










Town of Fort Smith Corporate Services Committee

Tuesday, December 4, 2018, at 7:00 pm.

AGENDA

1. Call to Order
2. Delegation
3. Declaration of Financial Interest
4. Review
 - a. Agenda
 - b. Minutes
 - c. Vision, Values and Goals
 - d. Strategic Plan
5. Governance
 - a. Council Priorities
 - i. Property Tax Issues
 - ii. Commissioner's Land within Municipal Boundaries
 - iii. Fire Abatement
 - iv. GNWT Job Reductions
 - v. Aurora College Program Review
 - vi. Boundary Expansion
 - vii. Road to Garden River
 - viii. Youth Crime
 - ix. Daycare
6. Directors Report
 - a. Accounts Paid List Part I
 - b. Accounts Paid List Part II
 - c. Correspondence
 - d. License Report
7. Bylaw/Policy Review and Development
8. Administration
 - a. Acting Senior Administrative Officer
 - b. Standing Acting Senior Administrative Officer
 - c. Briefing Note – Town Facilities Holiday Closure
 - d. Budget
9. Other Business
 - a. Ad Hoc Committee – Bylaw 903
10. Excusing of Councillors
11. Date of Next Meeting
12. Adjournment

Attached Documents
  Corporate Services Vision, Values, and Minutes November : Goals
   Accounts Paid List Accounts Paid List Correspondence Part I Part II Nov 2018
  License Report Nov BN - Town Facilities 2018 Holiday Closure



Town of Fort Smith
Corporate Services Committee
Tuesday, December 4, 2018, at 7:00 pm

Chairperson: D/M Smith
Members: Mayor Napier-Buckley, Cr. Westwell, Cr. Pischinger, Cr. Beaulieu,
Cr. Cox, Cr. Couvrette, Cr. Campbell
Regrets: Cr. McArthur
Staff Present: Keith Morrison, Senior Administrative Officer; Jim Hood, Director
of Corporate Services; Lisa-marie Pierrot, Executive Secretary

1. Call to Order
D/M Smith called the meeting to order at 7:00 pm.
2. Declarations of Financial Interest
Cr. Couvrette declared a conflict of interest with respect to Accounts Paid List Part I.
3. Review
 - a. Agenda –The agenda was reviewed.
RECOMMENDATION
Moved by: Cr. Couvrette
Seconded by: Cr. Cox
That the agenda be adopted as presented.
CARRIED UNANIMOUSLY
 - b. Minutes – The minutes of November 13, 2018, were reviewed and have been adopted at the Council meeting of November 20, 2018.
 - c. Vision, Values and Goals – The Vision, Values and Goals were reviewed.
 - d. Strategic Plan – The Strategic Plan was reviewed. Administration advised that there is a need for Council to become familiar with the document as it is their guiding document for the next three years. He advised that the prioritization component has to be completed by Council and that there is a need to present the document to the public in some manner given the high public engagement in completing the document. He indicated that there is a need for some workshops that Council has to have roles and responsibilities as well as workshops on finances.

Cr. Beaulieu entered the meeting.

Administration advised that there is a need to have MACA training on Council roles and responsibilities. There is also a need for Council to have an infrastructure tour, review of the Strategic Plan and to have the NWTAC resolutions submitted. He indicated that Council also has to identify their position on the Aurora College Foundational Review. There may be a need for Council to meet outside of Council meetings.

D/M Smith requested direction on the training from Council. Cr. Cox thinks that the Strategic Plan completion can be done at an evening session. D/M Smith thinks the prioritizing of the actions would take a while and would need more time than an evening workshop. Cr. Campbell agreed with an evening workshop. D/M Smith asked if Council would like to address this issue before the end of the year. Cr. Westwell doesn't see the need to have this completed before the end of the year. Cr. Couvrette agreed with Cr. Westwell and thinks this would be best addressed in the new year. He advised that he will be going through the document to

prioritize the actions and sending it out to Council. D/M Smith confirmed that the consensus is that Administration schedule an evening meeting in the new year. He noted that the fourth Tuesday of the month is also available. He added that Administration brought forward Council training and that it may take longer than one evening. Administration advised that if it is the will of Council to have it on the evenings that he will get availability from MACA to schedule the training. He noted that the NWTAC resolutions also have to be completed. D/M Smith asked when final call is and suggested having it as an agenda item for Corporate Services Standing Committee in the beginning of new year.

4. Governance

a. Council Priorities

- i. Aurora College Program Review – Mayor Napier-Buckley advised that the Mayor of Yellowknife along with one Councillor and their SAO met with Cr. Westwell, D/M Smith and herself on November 21, 2018. She advised that the meeting was to discuss common issues and that a follow up meeting has been set for December 13, 2018 in Yellowknife. She advised that the Mayor of Inuvik will also be in attendance to discuss the Department of ECE's move with education. She advised that the three Mayors are planning to do a joint press release on their position on the Foundational Review.

Mayor Napier-Buckley advised that the meeting went very well and that there was a discussion on what Yellowknife's intentions are with regards to the College and that they weren't looking for the headquarters. She advised that Yellowknife indicated that their idea for the college becoming a University were somewhat different than what the department was pushing forward. Cr. Westwell advised that during the meeting it was discussed to have Hay River brought to the table and asked if that is something the Mayor's will be doing. Mayor Napier-Buckley advised that they had not planned to have Hay River included on the next scheduled meeting. She advised that there is a NWTAC meeting the day after and Hay River Mayor is on the board, so we can definitely have that conversation while in Yellowknife. Cr. Westwell indicated that being in the conversation he thinks that Yellowknife is feeling played in this and would like to have a united front moving forward. He thinks it may be valuable to have the Hay River Mayor involved. Cr. Couvrette asked if the City of Yellowknife shared their document on the assessment of a University and the benefits to the City of Yellowknife. D/M Smith advised that their document has not yet been completed and they hope to have it finalized soon. One of the things that was stressed is that unless your taking evening classes there are very few post-secondary opportunities available at the Yellowknife campus. Yellowknife wants more courses and programs available. Cr. Westwell advised that Yellowknife also elaborated on how this consultation has got more expensive and seem very forth coming with information. Cr. Couvrette advised that he listened to the City of Yellowknife's presentation to the standing committee and he thinks that if that information becomes more available it will give a lot of credence to the position that trying to create this university is going to be exorbitantly expensive. D/M Smith advised that the discussion at the meeting didn't get that much in depth. He advised that the Yellowknife Mayor and her colleagues were able to tour the Aurora College and that Mayor Alty has never been to the facility. Administration advised that the SAO's did have a follow up meeting and talked about the press release with Inuvik and Yellowknife. He advised that Inuvik wants to be involved in the discussion and that Yellowknife will be providing a draft press release. D/M Smith advised that another issue that was discussed is

the chronicle underfunding and how municipal governments can work together to advance this issue.

- ii. Road to Garden River – Administration advised that the EDO will be providing a document to Council on the business walks as one of the requests was providing an alternate road to the community.
- iii. Daycare – Administration advised that the Town has signed a lease agreement with the Fort Smith Daycare Society to provide childcare services. He advised that the daycare will be starting small and looking to have 8 childcare spots available. The lease includes three spaces; the party room, games room and the kitchen at the recreation centre. He advised that the President of the Fort Smith Daycare Society anticipates to have an Executive Director hired and working before Christmas. He advised that the building on King Street has also been offered for a Daycare by the GNWT and are just trying to get the GNWT to renovate the building first. He advised that a lot of those searching for childcare are students attending Aurora College. Cr. Cox would like to thank all those that made this happen.

5. Director's Report

- a. Accounts Paid List Part I– The Accounts Paid List Part I was reviewed.
RECOMMENDATION
Moved by: Cr. Westwell
Seconded by: Cr. Cox
That the Accounts Paid List Part I for the period ending November 30, 2018, totaling \$976,605.10 be approved.
IN FAVOUR – MAYOR NAPIER-BUCKLEY, CR. WESTWELL, CR. PISCHINGER, CR. BEAULIEU, CR. COX, CR. CAMPBELL
ABSTAINED – CR. COUVRETTE
CARRIED
- b. Accounts Paid List Part II – The Accounts Paid List Part II was reviewed.
RECOMMENDATION
Moved by: Cr. Cox
Seconded by: Cr. Couvrette
That the Accounts Paid List Part II for the period ending November 30, 2018, totaling \$6,731.08 be approved.
CARRIED UNANIMOUSLY
- c. Correspondence – The November 2018 correspondence was reviewed. Cr. Westwell asked if the letter on livery license has been emailed to Council. Administration advised that if Council has questions or concerns on the letter it has to be discussed in camera. Cr. Westwell would like a verbal update at the Community Services Standing Committee meeting.
- d. Licensing Report – The November 2018 licensing report was reviewed. Administration advised that we hope to get a mail drop for skidoo licensing.

