



Town of Fort Smith Community Services Committee

Tuesday, March 12, 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 – February 2019 Statistics
 - b. Pool – February 2019 Statistics
 - c. Arena – February 2019 Statistics
 - d. Mary Kaeser Library– February 2019 Statistics
6. Economic Development Report
 - a. Economic Development Statistics – February 2019
7. Advisory Boards
 - a. Recreation Advisory Board
 - b. Advisory Board on Culture
ABC Minutes March 4, 2019
 - c. Tourism and Trade Advisory Board
8. Bylaw/Policy Review and Development
9. Administration
 - a. Appointment of A/SAO Cynthia White
April 12, 2019 at 5:00 pm to
April 23, 2019 at 8:30 am
10. Other Business
 - a. Establishment of Human Resources Committee
11. Excusing of Councillors
12. Date of Next Meeting
13. Adjournment

Attached Documents	
 Statement of Disclosure of Interest	
 Community Services Minutes February 12	 Vision and Values
 Community Services Master Plan	 Economic Development Plan
 Recreation Statistics February 2	 Pool Statistics February 2019
 Arena Statistics February 2019	 Library Statistics February 2019
 EDR February 2019	
 ABC Minutes March 4, 2019	



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, February 12, 2019, at 7:00 pm

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

1. Call to Order
Cr. McArthur called the meeting to order at 7:00 pm.
2. Review
 - a. Agenda – The agenda was reviewed.
RECOMMENDATION
Moved by: Cr. Couvrette
Seconded by: Cr. Cox
That the agenda be adopted as presented.
CARRIED UNANIMOUSLY
 - b. Minutes – The minutes of January 15, 2019, were reviewed and have been adopted at the Council meeting of January 22, 2019.
 - c. Vision, Values and Priorities – The Vision, Values and Priorities were reviewed.
 - d. Community Services Master Plan – The Master Plan was reviewed.
 - e. Economic Development Plan – The Economic Development Plan was reviewed.
3. Directors Report
 - a. Recreation Statistics – The January 2019 statistics report was reviewed. The Director of Community Services advised that Aurora College usage has increased back to normal usage. She noted that Pete’s Gym and drop-in sports are well attended by College Students. She advised that the Recreation Programmer has begun preparation of the daycare rooms for opening in the next few months. She also noted that the squash courts are well used by youth. She indicated that there were no large events held in January at the Recreation and Community Centre.
 - b. Pool Statistics – The January 2019 statistics report was reviewed. The Director indicated morning lane swim usage is high in January and that usage usually decreases in the following months. She also noted Public Swim is well attended as is Seniors swim. She advised that JBT usage is down due to the cold weather as they have not been attending their usual Friday morning swim sessions. She noted that youth swim lessons commenced two weeks ago on Saturday. She indicated that older age groups would begin afternoon swim lessons in the spring. The Director is unsure when kayaking lessons would restart.

- c. Arena Statistics – The January 2019 statistics report was reviewed. The Director advised that the Arena has had high usage. She noted that there has been lots of tournaments and excellent usage of the facility during the Women’s Hockey Tournament with over one-thousand visits to the Arena. She indicated high usage for the multi-day figure skating clinic as well. She advised that figure skaters and can-skaters have been practicing their routine for the Skating Carnival in March. The Director looks forward to multiple figure skating and hockey tournaments in the facility over the next month and a half. The Director advised that six rental slots were provided in January and that an additional four rentals were provided as well, which were well used.
- d. Mary Kaeser Library Statistics – The January 2019 statistics report was reviewed. The Director advised that the Story Time attendance is low on Tuesdays and that they had switched from holding the program on Monday in effort to be more consistent with less interference of programming. She advised that the Elders and Technology program is attended weekly by approximately five seniors with regular questions and others that attend in and out on a regular basis.

The Director of Community Services provided an update of new programming and upcoming events in February.

She advised that a new Book Club program was held at the Library although nobody attended and that they will continue to pursue the program. Additionally, the Town has partnered with counselling services for Wellness Wednesday and that they are coming to the Library to discuss self-care with anyone interested in attending.

The Director advised that there would be a Swim to Survive Beach Party on February 16th and that it would be a free family event with prizes and games. She indicated that there would be swim to survive training scenarios to keep yourself alive until rescue or self-rescue.

The Director advised that the Big Fun Snowboarding and Sliding Event is upcoming the weekend of February 24th. She noted that there would be an evening snowboarding and sliding event on Friday, and race events on Saturday continuing into Sunday. Invitations have been sent for the event and she is hoping that there will be attendees from out of town as well.

She indicated that there would be more events for Seniors upcoming in March. In December, there was a Pickle Ball and Seniors Tea event. The Director would like to provide more programming opportunities for Seniors and family members for intergenerational-fun activities. Additionally, she advised that Elders in Motion is on Wednesdays.

The Director advised that there would be free Tai Chi sessions offered to the community the last week in February.

