











# Town of Fort Smith Corporate Services Committee

Tuesday, March 6, 2018, at 7:00 pm.

## AGENDA

1. Call to Order
2. Delegation
3. Declaration of Financial Interest
4. Review
  - a. Agenda
  - b. Minutes
  - c. Vision, Values and Goals
  - d. Strategic Plan
  - e. Draft 2018 Strategic Plan
5. Governance
  - a. Council Priorities
    - i. Property Tax Issues
    - ii. Commissioner's Land within Municipal Boundaries
    - iii. Fire Abatement
    - iv. GNWT Job Reductions
    - v. Aurora College Program Review
    - vi. Boundary Expansion
    - vii. Road to Garden River
6. Finance
  - a. Accounts Paid Part I
  - b. Accounts Paid Part II
7. Human Resources
8. Lands
9. Economic Development
  - a. Tourism and Trade Advisory Board
10. Information Technology
11. Bylaw/Policy Review and Development
12. Administration
13. Other Business
  - a. Correspondence – February 2018
  - b. License Reports – February 2018
14. Excusing of Councillors
15. Date of Next Meeting
16. Adjournment

Attached Documents		
 Corporate Service Minutes February 6,	 Vision, Values and Goals	 Strategic Plan
 Draft Strategic Plan		
 Accounts Paid Part I		 Accounts Paid Part II
 Correspondence February 2018	 License Report February 2018	



Town of Fort Smith  
Corporate Services Committee  
Tuesday, February 6, 2018, at 7:00 pm

Chairperson: D/M Smith  
Members: Mayor Napier-Buckley, Cr. Kikoak, Cr. Bell, Cr. McArthur, Cr. Dumont, Cr. Patel, Cr. Tuckey  
Regrets: Cr. Holtorf  
Staff Present: Keith Morrison, SAO; Jim Hood, Director of Corporate Services; Lisa-marie Pierrot, Executive Secretary  
Guests: Patti Haaima

1. Call to Order

D/M Smith called the meeting to order at 7:00 pm.

2. Declaration of Financial Interest

Cr. McArthur declared a financial interest with respect to Accounts Paid Part II. Cr. Kikoak declared a financial interest with respect to Accounts Paid Part II.

3. Review

a. Agenda –The agenda was reviewed.

**RECOMMENDATION**

**Moved by: Cr. Patel**

**Seconded by: Cr. McArthur**

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

**CARRIED UNANIMOUSLY**

b. Minutes – The minutes of January 9, 2018, were reviewed and have been adopted at the Council meeting of January 23, 2018. Cr. Kikoak indicated that in the discussion regarding the Strategic Plan, she would like changes made on her comments regarding the user fees for Pete’s Gym. She indicated that she advised against dropping the fees for youth in Pete’s gym she thought they should pay the same rate as adults as they are competing for the lack of equipment that is there. Mayor Napier-Buckley advised that there have been a few adjustments in the meeting minutes and changes can be made but will only be adjusted to what is recorded in the meeting recordings.

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

d. Strategic Plan – The Strategic Plan was reviewed. Administration advised that the minutes will be submitted to the consultant to update the accomplishments of the Town.

4. Governance

a. Council Priorities

Mayor Napier-Buckley would like to add road to Garden River to the list of Council priorities if Council agrees for item vii to be added. Cr. McArthur asked for an update on the collection of property taxes. The Director of Corporate Services advised the legal representative has been provided with the list of property tax arrears but requires more information that is currently being sent. He advised that the legal representative indicated that it can take up to two years for the process to be completed. Cr. McArthur asked for feedback on the letter that was sent to Aurora College. Mayor Napier-Buckley indicated that the final draft is currently in process but requires some final items and will be submitted shortly.

- i. Property Tax Issues
- ii. Commissioner's Land within Municipal Boundaries
- iii. Fire Abatement
- iv. GNWT Job Reductions
- v. Aurora College Program Review
- vi. Boundary Expansion

5. Finance

- a. Accounts Paid List Part I– The Accounts Paid List was reviewed. Cr. Kikoak asked what was cheque number 33465 to CAB Construction LTD for. Administration advised that a genie lift was required for the installation of Christmas lights.

**RECOMMENDATION**

**Moved by: Cr. McArthur**

**Seconded by: Cr. Tuckey**

**That the Accounts Paid Part I for the period ending January 31, 2018, totaling \$316,473.48 be approved.**

**CARRIED UNANIMOUSLY**

- b. Accounts Paid List Part II – The Accounts Paid List Part II was reviewed.

