



# Town of Fort Smith Community Services Committee

Tuesday, June 11, 2019 at 7 pm

## AGENDA

1. Call to Order
2. Declaration of Financial Interest
  - a. Statement of Disclosure of Interest
3. Delegations
4. Review
  - a. Agenda
  - b. Minutes
  - c. Visions and Values
  - d. Community Services Master Plan
  - e. Economic Development Plan
5. Directors Report
  - a. Recreation – May 2019 Statistics
  - b. Pool – May 2019 Statistics
  - c. Mary Kaeser Library– May 2019 Statistics
6. Economic Development Report
  - a. Economic Development – May 2019 Statistics
7. Advisory Boards
  - a. Recreation Advisory Board
    - i. RAB Minutes May 23, 2019
  - b. Advisory Board on Culture
  - c. Tourism and Trade Advisory Board
    - i. TTAB Minutes May 16, 2019
8. Bylaw/Policy Review and Development
9. Administration
10. Other Business
  - a. Briefing Note UGFC Food for Thought Program Donation Request
  - b. Briefing Note Communications Committee
11. Excusing of Councilors
12. Date of Next Meeting
13. Adjournment

Attached Documents	
 Statement of Disclosure of Interest	
  Community Services Vision and Values Minutes May 14, 2019	
  Community Services Master Plan      Economic Development Plan	
  Recreation Statistics May, 2019      Pool Statistics May, 2019	
  Library Statistics May, 2019      Economic Development Report	
  RAB Minutes May 23, 2019      TTAB Minutes May 16, 2019	
 BN UGFC Food for Thought Program D	



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, May 14, 2019, at 7:00 pm

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

1. Call to Order

Cr. McArthur called the meeting to order at 7:00 pm.

2. Declaration of Financial Interest

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

3. Delegations

a. Fort Smith District Education Authority – The delegation was cancelled and postponed until a later date.

4. Review

a. Agenda – The agenda was reviewed. Cr. Couvrette requested that the relocation of the Department of Industry, Tourism and Investment Regional Centre from Fort Smith to Hay River be added to the agenda.

**RECOMMENDATION**

**Moved by: Cr. Couvrette**

**Seconded by: Cr. Pischinger**

**That the agenda be adopted as amended.**

**CARRIED UNANIMOUSLY**

b. Minutes – The minutes of April 9<sup>th</sup>, 2019, were reviewed and adopted at the Council meeting of April 16<sup>th</sup>, 2019. Cr. Couvrette noted that the minutes discussed requested that it be determined how many Post-Secondary Education surveys were completed and asked if there was an update. Mayor Napier-Buckley will request this information.

Cr. Cox noted that there was discussion in the minutes about Council determining forms of recognition for Advisory Board members and if recognition is required. She asked if Council had any feedback. Administration replied that the upcoming Canada Day briefing note invites Council to discuss awards and suggested that new categories of awards could be added. He added that Council may wish to include dialogue on board recognition or service group recognition.

Cr. Couvrette advised that Cr. Westwell spoke previously at a meeting about creating a strategy for the upcoming discussion on the future of the polytechnic university and how it may impact the community. He thinks this should stay on the agenda as an active item. Cr. Westwell thinks it would be relevant to develop a “why here” document with the college being the main target although it would be fitting for all development and would be relevant across numerous initiatives.

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

- d. Community Services Master Plan – The Community Services Master Plan was reviewed. Administration advised that he is looking to begin the process of releasing the RFP for the new Community Services Master Plan document. He anticipates a great deal of community consultation with the development of the document. He noted that the current document is very infrastructure orientated with financial sources not outlined. He advised that the Town will approach the development of the new plan as implementable and affordable. D/M Smith was pleased with the update. He noted that the RFP for the current document wasn't a collaborative process and that a survey was mailed to residents to outline wish lists for Town infrastructure. He noted that with the excellent work of the Recreation Advisory Board, they made the document meaningful for the community.

Cr. McArthur asked if new playground equipment was purchased in 2018. Administration replied that new replacement parks were purchased for the existing playgrounds and the funds for the installation work is included in the 2019 Capital Plan. He added that the next step would be to engage the community through the Sponsorship Policy and the renaming of the parks as all the parks are currently unnamed. He noted that RAB would be included with the initiative. D/M Smith advised that MACA offered a training course in the past on the installation of playgrounds and shared the cost. The Director of Community Services indicated that the Town is working with Parks Canada and JBT Elementary School as they also have structures for installation. She anticipates the work to begin August.

- e. Economic Development Plan – The Economic Development Plan was reviewed.

5. Directors Report

The Director provided a report on the operations of the Community Services Department. The Director advised that April was a busy month and that Junior NBA, Yoga, Boot Camp and the Elders in Motion programs have concluded for the summer. She noted that the Department has begun planning for Day Camp and alternative programming for older youth over the summer. The Director added that Youth T-ball is starting this week and will go until mid-July, and that Youth Soccer would begin after T-ball finishes.

- a. Recreation Statistics – The April 2019 statistics report was reviewed. The Director advised that Pete's Gym usage will start decreasing as College concludes for the summer and as students are the main users of the facility. Additionally, the Squash Court will also decrease in usage as it is mainly used during the winter. The Director advised that there was fantastic programming in the theatre over the past weekend for screening of "The Grizzlies" movie which was done in collaboration with Community Counselling Services and that there was a great turn out. She indicated that the movie was about youth in Kugluktuk that developed a Lacrosse Team that played at a National and International Level. She noted that the movie is the number one in the box office in Canada right now. Additionally, there was counselling services on hand as there were a number of triggers in the movie. The Director added that Youth Night continues to be a well-received program amongst youth.

The Director advised that the Arena statistics have been added to the Recreation Statistics Report for the summer months. She noted that the Trade Show had over seven-hundred people in attendance.

The Director advised that the Community Services Department is working with Municipal Services to making safety improvements to the Track facility Jumping Pit. She is also starting to see people out at the Soccer Field.

She advised that the Department is working with Relay for Life Organizers to coordinate the events and usage of Town facilities, and that PWK Grad Convocation would be held in the Recreation Centre gymnasium this year.

The Department is also working with the new Archery Club to help get them up and running. They have been coordinating with the Curling Club to use the space over the summer months and the Ski Club for outdoor shooting.