The Director advised that the Canada Winter Games is a big upcoming event happening in Red Deer, AB and that there would be many participants from Fort Smith attending. She advised that Shari Olsen is the Official for Table Tennis; Jessica Cox will be attending as Coach for Women’s Hockey with Kiah Vail as an athlete; Nick Kaeser will be attending as Coach with the Junior Curling Team consisting of Sawyer Kaeser, Tristan McPherson, Garret Minute, and Caleb Brake; and the Director advised that she would be taking the Archery Team with two local athletes, Tayla Minute and Ferghus Rutherford-Simon. — Jeff O’Keefe and Sarah Pruys will be going as Mission Staff.

4. Economic Development Report

- a. Economic Development Statistics – The January 2019 statistics report was reviewed. The Director advised that the website usage is down 2% for January. She noted that there was 16% increase in usage between 2017 and 2018 most likely as the Arctic Winter Games were approaching. She advised that most viewed items on the website include Christmas events, road closures, and the Gingerbread House contest, and that there are a variety of other notices and events being viewed. She advised that there was a high volume of people viewing the website from Calgary. She indicated that the Visitor section of the website has high usage. Also, there is a high number of views to the Real Estate section and the Municipal Careers section. Additionally, she advised that the number of Facebook followers has increased by 2.6% and that the number of Instagram followers has increased by 6%.

The Director advised that the Economic Development Officer continues to work on the goals in the Economic Development Plan. She noted that the EDO is hosting Friday morning business development sessions for residents in a shared space with Thebacha Business Development. Administration advised the Town continues to struggle with the Department of Industry, Tourism and Investment. He noted that they have attended two sessions but have yet to stay the entire session. He was not pleased with lack of attention ITI has been giving to the Town.

He advised of the ongoing issue that the Superintendent of ITI is to reside in Fort Smith but lives in Hay River. He also noted that the Superintendent is pursuing aggressive projects in Hay River, including an \$8 million fish plant. His focus appears to be with the Town of Hay River and with large projects in Hay River. Additionally, the Minister of ITI also resides in Hay River. Administration is unsure how Fort Smith can get the appropriate level of government and felt that the concerns should continue to be communicated.

Cr. Westwell asked if the previous Mayor and Council addressed their concerns with the Superintendent position in a letter to the ministerial level. D/M Smith advised that there was verbal communication with the local MLA and the Premier in September 2018, during discussions about the Aurora College. He noted that the discussion was situated with losing the Aurora College, and losing senior decision making with respect to the Departments of ITI, Infrastructure, HR and Finance. He noted that the Premier's response was that they cannot control where the Superintendent lives, only where he works. Cr. Westwell suggested a formal letter be written addressing the concerns as a next step.

Cr. Couvrette has heard rumors that his position is in Hay River as it is currently concentrating primarily on the fish plant. He felt that the same argument could be used in the letter, as there is a major Talston Hydro project upcoming, and that their Superintendent be relocated to Fort Smith to balance the economic benefits to the community.

Cr. Cox agreed with Cr. Westwell, that a former letter should be written in regard to the Superintendent's residency. She also noted that the Town partnered with the Aurora College for a business lunch and webinar at the College. She was very pleased with the presentation and hope that there will be additional opportunities or similar webinars. Administration advised that the webinar was a test even to see how it was received with the intent to make a regular schedule of webinars if successful. He was pleased with the positive feedback and to hear the webinar was well received.

Administration advised that a year and a half ago, the Aurora College President position which was based in Fort Smith, was allowed to reside in Yellowknife and the result is that now the GNWT is attempting to move the College to Yellowknife as well. He noted that allowing the position to relocate, resulted in a functional decline of staff support in addition to the local decision making and hundreds of thousands of dollars leaving the community.

He noted that the recent losses augment the loss of the major Power Corporation Head Quarters and that the Hospital was downsized to a Health Centre. He sees the affects with ITI now, and the decision on where ITI chooses to invest. He is unsure if the cause and affect is due to the Superintendent living in Hay River, however ever the Town is not seeing investments made in Fort Smith.

Cr. Couvrette suggested it be included in the letter to request what days decision making in Fort Smith would occur. He also does not agree with the rational of the GNWT stating that they cannot determine where their employees reside. He felt that the job description for the position should identify the geographical area in which the employee resides. Cr. Campbell agreed that a strongly worded letter should be written that the Superintendent reside in Fort Smith full time. Cr. Westwell felt that it is ridiculous to even have to specify as terms should be laid out in the job description and that the impact of the Superintendent's residency in Hay River is a huge loss to Fort Smith. He felt that topic should be made as public as possible for the community to take a stand as a whole. He felt that other communities are most likely dealing with the same issues.

D/M Smith advised that he would bring the comments to the Mayor regarding the letter and advised that it would be a good opportunity to meet with the Ministers during the NWTAC AGM. He agreed that two Superintendents are now residing in Hay River that weren't three years ago. He felt that these would also be good questions for the MLA in terms of protecting positions in Fort Smith. He felt that there are a number of items to discuss with the GNWT and that it might be appropriate to have a community meeting to revisit issues brought up in the past.

