



Town of Fort Smith Community Services Committee

Tuesday, July 9, 2019 at 7 pm

AGENDA

1. Call to Order
2. Declaration of Financial Interest
 - a. Statement of Disclosure of Interest
3. Delegations
 - a. Slave River Delta Partnership
4. Review
 - a. Agenda
 - b. Minutes
 - c. Visions and Values
 - d. Community Services Master Plan
 - e. Economic Development Plan
5. Directors Report
 - a. Recreation – June 2019 Statistics
 - b. Pool – June 2019 Statistics
 - c. Mary Kaeser Library – June 2019 Statistics
6. Economic Development Report
 - a. Economic Development – June 2019 Statistics
7. Advisory Boards
 - a. Recreation Advisory Board
 - i. RAB Minutes June 4, 2019
 - b. Advisory Board on Culture
 - i. ABC Minutes June 24, 2019
 - c. Tourism and Trade Advisory Board
8. Bylaw/Policy Review and Development
9. Administration
 - a. Appointment of Acting Mayor
July 19, 2019 at 8:30am to
August 6, 2019 at 8:30am
10. Other Business
 - a. Briefing Note – Relay for Life
11. Excusing of Councilors
12. Date of Next Meeting
13. Adjournment

Attached Documents	
 Statement of Disclosure of Interest	
 Community Services Master Plan	 Vision and Values Minutes June 11, 20
 Community Services Master Plan	 Economic Development Plan
 RCC Stats June 2019	 Pool Stats June 2019
 Library Stats June 2019	 Economic Development Report
 RAB Minutes June 4, 2019	 ABC Minutes June 24, 2019
 Briefing Note Relay for Life	



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, June 11th, 2019, at 7:00 pm

Chairperson: D/M Smith
Members Present: Cr. Campbell, Cr. Couvrette, Cr. Cox, Cr. Pischinger, Cr. Westwell, Cr. Beaulieu
Regrets: Cr. McArthur, Mayor Napier-Buckley
Staff Present: Keith Morrison, Senior Administrative Officer; Cynthia White, Director of Community Services; Katie Reid, Executive Secretary

1. Call to Order
D/M Smith called the meeting to order at 7:01 pm.
2. Declaration of Financial Interest
 - a. Statement of Disclosure of Interest – There were no statements of disclosure of financial interest.
3. Review
 - a. Agenda – The agenda was reviewed.
RECOMMENDATION
Moved by: Cr. Cox
Seconded by: Cr. Couvrette
That the agenda be adopted as amended to include Fort Smith Metis Council Donation Request, and acknowledgement and appreciation for Staff and Volunteer Appreciation Barbeque.
CARRIED UNANIMOUSLY
 - b. Minutes – The minutes of May 14th, 2019, were reviewed and adopted at the Council meeting of May 21st, 2019. Cr. Couvrette noted that there was a motion passed for the Mayor to write a letter inviting the Premier, Minister of ITI, and MLA to meet regarding relocation of the ITI Regional Centre and asked if there is an update. D/M Smith hasn't had a chance to follow up with the Mayor on this.
 - c. Vision and Values – The Vision and Values were reviewed. D/M Smith suggested that Council may want to review governance priorities.
 - d. Community Services Master Plan – The Community Services Master Plan was reviewed.
 - e. Economic Development Plan – The Economic Development Plan was reviewed.
4. Directors Report

The Director provided a report on the operations of the Community Services Department. The Director advised that May was a busy month as usual. She indicated that staff participated in training hosted by Rec North and that Mackenzie Valley Recreation Association held their spring AGM in which the mezzanine in the Arena was provided. She advised that when the AGM concluded Dance Play Training occurred and two teacher, a community member and three people from other communities participated in the training.

The Director advised that the department is shifting to summer outdoor activities and Arena programming throughout June and July. Additionally the Afterschool Care Program is concluding transitioning to Summer Day Camp. She added JBT swim lessons are wrapping up their last week of swimming; the Town is working with Aurora Research Institute to implement Science Camp; and the Town has Circus Camp planned. She noted that there will be more special events and family activities planned. Additionally, the department is preparing for Canada Day and requested Councillors be at Riverside Park to barbeque is at 11:00am. The Director advised that there were two requests to borrow the stage; the request from the Music Society for their Spring Fever event which was cancelled due to the weather and another request for a fundraiser for Paddle Prairie. The Town also supported Relay for Life. The Director advised that normally the department would be assisting in preparations for Treaty Land Entitlement Days although Salt River First Nation is not planning a large event this year. She added that Aboriginal Day is upcoming, and the department will provide support as required.

- a. Recreation Statistics – The May 2019 statistics report was reviewed. The Director advised that gymnasium use is down. She noted that youths are using the outdoor soccer pitch and the Town continues to work to improve them. She indicated that Pete’s Gym usage will start to decrease now that College is out and due to summer weather. She added that Fitness Room programming has concluded for the summer season. She noted that there is a resident interest in running a Dance Play program and is working to become certified. She noted that Squash Court usage will also decrease in the summer. The Afterschool Care program continues to be busy and the Theatre was busy in the month of May due to the Grizzlies movie screening. Additionally, the Parents ‘n’ Tots program and Youth Night continue to be well received. The Director added that PWK High School uses the Recreation facility for fire drills. She noted that there have been two incidents at Youth Night and the department is looking to get additional training for staff to handles the incidents.
- b. Pool Statistics – The May 2019 statistics report was reviewed. The Director advised that morning Lane Swim increased from last month but is similar to last year. The Parents ‘n’ Tots free program uses the pool and is well received. She noted that weekday Public Swim is significantly higher than the previous year. The Director advised that JBT Elementary School has sponsored free swims weekdays from 3:45pm to 5:00pm though MACA Active Afterschool funding. She noted that Kayak Clinic was planned for last Sunday although didn’t occur due to the power outage as a result of the tornado. She added that swimming lessons will commence after Canada Day.
- c. Mary Kaeser Library Statistics – The May 2019 statistics report was reviewed. The Director advised that Story Time is well-received and that they are reviewing programming to determine if it’s being held at the best time of day. Additionally, outside Story Time with Parks Canada is being implemented. The Library will also be utilizing the park beside Town Hall to run additional programming. She noted that there is free drop-in afterschool programming at the Library in coordination with the Aurora Research Institute. She added that Wellness Wednesday continues at the Library and wellness walks are upcoming. Additionally, the Elders Tech and Tea continues to be a well-received program. She noted that there was good attendance for the Writer’s Workshop.

