



Town of Fort Frances Strategic Plan
Progress Report No. 3
Updated – May 18, 2018

Report To: Mayor and Council

From: Doug Brown, CAO

Date: May 31, 2018

Subject: Town of Fort Frances Strategic Plan- **Progress Report No. 3**

In June of 2015, Mayor and Council formally adopted “Incredible Community – Boundless Opportunity”, a strategic plan to be undertaken during the current term of Council. As in the past, the strategic document was produced through a collaborative effort of Council, administration and community stakeholders. Opportunities were provided to our citizens to participate in the process in a meaningful fashion. During a public meeting, Mayor and Council invited individuals and groups to present strategic initiatives for consideration through delegations or written submissions. All of the public input received, and the recommendations from numerous Town or affiliate committees, was compiled and evaluated during a daylong public strategic session at Sunny Cove Camp on June 11, 2015. Following the session, the approved initiatives were assimilated into a document for formal approval of Council.

This [3rd status update](#) will address the initiatives as they are listed in chronological order. Also see attached pages 24, 25 & 26, which outlines a listing of strategic initiatives, in chronological order by the anticipated completion date.

[This 3rd and final progress report will follow that chronological listing to the present date. The items listed also identify the responsible party\(ies\) as well as the established project completion date. As this is the final status report prior to the end of the 2014 to 2018 Council term and with a new Council taking office on December 3rd, 2018, I have taken the liberty to provide a scorecard summary;](#)

- 1) Completed Initiatives - 29/43 - 67%
- 2) Partially completed and on-going initiatives - 11/43 – 26%
- 3) Outstanding Initiatives – 3/43 - 7%

Item #1	First Nation Partnerships	Town/RRFDC	Ongoing
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Fostering partnerships and building relations with the First Nations is an initiative with no timeline. The Town will be committed to this initiative forever. At present, the Town’s primary focus is to continue to work with the four bands of Agency One to settle all matters related to the Point Park outside of litigation. In 2015 the Town was actively engaged in discussions with the Agency One bands and look

forward to resuming this process upon completion of the elections that have recently taken place, or are underway, in the First Nation communities.

The Town's provider of economic development services, the Rainy River Future Development Corporation (RRFDC), has undertaken the following activities in concert with First Nation communities:

- Participated in the regional economic development committee, led by FedNor, with area First Nations.
- Provided ongoing opportunities to area First Nations to introduce local businesses in the region related to mining.
- Held 2 community festivals celebrating local First Nations creative cultures.
- Continuing communications with established First Nations Economic Development Corporations.

No up-date and on-going.

Item #2 Forest Management Structure Council/CAO/RRFDC Ongoing

Efforts related to this particular initiative began in earnest long before the adoption of the strategic plan. Late in 2015, an advocacy effort called "Our Forest...Our Future" was led by the Town and included nearly all area municipalities and First Nations. The primary focus of the group was to advocate for effective management of the Cross-route Forest to ensure equitable and affordable access to the fibre. The commitment by all the communities to this initiative is strong which helps ensure our local forest is providing economic opportunities and benefits to everyone in our area.

On August 9th, 2016 during a face-to-face meeting with Premier K. Wynne, the Mayor was reassured that there will be a "fibre supply" from the Crossroute Forest should the resale and eventual start-up of the Resolute Pulp & Paper Mill take place in the future. Also, in August of 2016, the Town did review and provide comments on the contingency plan for the operation and management of the Crossroute Forest for the period from April 1st, 2017 to March 31, 2020, during which time it is anticipated that the 2020 -2030 Forest Management Plan (FMP) will be finalized and approved. The Town is of the opinion that the contingency plan neither compromises and/nor has a negative impact on the resale and eventual start-up of the Resolute Pulp Mill located in Fort Frances.

On January 18, 2018, Town representatives attended the kick off meeting with respect to the modernization of forest tenure for the Crossroute and Sapawe Forests and the transitioning to an Enhanced Sustainable Forest Licence (ESFL) system. Since that time, the Town through its Economic Development consultant, Rainy River Future Development Corporation (RRFDC) has been participating on a working group to develop a conceptual business plan for the new company who will be responsible to manage both the Crossroute and Sapawe Forests under the Enhanced Sustainable Forest Licence governance. This working group

consists of representatives from the First Nations, Metis, Consumptive Rights holders (manufacturing mills), Harvest Rights Holders, Independent Operators and Municipalities. The process is proceeding quite well with the objective for a new company being formed to manage both forests under the new ESFL system in place by April 1st, 2020 is achievable. The Town's ideologies are clearly defined, maintained, and hopefully will be protected throughout this process.

This initiative is considered on-going.

Item #3 Potential Acquisition and Utilization of Vacant Mill Properties-Council/CAO/RRFDC Ongoing

At present, the mill facility and its future are unknown. The Town has no current awareness of any mill properties that are to be available, and it is safe to say that any initiatives would be informed by a final disposition of the mill.