5. Advisory Boards

- a. Recreation Advisory Board Minutes February 4, 2019 – The RAB minutes were reviewed. Cr. Cox advised that she was unavailable to attend the meeting. She noted that outdoor rinks and the Facility Use Policy Framework had been discussed at previous meetings.

Administration advised that there was a recommendation made by the board to adopt the Youth Night Agreement and requested that Council not act on the recommendation until a briefing note with context can be brought to the next Community Services meeting.

He noted that the Community Services Department is in the process of preparing a suite of policies, one of which being the Youth Night Agreement. He clarified that the reason an agreement is being adopted is that Youth Night usage has increased dramatically and has turned into a babysitting service. He noted that there has been attempts to bring in alcohol, vandalize the building, and start fires. He noted that the Youth Night Agreement is for parents to sign and provide information to take responsibility and be held accountable for their child. He also noted that the Recreation and Community Services has extended their hours until midnight and don't always pick-up their children by closing time even in cold weather conditions.

He noted that agreement was reviewed by RAB and that they were pleased with the wording, although the Town would like to ensure the document works consistently and that consequences are detailed in aligning documents. He also indicated that the agreement may be made more specific for all programming for obtaining information from parents. He noted that Recreation Staff turn into childcare workers when dealing with difficult children. In addition to this, notification will be given to parents that Town facilities have a zero-tolerance policy and that they will be required to sign a contract when dropping their kids off.

- b. Advisory Board on Culture Minutes January 28, 2019 – The ABC minutes were reviewed. Cr. Beaulieu advised that the Mayor was present for the meeting and that she provided information on Aurora College. She also advised that there was discussion regarding the renaming of McDougal Road and noted that a replacement name was not provided. She indicated that according to the discussion, a letter is to be sent to the Fort Smith Metis Council President and the President of the Metis Nation. The Director of Community Services advised that a recommendation was made to provide the Fort Smith Metis Council with the documents to support them in developing a petition for the street renaming request. She advised that she provided an update on the asset mapping performed by the last board and that they would be updating the map at the next meeting by evaluating cultural assets in the community and create a living document on people, places, and things for engagement to further Town programming.

Administration reviewed the motion, previous briefing note and backstory for the renaming of McDougal Road, and advised that a replacement name was not provided. He advised that the Town does have a bylaw regarding the renaming of streets which requires a petition with approval by a percentage of those in the geographical area. He also noted that there is a cost associated with renaming due to legal fees and changing the legal description of the properties. He clarified that the letter to the Presidents of the Metis Nation and Metis Council has not been actioned yet as the recommendation made by ABC would need to be motioned by Council.

Cr. Westwell felt that this was a neat opportunity for the Town and would like the Town to engage more positively than just providing the documents. He was also curious if legal costs for commercial differ from residential. He noted that other implications in changing the street name would include updating addresses on drivers' licenses and banking/mortgage information.

Administration advised that the Renaming Bylaw requires individuals requesting the name change to complete a successful petition. He noted that if the Town wished to rename, it could be done arbitrarily with no limitations on actions. He advised that it was not the Will of the last Council and advised that the request was treated as a Metis request rather than a community request. Additionally, he advised that it was considered to assist in collecting names or have a petition signed at the front counter of Town Hall, but to change the name without a petition was not considered. He advised of other political implications, in that he is unsure if Salt River First Nation would support the name change request. He thinks that McDougal was not in good relations with the Metis but had good relations with the other bands.

Cr. Couvrette felt that this would be a good opportunity to get community governments together for discussion. D/M Smith noted that there is a significant shift in renaming multiple things lately from colonial names. Additionally, he advised that it was made clear that not all Indigenous Governments are supportive of the initiative.

Cr. Westwell felt that by not submitting a name may make more potential for a community affair. He also noted that the community should wholly have ownership of the name and that the name should be supportive of all the people. D/M Smith will pass on the comments to the Mayor.

- c. Tourism and Trade Advisory Board Minutes January 17, 2019 – The TTAB minutes were reviewed. Cr. Couvrette advised that he was unable to attend the meeting. He noted that Mike Labine stepped down as Chair and resigned from the board, and that Kevin Antoniak has taken on the role as interim Chair. He advised that TTAB's main objective over the last several months, was to bring a recommendation to Council for revision of the Logo Use Policy.

Administration advised that currently all applications for logo use are submitted to TTAB for approval and recommendation and the board felt that the process was very cumbersome. The board felt that unless under unusual circumstance, the whole process be approved by Administration. Administration requested that Council not motion the recommendation until a briefing note can be brought forward on the issue. He will endeavor to bring the briefing note for review to the next Community Services meeting in March. He noted another issue with the logo, that it cannot be reduced in size. He advised that a simplified version of the logo must be created for downsizing for promotion of smaller items.

Cr. Couvrette advised that the board reviews the Economic Development Reports and works closely with the EDO. He noted that the board was given the Strategic Plan to review in detail at a later date and will bring commentary forward for implementation into the Plan. He noted that staff resources are very valuable and an asset to the boards in completing work.