The Director advised that British Soccer is scheduled for the first week of July. She added that Mackenzie Valley Recreation Association will also be holding a five-day long camp with a variety of sports activities and that Fort Smith has been asked to host the camp this year. She noted that a skateboarding program would be implemented as well. The Director advised that the Town is partnering with the Health Centre's Healthy Families and with Northern Lights Special Care Home to bring forward intergenerational activities such as a water day, crib tournaments and horseshoe tournaments. The Town is also partnering with the Northern Life Museum on their summer activities and will be providing youth activities at the Farmers Market. She added that the Farmers Market will start up June 22nd. D/M Smith requested the date for the Mackenzie Valley Recreation Association sports camp. The Director replied July 15-19th.

5. Economic Development Report

- a. Economic Development – The May 2019 statistics report was reviewed. The Director advised that the Economic Development Officer has been busy developing the asset map and community profile which will be accessible to people in the community or people wishing relocate or start a business in Fort Smith. She indicated that the community profile is a big project that will be tied to website development as the Town works towards implementing a new website in the next year.

The Director advised that the EDO would begin business visits again and that she has sent emails to businesses inviting them to participate. She was pleased that the business visits have engaged more information discussion with businesses and the EDO. She added that she has received feedback from a business owner who left commercial operations to run a home occupation business due to costs in operating commercially.

The Director advised that the EDO has partnered with the Aurora College to host webinars and the last webinar was “Stories that Sell”. She felt this webinar was a great marketing strategy. She added that the EDO is working with Thebacha Business Development Services on course planning and business breaks.

The Director advised that the Citizen Satisfaction Survey will be open through June and then data will be analyzed and next steps will be determined.

For tourism, the EDO is working on the implementation of a trial period for the midnight aurora tours and is gathering partners to make it happen. She noted that a one-time package will be launched in October.

Cr. Couvrette was pleased with the report and asked if the EDO has met with Dominion Diamond mines. The Director confirmed this and advised that there were stakeholder meetings at the Recreation facility.

The Director added that two Visitor Information Staff are working on town tours in partnership with the Fort Smith Metis Council and Salt River First Nation. She noted that stories of Fort Smith are told during the tours.

Cr. Cox asked if October is too late of a start date to launch the aurora viewing package. The Director advised that October is the prime season and that Yellowknife is booked to capacity at that time as well. She added that the one tour package will be offered to determine the level of attraction. Cr. Cox asked how many guests would accommodate the trial. The Director replied ten.

D/M Smith noted that Canoe Arctic tourism business owner Alex Hall passed away and was pleased that his business was taken over by Jackpine Padde which has launched with the support of the Town and ITI.

6. Advisory Boards

a. Recreation Advisory Board

- i. RAB Minutes May 23rd, 2019 – The RAB minutes were reviewed. Cr. Cox didn't have anything to add that wasn't already in the minutes. Cr. Cox advised that the board met at 12pm today for their last meeting until September.

b. Advisory Board on Culture – Cr. Beaulieu advised that there wasn't quorum at the last meeting. She added that there would be music fundraiser for Paddle Prairie, AB being organized by Pat Burke at Conibear Park on June 15th.

c. Tourism and Trade Advisory Board

- i. TTAB Minutes May 16th, 2019 – The TTAB minutes were reviewed. Cr. Couvrette advised that the board supports the goals in the Economic Development Report. He noted that there has been discussion about the aurora tours packaging and potential opportunities that may arise if it becomes a successful venture. He noted that there was discussion on how to promote local attendance at the Trade Show. He advised that the Tourism and Trade Advisory Board would be meeting next Thursday, June 20th.

7. Other Business

- a. Briefing Note UGFC Food for Thought Donation Request – The briefing note was reviewed. Administration advised that Uncle Gabe's Friendship Centre is looking for \$2,000 to assist with their Lunch Program which provides free lunches to youth in need from PWK High School and JBT Elementary School. Administration advised that the donations budget was \$6,500 although a \$2,500 donation was given to Snow and Ice, and a \$1,000 donation was approved for Relay for Life. He indicated that Relay for Life has advised that they only require a \$138 donation to cover the food expenses for their barbeque although the Town is covering the credit card fees for their silent auction and another briefing note would be brought forward with more information on this.

Administration advised that MACA has made a policy, in which the Town was not informed that they would now only fund one youth center initiative in the community, and as the Town runs a youth night and other youth programs would get preference. As a result, the Town will now receive the youth center funding from MACA and the UGFC would not which will impact their Lunch Program. He advised that the pressure falls on the Town and is unsure how this will affect their other programming and if there will be additional requests made to the Town.

Administration wasn't pleased with the GNWT's lack of communications to the Town about program changes impacting residents and the municipal corporation. He noted that Council brought forward resolutions to the NWTAC including a resolution for better communications from the GNWT. He added that Council was advised that NWTAC was working on implementing an agreement with the GNWT and the GNWT is aware of the lack of communications as he informed the Deputy Minister at the last LGANT conference he attended.