In July 2016, The Mayor was approached by Resolute inquiring if the Town would be interested in purchasing a commercial property in the downtown area. **To date, no action has been taken by the Town.**

In late March of 2018, the Mayor reached out to Mr. Yves Laflamme, the new President & CEO of Resolute Forest Products to reiterate that the Town is interested acquiring two properties should they become available. Resulting from this initial contact, on-going monthly communications between the parties have been taking place in order that the Town is kept abreast of the current strategies being employed by Resolute to address the existing pulp and paper assets and associated properties located within our community.

This initiative is considered on-going.

Item #19	Assisted Living	Council/CAO	Ongoing
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The Town continues to support the efforts of the Assisted Living Action Group to establish an assisted living facility within our community for the benefit of the entire district. In an address to Mayor and Council on March 7, 2016, June Caul, a member of ALAG, provided an update, and detailed the struggles the group is having finding someone willing to put up the capital needed to undertake the project. The Town has been diligent in continuing to advocate on ALAG's behalf with the Provincial Government and met with the Ministry of Health and Long Term Care as recently as February 22nd, 2016 at the ROMA/OGRA Conference in Toronto respecting the matter. The Town has not been advised by the Provincial Government of any available funding for a project of this nature.

In January of 2017, Laurie Johnston, CEO for the Ontario Retirement Communities Association (ORCA) made a presentation at the ROMA conference with regards to the development of retirement facilities. The presentation

information provided during the conference was forwarded to Councilor June Caul, as there is a possibility that this organization could provide direction on how to get such a retirement facility built in Fort Frances.

Because of the hard work and dedication of the Age Friendly Committee, the Town was recognized by the provincial government in March of 2018 for its leadership in creating a “welcoming community” that enables seniors to live independent, active and healthy lives. One of the main three objectives of the Age Friendly action plan going forward is the development of an assisted living complex within our community. In the 2nd Quarter of 2018, the Age Friendly committee will be investigating and evaluating the recent senior housing development in Marathon. In addition, it is working closely with the Rainy River District Social Services Administration Board as this organization is the funding agent for social housing in the Rainy River District which includes assisted living housing units.

This initiative is considered on-going.

Item #27	Accessibility Act	HR Manager	Ongoing
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The Town continues to work within the stipulated timelines of the Accessibility for Ontarians with Disabilities Act and is compliant to date. The Town is on course to remain compliant during the implementation process and contribute to a fully accessible Ontario by 2025. The Town's Accessibility Working Group met and reviewed our 2015 Accessibility Complaint Report. The report was submitted prior to the deadline of December 31, 2015. In 2016 the working group will continue to meet and review the plan. These efforts will also include updates to the plan regarding barrier removal initiatives within the community.

The Town's progress in this area continued throughout 2016, as we continue to remove barriers in the community while improving access to our facilities. The Accessibility Working Group will meet in 2017 to orient its new members and review updates to the Accessibility Plan.

In September of 2017, Council approved and endorsed the Town's 2017 Accessibility Plan and the Multi-Year Plan wherein the Town is meeting its obligations under the Accessibility for Ontarians with Disabilities Act and applicable regulations.

This initiative is complete.

Item #28 Huffman Court Subdivision P&D September 2015

A decision by Mayor and Council was aproved to approach local realtors regarding the marketing of the lots within Huffman Court subdivision. The Town has engaged the services of Tichborne's Real Estate and Cousineau Real Estate Ltd. Recently, the Planning and Development Executive Committee reconsidered the current development conditions related to the purchase of lots and recommended decreasing the minimum building size from 1500 ft.² to 850 ft.². This recommendation was formally accepted by Mayor and Council on February 8th, 2015. Currently the Town is contacting all parties who have previously expressed interest in lots to gauge their current interest and answer any questions.

This initiative is considered **complete** as it pertains to the stated undertakings.

In 2016, 8 residential lots were sold within the Huffman Court and 1 residential lot along Williams Avenue. As of January of 2017, there are only 5 residential lots left in this original 2013 residential development project.

[As of May 18, 2018, there is only 1 residential lot left.](#)

This initiative is considered complete. No further up-date.

Item #29 Website Re-Design IT Manager/CS Manager September 2015

The Town's new website design was completed and launched in June of 2015. To ensure that we continue to maintain an effective website, each Town division has been assigned a person responsible to update their designated area. This helps reduce web-hosting costs and ensures the site remains current. A summary report was submitted to Council by the CS Manager in October 2015. Since the launch, the website has been serving the corporation well and the update protocols are being adhered to.

This initiative is considered complete. No further up-date.

Item #4 Industrial Park Strategy Planner/RRFDC/EDAC October 2015

This initiative was brought to completion, primarily through the efforts of the Economic Development Advisory Committee (EDAC). EDAC reviewed the Land Sale Policy and the strategy related to the Industrial Park at numerous meetings and in consultation with the RRFDC and the Municipal Planner. Revision recommendations were compiled in a report that was formally adopted by Mayor and Council on September 28, 2015.

