












Town of Fort Smith Community Services Committee

Tuesday, August 13, 2019 at 7 pm

AGENDA

1. Call to Order
2. Declaration of Financial Interest
 - a. Statement of Disclosure of Interest
3. Delegations
4. Review
 - a. Agenda
 - b. Minutes
 - c. Visions and Values
 - d. Community Services Master Plan
 - e. Economic Development Plan
5. Directors Report
 - a. Recreation – July 2019 Statistics
 - b. Pool – July 2019 Statistics
 - c. Mary Kaeser Library – July 2019 Statistics
6. Economic Development Report
 - a. Economic Development – July 2019 Statistics
7. Advisory Boards
 - a. Recreation Advisory Board
 - b. Advisory Board on Culture
 - c. Tourism and Trade Advisory Board
8. Bylaw/Policy Review and Development
9. Administration
10. Other Business
11. Excusing of Councilors
12. Date of Next Meeting
13. Adjournment

Attached Documents	
 Statement of Disclosure of Interest	
 Community Services Minutes July 9, 2019	 Vision and Values
 Community Services Master Plan	 Economic Development Plan
 Recreation Statistics July 2019	 Pool Statistics July 2019
 Library Statistics July 2019	 Economic Development Report



Town of Fort Smith
Code of Conduct for Council Members

ATTACHMENT A

STATEMENT OF DISCLOSURE OF INTEREST

Name of Council Member: _____

Date of Disclosure: _____

Council Meeting or

Committee Name: _____

Meeting Date: _____

Agenda Item: _____

Agenda Item Description: _____

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

Interest: Personal

 Pecuniary

Conflict of Interest:

Signature: _____ Date: _____

Councillor: _____

Office Use Only:

Recorded by _____ at: _____

Initials: _____

Date: _____



Town of Fort Smith
Community Services Committee
Tuesday, July 9th, 2019, at 7:00 pm

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

1. Call to Order

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

2. Declaration of Financial Interest

a. Statement of Disclosure of Interest – There were no disclosures of financial interest.

3. Delegations

a. Slave River Delta Partnership – Kevin Antoniak, Town of Fort Smith Representative for the Slave River Delta Partnership Working Group (SRDP) provided an update. Mr. Antoniak advised that as a result of the Transboundary Agreement between the NT and Alberta, there is a push to unify monitoring, assessment and develop reporting protocol. He noted that monitoring is in early stages although ENR is moving ahead in the fall with the start of the active monitoring system including fish sampling for heavy metal contaminants and down-stream pollution. He added that they would be sampling burbot fish under the ice in the winter and they would be sampling walleye fish upstream by Fort Resolution this fall. He noted that SRFN would be going to the Fort Chipewyan fish camp to observe monitoring there.

Mr. Antoniak advised that he does contract work for fisheries and oceans doing sampling over the past few years. He noted that he started with DNA sampling on coney fish and progressed to age and gender sampling.

Mr. Antoniak indicated that the fish in Salt River are managed by the Department of Fisheries and Oceans (DFO) although ENR manages the water creating transboundary issues. He added that Alberta also has their own sampling protocols and land claims. Mr. Antoniak noted that from attending meetings he has the understanding that the agencies are cooperative working together from an environmental viewpoint.

Mr. Antoniak added that there has been work done by the University of Saskatchewan for the SWEAP pilot project through ENR. He noted that all agencies are performing sampling to compare results and that Chris Kanada is leading the sampling by ENR.

Mr. Antoniak advised that the topic of the working group is to monitor cross boundary effects although the board members tend to discuss side-issues, such as monitoring the Slave River, and is unsure this is within the boards mandate.

Administration requested an update on what the Slave River Delta Partnership is and who constitutes membership. D/M Smith answered that the group is an informal advisory board created by ENR and Climate Change Canada and includes all community governments from Fort Resolution and Fort Smith including Deninu Kue, Fort Resolution NWT Metis Nation, the Hamlet of Fort Resolution, the Town of Fort Smith, SRFN, SLFN and the Fort Smith NWT Metis Nation. He noted that governmental partners include Environment and Climate Change Canada, Parks Canada, ENR and DFO. He noted that everyone is working towards common goals in pooling research, providing resources, and holistically answering questions. He added that each agency has a representative and that Mr. Antoniak is the Town's rep.

Mr. Antoniak advised that the group is trying to put together a standing committee to have a formal process for information to flow as there are many agencies involved.

Cr. Cox asked how frequently the group meets. Mr. Antoniak replied that they meet on an "as and when" basis, approximately every three-months.

Administration understands that SRDP is the outcome of community-based monitoring initiatives where communities were demanding more information about the quality of water in which the Territorial Governments response was to engage communities in sampling and monitoring initiatives. He added that the Slave Water Environmental Assessment Program (SWEAP) was an outcome of this.

D/M Smith advised that SRDP was created to answer two key questions when the Schindler's reports were released in 2008 and 2009 exposing that the environmental monitoring taking place in the oilsands was inadequate. He noted that it was scientifically shown to not be capturing what was actually happening in the ecosystem. He advised that the questions were if the water was safe to drink and if the fish were safe to eat. He noted that the partnership was an opportunity to bring agencies together to try and answer the questions. He noted that a series of reports including the vulnerability assessment and the state of the aquatic ecosystem report were released and from that SRDP was able to leverage \$2.5 million from the Canadian Water Network to create the SWEAP Program. The SWEAP Program was led by the University of Saskatchewan and was a two-year comprehensive research program. He clarified that the new fish monitoring program, as discussed by Mr. Antoniak, is to build on the work of the SWEAP Program, DFO fish studies, and comprehensive Slave River assessments that took place by Hydro. He confirmed that there is a commitment within the Transboundary Agreement to ensure that there are biological monitoring indicators however the issue is that different agencies monitor different components and that the intent is to implement a more comprehensive monitoring program. He was pleased that the Town has the opportunity to have Mr. Antoniak as their representative involved in the decision making with the monitoring program, is involved in performing monitoring and has firsthand knowledge and information of the results of the monitoring as he has an extensive background performing sampling with DFO.

Mr. Antoniak advised that the monitoring of the Slave River has proven the fish and water to be of good quality.

Administration advised that from a municipal perspective, the Town processes water. He noted that the transboundary issue came up when the Obed holding pond gave way and a billion litres of coal-dust contaminated water was released into the Athabasca River connecting to the Slave River. He noted that the issue was that the Town is on the NWT/Alberta border and that there was no upstream monitoring occurring. The findings were that the contaminants bind to sediments which settles out within twelve to fifteen kilometres of the source. He noted that there were concerns during ice break-up that the bottom of the river would be scoured, and the sediments would travel downstream. He noted that there is a slow rate of migration of the sediments and as a result metals are only monitored twice per year although biological contaminants are monitored daily. He added that the Town chlorinates the water to kill any biological contaminants and filters the water of metal contaminants. Administration advised that as the fish can migrate up and down the river long distances, they are more of a concern to be harbouring contaminants which is why they are monitored as well. Mr. Antoniak advised that ENR would also begin invertebrate monitoring to identify key species and early detection of problems.

Cr. Westwell noted with regard to the Obed spill, it was difficult to determine the point of contact outside of ENR. He asked if a similar incident was to occur who should concerned citizens be directed to. Administration replied that given the concerns of sediment transfers downstream, ENR continues to monitor from the Town's Water Treatment Plant, and they will flag any concerns. He added that data shows there is an increase of silver in the water by SLFN. D/M Smith replied that the Obed spill occurred in 2013 before devolution, and that ENR didn't have direct responsibility but was relied upon. He added that ENR now has direct responsibility and has improved at making information available. He noted that the GNWT collects the data, but the analysis and research is performed by outside partners. He advised that Wendy Bidwell and Chris Kanada are the local Water Resource Officers, and that by having a Town representative on the SRDP the Town can be involved in discussions.

Mayor and Council thanked Mr. Antoniak for his delegation.

4. Review

- a. Agenda – The agenda was reviewed.

RECOMMENDATION

Moved by: Cr. Couvrette

Seconded by: Cr. Westwell

That the agenda be adopted as presented.

CARRIED UNANIMOUSLY

- b. Minutes – The minutes of June 11th, 2019, were reviewed and adopted at the Council meeting of June 18th, 2019. Cr. Couvrette made reference to the letter regarding the relocation of the Regional Centre of ITI and requested an update. Mayor Napier-Buckley will follow up with the Premier on the invitation.
- c. Vision and Values – The Vision and Values were reviewed.
- d. Community Services Master Plan – The Community Services Master Plan was reviewed.
- e. Economic Development Plan – The Economic Development Plan was reviewed.

5. Directors Report

The Director provided a report on the operations of the Community Services Department. Administration advised that the Recreation Programmer Jeff Schwartzenberger is Acting Director of Community Services and would provide an update. The Director advised that with school ending for the summer, both July and August are both busy months for the department.

The Director advised that the Town partnered with healthy families to bring an intergenerational event including the bouncy castle to the Northern Lights Special Care Home (NLSCH) and that the event was the most well-attended yet. He plans to hold another event at NLSCH in August.

He advised that in June there was Bronze Medallion Lifeguard Training and that National Lifeguard Training is on now and going well.

The Director thanked Mayor and Council for assisting with the Canada Day Celebration. He advised that there were 640 people who attended the fish fry and more that attended the event. He noted that the event was moved to Arena due to the weather but was still a successful event.

The Director advised that Challenger Soccer Camp is wrapping up and continued outdoors throughout the rain. He noted that the first set of swimming lessons are ongoing and that the second set would commence at the end of July. He noted that the Mackenzie Youth Summer Games would be starting July 15th and that youth would be attending from across the NT. He noted that the Janie Hobart Trades Awareness Summer Sessions would be happening at the same time and that the people attending would be cooking for the youth at the Summer Games. The Director added that soccer programs would be starting soon, and that youth baseball would be concluding soon. He commended the volunteers who put together youth baseball and noted that the baseball diamond is being well-used. The Director advised that the Town would be partnering with the Pentecostal Church for Art Camp again and advised that the camp was successful last year. He advised that Kids Sport has funding available for skateboards, helmets and padding for skateboard clinics. Other upcoming events include the Mud Run, Science Camp, and Circus Camp which is scheduled for the end of August this year. He was pleased that Day Camp staff have been connecting with different partners for camp activities.

The Director advised that Drowning Prevention Week is upcoming, and that the Town has partnered with the Mackenzie Recreation Association and Life Saving Society. He added that water activities at the pool and a life jacket loaner station promotion would be happening at that time.

The Director advised that the Parks Canada taught bear awareness during Story Time at the Library in June. He noted that there would be a summer reading program for youth and adults starting soon. He added that Day Camp activities are being held in the Library as well. Additionally, NWT Literacy helped fund story sacks.

Cr. Westwell commended the Acting Director for his work. Mayor Napier-Buckley commended the Acting Director and staff for organizing another successful Canada Day. The Director replied that some new staff assisted with Canada Day and did great work.

- a. Recreation Statistics – The June 2019 statistics report was reviewed. The Director advised that there are increases in the statistics for June. He advised that Dance Play Training took place and that Darine Berro has been certified as an instructor. He was pleased with the program and that Ms. Berro wants to offer the program to kids for free. The Director advised that there has been an increase in Arena usage as fire crews had been performing testing in the facility. Administration added that the Town has offered free Recreation/Pool passes fire crews while in town.
- b. Pool Statistics – The June 2019 statistics report was reviewed. The Director advised that 189 people utilized the Pool for rentals during June. He indicated that usage of both the Pool and Theatre through rentals can drastically change each month. Cr. Cox asked if afterschool swims are reflected in the statistics. The Director confirmed this and advised that weekday public swim has increased to 230 users compared to 180 last year. He noted that the free afterschool swim was a successful program. Cr. Cox asked if the program would be considered again next year. The Director confirmed this and has been working with JBT Elementary School Gym Teacher, Shirley Hehn, to facilitate this and additional programming similar to Junior NBA.
- c. Mary Kaeser Library Statistics – The June 2019 statistics report was reviewed. The Director advised that an additional eighty people utilized the Library in June compared to the previous year.

6. Economic Development Report

- a. Economic Development – The June 2019 statistics report was reviewed. Administration advised that the Garden River Road meetings with Mikisew Cree First Nations (MCFN) have been rescheduled to July 29th, 30th, or 31st. He also noted that the meetings with the Regional Municipality of Wood Buffalo have been cancelled due to the lack of Councillors available to attend. He also noted that Treaty Land Entitlement Days Celebrations would not be happening either. Administration is in the process of confirming a date with the MCFN to proceed with the Garden River Road meeting. He is unsure how much government attendance the MCFN want to attend the meeting but know that the Town and Parks Canada are invited. He noted that Cr. Couvrette had requested a briefing note on the history of the Garden River Road and that he was able to locate minutes with some information. In reviewing minutes, Cr. Couvrette led some of the discussions and felt that he may be the best resource to provide historical information.

Administration advised that the Citizen Satisfaction Survey had concluded on July 1st and was pleased that approximately 10% of the community responded to the survey. He felt that this is a very representative amount.