Cr. Westwell asked if funding cut would be for next year's budget and advised that Council discussed budgeting through line items incorporated in the Town's budget. D/M Smith clarified that Council funds the JBT Snack Program through a budget line item and has not provided funding in the past to UGFC for their Lunch Program. He added that the Town is offering youth center programs which make UGFC ineligible for funding which is used for their Lunch Program. The Director advised that MACA Youth Center Initiative funding is a long standing program in which a number of youth centers apply and receive equal shares of funding. She indicated that last year the Town was informed that there would be a change to the MACA Sport and Recreation funding and it would be enacted this year.

The Director advised that the cost to UGFC is \$18,000 to operate the Lunch Program and that there funding will be cut in the amount of \$13,000.

Cr. Westwell advised that amount of donation requests received are becoming unaffordable to maintain and suggested if the Town receives their share of the funding if it could be redirected to them. Administration clarified that the Town is using its share of the funding to operate a youth center and that MACA is releasing less funding. He added that the Town's application for the funding was sent early May and that the Town is unsure of the amount to be received. Cr. Westwell supports the intent of the donation request but doesn't feel the Town can support the multiple thousand dollar donation requests that are being received.

D/M Smith suggested that Council consider other political actions to address the funding shortfall. Cr. Cox noted that the Town annually supports JBT Snack Program with a \$500 contribution and would support UGFC with a \$500 contribution in addition to lobbying MACA to reinstate the funding in full or at least partially as the program is essential to youth in the community.

Cr. Couvrette agreed that the program is worthwhile and suggested that a reasonable level of budget be provided as there is not much detail on how the money is expended and used in the request. He suggested that a more intensive method of evaluating requests be formed. He agreed that Council should provide support as the issue needs to be addressed in a more formal way through lobbying. He felt that the GNWT should provide notice of funding cuts a year in advance for organizations to plan.

D/M Smith suggested that the Minister of ECE should be included in the discussion as well. He noted that the DEA contributes a considerable amount of funding to the JBT Snack Program and asked how much the DEA spends on healthy snacks and programming. Cr. Pischinger replied that the JBT Snack Program costs approximately \$30,000 per year and consists completely of donations. She is unsure of the cost to operate the PWK Breakfast Program but noted it is considerably less. Cr. Pischinger asked if the youth center funding to the Town would be higher as the sole receiver. The Director replied that the policy stated a maximum of \$25,000 in funding is contributed and that the Town generally receives \$13,000. She is unsure of the contribution amount for this year as the agreements have not yet been received.

Cr. Beaulieu advised that the majority of students from JBT and PWK are aboriginal and asked if the Fort Smith Metis Council or First Nations bands have been asked to contribute. She felt that the Fort Smith Metis Council would support the program as they have freezers of aboriginal food that could be donated.

D/M Smith recommended that the Mayor follow-up with the DEA, UGFC and the Town for more information and opportunities. He felt that the Town should be proactive and not reactive.

Administration advised that there appears to be the need for more financial information and the need for community governments to work together to lobby. He suggested the note be tabled as the municipality is not prepared to address the issue. He also felt the donations policy would not address the issue and the immediate need to feed youth.

RECOMMENDATION

Moved by: Cr. Cox

Seconded by: Cr. Couvrette

That the Mayor work with the Fort Smith Metis Council, Salt River First Nation and Smith Landing First Nation to problem solve the issue in regard to MACA Youth Center Funding; and

That the Mayor work with Uncle Gabes Friendship Centre to liase with MACA and ECE to get funding reinstated.

CARRIED UNANIMOUSLY

- b. Briefing Note Communications Committee – The briefing note was reviewed. Administration has struggled with how to address municipal communication needs without a local newspaper. He noted that communications is a separate concept from advertising and felt that the Town does a respectable job in advertising. He advised that communications is a higher and political level of messaging from Mayor and Council. Administration advised that the Director wrote the briefing note which speaks to the Strategic Plan and that the current Council has spoken to the need for better communications with residents. He felt that to be informative and consistent requires significant time and resources which require additional help and funding. He advised that the solution brought forward is to form a communications committee and that a consultant be hired to write the information provided and be approved by the Committee. He added that the purpose, timeline, budget, membership and scope of the Committee will need to be determined and that the first requirement of the Committee would be draft an RFP Scope of Work for the consultant. The RFP would then be issued and the procurement aspect would be managed by Administration. He noted that direction of the consultant would be performed by the Committee. Administration suggested the communications could be publicly distributed through mail drops. He noted that the Committee would be ongoing and not ad hoc. Administration advised that the Advertising Budget is fully committed and suggested the funding could be distributed through the Public Relations Budget. Cr. Cox and Cr. Westwell were interested in sitting on the Communications Committee. Cr. Couvrette advised that he would provide support to the Committee.

RECOMMENDATIONn

Moved by:

Seconded by:

That Mayor and Council establish a Communications Committee; and

That the Communications Committee consist of Cr. Cox and Cr. Westwell.

CARRIED UNANIMOUSLY

- c. Briefing Note Fort Smith Metis Council Donation Request – The briefing note was reviewed. The Director advised that a donation request was received late in the afternoon from the Fort Smith Metis Council to support Aboriginal Day on June 21st. They are requesting a \$1,000 donation and similar support in the donation of youth swim passes as last year. Cr. Westwell would support the donation with a \$500 monetary donation and discounted swim passes as in previous years.

RECOMMENDATION

Moved by: Cr. Westwell

Seconded by: Cr. Campbell

That Council donate \$500 and that pool passes be donated at a reduced cost of \$1.00 per pass as in previous years.