- b. Pool Statistics – The April 2019 statistics report was reviewed. The Director advised that JBT swimming lessons are ongoing, and that Track and Field is scheduled in less than a month. She reminded Council that JBT has sponsored swims after school for remainder of the school year and that they have sponsored the swimming times with funding received from MACA for Active After Schools. She added that this is the second year they have sponsored swims through that funding. Additionally, the Director advised that swimming lessons are wrapping up and the next set will be in the summer.
- c. Mary Kaeser Library Statistics – The April 2019 statistics report was reviewed. The Director advised that there is an increase in Story Time attendance in April, but numbers are still down from last year. She noted that the Elders Tech and Tea continues to be a popular program. Additionally, there is regular attendance during after school time. The Director advised that Library staff have been coordinating programming with the Aurora Research Institute on robotics and hydraulics. She added that Wellness Wednesdays did not occur in April but have restarted in May.

The Director advised that she is working hard with the Recreation Programmer on advanced planning, baseline programming for sport, recreation, arts, culture and literacy programming to produce a seasonal guide twice a year that can be accessed on the Town's website.

Cr. Cox noted a significant increase in usage of the Recreation facility gymnasium in March and April compared to previous years and requested an update. The Director replied that the increase is due to a change in programming. She noted that staff were reluctant to let people use the gymnasium unless during scheduled time which has changed and that there is a group of youth using the gymnasium regularly after programming has concluded. Cr. Cox noted on the Pool report that noon-hour weekend swim usage has decreased, and Seniors usage has increased. The Director replied that usage generally decreases with nicer weather and that the Department is seeing more Seniors use the facility. She added that the Pool is also used for physical rehabilitation for hip and knee conditions.

6. Economic Development Report

- a. Economic Development – The April 2019 statistics report was reviewed. The Director advised that the Meet and Greet prior to the Trade Show was well received with forty people in attendance. She felt that this was successful for a first-time event. She indicated that the 2019 Citizen Satisfaction Survey was distributed at the Trade Show and that there was a board displayed for people to post what they love about Fort Smith. The comments received will be used as themes to market Fort Smith on social media.

The Director advised that the EDO and Aurora College would be hosting the next webinar at the College on May 15<sup>th</sup> and that the topic is “Stories that Sell”. She thinks the theme is great and ties collaboratively into the work TTAB has been doing on the development of a community profile for Fort Smith. She added that TTAB has expressed that they would like to see stories and personalization incorporated into the profile. The Director advised that the EDO had interviewed mine workers to determine what they seek in a community to commute from and noted that they could be a target audience in the profile.

The Director indicated that Town staff working at the Library, VIC and Recreation facility would be receiving Northern Most Host training which is upcoming quickly.

Additionally, the EDO continues to work with interested tourism providers to deliver aurora night viewing tours that will be marketed for a two-week period next fall and that she is working with Top of the World Travel to coordinate the program along with NWAL, hotels and catering companies as they move forward. Cr. Cox was pleased with the new layout of the Economic Development Report.

- b. Briefing Note Business Visit Report – The briefing note was reviewed. Administration noted that the report is interesting as businesses were engaged for strengths and weaknesses to create a more vibrant economy. He noted that Fort Smith is fighting to keep its Government regional offices and positions and will need to look at other opportunities for economy and how to support current businesses.

The Director of Community Services advised that the Economic Development Strategy includes engaging local business owners regularly on the climate for business in Fort Smith. She would like to know what barriers are encountered and how the Town can support local businesses and consumers.

The Director advised that approximately a third of businesses were interviewed and that she would like to engage with more businesses during the next round of interviews. She added that many businesses in the community are home occupations as side businesses, with less time to engage, although the EDO was able to encourage participation from some.

The Director indicated that the majority of businesses feel they are doing well and that the Town hopes to see how this compares to trends to a regional and national level . She would like to determine what averages are on business turnover each year and internal management structure. She noted that larger commercial businesses are thriving and homebased businesses wanting to grow need commercial buildings available.

It was identified that GNWT contracts help business grow and maintain, including contracts such as the Arena Rebuild and the construction of the new Corrections facility. Additionally, the company brought in employees from outside of the community to make construction happen. The support of family, friends and the community also were identified to help with the start-up of new businesses. Additionally, the Chamber of Commerce assists businesses, specifically through their Shop Local Campaign.

She advised that the Town would like to help connect business services together whether it be for shipping, purchasing or other forms of support to help community growth. She noted that challenges exist include having a small market with a small customer base. She asked if there is enough of a customer base for additional retail stores and that finding qualified dependable staff has been identified as a challenge. Additional challenges include marketing, advertising, high shipping costs and high travel costs. She noted that there were comments received about property taxes and about businesses not paying taxes, which may be a perception issue due to the tax relief program.

Initiatives identified that can potentially help businesses include a road through Garden River and developing an alternative industry. She noted that it was discussed starting a tech industry, services for mining or services that support other industries in the NT, and which markets are potentially viable to develop. She added that the EDO is exploring options through an asset map of what the town has already and could potentially support and how to grow that market base to be successful. Additionally, the Town could work to promote tourism, sports tourism and other tourism industries through improving communications and community guides. The Director advised that the EDO is working on many of these items and identifying which residents to attract to the community. Additionally, the EDO is working on fun marketing around services in the community and unique items available as well as specific issues identified by business owners and ways the Town can foster growth and success. Initiatives are being launched based on information businesses provided in conjunction with the Economic Development Strategy and Strategic Plan.

The Director indicated that the EDO would be moving on to the next set of business visits to focus on what is success and what is growth. Also, how it is measured and if the Town will see businesses grow. She added that there would be discussion on employee retention, hiring qualified employees and recruitment. She noted that over the next three years the Town would perform bi-annual business visits to collect baseline data begin initiatives and target actions and determine if the town effected change. Moving forward she would like to monitor and assess the business climate and which initiatives may have affected change.

The Director is looking for a recommendation of Council to approve and publicly distribute the document. She would like to share the information collected with local business owners to address areas of concern.

Cr. Westwell was appreciative of the ongoing work of the Department. He noted that the information is valuable, and he hopes it encourages participation from more business owners.

Cr. Cox commended the Director and EDO on the work done. She noted that it is important and good to see.

Cr. Couvrette spoke on behalf of TTAB as the Councillor representative and advised that the board was involved with the development of the report. He commended the work and added that businesses and the public need to see the work the EDO and Town have done to promote business in the community.

