

Minutes
Special Committee of the Whole #23-02
Monday, April 3rd, 2023 12pm
Council Chambers and Microsoft Teams

Present:	Frank Pope	Mayor- Chair
	Pascal Audet	Deputy Mayor
	Kacee Hunter	Councillor
	Kelly McCoy	Councillor
	Alexis Peachey	Councillor
	Trevor Smith	Councillor
	David Wever	Councillor
Staff:	Cathy Clarke	Senior Administrative Officer
	Karen Boudreau	Finance Manager
	Mkhabela Masuku	Development Officer
	Kayla Turner	Governance and Community Engagement Manager
	Hugo Pabke	Utilities Manager
	Lucas Nadeau	Public Works Manager
Gallery:	Susan Wright	
	Nathan Watson	

- 1. Call to Order 12:00PM**
- 2. Declaration of Conflict of Interest**
 - Councillor Audet noted that he would declare a conflict of interest on anything pertaining to the water and sewer services contract.
- 3. Review and Adoption of Agenda**

- All in favor.

4. Delegation

- None.

5. Topics

1. Definition of Types of meetings held by Council
2. Financial Role of Council:
 - Planning and Budgeting
 - Revenue and Expenditure Management
 - Reporting and Oversight
3. Advocacy:
 - Review of NWTAC Resolutions
 - Cost of living impact on Town of Norman Wells and residents
 - Attraction and retention of skilled workers for Norman Wells
 - Infrastructure Funding – Climate Change Impacts
4. Council Committee Status:
 - Council Roles/Responsibilities as committee chairs
 - Staff Expectations as support to committees
 - Council's fiduciary responsibility
 - How to maximize the role of our committees as advisory committees
 - Council's working groups IE: Cultural Center
5. Proclamation Policy for Council Discussion
6. Body Camera / Dash Camera Policy
7. Speed Limits within Municipal Boundaries
 - Specifically, Canol Drive Residential Area
8. Seasonal Chain Off Area for tire chains.
9. Ongoing research for alternative service delivery models in all areas:
 - Daycare Provision Models
 - Food Security Models
 - Municipal Best Practices
 - Sustainable Business Models
 - Climate Change Impacts on Municipalities
10. Capital Budget Discussion
11. Letter from Norman Wells Chamber of Commerce- Discussion

Minutes

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Council Chambers and Microsoft Teams

Letter from Norman Wells Chamber of Commerce- Discussion

- Correction: Meeting number is 23-02 not 23-03 as originally posted.
- Purpose of the Committee of the Whole meeting today is to develop a response to the Chamber of Commerce letter dated March 16, 2023.
- Mayor Pope asked if the Town had received the minutes from the last Chamber of Commerce meeting. Administration responded that the minutes had not been received. It was noted that although the Town is a non-voting member of the Chamber, we should still be sent the minutes.
- The SAO noted that this meeting is an opportunity to go over much of what has been happening over the last few years and make it a matter of record. She then gave a summary of the report provided to Council (see attached).
- The Public Works Manager summarized a cost comparison report. Equipment that has been purchased has been grant funded. Savings in operational costs has been considerable and service level to residents has increased.
- Capital projects all have maintenance and replacement plans in place.
- The capital projects document that was shared with council shows which local contractors have been utilized. On top of this, there were also operational contracts. The last Council approved sole sourcing to HRN numerous times, and the crush was also sole sourced to HRN which was nearly two million dollars. Over time with drill blasts and crush, there has been close to six million dollars given to HRN because they have the equipment and were the best positioned to do the job. Northridge and JD Ditchers are also highlighted in the document, and administration would like to post the document, so the community is aware of what the facts are.
- The landfill expansion will be completed this year as per the requirements of the Town's water license. The landfill expansion is also grant funded.
- The water sewer RFT posted in March has been taken down. The writing of the contract was completed by a previous council and the wording, which will likely be changed, permitted us to do what we did. The new RFT will be ready as soon as possible with council input. The SAO suggested that Council may want to look at longer term contracts for some of the essential services contracts. The staggered civil works contracts have also been posted to permit smaller contractors to compete.
- Councillor Hunter asked if the purchase of the loader was tendered out for people to bid on the purchase. The public works manager explained the process for the loader purchase which included quotes from dealerships to see what the best option was. The SAO noted that Council did approve the purchase of the loader and that quotes were brought forward for council decision. The SAO noted that the information can be brought forward again.
- Councilor Audet declared a conflict of interest at 12:25PM.
- There was a lengthy discussion between the SAO and Councillor Hunter regarding the tendering process, purchasing by law, and the extension of the water and sewer services contract (article 26, termination with 60 day's notice, 6-month extension), as well as conflict of interest of sitting council members. Councillor Hunter noted that he felt council was not following the tendering procedures and purchasing by law. The SAO acknowledged that there have historically been councilors who are contractor directors or business owners on council. The SAO will provide council with the full legal package regarding conflict of interest of council/contractors.