This initiative is considered complete. No further up-date.

Item #5 Repurposing of Mill**Mayor/CAO/RRFDC****October 2015**

Although there was a projected completion date of October 2015, the Town essentially has limited control. The commitment of the Mayor, CAO and RRFDC has been to remain engaged with Resolute officials and avail ourselves in any way we can, to provide assistance upon request. The Town still believes that there is a viable business opportunity at the mill and has communicated our willingness to explore various areas where the Town can participate in a re-start of the mill in a meaningful fashion. The Town recently communicated this position to the Provincial Government and asked associated Ministries to do the same on behalf of Fort Frances and the area communities.

Since March of 2016, the Town had the opportunity during provincial conference delegation meetings with the Minister of Natural Resources and Forestry to reiterate its willingness to provide assistance and explore various opportunities to restart the Pulp & Paper Mill in a supportive manner.

In late March of 2018, the Mayor reached out to Mr. Yves Laflamme, the new President & CEO of Resolute Forest Products to fully understand and be kept abreast of the current strategies being employed by Resolute to address the existing pulp and paper assets and associated properties located within our community.

As a result of this initial contact, on-going monthly communications between the parties is taking place.

This initiative is considered on-going.

Item #20 SKC Operational Review CS Manager/SKC Board September 2015

The Sister Kennedy Centre Board of Management has completed operational analysis meetings. The results of a public survey, completed near the end of 2015, are currently being compiled. The completed report is expected by the end of March 2016.

This initiative is expected to be completed by early April of 2016.

On March 28, 2016 Council approved the administration report, which accepted the Sister Kennedy Center Operational Review Report.

This initiative is considered complete.

Item #6 Town Revitalization**EDAC****November 2015**

The EDAC considered the recommendations put forth by the Fort Frances Chamber of Commerce (FFCC) regarding beautification and revitalization. On January 11, 2016, a report from the CAO on behalf of EDAC was accepted by Mayor and Council. Although all the recommendations put forth were not adopted, the Town committed to a cleanup campaign entitled "Fight the Blight"

that will require substantial corporate resources and occur in May of 2016. In addition, the popular “Project Petunia” was assumed by the RRFDC with operational assistance by the Town.

This initiative was completed upon the consideration and approval of the EDAC report.

The Fight the Blight campaign took place in Mid-May 2016 and was considered a huge success. Several outstanding derelict properties were cleaned-up improving the aesthetics of the community. In 2016 Project Petunia initiative was fully implemented by the RRFDC and is scheduled to take place again in 2017. These activities continue to instill community pride and assist with an on-going effort to develop our tourist economy.

This initiative is considered complete.

**Item #30 Couchiching Sewer & Water Agreement
CAO/FN Advisory Committee**

December 2015

It has been many years since the Town and Couchiching have had a formally executed agreement for the water and sewer services provided by the Town. In the fall of 2015, the CAO contacted Couchiching and Advisory Services to restate our availability to work towards a formalized agreement. At that time the Town was advised we would be contacted following the community elections on Couchiching.

On three different occasions, following the Couchiching First Nation election of Chief Brian Perrault, Mayor Avis has reached out to set-up a meeting to discuss common interests between neighbouring communities. The execution of the water and sewer agreement is a long outstanding issue that needs to be addressed.

In March of 2018, the CAO contacted the Pwi-Di-Goo-Zing Advisory services to determine if there is any will on the part of Couchiching First Nation to work towards formalizing a new water and sewer agreement in the near future.

This initiative is considered on-going.

Item #31 Succession Planning

HR Manager/A&F

December 2015

The Human Resources Manager will undertake training on succession planning and will present the AFEC with a report on the labour demographics of the Town’s full-time workforce sometime in the second quarter of 2016. This exercise will form the basis of anticipating future recruiting needs and for identifying potential developmental opportunities. The CAO directed the HR Manager to postpone this initiative based on higher priorities and unexpected matters that arose during the fall of 2015.

2016 was a busy year that saw many changes to the Town's workforce. The Town has had a net loss of 115 years' experience since this plan was adopted, and in 2016, we replaced half of our senior leadership positions. As the "*Baby Boomer*" generation continues to retire, the Town will require a skilled pool of talent to fill positions of strategic importance. The Town's HR Manager has taken training on succession planning to prepare the organization for these changes.

In April of 2017 Council endorsed a method of succession planning and training to be utilized going forward. Succession planning will be part of the annual performance appraisal process.

This initiative is considered complete.

Item #32 Corporate Financial Software Treasurer/A&F December 2015

The Town will investigate software options which may offer billing and related services to our customers. The Town will investigate innovative, integrated municipal financial, asset and utility management software to enhance customer service and administrative efficiencies.