Administration advised that the Economic Development Officer is actively running the Visitor Information Centre and he has heard positive comments about the tour and programs offered. He advised that the EDO also continues to interact with businesses on how the Town can better serve them.

Administration advised that the Mayor had met with the Associate Deputy Minister of ITI who was accompanied by the South Slave Superintendent in which they discussed South Slave Economic Development Initiatives. Cr. Westwell requested an update of the meeting. Mayor Napier-Buckley advised that several topics were discussed including the NWT Economic Development Strategic and their implementation of the Agricultural portion and opportunities that may be available. She advised that they spoke to Tourism 2020 and the Film Strategy and how regional staff can help the business community. They also spoke about the SEED Program and different funding pots that are available for businesses. She added that \$25,000 would be available for growing businesses and \$75,000 for helping entrepreneurs, and that the Daycare Society may be eligible for funding. They also spoke about tourism product funding. She noted that there is an Opportunities North Conference in October, an NWT Tourism Conference in November, and that they plan to attend the NWTAC AGM in February. Mayor Napier-Buckley advised that topics she discussed include the Road South, Business Fridays and having an ITI representative attend, and having a representative on the Tourism and Trade Advisory Board. She noted that they also spoke to annual reports, grants and contributions on their website and they had advised that the document naming the Regional Centre of ITI as Hay River was a mistake and that it was corrected once identified. Additionally, she advised that they spoke to Regional Management Committee meetings in different communities and that they are looking to develop a 20-year needs plan. They are also looking at fire ban procedures and how communications can be simplified for implementing fire bans in parks within municipal boundaries.

Cr. Westwell asked if there was discussion about the manufacturing industry or the Superintendent position being in Hay River. Mayor Napier-Buckley replied that there was not. Administration advised that the Town of Fort Smith was not interviewed as part of the development of the Manufacturing Strategy and agreed that it is a valid place to examine to diversify the economy. He added that the EDO received a phone call after the meeting requesting a copy of the Town's Economic Development Plan. Cr. Westwell was displeased that Fort Smith was left out of the Manufacturing Strategy consultation considering opportunities the community has with bulk power, affordable land, accessibility by road and air, and suggested that as one of the major communities in the north, it should not have been missed in the consultation process.

Cr. Cox wondered if ITI's 20-year Needs Plan would be parallel with the Town's 20-year Capital Plan or have shared efficiencies. Mayor Napier-Buckley will look into this.

Cr. Couvrette has noticed that ITI has advertised a new position in Hay River for the Manager of Commercial Fisheries Operations. He noted that as they are in the process of hiring a Manager for the Fish Plant, if they would allow the Superintendent position to return to Fort Smith.

7. Advisory Boards

a. Recreation Advisory Board

- i. RAB Minutes June 4th, 2019 – The RAB minutes were reviewed. Cr. Cox advised that the June 4th meeting is the last meeting until September. She advised that the board went through the Strategic Plan in detail and provided good input on where the board feels they can contribute. She added that there was discussion about the Sponsorship Policy and removing Monique Day’s membership from the board. She noted that Ms. Day no longer lives in Fort Smith and did not provide resignation. Administration will determine if a formal recommendation is required by Council to remove Ms. Day from the board. D/M Smith was pleased with RAB’s feedback and advice on the goals and timelines of the Strategic Plan.

b. Advisory Board on Culture

- i. ABC Minutes June 24th, 2019 – The ABC minutes were reviewed. Mayor Napier-Buckley noted there was lengthy discussion about the Strategic Plan.

c. Tourism and Trade Advisory Board

- i. TTAB Minutes June 20th, 2019 – The TTAB minutes were reviewed. Cr. Couvrette advised that there was a delegation from the NLMCC as they are undertaking a project which involves the development of a tourism guided tour through the “On this Spot” phone app. He added that the guided tour is themed and provides historical information and that approximately thirty communities in Canada have participated in created themed tours. Cr. Couvrette advised that the first tour cost is \$8,500 which will be funded through a grant and fundraising. He noted that there is opportunity to create additional tours for the cost of \$3,500. He indicated that a package was left with the Director of Community Services to circulate to Council. He anticipates that there may be a delegation in the future from NLMCC for the Town to partner for additional tours. He added that Wood Buffalo National Park has given a soft commitment to purchase the second tour.

Cr. Couvrette advised of a concern brought forward by Jim Heidema, who represents Northwestern Air Lease, and is attempting to start Aviation School. He advised that NWAL is continuing to have difficulties with the GNWT Department of ECE recognizing the school which has created barriers for students participating including being eligible for Student Financial Assistance. He noted that the Aviation School was supposed to open in May but has been postponed until September and there is a concern that there is a reluctance from ECE to accept post-secondary education initiatives beyond polytechnic. He added that it was suggested to Mr. Heidema to follow up with the Town. Cr. Couvrette felt that the Aviation School would be an excellent opportunity to expand economy in Fort Smith and noted that there is an international shortage of pilots and training opportunities for pilots. He noted that the school would open up to ten new positions in Fort Smith but ECE is continuing to implement barriers. Cr. Couvrette felt that Council should be aware of this and suggested approaching the owners of NWAL to assist them in moving forward.

Cr. Couvrette advised that the board quickly reviewed the Strategic Plan but agreed to have a separate meeting in the fall to review the document in detail. The board felt that three-hours may be necessary to go through the document in detail.

Administration replied, with respect to Aviation School, that the Town was previously asked to provide a letter of support. He noted that when the Town followed up, they were advised by NWAL that they would like to manage relations with the GNWT themselves. He advised that if this has changed, the Town would provide assistance.

Cr. Cox commended TTAB for wanting to commit an additional extended meeting to provide feedback on the Strategic Plan.

D/M Smith advised of the challenges the Town is faced with during the GNWT's transition to a polytechnic university and noted that the Town is expected to do nothing until they complete their strategic plan over the next few years. He added that the Aviation School was initially to be in partnership with the Aurora College as they have the expertise to navigate SFA, college housing, etc. and noted the frustration in that there is no one local to discuss initiatives with. He noted that it was discussed staying updated with the College issues and determining an interim plan to maintain services and programs of the College to meet the needs of the labour market and added that NWAL wants to provide a program that will meet a labour shortage. Cr. Westwell was disappointed by the negative impacts of the GNWT and that they are not improving.

8. Administration

a. Appointment of Acting Mayor

July 19th, 2019 at 8:30am to August 6th, 2019 at 8:30am

D/M Smith advised that he would be away from the community from July 12th to 28th and that he would be back on July 29th.

RECOMMENDATION

Moved by: Cr. Couvrette

Seconded by: D/M Smith

That Cr. Christian Westwell be appointed Acting Mayor for the period of July 19th, 2019 at 8:30am to July 29th, 2019 at 8:30am.

CARRIED UNANIMOUSLY

9. Other Business

- a. Briefing Note Relay for Life – The briefing note was reviewed. Administration advised that the motion to donate was for up to \$1,000 but only \$177.04 was used. He asked if the donation should be left as is or if the remaining balance from the \$1,000 should be donated. Cr. Westwell supports paying the requested fee of \$177.04.

10. Excusing of Councillors

RECOMMENDATION

Moved by: Cr. Westwell

Seconded by: Cr. Cox

That Cr. Beaulieu and Cr. McArthur be excused from the Community Services Standing Committee Meeting on July 9th, 2019.

CARRIED UNANIMOUSLY

11. Date of Next Meeting

The next meeting of the Community Services Standing Committee will be held on August 13th, 2019.

12. Adjournment

RECOMMENDATION

Moved by: Cr. Couvrette

Seconded by: Cr. Cox

That the meeting be adjourned at 8:14 p.m.

CARRIED UNANIMOUSLY

Vision

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

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

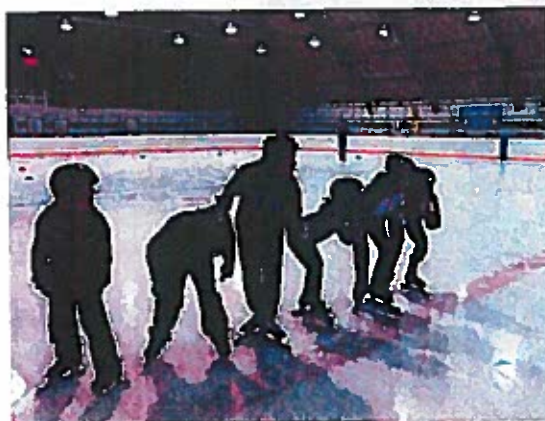
Values

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

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

Recommended Strategies: Infrastructure

INFRASTRUCTURE	Short Term (2013–2014)	Mid Term (2015–2017)	Long Term (2018 +)
Indoor Facilities			
Centennial Arena <ul style="list-style-type: none"> • Develop energy and asset management program to prolong the life of structure and create efficiencies • Conduct assessment and feasibility study • Design new arena • Construct new arena 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓
Recreation and Community Centre <ul style="list-style-type: none"> • Develop energy and asset management program to prolong the life of structure and create efficiencies • Develop Indoor Child Play area • Repurpose program areas to include programs such as indoor walking, dance / martial arts, child minding, arts and crafts • Prepare for midlife retrofit 	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ 	
Fort Smith Swimming Pool <ul style="list-style-type: none"> • Develop energy and asset management program to prolong the life of structure and create efficiencies • Prepare for midlife retrofit 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ 	
Mary Kaeser Library <ul style="list-style-type: none"> • Develop energy and asset management program to prolong the life of structure and create efficiencies • Include Library in same study and design process as arena to construct new library 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓
Community facilities repurposing <ul style="list-style-type: none"> • Develop option plan for repurposing of an facility that is replaced • Repurpose facilities 		<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓



INFRASTRUCTURE	Short Term (2013–2014)	Mid Term (2015–2017)	Long Term (2018 +)
Outdoor Facilities			
Track and Field Facility <ul style="list-style-type: none"> • Develop asset management program to prolong the life of the facility • Complete soccer facility • Complete field event sites • Complete facility i.e. bleachers, concession, washrooms, storage, sound system, lighting • Upgrade tennis courts • Develop plan for future development 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓
Multiways / Pathways <ul style="list-style-type: none"> • Develop asset management program to prolong the life of all of the trails • Work with the Tourism and Trade Advisory Board to develop plan to expand trail system • Construct new trails 	<ul style="list-style-type: none"> ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓
Sport fields <ul style="list-style-type: none"> • Develop asset management program to prolong the life of all of the sport fields • See below for future development 	<ul style="list-style-type: none"> ✓ 		<ul style="list-style-type: none"> ✓
Festival / event site <ul style="list-style-type: none"> • Develop plan for festival / event site (not Conibear Park) for large community functions • Construct new festival / event site • Develop asset management program to prolong the life of the facility 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> ✓ 	
Parks and Playgrounds <ul style="list-style-type: none"> • Develop asset management program to prolong the life of all of the parks and playgrounds • Develop overall parks and sport fields development plan • Construct two off-leash dog parks • Repurpose Conibear Park • Construct a mountain bike park • Construct a spray deck • Construct an outdoor ice rink 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> ✓
ATV / Snowmobile transportation corridor <ul style="list-style-type: none"> • Develop a plan for safe ATV / snowmobile travel through the community including at least one cross community corridor • Develop asset management program to prolong the life of the corridor 	<ul style="list-style-type: none"> ✓ ✓ 		

PROGRAMS	Short Term (2013–2014)	Mid Term (2015–2017)	Long Term (2018 +)
Enhance Community Programming <ul style="list-style-type: none"> In conjunction with the Town’s communication plan, improve communication of programs including printed material, online, and social network opportunities Evaluate programming and facilities to enhance current program and add new programs to promote active healthy living 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓
Develop Volunteer Strategy <ul style="list-style-type: none"> Create a strategy to assist volunteers and volunteer groups to recruit, train, retain and recognize volunteers Develop a list of resources and / or functions the Town can make available to support volunteer groups Identify required support between Town and volunteer groups Develop volunteer roster Organize a volunteer symposium 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ 	
Develop Initiatives to Create Greater Community Engagement <ul style="list-style-type: none"> Conduct a Recreation Advisory Board strategic plan and annual business plan Develop process to involve more youth in leadership roles Develop process to involve parents and other adults in leadership roles Develop evaluation process to allow for greater feedback from community 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 		
Develop Recreation and Sport Tourism Strategy <ul style="list-style-type: none"> Work with the Tourism and Trade Advisory Board to develop the strategy outlined in the already developed Town Marketing Strategy Implement strategy 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ 	
Develop Initiatives to Generate Greater Revenue in the Recreation Sector <ul style="list-style-type: none"> Develop a Town user fee policy Develop a sponsorship prospectus 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ 	



Financial Implications: Capital Costs

A summary of the capital budget implications for the recommendations herein are presented in the following table. The figures represent estimated one time capital costs for each initiative and, where applicable, an initial planning cost is also presented.

Although some funding may be available through government grants, however, it can be assumed that the majority of the capital costs identified will need to be funded from the Town and from fundraising (including sponsorships) efforts.

