

Minutes
Committee of the Whole #23-03
Wednesday, April 12th, 2023 12pm
Council Chambers and Microsoft Teams

Present:	Frank Pope	Mayor- Chair
	Pascal Audet	Deputy Mayor
	Kacee Hunter	Councillor- Microsoft Teams
	Alexis Peachey	Councillor
	Kelly McCoy	Councillor
	Trevor Smith	Councillor
	Dave Wever	Councillor
Staff:	Cathy Clarke	Senior Administrative Officer
	Alex Millette	Recreation Manager
	Lucas Nadeau	Public Works Manager
	Kayla Turner	Governance and Community Engagement Manager
	Hugo Pabke	Utilities Manager

- 1. Call to Order 12:00PM**
- 2. Declaration of Conflict of Interest**
 - None noted.
- 3. Review and Adoption of Agenda**
 - Addition of Petition discussion. The motion to amend the agenda was moved by Councillor Peachey and seconded by Councillor McCoy. Council was all in favor of the agenda amendment.
- 4. Delegation**
- 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
- 12. Petition- Discussion

Petition:

- The SAO has provided a report to council regarding the petition submitted by Nathan Watson on April 4, 2023. See attached report.
- The SAO noted that residents exercised their democratic rights, which is good. People have also stated that there are information gaps which lead to assumptions being made.
- Council asked what the next steps are with the petition. The SAO responded that the petition is not sufficient as per the Cities, Towns and Villages Act. She advised Council acknowledge the petition with a public statement.
- Administration has a communications plan regarding affirmative messaging moving forward. Topics include things such as landfill, water licensing, council procedures, legal 101 (solicitor client privilege). Information will be shared on the town website, Facebook, bulletin board and digital sign.
- Councillor Wever suggested creating video messaging as a different way to get information out. He will send the application information to the SAO.
- Councillor Hunter noted the main reason for the petition was legal. He suggested looking at the names on the petition as there are some members of the business community who signed the petition. He noted the petition warrants some serious consideration and noted that council needs to change the way they are doing some things. He also stated that a public meeting with the town’s lawyer present would be beneficial to help field questions the public has regarding legal. He noted this will show that council is open and transparent.
- Mayor Pope responded that council is open to a public meeting in a few weeks once they have received more information from the lawyer.
- Councillor Audet suggested adding council messaging and topics to the council meeting agendas. He noted this will ensure a unified voice as well as structure moving forward.
- Councillor Hunter suggested investigating the opportunity for citizen open forum to council meetings in future.
- Administration will bring forth options for citizen forum for Council to discuss.

Letter from Norman Wells Chamber of Commerce:

- See report and draft letter attached as provided by the SAO.
- Councillor Audet suggested including in the letter of response some of the contract opportunities and ad hoc work that will be available to the business community in future.
- Councillor Hunter noted some changes to the draft letter:

- Acknowledge that Council did not follow the purchasing by law and that it was an error to release the RFT and to also state that council will update and strictly follow the purchasing by law.
 - Provide further analysis on the purchase of the loader. He noted money spent on equipment purchase could be spent on other projects such as recreation.
 - Additional columns added to the capital projects list: RFT open and closed dates.
 - He suggested being careful as to what is said in the letter as council could be called out for saying one thing and doing another.
- Mayor Pope noted that the extension of the two year contract was not in contravention of the purchasing by law. The SAO clarified that the RTF was given to two qualified bidders, but should have been an open tender and that was admittedly the mistake that was then rectified. The RFT was also extended by a week.
 - Councillor Wever suggested keeping the letter clean, simple and open to further communication should the Chamber have any follow up questions.
 - Councillor Peachey noted that the existing purchasing by law will be updated and feedback from the Chamber regarding any suggested updates is valued. She also suggested reworking the RFT process to ensure that the town is able to hire other contractors, unlike current contracts which have forced the town to build its own capacity.
 - Councillor Wever suggested stating that council is committed to reworking the RFT process and purchasing by law.
 - Councillor Smith suggested sending the package that the SAO provided along with the letter to the Chamber as well as releasing the capital spending chart to the public.
 - Mayor Pope noted that monthly meetings with the chamber would be beneficial when they are up and running again.
 - Council directed administration to update the letter for the Mayor's signature.
 - Councillor Hunter ask if the Sahtu Land and Water Board (SLWB) water licensing specifications can be made public. The Utilities Manager responded that the information regarding the Town's water license is on a public website and that we can share the information. The SAO noted that administration often directs people to phone the SLWB for questions.
- An economic development conference planning session will be held on Wednesday the 19th of April at 12pm as a special committee of the whole.