**RECOMMENDATION**

**Moved by: Cr. Bell**

**Seconded by: Cr. Tuckey**

**That the Accounts Paid Part II for the period ending January 31, 2018, totaling \$630.63 be approved.**

**IN FAVOUR – MAYOR NAPIER-BUCKLEY, CR. BELL, CR. DUMONT, CR. PATEL, CR. TUCKEY**

**ABSTAINED – CR. KIKOAK, CR. MCARTHUR**

6. Economic Development

- a. Tourism and Trade Advisory Board

- a. TTAB Minutes January 18, 2018 – The TTAB Minutes were reviewed. Cr. Dumont indicated that there was information on AWG, housing and merchandise for AWG provided at the TTAB meeting. Mayor Napier-Buckley advised that Northwestern Air Lease indicated that they are looking at adding an Aviation Program to Aurora College. She indicated that NWAL is not looking for a letter of support at this time but may in the future. Administration noted that he would like to update on AWG. He noted that TTAB and EDO are engaged with AWG and that he doesn't have the complete budget as there is some federal funding outstanding. He advised that there is funding being received that was not expected. He noted that the Town is busy getting facilities prepared to accommodate nine hundred and fifty athletes and coaches and four hundred friends and families. He advised that there is still two hundred people searching for accommodations. He advised that First Air will be reducing flight costs for AWG which will require more transportation from the airport. He indicated that the EDO is working on soliciting accommodations for people. He advised that ITI is looking at opening the camp grounds. He advised that the Aurora College HEO program training area will be open for RVs but requires a volunteer to take responsibility for that area. He noted that the Town can provide water for RV's. He indicated that the development permit for an additional cab company was not able to get permission from the home owners so that permit is no longer in front of Council. He noted that the EDO is working with local organizations to provide extra transportation during AWG. He indicated that the AWG are is currently planning venues for the entertainers. He advised that planning for Wood Buffalo Frolics are also underway and things are getting busy. He noted that the meeting with AWG on February 6, 2018 was a success. Cr. Kikoak asked if accommodation

advertisements are being posted on the Fort Smith buy, sell, trade, Facebook page. Administration confirmed. D/M Smith indicated that people are offering out their homes for rent during that time on Facebook pages. He indicated that a request has yet to be made to ITI to open Queen Elizabeth Park from the host society. D/M Smith suggested that Fort Smith Landing has a 12-passenger van that they maybe willing to lend for extra transportation during AWG. Mayor Napier-Buckley advised that the Federal government has announced funding to a Cultural Program from the Minister of Canadian Heritage for AWG. D/M Smith indicated that's the funding for the entertainers to be paid for performing during AWG.

## 7. Other Business

- a. Correspondence – The January, 2018 correspondence was reviewed.
- b. Licensing Report – The January, 2018 licensing report was reviewed.
- c. Briefing Note Lottery License Bylaw – The briefing note was reviewed. Administration advised that there was an amendment to the Bylaw to provide more clarity on eligibility of applicants and the screening process. He advised that the SAO would screen applicants and forward to Council for selection. He noted that only one chase the ace license will be granted for one period of time. He noted that the deadline for application submission will be seven days prior to the selection meeting. He indicated that unsuccessful applicants will be refunded their license fee and would have to resubmit for the next chase the ace. He advised that eligibility will be based on the benefit to the community, membership benefit and charitable organizations. He indicated that the applications will then be forwarded to Council where selections will be based on section five of the bylaw. He advised that the GNWT has regulations on lotteries but is delegated to municipalities. He indicated that the Bylaw will be reviewed by the GNWT and could be refused as they currently don't have chase the ace lottery regulations in place. Administration noted that once approved the Town will have to amend the 2018 consolidated rates and fees to include the chase the ace bylaw. He noted that applicates also have to submit a weekly statement of accounts. He proposed that if the bylaw is approved a special meeting be scheduled for first and second readings after Community and Municipal service meetings on February 12, 2018 and third reading to be completed at the regular meeting of Council on February 20, 2018. He indicated that approval of Bylaw 988 would allow AWG to run chase the ace right away and could potentially attract more visitors. Cr. McArthur asked if there are penalties for license holders that don't file a statement of accounts. Administration confirmed that there are penalties applied. Mayor Napier-Buckley asked for clarification on fees that will be paid to the Town. Administration clarified that the Town will receive 5% of the 50% profit that will be made by the license holder. Cr. Patel asked if would be fair to grant the license to AWG once the bylaw is approved. Administration advised that there will most likely be only one application received when the Bylaw is approved. He indicated that if anyone was aware in reading the minutes they could submit an application. Cr. Tuckey indicated that someone can still apply but the push for approval would not have happened if it wasn't for AWG. Mayor Napier-Buckley advised that AWG is close and could potentially lose profits if the license is not granted to them. She indicated that it only makes sense to grant the first application to AWG. D/M Smith advised that eligible groups are flexible and open to other culture and community groups. Administration advised that to get past the screening process which is up to the SAO and would have to show benefits to the community that includes elders and youth. D/M Smith commended Katie on license statistics.

**RECOMMENDATION**

**Moved by: Cr. Patel**

**Seconded by: Cr. Dumont**

**That Bylaw 988 Chase The Ace Lottery License Bylaw be forwarded to the Council Meeting of February 20, 2018 for first and second reading.**

**CARRIED UNANIMOUSLY**

8. Excusing of Councillors

Mayor Napier-Buckley advised that Cr. Holtorf did advise of his absence.