Infrastructure Initiatives Planning and Construction Capital Costs	Short Term (2012–2014)	Mid Term (2015–2017)	Long Term (2018+)
Initiatives for Indoor Facilities...			
• Recreation and Community Centre (including midlife retrofit)	\$100,000	\$1,500,000	
• Fort Smith Swimming Pool (including midlife retrofit)	\$20,000	\$50,000	\$2,000,000
• Indoor child play area at RCC	\$100,000		
• Centennial Arena-Feasibility study and design exploring expansion of the RCC to include new indoor ice facility		\$100,000	\$13,000,000
• Mary Kaeser Library-feasibility study and design exploring expansion of the RCC to include new library	\$10,000	\$100,000	\$2,000,000
• Community facilities repurposing (Centennial Arena, Mary Kaeser Library)			\$3,000,000
Initiatives for Outdoor Facilities...			
• Multiways / pathways enhancement	\$100,000	\$500,000	\$500,000
• Track & field site (amenities, soccer pitch, tennis courts)	\$500,000		\$100,000
• Festival / event site (upgrade Conibear Park initially, then plan and develop new civic park)	\$12,000	\$750,000	
• General parks and playgrounds upgrades	\$50,000	\$50,000	\$100,000
• Mountain bike park		\$20,000	
• Spray deck		\$200,000	
• Sports fields repairs and upgrades	\$15,000	\$15,000	
• Outdoor ice rink	\$15,000		
• Dog off-leash parks	\$20,000		
• ATV / Snowmobile transportation corridor	\$10,000		
Totals:	\$952,000	\$3,285,000	\$20,700,000

TOWN OF FORT SMITH ECONOMIC DEVELOPMENT STRATEGY 2018 – 2022



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Executive Summary

The Economic Development Strategy for the Town of Fort Smith is set in the context of the community's vision, values and goals. We will seek to work with all possible partners to ensure success and development for everyone in our community and region. The Town of Fort Smith Vision, Values and Goals are as follows:

Vision

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

Values

- We value an open, transparent, effective government.
- We value our natural environment.
- We value a safe and hospitable community for our residents and visitors.
- We value education.
- We value the use of sustainable energy sources.
- We value active living, health and wellness.
- We value effective communication.
- We value community unity through partnerships.
- We value the passion and commitment of our volunteers

Goals

- Operate an open, transparent and effective government
- Operate the Town of Fort Smith in a fiscally responsible manner.
- Provide excellent municipal programs and services to the citizens.
- Continue as a responsible employer
- Preserve, advocate and enhance the natural environment in the Town.
- Maintain a safe community.
- Support all educational opportunities within the community.
- Be a leader in sustainable environmental practices in our community.
- Foster a strong cohesive community spirit.
- Maintain a healthy, active community
- Grow our residential and business community
- Promote Fort Smith as a desirable destination

Economic Development Strategy Planning Process

The three main elements of economic development in Fort Smith:



The draft strategy required community feedback and input. It was handed out at the Thebacha Trade Show, emailed to all business license holders, and displayed on the main page of the Town of Fort Smith website and Facebook pages with links to the actual document. Requests for feedback were also made directly via emails and phone calls to key individuals or organizations who have been actively involved in the business community of Fort Smith.

The feedback form was provided in a way for submissions to be anonymous. Individuals providing feedback did not grant permission for the names to be used in any public document.

Feedback was provided by local business owners from a variety of business areas, former politicians, employees from government agencies and members of the municipal advisory boards. See Appendix A, for a copy of the Feedback Summary.

In creating this strategy, a literature review was completed of the following documents:

- Town of Fort Smith Community Plan, Bylaw 935
- Town of Fort Smith Community Services Master Plan
- Town of Fort Smith's Sustainability Plan
- Town of Fort Smith's Tourism Branding & Marketing Strategy
- Smith Landing First Nation Environmental Scan Report
- Smith Landing First Nation Economic Survey Results
- The Town of Hay River's Integrated Sustainability Plan
- GNWT Tourism 2020 Plan
- GNWT Economic Opportunities Strategy
- Yellowknife 2014-2019 Economic Strategy
- Community Economic Development Strategy – City of Whitehorse

Economic Development Strategic Plan – Introduction

The role of Municipal Government in Economic Development is to influence the atmosphere of the community to make it conducive for growth. The Town of Fort Smith will focus on areas of greatest possible growth and opportunities which may include areas of manufacturing, agriculture, biomass, and harvesting. Factors such as land availability, cost of living, territorial and federal legislation as well as local and global economies will also play an important role in the Fort Smith economy.

The items and actions outlined in this document will serve as the foundation on which the Town of Fort Smith will base our Economic Development activity. The lead partners and scheduling of tasks are dependant upon the availability and approval of partners and outside organizations.

The funding for many of the projects described in this document will be solicited from the department of Industry, Tourism and Investment with the Government of the Northwest Territories. The Town of Fort Smith contribution will be funded through the Operations and Maintenance budget and funds outside of these contributions will be by request from the Town of Fort Smith reserves.

It is important to be aware that the nature of Economic Development and Community Development is ever-evolving. This document will be a living document and referenced often but remain a dynamic piece which can be updated as needs and opportunities require.

Town of Fort Smith - Economic Development Strategic Goals

Goal # 1

Foster and Encourage business and job creation and retention

Goal # 2

Increase Communication with and within the Business Community

Goal #3 - Diversify the Local Economy

Goal #4 - Attract residents to live in Fort Smith

Goal #5 - Enhance Liveability

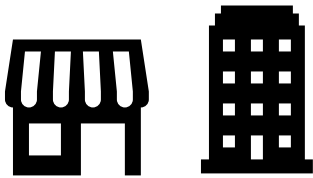
Goal #6 - Attract shoppers & visitors from the region into our community

Goal #7 - Champion and Assist with Tourism product development and packaging

Goal #8 - Increase number of Festivals, sporting events and conferences hosted in Fort Smith

Goal #9 - Work with regional partners to market Fort Smith: (Hay River, Fort McMurray, Yellowknife and Edmonton)

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



Strategies

- A. Opportunities Assessment
- B. Develop Land & Business Inventory
- C. Gather input from Business Community
- D. Identify Investment Objectives & Strategies
- E. Implement Investment Strategy
- F. Strengthen Government Positions in Fort Smith

A. Opportunities Assessment

Purpose: Taking stock of our current situation allows for better planning. This step helps us gather information and list the assets available to us.

Possible Lead/Partners: Economic Development Officer, GNWT - Industry, Tourism, and Investment.

Activities:

- Do an opportunities assessment of all current business license holders in Fort Smith.
- Identify gaps where services or goods are not available in Fort Smith but potentially could be.
- Compare 3-5 other regional communities of similar size.
- Business interviews: What new services/ stores would increase their spending? Are they seeking partners? Does their business need a complimentary business or service? Are they looking to retire soon? What are the plans to grow or maintain business?
- Complete a SWOT Analysis – Identify strengths, weaknesses, opportunities and threats including areas of business, manufacturing, industry and tourism.

Inputs/Budget:

- 20-40 hours staff time

Outputs: Develop a shortlist of 10-15 investment attraction opportunities

Desired Outcomes: Establish a clear vision of current business conditions.

Metric:

- List of potential opportunities/investments

Description: This list will identify what has worked well in Fort Smith and areas that can be targeted as opportunities to investigate. What new stores, industries, or manufacturing would benefit the Fort Smith economy? Ensure input from local business owners and government agencies to work collaboratively with the community.

Priority: High

2018				2019				2020				2021				2022			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

B. Develop Land and Business Inventory

Purpose: Taking stock of our current situation allows for better planning. This step helps us gather information and list the assets available to us.

Possible Lead/Partners: Economic Development Officer

Activities:

- Identify and list land and businesses that are available for purchase as commercial/ retail space.
- Interview current land owners regarding their interest in subdividing land to use/create office/retail space. Do they have current plans for vacant land (especially those located in Town Centre zone)? What would be an incentive for them to build on that land?
- Explore options for land availability or residential development.

Inputs/Budget:

- 20 – 60 hours staff time

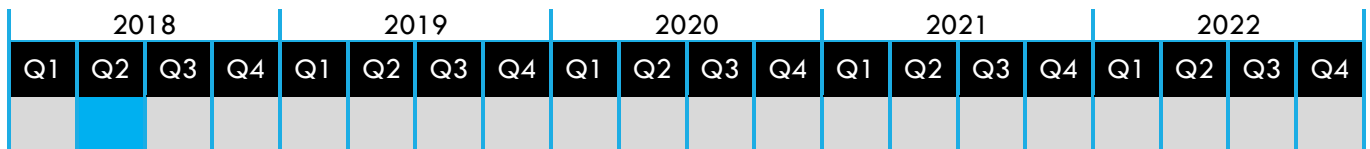
Outputs: Clearly defined investment locations in Fort Smith. Up to date list of zoned and serviced commercial and industrial lands and buildings, readily accessible on the Town of Fort Smith website.

Desired Outcomes: Establish a clear vision of current business conditions.

Metric: Inventory list of available commercial/retail space, with updated information on price, size, buildings, etc.

Description: If investors or potential business owners are looking for an ideal space for their organization where do they go to seek that information? The Town of Fort Smith wants to be ready to help people find an area quickly and easily with all the information at our finger tips.

Priority: Medium - High



C. Gather input from Business Community

Purpose: Taking stock of our current situation allows for better planning. This step helps us gather information and list the assets available to us.

Possible Lead/Partners: Economic Development Officer, Chamber of Commerce, GNWT - Industry, Tourism and Investment

Activities:

- Survey all business license holders to assess what are the impediments and opportunities to doing business in Fort Smith (including home occupation businesses).
- What incentives would help them to consider new investment opportunities, for example: reduced power costs.

Inputs/Budget:

- 40 – 80 hours staff time.

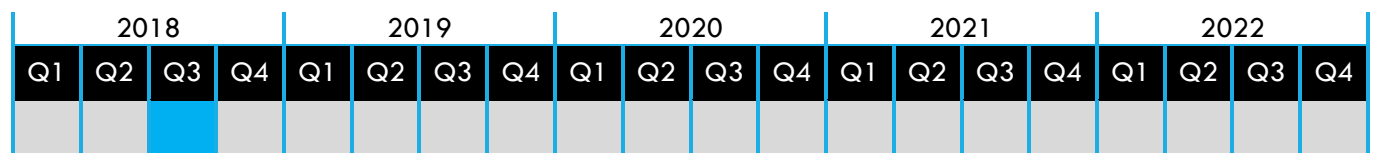
Outputs: List of barriers and opportunities identified by the business community.

Desired Outcomes: To have excellent communication with the business community. Gain practical ideas to assist with growth in the business community to ensure Fort Smith is a business-friendly community.

Metric: Survey report.

Description: By forming an integrated approach to community economic development and engaging stakeholders, we will hope to build relationships and maximize value of economic development information that can be utilized by the business community.

Priority: High



D. Identify Investment Objectives and Strategies

Purpose: Identify investment objectives.

Possible Lead/Partners: Economic Development Officer, GNWT - Industry, Tourism and Investment, Chamber of Commerce.

Activities:

- Identify target sector (from Opportunities Assessment).
- Define number of new businesses and/or number of employees Fort Smith would like to attract within a set time frame.
- Define opportunities for development or expansion in the community.
- Use above information to create an investment strategy.

Inputs/Budget:

- 40 – 100 hours staff time
- \$5000 professional services for studies (potential opportunities to leverage funds)

Outputs:

- Report and Studies that evaluate potential opportunities.
- Investment Strategy created.

Desired Outcomes: To understand better the opportunities for business and potential industry development in Fort Smith, and to use that data to promote investment in Fort Smith.

Metric: Various reports, studies, report to SAO/council, investment strategy.

Description: The reports, feasibility studies and investment strategy will evaluate the opportunities for potential business and industry development in Fort Smith such as agriculture, biomass, wild game and plant harvesting, and ideas for manufacturing. The information will be available not only locally, but at various networking events. The reports and studies will be a valuable tool to economic development in Fort Smith.

Priority: High

2018				2019				2020				2021				2022			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

E. Implement Investment Strategy

Purpose: To assist with the development of business and growth in Fort Smith.

Possible Lead/Partners: Economic Development Officer, Tourism and Trade Advisory Board, Chamber of Commerce, GNWT – Industry, Tourism and Investment, Aurora College.

Activities:

- Speak to potential partners.
- Regular meetings to create and implement investment strategy.

Inputs/Budget:

- 100 - 200 hours staff time

Outputs: Investment Strategy

Desired Outcomes:

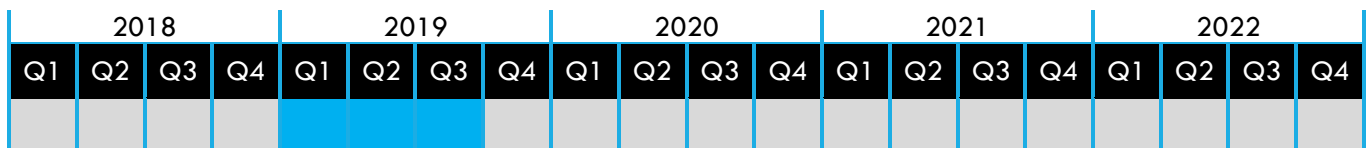
- Identify number of new businesses and/or number of new employees Fort Smith would like to attract over a set time.
- Strategy implementation.

