



TOWN OF FORT SMITH

Integrated Community Sustainability Plan 2010 to 2014

Prepared: March 2010





Town of Fort Smith

Table of Contents

Executive Summary	3
Vision	4
Strategy Summary.....	5
Introduction	7
Community Government Characteristics 2010:	7
ICSP Overview:	8
Current Situation	9
Vision.....	9
Goals	10
Linkage to other Plans	14
Action Plans	17
Appendix #1: Community Energy Plan.....	25
Appendix #2: Capital Investment Plan.....	26
Appendix #3: Human Resources Plan	27
Appendix #4: Council Sign off.....	28



Town of Fort Smith

Executive Summary

The Town of Fort Smith engaged FSC Architects & Engineers to assist with the preparation of their Integrated Community Sustainability Plan (ICSP). The Town also engaged Stand Alone Energy Systems Ltd of Fort Smith to help with the process and help co-ordinate the Community Energy Plan.

The process included an information-gathering phase, three focus group sessions, a household survey (89 returned), an Open House with the community– *ideasFortSmith* – (approximately 200 in attendance), ten personal interviews, meetings, Town Council sessions and discussions with staff.

The Town of Fort Smith was incorporated as a town in 1966. With a population of 2,430 people, it is known for its natural environment and warm hospitality. The Town's location although at the 'end of the road' offers a safe, secure community with a focus on outdoor and family life.

Overall information from the residents indicates that there is an understanding of the town's challenges. Residents want open communication/transparency and are willing to contribute to the town's continued enhancement in many ways.

Key Strengths of the town were identified as:

- The People of Fort Smith
- Our Location
- Our Natural Environment - River, the rapids, the pelicans and whooping cranes; and wilderness areas
- Volunteer Spirit
- Friends, families and neighbors
- Safety – a safe place
- Aurora College
- The Recreation Centre
- Peaceful and clean place
- Our Perseverance – people and environment

Key Weaknesses were:

- Unsightly properties in Town
- Condition of the roads and streets
- Drugs & Alcohol issues
- Lack of unity at times
- Lack of Services for visitors and residents especially youth



Town of Fort Smith

A vision and value statements for the Town were developed through the public process and meetings of Town Council.

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.

Our Value statements:

1. We value an open, transparent, effective government.
2. We value our natural environment.
3. We value a safe and hospitable community for our residents and visitors.
4. We value education.
5. We value the use of sustainable energy sources.
6. We value active living, health and wellness.
7. We value effective communication.
8. We value community unity through partnerships.
9. We value the passion and commitment of our volunteers.
10. We value our business community.

From the vision and value statements, strategies and activities were developed with time frames and budget areas.



Town of Fort Smith

Strategy Summary

Strategy	Time Frame	Budget – Capital
Provide strong legislation	April 2010 - April 2011	
Utilize many methods of communication.	Begin June 2010	
Utilize and continue the ICSP process	Ongoing	
Implement an asset management system.	April 2010 - April 2011	\$32,000.00 – 2010
Evaluate the delivery of all programs and services.	April 2010 – Sept 2010	
Ensure compliance with collective agreement, labour standards and practices.	April 2010 – April 2011	
Provide a safe workplace.	April 2010 – April 2010 ongoing	
Improve communication with employees.	Ongoing	
Evaluate and assess green/open spaces to ensure they meet future requirements.	April 2010 – April 2014	\$50,000.00/yr – 2011:14
Advocate to address Slide Zone issues.	April 2010 – April 2015	
Ensure increased and stronger bylaw enforcement.	April 2010 – April 2015	
Support the provisions of protective services.	April 2010 – April 2011 ongoing	
Implement Firesmart program.	April 2010 – April 2014	\$50,000.00/yr – 2011:14
Ensure community wide emergency preparedness.	May 2010 - April 2011	
Maintain partnership with RCMP.	Ongoing	
Ensure pedestrian and vehicular safety.	April 2010 - April 2011	
Seek out ways to advocate for Fort Smith's educational focus.	April 2010 - April 2012	
Foster our relationship with Aurora College Headquarters.	Annually and ongoing	
Foster our relationship with Aurora College Thebacha Campus.	April 2010 - April 2012	
Foster relationship with our schools - Joseph Burr Tyrell (JBT) School and Paul William Kaeser (PWK) High School.	Ongoing and Annually	
Provide support for our Preschool programs.	Ongoing	
Participate effectively on the Fort Smith District Education Authority (DEA).	Ongoing	
Provide for an implementation strategy for the Community Energy Plan.	April 2010 – April 2015	\$30,000.00- 2011
Undertake a landfill/solid waste management study to include recycling and opportunities for salvaging.	April 2010 - April 2012	