6. Administration

- a. Acting Senior Administrative Officer – Administration advised that the acting SAO has to cover for Christmas holidays.
RECOMMENDATION
Moved by: Cr. Cox
Seconded by: Cr. Campbell
That Cynthia White, Director of Community Services, be appointed Acting Senior Administrative Officer from the period of Friday December 21st, 2018 at 5:00 pm to Monday January 14th, 2019 at 8:30 am.
CARRIED UNANIMOUSLY

- b. Standing Acting Senior Administrative Officer – Administration advised that this is before Council to ensure coverage in the off chance that he is away from the community. He advised that all the directors have signing authority and ability to process payroll, so this appointment is more for emergencies. Cr. Cox asked if the appointment is indefinite. Administration indicated that we can put a grandfather date or an annual date. The Director of Corporate Services advised that he has no problem with letting the appointment stand at the will of Council to ensure that there is coverage of the SAO in cases of emergency.

RECOMMENDATION

Moved by: Cr. Westwell

Seconded by: Cr. Couvrette

That Jim Hood, Director of Corporate Services, be appointed Standing Acting Senior Administrative Officer on an as and when required basis when the Senior Administrative Officer is away from the office effective December 4, 2018.

CARRIED UNANIMOUSLY

- c. Briefing Note Town Facilities Holiday Closure – The briefing note was reviewed. Administration advised that this is Council's opportunity to give half day off work to staff for Christmas. He advised that not too much business is getting done on Christmas Eve. Cr. Westwell believes that staff used to get the whole day off.

RECOMMENDATION

Moved by: Mayor Napier-Buckley

Seconded by: Cr. Campbell

That Town staff, dependent on operational requirements, be given a half-day off on December 24, 2018. Should operational requirements necessitate employment on this noted date, the employee will be given equivalent time off in lieu at the mutually agreed time.

CARRIED UNANIMOUSLY

- d. Briefing Note 2019 Operations and Maintenance Budget – The briefing note and 2019 budget was reviewed. Administration advised that the purpose of the municipal corporation is that we are service providers to the community. In order to provide those services, you need a number of things; people, infrastructure, fleet and linear infrastructure. He indicated that as a municipality we provide services at a certain level. The level of service we provide affects all services and costs to provide those services. The services get more expensive as the Town provides more. He noted that everything the Town does is a combination of level of services at a cost to provide them at which is defined as operating costs. He advised that what Council has before them is a budget and the level of services that the services are provided at. He advised that included in the budget are; all the costs for all the fuel, supplies for the Recreation Centre and Arena, and all the salaries and wages. He advised that the employees are hired based on an organizational chart based on the services that the Town provides. He noted that for one service budget there is all the staffing, tied to a organizational chart, and the level of service it is provided at. He indicated that this drives the expenses, how much it costs the Town in any given year to do what they do. He advised that with no level of service change the budget doesn't change all that much. At that point what the Town will experience is forced growth which are things that are out of control and not tied to a level of service which will cause the budget numbers to go higher. There are number of factors that will cause a forced growth; increase in community population, increases to the cost of living, and the cost of staff increases every year. He added that although there are changes in the level of services, forced growth will increase the budget every year.

Administration advised that the Town receives revenue from three different sources; property taxes, user fees and block funding from GNWT that are fixed amounts. We have no say in what the funding is to be spent on and that the GNWT regulates the funding. He advised that the GNWT

found out they underfund the Town by three million five hundred thousand every year. Administration advised that the budget that is being presented is a status quo budget and there are no proposed increases. There are increases in salaries which are forced growth. He advised that there is an increase in MACA funding which was enough to cover those increases. It is a balanced budget with no property taxes increases.

Administration advised that there is no level of service increase requested and all indications are that residents are satisfied with the level of service currently offered by the Town. The Town has not grown so as to require an increased level of service due to population pressures. He noted that the budget document also includes budget estimates for the next three years so that future deficits can inform decisions regarding property tax revenue increases, etc.

Administration advised that the Community Services are well-received; the Community Services staffing was increased by 0.95 full time equivalent positions for 2016, which has facilitated improved service. He added that service has been increased through an internal restructuring, as well as improved partnering with local service organizations. He indicated that the thirty five thousand was added to address overtime costs in 2018 and that efforts have been made to quantify recurring donation costs for local service organizations.

Administration advised that Municipal Services hired more summer students in 2016 and the increase in level of service appears to have resulted in resident satisfaction. He added that over the last three winters overtime, casual labour and resident satisfaction with snow removal has improved which was achieved with a thirty thousand dollars allocation to overtime in 2018. There was also an additional fifteen thousand dollars added to the budget in 2018 to address overtime for garbage pickup. There may be opportunity for a further level of service increase in the summer for Municipal Services, however current intent is to solicit external funding for any such hires. He indicated that costs that have yet to be completely defined include Snowboard Park O&M, Sewage Lagoon de-sludging and increased Landfill cover which are not a concern for 2019 but may be a consideration for 2020 and beyond.

Administration advised that Corporate Services is currently appropriately staffed, and improvements to service levels through streamlining of processes are being reviewed. The implementation of an asset management system may require additional staff in the near future, however the need has yet to be fully defined and is not a concern for 2019. He indicated that the Mayor and Council honoraria amounts have yet to be reconfirmed and 2018 values are used for this document.

Administration advised that budget allocations have proven sufficient for operations, apart from some minor revisions as noted in the budget document. As such, the only major change proposed is forced growth to salaries; specifically, a proposed maximum of 1.5% annual bargained increase, and any step increases received by employees. He advised that salaries increase aggressively to 2020 at which point the increase slows; this is attributed to effective human resource policies resulting in staff retention such that long-serving staff are reaching their pay step maximums and pay increases slow as a result.

Administration indicated that other large expense increases include twenty five thousand dollars to address the fact that the GNWT will no longer pay the school tax portion of the Tax Relief program, fifteen thousand dollars allocation to address collective bargaining in 2019, twenty three thousand dollar increase in Arena electricity and heating, and an additional twenty thousand dollars for road maintenance supplies.

Administration advised that we have not received the 2019 MACA funding numbers and are using the 2018 numbers. There is an increase to user fees for the 2019 general O&M budget, this results in a balanced budget, with a 2020 deficit of sixty eight thousand and a 2021 deficit of one hundred and forty seven thousand. The 2019 utility O&M budget results in a surplus of forty three thousand reducing to thirteen thousand in 2020 and a deficit of eleven thousand in 2021. The 2019 environmental O&M budget results in a four thousand dollar surplus, with a 2020 deficit of two thousand and a 2021 deficit of nine thousand. Further, general user fees were increased in 2016, and Tipping, Lottery and Medivac Fees were increased by 10% in 2017. Utility Rates and Levies were increased by 2.5% in 2018, while the Solid Waste Levy was increased by 15%.

Administration advised that if we want to increase property tax we can increase the mill rate. In 2019 the Town got new infrastructure, we estimate an increase of seventy five thousand dollars in increase property tax revenue in 2019. Historically, Property Tax Revenues have been increased as follows (noting that a 1% property tax revenue increase amounts to approximately \$30k):

Administration advised that other considerations to consider are that the Waste Management Plan implementation of recycling and composting initiatives will require an additional levy; this can only be added after further analysis of proposed programs. The sewage lagoon tipping fees and that the Water and Sewer Bylaw is currently under review; the intent is to incorporate sewage lagoon tipping fees in the updated bylaw, however these revenues are not currently included in the budget. The property tax weighting as there is opportunity to revise the allocation of property taxes between residential, commercial, institutional, industrial, etc., properties, as well as between developed and undeveloped properties, as required to ensure appropriate distribution of costs, promote development, etc. This would be determined upon review of the 2018 Mill Rate Bylaw. He advised that there is no proposed increase and it is a balanced budget.

D/M Smith indicated that there have been no tax increases in the last ten years and since there has been a 43% property tax increases we are caught up now. He added that not everyone pays the same property tax amounts and an increase in property taxes would have more effect on some property owners than others.

Cr. Cox asked if overtime for staff is a reasonable solution to the demands for services and if staff are ok working the overtime. Administration advised that overtime is used in a number of situations and often the person that is completing the overtime only gets 20 hours a week as a part time employee. He advised that some of the other overtime is done for snow removal and is completed by full time that are given first priority. He advised that staff have the right to refuse the over time. We have never had any kick back from employees. D/M Smith indicated that the Town also works under a collective agreement that regulates contracting out work.