Metric:

- Number of businesses licenses.
- Number of new employees/jobs.

Description: The strategy will clearly identify what are the areas for growth in the community and steps that can be taken to encourage that development. The Town will investigate the appetite for a committee to form and implement this strategy. The investment strategy will be a valuable tool for economic development in Fort Smith.

Priority: High



F. Strengthen Government Positions in Fort Smith

Purpose: Identify current staffing for all government employees in Fort Smith including Federal, Territorial and Municipal. Establish strategies to strengthen positions and departments in Fort Smith.

Possible Lead/Partners: Senior Administration Officer, Mayor, Council, Chamber of Commerce, Economic Development Officer, Aurora College, GNWT - Industry, Tourism and Investment.

Activities:

- Inventory current government positions.
- Advocate to maintain positions in Fort Smith.
- Research past levels and where positions went.

Inputs/Budget:
TBD

Outputs: List of government positions and strategies to maintain them.

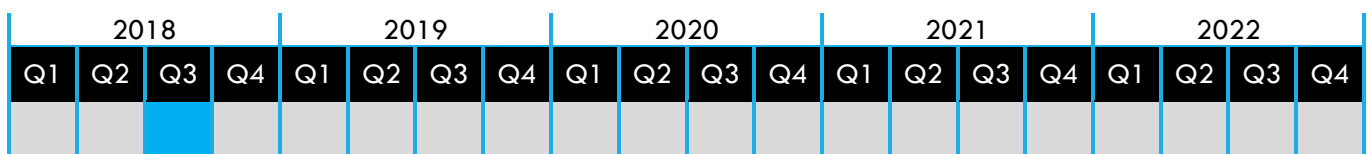
Desired Outcomes: Work with government organizations to encourage and strengthen government positions and labour force in Fort Smith.

Metric:

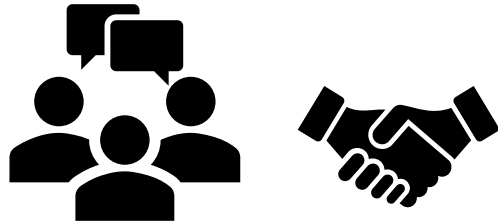
- Inventory of Government positions
- Report on past and current positions
- Number of actions taken to advocate for government jobs in Fort Smith

Description: The Government of Canada and the Government of the Northwest Territories play an important role in the economy of Fort Smith. The Town would like to investigate ways to support, maintain and/or grow the government labour force in Fort Smith. This goal attempts to ensure that the Town is actively participating in, and advocating for the continued role these employers play in the Fort Smith economy.

Priority: High



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



Strategies

- A. Assess Local Business Climate
- B. Provide Educational & Networking Opportunities
- C. Regular Communication with Business Community
- D. Support Chamber of Commerce with Shop Local Campaign

A. Assess Local Business Climate

Purpose: To ensure that communication is open, transparent and responsive.

Possible Lead/Partners: Economic Development Officer, Chamber of Commerce, GNWT - Industry, Tourism and Investment.

Activities:

- Host "Business Walks" - Quarterly meetings to businesses asking 3-5 questions.

Inputs/Budget:

- 10-20 hours staff time, annually

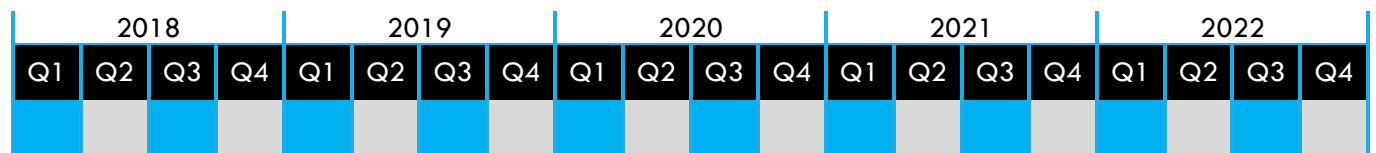
Outputs: Survey Report.

Desired Outcomes: To be informed of emerging opportunities and be responsive to business needs.

Metric: Quarterly reports based on surveys.

Description: To improve communication between the local business community and local leadership, we will reach out to local businesses. As the local business environment is varied, this initiative will assist in the collection and distribution of information to all types of businesses. It will also allow the Town of Fort Smith and local government agencies to better understand the needs of the business community.

Priority: Medium



B. Provide Educational & Networking Opportunities

Purpose: Increased collaboration to address business opportunities and threats.

Possible Lead/Partners: Chamber of Commerce, Economic Development Officer, Trade & Tourism Advisory Board, Aurora College

Activities:

- Host business education series (i.e.: Business After Hours, Business Breakfast, or Lunch & Learn, on relevant topics such as marketing, Lunch with the Mayor, social media, financing, etc.).

Inputs/Budget:

- 10-20 hours staff time

Outputs: TBD

Desired Outcomes: To have a strong, creative and growing business community.

Metric:

- Events attended/created.
- Number of interactions with Business Community.
- Business Satisfaction Survey.

Description: Supporting each other starts here, with businesses and organizations getting to know each other and making sure all organizations and businesses are supporting each other.

Priority: Medium



C. Regular Communication with Business Community

Purpose: To ensure consistent avenues of communication that are open, transparent, and responsive.

Possible Lead/Partners: Economic Development Officer, Chamber of Commerce

Activities:

- Town of Fort Smith representative to regularly attend Chamber of Commerce meetings.
- Designate a lead person or system to communicate the Town's capital plans and local investments with the business community, ex.: business newsletter.

Inputs/Budget:

- 20 – 40 hours staff time

Outputs:

- Improved communication of capital plans to business community.
- Focus on communicating Town expenditures as investments in the local economy.

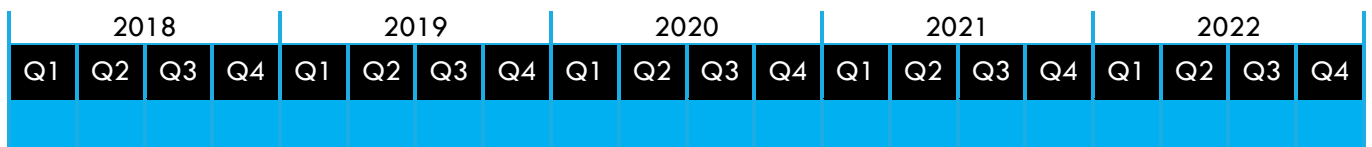
Desired Outcomes: To have excellent communication and a productive relationship with the business community.

Metric:

- Increase in joint projects between Town of Fort Smith and Chamber of Commerce
- Quarterly e-newsletter to the business community.

Description: Regular communication is key to developing a long-term business relationship, in line with the Town of Fort Smith communication plan.

Priority: High



D. Support Chamber of Commerce with Shop Local Campaign

Purpose: To ensure residents, businesses and government agencies understand the significance of buying locally and its impact on the community's economy.

Possible Lead/Partners: Chamber of Commerce, Economic Development Officer.

Activities:

- Offer coordinated events, promotions and activities for local shopping by consumers and local purchasing by organizations.
- Create coordinated marketing and educational content.

Inputs/Budget:

- \$500 - \$1000/ year

Outputs: Annual Campaign and Review of internal spending of Government agencies in October/November

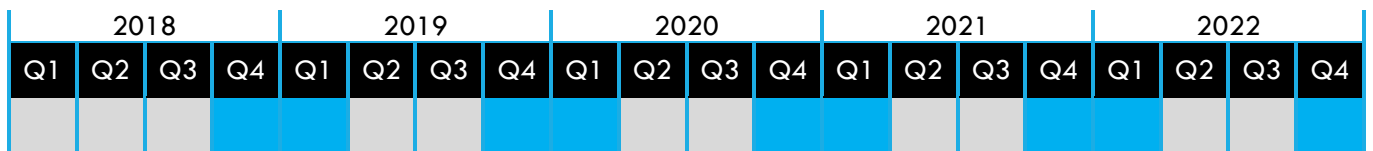
Desired Outcomes: To have a strong local economy based on supporting local businesses. To have residents and organizations understand the value of potentially paying a little more to have their dollars go farther in our community.

Metric:

- Survey businesses on effects of campaign.

Description: A "buy local" campaign that engages the local businesses, government agencies and citizens can be a powerful tool to help sustain small businesses. Working with the Chamber of Commerce to send out a strong message that we support and strongly encourage local spending can help to ensure the message reaches all citizens, businesses and all levels of government.

Priority: Medium



Goal # 3: Diversify the Local Economy



Strategies

- A. Create a Cooperative Planning Strategy with Community and Regional Partners
- B. Identify Areas of Economic "Leakage".
- C. Encourage Youth Entrepreneurs

A. Create a Cooperative Planning Strategy with Community and Regional Partners

Purpose: Create local action to address common regional goals and issues, working together with local First Nations, and other regional governments.

Possible Lead/Partners: Leadership representatives of First Nations and Municipalities

Activities:

- Investigate the possibility of a "Stronger Together" initiative through the Federation of Canadian Municipalities. What are our common goals? How can we work together?
- Meet with regional governments (including other municipalities) to investigate ways to determine and work towards common goals.
- Host regular leadership meetings: Ministers, Town of Fort Smith, Fort Smith Metis Council, Smith Landing First Nation, Salt River First Nation, Thebacha Chamber of Commerce, and all major leadership, to find common ground and have a united front when voicing issues for the community and the region.

Inputs/Budget:

TBD

Outputs:

TBD

Desired Outcomes:

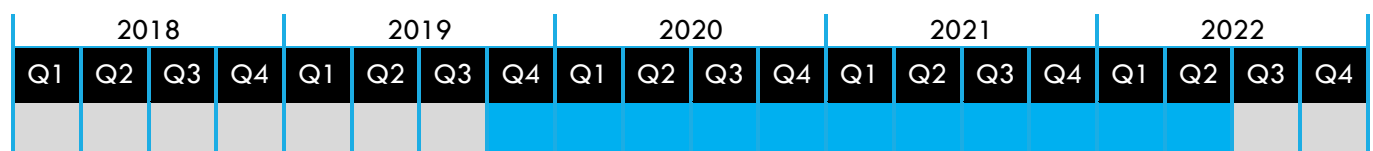
To begin discussion on how a stronger united voice can:

- Engage businesses and other governments.
- Increase access to funding.
- Save on joint programs.
- Increase opportunities for local business development and job creation.
- Develop opportunities for coordinated planning efforts.

Metric: Cooperative Strategy Created.

Description: Many municipalities and First Nations, and even neighbouring municipalities want to collaborate but do not know where to start. There may be big differences in the communities' demographics, cultures, and how they govern themselves. The *Stronger Together* Toolkit offers step-by-step suggestions on how to bridge differences, so partners can find new ways to work together for mutual prosperity.

Priority: Medium



B. Identify Areas of Economic Leakage and Areas to Recapture Spending

Purpose: Strengthen the local economy by capturing more local spending.

Possible Lead/Partners: EDO, Chamber of Commerce

Activities: Conduct an Economic Leakage Study: outlining areas where money is leaving the community.

Inputs/Budget:

- \$5000 hire outside contractor (Potential opportunity to leverage funds).
- Request assistance from Statistics NWT.
- Develop action plan to recapture spending.

Outputs:

- Community Economic Spending report.
- Strategy to recapture spending.

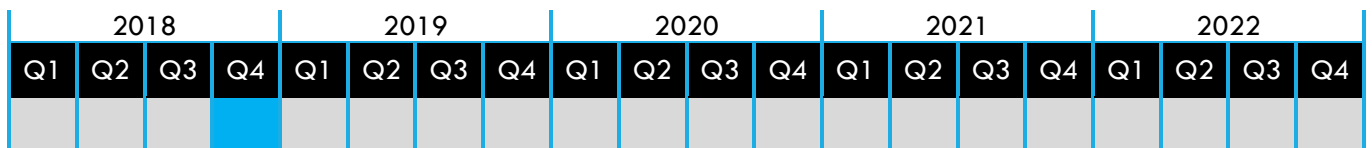
Desired Outcomes: To maximize local spending.

Metric:

- Report outlining specific spending habits of local households, businesses & government agencies.
- Percentage or amount of money spent outside of Fort Smith.
- Value of economic spending by households, businesses and government agencies.

Description: With easy access to online shopping, and large super stores available to people when they travel south, the opportunity for residents to spend money outside of Fort Smith is high. Identifying the main areas of spending outside the community will assist with creating a campaign to capture more of that spending locally.

Priority: High



C. Encourage Youth Entrepreneurs

Purpose: To support initiatives that give young people a chance to explore entrepreneurship in a fun and exciting way.

Possible Lead/Partners: Economic Development Officer, GNWT ITI, Chamber of Commerce, Aurora College, PWK High School, JBT Elementary School, Thebacha Business Development Services.

Activities: Create, organize, promote and host event.

Inputs/Budget:

- 10-20 hours of staff time.
- \$2,500 project fund (potential opportunities to leverage funds).

Outputs: Assist with creating, organizing, promoting and hosting an event.