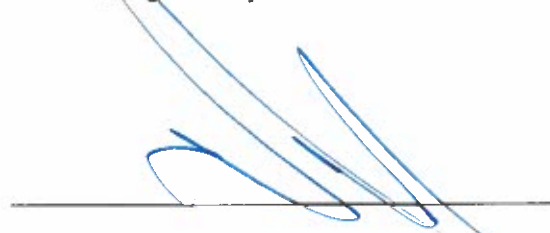
- Councillor Peachey noted that the original water and sewer contract was signed two council's ago; technically Councillor Audet being on council is a breach, but this is not the council that awarded the contract. During the pandemic all contracts were extended. The RFT for water and sewer services was put out, feedback received from the business community was that the RFT was not out long enough. She explained that when an RFT is out, negotiations cannot take place. Therefore, the RFT was pulled in order to negotiate a contract that had already been signed with Northridge, otherwise there would have been no water and sewer services. She noted that in the meantime it is the job of council to fix RFT procedures and have further conversations about article 26 and how it affects the business community and the residents at large when it comes to running for council and being elected on council and different conflicts that could arise. She noted that it is good that this has come up so council can have these conversations. She said it is too narrow just to focus on the water and sewer contract, that it is necessary to look at all contracts to ensure things are inclusive.
- Councillor Hunter noted the optics look bad. Councillor Peachey stated that council is aware of that, and they have admitted this. The SAO noted that the contract states that if both parties are amendable the contract shall be extended, and that you cannot take away someone's contractual rights. The amount of time that the RFT was posted for was similar to the posting of the RFT in 2018.
- Councillor Peachey noted that the new water and sewer RFT that goes out will give prospective bidders 9 months to bid on the contract. She noted that council is not denying that it looks bad that the contract was extended for another two years. She said it is time to work on fixing the RFT process and also work on what is suggested in the Chamber of Commerce letter and deal with what their requests are.
- Mayor Pope directed administration to answer each item in the letter from the Chamber of Commerce individually. The SAO acknowledged and noted that administration will also make note of the tendering process of the water and sewer contract. The SAO will also use the report provided to council to back up the response.
- Councillor Wever stated that the tendering process is highly reliant on staff and suggested a working group with Council and staff. This will allow council to be more involved in the tendering process.
- Councillor Smith noted that the Chamber is there to advocate for local business, but it does not necessarily mean that Council has to do what the Chamber has suggested. He said that if council reacts to the letter, Council will be setting a precedent so that anytime someone has a complaint regarding a by law or a process, it will be adjusted or changed accordingly. He also referred to the report which highlights the sole sourcing work that has been awarded. Councillor Smith also noted that Councillor Audet stepped down from council for four months while they got a legal opinion on conflict of interest.
- Mayor Pope agreed with Councillor Smith and noted that Council must do what is best for the entire community.
- Councillor Audet returned to the room time being 12:50PM.
- Councillor McCoy stated that he is all in favor of moving forward and fixing the process if it needs to be fixed.

- Council directed administration to publish the capital projects document as well as include it in the response to the Chamber of Commerce.
- Councilor Peachey suggested discussing the purchasing by law at the next committee of the whole meeting with input from staff.

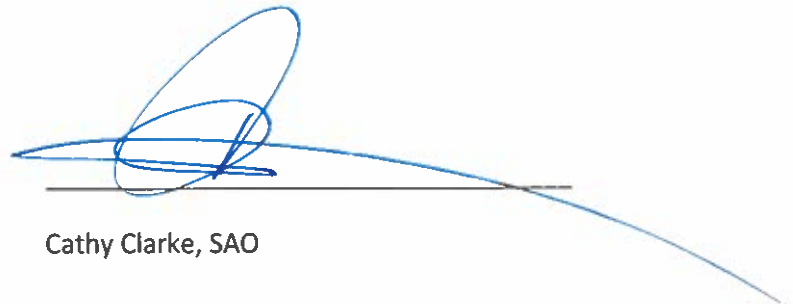
Required action:

- Prepare draft response to Norman Wells Chamber of Commerce.
- Provide conflict of interest legal opinion to Council.
- Review of tendering process and purchasing by law.
- Publish capital projects document.
- Formation of Water and Sewer Services RFT working group.

The meeting was adjourned at 12:52PM.



Frank Pope, Mayor



Cathy Clarke, SAO

Chamber of Commerce Draft letter and attachments

April 11th, 2023

Norman Wells and District Chamber of Commerce

Josh Earls, President Norman Wells Chamber of Commerce

Dear Mr. Earls,

Thank-you for your letter dated March 16th, 2023 and for your patience with our process. Council has now had the opportunity to receive valuable information from Administration to fully inform our discussion regarding the concerns outlined in your correspondence.

1. *Requested Action: Acknowledge the break down of the integrity of the tendering process and extend the RFT and reissue to the business community. The timeline for delivery should provide an opportunity for businesses to utilize the soonest available access (barge/road) to get resources to Town no earlier than 6 months.*

We acknowledge that a number of assumptions were made by our Administration such that opportunity for potential new bidders to become qualified was not given. We have subsequently pulled the RFT and enacted the 2 year extension permitted in the existing contract.