Frank Pope, Mayor



Cathy Clarke, SAO

Petition

Senior Administrative Officer Report on Petition:

- Petition received by way of delegation of Nathan Watson at meeting of April 4th, 2023
- Context of petition noted in meeting minutes
- 64 (sixty four) signed petitions received

As per the CTV Act 81 (1) through (8) and 82 (1) through (4):

A petition must be signed by at least 25% of the voters in the municipality to be effective:

- The petitions submitted do not constitute 25% of the voters list for the Town of Norman Wells
- 25% of 314 voters on the voters list for the Town of Norman Wells is 75.8

The petition must include, in respect of each petitioner:

- A declaration that the petitioner:
 - *To the best of his or her knowledge, on the list of voters for the most recent municipal election and that he or she continues to be, to the best of his or her knowledge eligible to vote, or*
 - *Was, not, to the best of his or her knowledge, on the list of voters for the most recent municipal election and that he or she is, to the best of his or her knowledge, eligible to vote*

No declarations were made.

- *The date on which the petitioner signs the petition.*
 - No sheet is dated.
- *The petition must have attached to it a signed statement of a person stating that he or she represents the petitioners and will respond to inquiries about the petition from the municipal corporation.*

Nathan Watson made it clear during his presentation to Council and when he dropped off the petitions that he was available for any questions.

In consideration of the above it is redundant for me as SAO to scrutinize the petitions any further.

That said I recommend that Council publish an acknowledgement of the following:

- Council is in support of free speech which doesn't defame an individual or business in town
- Council is in support of individuals expressing their democratic rights (please refer to email from Christine Gaudet, Regional Superintendent, MACA)
- Council recognizes that there are issues surrounding actions of Council and will therefore publish to the community the reasoning behind said actions, to the best of their ability while mitigating risk to the organization.

Cathy Clarke

From: Christina Gaudet <Christina_Gaudet@gov.nt.ca>
Sent: February 2, 2023 1:20 PM
To: Cathy Clarke
Subject: CTV Act / Petition

Hi Cathy

There is no provision under the Cities, Towns, and Villages Act (CTV Act) requiring a Mayor and/or Council to take any action in response to a petition.

In the event the Town did choose to respond to the petition through resignation, under the CTV Act, the Minister has the authority to place the Town under a supervision or administration order if the Minister is of the opinion that the council of the municipal corporation has failed to perform a duty required of it or if it is in the best interest of the municipal corporation.

One tool that could be available for residents is the Town's Council Procedures Bylaw No. 21-16, where a complaint procedure to report any alleged contravention of the code of ethics to the SAO is outlined. Given the procedure outlined in the Bylaw is specific to a singular Council Member, this may not work well for a complaint about the whole council. We would encourage the Town to connect with your legal counsel to see seek/confirm that this bylaw is or isn't a mechanism for community residents.

Christina

Mársı | Kinanāskomitin | Thank you | Merci | Hąj' | Quana | Qujannamiik | Quyanainni | Máhsı | Máhsı | Mahsi