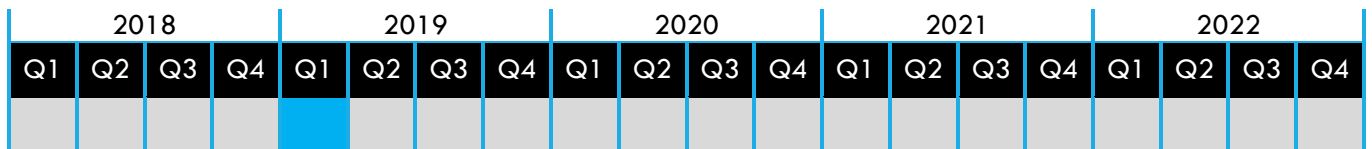
Desired Outcomes: To get youth thinking about business.

Metric:

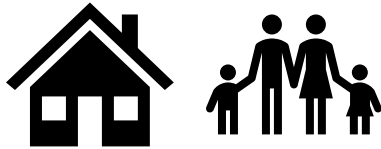
- Participation rate.
- Feedback via survey.

Description: Hosting an event of well recognized programs such as “Junior Achievement” and “Lemonade Day” or participating in a youth business challenge, introduces the concept of entrepreneurship at a young age. The goal is to get youth thinking about business.

Priority: High



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



Strategies

- A. Identify the Current Situation
- B. Define Key Target Markets, Messaging & Strategy
- C. Develop a Marketing Strategy
- D. Increase Housing Options
- E. Create a Resident Ambassador Program

A. Identify the Current Situation

Purpose: Taking stock of our current housing situation allows for better planning. This step helps us gather information and list the assets available to us.

Possible Lead/Partners: Economic Development Officer.

Activities: Assess and inventory available housing, rental properties, land and future housing possibilities.

Inputs/Budget:

- 40 - 60 hours staff time.

Outputs:

- Up to date list of available houses for sale and rent, with prices.
- Up to date list of available lots for sale, with prices.

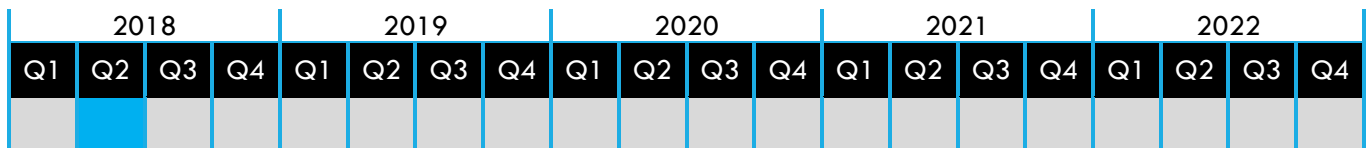
Desired Outcomes: Establish clear outlook of housing market.

Metric:

- List and descriptions of available lots, houses, rental properties and costs, readily accessible on the Town of Fort Smith website

Description: Attracting new employees and businesses to our community means having available and affordable housing for them. Without a strong real estate presence, it is important to have a good understanding of the housing market to asses where and how we can grow.

Priority: High



B. Define Target Markets

Purpose: To attract and retain residents who will contribute to the economic growth and diversification of Fort Smith.

Possible Lead/Partners: Economic Development Officer, GNWT – Industry, Tourism and Investment, Chamber of Commerce, Aurora College.

Activities:

- Identify current and targeted demographics – Age, gender, income, education, occupation.
- Identify employers hiring in Fort Smith and the NWT.
- Compare cost of living to other NWT communities.
- Identify Fort Smith’s “story” or “brand” and how it fits with the type of people who are currently living in Fort Smith and how it can help identify a target market for Fort Smith.

Inputs/Budget:

- 40 -60 hrs of staff time

Outputs:

- Report defining target markets

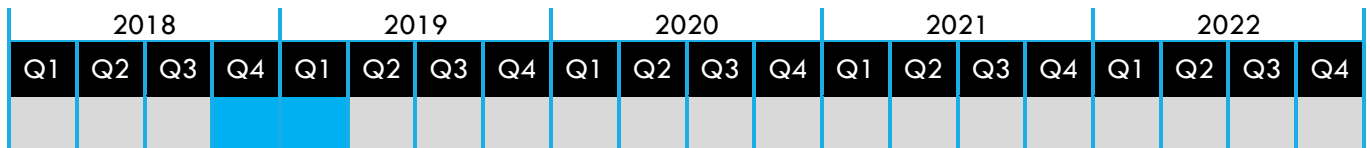
Desired Outcomes: To define Fort Smith’s story or brand and ideal target markets.

Metric:

- Report identifying key markets

Description: The Town of Fort Smith has an important role to play in the promotion of Fort Smith as a community in which to live, work and play. Fort Smith offers a variety of recreational, educational, cultural and economic opportunities and we will seek to promote these attributes to grow our population. Fort Smith also looks to retain the current population such as university aged students returning from school, and retiring long-term workers.

Priority: Medium



C. Develop Marketing Strategy

Purpose: To attract residents who will contribute to the economic growth and diversification of Fort Smith

Possible Lead/Partners: Economic Development Officer, Tourism and Trade Advisory Board, Aurora College, Thebacha Chamber of Commerce.

Activities:

- Create marketing strategy.

Inputs/Budget:

- 40 – 100 hours staff time.
- \$2500 for professional photos (Possibility to leverage funds).
- \$2500 for printed material (Possibility to leverage funds).

Outputs:

- Community Marketing Strategy.

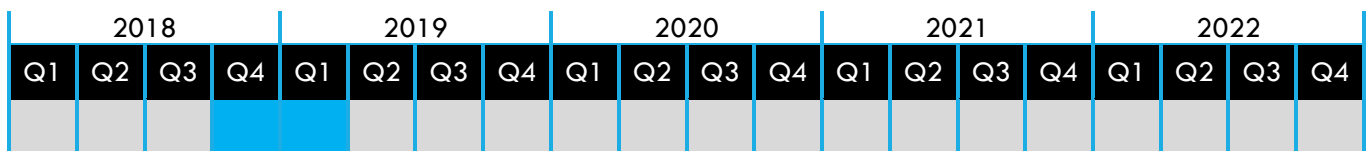
Desired Outcomes: To create a marketing strategy with a strong focus on the digital component that targets key markets (mine workers, young families, seniors, etc.) to come and visit, live, work and play in Fort Smith!

Metric:

- Market Strategy
- Number of residents
- Number of houses
- Digital Metrics report

Description: A marketing strategy is important to provide focus and step-by-step actions on the how and why of attracting new people into our community. An important aspect to the Marketing Plan will be marketing the community digitally. With so many people on computers, phones and tablets as well as social media sites, digital marketing is key to Fort Smith's success in attracting people to live, work and play.

Priority: Medium



D. Increase Housing Options

Purpose: Ensure growth through available and affordable housing.

Possible Lead/Partners: Sustainable Development Advisory Board, Director of Municipal Services, Economic Development Officer, Salt River First Nation, Smith Landing First Nation, Fort Smith Metis Council, Aurora College, Local developers.

Activities:

- Work with landowners to develop affordable housing through programs and policies.
- Location and design guidelines for different housing types and densities
- An affordable housing strategy
- A public information campaign about building requirements for secondary suites, and the benefits of infill housing and residential intensification

Inputs/Budget:

- 20 – 40 hours staff time.

Outputs:

- TBD

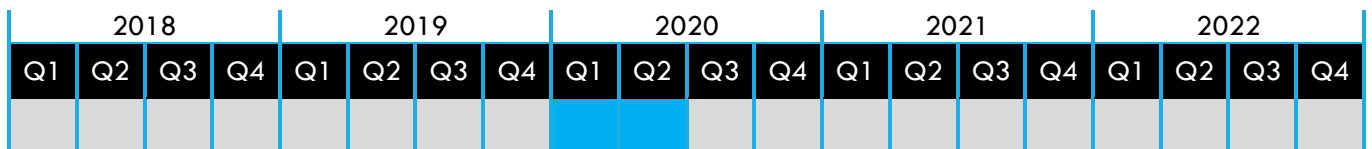
Desired Outcomes: Strong and affordable housing market in Fort Smith.

Metric:

- Number of homes available for rent or sale.

Description: A key factor in a good quality of life, is living in good neighbourhoods with affordable housing. Attracting new employees and businesses to our community means having housing that suits their needs whether they are seniors, young professionals, or families.

Priority: High



E. Create a Resident Ambassador Program

Purpose: Improve visitor experience with exceptional service and knowledge of community.

Possible Lead/Partners: Chamber of Commerce, GNWT- Industry, Tourism and Investment, Thebacha Chamber of Commerce, Aurora College, Economic Development Officer.

Activities:

- Train community members as Community Ambassadors with the Northern Most Host program especially:
 - All front-line Town of Fort Smith staff.
 - Front line retail staff as hosts of the community.
 - All employees / service providers involved in the Tourism sector.

Inputs/Budget:

- 40-80 hours staff time.

Outputs:

- Organize training events.

Desired Outcomes: Fort Smith business and tourism sectors recognized for their outstanding service and attention to their clients. Fort Smith recognized as a great place to live and do business.

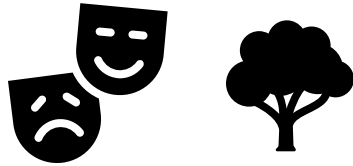
Metric: Number of employees that have completed the program.

Description: Fort Smith is already viewed as a welcoming community. The Northern Most Host program provides them with a few more tools and broader understanding of the types of visitors that come to Fort Smith and why it is important to exceed their expectations.

Priority: Medium - High

2018				2019				2020				2021				2022			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

Goal # 5: Enhance Liveability



Strategies

- A. Identify Areas Needing Improvement
- B. Strengthen Public Engagement
- C. Community Improvement Plan/Guidelines
- D. Create Municipal Funding Program
- E. Identify Transportation Concerns
- F. Grow Culture and Arts Sector

A. Identify Areas Needing Improvement

Purpose: To attract residents who will contribute to economic growth and diversification.

Possible Lead/Partners: Economic Development Officer, Trade & Tourism Advisory Board, Thebacha Chamber of Commerce, GNWT ITI, Wood Buffalo National Park, Fort Smith Seniors Society, Smith Landing First Nation, Salt River First Nation, Fort Smith Metis Council, Aurora College, Northwestern Air Lease

Activities:

- Community Survey: Identify community infrastructure (buildings, commercial, residential) that need improvement or are lacking in some capacity.

Inputs/Budget:

- 60 – 100 hours staff time.

Outputs:

- Community Survey.
- Survey Report.

Desired Outcomes: To ensure that current residents and visitors' first and/or current impressions of Fort Smith are extremely positive.

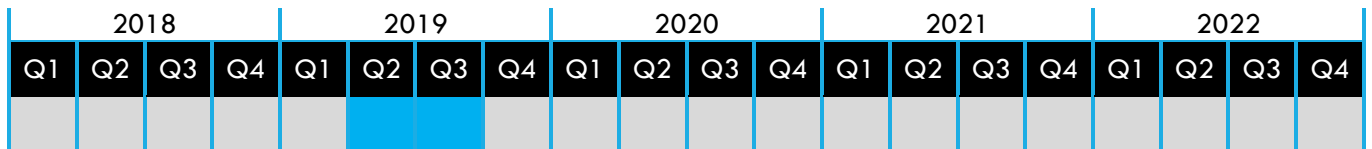
Metric:

- Survey report.

Description:

The economic infrastructure of Fort Smith can be defined as the facilities and infrastructure of the community that make business activity possible. This goal attempts to ensure that the Town is actively participating in, and advocating for the continued development of this infrastructure.

Priority: High



B. Strengthen Public Engagement

Purpose: To attract residents who will contribute to economic growth and diversification.

Possible Lead/Partners: Economic Development Officer, Trade & Tourism Advisory Board, Thebacha Chamber of Commerce, GNWT ITI, Wood Buffalo National Park, Fort Smith Seniors Society, Smith Landing First Nation, Salt River First Nation, Fort Smith Metis Council, Aurora College, Northwestern Air Lease.

Activities:

- Develop an internal communications plan (Town of Fort Smith – How to communicate internally and to the public).
- Identify external communication options – How local news is reported directly to the citizens of Fort Smith focusing on the people, places and things that make Fort Smith unique and special.

Inputs/Budget:

- TBD

Outputs:

- Communications Strategy.

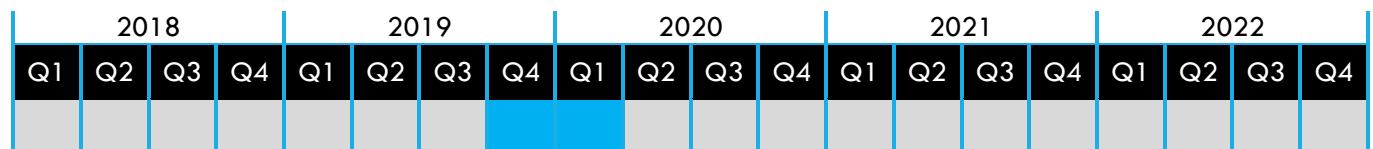
Desired Outcomes: To ensure all citizens feel informed about policies, bylaws and decisions being made and have the opportunity and a forum to voice their opinions.