CARRIED UNANIMOUSLY

- d. Staff and Volunteer Appreciation Lunch Appreciation – Cr. Couvrette formally acknowledged the hard work of the Executive Secretary in running an excellent event. Cr. Westwell was pleased with the steaks and received multiple comments on the food. He was pleased that all the food was eaten and noted that staff and volunteers were very appreciative.

8. Excusing of Councillors

Mayor Napier-Buckley and Cr. McArthur advised that they were unavailable for the meeting.

RECOMMENDATION

Moved by: Cr. Westwell

Seconded by: Cr. Campbell

That Mayor Napier-Buckley and Cr. McArthur be excused from the Community Services Standing Committee Meeting on June 11th, 2019.

CARRIED UNANIMOUSLY

9. Date of Next Meeting

The next meeting of the Community Services Standing Committee will be held on July 9th, 2019.

10. Adjournment

RECOMMENDATION

Moved by: Cr. Cox

Seconded by: Cr. Campbell

That the meeting be adjourned at 8:24 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.

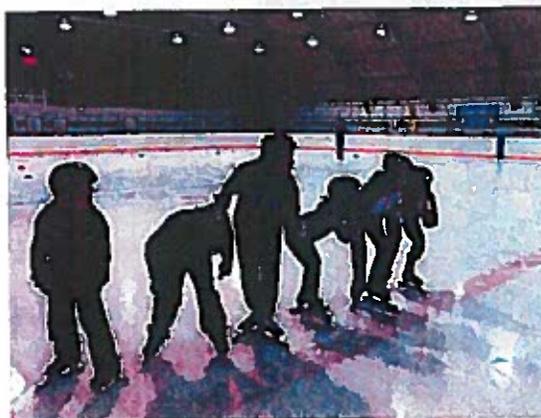
Values

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 	<p>✓</p> <p>✓</p>	<p>✓</p>	<p>✓</p>
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 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>	
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 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>		
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 	<p>✓</p>	<p>✓</p>	
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 	<p>✓</p>	<p>✓</p>	



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

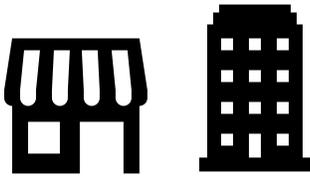
Goal #6 - Attract shoppers & visitors from the region into our community

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																

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																

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:

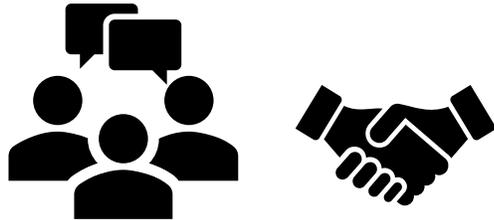
- Inventory of Government positions
- Report on past and current positions
- Number of actions taken to advocate for government jobs in Fort Smith

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

2018				2019				2020				2021				2022			
Q1	Q2	Q3	Q4																

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:

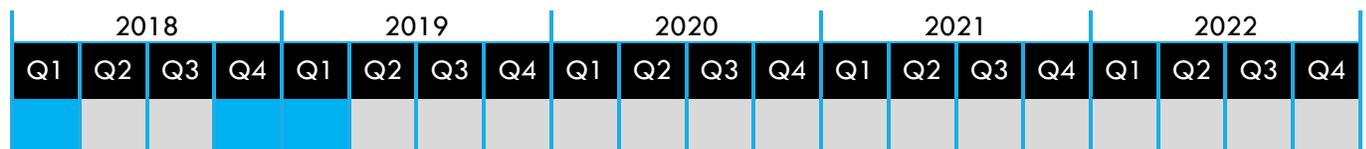
- Organize training events.

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.

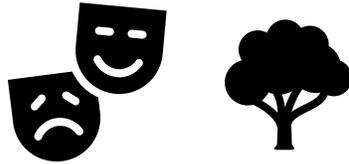
Metric: Number of employees that have completed the program.

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



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 - June 2019**



Main Venues	Total	Last Month	June 2018	YTD	COMMENTS
Gymnasium	351	297	238	3199	
Pete's Gym	1062	1191	910	7375	
Fitness Room	46	28	27	498	
Squash Court	26	38	0	500	
ASCP	196	286	157	1927	
Theatre	116	141	85	702	
Parent's n' Tots	330	490	324	2618	
Phoenix Room	96	147	103	728	
Pool Party Room	N/A	N/A	6	N/A	Room being prepared for DayCare
PWK Use	18	15		33	
Youth Night	391	398	304	2285	
Events					
Arena Summer Events	75			75	Bike Rodeo, Minor Hockey wrap up
Trade Show				743	
GNWT Fire Fighter tests		46		46	
Parks Fire Fighter tests		31		31	
MRA Meeting		30		30	
RCC Events:				1265	Event totals are not included in gymnasium use
ECE Community Meeting			198		
Headstart Grad			65		
HSS Postpartum Group	10	109	28		Have moved to an outside location for summer, will use Rec Centre when rainy.
PWK Fire Drills		135			
PWK Grad		292			
MISC					
Total	2717	3674	2445	22055	College stats cumulated from September
College Uses	17	176	28	3138	