Cr. Cox asked for clarification on the school tax and senior tax relief program. Administration advised that every property tax owner pay a school tax fee on their bill and that the Town collects it on behalf of the GNWT. The GNWT provides the rate and the Town collects on the resident's bill and remit it to the GNWT. He advised that Seniors don't pay any property taxes which includes the school tax. He advised that the GNWT and the Town are not sharing the school tax cost that is supposed to be paid by seniors. He advised that the GNWT use to cover 100% of the school tax to seniors and now the GNWT only forgives 50%. The other option is to get seniors to pay some tax and transfer the cost back to them but until Council directs it there is no cost to seniors and are forced to carry the additional costs. Cr. Cox indicated that once again the GNWT is no longer paying for what they use to pay for causing the municipality to cover the cost. Administration advised that the GNWT has never intended

to do this and was an oversight. He advised that the GNWT is pushing the Town on this issue on a number of fronts by trying to change how the school tax is remitted. The Director of Corporate Services advised that the GNWT sends the Town an invoice once a year for the school tax based on the final assessed value of all the properties in town. He advised that what the Town has done in the past is as the school tax has been collected it has been remitted to the GNWT. Now what the GNWT is trying to get the Town to do is pay the invoice in full when they receive and keep the property tax payments when it is received so that the GNWT gets their money in full. He advised that we are fighting that because we don't find it fair is that we are on the hook for the money and the GNWT gets their money up front. Administration indicated that the GNWT is trying to transfer the risk of those defaulting on paying their property taxes.

Cr. Cox asked who dumps in the sewage lagoon. Administration advised that there are a number of contractors that provide portable washrooms and have to dump in the lagoon.

Cr. Couvrette was under the assumption that reserves have only been in place for three years and asked what level those are currently sitting at. Administration advised that reserves are similar to savings. He advised that the Town can't have savings and that anything that the Town plans for the future will have to save for as we are limited in borrowing funds. He advised that a couple of years prior, the Town decided to consolidate the reserves and create a reserve for infrastructure and fleet and make them bigger to have larger pools of money that would make them more versatile. He advised that the status of the reserves is indicated in the audited financial statements. Cr. Couvrette asked if the school tax is legislated to collect on behalf of the GNWT. Administration confirmed and indicated it is included in PATA. Cr. Couvrette suggested on bringing this issue as a resolution to the NWTAC. Administration doesn't know how successful Council would be as this has been problematic from the start as we are unable to send out tax notices until the school tax rates have been received which doesn't happen until April and so notices are usually sent out in May. Therefore, the deadlines are not set until June or July and impact the Town's cash flow and that revenues that were expected in February and are now being received in August. D/M Smith advised that the audited statements for 2017 indicate that the general reserve, service interruption reserve was two hundred and fifty-four thousand and sewer and water infrastructure reserve was one million three hundred thousand. He indicated that some of those items have been spent in 2018 but not the full amounts. Administration advised that there is a five million dollar water and sewer project that started in the fall of 2018 and will continue into the summer of 2019. He advised that there is a landfill project that has gone from one million five hundred thousand to three million dollars in cost that will be underway in 2019. He indicated that Town Hall, Library and Fire Hall have to be replaced. He added that the ambulance bay has to be built and the Recreation Centre that is on the books for renovation. There is also seven public works garages that will come to their life end in 2020. He indicated that a balanced budget was not good enough for the last Council who decided to contribute more to reserves in order to replace the aging infrastructure. There are a number of renovations and replacements of infrastructure projects that will be underway in 2019.

Cr. Westwell indicated that the last collective agreement included an average of 2% increase per year. He indicated that the budgeted 1.5% estimate may be lower than what is agreed in the new collective agreement. He asked if the Town has established a bargaining team. Administration advised that the Town has not yet established a bargaining team. Cr. Westwell asked if the environmental levy's cover the landfill closure costs or if that is something that we should be funded additionally. Administration advised that the intent is to consolidate the closure cost with the reserve contribution. The more money we add to the reserves the closer we become to cover the capital needs. He advised that with the

collective bargaining, what Council approves in the budget will drive what the Town is willing to negotiate at the table. He advised that with the last collective bargaining the Town completed a pay equity exercise where job descriptions were created and compared to those across the country and the ability to set the salary's accordingly. He advised that the Town's pay scales are set in the 90th percentile. He thinks 2% may get asked for a 1.5% increase but that is more than fair but that is Councils will and that we need something to budget by. Cr. Westwell doesn't want to get too specific in increases and that his general point is that he has concerns on the possible increases and that the Council Honoraria review committee still has to meet and how the result of their recommendation could impact our costs. D/M Smith thinks there is a political opportunity to go back to the GNWT around the landfill closure as environmental risk management is not something municipalities have been set up to deal with, the ongoing remediation costs are not something anyone could have foreseen and the costs are difficult for municipalities to track. Administration advised that is an issue that he has requested to the SAO's of the tax based communities to bring to the table.

RECOMMENDATION

Moved by: Cr. Couvrette

Seconded by: Cr. Westwell

That the 2019 Operations and Maintenance Budget be adopted as presented.

CARRIED UNANIMOUSLY

- e. Briefing Note 2018 Christmas Toy and Food Drive – The briefing note was reviewed. Administration advised that this request is a reoccurring request received from a religious group and is before Council for discussion. D/M Smith advised that previous discussions include request to have the items bought locally. Cr. Couvrette requested that this item show up as a line item in the budget. Mayor Napier-Buckley advised that the reason that it wasn't a line item is because it was going to a religious organization and that our bylaw has more restrictions on donating to religious organizations. Administration advised that the recommendation will not make it to Council in form of motion in time, so he will act on this.

RECOMMENDATION

Moved by: Cr. Cox

Seconded by: Cr. Couvrette

That Council approved \$400 to be spent on items to be donated to the Christmas toy and food drive.

CARRIED UNANIMOUSLY

7. Other Business

- a. Ad Hoc Committee Bylaw 903 – Administration advised that the Ad Hoc Committee did meet and requested a verbal update. Cr. Westwell advised that the committee did meet and that Cr. Couvrette will be providing a terms of reference. He advised that that Grant Paziuk, Ray Currie, and Brenda Tuckey and the member of Council Cr. Couvrette have been selected to serve on the committee. Administration advised that if administration is given direction, he can research the information that is required. Cr. Westwell advised that the committee has also requested that the Council Honoraria Committee be required to review the Mayors hours of work and work load, review and information on the taxes paid for honoraria and childcare for Councillor's that are single parents.

RECOMMENDATION

Moved by: Cr. Westwell

Seconded by: Cr. Cox

That Grant Paziuk, Ray Currie, and Brenda Tuckey be appointed to Council Honoraria Bylaw 903 Review Committee as members of the public and that Cr. Couvrette be appointed to the Council Honoraria Bylaw 903 Review Committee as a member of Council.

**IN FAVOUR – MAYOR NAPIER-BUCKLEY, CR. WESTWELL,
CR. PISCHINGER, CR. BEAULIEU, CR. COX, CR. CAMPBELL
ABSTAINED – CR. COUVRETTE**

CARRIED

8. Excusing of Councillors

RECOMMENDATION

Moved by: Cr. Cox

Seconded by: Cr. Couvrette

That Cr. McArthur and Cr. Pischinger be excused from the Corporate Services Standing Committee meeting of December 4, 2018.

CARRIED UNANIMOUSLY

9. Date of Next Meeting

The next meeting of the Corporate Services Standing Committee will be January 8, 2019.

10. Adjournment

RECOMMENDATION

Moved by: Mayor Napier-Buckley

Seconded by: Cr. Couvrette

That the meeting be adjourned at 9:05 pm.