**RECOMMENDATION**

**Moved by: D/M Smith**

**Seconded by: Cr. Cox**

**That the Business Visit Report from Fall 2018 be accepted and approved for public distribution.**

**CARRIED UNANIMOUSLY**

7. Advisory Boards

a. Recreation Advisory Board

- i. RAB Minutes April 8<sup>th</sup>, 2019 – The RAB minutes were reviewed. Cr. Cox indicated that the board has had a hard time achieving quorum. She indicated that she had discussed the April 8<sup>th</sup> RAB meeting at the April 9<sup>th</sup> Community Services meeting. She noted that the Municipal Alcohol Policy was discussed at length and will be the subject of discussion when brought to Council. Administration advised that RAB made a recommendation to bring two policies to Council and requested the recommendation be tabled until the policies can be brought as a suite of facility use policies as they interconnect.

- ii. RAB Appointment Allie McDonald – The expression of interest form was reviewed.

**RECOMMENDATION**

**Moved by: Cr. Cox**

**Seconded by: Cr. Couvrette**

**That Allie McDonald be appointed to the Recreation Advisory Board for a term ending December 31<sup>st</sup>, 2020.**

**CARRIED UNANIMOUSLY**

- b. Advisory Board on Culture – Cr. Beaulieu advised that there hasn't been quorum and a meeting hasn't been scheduled.

c. Tourism and Trade Advisory Board

- i. TTAB Minutes April 18, 2019 – The TTAB minutes were reviewed. Cr. Couvrette advised that there was excellent discussion on the community profile for the Town website. He noted there was also discussion on recognizing recently deceased citizens for their tourism contributions to the community and that guidelines for recognition should be determined. He added that another item discussed that was of great interest was the opening of the new Terry Harrold Aviation School through Northwestern Air Lease. He noted that they are battling with the Department of ECE about supporting the school with student financial assistance. Mayor Napier-Buckley noted from the minutes that it was mentioned that Leslie Paulette should receive an award for her work developing a birthing center in Fort Smith. She noted that she received a Community Builder's Award at the Town of Fort Smith's 50<sup>th</sup> Anniversary Celebration. She agreed that there should be record of award recipients on the website.

- ii. TTAB Reappointment Linda Martin – The expression of interest form was reviewed.

**RECOMMENDATION**

**Moved by: Cr. Couvrette**

**Seconded by: Cr. Westwell**

**That Linda Martin be reappointed to the Tourism and Trade Advisory Board for a term ending December 31, 2020.**

**CARRIED UNANIMOUSLY**

8. Administration

- a. Relay for Life – Administration advised that a donation request was received from the Relay for Life organizer and that most items are being provided in-kind. He added that another donation request was received later requesting financial support for food for their barbeque as they are not receiving the anticipated funding from a local sponsor. He is waiting to find out the amount of financial support required. Administration indicated that the Relay for Life event begins at 6:00 pm and the barbeque Council is requested to host would follow shortly after. Mayor Napier-Buckley understands that there will be a few conflicting events at the time of Relay for Life. Cr. Westwell noted that the Gala for the Aurora Open Golf Tournament has been cancelled.
- b. Staff and Volunteer Appreciation Barbeque – Administration advised that the Staff and Volunteer Appreciation Barbeque is an annual event where Council cooks for staff and volunteers. He indicated that the date for the event this year is June 11<sup>th</sup> and held at the Skate Park. Council's presence would be required at 11:00 am to begin cooking for the lunch-hour barbeque.

Additionally, Administration advised that the Infrastructure Tour is scheduled to occur on June 10<sup>th</sup> and that an in-camera Special Meeting of Council could be called in consideration that the organizational chart would be discussed. He noted that the last Infrastructure Tour started at 9:00 am and ended at 7:00 pm. He added that two-days' notice is required to schedule a Special Meeting. Cr. Westwell is unsure if a nine-hour in-camera meeting would qualify as a Special Meeting. Mayor Napier-Buckley advised that she would review policy and procedure.

9. Other Business

- a. Briefing Note Canada Day 2019 – The briefing note was reviewed. Administration suggested volunteer recognition be discussed. The Director advised that the Canada Day Celebration is a big event and requires support from the Municipal Services Department. She advised of the road closure location for the Canada Parade Route from the Post Office Parking Lot to Riverside Park and encouraged Councillors to participate in the parade. Additionally, she is working on posting the award nominations for the annual Canada Day awards. She is requesting a sub-committee of Council be formed to select recipients of the awards. The Director noted that the theme for Canada Day has changed from Canada 150 and that she would be placing a public call for parade and float participation. She noted that the main event is the Canada Day Fish Fry hosted by Mayor and Council and to prepare and serve food and they would be required on sight around 11:00am. She noted that the community feast usually services between 500-700 people. She added that the Mayor will be requesting the SRFN tent in-kind as the Town provides multiple in-kind services for their Treaty Land Entitlement Days. The Director has discussed with TTAB extending the awards ceremony to include further recognition which could be included in the call for nominations. Cr. Cox and Mayor Napier-Buckley volunteered to be on the Canada Day Awards selection committee.

**RECOMMENDATION**

**Moved by: Cr. Couvrette**

**Seconded by: Cr. Cox**

**That Council form a sub-committee to review award nominations;  
and**

**That Council approve the following road closures for the Canada  
Day Celebrations 2019; and**

**That Marine Drive adjacent to Riverside Park be closed to traffic  
on July 1<sup>st</sup>, 2019 from 11:30 am to 6:00 pm for the Canada Day  
Celebrations; and**

**Furthermore, that the following road closures occur for the Canada  
Day Parade; from Portage Avenue in front of the RCMP  
compound to the corner of McDougal Road, along McDougal Road  
from Portage Avenue to Mills Street, and Mills Street from 11:45  
am to 1:00 pm.**

**CARRIED UNANIMOUSLY**

- b. Victims and Survivors of Crime Week Proclamation – Mayor Napier-Buckley advised that she received a request for Council to pass a proclamation on the Victims and Survivors of Crime Week from the Status of the Women Council of the NWT. Cr. Westwell asked if the Town currently mandates the statements in the proclamation. Mayor Napier-Buckley indicated that the Town does participate in events throughout the year such as Take Back the Night and different days of recognition. Administration advised that emergency responders work with victims of crimes.

