zoning Bylaw and engineering standards.
- 5) Any proposed development must be consistent with the regulations, provisions and requirements of the Zoning Bylaw.



## TOWN OF FORT SMITH

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Application No. \_\_\_\_\_

### DEVELOPMENT FEES

as per Schedule "D" of the Consolidated Rates and Fees By-law. Fees subject to applicable taxes.

#### **a) By-law #936 - Zoning**

1. Development Application Fee - based on Project/Contract Costs as follows:

\$0 to \$5,000.00	\$82.50
\$5,001.00 to \$10,000.00	\$165.00
\$10,001.00 to \$20,000.00	\$247.50
\$20,001.00 to \$50,000.00	\$412.50
\$50,001.00 to \$100,000.00	\$577.50
Over \$100,000.00	\$577.50 plus \$5.00 per each \$1,000.00 Over \$100,000.00

2. Amend the Zoning By-law

Application Fee \$500.00 plus costs for each application

3. Home Occupation Development Permits \$165.00

#### **b) Policy 4.1 - Security Deposits – Relocation Permits**

1. Relocation Permit Fee \$8.25 each permit

2. Security Deposit Fee calculation \$1.65 per square foot of building to be Relocated to maximum of \$10,000.00



## BRIEFING NOTE

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To: Mayor and Council

Date: April 26, 2023

Subject: Appeal of order to remediate 55/57 McDougal Road Encroachment onto Town of Fort Smith Property

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### **Purpose:**

To provide information related to Bylaw Enforcement Order 23-091 as it relates to the appeal of Anneliese Kikoak and Brandon Kikoak.

### **Background:**

As part of an ongoing campaign of public education and enforcement, the following bylaws and infractions have been identified for proactive compliance inspections throughout the community.

1. The Garbage Bylaw #659
2. The Unsightly Lands Bylaw #855
3. The Zoning Bylaw #936
4. Encroachment onto Town of Fort Smith-owned lands.

It was observed that 59 McDougal Road, 61 McDougal Road, 57 McDougal Road, 55 McDougal Road, and 53 McDougal Road had items, buildings, and fencing encroaching onto public lands. 55, 57, 59, and 61 McDougal Road were found to be encroaching on to Town of Fort Smith-owned lands on the northern property line.

Letters were sent to the owners of the four lots in question providing them notice of this encroachment and requesting a plan of remediation. 59 and 61 McDougal Road are used by NTHSSA for staff housing. The Fort Smith Health Center has indicated that they will remove the fences from town property and cease land use outside of their lot lines. 53 McDougal is encroaching on untenured commissioners' land and the GNWT has been made aware.

Anna Kikoak responded and met with Development Officers to discuss the letter and provide information that may support the agreed lease of that land. This issue has been brought up previously with a brief chronological overview below:

1. On June 24, 2015, the Town of Fort Smith received information about an unapproved development on Block F, Plan 271 (Town owned). A development Officer attended the property and stated that the development had to be moved.
2. On June 25, 2015, The property owner contacted the town to dispute the requirement to move

the shed stating that it was in fact on their property. Maskwa Engineering was hired by the town to confirm the property pin locations and it was confirmed that all items behind the northern fence were on town property.

3. On June 30, 2015, a letter was sent to the property owner, stating that the shed and all other structures must be removed.
4. On July 24, 2015, a letter of appeal was received by the town stating a historical belief that it was their property.
5. On August 19, 2015, a letter acknowledging the appeal was sent.
6. On September 01, 2015, Maskwa Engineering was commissioned by the town to survey the location of a lease application.
7. No motion of council or bylaw is on record showing the approval of a lease as is a requirement of the Lands Administration Bylaw 862. No payments are on file showing that a lease payment plan was set up.
8. September 20, 2021, an Unsightly Land Warning File 21-116 was sent to the property owner.
9. On May 4, 2022, an Unsightly Land Order was sent which included the derelict shed and un-sided building that is still not completed from 2015.
10. On March 17, 2023, a warning of trespass letter was sent requesting remediation plans be provided within 30 days. It was made clear that the requirements of remediation were of items and vehicles. The town did not intend to remove access to their properties.
11. On April 17, 2023, an Order of compliance with the Zoning Bylaw, Unsightly Land Bylaw, Garbage Bylaw, and encroachment was sent.
12. On April 25, 2023, a letter of appeal was received.

The town contacted Maskwa Engineering and confirmed that the drawing, project # 15-022, commissioned by the town was a plot for a proposed lease and that no legal pins were placed on the northeast or northwest corners of the plot area.