**RECOMMENDATION**

**Moved by: Cr. Tuckey**

**Seconded by: Cr. Bell**

**That Cr. Holtorf be excused from the Corporate Services Standing Committee meeting of February 6, 2018.**

**CARRIED UNANIMOUSLY**

9. Date of Next Meeting

The next meeting of the Corporate Services Standing Committee will be March 6, 2018.

10. Adjournment

**RECOMMENDATION**

**Moved by: Cr. Kikoak**

**Seconded by: Cr. Tuckey**

**That the meeting be adjourned at 7:42 pm.**



# Town of Fort Smith

## Vision, Values and Goals

Approved: August 16, 2011

**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.



## Town of Fort Smith

### Goals, Strategies and Action Plan

#### Goal A: Operate an open, transparent and effective government

Strategy	Activity
Provide strong legislation.	Review all bylaws, policies and procedures to ensure effectiveness and relevance.
	Create new bylaws as required.
Utilize many methods of communication.	Hold an Annual General Meeting to inform and consult the public on town issues. Provide information about ICSP implementation.
	Regularly update and review Town's website.
	Continue profiling Town staff, Mayor, councilors and community volunteers in newsletter.
	Build the Open House (ideasFortsmith) into an annual event with manned displays and opportunities for public input.
	Review and update ICSP on a regular basis.

#### Goal B: Provide excellent municipal programs and services to the citizens.

Strategy	Activity
Implement an asset management system.	Purchase and implement works management software; inventory all assets.
Evaluate the delivery of all programs and services.	Conduct an organizational review.
	Conduct a capital asset review.
	Conduct a program/service review.

#### Goal C: Continue as a responsible employer

Strategy	Activity
Ensure compliance with collective agreement, labour standards and practices.	Conduct a job evaluation and classification study.
	Review and update all personnel policies.
Provide a safe workplace	Assess current qualifications. Train staff as required for their area of employment.
	Conduct monthly safety committee meetings and act on recommendations.
Improve communication with employees.	Conduct regular Senior Management committee meetings.
	Include staff participation on standing committees.
	Organize regular staff and council social activities.
	Highlight department staff in the monthly newsletter.



## Town of Fort Smith

### Goal D: Preserve, advocate and enhance the natural environment in the Town.

Strategy	Activity
Evaluate and assess green/open spaces to ensure they meet future requirements.	Review Recreation Master Plan to include a trail and park enhancement strategy.
	Trail development - areas to be considered: share the trail, promotion and signage, bike routing and trails, motorized and non-motorized trails; upgrade existing trails and increased snowmobile trails.
Advocate to address Slide Zone issues.	As this area is owned by the GNWT, work with GNWT to address slide zone issues.

### Goal E: Maintain a safe community.

Strategy	Activity
Ensure increased and stronger bylaw enforcement.	Review Bylaws to ensure they are effective and up-to-date.
	Provide additional bylaw training.
	Assess bylaw resources.
Support the provisions of protective services.	Consult with volunteer fire and ambulance departments.
	Provide adequate resources to meet service requirements.
Implement Firesmart program.	Implement fire abatement projects in a timely manner while respecting budgetary constraints.
	Conduct campaign to ensure public participation and awareness program for fire abatement.
Ensure community wide emergency preparedness.	Review, update and practice EMO plan.
Maintain partnership with RCMP.	Continue communication and relationship building.
Ensure pedestrian and vehicular safety.	Safety audit of roads, sidewalks and streetlights.





## Town of Fort Smith

### Goal F: Promote our status as the education capital of the Northwest Territories.

Strategy	Activity
Seek out ways to advocate for Fort Smith's educational focus.	Town to initiate discussion and meetings with government officials i.e. Round Table and public involvement; including discussions on the status of the University of the North.
Foster our relationship with Aurora College headquarters.	Host social event for Board of Governors.
	Regular communication with the Office of the President.
	Regular communication with Campus Director.
	Offer awards for Aurora College students; assist Campus to market the community and college.
	Participate in Graduation activities, Aurora College week, orientation week, student appreciation week.
	Appoint a Council liaison person.
Foster relationship with JBT/PWK.	Offer student awards.
	Support lunch and crosswalk programs.
	Review and update Joint Use Agreement.
	Provide tournament support.
Provide support for pre-school programs.	Provide support as requested.
Participate on the District Education Authority.	Appoint 3 members to the DEA with regular reporting back to Council.

### Goal G: Promote sustainable environmental practices in our community.

Strategy	Activity
Provide for an implementation strategy for the Community Energy Plan.	Implement the Community Energy Plan.
Undertake a landfill/solid waste management study to include recycling and opportunities for salvaging.	Landfill Management Study including recycling opportunities.
Strive for sustainable energy sources. Reduce greenhouse gas emissions from Town facilities/vehicles.	Implement Community Energy Plan.
Educate the public in the benefits of sustainable environmental practices.	Implement Community Energy Plan.
Maintain Community Energy Plan.	Regularly Review and update plan.
	Re-establish Sustainable Development Advisory Board.