Town of Fort Smith

Strategy	Time Frame	Budget – Capital
Strive for sustainable energy sources. Reduce greenhouse gas emissions from Town facilities/vehicles.	April 2010 – April 2014	
Educate the public in the benefits of sustainable environmental practices.	April 2010 – April 2014	
Maintain a Community Energy Plan.	April 2010 – April 2014	
Improve communication and dialogue with other levels of government including government agencies and boards.	April 2010 - April 2015	
Recognize and support the work of volunteers.	Ongoing	
Work with First Nations governments to implement Municipal Service Agreements.	Start April 2010 – Semi-annually and ongoing	
Foster partnerships with other agencies and organizations.	Ongoing	
Improve communication within the community.	May 2010 - April 2011	
Increase community wellness and overall health, which includes active recreation, outdoor life and healthy eating.	April 2010 - April 2012	\$50,000.00 – 2011
Upgrade and enhance recreation facilities and programs including outdoor opportunities and the Recreation Centre.	April 2010 - April 2016	See Capital Investment Plan
Provide ways to increase activities for youth including movies, a range of educational activities, outdoor opportunities and cultural exchange events.	April 2010 - April 2011	
Foster relationship with Fort Smith Health and Social Services Authority.	Ongoing and May 2010 – April 2011	
Respect elders and disabled citizens.	Ongoing	
Encourage and promote diversity of housing choice and costs within the Town.	April 2010 - April 2015	
Attract new residents and businesses to the community.	April 2010 - April 2011	
Grow the community with planned land development.	May 2010 - April 2014	
Prepare for development of Salt River First Nation reserve land.	April 2010 - April 2019	
Prepare for future land claims.	April 2010 - April 2014	
Embark on a strong Tourism promotion campaign stressing, location, quality of life, outdoor life and facilities.	April 2010 - April 2011	
Work with other agencies to encourage visitors, professionals and students to come to our community.	Ongoing	



Town of Fort Smith

Introduction

Community Government Characteristics 2010:

Type of governance structure: Town of Fort Smith

Most recent financial audit: 2009

Status of that audit: Unqualified

Date of most recent council approved community strategic plan: March 2010

Other forms of government within the Town:

- Salt River First Nations
- Fort Smith Métis Council

Total Full-time Community Government Positions	24	Total Part-time/ Seasonal Community Government Positions	34
Total Community Government Budget (Capital - 2010)	\$8.8 M	Population	2,430
Number of Residential Units	865	Number of owned dwellings	525
Number of rented dwellings	330	Land area (sq. km.)	92.79
Average family income	\$88,129		



Town of Fort Smith

ICSP Overview:

In November 2005, the New Deal for Cities and Communities (NDCC) between Canada and the Government of the Northwest Territories (GNWT) was signed to transfer federal gas tax funding to NWT Community Governments. Subsequently, each Community Government was invited to join this program and signed an agreement with the GNWT outlining the requirements and benefits under the program.

The NDCC provides financial assistance to Community Governments to support the sustainability of capital municipal infrastructure. Through this investment Community Governments have the opportunity to maintain or enhance economic, social and cultural opportunities and well being, while protecting and improving the quality of the environment.

Funding under this program supports the development of public transit systems, and water and wastewater systems, solid waste management, community energy systems, and community capacity building.

As part of the agreement, Community Governments are required to develop an Integrated Community Sustainability Plan (ICSP) by March 31, 2010. In exchange for new multi-year funding allocations and new decision making abilities under the New Deal, NWT Community Governments are required to develop and implement ICSPs that, at a minimum, include the following components;

1. Community Strategic Plan: Planning for long term priorities of the community
2. Capital Investment Plan: Preparation of a multi-year capital investment plan
3. Community Energy Plan: Taking stock of existing energy consumption and developing a plan to reduce energy and improve efficiency
4. Human Resource Plan: Planning to make manage and promote human resources and build capacity.