CARRIED UNANIMOUSLY



TOWN OF FORT SMITH
ACCOUNTS PAID LIST PART 1
FOR THE PERIOD ENDING November 30, 2018

CHQ #	SUPPLIER	DESCRIPTION	AMOUNT	DEPT.
34291	Customer	Reimbursement-Fire Kits, expenses paid with personal cc	\$ 623.92	FD
34292	Precision Industries	Replaced damaged hydrant, repair water and sewer service	\$ 26,416.10	Multiple
34293	Margo Harney	Reimburse for polling station meals	\$ 176.35	AD
34294	GNWT	Training for Corporate Services Officer	\$ 300.00	AD
34295	Investors Group	October Contributions [R]	\$ 200.00	
34296	Northwestel Inc	Phone and internet bills	\$ 5,307.49	Multiple
34297	NWT Power Corporation	Power Bills	\$ 81,764.33	Multiple
34298	Pitnet Bowes	Equipment lease and supplies	\$ 980.01	AD
34299	Town of Fort Smith	Payroll deductions [R]	\$ 881.80	
34300	Xerox Canada	Copier lease and late payment charges	\$ 1,188.87	AD
34301	Receiver General	Payroll deductions [R]	\$ 33,962.89	Multiple
34302	Employee	Travel expenses	\$ 3,152.26	Comm Serv
34303	Public Service Alliance of Canada	October union dues [R]	\$ 4,234.93	
34304	GNWT Tax Division	October payroll Tax [R]	\$ 6,283.73	
34305	Nebs Pension Fund	November premiums [R]	\$ 35,708.68	Multiple
34306	Fort Smith District Education Authority	JBT Snack Program	\$ 500.00	AD
34307	Fort Smith Animal Society	Euthanasia fees	\$ 916.65	BYLAW
34308	GNWT Tax Division	October school tax collected	\$ 6,164.14	AD
34309	Globalstar Canada	Satellite phone bills	\$ 162.64	FD/AMB
34310	Terry's Carpentry	Ambulance bay lease	\$ 2,520.00	AMB
34311	TDC Contracting	Gas, heating fuel, vehicle repairs	\$ 16,962.94	Multiple
34312	See Accounts Paid List Part II			
34313	NEBS Group Insurance Fund	November premiums [R]	\$ 11,230.50	Multiple
34314	Pitneyworks	Postage	\$ 1,575.00	AD
34315	Chase's Pit Stop	Gas	\$ 332.97	BYLAW
34316	Employee	2018 boot allowance	\$ 250.00	PW
34317	Employee	Reimburse PPE and Gloves	\$ 297.24	RCC
34318	Infosat Communications	Satellite phone bills	\$ 169.22	FD
34319	Town of Fort Smith Employees Assoc.	Staff contribution for October [R]	\$ 284.00	
34320	Arctic Alarm	Alarm monitoring	\$ 239.20	RCC
34321	Arctech Computers	Offsite back up, computer repairs	\$ 2,002.25	AD
34322	McLennan Ross	Legal fees	\$ 4,468.01	AD
34323	Stageline	Stage setup training and certification	\$ 11,251.35	Comm Serv
34324	Employee	2018 boot allowance	\$ 250.00	FM
34325	GT Assessments	Property Tax Assessment of SRFN Lands	\$ 3,712.92	AD
34326	Employee	Travel expenses	\$ 687.51	FD
34327	Armoogan, Hailey	Summer Arts Program	\$ 1,437.04	RCC
34328	Canada Revenue Agency	Payroll remittance	\$ 708.68	AD
34329	Customer	Refund credit on utility account	\$ 99.98	AD
34330	Customer	Refund meter deposit	\$ 350.00	AD
34331	Customer	Refund overpayment of facility rental	\$ 160.50	RCC
34332	Bank of Montreal	Jim Hood statement \$1219.58 - Bell phone bill	\$ 1,219.58	Multiple
34333	Bank of Montreal	Keith Morrison statement \$113.93 - Canada Post mail drop \$60.85 - RAB lunch \$96.55 - SDAB lunch \$144.38 - CAMA membership \$110.25 - Canada Post mail drop \$60.85 - TTAB lunch	\$ 586.81	Multiple
34334	Bank of Montreal	Paul Kaeser statement \$1554.95 - NAIT boiler course for employee \$1554.95 - NAIT boiler course for employee \$44.00 - Air brake test fees \$1012.41 - NAIT boiler course for employee \$31.00 - Update drivers license fee	\$ 4,197.31	Multiple
34335	Bank of Montreal	Cynthia White statement \$220.50 - Canada post stamps ect. \$588.66 - turtle supplies \$2473.22 - Amazon book order \$416.52 - AWG online store \$377.90 - child skate trainer	\$ 4,076.80	Multiple

34336	Everbridge	Mass notification	\$	5,250.00	AD
	EFT Blue Imp	Deposit on playground equipment	\$	47,480.00	RCC
34337	Investors Group	November contributions	\$	200.00	AD
34338	Link Hardware	Materials and supplies	\$	8,466.95	Multiple
34339	Town of Fort Smith	November deductions	\$	811.30	AD
34340	Receiver General	Payroll deductions [R]	\$	34,683.94	AD
34341	Public Service Alliance of Canada	November union dues [R]	\$	4,426.91	AD
34342	GNWT Tax Division	November payroll tax [R]	\$	6,304.13	AD
34343	Dewolf Artworks	Safety bags for Halloween	\$	1,609.55	BYLAW
34344	TDC Contracting	Materials and supplies/Heating oil/Repairs	\$	20,212.14	Multiple
34345	Helena Katz	Newsletter October 2018	\$	450.00	AD
34346	RDV Mechanical	Vehicle repairs	\$	7,810.47	Multiple
34347	TOFS Employees' Association	Staff contribution for November	\$	300.00	AD
34348	YMCA Yellowknife	Donation to single parents Christmas dinner	\$	200.00	AD
34349	CIMCO Refridgeration	Ice plant start up and repairs	\$	8,816.15	Arena
34350	Lou's Small Engines	Arena propane	\$	546.00	Arena
34351	Northwestel Inc	Internet	\$	249.77	WTP
34352	Territorial Beverages	Pop order	\$	1,285.98	RCC
34353	Wally's Drugs	Materials and supplies	\$	635.94	Multiple
34354	Xerox Canada Ltd.	Copier usage	\$	407.68	AD
34355	Employee	Travel claim	\$	160.40	AD
34356	Lifesaving Society	Recertifications	\$	234.00	Pool
34357	Northern News Service	Ad for Slope remediation RFP	\$	1,185.66	AD
34358	Marvil Construction	Snow rake maintenance	\$	1,260.00	FM
34359	Northwestern Air Lease	Freight	\$	332.02	Multiple
34360	Fire Prevention Services	Arena fire suppression inspection	\$	889.44	Arena
34361	Fort Smith Animal Society	Dog food costs for 2018	\$	1,000.00	BYLAW
34362	Mercury Sign Art & Design	Signage for lagoon	\$	388.50	PW
34363	NWT Recreation and Parks Association	courses for staff	\$	840.00	RCC
34364	Wesclean Northern Services Ltd.	Janitorial supplies/shipping	\$	2,313.84	Multiple
34365	Dynamic Online Marketing Inc.	Toques for Fire Department	\$	409.50	FD
34366	Chase's Pit Stop	Gas	\$	161.63	BYLAW
34367	NU Mechanical	7 Bay boiler repairs	\$	1,047.53	PW
34368	Employee	Travel claim	\$	468.30	RCC
34369	Canada Curling Stone	Sharpen blade	\$	571.28	RCC
34370	Infosat Communications	Satellite phone bills	\$	169.22	FD
34371	Jet Ice	Curling contract	\$	1,563.07	RCC
34372	Canadian Industrial Pumps Ltd.	Waste tank pump	\$	14,264.25	WTP
34373	The Prophet Corporation	Supplies	\$	266.51	RCC
34374	Office Solutions	Materials and supplies	\$	430.45	Multiple
34375	GNWT - Lands Department	Land lease application fee	\$	250.00	AD
34376	Aurora Ford	Vehicle repairs	\$	4,034.75	FM/WTP
34377	Clear Water Controls Inc.	Chemicals	\$	1,939.78	WTP
34378	Debbie's Sewing	Sew patches onto uniforms	\$	162.75	PS
34379	Zone West Ltd.	Uniforms	\$	560.70	PS/FD
34380	Partners in Protection Assoc.	Firesmart membership	\$	50.00	FD
34381	Ingenious Software	Software for Fire and Bylaw	\$	4,824.75	FD/BYLAW
34382	NWT Power Corporation	Power bills	\$	55,467.13	Multiple
34383	Freund Building Supplies	Materials and supplies	\$	1,688.61	Multiple
34384	Locust Mowing	Dozer rental for snowboard park	\$	10,017.00	RCC
34385	CAB Construction Ltd.	Repairs to various buildings/electronic sign installation	\$	25,964.29	Multiple
34386	BZT General Contracting	Electrical Repairs	\$	9,958.33	Multiple
34387	Manitoulin Transport	Freight	\$	1,445.23	WTP/Arena
34388	Bobcat of the Peace	Bobcat trade up/renewal	\$	24,945.94	PW
34389	Power Surge Technologies	New cell phones	\$	451.48	FM/BYLAW
34390	Fields	Materials and supplies	\$	153.98	RCC
34391	Hach Sales & Service Canada LP	Gauge to measure sludge	\$	357.00	WTP
34392	Transition Industries	Design and development of snowboard park	\$	3,780.00	RCC
34393	Cascade Publishing	Materials, supplies and services	\$	2,611.35	Multiple
34394	Kaesers	Materials and supplies	\$	2,100.09	Multiple
34395	Northern Life Museum and Cultural Centre	Gallery rental	\$	240.00	AD
34396	Northern News Service	Municipal Buildings Space RFP ad	\$	1,121.82	AD
34397	Crestline Coach Ltd.	Ambulance supplies	\$	3,021.51	Ambulance
34398	Royal Canadian Legion	Wreath	\$	65.00	AD
34399	Hay River Heavy Truck Sales Ltd.	Purchase of garbage bins	\$	20,212.50	PW
34400	Avon Security Products	Camera and supplies for employee ID cards	\$	245.13	AD
34401	CANCELLED				