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



Main Events	Total	Last Month	June 2018	YTD	COMMENTS
AM Lane Swim	46	42	28	259	
Parents and Tots	103	161	23	670	
ASCP	69	142	63	724	
Noon Lane Swim	22	19	28	155	
Weekend Noon Lane Swim	33	27	37	173	
Seniors Swim	70	68	60	358	
Junior Swim Club	N/A	N/A	N/A	N/A	Junior Swim Club program not running
Public	230	306	180	1336	
Weekend Public	130	145	112	792	
AquaFit	*	*	30	*	* 2 classes/week with approx 6/class, attendance reflected in public swim/family swim.
Adult/Family	154	204	189	980	
Weekend Adult/Family	113	91	80	555	
PWK/JBT Usage	64	182	150	465	JBT Lessons 2 days
Sr's AquaFit	N/A	N/A	N/A	N/A	Not currently running program
Swim Lessons	N/A	0	180	394	Not currently running
Kayak Polo	8	0	7	8	Kayaking started June 1st, ended June 30
Rentals	189	13	50	538	11 rentals
Other Events	6		139	6	Bronze Medallion
Swim to Survive	N/A		N/A	20	
Total	1237	1400	1356	7433	

GENERAL COMMENTS

Mary Kaeser Library

June 2019

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total																											
Adults	27	11	31	39	23	27	18	20	18	21	28	33	26	25	20	11	29	37	37	23	C L O S E D	23	19	40	40	33	28	23	10	10	703																												
Children	18	16	32	38	24	38	17	15	10	38	28	44	30	15	15	7	27	34	46	20		20	22	45	30	32	40	20	13	8	724																												
Computer Users	18	16	31	26	35	40	29	20	15	33	32	29	31	29	15	18	39	21	29	23		21	15	46	34	45	51	27	18	7	775																												
Story Time:																																																											
Children											8							3														11																											
Adults											7							2														9																											
Afterschool Program					0							11		10					6							5						32																											
Elders and Tea				1							1							2							3							7																											
Family Literacy																																0																											
Book Club																																0																											
Wellness Wednesday																			1										19		20																												
Reading Club:Kids																												6			6																												
Reading Club:Adults																																0																											
Total program Attendance																																																										85	
Total Reg Attendance																																																											1427
Operational Hrs	3	3	5.5	5.5	5.5	5.5	3.5	3	3	5.5	5.5	5.5	5.5	3.5	3	3	5.5	5.5	5.5	5.5	0	3	3	5.5	5.5	5.5	5.5	3.5	3	3	128.5																												

Economic Development Report

June

2019

Economic Development Plan

Economic Development Strategy	Actions	Progress
Foster and Encourage Business and Job creation	Statistics Report	Continue to look at new options and sites to promote for easy access to information as well as engaging people while on the website.
Diversify the Local Economy	Career and Entrepreneur discussions with Gr.9 class	Attended Career Awareness sessions with Gr.9 class at Kettle Point. Discussed opportunities for careers with the Town of Fort Smith and business ideas and opportunities with youth. Encouraging youth to start businesses now that interest them and identifying resources that can assist them!
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, planning to start in the Fall. Themes will include how to Network and create authentic relationships, Business and Leadership in a small community, retaining youth in our community.

Business Development	Partner with Thebacha Business Services for new Business Course programs	Continue to work with TBDS to support local business and attract and build new businesses in the community.
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	Coordinating 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

	May-19	Jun-19
Website		
Target Audience	Local residents, visitors, tourists, business owners	
Total number of Users for the month	3986	3170
Average number of Users per day	155	144
Top pages viewed	Home page, Real Estate & Property, Emergency Preparedness, About Fort Smith, Visitors Section	Home Page, Real Estate, Calendar, About, Contact Us
Top cities in terms of users	Fort Smith, Calgary, Yellowknife, Hay River, Edmonton, Toronto	Fort Smith, Calgary, Yellowknife, Hay River, Edmonton, Toronto
	May-19	Jun-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	1483	1513
Number of Likes	1444	1474
Average Weekly Reach	5423	5451
Top posts viewed (in order of highest reach)	Town of Fort Smith Fire Ban, Ice safety warning for Slave River, Ear Acupuncture for Mental Health week, The Grizzlies Movie, WBNP Fire Info road closure	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
Twitter	May-19	Jun-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	523	526
Instagram	May-19	Jun-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	442	456

*Keep an eye out for new social media posts by the Visitor Information Centre summer students. Dynamic , fun and educational posts have already started and will continue all summer!

Other work by the EDO:

- Assist Visitor Information Centre staff with new program development
- Updating Business pages on the Town website
- Updating Website main pages



Town of Fort Smith Recreation Advisory Board Minutes June 4, 2019

Regular Meeting
12:00 pm in Town Hall Council Chambers

Attendees:

- Tim Van Dam, Chair
- Allie McDonald
- John Morrison
- Gail Hartop
- Jeri Miltenberger
- Jonah Mitchell
- Cr. Jessica Cox

Regrets:

- Mike Vassal
- Monique Day

Administration:

Cynthia White

A. Call to Order

Tim Van Dam called the meeting to order at 12:05 pm.

B. Approval of the Agenda

MOTION

Moved by: Gail Hartop

Seconded by: John Morrison

That the agenda be adopted as presented.

CARRIED UNANIMOUSLY

C. Approval of the Minutes

MOTION

Moved by: Jeri Miltenberger

Seconded by: Gail Hartop

That the minutes of May 23rd, 2019 be adopted as presented.

CARRIED UNANIMOUSLY

D. New Business

- a. Strategic Plan – Tim advised that the objective is to identify areas in the Strategic Plan where RAB can identify input.

To retain existing and attract new residents

Support the development of high-quality childcare in the town – The board felt that there may be areas to provide input to the Town or work collaboratively with other boards. Gail asked if the Daycare Society has a location other than the Recreation facility. Cynthia replied that they do not as the GNWT hasn't provided a location. Jessica added that the College is supportive of housing the daycare although ECE is not. Cynthia advised that there are no early childcare providers that meet hiring requirements. She noted that the Daycare Executive Directors had contacted colleges and were advised that there are not enough graduates.