This report is produced with the assistance of the ICSP Toolkit, developed by NWTAC and MACA. It provides a summary of what our vision for the Town of Fort Smith is in the future, how we will achieve this vision and how we will ensure its sustainability.



Town of Fort Smith

Current Situation

The Town of Fort Smith with a population of 2,430 and a land area of 92.97 sq. km has a mix of land uses - residential, commercial, recreational, open space, institutional and industrial. The Town is located on the banks of the Slave River.

Local government commenced in Fort Smith in 1954 with the election of a local advisory council and progressed first to village status in the early 1960s, and then to town status in 1966.

The Town of Fort Smith is known for its natural environment. Natural features include: the Slave River, the rapids, the pelicans, whooping cranes and many surrounding wilderness areas. The Town has a strong education and recreation focus and prides itself on family life and volunteerism.

A primary source of employment is the educational sector - Aurora College Headquarters, Thebacha Campus and two schools. Government departments & agencies located in Fort Smith also provide many employment opportunities.

There are a number of public facilities in the Town including: schools, churches, a Recreation Centre, an arena, a library, a museum and a variety of government buildings.

The Town has nine elected municipal councilors including the Mayor. A new Council and Mayor were elected on October 19, 2009 as a result of a Municipal election.

Community Government - 2009 include:

Mayor: Jane E. Hobart

Senior Administrative Officer: John Holland

Council: Sheila Sauteur-Chadwick, Ron Holtorf, Claudette James, Brenda Johnson, Brad Marta, Bernie Minute, Kevin Smith, Chris Westwell.

Municipal Council meets the 4th Tuesday of each month and Committee of the whole meets on the 2nd Tuesday.

The following are Advisory Committees and Boards of Town Council:

- Human Resources Committee
- Municipal Services Committee
- Community Services Committee
- Finance and Audit Committee
- Corporate Services Committee
- Library Board
- Recreation Advisory Board
- Tourism Advisory Board

The Town is challenged in some areas including its location "at the end of the road", the condition of the roads, drugs and alcohol issues, unsightly properties, lack of services for visitors and residents and a lack of community unity. In addition, the population projections indicate a slight drop in population by 2012.

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.



Town of Fort Smith

Our Value statements are:

1. We value an open, transparent, effective government.
2. We value our natural environment.
3. We value a safe and hospitable community for our residents and visitors.
4. We value education.
5. We value the use of sustainable energy sources.
6. We value active living, health and wellness.
7. We value effective communication.
8. We value community unity through partnerships.
9. We value the passion and commitment of our volunteers.
10. We value our business community.

Goals

Goal A: Operate an open, transparent and effective government

The municipal government of Fort Smith has a strong desire to communicate and provide good government for the Town. We also realize our role and want to make sure our governance is in accordance with this role. The Open House provided a renewed opportunity for people to be heard, participate and receive information. Many responses were received that gave positive feedback for this event and expressed a desire for increased opportunities for participation and communication.

Strategy 1: Provide strong legislation

Strategy 2: Utilize many methods of communication.

Strategy 3: Utilize and continue the ICSP process

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

Our legislative authority comes from empowering legislation through the Cities, Towns & Villages Act. The provision of programs and services are a key responsibility of the municipality of Fort Smith. The current government is very serious about this responsibility.

Strategy 1: Implement an asset management system.

Strategy 2: Evaluate the delivery of all programs and services.



Town of Fort Smith

Goal C: Continue as a responsible employer

We provide employment opportunities for 24 permanent and approximately 34 part-time and seasonal employees. Having a goal to continue to be a responsible employer shows the Town's commitment to our employees.

Strategy 1: Ensure compliance with collective agreement, labour standards and practices.

Strategy 2: Provide a safe workplace

Strategy 3: Improve communication with employees

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

Fort Smith's residents value the opportunities of living in close proximity to the natural environment. They take pride in this environment and want to keep it as pristine as possible for themselves and visitors.

Strategy 1: Evaluate and assess green/open spaces to ensure they meet future requirements.

Strategy 2: Advocate to address Slide Zone issues.

Goal E: Maintain a safe community.