Metric:

- Communications Strategy.
- Communication Report.

Description: When residents become involved and informed with community decision making, they begin to see themselves as having an influence to create the kind of community they want to live in, and to shape and change the future. The residents of Fort Smith are key to informing policy makers on what is important to them and through engagement people often are more supportive and help strengthen decisions and policies that have been made.

Priority: Medium



C. Create a Community Improvement Plan/Program

Purpose: To stimulate investment in the downtown core.

Possible Lead/Partners: Economic Development Officer, Senior Administrative Officer, Director of Municipal Services, Sustainable Advisory Board, Trade and Tourism Advisory Board, Chamber of Commerce, GNWT Industry, Tourism and Investment.

Activities:

- Create overall plan for downtown development.

Inputs/Budget:

- 100 – 150 hours staff time

Outputs:

- Set framework for areas identified in need of revitalization, redevelopment or renewal in Fort Smith’s downtown core. Specify areas that would be most beneficial for economic development.

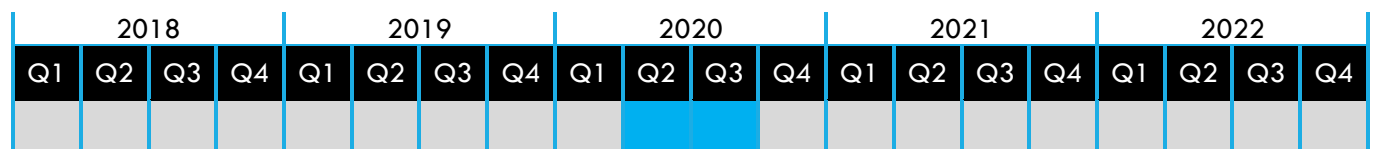
Desired Outcomes:

- To have a visually pleasing and compact Town Centre that reflects Fort Smith’s scenic small-town character.
- To reduce the number of vacant lots and buildings in the Town Centre zone.

Metric: Community Improvement Program (CIP).

- **Description:** The character and quality of the community is partially reflected in the aesthetic appeal of the main street and downtown area. The buildings and landscape which front onto McDougal Road and the river side trails are key components to the character of Fort Smith. A Community Improvement Program is intended to improve the appearance of commercial and residential buildings to improve the overall aesthetics and character of the community. Development in the Town Centre contributes to its role as the Town’s central hub of activity.

Priority: High



D. Create Municipal Funding Program

Purpose: To stimulate investment in the downtown core.

Possible Lead/Partners: Economic Development Officer, SAO, Director of Municipal Services, Sustainable Advisory Board, Trade and Tourism Advisory Board, Chamber of Commerce.

Activities:

- Create a funding program for businesses to improve the look of their business, based on Community Improvement Plan, for example: landscaping, building façade, building signage, etc.

Inputs/Budget:

- \$10,000 – \$30,000 (potential opportunity to leverage funds).

Outputs:

- Municipal Funding Programs.

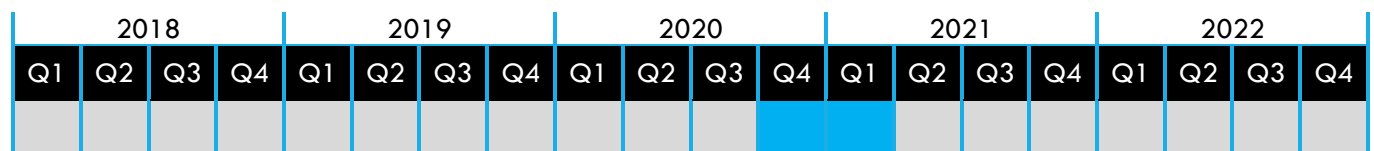
Desired Outcomes: Increase attention to areas in the downtown core in need of repair or redevelopment. Private sector and government investment in the downtown core.

Metric: Stimulate private sector investments through municipal incentives.

Description:

The format of a municipal funding program could consist of either a grant or loan for a portion of the defined eligible costs. Eligible improvements could include restoration of architectural details, window and door repair, building façade, entryway modifications, lighting, sign improvements, landscaping etc.

Priority: High



E. Identify Transportation Concerns

Purpose: To facilitate easy access for travel to northern and southern destinations and present Fort Smith as a desirable and affordable place to live.

Possible Lead/Partners: Economic Development Officer, GNWT ITI, Chamber of Commerce, Northwestern Air Lease, transportation companies.

Activities:

- Identify opportunities for reduced rate travel.

Inputs/Budget:

- 20 – 40 hours staff time.

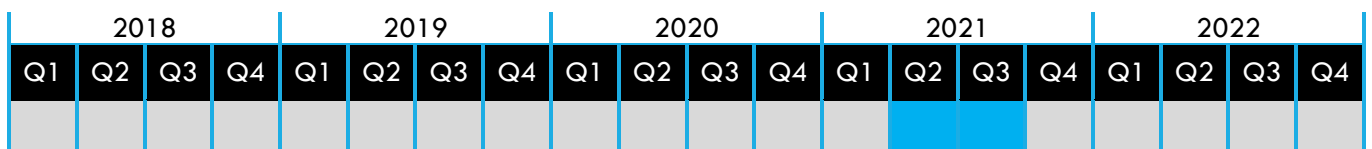
Outputs: Report on travel and transportation options.

Desired Outcomes: Begin the discussion of reduced rate travel that supports local businesses while benefitting residents.

Metric: Reduced Rate Travel options identified.

Description: Fort Smith's location as a remote northern community means that transportation in and out of the community involves long drives to reach southern destinations or flights, which are more expensive because of the smaller market. Are there creative ways to reduce costs of travel while still supporting important transport businesses?

Priority: High



F. Grow Culture and Arts Sector

Purpose: To support the arts and cultural sector and create a venue for fun, dynamic arts and entertainment.

Possible Lead/Partners: Smith’s Landing First Nation, Salt River First Nation, Fort Smith Metis Council, Northern Life Museum & Cultural Centre, Advisory Board on Culture, Trade and Tourism Advisory Board, Aurora College, Economic Development Officer

Activities:

- Identify: user groups, costs, community support.

Inputs/Budget:

- TBD

Outputs:

- Admin Report.
- “What was heard” discussion report.

Desired Outcomes: To have a thriving arts and culture sector which is fundamental to a diverse, interesting and vibrant community.

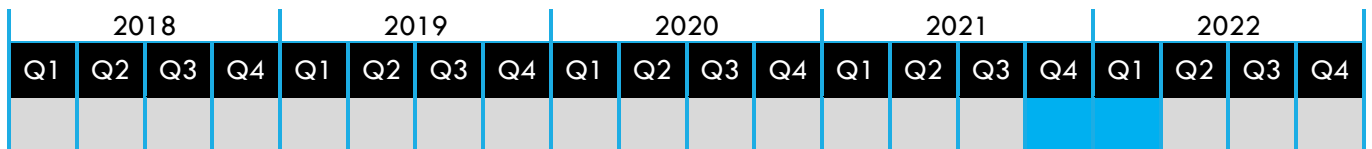
Metric:

- Report NWT Arts Facility – user groups, plans, funding options.
- Number of arts performances, workshops, and training programs.

Description:

Focusing a sector of the Fort Smith downtown area to the Arts will bring people together and foster a sense of community. The Town will seek to work with everyone to create a place where people can gather, learn and have fun.

Priority: High



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



Strategies

- A. Direct Marketing Campaign
- B. Improve Visitor Experience

A. Direct Marketing Campaign

Purpose: Capture a larger segment of the regional tourist market

Possible Lead/Partners: Economic Development Officer, Chamber of Commerce, Trade and Tourism Advisory Board, Wood Buffalo National Park, Northwestern Air Lease.

Activities:

- Identify key marketing strategies (activities, events, festivals, etc.) for each region/community.
- Employ marketing strategy for Yellowknife, Fort McMurray, Fort Chipewyan, Fort Resolution, Hay River, High Level and Peace River regarding events, festivals, and seasonal shopping.
- Test use of shopping passport, discount coupons and coupon booklets.

Inputs/Budget:

- 50 – 80 hours staff time.

Outputs:

- Visitor Surveys.
- Direct Marketing Strategy.

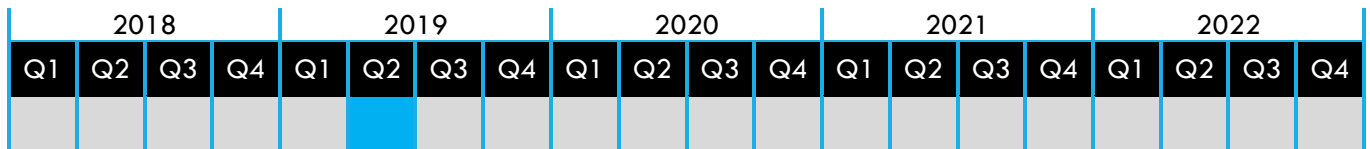
Desired Outcomes: Develop a clearly defined market strategy with a heavy emphasis on digital marketing

Metric:

- Number of regional visitors – measured by Visitor Information Centre, hotels, coupons.

Description: The largest number of visitors to Fort Smith are from Alberta and the NWT. How can Fort Smith attract a larger segment of this market? What activities or experiences do they look for? What can Fort Smith offer that others in our region can't get or do in their own community? Why should they make the trip?

Priority: High



B. Improve Visitor Experience

Purpose: To attract visitors and residents by providing an excellent customer experience in all aspects of business and tourism.

Possible Lead/Partners: Economic Development Officer, GNWT ITI, Wood Buffalo National Park, Northwestern Air Lease, Thebacha Chamber of Commerce

Activities:

- Identify points of contact for visitors.
- Identify if improvements are needed through visitor surveys at key areas i.e.: airport, restaurants, VIC, hotels, museum, rec. centre, trails, etc.
- Ensure strong customer service skills through the Northern Most Host program.
- Provide support for front-line staff to become familiar with local tourism products.
- Review existing models of service delivery at tourism related organizations and support service improvements.

Inputs/Budget:

- 60 – 80 hours staff time.
- Printed materials - \$1500.

Outputs: Visitor satisfaction survey.

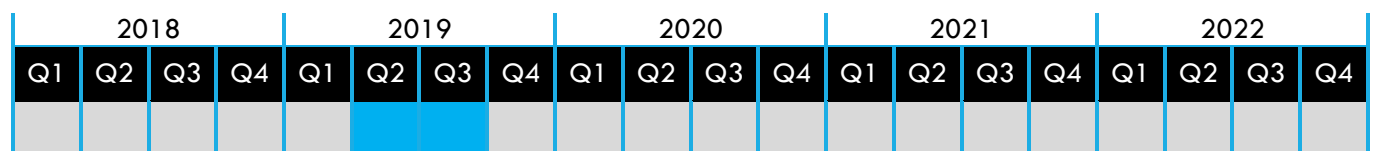
Desired Outcomes: Fort Smith tourism and service sector exceed visitor expectations.

Metric:

- Visitor satisfaction survey.
- Number of participants in Northern Most Host.

Description: Word of mouth advertising is still the most valuable type of advertising, especially in the digital age. People are considerably more likely to listen to the advice of a friend than that of an advertisement. Great attention to customer experience and customer service will create a large group of people championing our community. How do we want people to feel when they think of our community?

Priority: High



Goal # 7: Champion and Assist with Tourism Product Development



Strategies

- A. Champion New Development
- B. Identify the Barriers to Tourism Development
- C. Encourage Cultural Aspects to Tourism Development

A. Champion New Development

Purpose: Grow tourism opportunities in Fort Smith.

Possible Lead/Partners: GNWT ITI, Wood Buffalo National Park, Fort Smith Metis Council, Smith's Landing First Nation, Salt River First Nation, Economic Development Officer, Aurora College, Chamber of Commerce, Northwestern Air Lease.

Activities:

- Research protentional areas of growth in tourism.
- Identify opportunities for tourism operators and First Nations organizations to partner with museums, NWT Territorial Parks and Parks Canada to deliver guided tours and programs.
- Encourage the development of tours that showcase the culture, land, people and services in the region.

Inputs/Budget:

60 – 100 hours staff time.

Outputs:

- TBD

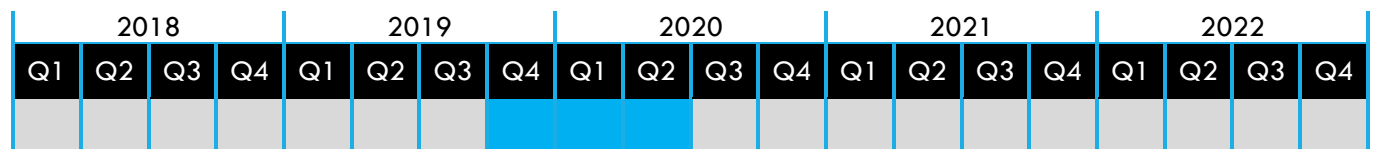
Desired Outcomes: New tourism products identified.

Metric:

- New Tourism Product opportunities outlined.
- Strategies to develop new tourism products.