## Town of Fort Smith

### Goal H: Foster a strong cohesive community spirit.

Strategy	Activity
Improve communication and dialogue with other levels of government including government agencies and boards.	Regular meetings with Salt River First Nations and Fort Smith's Métis Council to discuss areas of common concern.
Recognize and support the work of volunteers.	Profiling volunteers on Web Site.
	Special awards for youth, elders and other special targeted areas.
Work with First Nations governments to implement Municipal Service Agreements.	Formation of Joint Planning & Coordinating committees with SRFN.
	Finalize SLFN MSA.
	Support Métis with land claim negotiations.
Foster partnerships with other agencies & organizations.	Regular communication with and support of groups.
Improve communication within the community.	Develop Communication Strategy.

### Goal I : Maintain a healthy, active community

Strategy	Activity
Increase community wellness and overall health, which includes active recreation, outdoor life and healthy eating.	Review and update Recreation Master Plan.
	Re-establish Recreation Advisory Board.
Upgrade and enhance recreation facilities and programs including outdoor opportunities and the Recreation Centre.	Recreation Centre upgrading, increased programming and management plan. Plan to include increased programs and events. Theater and gym are areas that require immediate attention.
	Upgrade Arena - ice plant, energy efficiency and maintenance areas.
	Longer term - New Arena Feasibility Study to include location and opportunities for multi use.
Provide ways to increase activities for youth including movies, a range of educational activities, outdoor opportunities and cultural exchange events.	Town Council to initiate a Youth Advisory board to provide information and support for youth issues in the Town.
Foster relationship with Fort Smith Health & Social Services.	Appoint two members to the Board with regular reporting back to Council; regular meetings with Board.
Respect elders and disabled citizens.	Ensure accessibility, continue tax relief program, support Senior 55+ Friendship Games, continue Elder of the Year award, support recreational programs, support societies.



## Town of Fort Smith

### Goal J : Grow our residential and business community

Strategy	Activity
Encourage and promote diversity of housing choice and costs within the Town.	Town to examine housing supply and begin discussions with government agencies to understand how the town can assist with housing supply for people working in the mines and living in Fort Smith. Discussions to include ways to assist with increasing the rental housing supply by reviewing barriers to potential development of residential & rental housing. Explore incentives to promote development.
Attract new residents and businesses to the community.	Develop Community Marketing and Promotion programs.
	Review Zoning bylaw.
Grow the community with planned land development.	Develop new sub-division(s).
Prepare for development of Salt River First Nation Reserve Land.	Evaluate Town infrastructure to ensure capacity to accommodate possible needs for municipal services.
Prepare for future land claims.	Communicate with groups in negotiation of land claims.

### Goal K: Promote Fort Smith as a desirable destination.

Strategy	Activity
Embark on a strong Tourism promotion campaign stressing, location, quality of life, outdoor life and facilities.	Tourism Marketing Plan to include implementation strategy.
Work with other agencies to encourage visitors, professionals and students to come to the community.	Assist with recruitment programs.
	Support community sporting, arts & cultural events/festivals.
	Support museum & historical programs and their programs.

In addition to the Strategic Plan listed above, there are three additional plans that form the Integrated Sustainability Plan for the Town of Fort Smith.

- Community Energy Plan
- Human Resource Plan
- Capital Investment Plan

To be as environmentally responsible as possible, these plans will be available on the Town's website at [www.fortsmith.ca](http://www.fortsmith.ca) on May 3. Should you wish a paper copy, please contact the Town Hall at 872-8400.



*Fort Smith*  
*Northwest Territories*  
UNEXPECTED. UNFORGETTABLE.



# TOWN OF FORT SMITH STRATEGIC PLAN - 2018

WELCOMING | INNOVATIVE | SUSTAINABLE | UNIFIED | COMMITTED



# Message from the Mayor

On behalf of the Town of Fort Smith Council and Staff, I am pleased to present our 2018 Strategic Plan. This Plan establishes our goals and sets our direction over the next several years.

We spoke with over 200 Fort Smith residents about your priorities for our Town through an intensive engagement process. Whether you responded to the survey, attended a community event or participated through an advisory committee, we thank you for being part of the process.

Strategic Planning is an on-going process. We will need additional input from our residents as we implement this plan. We hope that you will continue to partner with us, so we can continue to meet your needs now and in the future.

Mayor photo

Mayor Lynn Napier-Buckley

Council photo

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# Background

The Town of Fort Smith is a growing community, nestled on the banks of the Slave River<sup>1</sup>. Once the capital of the Northwest Territories, Fort Smith has always been a hub of activity. For centuries, the Dene and Métis hunted and fished the land and tributaries flowing into the Slave River. The waterway was key to their movements, following the ancient rhythms of animals and seasons. Explorers and fur traders later used the Slave as a gateway from the Prairies when travelling north from Lake Athabasca.