Christina Gaudet
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Evidence of approval	(2) Evidence that a bylaw has been approved by the voters, the Minister or some other authority must be shown by (a) the person who approved it signing the bylaw; or (b) if a signature is not practicable, the senior administrative officer certifying on the bylaw that the approval was obtained.	(2) Afin que soit attestée l'approbation des électeurs, du ministre ou d'une autre autorité, le règlement municipal porte, selon le cas : a) la signature de la personne qui l'a approuvé; b) le certificat du directeur général indiquant que l'approbation a été reçue, si l'obtention d'une signature est impossible au point de vue pratique.	Preuve de l'approbation
Procedure for obtaining voter approval	78. (1) Approval of the voters under this Act for a bylaw must be obtained in accordance with section 7 of the <i>Local Authorities Elections Act</i> respecting the submission of questions to the voters.	78. (1) L'approbation des électeurs relativement à un règlement municipal visé par la présente loi est obtenue en conformité avec l'article 7 de la <i>Loi sur les élections des administrations locales</i> .	Obtention de l'approbation des électeurs
Time	(2) After the proposed bylaw receives first reading, council shall seek approval of the voters for the bylaw by holding a vote on it at the next general election or at an earlier date fixed by council.	(2) Après la première lecture du projet de règlement municipal, le conseil cherche à obtenir l'approbation des électeurs relativement au règlement en tenant un vote sur celui-ci lors des élections générales suivantes ou à la date antérieure qu'il fixe.	Moment
Public notice	(3) At least two weeks before the date of the vote, the municipal corporation must give public notice stating that council is seeking the approval of the voters for the proposed bylaw and describing the purpose of the bylaw. S.N.W.T. 2004,c.11,s.5(2).	(3) Au moins deux semaines avant le vote, la municipalité donne un avis public indiquant que le conseil cherche à obtenir l'approbation des électeurs relativement au projet de règlement municipal et faisant état de l'objet de ce règlement.	Avis public
Limit on resubmission for approval	79. If a bylaw requiring approval of the voters is not approved, the municipal corporation may not submit another bylaw having the same purpose to the voters within six months after the vote, unless the Minister allows an exception.	79. Sauf si le ministre permet une exception, il est interdit à la municipalité de soumettre aux électeurs un règlement municipal dont l'objet est le même que celui d'un autre règlement municipal ayant déjà été soumis aux électeurs mais n'ayant pas reçu leur approbation, pendant une période de six mois suivant la tenue du vote.	Délai de six mois
Approval option	80. For greater certainty, a municipal corporation may submit any bylaw to the voters for approval, including a bylaw that was the subject of an insufficient petition.	80. La municipalité peut soumettre tout règlement municipal à l'approbation des électeurs, y compris un règlement qui a fait l'objet d'une pétition invalide.	Règlements municipaux pouvant être soumis à l'approbation des électeurs
Voter Petitions			
Pétitions des électeurs			
Right to petition	81. (1) The voters in a municipality may, by petition, require council to (a) make a specific bylaw, if it is approved by the voters; or (b) not make a bylaw that has already received first reading, unless it is approved by the voters.	81. (1) Les électeurs du territoire d'une municipalité peuvent, par pétition, exiger du conseil : a) qu'un règlement municipal ne soit pris que s'il est approuvé par eux; b) qu'un règlement municipal approuvé en première lecture ne soit pris que s'il est approuvé par eux.	Droit de présenter une pétition
Sufficiency	(2) A petition must be signed by at least 25% of the voters in the municipality to be effective.	(2) Pour être valide, la pétition doit être signée par au moins 25 % des électeurs du territoire de la municipalité.	Validité

Number of voters	(2.1) For the purposes of subsection (2), the total number of voters of a municipality is the number of voters on the list of voters prepared under the <i>Local Authorities Elections Act</i> for the most recent municipal election.	(2.1) Pour l'application du paragraphe (2), le nombre total d'électeurs dans le territoire d'une municipalité est le nombre d'électeurs inscrits sur la liste électorale établie sous le régime de la <i>Loi sur les élections des administrations locales</i> lors de l'élection municipale la plus récente.	Nombre d'électeurs
Jurisdiction	(3) A petition may only be made in relation to a bylaw on a subject within the legislative powers of the municipal corporation.	(3) La pétition ne peut être présentée que si elle concerne une question à l'égard de laquelle la municipalité a compétence pour prendre un règlement municipal.	Compétence
Statement of petition purpose	(4) Each page of the petition must contain an identical statement of the purpose of the petition.	(4) Une déclaration identique d'objet figure sur chacune des pages de la pétition.	Déclaration d'objet
Requirements for petition	(5) The petition must include, in respect of each petitioner, (a) the printed surname and printed given names or initials of the petitioner; (b) the mailing address or telephone number of the petitioner; (c) the petitioner's signature; (d) a declaration that the petitioner (i) was, to the best of his or her knowledge, on the list of voters for the most recent municipal election and that he or she continues to be, to the best of his or her knowledge, eligible to vote, or (ii) was not, to the best of his or her knowledge, on the list of voters for the most recent municipal election and that he or she is, to the best of his or her knowledge, eligible to vote; and (e) the date on which the petitioner signs the petition.	(5) La pétition doit inclure les éléments suivants à l'égard de chaque pétitionnaire : a) le nom et le prénom ou les initiales, en caractères d'imprimerie; b) l'adresse postale ou le numéro de téléphone; c) la signature; d) une déclaration du pétitionnaire à l'effet, selon le cas : (i) qu'il était, au mieux de sa connaissance, inscrit sur la liste électorale lors de l'élection municipale la plus récente et qu'il est toujours, au mieux de sa connaissance, admissible à voter, (ii) qu'il n'était pas, au mieux de sa connaissance, inscrit sur la liste électorale lors de l'élection municipale la plus récente et qu'il est, au mieux de sa connaissance, admissible à voter; e) la date de signature de la pétition.	Exigences relatives à la pétition
Representative's statement	(6) The petition must have attached to it a signed statement of a person stating that he or she represents the petitioners and will respond to inquiries about the petition from the municipal corporation.	(6) La pétition est accompagnée d'une déclaration signée par une personne indiquant qu'elle représente les pétitionnaires et va répondre aux demandes de renseignements de la municipalité concernant la pétition.	Déclaration du représentant
Filing	(7) A petition must be filed with the senior administrative officer.	(7) La pétition est déposée auprès du directeur général.	Dépôt de la pétition
Cut-off	(8) No name may be added to or removed from a petition after it has been filed with the senior administrative officer. S.N.W.T. 2004,c.11,s.5(3); S.N.W.T. 2011,c.7,Sch.B,s.4.	(8) Il est interdit d'ajouter un nom à la pétition ou d'en rayer un après son dépôt auprès du directeur général. L.T.N.O. 2004, ch. 11, art. 5(3); L.T.N.-O. 2011, ch. 7, ann. B, art. 4.	Modification de la pétition