A variety of safety concerns were expressed during the Strategic Planning process. They related to safety of the slide zone area, on the trails, on the streets and a general feeling of keeping the Town's residents safe to enjoy the out of doors especially at night.

Strategy 1: Ensure increased and stronger bylaw enforcement.

Strategy 2: Support the provisions of protective services.

Strategy 3: Implement FireSmart program.

Strategy 4: Ensure community wide emergency preparedness.

Strategy 5: Maintain partnership with RCMP.

Strategy 6: Ensure pedestrian and vehicular safety.

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

Fort Smith is known as the Education Capital of the Northwest Territories. Maintaining this focus provides us with employment opportunities and confidence in our economic future and the quality of life of the Town. The Town has a role to play in promoting this status.

Strategy 1: Seek out ways to advocate for Fort Smith's educational focus

Strategy 2: Foster our relationship with Aurora College Headquarters

Strategy 3: Foster our relationship with Aurora College Thebacha Campus

Strategy 4: Foster relationship with our schools - Joseph Burr Tyrell (JBT) School and Paul William Kaeser (PWK) High School

Strategy 5: Provide support for our Preschool programs

Strategy 6: Participate effectively on the Fort Smith District Education Authority (DEA).



Town of Fort Smith

Goal G: Promote sustainable environmental practices in our community.

The cost of energy and concerns about the way energy is used in Fort Smith was expressed, as an integral part of the way the Town will move forward in the next five years. A better understanding of energy conservation including increased awareness and promotion were ways of making sure that we will be able to conserve energy and work toward energy sustainability.

Strategy 1: Provide for an implementation strategy for the Community Energy Plan

Strategy 2: Undertake a landfill/solid waste management study to include recycling and opportunities for salvaging

Strategy 3: Strive for sustainable energy sources. Reduce greenhouse gas emissions from Town facilities/vehicles.

Strategy 4: Educate the public in the benefits of sustainable environmental practices.

Strategy 5: Maintain a Community Energy Plan.

Goal H: Foster a strong cohesive community spirit.

A united Fort Smith community was expressed in a variety of ways during the public process. Leadership, effective communication techniques and governance were given as specific ways to foster a unified community and reduce the amount of dissension in the Town.

Strategy 1: Improve communication and dialogue with other levels of government including government agencies and boards.

Strategy 2: Recognize and support the work of volunteers

Strategy 3: Work with First Nations governments to implement Municipal Service Agreements.

Strategy 4: Foster partnerships with other agencies and organizations.

Strategy 5: Improve communication within the community.

Goal I: Maintain a healthy, active community

Wellness and quality of life go hand and hand. The people of Fort Smith want to maintain our community's quality of life. Wellness relating to health, recreation, education, perseverance, and belonging were all tied to providing many ways to keep Fort Smith a healthy place to live and support family life.

Strategy 1: Increase community wellness and overall health, which includes active recreation, outdoor life and healthy eating.

Strategy 2: Upgrade and enhance recreation facilities and programs including outdoor opportunities and the Recreation Centre

Strategy 3: Provide ways to increase activities for youth including movies, a range of educational activities, outdoor opportunities and cultural exchange events

Strategy 4: Foster relationship with Fort Smith Health and Social Services Authority.

Strategy 5: Respect elders and disabled citizens



Town of Fort Smith

Goal J: Grow our residential and business community

Fort Smith is interested in providing for housing options and opportunities to increase the population especially for people in the NWT who require a strong community atmosphere to live and work in the NWT. Assisting in growing the business sector is also an important role for the Town to play in increasing the economic base.

Strategy 1: Encourage and promote diversity of housing choice and costs within the Town.

Strategy 2: Attract new residents and businesses to the community.

Strategy 3: Grow the community with planned land development

Strategy 4: Prepare for development of Salt River First Nation reserve land

Strategy 5: Prepare for future land claims.

Goal K: Promote Fort Smith as a desirable destination.

A number of discussions took place by residents that focused on Fort Smith's location and access to the natural environment for both visitors and residents. Promotion and marketing the Town as a desirable destination was expressed as a key way to grow the Town.

Strategy 1: Embark on a strong Tourism promotion campaign stressing, location, quality of life, outdoor life and facilities.