Fort Smith was the site of a Hudson Bay settlement. For 200 years, all freight from the south travelled the Slave River. Due to the formidable rapids at Fort Smith this freight would need to be portaged. This was the route to the Arctic until a highway to Hay River was built in 1949 and freight was transported to Great Slave Lake. Fort Smith was the capital of the Northwest Territories until 1967.

Today, its residents describe Fort Smith as a friendly, welcoming community. It has much to offer to residents and visitors alike. The 2,500 residents of Fort Smith have fallen in love with the town for many reasons. For some it's the career opportunities and for others it's the history and natural beauty.

The town has modern facilities, including a pool, curling rink, and large gymnasium; excellent health and social services; and regular community programming for all age levels. Health and safety is ensured by the local RCMP detachment, a volunteer fire department, and the Fort Smith Health and Social Services Centre. The North's developing midwifery program was founded based on the success of Fort Smith's program, which has been in operation since 2005.

Fort Smith is an NWT education centre. All grades are available, from kindergarten to Grade 12, as well as French immersion and alternative education programs. The town is also home to the largest of Aurora College's three campuses.

World-class rapids, the world's largest Dark Sky Preserve, a UNESCO World Heritage Site and territorial and national parks are all nearby. The Northern Life Museum and Cultural Centre features impressive cultural and natural collections from the Thebacha region.

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<sup>1</sup> From Fort Smith Website

# Introduction

This Strategic Plan is an important document for our community. It defines where we want to go as a community and provides us with the map to get there. It helps us to respond effectively and efficiently to issues facing our community and to take advantage of new opportunities that arise. It's about setting the direction that will help to create the kind of Town we want.

Building on the successful implementation of the 2010 Strategic Plan, Town Council initiated a Strategic Plan update. A community engagement process was undertaken to better understand the priorities that residents feel their local government should focus on.

# Process

The community engagement process took place over the past 12 months. More than 200 residents participated and identified opportunities for Fort Smith's future. The perspectives gathered provide direction for the updated Strategic Plan. The process included the following opportunities for engagement:

- Community Survey
- Stakeholder workshops (7) – Northern Life Museum, Fort Smith Housing Corporation, Chamber of Commerce, Fort Smith Métis Council, Fort Smith Seniors Society, Smith's Landing First Nation, and Fort Smith Health and Social Services Society.
- Mayor and Council Workshops (3)
- Town of Fort Smith Advisory Board Workshops (2) – Culture, Recreation and Community Services, Trade and Tourism and Sustainable.
- Information Booth at Aurora College
- Youth Visioning Workshop
- World Café



# Vision

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

**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.**

# Mission

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

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

# Priorities

Key themes and priorities emerged through the community engagement process. The residents of Fort Smith have a clear perspective on our Town's priorities. They include:

- **health and wellness**
- **child care**
- **sustainability, energy and climate change**
- **education**
- **economy**
- **responsive government**
- **affordable housing**
- **youth**
- **attraction and retention of residents**
- **partnerships within and outside the Town**
- **safety and legislation**
- **infrastructure**
- **community services**
- **communication**

# Goals, Strategies and Actions

Based on the priorities our goals are:

- **To maintain existing and attract new residents**
- **To be the healthiest community in the Northwest Territories**
- **To be a leader in sustainability**
- **To be an education leader**
- **To create a vibrant local economy**
- **To operate a responsive and transparent government**

Each goal is supported by strategies to address the priorities. We are committed to working toward achieving these goals.

## To retain existing and attract new residents.

### Strategies

- Support the development of affordable housing within the Town
- Support the development of high quality and affordable child care in the Town
- Promote the Town of Fort Smith as the Best Place to Live

### Support the development of affordable housing within the Town

Actions	Timeframe
Identify tools the Town has to reduce housing costs	
Work with local developers to promote diversity of housing types	
Work with the Fort Smith Housing Corporation	
Work with the College to explore feasibility of alternative uses for student housing	

### Support the development of high quality and affordable child care in the Town

Actions	Timeframe
Work with partners to develop child care (including infant, toddler, pre-school and after school care) in the Town	
Identify tools available to the Town to support the development of additional child care spaces	

### Promote the Town of Fort Smith as the Best Place to Live

Actions	Timeframe
Develop and implement a promotional campaign stressing location, quality of life, outdoor recreation, facilities and services	

## To be the healthiest community in the Northwest Territories.

### Strategies

- Increase community wellness and overall health
- Maintain and improve existing community facilities
- Maintain and improve existing community infrastructure
- Ensure the safety of our residents

### Increase community wellness and overall health

Actions	Timeframe
Work with partners to develop a Community Wellness Plan	
Work with partners to identify funding for a Community Wellness Coordinator	
Offer healthy food and beverage options at all Town facilities	
Develop a youth-led strategy for meeting their health and recreation needs	
Continue to develop both indoor and outdoor active recreation opportunities	

### Maintain and improve existing community facilities

Actions	Timeframe
Implement recreation facility upgrade	
Museum upgrade	
New Arena Feasibility Study to include location and opportunities for multi-use	
Implement park space assessment recommendations	