The access road depicted in the map was there for access to municipal infrastructure that no longer exists and a roadway does not need to exist in its current location so far from the properties it now serves or so close to a town greenspace walking trail.

**Recommendation:**

To ensure equitable application of land use and bylaw enforcement throughout the community, it is recommended that all items be removed from the Town of Fort Smith property. That any items removed which are in contravention of the Town of Fort Smith Garbage Bylaw or Unsightly Lands Bylaw be disposed of at the Fort Smith Landfill and not extend the contravention onto the properties.

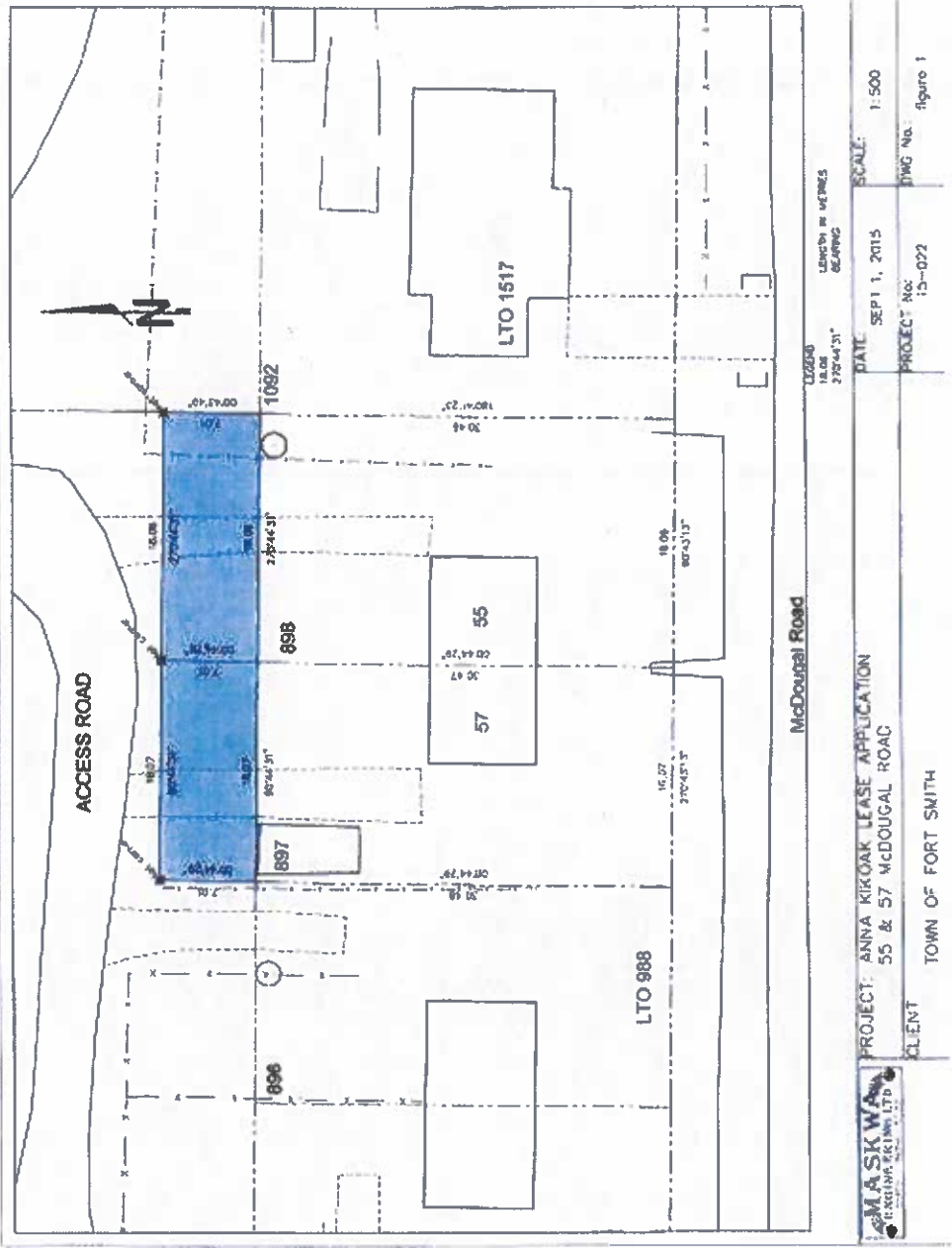
To ensure that appropriate property access is provided, it is recommended that consideration be given to identifying and maintaining a laneway on the northern property line of 59, 61, 57, and 55 McDougal Rd. That the owners of all four properties serviced by that laneway be responsible for a hard surfaced or packed gravel driveway access to their properties and that parking areas be maintained on each property as per the Town of Fort Smith Zoning Bylaw 936 Section 6.7. Vehicle parking should not be allowed on the laneway to allow routine maintenance and snow-clearing activities as it would be a public access lane. Proper signage, grading, and drainage of an approved laneway would ensure no adverse effects on surrounding properties and maintain public safety.