Description: The Fort Smith tourism sector has great potential and opportunities to grow over the next five years with Baby Boomers moving into retirement and more youth travelling globally. Both tourism sectors have an interest in active adventure and cultural experiences, ideal for Fort Smith's setting.

Priority: Medium



B. Identify the Barriers to Tourism Development

Purpose: Grow tourism opportunities in Fort Smith, especially for guides and outfitters

Possible Lead/Partners: GNWT ITI, Economic Development Officer, Tourism and Trade Advisory Board, Thebacha Chamber of Commerce, Wood Buffalo National Park, Northwestern Air Lease.

Activities: Work with local tourism organizations, individuals and tourism agencies to review tourism product/operator process.

Inputs/Budget:

- 40 – 60 hours staff time.

Outputs:

- Report for Town of Fort Smith administration.

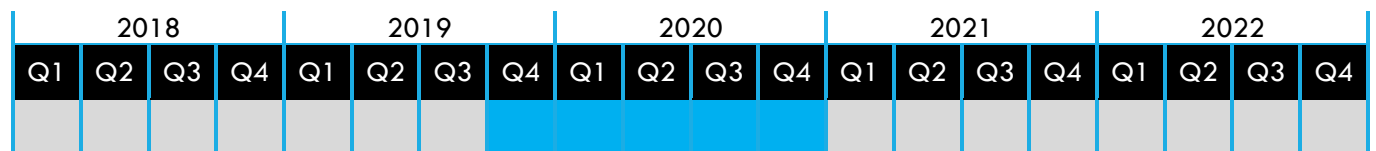
Desired Outcomes: Fort Smith is a popular tourism destination with a choice of guides and outfitters who provide high quality experiences

Metric:

- Report of barriers and possible solutions identified.

Description: Licensed tourism operators and local guides are extremely limited in Fort Smith. Identifying some of the barriers associated will help encourage operators to develop new tourism opportunities. What are the associated costs and licencing requirements to operate a tourism business in Fort Smith? Are the steps challenging to navigate? Can the Town of Fort Smith or other local organizations help to facilitate the process?

Priority: High (as it relates to guides and outfitters)



C. Encourage Cultural Aspects of Tourism Products

Purpose: Grow tourism opportunities in Fort Smith

Possible Lead/Partners: Smith Landing First Nation, Salt River First Nation, Fort Smith Metis Council, Cree Language Program, Chamber of Commerce, Northern Life Museum & Cultural Centre, Wood Buffalo National Park, GNWT ITI, Trade and Tourism Advisory Board, Economic Development Officer, Northwestern Air Lease.

Activities: Work with local First Nations and tourism/business operators to respectfully incorporate traditional languages into their operations. Investigate other opportunities to respectfully incorporate local culture into business/tourist experiences.

Inputs/Budget: TBD

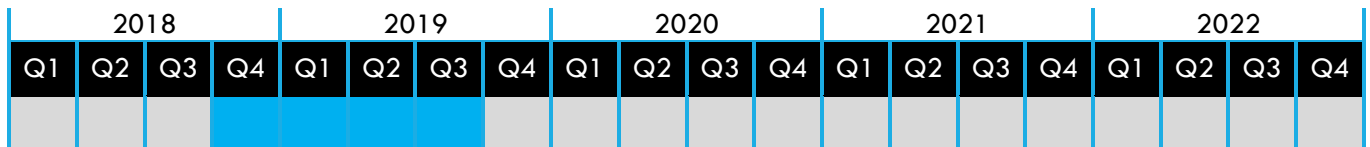
Outputs: Report to Town of Fort Smith administration.

Desired Outcomes: Increase in the development, expansion, celebration and support of authentic Indigenous tourism experiences.

Metric: Report outlining unique cultural components that can be a part of Fort Smith business and Tourism products or experiences.

Description: Tourists are seeking authentic cultural experiences. Cultural events such as hand games, drumming, jigging, and hide tanning workshops are often held during large events and celebrations that bring people together. When visitors are invited to take part in these cultural events they experience and appreciate the rich history, traditions and people of the area. Whether it is exposure to some of the traditional languages or a fully immersed experience, visitors value first hand interaction with local culture.

Priority: High



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

Strategies



A. Create and Maintain Active Volunteer Base

B. Collaborate with Local Organizations to Host and Market Events

A. Create/Maintain Active Volunteer Base

Purpose: To ensure events in Fort Smith are successful based on experienced and knowledgeable volunteers.

Possible Lead/Partners: Arctic Winter Games Society, Town of Fort Smith Recreation Coordinator, Economic Development Officer, Aurora College, Visitor Information Centre Staff, local sports clubs, Northern Life Museum & Cultural Centre, Northwestern Air Lease.

Activities:

- Attain volunteer list.
- Work with Arctic Winter Games Society in development of volunteer base in key sectors and volunteer programs.
- Provide volunteers with skills training opportunities.

Inputs/Budget:

- 10 – 20 hours

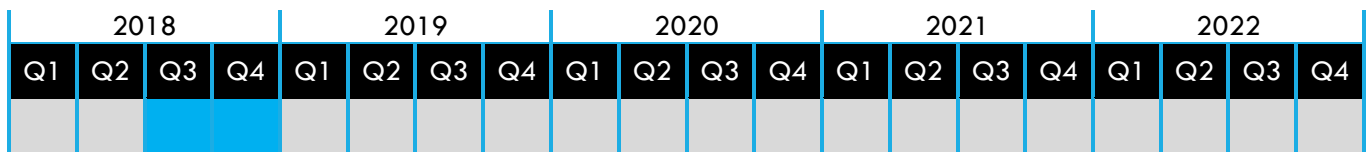
Outputs: Volunteer list

Desired Outcomes: Detailed database of experienced volunteers that can be called upon to ensure the organization of successful events in sports, tourism programs, conferences and festivals.

Metric: Detailed volunteer list outlining areas of experience and expertise.

Description: Volunteers are the most important resource community and event organizers have. The ability to have a list of experienced, skilled volunteers who are willing to donate their time will help ensure the success of many future community events.

Priority: Low



B. Collaborate with Local Organizations to Host and Market Events

Purpose: Grow tourism opportunities in Fort Smith.

Possible Lead/Partners: Tourism and Trade Advisory Board, Chamber of Commerce, GNWT ITI, Smith Landing First Nation, Salt River First Nation, Fort Smith Metis Council, Wood Buffalo National Park, Northwestern Air Lease, Aurora College, Local Festival Organizations, Local Sports Organizations, Regional sport and cultural organizations.

Activities:

- Identify events with most potential.
- Create a one-page list of sports facilities in Fort Smith and relevant information for marketing.
- Modify and implement the Good Sports Campaign, in the Fort Smith Tourism & Marketing Plan.
- Assist in hosting sporting events, training camps, tournaments, conferences and festivals.

Inputs/Budget:

- 60-150 hours staff time.
- \$10,000 (potential to leverage funds).

Outputs:

- One-page facility outline brochure
- Good Sports Campaign overview

Desired Outcomes: Fort Smith recognized as a desirable location to host and attend sporting events and training, smaller conferences, and regional meetings.

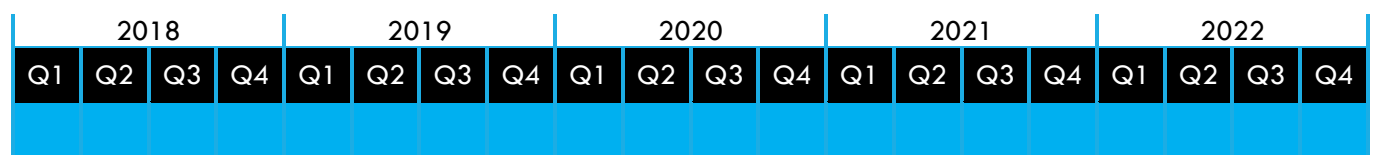
Metric:

- Number of events hosted.
- Number of participants.

Description:

The draw for sports can be for both competition and coaching/training seminars. Having attracted enthusiasts of sports that can be played in many places, we will structure programs to expose them to the facilities in Fort Smith, as well as other unique offerings of the region.

Priority: High



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

Strategies



A. Market Fort Smith regionally, nationally and internationally

A. Market Fort Smith Regionally, Nationally and Internationally

Purpose: Grow tourism in Fort Smith.

Possible Lead/Partners: Economic Development Officer, Trade & Tourism Advisory Board, Chamber of Commerce, Wood Buffalo National Park, GNWT ITI.

Activities: Update Tourism Marketing Strategy. Prioritize and implement marketing campaigns.

Inputs/Budget:

- 40 – 60 hours staff time.

Outputs: Updated tourism marketing strategy.

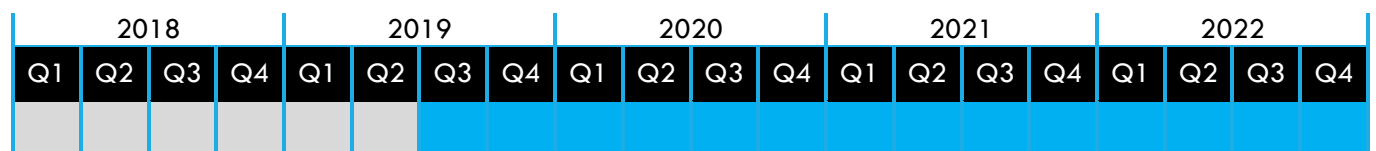
Desired Outcomes: To create a marketing strategy that targets regional areas, as well as national and international visitors.

Metric: Based on Visitor Survey, VIC stats, retail survey

- Number of visitors.
- Type of travel.
- Length of stay.
- Average amount of money spent.

Description: Most visitors to Fort Smith come from Alberta and the Northwest Territories, for this reason there will be a stronger emphasis on attracting regional visitors, while still leveraging marketing opportunities to international markets. International visitors to the Northwest Territories tend to stay longer and spend more money than regional visitors, so looking at opportunities to invite international audiences is crucial.

Priority: Medium



Appendix A: Feedback Summary Results

DRAFT Economic Development Strategy Feedback Summary



Overview

The DRAFT copy of the Fort Smith Economic Development Strategy was completed in April 2017, and presented to numerous groups, organizations and to the public at community events. The draft format requested community feedback and input. It was also handed out at the Thebacha Trade Show, emailed to all business license holders, and displayed on the main page of the Town of Fort Smith website and Facebook pages with links to the actual document. Requests for feedback were also made directly via emails and phone calls to key individuals or organizations who have been actively involved in the business community of Fort Smith.

The feedback form was provided in a way for submissions to be anonymous. Individuals providing feedback did not grant permission for the names to be used in any a public document.

Feedback was provided by local business owners from a variety of business areas, former politicians, employees from government agencies and members of the municipal advisory boards.

The feedback overview is outlined based on the sectors that have the highest amount of comments. The sectors include:

- General Feedback
- Events, Conferences, Festivals
- Local Buying
- Chamber of Commerce
- Tourism
- Business Development and Job Creation
- Attract Residents

General Comments

- The plan lacks focus on where it is we are and where we can best position ourselves. Be specific, what are the actions that need to be taken.
- Each sector needs to have more specific goals: are we a town of young professionals, families, or seniors? Ask this for each sector (Business, Tourism, Residents). We need diversity but with a core majority to focus on.
- What is Fort Smith's uniqueness? What can we offer that is different from other small Northern communities? Why should someone move here?
- Add to Mayor & Council Goals – "Supporting the development of indigenous land owners – to encourage and build good relationships with First Nation Governments"
- Don't make items too broad – be specific, define the action that needs to be taken. People can get behind focused action items
- Look to work with partners who have the expertise in areas we are seeking. The Town cannot do it all nor should it. A community works best when it works together.
- Add regular leadership meetings: ministers, ToFS, Metis, SLFN, SRFN, Chamber of Commerce, and all major leadership to find common ground, have a united front when voicing issues for the

community/region, “stop the bleeding” out of the community with loss of jobs. Decipher the GNWT plan, is it for Hay River to become the regional centre for all departments?

Events / Conferences / Festivals

- Bring teams in with funding programs such as Mackenzie Recreation Association.
- Provide a package for athletes that can be given to the host organizations to send out when sending out invitations: Where to stay, what to do, where to eat, get gas, etc.
- Town needs to allocate staff to assist with the development and advertising of hosting sporting events, and hosting participants while they are here. How much do we spend on Rec Staff payroll? Are the Town Rec staff being used to their best capacity?
- How do we attract teams from YK, HR, High Level to come to an event in Fort Smith when the more efficient use of their dollars (more competition, bigger centre for shopping opportunities, etc.) are down south? Competing with return flights YK to Calgary for \$400.
- Form a multi-sports society representing: soccer, track, cross-country running and baseball. To leverage greater volunteer power for events and training.
- Make bids to host Territorial AGM's and conferences – e.g. NWT Associations of Communities, NWT Tourism, etc.
- Conference retreats – no cell phones, just focus on meeting on a specific topic, intense focus, away from distractions, immersed in nature but still have every day luxuries. Identify facilities available and capacity.
- The Track is an unused resource: Olympic quality. How can we work with Hay River for Track & Field competitions? What kind of training programs and courses can we provide.
- Host NWT Associations of Communities, NWT Tourism, ask if we can use Aurora College for extra accommodations.
- Create a meeting/conference package outlining what Fort Smith has to offer.