34402	CANCELLED			
34403	CANCELLED			
34404	Northwestel Inc	Phone and internet bills	\$ 5,268.32	Multiple
34405	Brandon Kikoak	Sound for swearing in ceremony	\$ 500.00	AD
34406	Town of Fort Smith	Water bills	\$ 1,354.44	Multiple
34407	Winnipeg Outfitters	EMS uniform t-shirts	\$ 2,236.50	Ambulance
34408	Northern Stores Inc.	Materials and supplies	\$ 479.66	Multiple
34409	Fire Prevention Services	Extinguisher inspections	\$ 3,458.03	Multiple
34410	Globalstar Canada	Sat phone bills	\$ 230.20	Multiple
34411	TDC Contracting	Gas/heating oil/repairs	\$ 14,546.70	Multiple
34412	Royal Canadian Legion	Wreath	\$ 65.00	FD
34413	See Accounts Paid List Part II			
34414	Maskwa Engineering	Engineering services	\$ 6,243.03	AD
34415	Chase's Pit Stop	Gas	\$ 170.00	BYLAW
34416	Westvac Industrial Ltd.	Rebuild pump sewer flusher	\$ 468.02	PW
34417	Rapid Petroleum Products	Gas	\$ 793.59	Multiple
34418	AECOM Canada Limited	Water and Sewer project charges	\$ 32,169.29	AD
34419	RDV Mechanical	Repairs to vehicles	5038.19	Multiple
34420	McLennan Ross	Legal fees	\$ 895.13	AD
34421	South Slave Safety	AED supplies	\$ 742.35	Multiple
34422	Northern Arts & Cultural Centre	NACC 2018 sponsorship	\$ 5,000.00	RCC
34423	Hay River Heavy Truck Sales Ltd.	Oxygen tanks	\$ 201.60	Ambulance
34424	Mainroad Maintenance Products LP	Road Repairs	\$ 2,003.40	PW
34425	Nurndy-Forfire Emergency Graphics Ltd.	Identification plates	\$ 833.18	Ambulance
34426	Employee	Reimbursement - air brake test fees	\$ 88.00	Ambulance
34427	Customer	Refund - meter deposit less water bill	\$ 85.83	AD
34428	Customer	Refund overpayment of water bill	\$ 20.00	AD
34429	Receiver General	Vendor garnishment	\$ 28,439.15	PW
34430	Baudville	Long service awards	\$ 532.79	AD
	Payroll	November 9, 2018 pay period	\$ 111,129.45	
	Payroll	November 23, 2018 pay period	\$ 121,847.02	
			<u>\$ 976,605.10</u>	



TOWN OF FORT SMITH
ACCOUNTS PAID LIST PART 2
FOR THE PERIOD ENDING October 31, 2018

CHQ #	SUPPLIER	DESCRIPTION	AMOUNT	DEPT.
34186	Aurora TPI Travel	Travel for C.W, J.S,T.N	\$ 3,509.05	Multiple
34187	Aurora TPI Travel	Bylaw training in Calgary, SAO to YK Oct 2-4, 2018	\$ 3,222.03	Multiple
		TOTAL	<u>\$ 6,731.08</u>	



















Town of Fort Smith Community Services Committee

Tuesday, December 11, 2018 at 7 pm

AGENDA

1. Call to Order
2. Declaration of Financial Interest
3. Delegations
4. Review
 - a. Agenda
 - b. Minutes
 - c. Visions, Values and Goals
 - d. Community Services Master Plan
 - e. Economic Development Plan
5. Directors Report
 - a. Recreation – November 2018 Statistics
 - b. Pool – November 2018 Statistics
 - c. Arena – November 2018 Statistics
 - d. Mary Kaeser Library– November 2018 Statistics
6. Economic Development Report
 - a. Economic Development – November 2018 Statistics
7. Advisory Boards
 - a. Recreation Advisory Board
 - i. RAB Minutes November 5, 2018
 - ii. RAB Appointment – John Morrison
 - b. Advisory Board on Culture
 - i. ABC Appointment – Erika Bell
 - c. Tourism and Trade Advisory Board
 - i. TTAB Minutes November 15, 2018
8. Bylaw/Policy Review and Development
9. Administration
 - a. Briefing Note – Budget Revenues
 - b. Briefing Note – Budget Expenses
 - c. Briefing Note – Salary Budgeting
10. Other Business
11. Excusing of Councilors
12. Date of Next Meeting
13. Adjournment

Attached Documents		
 Community Services Minutes Nov 13, 201	 Visions, Values, and Priorities	 Community Services Master Plan
 Economic Development Plan		
 Rec Stats Nov 2018	 Pool Stats Nov 2018	 Arena Stats Nov 2018
 Library Stats Nov 2018	 Economic Development Statist	
 RAB Minutes Nov 5, 2018	 RAB Appointment	 ABC Appointment
 TTAB Minutes Nov 15, 2018	 BN - Budget Revenues	 BN - Budget Expenses
 BN - Salary Budgeting		



Town of Fort Smith
Community Services Committee
Tuesday, December 11, 2018, at 7:00 pm

Chairperson: Mayor Napier-Buckley
Members Present: D/M Smith, Cr. Campbell, Cr. Couvrette, Cr. Cox, Cr. Westwell,
Cr. Beaulieu
Regrets: Cr. McArthur, Cr. Pischinger
Staff Present: Keith Morrison, Senior Administrative Officer; Cynthia White,
Director of Community Services; Paul Kaeser, Director of
Municipal Services; Lisa-marie Pierrot, Executive Secretary
Guests: Patti Haaima

1. Call to Order

Mayor Napier-Buckley called the meeting to order at 7:00 pm.

2. Review

a. Agenda – The agenda was reviewed.

RECOMMENDATION

Moved by: Cr. Westwell

Seconded by: Cr. Cox

That the agenda be adopted as presented.

CARRIED UNANIMOUSLY

b. Minutes – The minutes of November 13, 2018, were reviewed and have been adopted at the Council meeting of November 20, 2018.

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

d. Community Services Master Plan – The Master Plan was reviewed. Cr. Westwell asked if the Community Services Master Plan was included in the meeting package. Administration advised that the Community Services Master Plan and the Economic Development Plan will be included in the electronic meeting package and Council has to request for those to be printed. Mayor Napier-Buckley advised that as previously noted we are in the 20 plus in the plan and moving forward Council would have to review this and prioritize and compare to the Strategic Plan.

e. Economic Development Plan – The Economic Development Plan was reviewed. Cr. Westwell asked if Council will be reaching out to advisory boards for revision. Mayor Napier-Buckley advised that we have been receiving recent reports from the Economic Development Officer and Administration. Cr. Westwell agreed that Council needs feedback from advisory boards on the Community Service Master Plan and it has to be sent it to the advisory board to review. Administration advised that the intent is to have the consultant review the plans and have the advisory boards provide input into that.

3. Directors Report – The Director of Community Services advised that the December events calendar was distributed with the intent to provide support to local organizations on providing events. She advised that the UNW is hosting some pool and skating sessions over the holidays. She advised that we are just now getting finalization on who is not using skating time during the regular scheduled time over the holidays and hopes to provide extra skating time. She looks forward to sliding party on New Year's Eve and that the 6 youth tubes arrived today and are waiting for more adult tubes. We are also going to be looking at ways to develop rentals for those tubes to help regenerate revenue. Also coming up Richard Van Camp will be coming to the community to and will be providing an event on the Three Feathers Movie on

December 18-19, 2018. She advised that adult art classes will be starting in January and held throughout the winter. She advised that there is a new children's climbing wall installed at the Recreation Centre Gym.

- a. Recreation Statistics – The November 2018 recreation statistics report was reviewed. The Director of Community Services advised that the gym use is high which could be an error as the worker collecting the data is in training. She advised that the fitness room attendance has been higher than normal compared to last year and last month. She advised that the boot camp program has been well attended. There continues to be high numbers in the Youth drop in program. She advised that the events for the month were the Remembrance Day ceremony and the Christmas craft fair.
- b. Pool Statistics – The November 2018 pool statistics report was reviewed. The Director of Community Services advised that there is a decrease in public swim usage but that the lane swims usage is increasing. She advised that additional programming will be offered over the winter months to get kids into the pool. She advised that JBT is sponsoring a swim session one day a week. She advised that the pool and gym were used for the Foxy group.
- c. Arena Statistics – The November 2018 arena statistics report was reviewed. The Director of Community Services advised that the Arena continues to be very busy. She indicated that there were a few exhibition games for minor hockey teams. She advised that PWK will be having a staff vs students hockey game on Friday December 14, 2018. She advised that there continues to be high attendance both on and off the ice.
- d. Library Statistics – The November 2018 library statistics report was reviewed. The Director of Community Services advised that there is a high attendance during the story time program and that program may be moved to Tuesdays as the number of Statutory Holidays is affecting the usage on Mondays.

Cr. Cox asked with the pool public swim is there any possible explanation why the attendance is lower than normal. Cynthia advised that the attendance has been down for a few months that is the reason we are looking at more programming in the evenings and weekends. She thinks this happened a few years ago as well and that families and kids are taking advantage of other facilities and not so much swimming.

Mayor Napier-Buckley asked if there are any plans to have an adult climbing wall. Cynthia advised that the wall is 8 feet tall and can handle up to 500 pounds and would require a trainer for an adult wall and is not sure how that will go.