To initiate our investigation of windows-based software vendors, four Municipal Software companies were invited to provide a demo of their financial software; being Asyst, Vadim, Diamond, and MuniSoft. MuniSoft was the only vendor who did not respond to our invitation. Asyst, Vadim and Diamond are all windows based financial software and are very similar in their capabilities. Windows based software has the expanded capabilities such as expanded drill down for detailed information and source document scanning, e-billing options to enhance customer service, options for customer credit card on-line payments with no cost to the municipality, easy report export to Word & Excel, no limitations for payroll situations and e-mailing of payroll stubs, and much much more. Asyst and Vadim both have experience with conversion from MAS. Initial indication is that windows based annual support costs should be reduced from our present annual support costs. The above-mentioned windows based financial software have the capability of integrating additional modules such as Business Licences, Building Permits, Pet Licences, Municipal By-Law & Ticketing modules.

As a second step, e-mails were sent out to municipalities in Northwestern Ontario asking what financial software they are currently using and what prior financial software was converted. Of the municipalities that responded, the two (2) financial software that are being used are either Asyst or Vadim with one (1) municipality using MuniSoft.

The next step, following Council's approval of the 2016 draft Capital budget expenditure of \$75,000.00 for Corporate Financial Software would be the development of a Request for Proposal. The investigation stipulated within the strategic initiative has been **completed** and the Town will be purchasing new software in 2016.

On July 11, 2016, the RFP for the supply, integration and implementation of a more modern comprehensive flexible financial computer software program was

awarded to Diamond Software Inc. The Town along with FFPC have been working together to ensure the new software program meets the requirements of both organizations. Both organizations have contributed financially to both the software & hardware computer infrastructure. The implementation is still on-going where the payroll module was fully implemented by the 3rd payroll cycle in 2017. The accounts payable and account receivable modules have been in place since January 1st, 2017. The tax module has been implemented prior to the first tax billing due date (end of February of 2017). Over the past 4 months, staff training has taken place. Training is still on-going where 3 full days of on-site training has been scheduled in March where staff will receive one-on-one training on their required modules to ensure efficient and effective utilization of the new software modules is realized.

Two on-site training sessions took place in 2017 to ensure staff are fully utilizing the new software in an efficient and effective manner. In the 1st quarter of 2018, the Bylaw & ticketing software module went live. In the near future, e-transfer & e-billing components of the Diamond financial software platform will be implemented. Customers will be able to sign up to receive their water, tax and accounts receivable bills by email instead of receiving a mailed out hard copy; thus advancing a cost savings initiative as well as providing additional convenience to our customers. Additionally, from an internal organizational point-of-view, we are moving towards corporate wide electronic timesheets.

This initiative is considered complete however additional modules will be added to the Diamond financial platform in the future.

Item #33	Review of Museum Services CS	January 2016
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The Museum Advisory Committee met in January to undertake a SWOT analysis for the purposes of the museum services review. The report will be finished and submitted to the CSEC by the end of March 2016.

On April 11, 2016 Council approved the administration report which accepted the Museum Operational Service Review Report.

This initiative is considered complete.

Item #34	Inventory of Municipal Land	Planner	February 2016
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An informational report by the Town's GIS Expert, Trish Law, was submitted to the Mayor and Council on February 8, 2016. The report was an updating of the Town's existing inventory of all classes of municipally owned land (industrial, residential, commercial). The report will prove to be a useful reference for the Planner, the RRFDC and any other interested parties.

This initiative is considered complete.

Item #35 Updated Fire Services By-Law Fire Chief February 2016

The first draft of the updated by-law was presented to Council at the meeting of March 7, 2016. Further consideration of the changing community needs will have to occur before the amended by-law can be established.

This initiative is on track for completion.

With the recent retirement and re-hiring of a new Fire Chief in October of 2016, administration was directed by Council in February 2017 to request that the Office of Fire Marshal and Emergency Management undertake an operational review of the Fire and Rescue Service. Once the Office of the Fire Marshal and Emergency Management operational review report has been received, the current Fire Service by-law will be updated and submitted for consideration by Council.

It is anticipated that this objective will take 6 to 8 additional months to complete.

There was a delay in receiving the Operational Review Report prepared by the Fire Marshal and Emergency Management Office. The Operational review report was received on February 7, 2018 and it is anticipated that amendments to the Fire Service By-law will be presented to Council for endorsement prior to the end of 3rd quarter of 2018.

This initiative is considered on-going.

Item #36 Terms of Reference for Boards & Committees

Clerk

April 2016

The Municipal Clerk has finished the preparation of a consolidated By-Law 21/94 that includes 15 amendments. The by-law will be distributed to divisional managers for review. Following that review, the consolidated document will be submitted to the AFEC for review and recommendation. The by-law will then be prepared and presented to Council and also feature a new updated (on line) application form.