Strategy 2: Work with other agencies to encourage visitors, professionals and students to come to our community



Town of Fort Smith

Linkage to other Plans

1. COMMUNITY ENERGY PLAN – APPENDIX #1

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

Strategy 1: Evaluate and assess green/open spaces to ensure they meet future requirements.

The future requirements of green/open spaces are linked to enhancement of the natural environment which in turn protects the environment and allows preservation and sustainability of natural spaces. This is both an energy and environment relationship.

Goal G: Promote sustainable environmental practices in our community.

Strategy 1: Provide for an implementation strategy for the Community Energy Plan

Strategy 2: Undertake a landfill/solid waste management study to include recycling and opportunities for salvaging

Strategy 3: Strive for sustainable energy sources. Reduce greenhouse gas emissions from Town facilities/vehicles.

See Community Energy Plan

Strategy 4: Educate the public in the benefits of sustainable environmental practices.

See Community Energy Plan.

Strategy 5: Maintain the Community Energy Plan.

Goal I: Maintain a healthy, active community.

Strategy 1: Increase community wellness and overall health, which includes active recreation, outdoor life and healthy eating.



Town of Fort Smith

2. CAPITAL INVESTMENT PLAN – APPENDIX #2

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

Strategy 1: Implement an asset management system.

This system will allow capital assets to be monitored, maintained and replaced.

Goal I: Maintain a healthy, active community.

Strategy 1: Increase community wellness and overall health, which includes active recreation, outdoor life and healthy eating.

Strategy 2: Upgrade and enhance recreation facilities and programs including outdoor opportunities and the Recreation Centre.

Strategy 3: Provide ways to increase activities for youth including movies, a range of educational activities, outdoor opportunities and cultural exchange events.

Goal J: Grow our residential and business community.

Strategy 3: Grow the community with planned land development.

Strategy 5: Prepare for future land claims.

3. HUMAN RESOURCE PLAN – APPENDIX #3

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

Strategy 2: Evaluate the delivery of all programs and services.

Goal C: Continue as a responsible employer.

Strategy 1: Ensure compliance with collective agreement, labour standards and practices.

Strategy 2: Provide a safe workplace.

Strategy 3: Improve communication with employees.

4. OTHER PLANS

Goal A: Operate an open, transparent and effective government

Strategy 1: Provide strong legislation

Strategy 3: Utilize and continue the ICSP process



Town of Fort Smith

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

Strategy 1: Evaluate and assess green/open spaces to ensure they meet future requirements.

Goal E: Maintain a safe community.

Strategy 1: Ensure increased and stronger bylaw enforcement.

Strategy 3: Implement FireSmart program.

Goal J: Grow our residential and business community.

Strategy 1: Encourage and promote diversity of housing choice and costs within the Town.

Strategy 2: Attract new residents and businesses to the community.

Strategy 3: Grow the community with planned land development.

Strategy 4: Prepare for development of Salt River First Nation reserve land.

Goal K: Promote Fort Smith as a desirable destination.

Strategy 1: Embark on a strong Tourism promotion campaign stressing, location, quality of life, outdoor life and facilities.



Town of Fort Smith

Action Plans

Goal A: Operate an open, transparent and effective government.						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Provide strong legislation.	Review all bylaws, policies and procedures to ensure effectiveness and relevance.			April 2010	April 2011	
Provide strong legislation.	Create new bylaws as required.			April 2010	April 2011	
Utilize many methods of communication.	Hold an Annual General Meeting to inform and consult the public on town issues. Provide information about ICSP implementation.			June 2010		
Utilize many methods of communication.	Regularly update and review Town's website.					
Utilize many methods of communication.	Continue profiling Town staff, Mayor, councilors and community volunteers in newsletter.					
Utilize many methods of communication.	Build the Open House (ideasFortsmith) into an annual event with manned displays and opportunities for public input.			February 2011		
Utilize and continue the ICSP process.	Review and update ICSP on a regular basis.					