### Maintain and improve existing community infrastructure

Actions	Timeframe
Repair and upgrade roads as required	
Repair and upgrade sidewalks as required	
Lobby GNWT to stabilize the slide zone	
Increase streetlighting as required	

**Ensure the safety of our residents**

<b>Actions</b>	<b>Timeframe</b>
Organize and attend quarterly meetings with RCMP, Ambulance and Fire Department	
Increased and stronger bylaw enforcement (speeding, dog control, contamination and littering)	
Work with RCMP and Schools to address vandalism	
Work with partners to develop a homeless shelter	
Develop and implement emergency preparedness plan	
Implement the FireSmart program with a focus on community education	

**To be a leader in sustainability.****Strategies**

- Be the first carbon neutral community in the NWT
- Reduce waste

**Be the first carbon neutral community in the NWT**

<b>Actions</b>	<b>Timeframe</b>
Develop a climate change adaptation plan	
Develop a plan for replacing Town vehicles with electric vehicles	
Undertake negotiations with hydro providers to replace fuel oil with hydro electricity	
Educate residents on energy efficiency measures	
Work with builders to develop sustainable housing	
Explore partnerships with the GNWT to retrofit existing buildings with energy efficient alternatives	
Partner with the GNWT to identify funding to support this strategy	
Update and continue to implement and monitor the Energy Plan	

**Reduce waste**

<b>Actions</b>	<b>Timeframe</b>
Implement recommendations of solid waste management and recycling study	
Explore feasibility of collection and composting of organics (food and garden waste)	

## To be the education leader in the GNWT.

### Strategies

- Advocate for Fort Smith's educational focus with the GNWT
- Foster our relationship with Aurora College Headquarters
- Foster our relationship with Aurora College Thebacha Campus
- Foster relationship with our schools – Joseph Burr Tyrell (JBT) School and Paul William Kaeser (PWK) High School
- Provide support for our Preschool programs

### Lobby the GNWT to maintain and grow Fort Smith's educational status in the Northwest Territories

Actions	Timeframe
Work with Aurora College to initiate discussions with GNWT about current and future plans for post-secondary education in the Northwest Territories.	

### Foster our relationship with Aurora College Headquarters

Actions	Timeframe
Communicate regularly with the Office of the President	

### Foster our relationship with Aurora College Thebacha Campus

Actions	Timeframe
Ensure college students feel welcome (i.e. add student tab to Town website)	
Connect high school students within and outside the community with College offerings	
Communicate regularly with Campus Director	
Appoint a Council liaison person	
Identify opportunities to participate in Aurora college activities such as orientation, student appreciation week and graduation	

### Foster relationship with our schools – Joseph Burr Tyrell (JBT) School and Paul William Kaeser (PWK) High School

Actions	Timeframe
Appoint 3 members to the District Education Authority (DEA) with regular reporting back to Council	
Offer student awards	
Support lunch and crosswalk programs	
Review and update joint use agreement	
Provide tournament support	
Identify other opportunities to partner with our schools	

### To create a vibrant local economy.

#### Strategies

- Promote Economic Development
- Promote Fort Smith as a great place to visit
- Create branding/marketing strategy

\*\*Refer to the 2017 Town of Fort Smith Economic Development Strategy.

### To operate a responsive and transparent government.

#### Strategies

- Continue to provide high quality programs and services to our citizens
- Be a top employer in the GNWT
- Review legislation to ensure it is up to date and relevant
- Ensure community members are well-informed
- Improve communication and dialogue with other levels of government including government agencies and boards

### Continue to provide high quality programs and services to our citizens

Actions	Timeframe
Undertake annual community services satisfaction survey to identify improvements and solicit ideas for new programs and services	
Continue tax relief program for seniors	
Coordinate annual meeting of all Advisory Boards; facilitate sharing of information between Boards; quarterly Chair meetings	



**Be a top employer in the GNWT**

<b>Actions</b>	<b>Timeframe</b>
Include staff on Standing Committees	
Organize regular staff and Council meetings and social activities	
Highlight staff achievements	
Maintain a safe and respectful workplace	

**Review legislation to ensure it is up to date and relevant**

<b>Actions</b>	<b>Timeframe</b>
Continue process of reviewing of all bylaws, policies and procedures to ensure effectiveness and relevance	
Create new bylaws as required (i.e. legalization of marijuana)	

**Ensure residents, college students and visitors are well-informed**

<b>Actions</b>	<b>Timeframe</b>
Host an annual Open House to provide an update on Town activities and provide opportunities for public input	
Develop a one-page weekly community news sheet advertising local businesses and community event	
Make more effective use of the website to community Town events	
Work with college to share information on Town activities	
Replace billboard (location to be determined)	