**RECOMMENDATION**

**Moved by: Mayor Napier-Buckley**

**Seconded by: Cr. Cox**

**WHEREAS, when a crime occurs, it doesn't affect just one person,  
but their family members and the entire community; and**

**WHEREAS, victims and survivors of crime and their families  
deserve support from their community; and**

**WHEREAS, many victim service providers, police officers, and  
professionals working in the criminal justice system provide  
assistance to victims and survivors of crime and their families; and**

**WHEREAS, victims and survivors of crime need to know that they  
have a voice in our criminal justice system and that there are laws  
in place to help them; and**

**WHEREAS, Victims and Survivors of Crime Week, May 26 to  
June 1, 2019 offers an opportunity to raise awareness about victim  
issues, and about the services and laws in place to help victims,  
survivors and their families; and**

**WHEREAS, the theme for Victims and Survivors of Crime Week -  
the Power of Collaboration - will help to promote greater  
understanding of victim issues; and**

**WHEREAS, an increased awareness of issues faced by victims and  
survivors of crime will encourage citizens to discuss the impact of  
crime; and**

**WHEREAS, public demonstrations of support for victims and  
survivors of crime help to build a community's capacity for  
compassion to assist them and their families and the community as  
a whole; and**

**WHEREAS, addressing victim and survivor issues requires the support and dedication of the whole community; and**

**WHEREAS, the support of the Town of Fort Smith will encourage a greater number of citizens to participate in Victims and Survivors of Crime Week;**

**THEREFORE BE IT RESOLVED THAT I, Lynn Napier-Buckley, Mayor of the Town of Fort Smith, do hereby proclaim May 26 to June 1, 2019 as Victims and Survivors of Crime Week in the Town of Fort Smith; and**

**THEREFORE BE IT RESOLVED THAT during Victims and Survivors of Crime Week and throughout the year, the Town of Fort Smith will recognize victims and survivors of crime and those who assist them and be it further; and**

**THEREFORE BE IT RESOLVED THAT the Town of Fort Smith will remain committed to addressing and advancing the issues faced by victims and survivors of crime.**

**CARRIED UNANIMOUSLY**

- c. Relocation of the GNWT Department of Industry, Tourism and Investment (ITI) Regional Office – Cr. Couvrette indicated that he was on the GNWT Contract Registry website reviewing a call for proposal for the development of the 2025 NWT Tourism Strategy that drives a significant portion of ITI's mandate and the requirements for consultations that the contractor would have to undertake. He noted that within the requirements the location for group consultations was listed as the Regional Centre in Hay River and that Fort Smith was listed as a tourism engaged community. Cr. Couvrette advised that Fort Smith has always been considered the Regional Centre for ITI and suggested that perception is that the Regional Centre has relocated to Hay River. He felt that this should be addressed through an invitation for a meeting with the Premier, Minister of ITI and the Thebacha MLA and that he would like this brought forward as a motion.

Cr. Westwell commended Cr. Couvrette for catching the demotion of the Regional Centre through an RFP document. He noted that Council has not been successful in requesting the Premier's presence for meetings in the past and asked if meeting with the Minister and MLA would suffice. He also noted that this year is a GNWT election year.

D/M Smith thanked Cr. Couvrette and supports his intent. He noted that different GNWT departments view the interpretation of Regional Centres differently as their website recognizes six communities being Regional Centres and is unsure how this mechanism was determined. He added that the Mayor and himself had met with the Premier, Minister of ECE and the MLA in September 2018 and concern was expressed about the disappearance of the Aurora College Head Office within the greater context of the loss of decision-making ability in Fort Smith. He also noted that there was discussion about the Departments of Infrastructure and Finance and that Superintendent positions had been affected. The location of hire for the Superintendent position for ITI was also discussed as the position was to be located in Fort Smith, not Hay River. D/M Smith is very supportive of the initiative.

**RECOMMENDATION**

**Moved by: Cr. Couvrette**

**Seconded by: Cr. Westwell**

**That Mayor Napier-Buckley issue an immediate invitation to the Premier, Minister of ITI, and Thebacha MLA to meet at the earliest date to confirm the status of the ITI Regional Centre status and when Fort Smith will be re-instated as the primary place of work for the Regional Superintendent position.**

**CARRIED UNANIMOUSLY**

10. Excusing of Councillors  
Mayor Napier-Buckley advised that Cr. Campbell did advised that he was on holiday.  
**RECOMMENDATION**  
**Moved by: Mayor Napier-Buckley**  
**Seconded by: Cr. Couvrette**  
**That Cr. Campbell be excused from the Community Services Standing Committee Meeting on May 14<sup>th</sup>, 2019.**  
**CARRIED UNANIMOUSLY**
  
11. Date of Next Meeting  
The next meeting of the Community Services Standing Committee will be held on June 11, 2019.
  
12. Adjournment  
**RECOMMENDATION**  
**Moved by: Cr. Cox**  
**Seconded by: Cr. Couvrette**  
**That the meeting be adjourned at 8:35 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.**

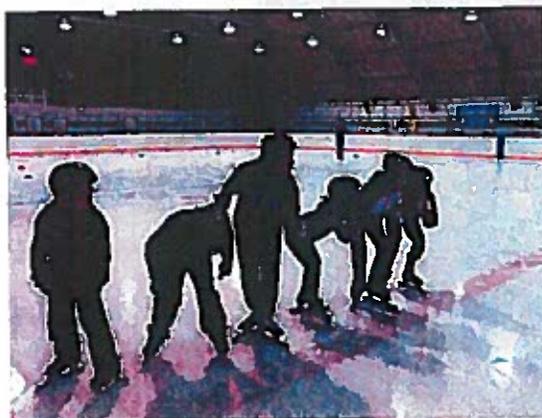
# Values

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.