Work with Indigenous governments to support their development plans – Jonah suggested that there may be a connection if SRFN plans to integrate their development plans with recreation facilities. Tim thinks six-years is too long for the initiative considering their Conference Centre is complete and felt that the Town should be considering integration now.

Promote Fort Smith as the Best Place to Live North of 60 “Unexpected; Unforgettable” – Tim thinks the board could provide input on this. Cynthia advised that the Program Coordinator and herself have created a base community recreation list with every program, event and tournament incorporated. She added that the Program Coordinator has been doing monthly programming mail drops and that they are developing a bi-annual program guide in which RAB will be engaged for input in the fall/winter and anticipates releasing the guide in the spring/summer 2020. Gail was pleased with the update.

To be the healthiest community the Northwest Territories

Increase wellness and overall health – Yes, the board can provide input on this. Cynthia is working on a strategy to implement a healthy foods policy. She noted that the community does not have a full-time dietician in the community and would be contacting the dietician in Yellowknife. She plans to meet with minor hockey to discuss the canteen and will be working with other groups. She noted that this is a high-profile item for the Community Services department.

Maintain and improve exiting community facilities – Yes, the board can provide input on this. Cynthia advised that facility upgrades and the Recreation facility midlife retrofit are planned. Jessica thinks Council will look forward to hearing the boards feedback on the retrofit. Cynthia advised that she is drafting an RFP for the new Community Services Master Plan which will be focused on community wellness goals. Tim asked how the RFP will be advertised. Cynthia replied on the Town website and RFP websites. Gail noted that there are parts to install at three parks. Cynthia replied that they are scheduled to be installed this year.

Ensure the safety of residents – Yes, the board can provide input on this. Cynthia advised that there are plans to reengage the Interagency Group to address youth crime in the community and that RAB may be involved. She added that the initiative will be led by Mayor and Council but RAB may be engaged to help determine programming and resources. Cynthia advised that the Town plans to have a stronger bylaw enforcement presence. Jonah suggested a recreation facilities space assessment. Tim asked that Cynthia keep the board information around the discussion of these items. Tim was pleased with Jessica’s engagement with the board.

To be a leader in sustainability

Be the first carbon neutral community in the NWT – Jeri suggested that RAB could be engaged in discussion regarding facilities becoming carbon neutral but that the topic is not recreation specific. The board sees SDAB as the lead on this initiative. Jessica advised that she would keep the board informed. Jeri thinks RAB can play a significant role in discussion and in active transportation.

Reduce waste – Tim felt that reducing waste is everyone’s responsibility.

To grow our role as the education leader in the NWT

Lobby the GNWT to maintain and grow Fort Smith’s educational campus status in the Northwest Territories – John sees RAB having a voice with this. He added that the College has plans to work with the Town collaboratively.

Build a strong relationship with the Aurora College Student Community – Yes, the board can provide input on this. Cynthia advised that the Town has a strong relationship with student services.

Maintain the headquarters for NWT post-secondary education in Fort Smith – RAB sees the community as a whole participating in this.

Foster relationships with our schools – Yes, the board can provide input on this. Cynthia advised that this has been established and is ongoing. The board felt that a youth vision workshop is a good idea and discussed having a youth member on the advisory board. Jonah asked if there is training for a youth representative. Cynthia was pleased with the new board appointment of Allie McDonald and suggested that may be able to identify a youth member for the board. Tim suggested the board revisit discussion of a youth member and identify a seat at the September meeting.

To create a local and vibrant economy

RAB doesn't see themselves taking a lead on this. Jonah mentioned that the board may want input on the development of land and inventory related to recreation or land located by recreation facilities. Cynthia added that the Zoning Bylaw would be reviewed in the near future and that the sales locations of marijuana edibles will need to be addressed. She suggested that RAB will have a strong voice but not take the lead.

Attract and retain residents to live in Fort Smith – Yes, the board can provide input on this. Cynthia thinks RAB will have a strong voice but not take the lead. She thinks this will be accomplished through the marketing strategy and resident ambassador program.

Enhance livability – Yes. Jeri suggested the board could be involved in tourism product development with respect to recreation.

Increase number of festivals, sporting events, and conferences held in Fort Smith – Yes, the board can provide input on this.

Work with regional partners to market Fort Smith – Yes, the board agreed that they should work with other communities to ensure that events aren't double booked. Jonah sees TTAB as the lead on this. Cynthia added that TTAB may want to collaborate with the other advisory boards on initiatives.

To operate a responsive and transparent government

Continue to provide high quality programs and services to our citizens – Yes, this is an ongoing initiative.

Implement the calls to action for municipal government from the Truth and Reconciliation Commission – Cynthia commended Tim for convincing the NWT Recreation Association to actively use the calls for action and that the CPRA lobbied strongly to incorporate the calls to action in their way of business. Tim indicated that it was tough to incorporate the calls of action into the business strategy and indicated that it would be a choice of the boards to do this. He encouraged RAB to take an

active role and would be pleased to see this in future discussions. Cynthia advised that the TRC and NWTRPA are working with people territorially to create an exhibit on sport and recreation in residential schools. She expects the exhibit to be up and running by next year. She noted that if a community expresses interest in being involved, they would be happy to speak with them.

Maintain and improve existing infrastructure – Yes; Jeri advised that RAB is already involved in this. Cynthia advised that the Capital Plan includes the recreation facilities. Cynthia added that the Town continues to upgrade playgrounds and work at the track facility to install permanent soccer poles and a basketball court.

Review legislation to ensure it is up to date and relevant – Yes; it was noted that this is an ongoing initiative.

Ensure residents, college students and visitors are well informed – Yes, the board can provide input on this. Cynthia had discussed the bi-annual calendar and communications with the College. She noted that the electronic sign is installed at the Recreation facility.