The process is well underway and projected for a June 2016 completion.

On October 24, 2016 Council approved By-law 53/16 to establish specific Boards/committees of Council.

This initiative is considered complete.

Item #7	Directional Signage	EDAC	May 2016
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To date, the RRFDC has incorporated the Town's new Boundless branding into directional signage at the international border, the airport and along the highway corridors into Fort Frances.

This initiative is considered complete.

Item #21	Day Care Expansion	CS	May 2016
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With expanding wait lists, it became evident that there was a need for expansion of daycare services for the infant and toddler ages. It was determined that an "infant only" expansion was not efficient due to a low teacher to child ratio. The renovated space at the Children's Complex accommodates expansion of the Toddler program and allows for a greater number of families to benefit. Two of the 10 new toddler spaces allows for the inclusion of 2 infants.

This initiative is considered complete.

Item #22	Tennis Court Development	OF/CS	May 2016
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The Town has supported the Tennis Court project through the provision of capital funds and in-kind services. The fundraising campaign is essentially complete with over \$428,000 raised. This figure is in excess of the original goal. The RFP has been sent out and responses have been received. Construction completion is anticipated by the end of August 2016.

The Town's undertaking regarding this initiative is **primarily complete**.

As of the end of October 2016, the tennis courts are 85% complete. In the spring of 2017, and once the frost is out of the ground the installation of the playing surface, painting of the playing surface and court lines and the installation of LED lighting system will need to be completed.

It is anticipated this work will be completed by June 1st, 2017.

The Tennis courts were officially opened and useable to the public starting on July 7, 2017. However, the general contractor of the new facility will be returning to the site for a 10-day period starting on July 3rd, 2018 to complete some necessary repairs to the playing surface as it is considered substandard in it's current state.

This initiative is considered complete.

Item #8 Condo Initiative Review RRFDC June 2016

The Town has been approached by numerous citizens regarding a new condo project. The Town has been able to engage potential developers in the prospect of a condo development but ultimately these efforts were unsuccessful due to the lack of presales. Property along Front Street was actively marketed by RRFDC for condo development. Recently the Town agreed to option the property to Syncor for a housing initiative that will be determined through a consultation initiative the company is undertaking.

The present condo initiative at the Front Street property is considered **complete**.

**Item #9 Parking in the Downtown Core
Planning & Development Dept., FFCC & BIA June 2016**

After a lengthy consultative process in spring of 2016 involving major stakeholders: the BIA, FFCC and EDAC provided several options to improve parking in the downtown core. The installation of new parking meters was not recommended. The Planning & Development Executive Committee was assigned the task of reviewing all of the options and providing recommendations to Council on how to proceed. On June 27, Council endorsed the recommendation to hire one additional p/t parking enforcement officer for the summer months. However, due to the timing of the job posting, the Town was unsuccessful in filling this p/t position. As a result, the two existing f/t by-law officers were directed to further enhance parking enforcement in the downtown area for the balance of the 2016 summer season. A similar approach using the existing f/t enforcement officers during the summer season will be utilized going forward.

This initiative is considered complete.

**Item #37 Collective Agreement with CUPE Local 65
HR Mgr/Senior Managers June 2016**

The Town has developed its initial proposal for the negotiations and endeavoured to meet with CUPE.

This initiative is on-track for completion.

Successful collective bargaining took place in mid-September of 2016 and the collective agreement was ratified by both parties in the latter part of November, 2016. This current collective agreement (3-year term) expires on December 31, 2018.

This initiative is considered complete.

The Town has exchanged proposal and met 3 times with the Association.

This initiative is on-track for completion.

Successful collective bargaining took place at the beginning of October, 2016 and the collective agreement was ratified by both parties by the end of November, 2016. This current collective agreement (4-year term) expires on December 31, 2019.

This initiative is considered complete.

Item #10 Rainy Lake Market Square CBO/CAO/RRDFC September 2016

Since the strategic plan was adopted, the Town has facilitated a successful demolition of the Rainy Lake Hotel. The Town has also issued an RFP for design services related to the project. Scatliff + Miller + Murray was the successful firm. SMM is actively engaged in consultation with the Rainy Lake Market Square Advisory Committee. An open house was held on February 16 to solicit public input into the project. SMM is currently reviewing the input received with the committee and is preparing to enter the design phase. Final construction is anticipated for the end of August 2016.

This project is on-track for completion.

The initial funding application envisioned constructing a farmer's market building on this property. However, after receiving public consultation at the beginning of June 2016, it was determined that a covered stage was a more appropriate structure to better service the needs of the Community. As a result of this design revision, provincial funding confirmation was required which translated into a delay in proceeding to the tendering stage of this project. Funding confirmation was received at the end of October. The market square advisory committee along with Town administration delayed the tendering process to the 1st quarter of 2017, in order to finalize the design during the off-construction season and to hopefully obtain better tender pricing. Council has approved changing the name of the property to "Rainy Lake Square," as recommended by the Rainy Lake Market Square Advisory Committee. It is anticipated that construction will commence in mid-May of 2017 with completion by August 1st, 2017.