Determining sufficiency	82. (1) The senior administrative officer is responsible for determining if the petition is sufficient to comply with section 81.	82. (1) Le directeur général est chargé de déterminer si la pétition remplit les exigences énoncées à l'article 81.	Détermination de la validité de la pétition
Excluding names	(2) When counting the number of petitioners on a petition, the senior administrative officer shall exclude any person <ul style="list-style-type: none"> (a) whose signature appears on a page of the petition that does not have the same purpose statement contained on the other pages of the petition; (b) whose printed name is not included or is incorrect; (c) who did not provide a mailing address or phone number; (d) whose signature is not dated; (e) whose name does not appear on the list of voters from the last municipal election, unless he or she, at the request of the senior administrative officer, swears a statutory declaration stating that he or she is eligible to vote; (f) who is not an eligible voter; or (g) who signed the petition more than 60 days before the date on which the petition was filed with the senior administrative officer. 	(2) Lorsqu'il compte le nombre de pétitionnaires figurant sur la pétition, le directeur général exclut toute personne : <ul style="list-style-type: none"> a) dont la signature est apposée sur une page qui ne contient pas la même déclaration d'objet que celle qui paraît sur les autres pages de la pétition; b) dont le nom en caractères d'imprimerie manque ou est incorrect; c) qui n'a pas fourni d'adresse postale ou de numéro de téléphone; d) dont la signature ne porte aucune date; e) qui n'est pas inscrite sur la liste des électeurs lors de l'élection municipale la plus récente sauf si, à la demande du directeur général, elle fait sous serment une déclaration solennelle à l'effet qu'elle est admissible à voter; f) qui n'est pas admissible à voter; g) qui a signé la pétition plus de 60 jours avant la date de son dépôt auprès du directeur général. 	Exclusion de noms
Statutory declaration	(2.1) The senior administrative officer shall make reasonable efforts to contact a person referred to in paragraph (2)(e) and provide him or her with the opportunity to swear a statutory declaration stating that he or she is eligible to vote.	(2.1) Le directeur général fait tout effort raisonnable pour communiquer avec la personne visée à l'alinéa (2)e) et pour lui donner l'occasion de faire sous serment une déclaration solennelle à l'effet qu'elle est admissible à voter.	Déclaration solennelle
Report on sufficiency of petition	(3) Within 30 days after the date on which a petition is filed, the senior administrative officer shall report to council on whether the petition is sufficient.	(3) Dans les 30 jours suivant le dépôt de la pétition, le directeur général présente au conseil un rapport indiquant si la pétition est valide.	Rapport concernant la validité de la pétition
Insufficient petition	(4) Council is not required to take any notice of a petition that is not sufficient. S.N.W.T. 2011,c.7, Sch.B,s.5.	(4) Le conseil n'est pas tenu de prendre acte de la pétition si celle-ci est invalide. L.T.N.-O. 2011, ch. 7, ann. B, art. 5.	Pétition invalide
Petition for making bylaw	83. (1) If council receives a sufficient petition calling for voter approval of a bylaw, it shall <ul style="list-style-type: none"> (a) cause a bylaw conforming to the subject matter and intent of the petition to be prepared and read a first time, unless the bylaw has already received first reading; (b) cause a copy of the bylaw to be forwarded to the Minister; and (c) submit the bylaw to the voters for approval. 	83. (1) S'il reçoit une pétition valide exigeant qu'un règlement municipal soit soumis aux électeurs pour approbation, le conseil : <ul style="list-style-type: none"> a) fait rédiger un règlement municipal conforme à l'objet et à l'esprit de la pétition et lui fait franchir l'étape de la première lecture, à moins que le règlement n'ait déjà reçu sa première lecture; b) fait parvenir une copie du règlement municipal au ministre; 	Prise de mesures par le conseil

c) soumet le règlement municipal aux électeurs pour approbation.