4. Economic Development Report – Administration advised that we are trying to provide a monthly statistics report and is evolving as we figure them out.
 - a. Economic Development Statistics – The November 2018 Economic Development statistics report was reviewed. The Director of Community Services advised that some of the information was removed from the last report. She advised that the website use is down 3% this month. We had some highlight days November 3rd and 6th. She advised that the most viewed pages were the homepage and careers which was the same as last month. She advised that the Santa Claus parade was a great turn out. She advised that the statistics include where visitors on the page are from and that there are visitors from Ontario, Toronto, Ottawa, and Vancouver. She advised that Facebook is up by 4% and there are lots of different hits there. She advised that the Facebook pages include the Santa parade, literacy

nights, December events calendar got 1400 hits. She advised that Twitter has decreased, and Instagram has increased. She advised that the EDO is continuing to work on opportunities assessment and is 85% done. She advised that the business visits are completed, and the EDO is just working on finalizing a report. She advised that the EDO is working with Thebacha Development Business Services and are doing a business break on Friday morning which ITI will be participating in as well.

Administration advised that what we have been hearing is that when starting a business, you have to talk to all these places. We are trying to get all those people into one place in Fridays to prepare and help business owners. The partners will also be able to get more information on each other.

Cr. Cox asked if businesses are informed that their information is being accessed through the website when applying for a business license. Administration advised that there is no mechanism to give them that information and that is a service we can look at offering. Cr. Cox suggested on sharing the same information with the Thebacha Development Business and the Chamber of Commerce and leave it to them to distribute.

Cr. Westwell advised that he can bring the information to the Chamber of Commerce meetings.

Cr. Couvrette thinks that the business license renewal process is coming up and suggested that the information be provided in the notices that are sent to business owners. Administration advised that the information has already been developed and will look into the possibility of including the information.

5. Advisory Boards

a. Recreation Advisory Board

- i. RAB Minutes November 5, 2018 – The RAB Minutes were reviewed. Mayor Napier-Buckley indicated that there was a discussion about the Healthy Foods Policy and year one being information. She asked if there are still intentions to have healthier options being made available while in year one. The Director of Community Services advised that there haven't been any changes. She advised that she is going to start working with minor hockey board and Public Health on this education. There is no dietician in town which would have been beneficial to gather information. She advised that she is also working on developing signage.

Cr. Cox advised that the Healthy foods policy had considerable discussion and there is a lot of enthusiasm of the policy, particularly with minor hockey. She advised that it seems to be well received at this point.

- ii. RAB Appointment John Morrison – The expression of interest was reviewed.

RECOMMENDATION

Moved by: Cr. Westwell

Seconded by: Cr. Cox

That John Morrison be appointed to the Recreation Advisory Board for a term ending December 31, 2020.

CARRIED UNANIMOUSLY

b. Advisory Board on Culture

- i. ABC Appointment Erika Bell – The expression of interest was reviewed.

RECOMMENDATION

Moved by: Cr. Cox

Seconded by: Cr. Campbell

That Erika Bell be appointed to the Advisory Board on Culture for a term ending December 31, 2020.

CARRIED UNANIMOUSLY

- c. Tourism and Trade Advisory Board
 - i. TTAB Minutes November 15, 2018 – The TTAB minutes was reviewed. Cr. Couvrette advised that a good part of the meeting was talking about the new pathways of the business connection between the Town and Thebacha Business Development Services. He advised that there were suggestions on a need to engage other levels of government when it comes to funding opportunities.

6. Administration

- a. Briefing Note Budget Revenues – The briefing note was reviewed. Administration advised that the briefing note is being provided to Council for information purposes. He advised that the documents are dated 2017 and have been presented to the previous Council. He advised that there are not any changes and that processes are the same since. The larger picture is based on tentative training schedule. He advised that he is working with MACA on tentative dates for the training schedule. He advised that the NWTAC resolutions and Council position on the Foundational Review will be discussed at the Corporate Services Standing Committee meeting in January. He advised that there will be more financial training with Council at the Community and Municipal Services Standing Committee meeting in January along with the Strategic Plan working session. Administration advised that he has not included the status of the Capital Reserves which will be done at the presentation of the Capital Plan.

Administration advised that all budgets consist of revenues and expenses. He advised that the Town has many expenses with all the services and program they provided but generate less revenue with less possibilities. He advised that there are three main sources of revenue; GNWT block funding, user fees and property taxes fees.

Administration advised that every municipality receives block funding from the GNWT to run the Town. He indicated that expenses increase every year, but the block funding remains a fixed amount. A review of community funding was conducted a few years ago to determine an equitable distribution of this funding to all communities. This review determined that Fort Smith is underfunded approximately 3 million five hundred thousand annually inclusive of all grants. The block funding is broken down into unconditional grants and conditional grants.

Administration advised that the unconditional grants consists of annual O&M funding, Northern Insurance Program, and Water sewer subsidy. He advised that the annual O&M funding is funding from the GNWT to help support core community mandated services. Accountability to the GNWT for this funding is limited to the provision of approved budgets and audited financial statements; funds are otherwise treated as is other revenue. The Northern Insurance Program provides funding for communities use regularly inspect their facilities for any safety issues and take action to address those issues. While this is similar to GNWT grants listed below, this funding is certain enough to be considered an unconditional grant. The water sewer subsidy is a subsidy from the GNWT to communities to help cover part of the cost of providing water to residents.

Administration advised that the conditional grants consist of annual gas tax and CPI funding, transfer from capital investments in capital assets, and the school tax. He advised that the annual Gas Tax and CPI funding for community capital projects have significantly more restrictions and that unspent funds at the end of the year must be kept in a special account and deferred to future years. While these funds appear in the O&M budget, they

are not O&M monies; they are offset by capital expenses or transferred to deferred revenue. In 2016 Gas Tax was \$863,000 and CPI was \$1,114,000. He advised that included in the conditional grants are transfers from investments in capital assets. This is to offset the amortization of capital assets which are recorded as expenses. This helps recognize the annual depreciation of capital assets as they age. This is an accounting entry and not reflective of any funding received. Final steps of 20-year Long Term Capital Plan development will be to rationalize the transfers from investments in capital assets against required annual investments in capital reserves, as these numbers should be equivalent. He advised that school tax is not a revenue to the Town but represents the amount of school tax levied on the property tax bills on behalf of the GNWT; it must be paid to them as it is collected. The school tax mill rate is set by the GNWT.

Administration indicated that the other form of revenue that the Town receives is through user fees. He advised that the budget is a balance budget and hopes that there is no need to increase user fees. He advised that in the case there is a need to increase user fees that will require considerable discussion and Council will be provided with a percentage to be increased. He advised that Council also has the option of increasing specific items. He advised that the other option would be to have the advisory boards review. He advised that the user fees are broken in the sale of services, bylaw enforcement revenue, community services revenue, utility revenue, and environmental revenue.

Administration advised that the sale of services is services not typically provided by the Town. He advised that the ambulance recoveries are the largest source of revenue in this category. He indicated that the rates have increased significantly over the past few years as a change in philosophy from simply providing a service to running the ambulance at breakeven including the recovery of the cost of the two ambulance units. He advised that the cemetery recoveries are from the sale of burial plots and the provision of burial services. He advised that the fire department SL is for the provision of fire department services on Smith Landing First Nation (SLFN) lands. This is one of the fees agreed to in their Municipal Services Agreement (MSA) between the Town and SLFN and is based on the number of premises being protected. He indicated that the spring clean-up also covers Fall Clean-up and is for the fee charged to homeowners to have the town pick up debris at the road side on their property. This is typically for items such as leaves, yard waste, and other items not picked-up during regular semi-weekly waste collection but does not include construction waste or hazardous waste.

Administration advised that the bylaw enforcement revenue is revenue generated from the enforcement of Bylaws as approved by Council. The revenue includes Development Permits, Fines, Tax Certificates, ATV Licenses, Business Licenses, Dog Tags/Pound Fees, Lottery Licenses, Miscellaneous Revenue (Taxi Permits) as well as School Tax Collection Fees.

Administration advised that the community services revenue is from sources that include Day Camps, After School Program, Arena, Ball Parks, Recreation Special Events, Recreation and Community Centre and Library.

Administration advised that the utility operating fund must be a self-supporting fund where revenues match expenses and there should be no profit generated from the provision of water and sewer services. Services are supplied either through the piped system or trucked services for both water and sewer. The piped water revenue is the charge for water supplied through the piped system and for connection fees to tie into these services. The trucked water revenue is the charge for water delivered via trucked service. This service is provided four days per week serving different areas of the municipality and surrounding area including SLFN through their

MSA. The sewage pump-out revenue is the charge for vacuum truck service. There is no charge for the collection of sewers through the piped system. This service is provided one day per week to residents and surrounding areas including SLFN through their MSA. The Water Sewer Services Interruption Insurance fee is not considered revenue until it is used to repair a service. It is recorded in a liability account to be used for making repairs.