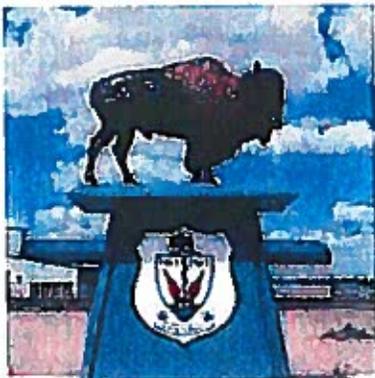
## Recommended Strategies: Infrastructure

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



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

PROGRAMS	Short Term (2013–2014)	Mid Term (2015–2017)	Long Term (2018 +)
<b>Enhance Community Programming</b> <ul style="list-style-type: none"> <li>• In conjunction with the Town’s communication plan, improve communication of programs including printed material, online, and social network opportunities</li> <li>• Evaluate programming and facilities to enhance current program and add new programs to promote active healthy living</li> </ul>	<p>✓</p> <p>✓</p>	<p>✓</p>	<p>✓</p>
<b>Develop Volunteer Strategy</b> <ul style="list-style-type: none"> <li>• Create a strategy to assist volunteers and volunteer groups to recruit, train, retain and recognize volunteers</li> <li>• Develop a list of resources and / or functions the Town can make available to support volunteer groups</li> <li>• Identify required support between Town and volunteer groups</li> <li>• Develop volunteer roster</li> <li>• Organize a volunteer symposium</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>	
<b>Develop Initiatives to Create Greater Community Engagement</b> <ul style="list-style-type: none"> <li>• Conduct a Recreation Advisory Board strategic plan and annual business plan</li> <li>• Develop process to involve more youth in leadership roles</li> <li>• Develop process to involve parents and other adults in leadership roles</li> <li>• Develop evaluation process to allow for greater feedback from community</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>		
<b>Develop Recreation and Sport Tourism Strategy</b> <ul style="list-style-type: none"> <li>• Work with the Tourism and Trade Advisory Board to develop the strategy outlined in the already developed Town Marketing Strategy</li> <li>• Implement strategy</li> </ul>	<p>✓</p>	<p>✓</p>	
<b>Develop Initiatives to Generate Greater Revenue in the Recreation Sector</b> <ul style="list-style-type: none"> <li>• Develop a Town user fee policy</li> <li>• Develop a sponsorship prospectus</li> </ul>	<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+)
<b>Initiatives for Indoor Facilities...</b>			
• 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
<b>Initiatives for Outdoor Facilities...</b>			
• 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		
<b>Totals:</b>	<b>\$952,000</b>	<b>\$3,285,000</b>	<b>\$20,700,000</b>

# 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

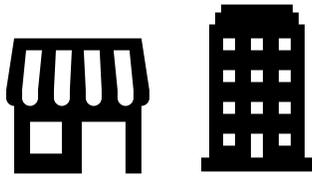
Goal #6 - Attract shoppers & visitors from the region into our community

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:**

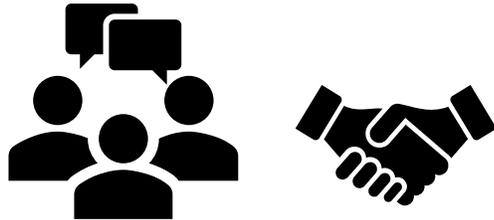
- Inventory of Government positions
- Report on past and current positions
- Number of actions taken to advocate for government jobs in Fort Smith

**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

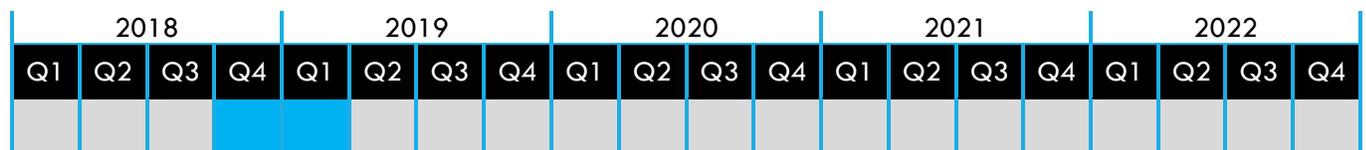
**Desired Outcomes:** To define Fort Smith’s story or brand and ideal target markets.

**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:

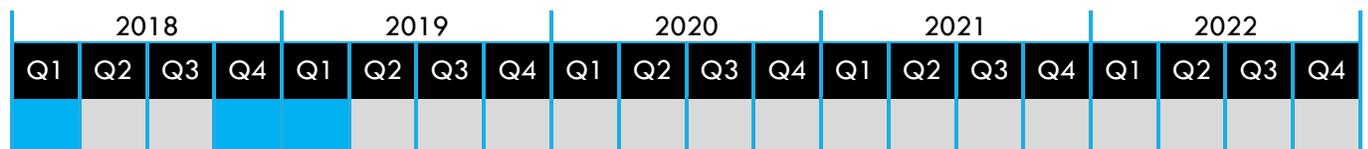
- Organize training events.

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.

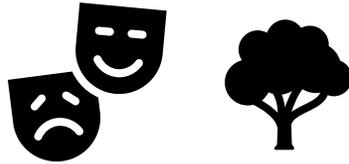
Metric: Number of employees that have completed the program.

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





## 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 60<sup>th</sup> 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

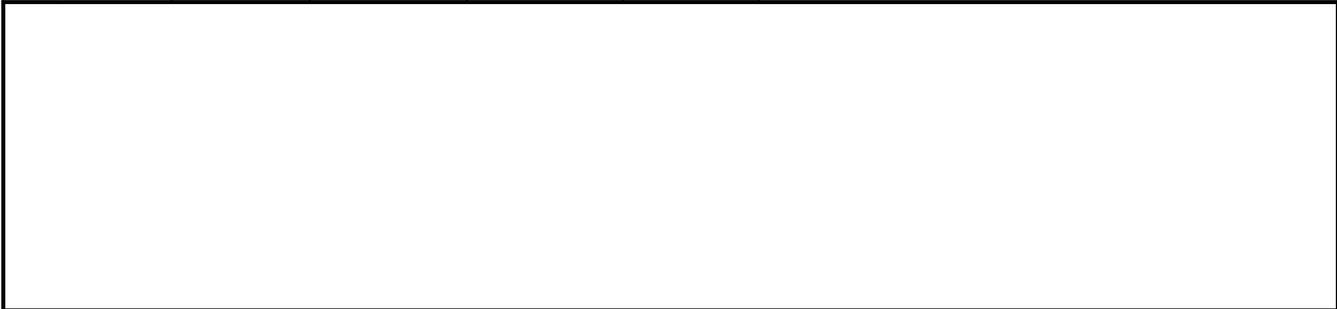
## Attract Residents

- 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 - May 2019**



Main Venues	Total	Last Month	May 2018	YTD	COMMENTS
Gymnasium	297	621	576	2848	5 rentals
Pete's Gym	1191	1264	1390	6313	
Fitness Room	28	65	70	452	
Squash Court	38	33	N/A	474	
ASCP	286	399	329	1731	
Theatre	141	76	N/A	586	
Parent's n' Tots	490	387	383	2288	
Phoenix Room	147	99	100	632	
Pool Party Room	N/A	N/A	N/A	N/A	Room being prepared for DayCare
PWK Use	15			15	
Youth Night	398	339	248	1894	
Events					
Arena Summer Events					
Trade Show		743		743	
GNWT Fire Fighter tests	46			46	
Parks Fire Fighter test	31			31	
MRA Meeting	30			30	
RCC Events:				1265	Event totals are not included in gymnasium use
PWK Fire Drills	135		263		One this month
PWK Grad	292				
MISC					
Total	3565	4026	3359	19348	College stats cumulated from September
College Uses	176	308	314	3121	