The construction was completed in September of 2017, with the construction deficiencies being addressed in the spring of 2018. The grand opening ceremony took place on May 17, 2018.

This initiative is considered complete.

Item #11 Sports Tourism Community Services, EDAC & FFCC
June 2016

In early January of 2016, RRFDC coordinated a meeting of all potential sport organizations to determine if there was interest in expanding sports tourism within the Community. As a result of the previous consultation, on April 13, 2016, a Sports Tourism Planning workshop, which was facilitated by Tara Allaire, RRFDC & Jim Cumming was offered and was well attended by our sports organizations. The main speaker was Mr. John Graham, former Head of Marketing for Safeway. This workshop offered a meaningful consultation with community partners to gauge interest and needs with respect to the development of Sports Tourism initiatives. The RRFDC was available to offer further assistance by providing training to groups interested in growing their sporting events.

On September 21st, 2016 another Sports Tourism Workshop hosted by Mr. John Graham covered the following topics; Building a Brand; Budgeting; Volunteer Management; Team Building; Marketing and Sponsorship Programs. Unfortunately, the fall workshop was not well attended. However, since that fall workshop, Mr. Graham has been working one-on-one with 3 major sporting organizations, to aid them in planning for their upcoming events in 2017.

This initiative is considered complete.

Item #16 Infrastructure Renewal Operations & Facilities Sept. 2016

In July of 2016, the Provincial Government announced that the Ontario Community Infrastructure Fund (OCIF) formula-based funding allocation will increase over the next three years. In 2016, the Town received only \$165,606 but will realize an increase in funding to \$299,229 in 2017, \$422,277 in 2018 and \$634,617 in 2019. In addition, in September 14, 2016, the Governments of Canada & Ontario announced the intake of Phase 1 of the Clean Water & Wastewater Fund (CWWF). The Town submitted a capital project application consisting of the replacement of watermain, sanitary sewer mains and associated service lines along 2nd Street East between Mowat Avenue to Portage Avenue. The Town's portion for this project is set at 25% with the total costs estimated at \$1,500,299. The Town is currently awaiting funding approval for this project.

In November of 2016, Council approved up-dating the Town's Asset Management Plan (AMP) to include all assets and ensuring that it is completed in accordance with the anticipated new AMP regulation. The Town has retained Public Sector Digest over a 2-year period to assist with this up-dating process. In addition, on February 14, 2017 funding approval was received under the NOHFC internship program to hire an asset management plan coordinator with a commencement date of May 1st, 2017.

This initiative is considered on-going and it is anticipated to be completed early in the first quarter of 2019.

The Town will work towards forming a committee with Riverside Health Care, the Fort Frances Community Clinic and the Physician Recruitment Committee to examine the challenges and opportunities regarding the delivery of health care in Fort Frances.

On May of 23, 2017 Jessica Logozzo of the North West LHIN made a presentation to Council clearly identifying that the North West LHIN organization is provincially mandated to set health care service priorities, consult with health care stakeholders, implement cost effective health care services and fund health care services in our community and within the North West LHIN region.

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- Physician Recruitment and Retention (P R & R) Committee
- Rainy River District Social Services Administration Board
- Northwestern Health Unit Board
- Fort Frances Community Clinic Board

Council has been very focused on guaranteeing that there is always an adequate number of Physicians available to service our community. Without an adequate number of Physicians, it is difficult to provide a sustainable health care system. The Town provides both in-kind services and financial incentives to attract and welcome new physicians to our community. This commitment is a key consideration which should not be taken for granted or discounted. Also, the Town has been very involved in the process of ensuring an appropriate clinic facility is in place for the physicians to practice. Additionally, the Town is currently involved in the planning process to enrich this facility in the future.

The need to establish a new health care services committee was reviewed and is unwarranted as the Town is very supportive and extremely involved in the advancement of the delivery of health care services in our community.

This initiative is considered complete.

Item#39 Boundless Branding – All Divisions EDAC & RRFDC October 2016

The Town has implemented several aspects of the “Boundless” branding initiative, including but not limited to the following;

1. Updating both entrance signs coming into Town;
2. Installation of new “Boundless” decals on all Town vehicles;
3. Boundless logo on all stationary forms;
4. New Boundless business cards;
5. Updated and expanded boundless webpage;
6. Boundless promotional items such as pins, bags, pens, hats, & water bottles

The installation of boundless signage at all town facilities remains to be completed. Due to current financial restraints, this initiative is considered on-going with an anticipated completion for full implementation to take place by the end of 2018.

In 2019, the Town will be partnering with the Fort Frances Power Corporation (FFPC) to have an appropriate boundless digital sign installation on the Civic Center property to better promote both organizations and their customers.