Administration advised that the environmental revenue is similar to Utility Revenue, Environmental Revenue must be self-supporting and cover the cost to replace assets, as well as meet all closure and reclamation costs. The solid waste levy is charged on each utility account for operating the Landfill. This includes an amount charged to SLFN. He advised that other revenue includes Tipping Fees and garbage bin rentals.

Administration advised that the property tax revenue is a general fee based on property value that comes from several sources; taxable revenue is revenue from taxable properties that includes all properties that are privately owned. The budget further breaks it down into residential property and non-residential properties. The grantable revenue is revenue from grantable properties that includes all land and improvements owned by the Federal government, the Commissioner (GNWT) and any crown corporations such as CBC and NWT Power Corporation. The SRFN PILT is revenue from the reserve lands of SRFN. Their MSA states that SRFN will pay an amount equal to what a property of similar value would pay within the Town. He noted that the GNWT does not assess reserve lands, so the Town was required to retain a contractor to assess these lands.

Administration advised that other sources of revenue include interest revenue and GNWT grants. He advised that the interest revenue is from three sources; accounts receivable, bank interest and property tax interest. The outstanding accounts receivable generate revenue as long as they are collectable. The issue is in determining what is collectable and what is not. He advised that charging interest on uncollectable receivables only increases the amount of allowance for bad debts required to offset it. The bank interest income is interest earned on money on deposit with the Bank of Montreal. This includes the general operating account and the capital reserve account. Interest earned on the Gas Tax account and CPI account goes into deferred revenue for those two accounts. The tax interest income is the penalty applied to property tax arrears. The tax arrears generate revenue as long as the account is collectable. If it is not collectable it adds to the bad debt allowance required.

Administration advised that the GNWT grants includes all grants received from the GNWT from various funds on an application basis for a specific purpose. The availability and amount of this funding is not guaranteed on a year to year basis; more certainty from the GNWT regarding this funding would simplify municipal operations and is currently being examined. The Town received grants for GAHR, tourism seed funding, children/youth resiliency program, sport and recreation funding, after four program grants, parents and tots' program, get active, youth centre initiative. He advised that all the programs and grants are contribution agreements where funding must be spent on program purchases as per a budget submitted with the funding application and any unspent funds must be returned to the funder.

Cr. Cox asked Administration if he knows the number of years that the Town was being underfunded. Administration thinks that the underfunding is from when the new formula was implemented in 2005.

- b. Briefing Note Budget Expenses – The briefing note was reviewed. we have a lot of different expenses. Administration advised that the briefing note explains how to read the budget document. The O&M Budgets approved by Council annually consist of many elements. First, they are divided into

General, Utility, Environmental, and Lands. This is for many reasons; Utility revenues and expenses are required by Territorial legislation to be tracked separately to ensure that the Town does not profit from utility sales. Lands are tracked separately to ensure all costs associated with land development are recovered upon disposal. Environmental is tracked separately to ensure that the costs of remediation of the contaminated Landfill site are offset by environmental revenues. The General O&M Budget captures all remaining operating expenses. Expenses are further broken down into Cost Centres that compile related costs; all costs associated with Mayor and Council, all costs associated with Ambulance Services, all costs associated with Arena operation, and within each cost centre there are multiple general ledgers. He advised that there is a print out of the general ledger that includes all the expenditures.

D/M Smith advised that the total under funding for the municipalities in the NWT is forty million dollars. Cr. Westwell indicated that the capital infrastructure reserve annual funding is a three to six hundred million dollar surplus every year that they are committing to capital projects and community's are building capital infrastructure that are chronically underfunded. Administration advised that what is keeping the Town a float right now is federal infrastructure stimulus as we are not the only ones that can't afford to pay for the capital infrastructure. He added that the federal government's solution to help communities replace their aging infrastructure is to offer these infrastructure funding programs. The problem with that is that the funding is being administered by the GNWT who collect administrative fees.

- c. Briefing Note Salary Budgeting – The briefing note was reviewed. Administration advised that salaries are budgeted differently than O&M. He advised that the Town has been forced to do the same with less and less revenues every year. He advised that an additional person is not hired without having a conversation with Council. He advised that if there is a need to increase the level of service then that would require approval from Council. In order to establish an O&M Budget, the Town must understand what services are being provided, the level of service provided, the human resource requirement, and the operating and maintenance costs associated with the service being provided. He indicated that annual budgets are established by using an average of previous expenditures. If a budget is historically underspent, then that budget will be reduced accordingly. If a budget is historically overspent, then it will be increased. He advised that there are external factors that impact this assumption: cost of living increases, the cost of doing business increases annually, parts, groceries, contracted costs. population increase. While population increase is not a concern in Fort Smith, the transient population of the town (students) places a demand on services that is not necessarily offset by revenues. He added that other external factors include utility cost increases, fuel and electricity costs can increase at a rate that outstrips cost of living. The salaries and wages, the Town employees are unionized. The latest collective agreement, all employees received an annual pay increment; 2% in 2016, 2.25% in 2017, and 2.25% in 2018. Further, all employees receive annual pay step increases upon successful completion of performance reviews.

He indicated that revenue options are limited, and expense reduction options are limited to finding efficiencies in operations transfer of costs from operating to capital budgets or revisions to level of service. He advised that the Town salary and wage budgeting uses a zero-based approach. That is, instead of reviewing costs from previous years, salary and wage budgets are built each year from zero. The process includes developing an organizational chart which requires approval by Council that identifies all positions employed by the Town. The position requirements are determined by approved services and level of services. He advised that determining the position requirements is a complicated task that takes into

consideration position levels and steps, benefits costs, northern allowance, nature of employment. This produces the costs associated with populating the organizational chart. These costs are loaded into the budget to the various cost centers and once the budget is approved by Council, schedules are developed that convert FTEs into discrete positions which can then be staffed. Once staffed, then the positions are only affected by a Council-approved change in level of service. Due to the uncertainties in staffing the Town had historically used a large percentage of casual staff. Recently, the Town has transitioned to more part time and seasonal indeterminate hiring to meet needs. He advised that if there is a proposed level of service change then the change is reflected in the operation and maintenance costs as well as the organizational chart. He added that changes to the organizational chart will result in revised salary and wage expenses. While this seems relatively simple, a variety of considerations come into play: Labour allocations. Labour is often allocated between cost centres and between budgets. These allocations make it difficult to accurately track salary costs and provide the opportunity to transfer expenses from the general O&M budget to better-funded utility and environment budgets.

Administration advised that the organizational chart establishes staffing requirements based on core funding and core services. Often third-party revenues are received for the provision of short-term, specific programs. This makes salary and wage tracking difficult, as the expenses for the additional programming appear in the salary and wage budget which does not indicate the increased revenue received; as a result the budget always appears overspent. Further, the funds are application-based, so not guaranteed on an annual basis; this means that the Town cannot staff appropriately for the provision of the additional services. Ultimately, the appropriate solution would be for the GNWT to guarantee funding for three or five-year periods so that the Town could budget for these programs as core funding.

Administration advised that the Town facilities are being utilised by the public beyond that planned or scheduled for. He advised that the increased use of the Arena results in increased overtime as employees work additional, unscheduled hours to operate these facilities. The tracking that correlates revenues against increased salaries and wages does not currently exist. Administration is examining methods to better track this, but the ultimate solution would be to address this in the budgeting process; increase the number of positions in the Organizational Chart, but have the added costs offset by increased revenue estimates such that there is no impact on the budget bottom line.

Administration advised that the Town does not budget for overtime. However, it is understood that overtime is required for; emergencies, winter snowstorms, extended facility hours, staff leave, etc. Historically, the Town has addressed overtime with unspent salary and wage funds. Recently staff retention has improved resulting in less unspent salary funds. Further, long-service staff receive more leave as per the Collective Agreement. There are two solutions to unbudgeted overtime issue; reduce level of service to reflect actual staffing levels and reduce overtime costs, or budget for overtime. He advised that not all departments require overtime.

Cr. Westwell indicated that the CPI funds have increased dramatically since 2017. He asked where Council has the discussion on the Mill Rate Bylaw process. Administration understands that there are a number of factors at play when deciding on approving the budget. He noted that Council is not approving the mill rate when approving the budget. He advised that there will be a separate process to review the property tax revenues at which point the mill rate can be discussed. He indicated that by the time Council gets to the mill rate bylaw, Council would have had a chance to approve the Capital Plan, and review the status of MACA

funding, Council honoraria committee would have been completed and the recycle initiative revenue information would be received. Therefore, the Mill Rate Bylaw approval process will be an easier decision at that point. Cr. Westwell wondered if it would be less transparent to approved it with the budget. Administration advised that the issue is before Council regardless as we don't know what the assessments will come in at this point and is hard to forecast. Cr. Westwell appreciates that there are a lot of unknowns.