We commit to the following:

- Updating our existing Purchasing Bylaw for clarity and with the goal to ensure qualified competition.
 - Reworking the requisite RFT for Water/Sewer such that potential bidders can become qualified.
2. *Requested Action: Strongly consider the economic impact to the Town when the Town goes into competition with its' own business community. Investments in infrastructure to deliver new services (i.e.: Road Maintenance) should be fully analyzed with operation and maintenance budgets that are made publicly available. A full and thorough cost analysis both short and long term should be presented publicly prior to these decisions being made.*

The Town is responsible for ensuring that Town funds are expended such that the Town is financially sustainable and all community members are served equitably. Many of these discussions are held as a part of the budget process as well as managerial reports which are a matter of minutes. Our investments in equipment have been minimal, have been covered by grants, and we have recouped costs with money saved within 1-2 years of use. Our staff are cross-functional and therefore utilized in many areas.

We commit to the following:

- Publishing informational pieces to the community re: our costs as compared to the contractor's costs.

3. *Requested Action: Remove the bonding requirement for smaller contracts.*

We commit to the following:

- Recognizing that sureties for smaller contracts is perhaps an unnecessary hurdle for local contractors while recognizing the Town's need for risk mitigation.

4. *Requested Action: Provide an explanation on why the Town is in the Commercial Water Business.*

The solid waste disposal contract is developed such that residential service is separate from the commercial component. The commercial component is more lucrative for the contractor and as such he is able to provide a residential service at a lower cost to the user.

The Water/Sewer Contract is a service of a different nature. The contractor has to expend more resource on the residential component of the service and less on the commercial component. The commercial component of the contract therefore offsets costs on the residential component. If the two components were to be separated those costs would be loaded onto residential users.

We have attached some documents we feel further augment our answers above.

We remain open to further dialogue.

Sincerely,

Mayor Frank Pope

Town of Norman Wells

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For Council discussion in response to Chamber of Commerce letter to Council.

Role of a municipal government:

A Community Government is in place to provide good government to the residents, to develop and maintain safe municipalities, and to provide services, products and facilities. However, your actions are guided by several sets of legislation enacted by the Government of the Northwest Territories.

In Norman Wells municipal government provides:

- Fire protection
- Land planning
- Roads, water, sewer infrastructure and support
- Recreation facilities and programs, events
- Landfill, garbage collection solid waste management

Revenue streams:

- Taxes
- Fee for service
- Grants

Financial:

- Refer to Draft Budget 2023 backgrounder
- Refer to overview of capital spending for the years 2016 through 2022.
- Asset responsibility: maintenance, replacement
- Raw resources
- Human resources skills that add value to the bottom line

Municipal Corporation is a business which is impacted by the same global uncertainties all businesses are being impacted with. We are taking into account rising costs (exacerbated by our fly-in Northern location), uncertain grant funding from the federal and territorial levels, declining population (more rotational workers), winding down of IORL in the community.

As a business we must in the most basic terms provide something that's sustainable; meaning something that can support itself long-term, that doesn't require being propped up by added external forces without using up its resources and grinding to a halt. Much of what we provide constitutes an essential service i.e.: water and fire protection, and cannot be put at unmanageable risk. As a result, it's essential to research and implement strategies to ensure our long-term stability and plan accordingly.

We recognize that our spending potentially has enormous power to influence and shape the communities, environment, and economies you interact with. We have focused on becoming an economically healthy organization.

We therefore:

- Invest in our people who provide a diverse scope of skill and potential
- Mentor individuals who express a desire to take on more responsibility
- Develop training plans for individuals with potential to move into positions
- Offer remote working opportunities.
- Succession plans in place; we grow young careers.
- Utilize contract workers when necessary, i.e.: engineering, auditing
- Flex time options
- Offer competitive salary/wage/benefit packages (we do compete with GNWT packages but our employees are more engaged over time with our environment and the mission of the organization)
- Consider the impacts of inflation on our employees and families
- Solid grievance policies, built with employee input and representation
- Each department's staff is able to work across functions.

We are aware that our hiring and retention strategy can make or break our fiscal health long term. Sustainable management practices can translate to loyalty, increased productivity, and increased value with upskilling and growth. Poor labor practices result in costly turnover and reduced productivity. They could lead to a significant loss of value in the long term. Sustainable hiring is about more than dollars and cents.

We therefore:

- Have a strong resource focus on grant research and application in light of the fact that many of the grants of the past are no longer available
- Ensure that we have the monies to ensure we can provide our 25% matching responsibility and to pay our costs up front, before grant approval
- Never unduly put risk on our ability to meet payroll
- Reserve building as reserves were historically depleted.
- Plan for our capital projects literally from the ground up.
 - Planning: BCAs, funding, engineering
 - Prioritizing as per risk presented, community need and politics in any given situation
 - Ongoing maintenance costs
- Look to the development of new revenue streams:
 - IORL quarry contract which formally cost the Town for inventory development upwards of \$1Million.
 - Did not recoup cost for our raw material.
 - Did not recoup cost for administration of the quarry.
 - Will now provide ongoing monthly revenue as well as up to \$1Million revenue for raw material and revenue on IORL drill blast as opposed to our investment in creating product for IORL
 - Ground transport contract: estimated annual revenue of \$30,000.00 and increased service to the community.

Our service delivery model is as follows:

We recognize that we are responsible for the provision of an equitable application of our services. The parameters we work within are:

- Many of our services are subsidized by transfer payments from the Federal and Territorial levels of government.
- Many of our services are provided to the community under the "public park" model in that our recreation facilities, events and programs are free to all users
- No residential or commercial tax increase
- Services outside town core are subsidized by downtown core i.e.: dust control, snow removal
- Reserves must be replenished.
- We are regulated by environmental bodies and water licence etc.
- Sole sourcing necessity is often a necessity (please refer to capital projects sheet)
- We often receive one bid or no bids.