6. Excusing of Councillors
Administration advised that the Mayor notified him that she would be unable to call-in for the meetings.
RECOMMENDATION
Moved by: Cr. Westwell
Seconded by: Cr. Cox
That Mayor Napier-Buckley be excused from the Community Services Standing Committee Meeting on February 12, 2019.
CARRIED UNANIMOUSLY
7. Date of Next Meeting
The next meeting of the Community Services Standing Committee will be held on March 12, 2019.
8. Adjournment
RECOMMENDATION
Moved by: Cr. Couvrette
Seconded by: Cr. Cox
That the meeting be adjourned at 8:06 p.m.
CARRIED UNANIMOUSLY

Vision

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

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

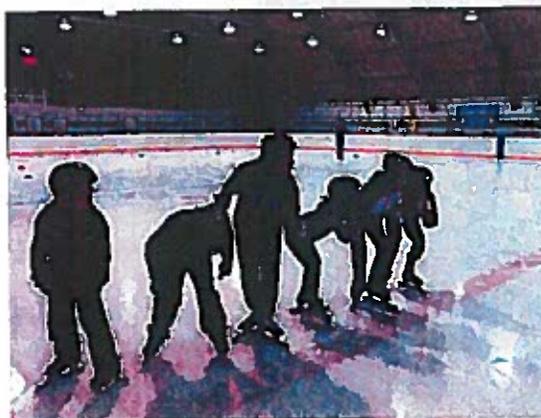
Values

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

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

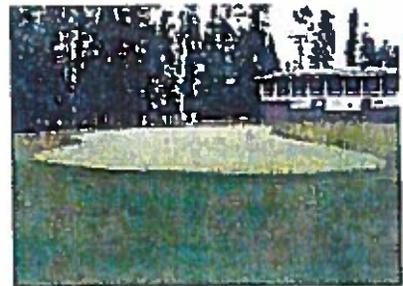
Recommended Strategies: Infrastructure

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



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

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



Financial Implications: Capital Costs

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

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

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

TOWN OF FORT SMITH ECONOMIC DEVELOPMENT STRATEGY 2018 – 2022



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Executive Summary

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

Vision

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

Values

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

Goals

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

Economic Development Strategy Planning Process

The three main elements of economic development in Fort Smith:



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

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

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

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

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

Economic Development Strategic Plan – Introduction

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

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

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

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

Town of Fort Smith - Economic Development Strategic Goals

Goal # 1

Foster and Encourage business and job creation and retention

Goal # 2

Increase Communication with and within the Business Community

Goal #3 - Diversify the Local Economy

Goal #4 - Attract residents to live in Fort Smith

Goal #5 - Enhance Liveability

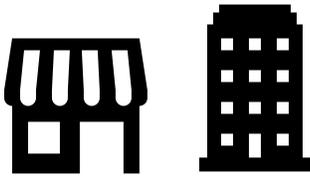
Goal #6 - Attract shoppers & visitors from the region into our community

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

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

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

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



Strategies

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

A. Opportunities Assessment

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

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

Activities:

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

Inputs/Budget:

- 20-40 hours staff time

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

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

Metric:

- List of potential opportunities/investments

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

Priority: High

2018				2019				2020				2021				2022			
Q1	Q2	Q3	Q4																

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.

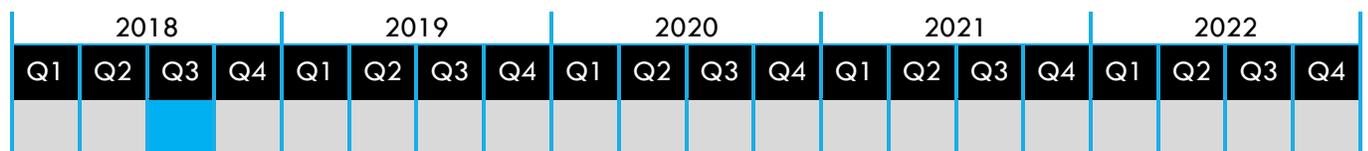
Outputs: List of barriers and opportunities identified by the business community.

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:

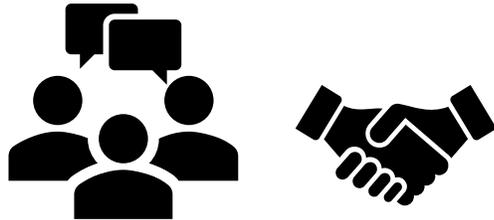
- Inventory of Government positions
- Report on past and current positions
- Number of actions taken to advocate for government jobs in Fort Smith

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



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

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

Possible Lead/Partners: EDO, Chamber of Commerce

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

Inputs/Budget:

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

Outputs:

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

Desired Outcomes: To maximize local spending.

Metric:

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

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

Priority: High



C. Encourage Youth Entrepreneurs

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

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

Activities: Create, organize, promote and host event.

Inputs/Budget:

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

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

Desired Outcomes: To get youth thinking about business.

Metric:

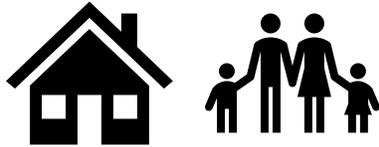
- Participation rate.
- Feedback via survey.