D/M Smith would like to remind Council that the previous Council made the decision to set a side three million to reserves so that some of that being responsible has already happened. He indicated that there a territorial election happening in 2019 and feels that Council has a responsibility to the residents to lobby and address the underfunding to the communities. Cr. Westwell agreed with the lobbying efforts. D/M Smith doesn't think that any of municipal government have made the case to the property tax payers. He thinks that Council will get a lot of traction and NWTAC has not made this an issue. Feels that we have a responsibility to make this an election issue.

7. Excusing of Councillors

RECOMMENDATION

Moved by: Cr. Couvrette

Seconded by: Cr. Westwell

That Cr. McArthur and Cr. Pischinger be excused from Community Services Meeting on December 11, 2018.

CARRIED UNANIMOUSLY

8. Date of Next Meeting

The next meeting of the Community Services Standing Committee will be held on January 15, 2019.

9. Adjournment

RECOMMENDATION

Moved by: Cr. Cox

Seconded by: Cr. Couvrette

That the meeting be adjourned at 8:58 p.m.

CARRIED UNANIMOUSLY









Town of Fort Smith Municipal Services Committee

Tuesday, December 11, 2018, at 8:15 p.m.

AGENDA

1. Call to Order
2. Declaration of Financial Interest
3. Delegations
4. Review
 - a. Agenda
 - b. Minutes
 - c. Vision, Values and Goals
 - d. 2018 Capital Plan
5. Directors Report
 - a. Fire Dept – November 2018 Statistics
 - b. Ambulance – November 2018 Statistics
 - c. Bylaw – November 2018 Statistics
 - d. Emergency Preparedness
6. Advisory Boards
 - a. Sustainable Development Advisory Board
7. Bylaw/Policy Review and Development
8. Administration
 - a. Briefing Notes - DPA-032-18 Dawn Fraser Home Occupation Permit
 - b. Briefing Note – DPA-033-18 John MacDonald Home Occupation Permit
9. Other Business
 - a. In-Camera Session *CTV Act S.23(3)(h)*
Legal Proceedings
10. Excusing of Councillors
11. Date of Next Meeting
12. Adjournment

Attached Documents		
 Municipal Services Minutes Nov 13, 201	 Vision, Values, and Priorities	 2018 Capital Plan
 Bylaw Stats Nov 2018		
 BN - DPA-032-18 Dawn Fraser	 BN - DPA-033-18 John MacDonald	









Town of Fort Smith
Municipal Services Committee

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Town of Fort Smith
Municipal Services Committee Meeting
Tuesday, December 11, 2018 at 8:15 pm.

Chairperson: Cr. Westwell
Members Present: Mayor Napier-Buckley, D/M Smith, Cr. Campbell, Cr. Couvrette,
Cr. Cox, Cr. Beaulieu
Regrets: Cr. McArthur, Cr. Pischinger
Staff Present: Keith Morrison, Senior Administrative Officer; Paul Kaeser,
Director of Municipal Services; Lisa-marie Pierrot, Executive
Secretary

1. Call to Order

Cr. Westwell called the meeting to order at 9:03 pm.

2. Review

- a. Agenda – The agenda was reviewed.

RECOMMENDATION

Moved by: Cr. Couvrette

Seconded by: Cr. Cox

That the agenda be adopted as presented.

CARRIED UNANIMOUSLY

- b. Minutes – The minutes of November 13, 2018, were reviewed and were adopted at the Council meeting of November 20, 2018.
- c. Vision, Values and Priorities – The Vision, Values and Priorities were reviewed.
- d. 2018 Capital Plan – The Capital Plan was reviewed. Cr. Cox asked if there a new fire truck purchased as per the Capital Plan. Administration advised that there was not enough money to purchase the fire truck. He hopes to have a request for Council for additional funds to purchase. He advised that we will still be operating under the 2018 Capital Plan until the 2019 is presented and approved. He advised that the cost for the Fire Truck came in higher than the quote that was provided as there were more features being added to the truck as there are WSCC requirements that have to be adhered to.

3. Directors Report

- a. Fire Department – The November 2018 statistics report was reviewed. Administration advised that the fire department statistics were pretty standard. The Protective Service Officer has just completed some training and is now trained to offer all levels of firefighting training.
- b. Ambulance Department – The November 2018 statistics reports were reviewed. Administration advised that medivacs are require the most man power to transport patients to the airport. He indicated that one of the benefits of hiring the Protective Services Officer is that he can provide ambulance services all day.
- c. Bylaw Department – The November 2018 statistics report was reviewed. Administration advised that the Bylaw Officer has been working on advancing some files, summary offences and providing warnings on unregistered dogs.

Cr. Cox asked if the statistics on animal control are normal. Administration advised that the statistics for animal control is higher than

normal. He indicated that the acting Bylaw Officer has been able to process many of the reports that are made.

4. Advisory Boards

- a. Sustainable Development Advisory Board – Cr. Westwell advised that the SDAB had an AGM on Thursday December 6, 2018 and have appointed Cam Zimmer as the chairperson. He advised that the board is working to have a report completed for Council on affordable housing. He advised that the next meeting will be a discussion on the draft of the final report and will be forwarded to Council and hopes to move on to new items. He advised that SDAB would like to know what would Council like the board to focus on moving forward.

Cr. Cox asked if zoning and development fall within SDAB's mandate. Cr. Westwell advised that zoning and development are within SDAB's mandate as the mandate is very broad. Administration advised that what we were seeing was the same issue come up on multiple fronts. He advised that one thing that kept coming up was that people need places to live and are having a hard time finding places to live in Fort Smith. He indicated that what we are trying to figure out is what role does the Town play in providing affordable housing. He advised that what SDAB has been discussing is possible ways to provide affordable housing through mechanisms such as making changes the zoning bylaw. He advised that the zoning bylaw is tied to a community plan that explains the rules about development in the community. He indicated that with the development of that document there was a public consultation session where the public was not engaged and as a result the Town did not achieve the public input they would have hoped to and that was the reason to have the document forwarded to the advisory board for input. He advised that in those discussions there are also other items being brought forward including; industrial lots, food security, agricultural lands and strategies. Cr. Westwell advised that there were also discussions on undeveloped lands and the possibility of the town becoming a developer. D/M Smith thinks it is exciting to get the enthusiasm from the board. He advised that the GNWT has a draft climate change framework on the table. He advised that the GNWT has announced that with the new director for the Arctic Energy Alliance, there are a number of new programs that will be implemented that could benefit municipalities on building energy. He thinks that with the great energy plan that was developed by the Town this would be a great opportunity to advance on some of the initiatives.

5. Administration

- a. Briefing Note DPA-032-18 Dawn Fraser Home Occupation Permit – The briefing note and home occupation permit application was reviewed. Administration advised that the home owner has provided permission. D/M Smith asked if the applicant would required to pay both 2018 and 2019 business license fees. Administration advised that the applicant would have to pay only the 2019 business license.

RECOMMENDATION

Moved by: Mayor Napier-Buckley

Seconded by: Cr. Couvrette

That DPA-032-18, submitted by Dawn Fraser, to operate a car detailing business from Lot 53-14, Plan 404, 7 Wapiti Street in Fort Smith be approved.

CARRIED UNANIMOUSLY

- b. Briefing Note DPA-033-18 John MacDonald Home Occupation Permit – The briefing note and home occupation permit application was reviewed. Administration advised that the home owner has provided approval and that there are no concerns with the applicant storing asbestos. Cr. Westwell asked if the applicant will be storing asbestos. Administration advised that the GNWT regulates hazardous waste and that is above the Town. Cr. Westwell asked if the 2012 business name has been incorporated since 2012. Administration was unaware.

RECOMMENDATION

Moved by: Cr. Couvrette

Seconded by: Cr. Cox

That DPA-033-18, submitted by John MacDonald, to operate a painting, carpentry, plumbing and asbestos removal business from Lot 304, Plan 207, 21 McDougal Road in Fort Smith be approved.

CARRIED UNANIMOUSLY

6. Other Business

- a. In-Camera Session – *CTV Act S.23(3)(h) Legal Proceedings***

RECOMMENDATION

Moved by: Cr. Cox

Seconded by: Mayor Napier-Buckley

That Council move in-camera at 9:29 pm to receive information on legal proceedings in accordance with Section 23(3)(h) of the Cities, Towns and Villages Act.

CARRIED UNANIMOUSLY

RECOMMENDATION

Moved by: Cr. Couvrette

Seconded by: Cr. Beaulieu

That Council move out of in-camera at 10:01 pm.

CARRIED UNANIMOUSLY

7. Excusing of Councillors

RECOMMENDATION

Moved by: Cr. Couvrette

Seconded by: Cr. Campbell

That Cr. McArthur and Cr. Pischinger be excused from the Municipal Services Standing Committee Meeting on December 11, 2018.

CARRIED UNANIMOUSLY

8. Date of Next Meeting

The next Municipal Services Standing Committee meeting will be held on January 15, 2019.

9. Adjournment

RECOMMENDATION

Moved by: Cr. Cox

Seconded by: Mayor Napier-Buckley

That the meeting be adjourned at 10:02 pm.

CARRIED UNANIMOUSLY