Historically the Civil Works contract "owned" all civil works pieces i.e.: quarry, landfill, snow removal, roads, earth moving, dust control, elder's driveways etc. The Town was unable to bring anyone else in for that work, funds were very limited, and therefore work was prioritized to snow removal, dust control road maintenance, landfill and quarry work. Other work was left undone because of lack of funds.

The Town can provide some services internally at a lower cost than provided by existing contractors. For example: (refer to PW Manager examples of actual work and equipment purchases use and cost) We are now able to provide a standardized level of service at a lower cost across more functions. For example:

- Trails
- Landfill
- Playing fields
- Elder's driveways

Our staff are not isolated to one function.

As is/when prices from each contractor:

Contracted labourer per hour: \$65.00-\$80.00

Contracted medium sized loader per hour: \$105.00-\$210.00

Town Labourer (MSW) wage+benefits+educational \$40,00/hour

Please refer to PW Manager breakdown of savings.

We do not want to get into any high financially risky businesses such as Water/Sewer haul in/out. We did look at dividing the Water/Sewer contract into two pieces as per the request of one contractor. This would not be sustainable for residential water delivery service as the camps/industrial do subsidize the cost of the service. If we were to separate the two approximately \$350K would be loaded onto the residential users.

Garbage collection works such that the commercial service allows for the contractor to provide residential service at a manageable rate.

Actions thus far:

- Pulling of Water/Sewer RFT
- Development of new RFT for posting which will provide requested lead time for potential bidders
- Posting of staggered civil works contracts to permit for smaller contractors
- Review of our purchasing policy to ensure appropriate risk management and community business support.

P.W. Manager Comparitors.

①

Backhoe utilized by Public Works Dept for:

- Snow clearing operations of parking lots and landfill/quarry, elder's driveways
- Sanding operations of parking lots and municipal roads
- Loading quarry aggregates into trucks for landfill cover, sanding operations, etc..
- Brush mulching
- Excavating/exposing of culverts during spring operations
- Future/past "street stripping"

Costs comparisons on the uses of the new Caterpillar 930M Loader by Public Works Dept:

- Snow clearing Operations by HRN as per 2018 Civil Works Contract:

Grader 140H 100\$/hour

Operator 75\$/hour

100\$ + 75\$ = 175\$/hour

Loader 644K 90\$/hour

Operator 75\$/hour

90\$ + 75\$ = 165\$/hour

Total cost per hour for Snow Clearing 175\$ + 165\$ = 340\$

10hour day of Operation / 10hours x 340\$ = 3,400\$/day

Typically takes HRN 2days to complete Snow Clearing

Total cost per Operations 3,400\$ x 2 days = 6,800\$

Norman Wells NT averages 12-15 snow falls per year (as per Gov of Can website)

6,800\$ x 12 = 81,600\$

6,800\$ x 15 = 102,000\$

Average cost per year for Snow Clearing Operations by HRN = 81,600\$-102,000\$ (90,000\$)

- Servicing of Landfill Transfer Station Bins by HRN:

As per HRN invoicing for the year of 2022, an average of 1000\$ per week

Average yearly cost 1000\$ x 52weeks = 52,000\$

- "Street Stripping" Operations by HRN:

As per HRN invoicing for the year of 2021, approximately 47,000\$ not including the hauling of oversized snow piles

Average yearly expenses towards HRN for services provided as mentioned above:

90,000\$ + 52,000\$ + 47,000\$ = 189,000\$

Total cost for new Caterpillar 930M Loader: (grant funded) .

Approximately 420,000\$-440,000\$ (delivered to TNW) including all of its attachment to offer the same services mentioned above, provided by HRN

Paid for by Gas Tax, CPI and Canor Funds

Capital Equipment

2019 Backhoe	\$ 157,300.00
2020 Dumptruck with snowplow	\$ 155,842.00
2021 Bobcat	\$ 77,276.00
2021-22 Firetruck	\$ 535,000.00
2023 Loader	\$ 384,475.00

2020

Capital Projects

Lagoon Upgrades	\$ 17,422.00	Suppliers/Contractors
Hydrant valve box replacement	\$ 39,762.00	Hiway 13 Transport
Filter Underdrain	\$ 137,075.00	Manitoulin, NGC, AWI
Jackfish Upgrades	\$ 66,855.00	Manitoulin, McCoy's, Shtu Building, Northridge, AWI, BCI, Pete Rose
Parmigan Field Upgrades	\$ 18,980.00	J & D Ditchers, Pete Rose
Town Lot Cleanup (Couturier)	\$ 194,520.00	Pete Rose
Roadway Drainage Improve	\$ 288,011.00	Northridge
Landfill Project	\$ 34,090.00	HRN
Quarry Crush	\$ 1,964,677.00	HRN