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

Priority: High



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



Strategies

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

A. Identify the Current Situation

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

Possible Lead/Partners: Economic Development Officer.

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

Inputs/Budget:

- 40 - 60 hours staff time.

Outputs:

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

Desired Outcomes: Establish clear outlook of housing market.

Metric:

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

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

Priority: High



B. Define Target Markets

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

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

Activities:

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

Inputs/Budget:

- 40 -60 hrs of staff time

Outputs:

- Report defining target markets

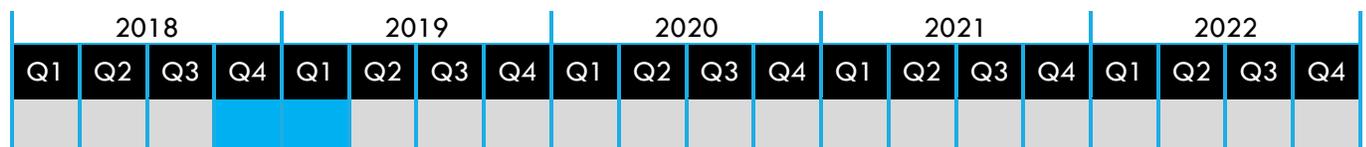
Desired Outcomes: To define Fort Smith’s story or brand and ideal target markets.

Metric:

- Report identifying key markets

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

Priority: Medium



C. Develop Marketing Strategy

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

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

Activities:

- Create marketing strategy.

Inputs/Budget:

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

Outputs:

- Community Marketing Strategy.

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

Metric:

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

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

Priority: Medium



D. Increase Housing Options

Purpose: Ensure growth through available and affordable housing.

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

Activities:

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

Inputs/Budget:

- 20 – 40 hours staff time.

Outputs:

- TBD

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

Metric:

- Number of homes available for rent or sale.

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

Priority: High



E. Create a Resident Ambassador Program

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

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

Activities:

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

Inputs/Budget:

- 40-80 hours staff time.

Outputs:

- Organize training events.

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

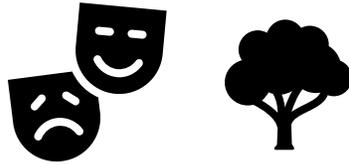
Metric: Number of employees that have completed the program.

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

Priority: Medium - High

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

Goal # 5: Enhance Liveability



Strategies

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

A. Identify Areas Needing Improvement

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

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

Activities:

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

Inputs/Budget:

- 60 – 100 hours staff time.

Outputs:

- Community Survey.
- Survey Report.

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

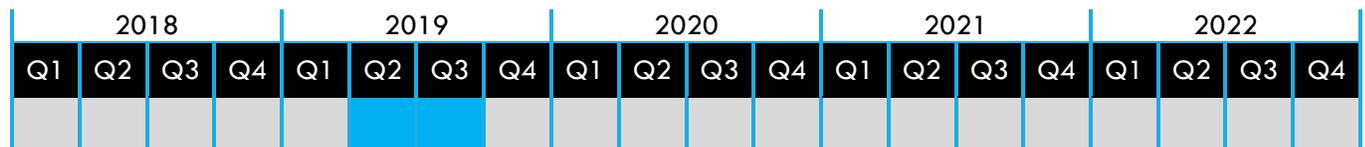
Metric:

- Survey report.

Description:

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

Priority: High



B. Strengthen Public Engagement

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

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

Activities:

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

Inputs/Budget:

- TBD

Outputs:

- Communications Strategy.

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

Metric:

- Communications Strategy.
- Communication Report.

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

Priority: Medium



C. Create a Community Improvement Plan/Program

Purpose: To stimulate investment in the downtown core.

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

Activities:

- Create overall plan for downtown development.

Inputs/Budget:

- 100 – 150 hours staff time

Outputs:

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

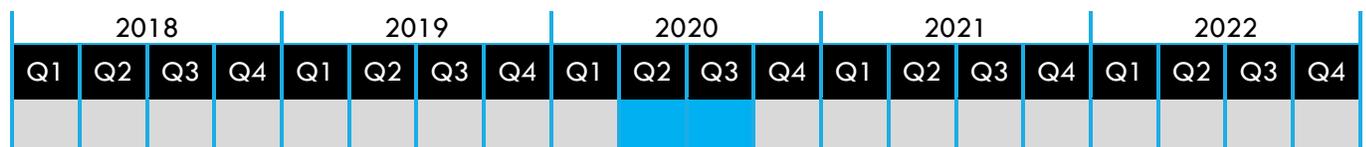
Desired Outcomes:

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

Metric: Community Improvement Program (CIP).

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

Priority: High



D. Create Municipal Funding Program

Purpose: To stimulate investment in the downtown core.

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

Activities:

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

Inputs/Budget:

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

Outputs:

- Municipal Funding Programs.

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

Metric: Stimulate private sector investments through municipal incentives.