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



<b>Main Events</b>	<b>Total</b>	<b>Last Month</b>	<b>May 2018</b>	<b>YTD</b>	<b>COMMENTS</b>
AM Lane Swim	42	28	44	213	
Parents and Tots	161	150	113	567	
ASCP	142	114	119	655	
Noon Lane Swim	19	18	31	133	
Weekend Noon Lane Swim	27	26	37	140	
Seniors Swim	68	61	57	288	
Junior Swim Club	N/A	N/A	N/A	N/A	<b>Junior Swim Club program not running</b>
Public	306	276	144	1106	
Weekend Public	145	135	87	662	
AquaFit	*	*	43	*	<b>* 2 classes/week with approx 6/class, attendance reflected in public swim/family swim.</b>
Adult/Family	204	190	252	826	
Weekend Adult/Family	91	86	123	442	
PWK/JBT Usage	182	52	304	401	<b>JBT (5 visits) 182; PWK ( 0 visits)</b>
Sr's AquaFit	N/A	N/A	N/A	N/A	<b>Not currently running program</b>
Swim Lessons	0	34	330	394	<b>No swim lessons</b>
Kayak Polo	0	N/A	4	N/A	<b>No Kayaking</b>
Rentals	13	114	56	349	<b>2 rentals</b>
Other Events					
Swim to Survive				20	
<b>Total</b>	<b>1400</b>	<b>1284</b>	<b>1744</b>	<b>6196</b>	

**GENERAL COMMENTS**

Mary Kaeser Library  
Activity Report April 2019

	May-19	Last Month	May-18	YTD
Adults	701	740	800	3737
Children	614	669	958	2915
<b>Total attendance</b>	<b>1315</b>	<b>1409</b>	<b>1758</b>	<b>6652</b>
CAP Computer Users	744	715	1109	3653
<i>Programming:</i>				
Story Time:				
Children	26	42	50	138
Adults	20	30	36	116
Afterschool Program	48	67		235
Elders and Technology	7	13		63
Family Literacy	0	0		18
Book Club	0	0		1
Wellness Wednesday	0	0		15
Board Game Night	0	0		13
Special	0	8	7	
Writer Workshop	5	0		5
<b>Total program Attendance</b>	<b>106</b>	<b>160</b>	<b>93</b>	<b>604</b>
Operational Hrs	135	128	142.5	661.5

# Economic Development Report

May

2019

## Economic Development Plan

Economic Development Strategy	Actions	Progress
Foster and Encourage Business and Job creation	Statistics Report	Looking at costs for potential sites and styles. Provided statistics and options to TTAB. Had a presentation to TTAB by local videographer and web developer for a unique interactive website.
Business Communication	Informal conversations with business community	Concerns were raised in the following areas: Increased rent for a space in a very desirable location in the downtown area. Business owner left the space because it was too difficult to make a profit. Another area of concern was complaints about an increase in unlicensed vendors regularly selling online including prepared food, and products containing meat. Concerns were raised over food safety, and fundraising versus business sales. How does regular "fundraising" affect businesses selling similar products?
Business Development: Increase Communication with and within Business Community	Business Visits	Sent out 2018 Business Visits Report to participating businesses. Sending out emails for invitation to 2019 Spring Business Visits Survey.
Business Development	Community Economic Development Education Series	Monthly Webinar Series at Aurora College. Hosted webinar on "Stories that Sell - Marketing in a small town". Webinars will continue at Aurora College in September.
Business Development	Partner with Thebacha Business Services for new Business Course programs	Provide input and ideas for programming for new entrepreneurs. Developing plan to host webinars and guest speakers during Business Break Fridays.
Resident Attraction	Attracting Mine Workers - Marketing Campaign	ongoing interviews with mine workers

Resident Attraction	Citizen Satisfaction Survey	Created and distributed survey to gain a better understanding on areas of service and needs for residents. Will analyze results at the end of June. Currently just over 150 residents have responded.
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

	Apr-19	May-19
<b>Website</b>		
Target Audience	Local residents, visitors, tourists, business owners	
Total number of Users for the month	3731	3986
Average number of Users per day	146	155
Top pages viewed	Home page, Real Estate & Property, Living in Fort Smith, Recreation, Careers	Home page, Real Estate & Property, Emergency Preparedness, About Fort Smith, Visitors Section
Top cities in terms of users	Fort Smith, Calgary, Yellowknife, Hay River, Edmonton, Toronto	Fort Smith, Calgary, Yellowknife, Hay River, Edmonton, Toronto
	Apr-19	May-19
<b>Facebook</b>		
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	1427	1483
Number of Likes	1392	1444
Average Weekly Reach	4304	5423
Top posts viewed (in order of highest reach)	Terry Harrold School of Aviation, Snakes at Snake Pits, T-ball registration, WBNP Bio-blight, Boardwalk sunset photo	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
	Apr-19	May-19
<b>Twitter</b>		
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	519	523
	Apr-19	May-19
<b>Instagram</b>		

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	420	442

\*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:**

- Training Visitor Information Centre staff
- 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 May 23, 2019

Regular Meeting  
12:00 pm in Town Hall Council Chambers

**Attendees:**

- Jeri Miltenberger, Chair
- Allie McDonald
- John Morrison
- Gail Hartop
- Mike Vassal
- Frank Lepine
- Cr. Jessica Cox

**Regrets:**

- Tim Van Dam
- Monique Day
- Jonah Mitchell

**Administration:**

- Cynthia White

**A. Call to Order**

Jeri Miltenberger called the meeting to order at 12:06 pm.