Item 1. View from the town walking trail facing south. Note the unfinished shed, derelict shed, trash, parked vehicles, and personal items on town property. For reference, the property line is at or very close to the existing fence shown.



Item 2. View from Pickeral Street. Note the unfinished shed, derelict shed, trash, personal items, and unserviceable vehicle on town property.



Item 3. Town Commissioned survey of the existing lot with a potential lease area.



# TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0

17 March 2023

FILE #: 23-091

Anna Kikoak  
55/ 57 McDougal Road  
Fort Smith, NT  
X0E0P0

**Re: Land Use Encroachment on to Town of Fort Smith owned property**

It has been noted that a large portion of the rear fence, yard, and storage shed of properties 55/ 57 McDougal Road; LOT: 898 PLAN: 988 and LOT: 897 PLAN: 988 is located entirely over the legally surveyed property line on Town of Fort Smith owned property. The road access to this property is also located on Town of Fort Smith property which is not designated as a roadway. The town recognizes that road access is required. The current roadway location will be maintained but may be moved closer to the residence and designated as an official roadway and drainage installed after the above-mentioned improvements have been removed.

The improvements and land use are encroaching on the property that you do not have tenure on. This letter is intended to provide a written warning of trespass.

Please feel free to contact the Town if you have any questions. Please respond with proposed plans for remediation within the next 30 days.

Thank you,

**Rajarajeswari Cavala**

Development Officer  
Town of Fort Smith  
Box 147, 174 McDougal Road  
Fort Smith, NT X0E 0P0  
(867) 872-8400



# TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0

April 17, 2023

FILE No.: 23-091

Anna Kikoak  
PO BOX 1171  
Fort Smith, NT  
X0E 0P0

**TAKE NOTICE:** The below listed property is in contravention of the Town of Fort Smith By-Laws. Specific notice of contravention is attached.

Lot	Block	Plan	Civic Address
898/897	NA	988	55/57 McDougal Rd
or Certificate of Title:			NA

**COMPLIANCE REQUIRED BY:** May 17, 2023

**YOU ARE HEREBY ORDERED TO TAKE ACTIONS NECESSARY TO COMPLY WITH THE BYLAW BY THE COMPLIANCE DATE LISTED.**

If the required actions are not taken within the time specified, the Town may carry out the actions required and charge the cost thereof against the person to whom the Order is directed and if such person does not pay the costs, the costs shall be charged against the property concerned as taxes due and owing in respect of that property and recovered as such.

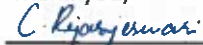
#### **RIGHT TO APPEAL**

Where an order is issued pursuant to this bylaw, such order may be appealed. Appellants must submit notice of their appeal in writing to the Senior Administration Officer within 14 days of the date of the issuance of the order. The appeal must comply with Section 12 of the bylaw.

This order is being made in accordance with S.N.W.T. 2018, c.13 In force January 8, 2019 SI-015-2018 and the Summary Convictions Procedures Act R-034-2021.

For more information or to see a complete copy of the bylaw contact Town Hall at 867-872-8400 or visit the town website at: <https://www.fortsmith.ca/documents/bylaw-855-unsightly-lands-bylaw>

Thank you,



Rajarajeswari Cavala

OFFICER HERE

Phone: (867) 872-8400 • Fax: (867) 872-8401 • Email: [townoffortsmith@fortsmith.ca](mailto:townoffortsmith@fortsmith.ca) • Website: [www.fortsmith.ca](http://www.fortsmith.ca)



## TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0

### **Zoning By-Law 936:**

Section 3.1 Control of Development - No development other than that designated in part seven of this bylaw shall be undertaken within the municipality unless an application for it has been approved and a development permit has been issued.

Section 6.7 Parking Requirements - must be hard surfaced or gravel mixture as approved by the council. Each parking area shall be so graded and drained so as to direct all stormwater runoff in accordance with a drainage plan for the site.