2021

Hydrant Valve box replacement	\$ 53,377.00	ABC Fire, BCI, Tenacup, Manitoulin, Shtu Building, McCoy's
Roadway Drainage	\$ 897,295.00	HRN
Rec Bld condition Assessment	\$ 124,094.00	Williams Engineering
Playground Improvements w/sand	\$ 240,740.00	Pete Rose, HRN, J & D Ditchers, Shtu Building
Mobile Skate Park	\$ 133,447.00	Canada Ramp Co
Jackfish Upgrade Phase 11	\$ 84,534.00	J & D Ditchers, Pete Rose, Straightflush, Coopers
Parks Overhaul	\$ 43,104.00	J & D Ditchers, Pete Rose, Capital Signs, Uline
Drill Blast & Crush	\$ 1,548,465.00	HRN
Brownfield Lot (Couturier)	\$ 334,166.00	Northridge

2022

chipseal	\$ 233,927.00	Stantec, HRN, Quarry
Bay Doors Firehall	\$ 55,609.00	BCI
Southside Drainage	\$ 1,407,453.00	Northridge, Emco Waterworks, Quarry
Brownfield Lot (Couturier)	\$ 241,130.00	Northridge, Quarry
Forestry Drainage	\$ 337,662.00	Northridge, HRN, Quarry, Sub Arctic Geomatics
Raw Water Wet Well	\$ 20,094.00	Pete Rose, HRN, Canol Oilfield
Lagoon Berm	\$ 22,260.00	Northridge
Tube Settler Water Plant	\$ 147,682.00	AWI, Canol Oilfield, Whiponic, Northridge
Shack at dump	\$ 69,866.00	BCI
Landfill Expansion	\$ 472,324.00	Earth Concerns, AECOM Canada, Duraguard Fence, Manitoulin, Pacific blasting, Northridge
Pool Upgrades	\$ 686,584.00	BCI
Quarry Blast for IORL	\$ 1,891,051.00	HRN



COMMUNITY PLAN AND ZONING BY-LAW RENEWAL PROJECT 2020-2021

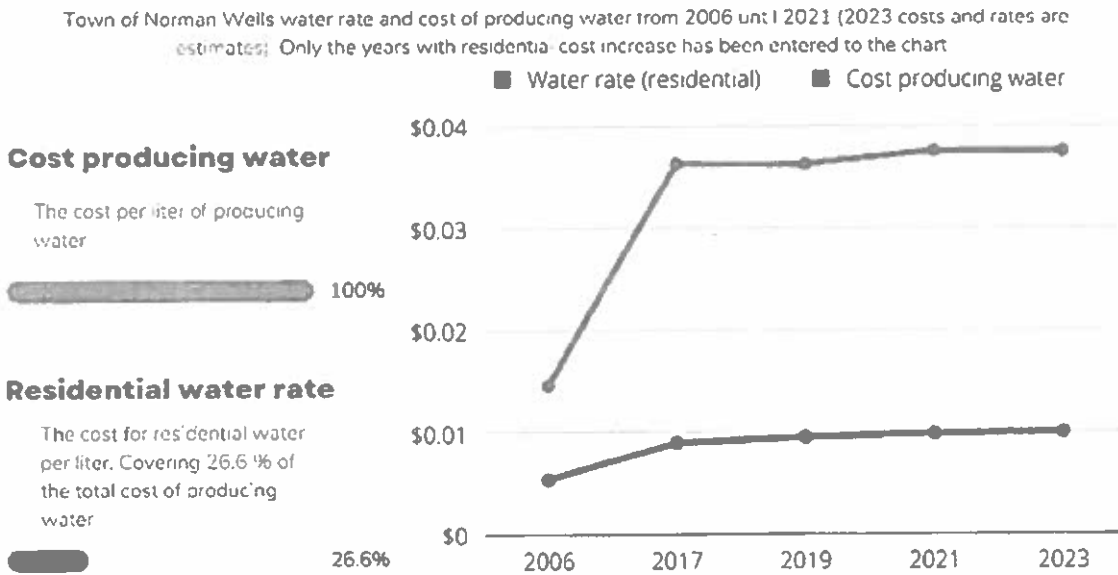
Draft Budget 2023 background: a history of Mill and Water Rates:

December 5, 2022

Water:

- Water rates were not increased between 2006 and 2017, resulted in an approximate \$7 Million deficit in this department, as per noted in audit
- Council of 2016/17 prudently doubled water rates as a start to closing the deficit gap
- Increase in 2019 of .5 of a cent which further closed the deficit gap
- Increase in 2020 of .002
- Our cost to make water now is 3.7 cents/litre and we are selling for 1.0 cents/litre
- Proposed 5% increase in draft budget 2023/24 = over 1 cent which for residents is on average a \$5.00/month increase (based on 10,000 litres which is the average monthly household usage in NW)
- Water usage can be controlled by user.

WATER RATE OVER THE YEARS



Mill rate: taxes

- Residential and commercial mill rates (taxes) have not been increased in 10 years
- Our mill rate (taxes) increases have been isolated to hydrocarbon and pipeline
- The Mill rate is used to fund Reserves and balance the Town on Norman Wells operational and capital budgets for the cost of doing business

Operations:

- 2016, 2017, 2018 were Capital heavy project years because of the availability of CWWF, BCP, ICIP infrastructure grants; all 3 of which no longer exist and have not been replaced
- All grants were engineer completed and project managed
- All projects 100% funded and reserves were emptied for cash in order to subsidize operations
- Opening balances for 2016 were circa \$1 million with \$4 million in dedicated reserves, closing in 2018 with dedicated reserves of less than \$30,000
- Council of the day was able to ensure that \$4 Million remained untouched in Gas Tax funds for the future. This was used for many capital projects the Town was able to legitimately cash flow new capital projects without jeopardising operational funds.