Formalise orientation for new and returning Mayor and Council by administration to ensure continuity after elections – The board felt that this is an administrative task.

- b. Recommendation from RAB to remove Monique Day as a member. Cynthia advised that she no longer resides in Fort Smith and did not submit resignation.

MOTION

Moved by: Jeri Miltenberger

Seconded by: Jonah Mitchell

That Monique Day be removed as a member from the Recreation Advisory Board.

CARRIED UNANIMOUSLY

- c. Sponsorship Policy – Cynthia advised that the Sponsorship Policy has been presented to the board and that the intent is to move forward with the policy over the summer. She requested that the board make a recommendation to bring the policy to Council if there is no further feedback. Jessica asked if the existing strategy will be amended. Cynthia advised that dialogue would be incorporated into the briefing note and that some aspects may not fit into the policy. Cynthia requested that any additional feedback be emailed to her before July.

MOTION

Moved by: Jeri Miltenberger

Seconded by: Jonah Mitchell

That RAB supports the Sponsorship Policy and that the Sponsorship Policy with RAB's discussion be brought forward to Council.

CARRIED UNANIMOUS

E. Date of Next Meeting

The next RAB meeting is scheduled for Tuesday, September 10th at 12:00 pm in Council Chambers.

Tim reminded RAB that their annual AGM is in October and requested that a new Chair be selected.

F. Adjournment

MOTION

Moved by: John Morrison

The meeting was adjourned at 1:03 p.m.

CARRIED UNANIMOUSLY



Town of Fort Smith Advisory Board on Culture Minutes Monday, June 24, 2019

Regular Meeting

12:00 pm in Mary Kaeser Library

Attendees:

- Jeri Miltenberger, Chair
- Connie Benwell
- Erika Bell
- Vance Sanderson
- Cr. Louise Beaulieu

Absent:

- Anna Kikoak
- Jeannie Marie-Jewell

Administration:

- Cynthia White
- Katie Reid

A. Call to Order

Jeri Miltenberger called the meeting to order at 12:08 pm.

B. Approval of the Agenda

MOTION

Moved by: Erika Bell

Seconded by: Vance Sanderson

That the agenda be adopted as presented.

CARRIED UNANIMOUSLY

C. Approval of the Minutes

MOTION

Moved by: Connie Benwell

Seconded by: Erika Bell

That the ABC minutes of March 25, 2019, be adopted as presented.

CARRIED UNANIMOUSLY

D. Business Arising from the Minutes

Cynthia advised that the board reviewed facilities policies in March and that the Town is developing associated policies to submit to Council in the fall. She noted that the asset map hasn't been reviewed in sometime.

Erika requested an update on the implementation of the radio station in Fort Smith. Vance advised that the equipment has arrived and that the radio is planned to start in the summer.

E. New Business

Strategic Plan – The board identified areas in the Strategic Plan that they could provide input.

To retain existing and attract new residents

Support the development of affordable housing within the town – The board doesn't feel they can provide input on this.

Support the development of high quality and affordable childcare in town – Cynthia suggested the board may consider being involved with this as ABC is involved with education and there will no longer be an early childcare program in Fort Smith. She added that there are no early childcare educators available to staff the daycare and that TEP does not meet the requirements. She noted that according to ECE they would provisionally allow a TEP graduate to staff the daycare under the provision that they are enrolled in the early childcare program. Erika asked when it was advised that the early childcare program would not be coming to Fort Smith. Cynthia replied that it was determined this year and that there is no indication if it will ever come to Fort Smith. Erika noted that the program was to cycle through Yellowknife, Inuvik and Fort Smith. Jeri suggested the board advocate for the program. Erika suggested that the asset map be used to determine agencies to partner with on the issue.

Work with Indigenous governments to support their development plans – Jeri is unsure if ABC would have a role with this goal. Cynthia noted that it is related to infrastructure and services.

Promote Fort Smith as the Best Place to Live North of 60 – Yes, the board can provide input on this. Cynthia advised that cultural and historical aspects should be included.

Develop a road connecting Fort Smith with the south – Jeri doesn't think the board would be involved with this. Louise advised that the issue is that the road goes through two provinces and passes through a trapline. She noted that the leader of the trapline who was supportive of the road passed away and that the family is against the road development. Cynthia advised that the road continues to be a part of Council's priorities.

To be the healthiest community in the Northwest Territories

Increase community wellness and overall health – Jeri thinks the board can provide input on this with mental health if nothing else. Cynthia advised that science and technology programming occurs at the Library and that it is a place of community wellness.

Maintain and improve existing community facilities – Jeri thinks the board needs to have a voice for this.

Ensure the safety of our residents – Jeri is unsure if the goals are specific to the board. Cynthia suggested the board could be involved with the education component in conjunction with government agencies.

To be a leader in sustainability

Be the first carbon neutral community in the NWT – Jeri suggested the board can work on the education component and work with partners to move to renewable energy sources. Cynthia suggested in regard to the climate adaptation plan, to engage with elders on a sustainable means of education.

Reduce waste – Erika suggested the board assist with education and the importance of waste reduction. Jeri suggested developing an education plan and work with various partners around the cultural community to educate. Cynthia suggested alternative purchasing methods other than single use plastics. She noted that the Town's priority is community composting before recycling as there isn't much interest in recyclables from the international market. Vance suggested switching to glass containers that can be refilled. Louise advised that the Fort Smith Metis Council has received funding to hire summer students to clean the riverbank area. Jeri felt the board can be conduit for information and lead by example.

To grow our role as the education leader in the NWT

Lobby the GNWT to maintain and grow Fort Smith's educational campus status in the Northwest Territories – Jeri advised that the Aurora College facility is in Fort Smith and suggested it be determined what programs the community can attract to be held here. Louise noted that an expensive HEO building was recently constructed but other programs are being taken away. Cynthia advised that ABC is a conduit for advocating for education in the community not limited to the college level. She suggested encouraging the continuation of arts and language programs.