Submission to voters	(2) If council receives a sufficient petition respecting a bylaw that has already received first reading, council may not proceed with third reading unless the bylaw is approved by the voters.	(2) S'il reçoit une pétition valide concernant un règlement municipal ayant déjà franchi l'étape de la première lecture, le conseil ne peut procéder à la troisième lecture du règlement que si celui-ci est approuvé par les électeurs.	Vote des électeurs
Duty to make bylaw	(3) Subject to any requirement for Ministerial approval, if a bylaw submitted to the voters as a result of a petition is approved by the voters, the bylaw must be made by council within four weeks after the vote, without any alteration being made in the bylaw affecting its substance.	(3) Sous réserve de toute exigence concernant l'approbation du ministre, une fois qu'il a été approuvé par les électeurs, le règlement municipal est pris par le conseil dans les quatre semaines suivant le vote, sans que des modifications de fond y soient apportées.	Obligation de prendre le règlement municipal
Limit on petitions on same subject	(4) If a bylaw has been submitted to the voters as a result of a petition, the municipal corporation may refuse to take action on any further petition for the same purpose filed within one year after the date of the vote.	(4) Si un règlement municipal a été soumis aux électeurs par suite de la présentation d'une pétition, la municipalité peut refuser de donner suite à toute autre pétition qui a le même objet et qui est déposée dans un délai d'un an suivant le vote.	Nombre de pétitions portant sur la même question
Bylaw made as result of petition	(5) A bylaw approved by the voters as a result of a petition may be amended or repealed only if (a) the proposed amendment or repeal also is approved by the voters; or (b) at least three years have passed since the making of the bylaw. S.N.W.T. 2004, c.11, s.5(4).	(5) Il n'est permis de modifier ou d'abroger un règlement municipal ayant été approuvé par les électeurs par suite de la présentation d'une pétition que dans les cas suivants : a) le projet de modification ou d'abrogation est également approuvé par les électeurs; b) au moins trois ans se sont écoulés depuis la prise du règlement. L.T.N.-O. 2004, ch. 11, art. 5(4).	Règlement municipal pris par suite de la présentation d'une pétition

Quashing and Disallowing Bylaws and Resolutions

Annulation et désaveu des règlements municipaux et des résolutions

Application to quash	84. Any person resident in the municipality or adversely affected by a resolution or bylaw may, by originating notice, apply to the Supreme Court for an order quashing the resolution or bylaw.	84. Quiconque réside dans le territoire de la municipalité ou est lésé par une résolution ou un règlement municipal peut, par avis introductif d'instance, en demander l'annulation à la Cour suprême.	Demande d'annulation
Disallowance	85. The Minister, on the recommendation of the Executive Council, may disallow any bylaw for any reason within one year after it receives third reading.	85. Sur la recommandation du Conseil exécutif, le ministre peut, pour une raison quelconque, désavouer un règlement municipal dans un délai d'un an suivant sa troisième lecture.	Désaveu

Transportation and Public Places

Transport et lieux publics

Authority over highways	86. (1) Subject to subsection (2), a municipal corporation may make bylaws respecting any highway in the municipality.	86. (1) Sous réserve du paragraphe (2), la municipalité peut prendre des règlements municipaux à l'égard des routes situées dans son territoire.	Compétence à l'égard des routes
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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

NT

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)

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

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

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

Capital Projects

2020			
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, Saktu Building, Northridge, AWI, BCI, Pete Rose	
Patmilgan Field Upgrades	\$ 18,980.00	J & D Ditchers, Pete Rose	
Town Lot Cleanup (Courrier)	\$ 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, Tenaquip, Manitoulin, Saktu Building, McCoy's	
Roadway Drainage	\$ 897,295.00	HRN	
Rec Bid condition Assessment	\$ 124,094.00	Williams Engineering	
Playground Improvements w/sand	\$ 240,740.00	Pete Rose, HRN, J & D Ditchers, Saktu 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, Ulline	
Drill Blast & Crush	\$ 1,548,465.00	HRN	
Brownfield Lot (Courrier)	\$ 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 (Courrier)	\$ 243,130.00	Northridge, Quarry	
Forrestry 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	\$ 477,324.00	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