### **Unsightly Lands By-Law 855:**

Section 2. L. "Unsightly Land" means any property or part of it which is characterized by visual evidence of a lack of general maintenance and upkeep and/or by the accumulation on the property of any rubbish, and refuse.

Equipment, vehicles or machinery which has been rendered inoperative by reason of its disassembly, age or mechanical condition. Construction and/or industrial vehicles, equipment or machinery in a residential setting.

All forms of garbage, litter, refuse and waste as defined under By-Law No.659, the Garbage By-Law as amended from time to time.

### **Garbage By-Law 659:**

This by-law applies to the safety, cleanliness, healthiness and tidiness of all areas within the Town.

### **NOTES:**

- Unsightly: Storage of items on Town property
- Development without a permit (storage shed)



# TOWN OF FORT SMITH

Post Office Box 147, Northwest Territories, X0E 0P0

June 30, 2015

Anna and Brandon Kikoak and Joan Bevington  
Box 1171  
Fort Smith, NT X0E 0P0

**RE: Unauthorized Development on Town Property**

This letter is in regard to the unauthorized development occurring on Block F, Plan 271 adjacent to Lot 897 and 898, Plan 988, 57 and 55 McDougal Road.

On June 24, the Town received information of development occurring on Town property located at Block F, Plan 271 adjacent to the above address. Mr. Mike Richardson, Director of Municipal Services and I attended the property and determined that a resident on your property was constructing a shed. The individual was advised that the shed had to be removed and placed back on lot 898, Plan 988, 55 McDougal Road. Initially, the individual agreed to comply so no written notice was issued.

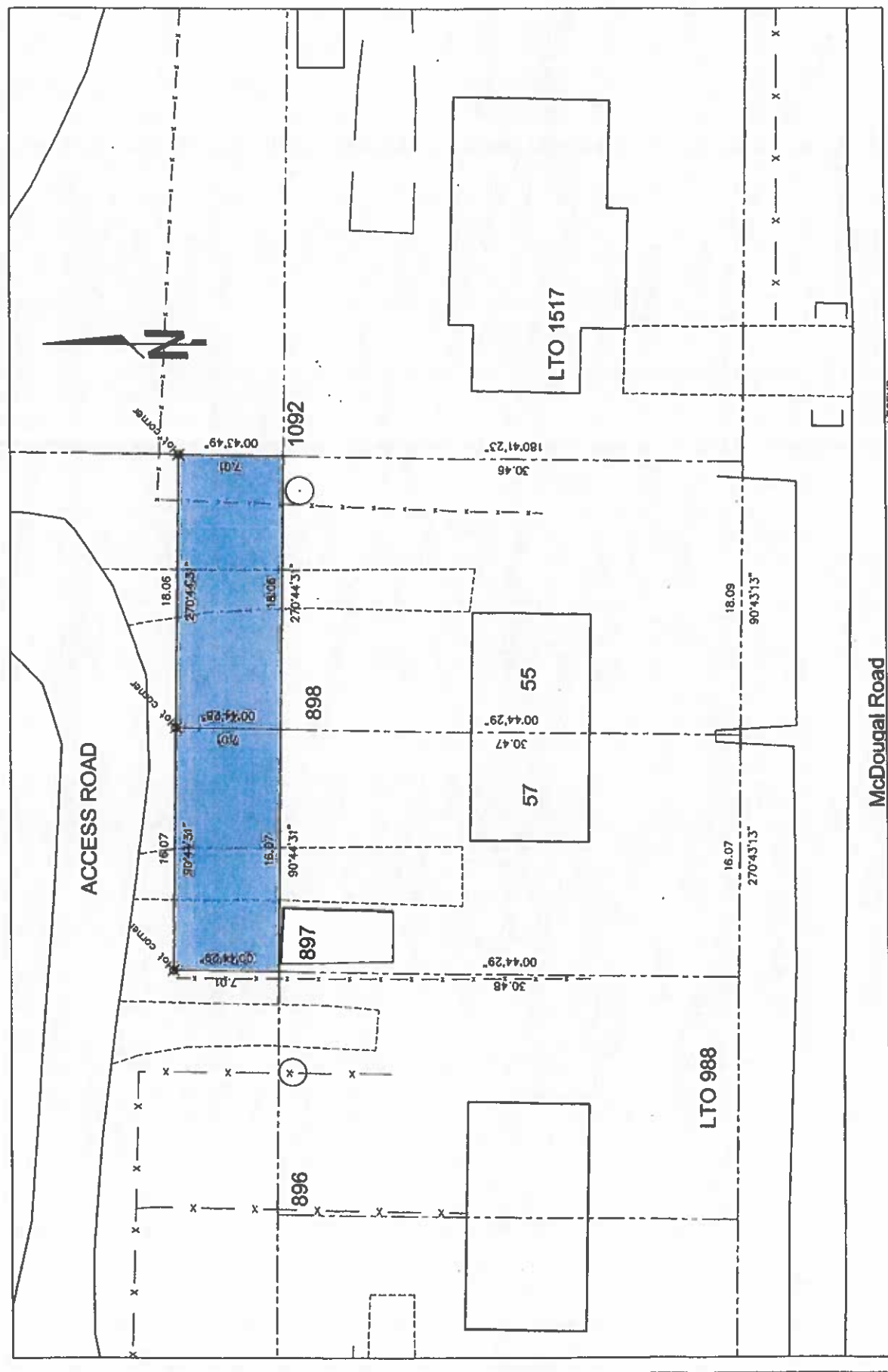
On June 25, you called the Town Hall regarding this issue and were advised that the shed had to be moved. You disputed the location of the property lines and requested to have the corner pins located. The Town engaged the services of Maskwa Engineering to locate the corner pins. This work has been completed and the corner pins marked with stakes with the exception of one which is located under the stairs in front of the property.