**B. Approval of the Agenda**

***MOTION***

**Moved by: Mike Vassal**

**Seconded by: Gail Hartop**

**That the agenda be adopted as presented.**

**CARRIED UNANIMOUSLY**

**C. Approval of the Minutes**

***MOTION***

**Moved by: Gail Hartop**

**Seconded by: Mike Vassal**

**That the minutes of April 8, 2019 be adopted as presented.**

**CARRIED UNANIMOUSLY**

#### **D. Business Arising from the Minutes**

Cr. Jessica Cox spoke to the Advisory Board Recognition recommendations that are still in progress. Feels that these have not been brought up 'effectively' with Council yet.

Municipal Alcohol Policy – Need to provide notes to Cynthia. It is felt that Council would appreciate any dialogue on RAB's part.

This discussion is to be deferred to the June meeting. Cynthia will provide additional documents via e-mail and RAB members are asked to please respond.

#### **E. New Business**

- a. Jeri recognized and welcomed Alexandra McDonald as a new member to our RAB Advisory board.
- b. Strategic Plan: Strategic Plan review takes place every 5 years. Discussion is held to review core funding for various needs and projects (future and current fiscal years).

There is a need to identify parts of the Plan that Boards want to work on. For example, section "A" is where we as the RAB board can have the most input. Other areas could be the Healthy Communities and other sections that could be in cooperation with other Advisory Boards.

We need to plan for this to be a task for the June meeting and members should review and discussing where we can prioritize.

Cr. Jessica Cox stated that Pages 13 & 17 should be a priority for RAB. Also, Cynthia mentioned that Page 18 & 19 are areas where RAB could work with TTAB.

This should be our main task for the June Meeting along with the Alcohol policy.

- c. Sponsorship Donation Policy – Cynthia spoke to this. This policy relates to donations/sponsorships to the Town and how we should recognize these. She mentioned that this summer new play sets will be installed in various parks in town. The price tag could be as much as \$100,000, so the Town could be looking for sponsorship to get these installed etc. How do we recognize any donations/sponsorship in this type of situation?

Also, there was discussion re sponsorship versus advertisements. For example, if you can 'buy' naming of a facility how do you 'unname' or change names on the basis of the level of donation/sponsorship.

Cr. Jessica Cox queried where the dollars are allocated say from a naming of a park. Do they go into general revenue or into other needs for that specific purchase.

Cynthia shared a few of Tim's questions in his absence. One thought being that notice of in-kind donations—how is this valued? Is it time put in, cost of equipment and how does one measure?

Cynthia mentioned market value for example the cost of a carpenter, or grooming cost of Snowboard hill. Recognition of in-kind donation would be market value. A lengthy discussion followed. Some discussion centered around naming parks would be different than 'signs on a gym' for example.

Jeri discussed that for a facility for example, naming after a person as a memorial, or recognition of years of service to the community.

Or could there be long-term naming for a significant donation?

1. RAB recommended that recognition for service to the community - ie individuals as an honour to the person, not corporate naming of Town facilities/parks
2. Minimum sponsorship of \$500 for a space where a name is listed on a plaque either as an individual or groups.
3. Cynthia had an idea to include an Honour Wall at the Rec Centre depicting any donors, sponsorships or contributions.

Also, a short discussion took place re Family Sponsorships. As well as the idea of permanent recognition for Donors towards advertising. Rooms could be sponsored, and less permanent advertising could be centered around and noted with a Sponsor board for example in a Gymnasium.

#### **F. Date of Next Meeting**

The next RAB meeting is scheduled for Tuesday, June 4<sup>th</sup> at 12:00 pm in Council Chambers.

#### **G. Adjournment**

***MOTION***

**Moved by: John Morrison**

**The meeting was adjourned at 1:00 p.m.**

**CARRIED UNANIMOUSLY**



# Town of Fort Smith Tourism and Trade Advisory Board Minutes May 16, 2019

Regular Meeting

12 pm at Town Hall Council Chambers

**Attendees:**

- Kevin Antoniak, Chair
- Helena Katz
- Mike Keizer
- Linda Martin
- Pierre-Emmanuel Chaillon
- James Heidema
- Cr. Mike Couvrette

**Regrets:**

Tim Gauthier

**Administration:**

Diane Seals  
Cynthia White  
Katie Reid

**A. Call to Order**

Chair Jim Heidema called the meeting to order at 12:06 pm.

**B. Approval of Agenda**

The agenda was amended to include a presentation on the Community Profile prepared by Pierre.

***MOTION***

**Moved by: Jim Heidema**

**Seconded by: Pierre-Emmanuel Chaillon**

**That the agenda be adopted as amended.**

**CARRIED UNANIMOUSLY**

**C. Approval of Minutes**

***MOTION***

**Moved by: Mike Keizer**

**Seconded by: Pierre-Emmanuel Chaillon**

**That the TTAB minutes of April 18<sup>th</sup>, 2019 be adopted as presented.**

**CARRIED UNANIMOUSLY**

#### **D. Business Arising from the Minutes**

Cynthia advised that the Business Visit Report was recommended for approval at the Community Services Standing Committee meeting and would be going to the Regular Meeting of Council on May 21<sup>st</sup> for official approval. She indicated that she is pleased with the report and noted that it is the first gathering of data. She advised that they would collect data through business visits over the next 2-3 years to determine if the Town has made positive impacts and comparisons to national standards. Additionally, the report would be put on the website as a tool for businesses. She noted that the EDO is preparing for the second set of interviews.

Diane is looking to put on a webinar with the Aurora College on “Recognizing People”. She suggested that for special recognition, the Town could do faces of Fort Smith, along with pictures and a report. Linda and Kevin were pleased with the idea.

#### **E. Reports**

Economic Development Report April 2019 – Diane advised that there was a good turnout at the Trade Show Meet & Greet and the event was a good opportunity to build a relationship between businesses and Mayor and Council. She attended the Trade Show the next day which was a good opportunity to discuss different projects and the distribute the Citizen Satisfaction Survey. She added that there was a board at the Town’s booth where people posted what they love about Fort Smith which will be used to market information on social media. Diane advised that the Town hosted a webinar in conjunction with the Aurora College on “Stories that Sell”. She noted that there was a smaller turnout and that they will discontinue the webinars until the fall. With regard to Asset Mapping, she has been determining how to attract mine workers and continues to work on the Resident Ambassador Program. Diane is preparing questions for the next round of business visits. She is also working with Aurora Tourism to produce an aurora viewing package in conjunction with NWAL and Parks Canada. The package has been submitted to Arctic Tours and she is waiting for feedback. Diane advised that staff are taking Northern Most Host training today and was organized by the Department of ITI. Cynthia added that all Community Services and Town Hall staff would receive the training. She advised that as the VIC is only open for a short period of time each year visitors may come to the rec centre, town hall, or the library for information during the rest of the year.