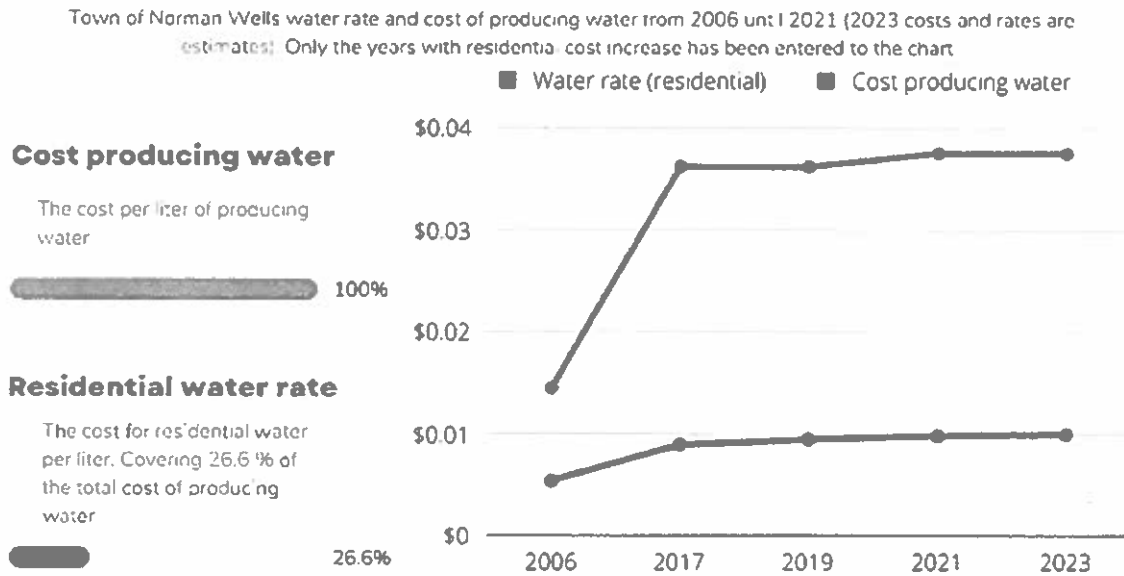
Draft Budget 2023 background: a history of Mill and Water Rates:

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

Search ...