- Annual contributions of approximately \$700,000 in CPI and Gas Tax are made by the Federal level of government and brokered by GNWT to the municipal level of government

Actuals of Operations

2017 - \$9,197,881

2018 - \$10,100,337

2021 - (after adjustments for amortization) - \$7,842,487

Total adjustments for amortization (as per Town financial policy) between 2019 to 2021 which were the result of corrections to 2016 to 2018 amortization calculations by administration = \$3,949,347.00

The draft 2023 operational budget expenses = \$6.6 Million dollars showing a 2 million dollars savings in operational cost even with the cost of living rising.

Updates

- < 2023 Municipal Budget
- > 2023 Municipal Budget

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Recent Posts

Residential Street Stripping Public Notice

Municipal Request for Tenders Update

Public Notice- Landfill Closure

Town Office Closure

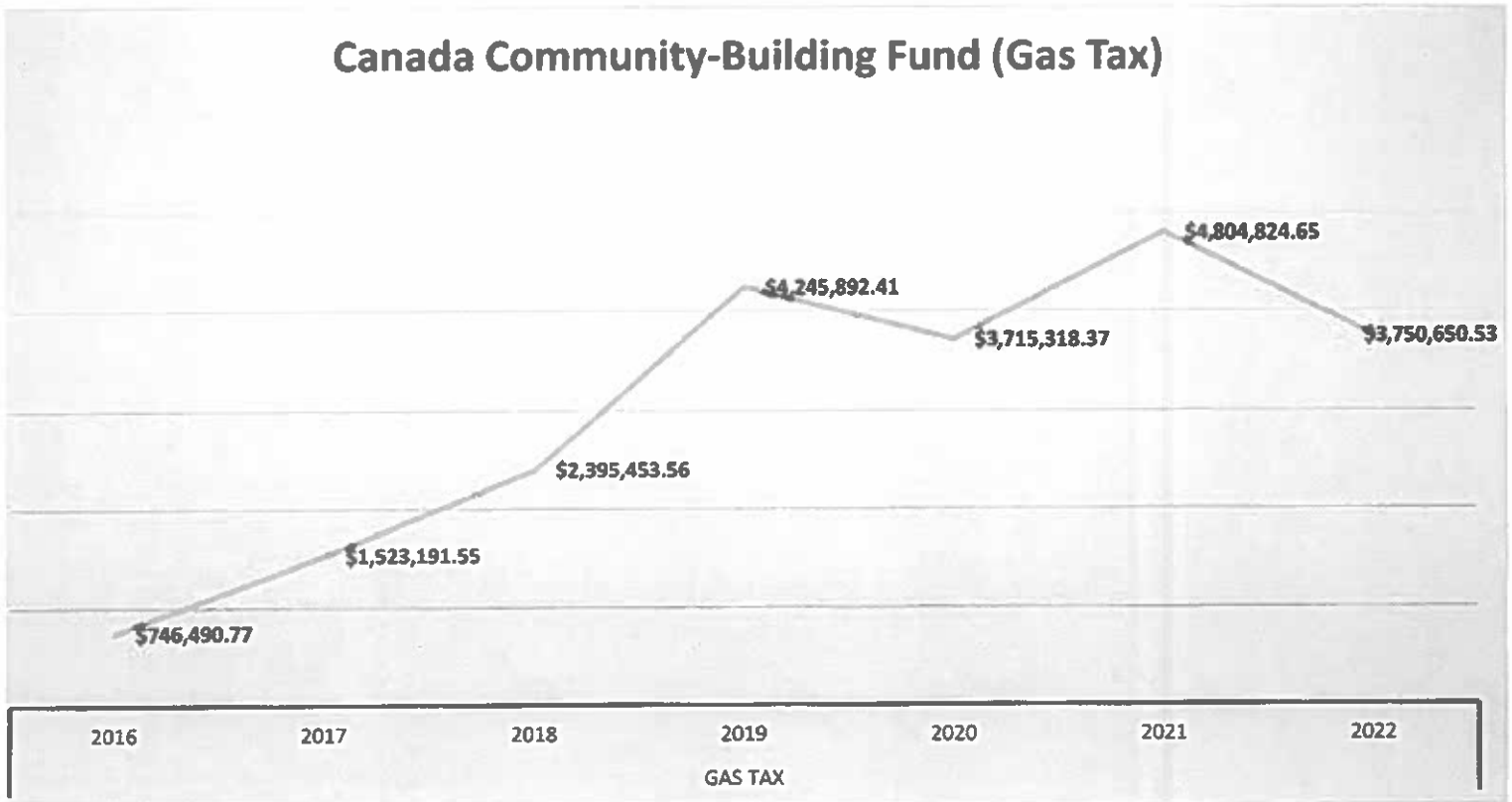
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Gas Tax Fund, now known as Canada Community-Building Fund:

- “The Canada Community-Building Fund is annually allocated on a per-capita basis for provinces, territories and First Nations, but provides a base funding amount of 0.75 per cent of total annual funding for Prince Edward Island and each territory. This funding will be administered through renewed bilateral agreements with territorial governments.”