**Improve communication and dialogue with other levels of government including government agencies and boards**

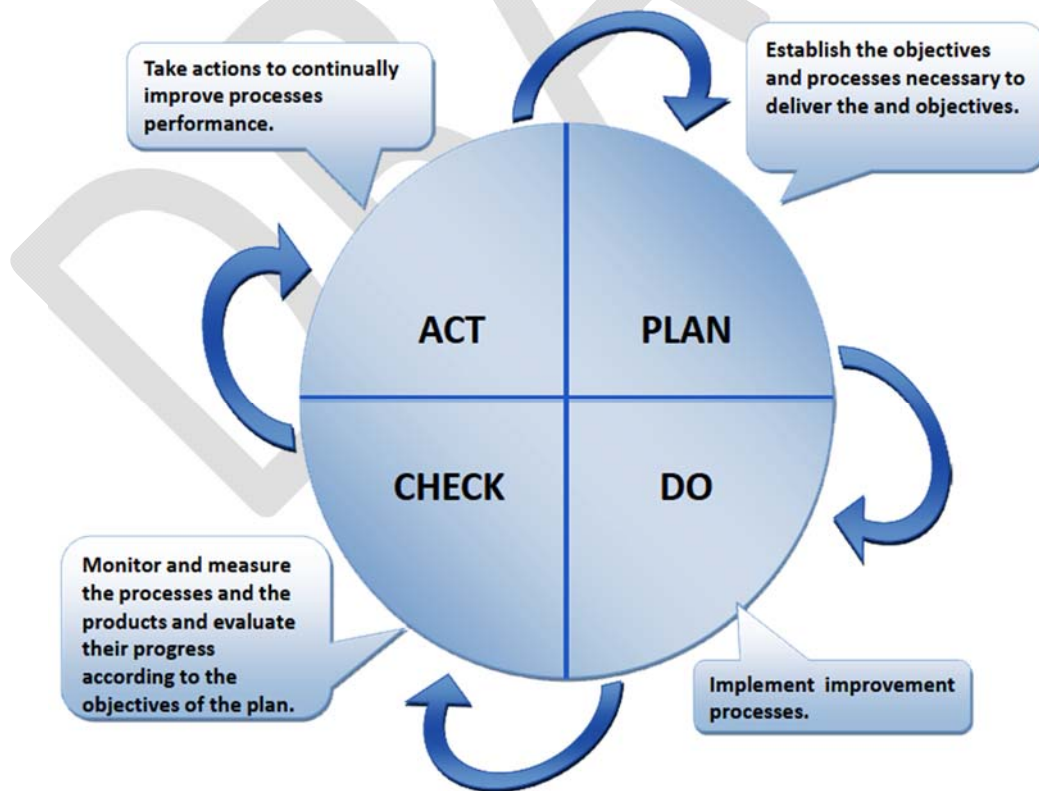
<b>Actions</b>	<b>Timeframe</b>
Work with First Nations governments to implement Municipal Service Agreements	
Foster partnerships with other agencies and organizations	
Regular meetings with Salt River First Nations and Fort Smith Métis Council to discuss areas of common concern and provide support where applicable	
Recognize and support the work of volunteers	

# Next Steps

As a next step, we will work with staff to develop the financial plans to support the implementation of our Strategic Plan. Some of our strategies can be pursued and action items can be accomplished over the short-term while others might need to be pursued over the long term.

Meeting our goals will require a coordinated effort from Mayor and Council, staff, Advisory Boards, other agencies and residents. Each Strategic Plan goal includes an implementation plan with suggested strategies and actions for addressing the goals. This is a critical starting point for implementation of the Plan. Evaluation and monitoring is the second key implementation tool. Evaluation and monitoring annually will enable us to:

- prioritize goals each year,
- set specific performance measures and performance targets,
- analyze progress toward meeting targets,
- reconsider goals and timing considering progress,
- involve residents in evaluating success; and
- communicate successes and challenges to residents as well as plans for the upcoming year.



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This approach provides a continual loop of planning, implementation and evaluation. It includes all stakeholders and involves residents in proactively planning community services as well as evaluating how community programs and services are meeting their needs.

Through this process we have identified our community values and priorities, and these will be our guide as we move forward. Our progress toward addressing these priorities and achieving our goals will be formally reported on through the Town's Annual Report.

Strategic Planning is an on-going process and your feedback is an important part of moving forward.

DRAFT

## Correspondence February 2018

February 2, 2018	GNWT	Highway Supervisor for Region	1801
February 12, 2018	Fort Smith Music Society	Lottery licensing application form	1225
February 14, 2018	GNWT	Budget 2018-2019 highlights	1801