Mike C advised that both Meet & Greet, and Trade Show were well attended by the public. He was disappointed with the small amount of businesses from Fort Smith that had booths at the Trade Show. He indicated that it was identified by businesses through the business visits that they need to do more marketing and he felt that the Trade Show would have been the perfect opportunity. He suggested that TTAB, the Chamber of Commerce and the Thebacha Business Development could work to improve local business representation at future Trade Shows. Linda agreed with Mike's comments. Jim advised that NWAL participates but that he missed this year's event as it conflicted with the Fort McMurray Trade Show. He also noted that Trade Shows are always overwhelmed with out of town businesses trying to market in the community and that locals don't see Trade Shows as the same business opportunity. Jim requested that future Thebacha Trade Shows don't compete with other Trade Shows particularly in Fort McMurray. Linda indicated that the Thebacha Trade Show is usually scheduled for the last Saturday in April. She requested Jim advise her of the dates of the Fort McMurray Trade Show next year. She noted that this year's event happened during school spring break as well as the Aurora College Grad which resulted in locals being away from the community and people from other communities being in town for graduation. Mike K suggested it be asked during the next business visit if local businesses find the trade show beneficial and why. Cynthia advised that there could be a set of questions with regard to marketing. Mike K also suggested that barriers be identified that prevent local businesses from having a booth at the Trade Show. Cynthia noted that businesses have advised that they do not feel that advertising is necessary as locals know the services they offer.

With regard to local business marketing, Diane would like to implement a "Where is it Wednesday", where a picture of a product is taken and it be asked where it could be found to spark interest in products that people may not know are available in the community.

Jim advised that he has NWAL tickets to offer in conjunction with the business visit interviews.

#### **F. New Business**

Strategic Plan – Cynthia advised that TTAB has a section in the Strategic Plan of goals identified in the Economic Development Strategy. She indicated that the Strategic Plan is being brought forward to each of the boards to identify and prioritize administrative goals where action can be taken.

She suggested an area the board can review would be the development of childcare. She noted that it is hard to retain employees and bring new residents and businesses to the community without childcare. Linda noted that the fish plant had to start an on-site daycare. Cynthia advised that the Daycare Executive Director is struggling to hire staff and was advised that there is a high demand for childcare workers and not enough graduates.

She suggested the board identify which goals to work on for the June meeting.

Kevin advised that contractors have approached him about where to get specific materials. Cynthia replied that businesses have the option to be listed on the website and that minimal description of what the business offers is included in the application. Helena thinks the website should include more fleshed out descriptions or a link the businesses website.

Cynthia advised that the different advisory boards could connect to work on goals as well. Pierre suggested the board create a workplan to prioritize and set timelines for the goals. Cynthia requested that board members identify and prioritize before the June meeting to begin being worked on in September.

Community Profile Presentation – Pierre did a presentation on the community profile that he created. The board was very pleased with the presentation.

**G. Date of Next Meeting**

The next TTAB meeting will be on June 20<sup>th</sup>, 2019 at 12:00 pm in Town Hall Council Chambers.

Mike K advised that he would be out of town at the time of the next meeting. Pierre indicated that he would be going on vacation and returning in November.

**H. Adjournment**

***MOTION***

**Moved by: Helena Katz**

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

**CARRIED UNANIMOUSLY**



## BRIEFING NOTE

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To: Mayor and Council

Date: June 11, 2019

Subject: Donation Request – UGFC – Food for Thought Lunch Program

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**Purpose:**

To brief Council on the donation request from Uncle Gabe's Friendship Center for the Food for Thought Lunch Program.

**Background:**

A donation request was received from Uncle Gabe's Friendship Centre (UGFC) for financial support for the Food for Thought Lunch Program. This program provides free lunches to children and youth in need at both JBT Elementary School and PWK High School. UGFC receives local support for the program from The Northern Store. Additional funding was secured through MACA contributions which they report no longer being eligible to receive.

In discussion with Tina McNeil, who submitted the request, clarification was received that they are asking for \$2,000 to support the program. Ms. McNeil also explained her understanding of the change in funding from MACA. She was informed that they were no longer eligible to apply for the Youth Centre Initiative Funding which they were using to support this program. She also indicated that their federal funding has been reduced and that they are not allowed to use that funding to purchase food for programs.

The Director of Community Services contacted Alicia Korol, the South Slave MACA Sport and Recreation Officer. She confirmed that in the last fiscal year the policy relating to the Youth Centre Initiative Fund was changed to allow only one organization in a community to access these funds and that the local community government has priority for the funding. This is the funding that is used to support operation of the Youth Night program at the RCC on Friday and Saturday nights.

The Donation budget is allocated at \$6,500. Currently Council has already allocated \$2,500 of this budget (\$2,500 to Snow and Ice and \$1,000 to Relay for Life). 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).

**Recommendation:**

Requesting direction for Council in regard to this donation request.

# Uncle Gabe's Friendship Centre

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May 15, 2019



Town of Fort Smith  
Mayor and Councillors  
Fort Smith, NT

RE: Food for Thought Lunch Program

We are requesting a donation to help keep the lunch program operating this coming September. There is a chance UGFC will no longer be eligible for funding from MACA due to policy changes. Should this happen we will be forced to shut down the lunch program.

Northern Stores have been very generous in providing us with a 40 % discount on all lunch program groceries, for the last several years. Without their help we would not be able to operate.

It would be a shame to close the program. UGFC has been operating since early 1996 for this much needed program for our students from JBT Elementary School and PWK High School. The students we serve are all aboriginal with the Majority being First Nations.

UGFC appreciates your consideration for our request if you have any questions I can be reached by phone at 867 872 3004 or email [ugfc.ed@gmail.com](mailto:ugfc.ed@gmail.com)

In Friendship

Tina McNeill

