



**Fort Smith**  
NORTHWEST TERRITORIES

A group of five people is standing on a large, smooth, reddish-brown rock formation on a beach. They are looking out at the ocean under a bright, low sun that creates a shimmering path on the water. The sky is a warm, golden-orange color. In the background, a dark forested shoreline is visible across the water.

**Foundations for  
the Future: Our  
Strategic Path  
2025-2029**

# Our Vision and Mission

---

## Community Vision

Fort Smith is a vibrant, future-focused community with a small-town feel, where residents enjoy a high quality of life. With efficient services and sustainable land use, the Town actively preserves and enhances its heritage, culture, and natural environment.

## Council Vision

The Town of Fort Smith is a thriving, well-managed local government where proactive stewardship ensures the long-term sustainability of our publicly owned assets. We are committed to sound governance, responsible planning, and delivering services that meet the needs of our residents at reasonable levels.

With a strong organizational culture and a collaborative approach, we foster positive relationships with neighboring First Nations and Metis communities and work together toward shared prosperity. By supporting local economic opportunities, accessible services, and a good quality of life, we create a community where seniors can retire with dignity, young people can build a future, and all residents can feel a sense of belonging and possibility.

## Mission

The Town of Fort Smith provides a broad range of essential and valued services that support our community's well-being, both now and for future generations. Through responsible resource management and responsive delivery service, we create a well-functioning and forward-looking community that enriches the lives of all who call Fort Smith home.



# Strategic process

---

The role of Council is to provide governance and strategic leadership for a community. Council is elected by the public to represent the interests of residents and make decisions that shape the municipality's future.

The role of our staff is to provide Council with policy advice and recommendations, manage resources, operationalize Council decisions, and deliver services to the public in the most efficient and effective way possible at service levels approved by Council.

As leaders responsible for the governance and stewardship of our community's future growth and development, the Town of Fort Smith Council embarked on a strategic priority identification process to target the town's finite resources appropriately. This Council is intentionally focused on these following five areas.

## Strategic Areas of Focus

\* ORGANIZATIONAL DEVELOPMENT  
AND CAPACITY BUILDING

\* SUSTAINABLE SERVICE DELIVERY

\* MODERNIZATION

\* LAND USE PLANNING FOR THE  
FUTURE

\* RECREATION



# Our strategic areas of focus

## Organizational Development and Capacity Building

---

We support our staff and ensure that staff capacity is determined by service levels.

### GOAL

We will foster a healthy, safe and resilient organization by investing in our people, strengthening leadership, and enhancing internal capacity to deliver municipal services. We aim to be an organization with a capable, diverse, engaged, and adaptable workforce that can meet service levels demands in an efficient and cost-effective manner.

### KEY INITIATIVES AND ACTIONS

#### Ongoing:

- Complete and ratify the Organizational Review

#### Next:

- Utilize the Organizational Review to guide next steps toward defining organizational levels of service and associated costs
- Establish an organizational structure that reasonably meets service level targets and future requirements

#### Advocacy:

- We recognize staff capacity is a finite resource
- We support our staff by speaking well of the staff inside and outside the organization.
- We will adhere to our strategic priorities in determining service levels.

# Our strategic areas of focus

## Sustainable Service Delivery

Provide sustainable services for a thriving community

### GOAL

We will ensure the long-term sustainability of municipal services by optimizing resources and delivering quality services with reliable infrastructure that meets the present and future needs of our community.

### KEY INITIATIVES AND ACTIONS

#### Now:

- Complete the following:
  - Water and Sewer Assessment and Prioritization Plan
  - Raw Water Intake Rehabilitation project
  - Landfill expansion project

#### Next:

- Advance our Asset Management processes by embarking on condition assessments on all our assets.
- Develop a comprehensive, realistic financial framework that promotes sustainable and cost-effective service delivery.
- Implement a multi-year capital investment strategy, particularly on our critical infrastructure.
- Develop an Asset Replacement Policy and a financial strategy to support it.
- Define our current service levels and determine their long-term sustainability.
- Create policies that clearly define sustainable service levels.
- Adapt and resource a communication strategy that educates the community on services and service level realities.

#### Advocacy:

- We actively engage with our First Nation and Metis partners on issues of mutual interest as we explore infrastructure solutions for shared services to our communities.
- We will utilize formal and informal channels to educate the community on local government services, fiscal realities and infrastructure challenges.

# Our strategic areas of focus

## Modernization

---

Ensure continuous improvement

### GOAL

We will modernize our municipal operations by optimizing our IT infrastructure, refining workflows, and improving records management, creating a more efficient, responsive, and innovative local government that is equipped to meet current and future challenges.

### KEY INITIATIVES AND ACTIONS

#### Ongoing:

- Invest in IT Upgrades
- Continue our Policy and Bylaw Review

#### Next:

- Update and modernize Records Management processes

# Our strategic areas of focus

## Land Use Planning

---

Responsible Growth and Land Stewardship

### GOAL

We will guide the sustainable growth and development of Fort Smith through proactive land-use planning that balances economic opportunity, environmental stewardship, and community well-being. We are committed to fostering continuous collaboration and open dialogue with stakeholders and landowners.

### KEY INITIATIVES AND ACTIONS

#### Now:

- Complete the following:
  - Community Plan
  - Zoning Bylaw

#### Ongoing:

- Housing Accelerator Project

#### Advocacy:

- Keep the land transfer process active.

# Our strategic areas of focus

## Recreation

---

Foster active living and a vibrant community

### GOAL

We will maintain and enhance diverse, accessible, and engaging recreational opportunities that inspire active lifestyles, foster social connections, and enhance the overall well-being of residents of all ages.

### KEY INITIATIVES AND ACTIONS

#### Now:

- Complete the design of Conibear Park
- Determine the financial viability of the Snowboard Park Development

#### Next:

- Establish sustainable service levels in recreation
- Invest in recreation enhancements to improve user experience