Goal B: Provide excellent municipal programs and services to the citizens.						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Implement an asset management system.	Purchase and implement works management software; inventory all assets.	\$32,000 - 2010		April 2010	April 2011	
Evaluate the delivery of all programs and services.	Conduct an organizational review.			April 2010	Sept. 2010	
Evaluate the delivery of all programs and services.	Conduct a capital asset review.			May 2010	Sept. 2010	
Evaluate the delivery of all programs and services.	Conduct a program/service review.			April 2010	Sept. 2010	



Town of Fort Smith

Goal C: Continue as a responsible employer.						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Ensure compliance with collective agreement, labour standards and practices.	Conduct a job evaluation and classification study.		\$100,000	March 2010	Sept.2010	
Ensure compliance with collective agreement, labour standards and practices.	Review and update all personnel policies.			April 2010	Sept.2010	
Provide a safe workplace	Assess current qualifications. Train staff as required for their area of employment.			April 2010	Sept.2010	
Provide a safe workplace.	Conduct monthly safety committee meetings and act on recommendations.			Ongoing		
Improve communication with employees.	Conduct regular Senior Management committee meetings.			Ongoing		
Improve communication with employees.	Include staff participation on standing committees.			Ongoing		
Improve communication with employees.	Organize regular staff and council social activities.			Ongoing		
Improve communication with employees.	Highlight department staff in the monthly newsletter.			Ongoing		



Town of Fort Smith

Goal D: Preserve, advocate and enhance the natural environment in the Town.						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Evaluate and assess green/open spaces to ensure they meet future requirements.	Review Recreation Master Plan to include a trail and park enhancement strategy.	\$30,000 - 2011		April 2010	April 2014	
Evaluate and assess green/open spaces to ensure they meet future requirements.	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.	\$50,000/year 2011-2014	To be determined	April 2010	April 2014	
Advocate to address Slide Zone issues.	As this area is owned by the GNWT, work with GNWT to address slide zone issues.			April 2010	April 2012	

Goal E: Maintain a safe community.						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Ensure increased and stronger bylaw enforcement.	Review Bylaws to ensure they are effective and up-to-date.			April 2010	April 2012	
Ensure increased and stronger bylaw enforcement.	Provide additional bylaw training.			April 2010	April 2012	
Ensure increased and stronger bylaw enforcement.	Assess bylaw resources.			April 2010	April 2011	
Support the provisions of protective services.	Consult with volunteer fire and ambulance departments.			April 2010	April 2011	
Support the provisions of protective services.	Provide adequate resources to meet service requirements.			Ongoing		
Implement Firesmart program.	Implement fire abatement projects in a timely manner while respecting budgetary constraints.	\$50,000/year 2011-2014		April 2010	April 2014	
Implement Firesmart program.	Conduct campaign to ensure public participation and awareness program for fire abatement.			April 2010	April 2014	



Town of Fort Smith

Ensure community wide emergency preparedness.	Review, update and practice EMO plan.			May 2010	April 2011	
Maintain partnership with RCMP.	Continue communication and relationship building.			Ongoing		
Ensure pedestrian and vehicular safety.	Safety audit of roads, sidewalks and streetlights.			April 2010	April 2011	

Goal F: Promote our status as the education capital of the Northwest Territories.						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
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.			April 2010	April 2012	
Foster our relationship with Aurora College headquarters.	Host social event for Board of Governors.			Annually		
Foster our relationship with Aurora College headquarters.	Regular communication with the Office of the President.			Ongoing		
Foster our relationship with Aurora College Thebacha Campus.	Regular communication with Campus Director.			Ongoing		
Foster our relationship with Aurora College Thebacha Campus.	Offer awards for Aurora College students; assist Campus to market the community and college.			Ongoing		
Foster our relationship with Aurora College Thebacha Campus.	Participate in Graduation activities, Aurora College week, orientation week, student appreciation week.			Ongoing		
Foster our relationship with Aurora College Thebacha Campus.	Appoint a Council liaison person.			April 2010		
Foster relationship with JBT/PWK.	Offer student awards.			Ongoing		
Foster relationship with JBT/PWK.	Support lunch and crosswalk programs.			Ongoing		



Town of Fort Smith

Foster relationship with JBT/PWK.	Review and update Joint Use Agreement.			April 2010		
Foster relationship with JBT/PWK.	Provide tournament support.			Ongoing		
Provide support for pre-school programs.	Provide support as requested.			Ongoing		
Participate on the District Education Authority.	Appoint 3 members to the DEA with regular reporting back to Council.			Ongoing		