Recent Posts

Residential Street Stripping Public Notice

Municipal Request for Tenders Update

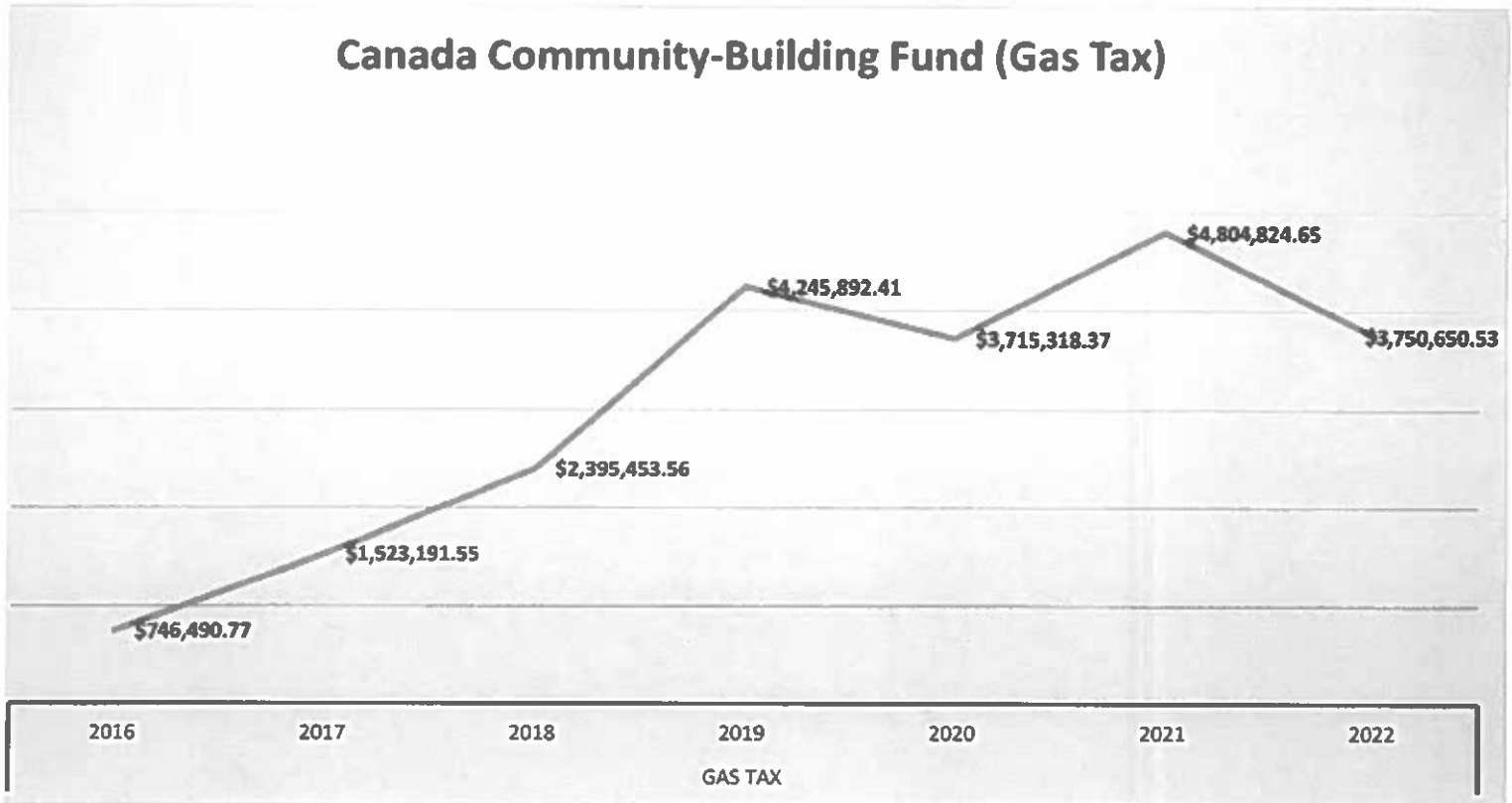
Public Notice- Landfill Closure

Town Office Closure

Win 30 Minutes of Helicopter Time!

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."

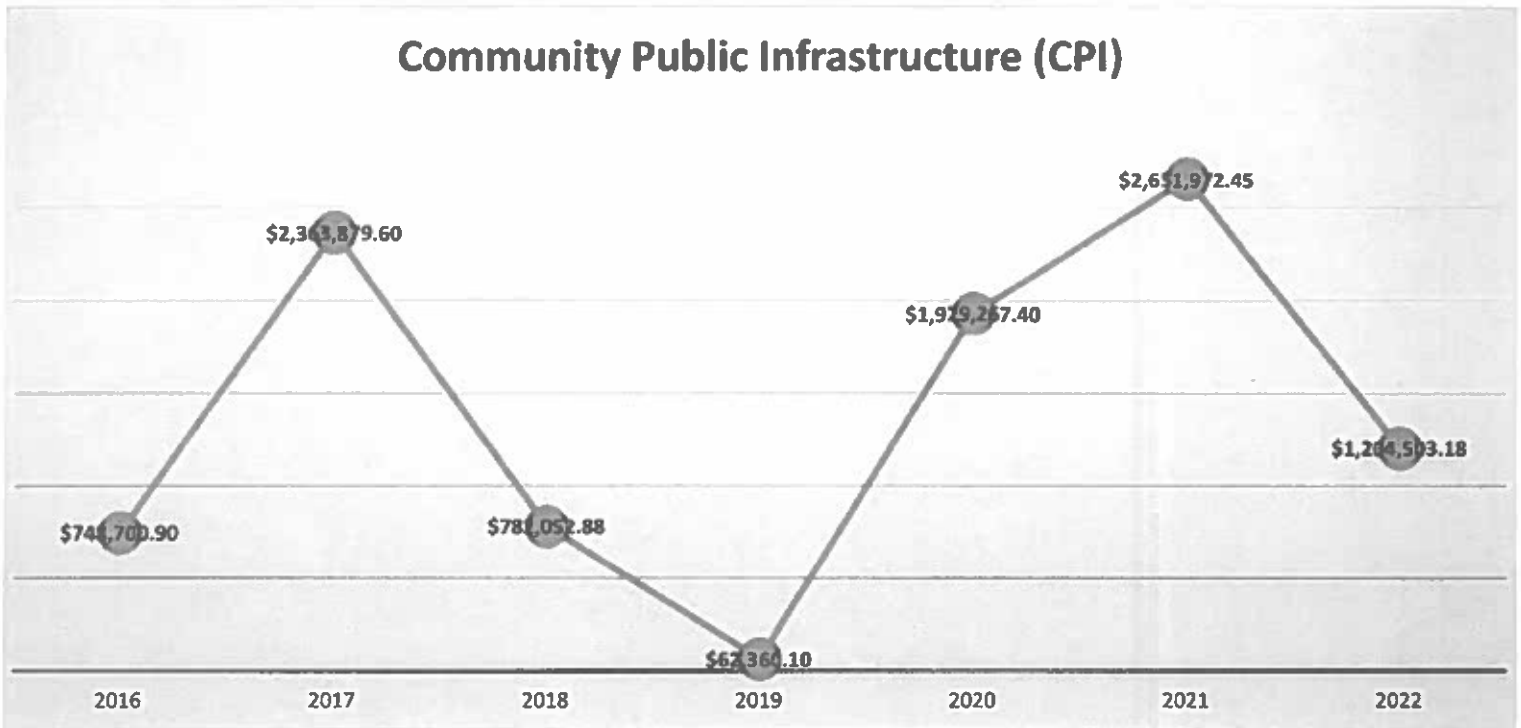


Process as of 2019:

- 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.