Canada Community-Building Fund (Gas Tax)

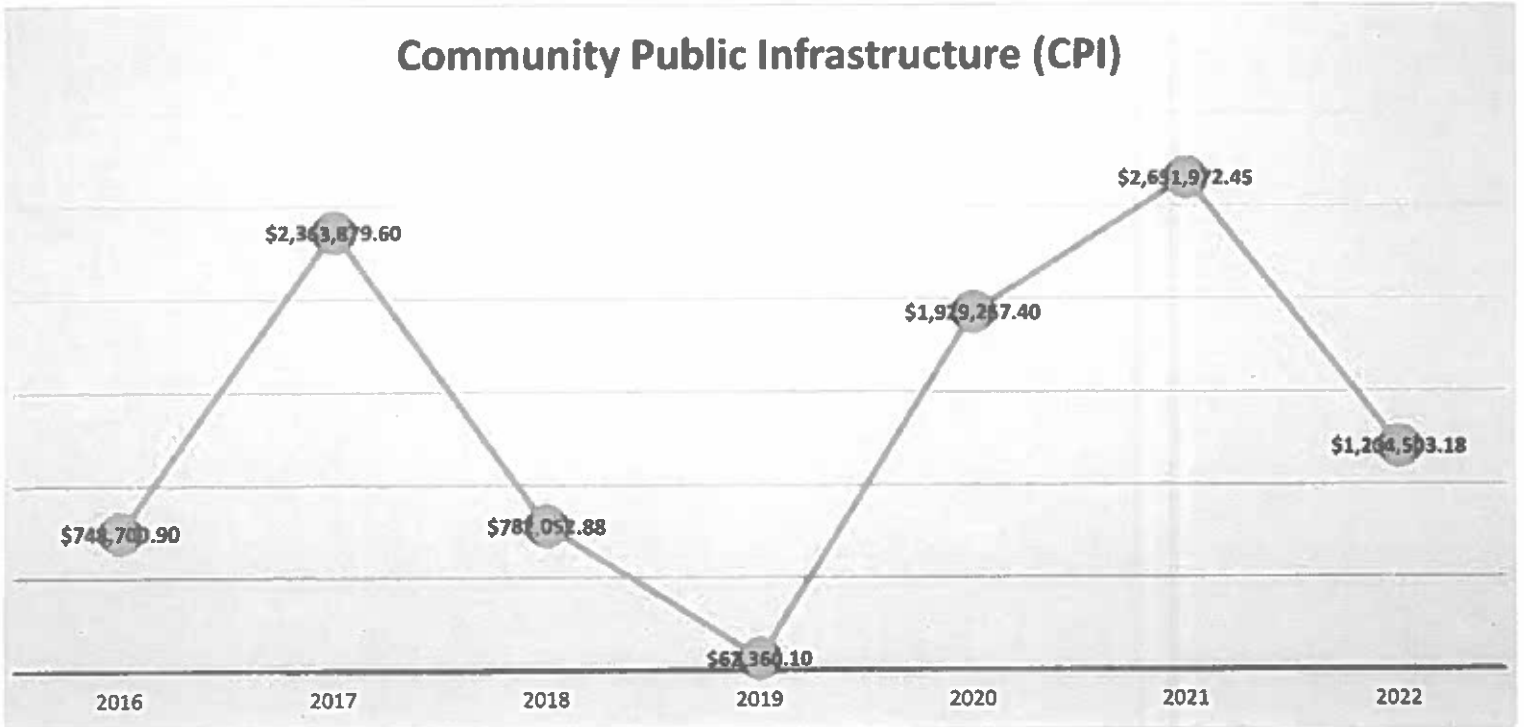


Process as of 2019:

- Pre work with MACA engineering to ensure our projects CCBF friendly in order to mitigate the possibility of costs being rejected upon invoice submission
- Ensure we’ve the requisite funds to cash flow each project pre-planned for funding from CCBF funds such that reserves and operational budget not needed to cash flow planned and Council approved capital projects
- Submission of proof of payment to MACA and approval of use of CCBF funds post project.
- “Infrastructure Canada flows funds to the Northwest Territories. Northwest Territories flows funds to local governments providing municipal services. The Northwest Territories reports financial activities to Canada annually. Outcomes reports are required every five years. Local governments identify and undertake projects. Financial reports are collected on the use of Canada Community-Building Fund funds.”

Community Public Infrastructure Funding Policy:

- Reporting requirements: community governments must prepare and review annually a 5-year capital investment plan which must be approved by motion of council and submitted to MACA with the municipality's operating budget.
- Municipalities must report on funds in accordance with their funding agreement.
- Municipalities allocated their percentage of total available funds according to the formula in the policy.