Description:

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

Priority: High



E. Identify Transportation Concerns

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

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

Activities:

- Identify opportunities for reduced rate travel.

Inputs/Budget:

- 20 – 40 hours staff time.

Outputs: Report on travel and transportation options.

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

Metric: Reduced Rate Travel options identified.

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

Priority: High



F. Grow Culture and Arts Sector

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

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

Activities:

- Identify: user groups, costs, community support.

Inputs/Budget:

- TBD

Outputs:

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

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

Metric:

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

Description:

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

Priority: High



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



Strategies

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

A. Direct Marketing Campaign

Purpose: Capture a larger segment of the regional tourist market

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

Activities:

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

Inputs/Budget:

- 50 – 80 hours staff time.

Outputs:

- Visitor Surveys.
- Direct Marketing Strategy.

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

Metric:

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

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

Priority: High



B. Improve Visitor Experience

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

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

Activities:

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

Inputs/Budget:

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

Outputs: Visitor satisfaction survey.

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

Metric:

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

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

Priority: High



Goal # 7: Champion and Assist with Tourism Product Development



Strategies

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

A. Champion New Development

Purpose: Grow tourism opportunities in Fort Smith.

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

Activities:

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

Inputs/Budget:

60 – 100 hours staff time.

Outputs:

- TBD

Desired Outcomes: New tourism products identified.

Metric:

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

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

Priority: Medium



B. Identify the Barriers to Tourism Development

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

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

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

Inputs/Budget:

- 40 – 60 hours staff time.

Outputs:

- Report for Town of Fort Smith administration.

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

Metric:

- Report of barriers and possible solutions identified.

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

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



C. Encourage Cultural Aspects of Tourism Products

Purpose: Grow tourism opportunities in Fort Smith

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

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

Inputs/Budget: TBD

Outputs: Report to Town of Fort Smith administration.

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

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

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

Priority: High

2018				2019				2020				2021				2022			
Q1	Q2	Q3	Q4																

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

Strategies



A. Create and Maintain Active Volunteer Base

B. Collaborate with Local Organizations to Host and Market Events

A. Create/Maintain Active Volunteer Base

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

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

Activities:

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

Inputs/Budget:

- 10 – 20 hours

Outputs: Volunteer list

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

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

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

Priority: Low



B. Collaborate with Local Organizations to Host and Market Events

Purpose: Grow tourism opportunities in Fort Smith.

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

Activities:

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

Inputs/Budget:

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

Outputs:

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

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

Metric:

- Number of events hosted.
- Number of participants.

Description:

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

Priority: High



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

Strategies



A. Market Fort Smith regionally, nationally and internationally

A. Market Fort Smith Regionally, Nationally and Internationally

Purpose: Grow tourism in Fort Smith.

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

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

Inputs/Budget:

- 40 – 60 hours staff time.

Outputs: Updated tourism marketing strategy.

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

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

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

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

Priority: Medium



Appendix A: Feedback Summary Results

DRAFT Economic Development Strategy Feedback Summary



Overview

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

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

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

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

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

General Comments

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

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

Events / Conferences / Festivals

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

Local Buying

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

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

Chamber of Commerce

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

Tourism

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

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

Business Development and Job Creation

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

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

Attract Residents

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

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



Main Venues	Total	Last Month	Feb-18	YTD	COMMENTS
Gymnasium	518	682	349	1200	
Pete's Gym	1236	1466	1129	2702	
Fitness Room	124	137	94	261	Yoga, Bootcamp, EIM and (Tai Chi - 3 sessions (4))
Squash Court	153	195	61	348	
ASCP	363	361	402	724	
Theatre	126	114	66	240	Confined Space Training - 2 sessions (10)
Parent's n' Tots	530	364	464	894	
Phoenix Room	118	177	123	295	
Pool Party Room					Room being prepared for DayCare
PWK Use			0		
Youth Night	383	340	299	723	
Events					
Arena Summer Events					
RCC Events:					Event totals are not included in gymnasium use
Futsal	60			60	Futsal training - 3 sessions (20)
MISC					
Total	3611	3836	2987	7447	College stats cumulated from September
College Uses	390	491	570	2333	

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



Main Events	Total	Last Month	Feb, 2018	YTD	COMMENTS
AM Lane Swim	49	64	45	113	Pool closed Feb 25 - Mar 4 (one week) for repairs.
Parents and Tots	57	78	57	135	
ASCP	129	152	82	281	
Noon Lane Swim	37	43	34	80	
Weekend Noon Lane Swim	28	37	29	65	
Seniors Swim	52	54	57	106	
Public	161	199	95	360	
Weekend Public	131	141	122	272	
AquaFit			32		* 2 classes/week with approx 6/class, attendance reflected in public swim/family swim.
Adult/Family	107	154	175	261	
Weekend Adult/Family	97	106	75	203	
PWK/JBT Usage	32	41	138	73	Only one visit from JBT (29) Too cold other two scheduled times. PWK (3)
Sr's Aquafit			N/A		Not currently running program
Swim Lessons	136	87	0	223	35 registered participants (Started February 2nd)
Kayak Polo					No Kayaking
Rentals	69	89	91	158	4 rentals
Other Events			50		
Swim to Survive	20			20	Swim to Survive Fun Beach Party
Total	1105	1245	1082	2350	
GENERAL COMMENTS					