Under Zoning Bylaw 936, Section 5.1, this letter is written notice of contravention of the Zoning Bylaw by virtue of undertaking development on Town property without authorization. The shed being constructed and any other structures located on Block F, Plan 271 belonging to you or your tenants are required to be removed within 60 days of receipt of this letter.

Sincerely,

Jim Hood  
Development Officer





LEGEND  
 18.06  
 270°44'31"

	PROJECT: ANNA KIKOAK LEASE APPLICATION 55 & 57 McDOUGAL ROAD		DATE: SEPT 1, 2015	SCALE: 1:500
	CLIENT: TOWN OF FORT SMITH		PROJECT No.: 15-022	DWG No.: figure 1

RECEIVED  
APR 25 2023  
CORPORATION OF THE

Attn: CYNTHIA  
WHITE

April 25 2023

Town Of Fort Smith  
PO Box 147  
Northwest Territories  
X0E0P0

Attn: Cynthia White, SAO, Town of Fort Smith

**Re: Historical Existing Land Lease On Lot 898/897, Plan 988, 55/57 McDougal Rd Defies Order Officiated by Rajarajeswari Cavala on April 17, 2023.**

It is our understanding that this matter was settled back in September of 2015. We possess a document dated September 1, 2015, produced by Maskwa Engineering depicting the lot boundaries.

This document clearly shows the historical lot lines as well as the lot lease extension being discussed in this letter. Also we must note, according to this rendering from Maskwa Engineering, the original lot (not the lease extension) is identified by number at the top left of the lot boundary.

This depiction coincides with the fence as the lot boundary. It also lines up with the original property pins.

The lot lease extension also has its own set of property pins. When we purchased this property we obtained the lot lease extension. The lot lease (highlighted in blue) was originally commissioned in order to build the shed that is still standing from at least the early 1980's. This is the only logical conclusion.

Also, the access road depicted in this same Maskwa Engineering rendering, shows that the road exists in its current location. The only difference being that the road no longer curves north to connect with the pumphouse road as it used to in the past. This passage was terminated when the walking path was completed many years ago.

This "road", for lack of a better term, has been totally neglected by the Town of Fort Smith and has not been plowed or maintained in the twenty plus years that we have lived here.

Our residence (55/57 McDougal Rd) has no street access or parking except for this unserviced access road. We have learned to accept that and have no real problem with it.

It is our view that the order issued by Rajarajeswari Cavala lacks documentation, disregards historical precedence and was ultimately made in error. To move everything from its obvious historical position is, in our opinion, arbitrary, punitive, predatory and problematic.

We (Anna and Brandon Kikoak) have resided at this address for over twenty years and have not encroached on any town property aside from vehicle parking.

We have an existing development plan for our property. We are currently procuring the finances for this development and ask for patience from the Town of Fort Smith in regards to this matter.

Signed  
Anneliese Kikoak  
Brandon Kikoak





PROJECT: ANNA KIKOAK LEASE APPLICATION  
55 & 57 McDougal Road

CLIENT

TOWN OF FORT SMITH

LEGEND  
18.06 LENGTH IN METRES  
270°43'13" BEARING

DATE: SEPT 1, 2015

SCALE: 1:500

PROJECT No: 15-022

DWG No.: figure 1