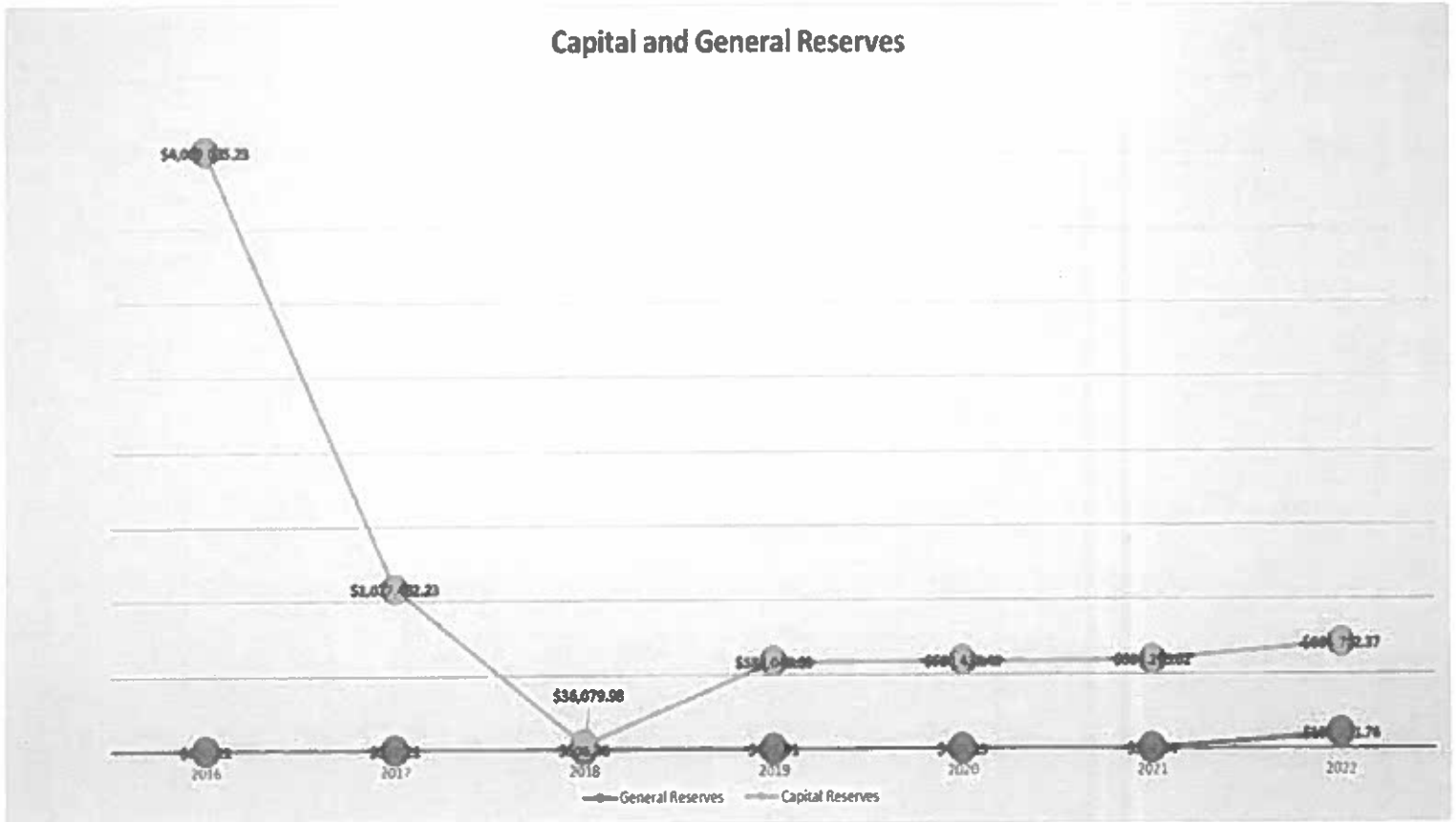


Process as of 2019:

- Priority use of these monies as cash flow of approved 5-year capital plan projects.
- Organizational priority to refund severely depleted reserve funds.
- Capital projects are prepaid from operations then once approved by MACA those same monies are transferred from CPI back into operations, this is done such that operations are not put into jeopardy.

Reserves:

Between 1995-2007 Council set up a total of 8 reserve funds for the purposes of ensuring stability for the future. Each of these reserve funds was restricted and directed by Bylaw. Total of \$4 Million in all reserves.



Process as of 2019:

- Efforts each budget to replenish empty reserves.
- Understanding that require council approval to utilize reserve funds.
- We now have a General Reserve and a Capital Reserve
- Solid preplanning on all levels so that project is comprehensively covered.
- Ensure that financials are in place such that capital and operational budgets stable.
- Funded operational and maintenance plans in place.
- Maintain no residential or commercial tax increase.

Between 2016 and 2018, administration applied for grants from Build Canada Plan and Clean Water and Waste Water Fund (neither of which presently exists) for betterment to roads and replacement of water and wastewater infrastructure to include 3 streets of sewer main replacement and the replacement of the Sewer Lift Station.

For the community to cash flow these projects, operational spending was halted, cheques reported to the government as proof of payment for work were voided while vendors were made to wait for payment until the Town could be reimbursed for the spent funds as is the way with these Federal Funding grants. Payroll was jeopardized and reserves were raided to see these projects through that also in many cases had to be redone.

For a full listing of approved and completed capital projects please contact the Town Office. All audited financial statements can be found on our website. Any restrictions on our grants can be viewed on either the Government of Canada or Government of the Northwest Territories websites.