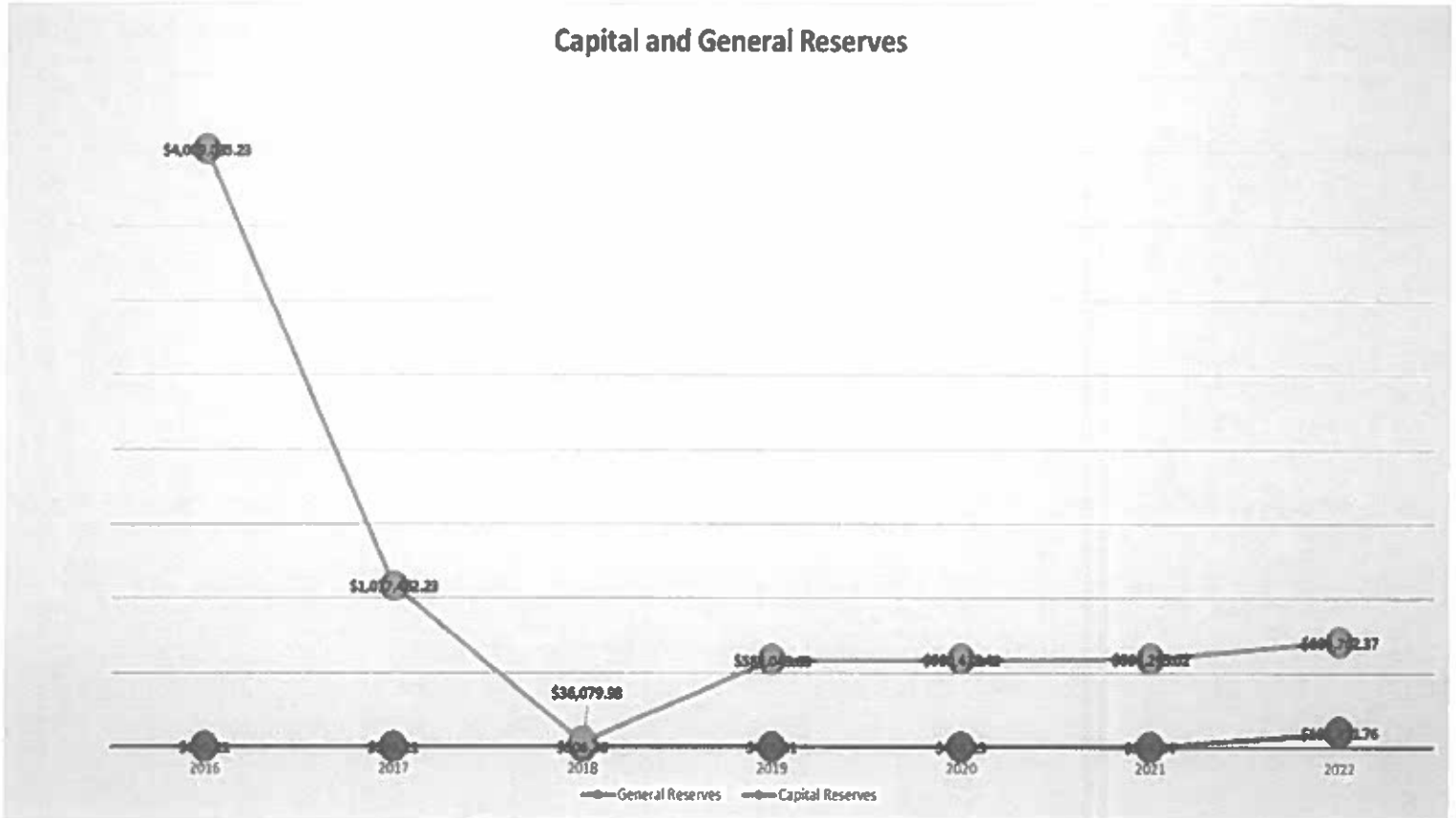
Process as of 2019:

- 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.

Capital and General 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.