This initiative is considered on-going.

**Item#24 Age Friendly Community Community Services Division, Sister
Kennedy Board November 2016**

In March of 2016, an application was submitted under the Seniors Community Grant Program- Ontario Seniors Secretariat to complete a study in order for the Town of Fort Frances to be endorsed as an "Age Friendly Community". In July the funding was approved, and in September the "Age Friendly Committee" retained Mr. Ian Simpson to undertake this study.

As of February of 2017, the study is still ongoing, and it is anticipated that a final report will be completed by March 31, 2017.

In June of 2017, The Town received additional funding to complete the 2nd phase Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis to obtain input for community partners, and development of an action plan in order to become an Age Friendly Community. In the 3rd quarter of 2017, a brochure was distributed throughout the community highlighting the work of the Age Friendly Committee and its action plan for the next 3 years. In November of 2017 the Age Friendly committee met with Community partners to receive input on the recently developed action plan to best create a better living environment for seniors in our community.

Because of the hard work and dedication of the Age Friendly Committee, the Town was recognized by the provincial government in March of 2018, for its leadership in creating a welcoming community that enables seniors to live independent, active and healthy lives.

This initiative is considered complete.

**Item#25 Kiwanis Sunny Cove Camp Community Services, EDAC & SCAC
November 2016**

On June 15, 2016 RRFDC hosted a strategic brainstorming/planning event to investigate the long-term use and potential of Sunny Cove camp for youth programming and economic development opportunities. The results of this brainstorming session were forward to Council on August 8, 2016.

This initiative is complete.

Item# 40 Fire/Medic Model Partnerships Fire Chief February 2017

In August of 2016 at the Association of Municipalities of Ontario (AMO) Conference, the Town presented a delegation brief to the Ministry of Health & Long-Term Care requesting that the Provincial government facilitate the investigation process to determine if it is feasible to combine the Fire Departments with the Emergency Medical Services (EMS) within the Rainy River District.

The need for a comprehensive review of the existing Provincial legislation is a necessary task to ensure a workable and sustainable model is achieved.

The Town of Fort Frances is prepared to work with the Provincial government to investigate the feasibility of a single tier model for the delivery for both Fire and Emergency services. Presently, several organizations, associations and unions are involved in reviewing the feasibility of such a model throughout the province of Ontario.

This objective is complete from the Town's point-of-view. However, this issue remains very active and is still considered on-going within the domain of the provincial government.

Item#12 WiFi Expansion IT Manager & EDAC

March 2017

RRFDC investigated the possibility of expanding WiFi services throughout the community. It was discovered that there are already existing WiFi services within most business locations. The issue of expanding WiFi services to the entire community was discussed with the Economic Development Advisory Committee and it was agreed that no further action was required.

In June of 2016 the Town entered into an agreement with Shaw Communications to provide free enhanced WiFi services at the following facilities;

- 1) Memorial Sport Center
- 2) Fort Frances Public Library Technology Centre
- 3) Fort Frances Museum
- 4) Sister Kennedy Centre
- 5) Fort Frances Civic Centre
- 6) East End Hall

This initiative is considered complete.

Item#18 Landfill Site Expansion

**Operations & Facilities Division
March 2017**

The life expectancy of the existing landfill site footprint is projected to be reached by 2027. Presently Operations and Facilities staff are starting to prepare a "RFP" package which includes consultation with the MOEE in regards to the process of expanding the existing landfill site footprint. It is anticipated that the "RFP" advertising for this engineering work will take place in the 2nd quarter of 2017 with a landfill engineering firm will be retained and work will commence on this project by the 3rd quarter of 2017. This initiative is on going with the goal being the provision of a new MOEE Certificate of Approval (C of A) being issued for the operations of the expanded landfill site in place by 2022.

Prior to releasing an RFP for the expansion, the Town reached out to the Ministry of the Environment and Climate Change (MOECC) to ensure we proceed in association with their requirements. During this period, the Town learned of a method for calculating the maximum height for landfill sites without an operating maximum stipulated in their Certificate of Approval. After discovering this, the Town retained Tetra Tech, the firm that completed the last capacity survey, to complete the calculations following the MOECC guideline to re-calculate the age of the landfill site. The analysis was completed based on operating slopes of 2:1, 3:1, or 4:1, extending the time the Town has to expand the site based on 10,000m³ of material being brought to site annually and our current 3:1 operating slopes. Given these operating constraints it is anticipated that we have another 18 years of operating this site in its current form. At this time, we have presented this new information to the MOECC and are in discussions around the feasibility of maintaining 3:1 operating slopes and if it is beneficial to look at a small scale footprint expansion within the current site at this time or not.

This initiative is considered on-going.

Item#41 Alternative Voting Opportunities Municipal Clerk March 2017

On January 23, 2017, Council approved delivering the 2018 Municipal Elections utilizing a telephone/Internet method. An authorizing by-law will be prepared for Council's consideration prior to the May 1st, 2017 deadline.