Town of Fort Smith Centennial Arena 2018-2019 Season

Activity Report February 2019

Groups	On Ice	January's ON Totals	Off Ice	January's OFF Totals	Current Month Totals	Yearly Totals (On/Off Ice)	Notes
FS Senior/Intermediate	147	169	47	34	194	930	
FS Primary	130	158	61	77	191	1313	
FS Canskate/Jumpstart	248	252	241	254	489	2015	
MH Initiation	67	72	82	62	149	751	
MH Novice	125	113	125	100	250	1354	
MH Atom	127	133	98	103	225	1451	
MH Peewee	119	175	57	93	176	1579	
MH Bantam/Midget	130	195	51	70	181	1064	
Old Timers	119	201	14	32	133	900	
Women's Hockey	135	205	49	71	184	1383	
Rec Hockey	201	260	79	140	280	1704	
Public Skate	120	53	90	10	210	683	
Family Skate	30	45	1	22	31	450	
Rental	23	100	28	36	51	705	
Shinney	2	14	0	2	2	145	
Grand Total	1723	2145	1023	1106	5159	18840	

Updated up to February 28th

Event Totals	On Ice	Off Ice	Totals
FS Test Days February 1st/2nd/3rd	95	53	148
Peewee/Atom Tournament	344	1064	1408
Initiation/Novice Tournament	232	602	834
Grand Totals	671	1719	2390

P&T + Seniors Skate	On Ice Totals
Feb 6th	0
Feb 13th	10
Feb 20th	7
Feb 27th	6
Totals	23

Mary Kaeser Library
 Activitiy Report February 2019

	Feb-19	Last Month	Feb-18	YTD
Adults	749	758	692	1507
Children	443	567	771	1010
Total attendance	1192	1325	1463	2517
CAP Computer Users	642	666	1192	1308
<i>Programming:</i>				
Story Time:				
Children	16	27	34	43
Adults	20	24	20	44
Afterschool Program	46	39		85
Elders and Technology	11	15		26
Family Literacy	3	9		12
Book Club	1	0		1
Wellness Wednesday	8	3		11
Board Game Night	0	5		5
Special	0	0		0
Author Visit	0	0	14	0
Total program Attendance	105	122	68	227
Operational Hrs	126	137	126	137

Social Media Statistics

Website

How many users were on the Town of Fort Smith website during the month of January 2019?

 Up 21 %

2019 January - 3758

2018 December – 2958

2018 November - 3023

2018 October – 3116

2018 September – 3234

In the month of January, what days did we have the most users?

January 11 – 215 users – Movie poster, After school activities, Women’s Hockey Tournament

January 14 – 198 users - Snowboard Club information, Adult Winter Art Workshops

January 21 – 194 users – After School club at the Rec Centre and the Library, World Snow Day

What was the average page load time?

2019 January - 3.42 seconds

2018 December – 3.16 seconds

Facebook

Total number of followers: 1351

 1.5% increase from previous month

The number of people who viewed content on the Town of Fort Smith Facebook page daily:

Jan. 1-31, 2019:

Dec. 1 -31, 2018: **956**

Top 5 Facebook posts in January 2019 and number of reach:

1. January 29, 2019 – Snowboard Big Fun Event with photos from AWG – **2369**
2. January 16, 2019 – Bucket List of 13 Canadian Towns you must Visit – **2363**
3. January 3, 2019 – NLMCC workshops – painting and Salish knitting – **1925**
4. January 4, 2019 – Adult Winter Art Workshops – **1820**
5. January 18, 2019 – Safety reminder for motorists to slow down – **1806**

Twitter – November 2018

Total number of Followers: **500**



1.6% increase

Instagram – November 2018

Total number of Followers: **395**



6 % increase

Economic Development Plan

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

Goal 1A: Opportunities Assessment

Activity: Do an opportunities assessment of all current business license holders in Fort Smith. (Amended to gathering baseline economic development statistics.)

Metric: Report on statistics and identifying areas of opportunity for Fort Smith.

Progress: Statistics report format

Next Steps: See outline of presentation options.

Goal 1B: Develop Land and Business Inventory

Activity: 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 information at our finger tips.

Metric: Inventory list of available commercial/retail space, with information on lot/building size, price and any other relevant information.

Progress: List of available buildings, lots and commercial space.

Next Steps: Find and add relevant information including: ownership, lot/building size, price if for sale, condition of building or land.

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

Goal 2A: Assess Local Business Climate - Business Visits

Activity: Host business visits. Business visits are designed specifically to establish a connection and identify issues as a means of helping businesses to remain strong and vibrant in our community. Business Visits have proven to be a useful tool in other communities in Canada making it possible for business owners to communicate to the local government and civic leaders what they felt was needed to succeed and grow.

Metric: Report based on surveys.