Goal G: Promote sustainable environmental practices in our community.						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Provide for an implementation strategy for the Community Energy Plan.	Implement the Community Energy Plan.	\$ 80,000 - 2011		April 2010	April 2014	
Undertake a landfill/solid waste management study to include recycling and opportunities for salvaging.	Landfill Management Study including recycling opportunities.			April 2010	April 2012	
Strive for sustainable energy sources. Reduce greenhouse gas emissions from Town facilities/vehicles.	Implement Community Energy Plan.			April 2010	April 2014	
Educate the public in the benefits of sustainable environmental practices.	Implement Community Energy Plan.			April 2010	April 2014	
Maintain Community Energy Plan.	Regularly Review and update plan.			April 2010	April 2014	
Maintain Community Energy Plan.	Re-establish Sustainable Development Advisory Board.			May 2010	Ongoing	

Goal H: Foster a strong cohesive community spirit.						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
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.			April 2010	April 2015	



Town of Fort Smith

Recognize and support the work of volunteers.	Profiling volunteers on Web Site.			Ongoing		
Recognize and support the work of volunteers.	Special awards for youth, elders and other special targeted areas.			Ongoing		
Work with First Nations governments to implement Municipal Service Agreements.	Formation of Joint Planning & Coordinating committees with SRFN.			April 2010	Semi-annually	
Work with First Nations governments to implement Municipal Service Agreements.	Finalize SLFN MSA.			April 2010	Sept. 2010	
Work with First Nations governments to implement Municipal Service Agreements.	Support Métis with land claim negotiations.			Ongoing		
Foster partnerships with other agencies & organizations.	Regular communication with and support of groups.			Ongoing.		
Improve communication within the community.	Develop Communication Strategy.			May 2010	April 2011	

Goal I : Maintain a healthy, active community						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Increase community wellness and overall health, which includes active recreation, outdoor life and healthy eating.	Review and update Recreation Master Plan.	\$ 50,000-2011		April 2010	April 2012	
Increase community wellness and overall health, which includes active recreation, outdoor life and healthy eating.	Re-establish Recreation Advisory Board.			April 2011		
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.	\$730,000 - 2010 \$140,000-2011		April 2010	April 2012	
Upgrade and enhance recreation facilities and programs including outdoor opportunities and the Recreation Centre.	Upgrade Arena - ice plant, energy efficiency and maintenance areas.	\$82,000-2010 \$50,000-2011		May 2011	April 2015	



Town of Fort Smith

Upgrade and enhance recreation facilities and programs including outdoor opportunities and the Recreation Centre.	Longer term - New Arena Feasibility Study to include location and opportunities for multi use.	To be determined.		April 2015	April 2016	
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.	\$50,000/yr 2011-2014		April 2010	April 2011	
Foster relationship with Fort Smith Health & Social Services.	Appoint two members to the Board with regular reporting back to Council; regular meetings with Board.			Ongoing.		
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.		\$55,000	Ongoing.		

Goal J : Grow our residential and business community						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
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.			April 2010	April 2015	
Attract new residents and businesses to the community.	Develop Community Marketing and Promotion programs.			April 2010	April 2011	
Attract new residents and businesses to the community.	Review Zoning bylaw.			April 2010	April 2012	
Grow the community with planned land development.	Develop new sub-division(s).			May 2010	April 2014	
Prepare for development of Salt River First Nation Reserve Land.	Evaluate Town infrastructure to ensure capacity to accommodate possible needs for municipal services.			April 2010	April 2014	



Town of Fort Smith

Prepare for future land claims.	Communicate with groups in negotiation of land claims.			April 2010	April 2014	
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Goal K: Promote Fort Smith as a desirable destination.						
Strategy	Activity	Budget (Capital)	Budget (Operating)	Time Frame (Start)	Time Frame (End)	Estimated Effort (Days)
Embark on a strong Tourism promotion campaign stressing, location, quality of life, outdoor life and facilities.	Tourism Marketing Plan to include implementation strategy.		To be determined.	April 2010	April 2011	
Work with other agencies to encourage visitors, professionals and students to come to the community.	Assist with recruitment programs.			Ongoing.		
Work with other agencies to encourage visitors, professionals and students to come to the community.	Support community sporting, arts & cultural events/festivals.			Ongoing.		
Work with other agencies to encourage visitors, professionals and students to come to the community.	Support museum & historical programs and their programs.			Ongoing.		