Local Buying

- Ensure all government agencies have and enforce a local purchasing policy.
- Assist local businesses to make it easy for government to shop with them.
- Review policies to ensure local businesses are at the forefront (e.g. for new development needing supplies and equipment, ask local suppliers first).
- Government departments need to review their spending budgets and see if more items can be purchased locally.

- How can local businesses and government agencies all support the local businesses? How can we support each other? (Business to business).

Chamber of Commerce

- Chamber needs support from the Town and the Chamber needs to support all businesses and prioritize what is best for Fort Smith
- Facilitate a stronger Chamber, ask NWT Chamber to come and help develop policies and direction, and set goals with the Chamber. Define common goals for the business community?
- Chamber (or Town) should create a commercial website and/or FB page where local businesses can post flyers, sales, ads, etc. Also include a site or page that keeps business owners up to date on community initiatives, training, youth business, etc. (as opposed to quarterly meetings).
- Work with Chamber to host a Town of Fort Smith AGM, State of Address from the Mayor. Open to the public and allows all citizens to have their say with an open mic.

Tourism

- Fund a position like a Tourist Broker, who will create and sell packages and tourism products, take bookings and make necessary arrangements for clients amongst inter-agencies.
- Signage: Raise profile of Fort Smith along the highway, especially at Buffalo Junction. Have one or two large signs somewhere between Edmonton and 60th parallel.
- Work with Hay River to promote a trip/itinerary from Hay River to Fort Smith, which would benefit both communities.
- Promote highway upgrades. Could tie this in with a homecoming event. "Drive to Fort Smith on the beautiful new highway!"
- Work with Alberta Tourism to promote Fort Smith
- Aurora / Northern Lights Tours – Fort Smith is in the centre of the Auroral Arc. We have the clearest nights in the world of aurora destinations.
- Whooping Crane Visitation – WBNP was willing to do it, how can we begin to proceed with that possibility and with proper consultation.
- Use of coupons is a way to measure visitors and sales
- Analyze current tourism events/festivals for SWOT – how can we nurture current products before we develop new ones.
- Artist workshops – create a list of artists willing and able to provide half-day or full day workshops to visitors – can be an addition to a current festival

- Work with Parks Canada and ITI to develop itinerary packages for travellers
- What are some strategies to encourage more knowledgeable tourism champions in the community? Can we do more during Tourism Week?
- Develop a strategy for destination awareness
- Develop some trip planning tools that make it easier for people to get here, take some of the work out of arranging your trip if itineraries are already planned.
- Tourism needs regional representation
- Northern Most Host – Currently run by ITI, need to ensure it is offered at convenient times for businesses. ToFS could ensure its staff have completed the course.
- Truck Rodeo with Aurora College Heavy Equipment Operators
- Road Rally
- Spa using Slave River Clay

Business Development and Job Creation

- Need a newspaper source providing information for Fort Smith or something equally or more efficient at communicating issues that face the community.
- GNWT MACA School of Community Government – Should be attached to Aurora College. Currently the program is very limited
- Biomass – combine fire prevention with biomass harvesting. Create a Forest Management Strategy that could be run by a local business versus GNWT, to encourage long term efforts for the program
- Have a portable saw mill for a micro business to process wood on site as it is cut
- Morel mushroom picking
- Climate Change should be on everyone's mind. Install electric charging spots so residents could run electric cars - ToFS should buy an electric car
- Aurora College programming – programs for tourism guiding, interpretation and outfitting – working with WBNP and ITI – could add these as courses to the ENRTP course. It opens up job options.
- Lobby government and NTPC to supply reasonable cost power to the businesses and residences in Fort Smith
- Include partner champions with areas of responsibility, implementation strategies and deadlines.
- Aurora College could be the Centre for Excellence for Water. Territory wide program for water quality, water governance, water use and water resources/ecology. (May need to choose between an NWT Arts Centre or NWT Water Centre to invest in).
- Aurora College only outsource of income, increase number of college students from 300 to 600
- College needs to remain the regional centre. Who is the community voice for advising the College?
- Bring in foreign workers who are already trained (outside money coming in)
- Sell Leather from hides taken by local hunters
- Water from across the river that is pure and can be sent south?
- Drift wood furniture, or drift wood processed and sent south

- Barge items to Fort Chip?
- Diamond Willow – collect and sell, or make furniture to sell
- Bulk food supply of hard to get items – partner with trucking company
- More funding for Adult Education opportunities – look at demographics in a realistic way to decipher needs of the community

Attract Residents

- Focus on attracting professionals who have clients that live in all parts of the country or professionals who can do their job and live anywhere: Mining, engineering, technology based. They will be attracted by low cost of living, good lifestyle, and good services.
- GNWT staffing: Ensure employees designated to live in Fort Smith are living in Fort Smith.
- Need permanent doctors
- Need a bus for transporting seniors
- Need good low-cost housing
- Need more rental accommodations – condo style with good security, bottom level commercial – close to downtown
- People would use electricity for heat, a sustainable fuel, if affordable. We need to do our share to market it positively.
- Need 500 – 1000 more people to build a new business that is sustainable
- New residents welcome package: This should include new babies, find out how they heard about Fort Smith.

**Recreation and Community Centre
Activity Report - July 2019**



Main Venues	Total	Last Month	July 2018	YTD	COMMENTS
Gymnasium	503	351	144	3702	
Pete's Gym	1024	1062	1174	8399	
Fitness Room	72	46	10	570	
Squash Court	65	26	28	565	
Daycamp	475	196	379	2402	
Theatre	50	116	44	752	2 rentals (8)(37) Fri and Sat movies not well attended
Parent's n' Tots	372	330	373	2990	
Phoenix Room	121	96	148	849	
Pool Party Room	N/A	N/A	6	N/A	Room being prepared for DayCare
PWK Use	N/A	18		33	Summer Holidays
Youth Night	172	391	142	2457	Youth night cancelled two Saturdays
Events:					
Arena Summer Events:		75		75	
GNWT Fire Fighter Tests				46	
Trade Show				743	
Parks Fire Fighter Tests				31	
MRA Meeting				30	
Canada Day	700		800	700	
Circus Camp			250		Circus camp in August
Outdoor Field Events:					
British Soccer	27			27	
Kids Summer Soccer	85			85	17 athletes over 5 weeks
RCC Events:				1435	Event totals are not included in gymnasium use
HSS Postpartum Group		10			
MRA Games	160				Gymnasium, Soccer Field & Arena
MISC					
Total	3826	2717	3498	25891	
College Uses	26	304	514	3451	

**Recreation and Community Centre Pool
Activity Report July 2019**



Main Events	Total	Last Month	July 2018	YTD	COMMENTS
AM Lane Swim	38	46	37	297	
Parents and Tots	115	103	108	785	
Day Camp	125	69	110	849	Day Camp swimming twice per week
Noon Lane Swim	23	22	34	178	
Weekend Noon Lane Swim	15	33	38	188	
Seniors Swim	43	70	66	401	
Junior Swim Club	N/A	N/A	N/A	N/A	Junior Swim Club program not running
Public	312	230	361	1648	Free Swim July 23 (34)
Weekend Public	95	130	146	887	
AquaFit	*	*	*	*	* 2 classes/week with approx 6/class, attendance reflected in public swim/family swim.
Adult/Family	145	154	211	1125	
Weekend Adult/Family	45	113	95	600	
PWK/JBT Usage	0	64	0	465	Summer Holidays
Sr's AquaFit	N/A	N/A		N/A	Not currently running program
Swim Lessons	523	N/A	60	917	2 sets of swim lessons
Kayak Polo	0	8	0	8	No Kayaking
Rentals	73	189	48	611	3 Rentals
Other Events	127	6		133	TAP (22) MRA Games (105)
Swim to Survive	N/A	N/A		20	
Total	1679	1237	1314	9112	

GENERAL COMMENTS

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Mary Kaeser Library

Activitiy Report July 2019

	Jul-19	Last Month	Jul-18	YTD
Adults	818	703	791	5278
Children	554	724	636	4214
Total attendance	1372	1427	1427	9492
CAP Computer Users	973	775	1498	5426
<i>Programming:</i>				
Story Time:				
Children	7	11	78	156
Adults	5	9	47	130
Afterschool Program	58	32		325
Elders and Technology	5	7		75
Family Literacy	0	0		18
Book Club	0	1		1
Wellness Wednesday	0	0		35
Board Game Night	0	0		19
Special	0	14		
Writer Workshop	0	0		5
Total program Attendance	75	74	125	764
Operational Hrs	137	128.5	137	927

Economic Development Report

July

2019

Economic Development Plan

Economic Development Strategy	Actions	Progress
Foster and Encourage Business and Job creation	Statistics Report	Options include: 1. Townfolio a software company that automates data collection and provides webpage for investment attraction 2. Create a separate website designed by staff or professionals that includes both statistics, stories of community members and videos; Create a webpage attached to current website with economic statistics provided in a multi-page digital magazine style report ie: Community Vital Signs program and report.
Diversify the Local Economy Resident Attraction and Retention	Fort Smith Career & Volunteer Fair in partnership with Aurora College	Proposed date is Oct. 30, 2019 over a lunch hour and perhaps extending over part of the afternoon with lunch provided. Location - Thebacha Campus Foyer. Fair would involve booths and information on jobs and career options in Fort Smith, volunteer sign up stations to encourage volunteerism to gain valuable skills in a specific industry as well as to give back to the community. Booths would focus on career development, information on organizations, business and clubs in Fort Smith. Target audience would be PWK High School students, Aurora College Students and the general public.
Business Development: Increase Communication with and within Business Community	Business Visits	Business interviews have begun and will continue throughout the summer months.
Business Development	Community Economic Development Education Series	Monthly Webinar and Speakers Series at Aurora College, for a Fall series. Themes will include: Business and Leadership in a small community, Education in the North, Arts & Culture in Fort Smith. Discussion will focus around community and business development.
Business Development	Partner with Thebacha Business Services for new Business Course programs	Continue to work with TBDS to support local business development and support.
Resident Attraction	Attracting Mine Workers - Marketing Campaign	ongoing interviews with mine workers

Resident Attraction	Citizen Satisfaction Survey	Last day for Survey is July 1, 2019. To be handed out and collected at Canada Day celebrations for final push.
Tourism	Improve Visitor Experience	Working with businesses to promote their food, arts and crafts businesses to participants of the Slave River Paddlefest through one page poster or individual business flyers to be put in Paddlefest Swag Bags.
Tourism	Improve Visitor Experience	National Indigenous Persons Day evening Event. The ToFS partnered with NWT Parks Queen Elizabeth Campground staff to create an evening NIPD event with close to 150 people attending. The event focused on traditional skills demonstrations such as beaver fleshing, dry fish making, storytelling and lots of bannock. We are hoping to make this an annual event.
Tourism	Champion New Product Development	New tourism package launched! Aurora tourism package with Northwestern Air Lease, Parks Canada, Northern Life Museum and Pelican Rapids Inn. Arranged for Touch the Arctic Tours (Top of the World Travel) to sell the package which will be launched in October 2019. Midnight Aurora Tours will be a 2 night/ 3 day package from Yellowknife to Fort Smith to see the Aurora above the clouds during a flight, experience Wood Buffalo National Park, cultural experience at the Northern Life Museum and stay at the Pelican Inn.

Social Media Statistics

	Jun-19	Jul-19
Website		
Target Audience	Local residents, visitors, tourists, business owners	
Total number of Users for the month	3170	3616
Average number of Users per day	144	
Top pages viewed	Home Page, Real Estate, Calendar, About, Contact Us	Home Page, Real Estate, About Fort Smith, Recreation, Visitors
Top cities in terms of users	Fort Smith, Calgary, Yellowknife, Hay River, Edmonton, Toronto	Fort Smith, Calgary, Yellowknife, Hay River, Edmonton, Toronto
	Jun-19	Jul-19
Facebook		
Target Audience	Majority of followers are local residents, focus is on local events, municipal facilities, maintenance and utilities information, community pride, and tourism (attracting friends and family to visit)	
Number of Followers	1513	1565
Number of Likes	1474	1520
Average Weekly Reach	5451	5447

Top posts viewed (in order of highest reach)	Town of Fort Smith Fire Ban, Great Trail Treasure Hunt, Medical Clinic Closure, Fire Ban Lifted, Thank you post to community for helping each other during tornado	Slave River Paddlefest Schedule, New 4-way stop sign, Pine Lake Picnic poster, Wood Buffalo National Park fire information, RCMP BBQ
Twitter	Jun-19	Jul-19
Target Audience	Tourism, and business focus. Main audience is News agencies, tourism agencies, businesses, including Chambers of Commerce in other districts and followers living outside of Fort Smith	
Number of followers	526	529
Instagram	Jun-19	Jul-19
Target Audience	Tourism focus, one third of followers live in Fort Smith, other followers include travel bloggers, tourism agencies, and other territorial or northern organizations and businesses	
Number of Followers	456	485