**Town of Fort Smith  
Licensing Report  
February 2018**

<b>Business License Holder</b>	<b>Number</b>	<b>Details</b>
The Rusty Raven Gallery & Gift	83	retail (gifts, coffee shop and framing)
Thimble and Threads	84	retail (sewing and quilting supplies)
Rev North Ltd.	85	engineering consulting
Fred Daniels Caretaking	86	caretaking services
Daniels Painting	87	painting services
Cam's Husqvarna Sales and Service	88	Husqvarna sales and service
T.O.T.A.L. Training and Services	89	first aid training
First Bus Canada	90	school buses
David Nairne & Associates	91	engineering consulting
SYI Skate & Snow	92	skate and snowboard sales
Compass North Child & Family Consulting	93	child and family consulting services
Ransom Developments	94	maintenance contracting
Fort Smith Construction NT Ltd.	95	construction, gravel, rentals, heavy equipment services
Fort Smith Construction NT Ltd.	96	camp accommodations
Marvil Construction	97	general contractor/aerial work/comm tower maintenance
Fire Prevention Services (2016) Ltd.	98	sale and maintenance of fire suppression systems
Sun Dog North Inc.	99	liquor store
Lou's Small Engines	100	retail and small engine repairs
Rapid Petroleum Products	101	sale and distribution of gas & heating oil
Pelican Rapids Golf and Country Club	102	golf and country club
Office Solutions	103	retail (stationary and office furniture)
Jacobson Suite Rental	104	suite rentals
P & T Janitorial/Contracting Services	105	janitorial services
High Arctic Seafoods Ltd	106	sale of frozen seafoods and meats

Betty Dixon	107	creation and sale of native hand crafts
Chepelsky's Consulting	108	project coordination, educational support and book keeping services
Salt River First Nation - Tim Hortons	109	restaurant
Salt River First Nation - Petro Canada	110	gas bar and convenience store
Brandy Wilson Fine Art	111	creation and sale of fine art
Western Willow Ventures Inc.	112	graphic and web design
Dave's Home Repair	113	renovations and home repairs
Skyhigh Enterprises	114	carpentry/renovations
Mercury Productions Ltd.	115	create and sell signs
Liberty Security Systems Inc.	116	sale of home security and automated systems
Front Line	117	equipment rental
Locust Mowing	118	right of way mowing, clearing and brushing services
Northern Health Living	119	restaurant/catering/juice bar
Dezron Inc.	120	rent commercial property
NU Mechanical	121	plumbing and heating services
P & A Office Management/Street Treats	122	office management and mobile food truck
Shear Fun	123	hair salon/retail
Dancing Spirits	124	holistic massage therapy services
Polar Creations	125	teaching, training and selling of handcrafts, fabricator, blacksmith, multi media artist
Midnight Ironworks	126	metal and wood art, blacksmithing, multimedia artist, instructor
Sun Dog Maintenance	127	construction & renovations
McAdams	128	sales/smoking aids
David Chevalier	129	information technology consulting
Macpherson Education and Training	130	education and training consulting
RDV Mechanical	131	automotive and heavy equipment repair shop
4686 NWT Ltd.	132	consulting contractor, food truck
The Establishment	133	music/artist production & management, construction

Looking Back	134	genealogy and history research services
TDC Contracting Ltd.	135	auto and heavy equipment repairs, towing, welding, welding and other gases, sale of sand/dirt/gravel, oil spill
Precision Industries	136	construction, equipment rental, snow cat services, underground utility locate, trenching
BZT Contracting	138	electrical contracting
North Country Rock	139	sound & recording system rentals
994481 NWT Ltd.	140	building rental
4947 NWT Ltd.	141	firefighters
Fort Smith Metis Council	142	aboriginal association representing Métis
Terry's Carpentry Service	143	carpentry, drywall and painting services
Treestone Holdings Ltd.	144	property management
Ink and Iron Hair Design	145	hair salon/retail
Bank of Montreal	146	bank
Debbie's Sewing	147	sewing services
Action Synergy DBA Paddle Performance	148	first aid & swift water rescue/safety training
C+C Construction Services Ltd.	149	construction, renovation, security and cleaning services
Fort Smith Cooperative Nursery School	150	nursery school
Borderline Contracting Ltd.	151	landscaping, sand/gravel, fencing, trenching, cement and snow removal services
Arctic Pure Spring Water	152	bottled water distribution
St. Cyr Enterprises	153	general contracting and renovation services
MiLin Enterprise	154	janitorial, light repairs and snow removal services
The Old Skillet	155	catering services
Wilderness Edge Guest House	156	guest house
Flat World Alpaca	157	agriculture/farm services and sale of alpaca products
Flat World Associates	158	business management consulting
Al's Repairs	159	micro computer and processor repairs
AAG Landscaping	160	landscaping, fencing, mowing, moving, janitorial and snow removal services
AMT Audio Productions	161	audio equipment rentals and recording studio

<b>Development Permit Holder</b>	<b>Number</b>	<b>Details</b>
No permits issued this month		
<b>Lottery License Holder</b>	<b>Number</b>	<b>Details</b>
Uncle Gabe's Friendship Centre	5	TV Bingo
Salt River First Nation	6	Raffle
Fort Smith Pelican Men's Hockey	7	Raffle
2018 Arctic Winter Games Host Society	8	Chase the Ace
Wood Buffalo Frolics Society	9	Raffle
<b>Dog Tag Holder</b>	<b>Number</b>	<b>Details</b>
Richard Funk	17	terrier cross
Bill Reimer	18	lab - chocolate
Bill Reimer	19	lab - chocolate
<b>Ski-Doo Licenses</b>	<b>Number</b>	<b>Details</b>
No licenses issued this month		