Progress: Business Visits Report Completed.

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

Goal 2C: Regular Communication with Business Community

Activity: Town of Fort Smith to develop joint projects with other agencies and organizations. Town of Fort Smith and Thebacha Business Development Services (TBDS) are offering Business Break Fridays at TBDS. An opportunity to talk business with local entrepreneurs, people wanting to start new businesses and other related agencies assisting both current and future business owners. Economic Development Officer will work from the TBDS office one morning a week. Looking to work with other agencies to develop a streamlined approach to starting a business in Fort Smith and look at possible barriers.

Metric:

- streamlined business application process.
- Number of business license applications
- Number of visitors requesting business information at TBDS.

Progress: Business Break Fridays started on Nov. 30, 2018, four have been completed with eight visitors in total from both the private business sector and other government agencies.

Next Steps:

- Checklist for individuals wanting to start a business.

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

Goal 2B: Provide Educational & Networking Opportunities

Activity: Host a business education series (e.g.: Lunch n' Learn).

Progress: Partnership with Aurora College to Host "The Future of Small Towns" webinar. Twenty people attended from Fort Smith, a mix of College students and local residents, five people from Yellowknife also attended via video conference set up. Inuvik Aurora College campus was also invited but no attendees. Webinar was followed up with discussion regarding concerns and possibilities for communities in the NWT. Issues such as volunteers, how to measure quality of life (versus just growth), trying things out on a small scale, and being Idea Friendly.

Next steps:

Monthly Lunch n' Learn community-oriented webinars in topics such as:

- Idea Friendly Communities
- Cooperation creates more customers - Getting local businesses to work together
- Stories that Sell
- Attracting and Retaining youth
- Filling Empty Buildings
- Embedded community experience



Town of Fort Smith Advisory Board on Culture Minutes March 4, 2019

Regular Meeting
12:00 pm in Mary Kaeser Library

Attendees:

- Jeri Miltenberger, Chair
- Connie Benwell
- Erika Bell
- Anna Kikoak
- Cynthia White
- Katie Reid

A. Call to Order

Jeri Miltenberger called the meeting to order at 12:15 pm.

B. Approval of the Agenda

MOTION

Moved by: Erika Bell

Seconded by: Connie Benwell

That the agenda be adopted as presented.

CARRIED UNANIMOUSLY

C. Approval of the Minutes

MOTION

Moved by: Connie Benwell

Seconded by: Anna Kikoak

That the ABC minutes of January 28, 2019, be adopted as presented.

CARRIED UNANIMOUSLY

D. Business Arising from the Minutes

Cynthia advised that the street naming recommendation was discussed at the Community Services Standing Committee meeting and that the Town will be communicating with the Metis Council about the request.

Anna noted that the Aurora College is celebrating their 50th anniversary and asked if the Town is partnering with them in the celebration. Jeri advised that the celebration will be ongoing throughout the year. Cynthia answered that the Town is working with the College on regular events. Anna suggested the Town purchase swag to recognize the 50th anniversary of the College. Anna asked if the budget from 2018 for post-secondary education was spent. Cynthia confirmed that the budget was spent.

E. New Business

- a. Unattended Child and Access to Facilities Policy – Cynthia indicated that the establishment of the policy is to address the issue of young children being dropped off to Town facilities unsupervised. She advised that the policy will be effective for all facilities and programming for the same age group, and that recreation staff are not trained for childcare and that supervision is required for younger age groups to attend programming. She advised that the purpose of the policy is to provide clarity to both staff and parents on what the Town will tolerate. She noted that Town staff do not have the capacity to ensure the supervision of young children, particularly in the case that they leave the facility and that staff are not trained or paid to provide childcare services. She advised that the Town would work towards populating their computer program with regular users and parent contact information. Cynthia advised that the Town is developing a suite of policies in conjunction with the Unattended Child and Access to Facilities Policy, including a Safe Community Facilities Policy. The Safe Community Facilities Policy provides information to staff and residents on tolerance of different levels of behaviour. She advised that the suite of policies would be brought before the board for their review and input. Jeri asked if the Town is looking for direction on the policy. Cynthia confirmed this. Anna asked if staff training is included in the policy. Cynthia advised that staff training is addressed in the Safe Community Facilities Policy. Anna noted the importance in staff education when interacting with children. Cynthia responded that approximately ten of the recreation staff have received High Five training which is frontline training for programming and interaction with young children. She advised that the training addresses emotional safety, conflict resolution, guiding kids through conflict resolution and bullying. She noted that the purpose of the policies are to ensure the safety of children and Town facilities.

MOTION

Moved by: Connie Benwell

Seconded by: Erika Bell

That the Unattended Child and Access to Facilities Policy be brought forward to Council for consideration.

CARRIED UNANIMOUSLY

F. Date of Next Meeting

The next ABC meeting will be on March 25th, 2019 at 12:00 pm in the Mary Kaeser Library.

G. Adjournment

MOTION

Moved by: Anna Kikoak

The meeting was adjourned at 12:53 p.m.

CARRIED UNANIMOUSLY