By-law 16/17 was approved by Council on April 10, 2017.

This initiative is considered complete.

**Item#13 Residential Development Review Council & All Divisions
May 2017**

The Town will conduct an examination of potential subdivision development of town owned properties.

To date, there has been no official work completed on this initiative. However as of February 24, 2017 with only 5 residential lots left for sale in the 2013 Huffman Court Development, the May 2017 commencement date comes at an opportune time.

In June of 2017, through the Building & Development Executive Committee, the next planning stage of residential development was considered and approved by Council. Council approved the following recommendations;

- 1) That Erin Crescent will be the location of the next residential development
- 2) That when developing Erin Crescent, consideration be given to having multi-residential lots being developed

- 3) That the Planning and Development department schedule a public information meeting to determine the demand for residential lots starting at \$60 000.00, gain public input and suggestions on the project
- 4) That, at this time, the project be deferred to the 2018 capital budget process, unless the outcome of a planned public information meeting shows interest in residential development prior to 2018 budget process.

On July 27, 2017, Town administration held a public Information meeting on the proposed Erin Crescent Residential Development. This meeting was to provide clear pertinent facts and information on the proposed development to the public, with the public providing feedback to the Town on the proposed development. Positive feedback was received, and Administration was of the opinion that with only one residential lot left in the 2013 Huffman Court development and with an influx of mining jobs for work at the New Gold project, this was seen as an opportune time to ensure that a supply of residential lots are available in the community. With several privately owned residential lots available on the market and the advancement of other private residential development projects, during the 2018 budget deliberations, Council directed administration to defer the Erin Development to a later date.

This initiative is considered complete.

Item#14 Casino Development RRFC, First Nations Relations Advisory Committee

The Town will explore opportunities related to a casino development within the area

In December of 2016, RRFDC reached out by way of email and phone calls, all of which were not returned to Gateways Casinos based out of Vancouver. Recently, this company has partnered with the Provincial government to operate and expand Casinos in Ontario. It seems unlikely that the developers are interested or able to consider alternative locations at this time.

This initiative is still on-going, and this is an issue to be discussed with our Couchicing and Agency One neighbours. No up-date.

Item#23 Transportation Services Community Services October 2017

The Town will examine public-private partnership options for transportation to enhance the dial-a-ride service and transportation services for individuals in the community whose mobility may be limited by functional disabilities.

In January of 2017, administration prepared a “RFP” for dial-a-ride services for a 3-year term. The closing for the proposals is on Tuesday February 28, 2017. On January 23, 2017 the tender for one new Handivan mini bus was awarded to Crestline Coach Ltd. This Handivan tender was prepared with the understanding that if provincial funding was approved that a 2nd Handivan mini bus would also

be purchased. The Town received notification that provincial funding has been approved for the 2nd Handivan mini bus unit on February 10, 2017.

The first of two new handivan buses went into service on September 12, 2017 and the other bus on October 6, 2017. In October of 2017, the Town reached out to the Northwest Health Unit (NWHU) to determine if the recent operational changes that were made to each service (handivan & dial-a-ride) were well received and more user friendly. The response from the NWHU was the drivers were more accommodating and the services are now better serving the community.

This initiative is considered complete.

Item#26 Active Transportation Plan - Community Services - November 2017

The Town will present the recommendations of Phase II of the Active Transportation Plan to Council and implement any direction received in this regard.

The initiative is still outstanding.

Item#15 Investigation of enhancements of information infrastructure - RRDFC, Fort Frances Network Services - February 2018

The Town will investigate the potential enhancement of broadband infrastructure, potentially considering the installation of an enhanced fibre optic network within the community.

As of November 1st, 2017, TBay Tel completed the installation of a state of the art fibre infrastructure system throughout 95% of the footprint of the community. If currently desired, most businesses or homeowners can have fibre services brought into their buildings. This is a welcomed enhancement to the local telecommunication network and will eventually lead to many more economic development opportunities for our community and the Rainy River District.

This initiative is considered complete.

Item#42 Investigation of Green Space Plan – Operations & Facilities Division March 2018

The Town will explore the use of existing green space and examine its impact on operational resources.

The initiative is still outstanding.

***Item #43. Sustainable Community Plan – CBO & Contracted Consultant
March 2018***

The Town will engage the services of a consultant to complete a community plan for the Town of Fort Frances that addresses environmental, social and economic sustainability strategies to ensure long-term community sustainability

The initiative is still outstanding.

I am pleased with the progress of our strategic plan undertakings. Administration will remain diligent in ensuring, within reason, that timelines are adhered to. I have every reason to believe that the Town will successfully complete all strategic plan initiatives within this term of Council to the benefit of our corporation and the citizens.

Respectfully submitted,

Douglas Brown, P. Eng.
CAO