Build strong relationships with the Aurora College Student Community – Jeri advised that the board can assist with this by working with assets and be welcoming them.

Maintain the headquarters for NWT post-secondary education in Fort Smith – Yes, board can try to assist with this goal.

Foster relationship with our schools – Yes, the board can assist with this goal.

Create a vibrant local economy

Jeri suggested the board can encourage the development of small businesses. Cynthia advised that this section of the Strategic Plan identifies the need to create opportunities for businesses and what role the Town can take in creating an environment to encourage business development. She added that part of this will be accomplished through the creation of the community profile.

To operate a responsive and transparent government

Continue to provide high quality programs and services to our citizens – Cynthia advised that she is developing an RFP for the new Community Services Master Plan and that ABC will likely be one of the consulted boards.

Implement the calls to action for municipal government from the Truth and Reconciliation Commission – Jeri indicated that ABC has been tasked with this in the past.

Connie asked if the Town has appreciation sticker/posters for businesses. Cynthia felt that this would be something issued by the Chamber but will speak to the EDO. Connie thinks it would be important as businesses contribute a lot to the community.

Be the employer of choice in the NWT – The board doesn't think they would be involved with this.

Maintain and improve existing community infrastructure – Jeri thinks there are areas the board can contribute to this and may be able to assist the GNWT in the completion of the development of Mission Park. She suggested reaching out to other agencies to assist in the development.

Review legislation to ensure it is up to date and relevant – The board has been reviewing recreation facility policies.

Ensure residents, college students and visitors are well-informed – Cynthia advised she is developing a bi-annual guide and that she will be connecting with community partners to incorporate their programs and events in the guide as well. She added that there will be a sponsorship and advertising component for local businesses. She plans to bring the guide to RAB and ABC for feedback. Jeri would advocate to meet with all program providers in the community in August/September to coordinate events to prevent overlapping.

Improve communication and dialogue with other levels of government including Indigenous governments – Yes, the board can provide guidance.

Formalise orientation for new and returning Mayor and Council by administration to ensure continuity after elections – Yes, the board would like to be involved.

F. Upcoming Events

Canada Day July 1st

Teddy Bear Picnic at the NLMCC July 5th

Pine Lake Picnic July 15th

Louise advised that a local group would like to volunteer to build a stage at Conibear Park. Cynthia advised that there is a lack of parking at Conibear Park for larger events and for safety reasons the road requires to be closed. She added that many businesses are not supportive of the road closure on the weekends. Erika suggested petitioning the GNWT to demolish the old Park Theatre building as the building is unsafe and the location could be used for parking.

Vance advised that his radio tower arrived and he is waiting for it to be properly installed. He is hoping to have the radio up and running next month. He added that CKLB will be the backup station when off-air.

Jeri advised that the NLMCC adult and child programming schedule is being finalized and ready to be advertised.

Cynthia advised that there is a summer reading group for children, youth and adults with prizes to be won.

Jeri added that there would be a beading workshop with Margaret Nazon at the same time as the Dark Sky Festival.

G. Date of Next Meeting

The next ABC meeting will be on September 23rd, 2019 at 12:00 pm in the Mary Kaeser Library.

H. Adjournment

MOTION

Moved by: Vance Sanderson

The meeting was adjourned at 12:56 p.m.

CARRIED UNANIMOUSLY



BRIEFING NOTE

To: Mayor and Council
Date: July 9, 2019
Subject: Donation Request – Relay for Life BBQ

Purpose:

To brief Council on the donation request from the organizer of the 2019 Relay for Life to support a community BBQ.

Background:

In previous years the Town has provided funding to host a participant BBQ during the Relay for Life event. This years event will be formatted differently and the BBQ will be open to the public with a voluntary donation.

The organizer has received a donation of \$500 for food from a local business but has been unable to secure support from any other local organization. She is uncertain of what the total cost will be for the BBQ which will include hot dogs, hamburgers, drinks, and condiments. They are requesting a donation of \$1000 to cover those costs to ensure that no community donations are used to cover the cost of the event.

The Donation budget is allocated at \$6,500. Currently Council has already spent \$2,500 of this budget. Other annual donations that Council can expect include Seniors' Society Christmas Dinner (approximately \$150), Christmas Food and Toy Drive (\$400), and Sutherland House Single Parent Christmas Dinner \$200).

Update:

At the May 21st, 2019 Regular Meeting of Council, the following motion was unanimously passed:

19-100 Moved By: Cr. Westwell
Seconded By: Cr. Couvrette

That the Town of Fort Smith support a donation of up to \$1,000 to support the Relay for Life barbeque on June 8th.

CARRIED UNANIMOUSLY

After the Relay for Life Barbeque on June 8th, organizer Shari Olsen submitted the receipt for the additional costs incurred totaling \$138.84 to Paul Kaeser's Store.

Additionally, the Town processed \$1,910.00 in Relay for Life auction items. The Town charges 2% for these types of transactions as the rate varies depending on the credit card. The service charge donated equals to \$38.20.

The total donation provided by the Town was \$177.04.

Below is a breakdown of donations given to date and the remaining budget.

Date	Motion	Organization	Donation	Donations Budget \$6,500 Remaining balance
February 19, 2019	19-034	Snow & Ice	\$2,500	\$4,000.00
May 21, 2019	19-100	Relay for Life	\$177.04	\$3,822.96
June 18, 2019	19-121	Fort Smith Metis Council National Indigenous Peoples Day	\$500.00	\$3,322.96

Recommendation:

For informational purposes or direction if required.