

- Resolute Forest Products shut down its operations at its Fort Frances Mill February 2014.
- Resolute Forest Products has not sold the facility; and has not tried to re-start operations since February 2014.
- The mill's paper machines and Kraft Mill were operated well beyond the Run Till Failure a benchmark Abitibi-Bowater incorporated into its operating philosophy.
- We are now almost 4 years out from the complete shutdown of operations. It is unlikely Resolute Forest Products will now find a buyer interested in re-starting the existing paper machines and Kraft Mill.
- At some point in time, and now sooner rather than later, Resolute Forest Products will look at the demolition of improvements, salvage of machines and equipment, and environmental remediation of the site, as was done in Kenora.
- The existing facility may still provide opportunities for our Town and region beyond the scope defined by Resolute Forest Products or "for profit" ventures.
- These opportunities, if in fact possible, will be lost if Resolute Forest Products demolishes the buildings and put the machines and equipment up for salvage.
- The Municipal Council of Fort Frances has in the past taken the initiative and provided the leadership necessary for the development and growth of our Town such as:
 Townsend Theatre; Ice For Kids Arena; Library and Technology Centre; River Walk Corridor, 32 Unit Condominium, Huffman Court and most recently Erin Crescent.
- This pulp and paper mill, as it is today may still be an opportunity for growth. If council will provide the leadership and initiative to look at all of the aspects and prospects for development of this pulp and paper mill to something other than a for profit business or industry. The basis of this approach would begin if the Corporation of the Town of Fort Frances considered the purchase of the facility from Resolute Forest Products in terms of:
 1. How would the purchase be structured and implemented
 2. What are the economic possibilities, benefits, and liabilities of such a purchase to the Town
 3. What other partnerships or opportunities associated with the Town's purchase of the mill
- Canada is about 350,000 skilled Trades people short to meet current development needs. The Federal government is looking at increasing our immigration quota by one hundred thousand to meet demand. Fort Frances is in the middle of Canada; the existing mill could become a new model for a multi-trade school – a post-secondary institution that; accepts tuition from students and implements the programs developed by the college of Trades, completely on site, over a defined and finite length of time. When the apprentice graduates from the Trade School he/she will be ready to meet the expectations of their trade. The initial start up and out 5 to 10 years would require funding- however the school's students would be learning their trade while rehabilitating the paper machines and Kraft Mill. At some point, the school will produce a marketable product and the revenues would then be turned back into school for growth and sustainability. Eventually the "school" would be as big an employer as the pulp and paper mill in its prime. Education generally, is institutional and not for profit. One reason the Town should

look at buying the facility from Resolute Forest Products. The Town could lease the facility to the "school". In the short term this would be required to replace the loss of revenue due to the Town's purchase of the mill. In the long term the jobs associated with the school would provide a solid economic tax base for the benefit of the Town and its future residents.

- The Bio Mass Boiler and Co-Generation Plant could be rehabilitated by the "school's apprentices" and operated by Fort Frances Power Corp.
- Finish the lock in the Dam and promote water traffic from the upper and lower river and points beyond.
- The Multi Trade School if successful, has almost unlimited growth potential.
 - Partner with Thunder Bay Forestry program
 - Heavy equipment operators, mechanics
 - Utilizes scrap fiber piling up in the forest a benefit to Resolute without being in competition; and the MNR
- Once the school is in production – sales staff – administration and HR staff; support services.

The first step in this process has to come from the Economic Development Advisory Committee to endorse a resolution for the Town of Fort Frances to consider the potential opportunities and associated risks for the acquisition of the pulp and paper mill. If Resolute Forest Products demolishes the improvements these opportunities will disappear as well.