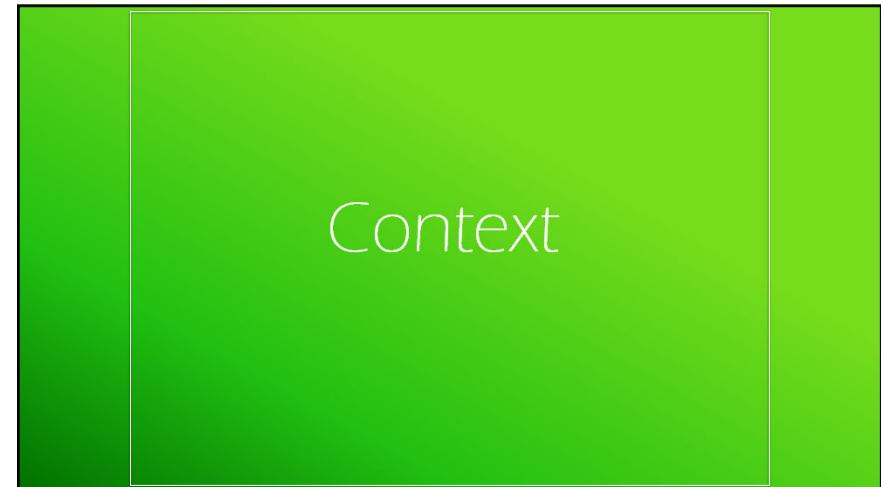




1



2



3



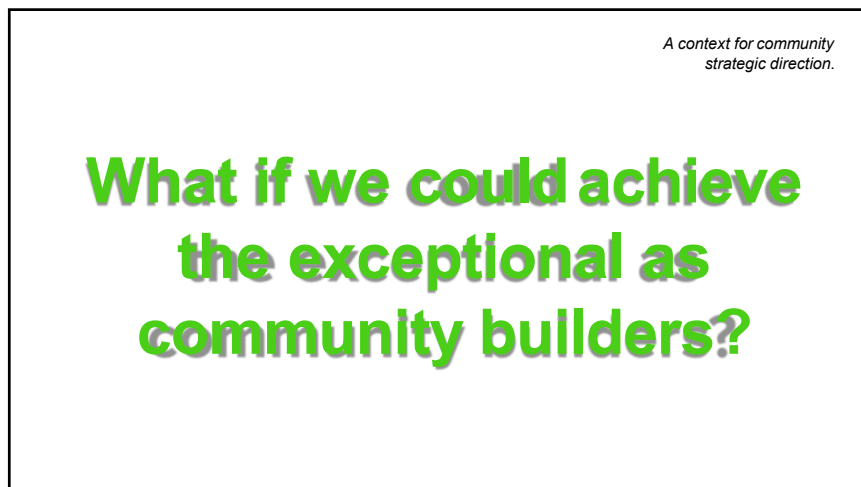
4



5



6



7



8

1. Attitude is a Choice.

2. Lizard Lips Float Ships

*neuroscience says we are emotion-based decision makers. If we link what we say and do to emotion, we open the door to transformative progress.*

3. Community Matters

*we have entered an era (footloose investment/labour) where quality of place is really important.*

4. Why Is Calling, Please Pick Up

*answer "Why" your community matters and unlock the power of possibilities.*

5. Adrenalize Your Brand

*you must differentiate with both product and sales pitch to rise above the noise.*

9

## OUR FUTURE, OUR CHOICE

Tread water or strive  
Average or exceptional  
Dot on a map or memorable  
Inside or outside  
Care or don't care  
Engage or disconnect in community-building  
Happy or unhappy  
Be here or be somewhere else

*Proud? A legacy?  
Prosperous?*

10

1



11

Attitude is a choice....like a light switch. We choose to be happy (research says), or we don't. We choose to contribute to community building in positive ways, or we don't.

We choose to value "Us" more than "I" or we don't. We choose to connect to home and governance or we don't.

Perspective...the valuation of "service" helps: *"Acting in the service of others isn't a job or a matter of generosity – it's an obligation to future generations."*

12





13



*Biggest country in the world by population is Facebook. Our "community" is more online, and less next door neighbour. We have become more detached from our physical "home."*

14



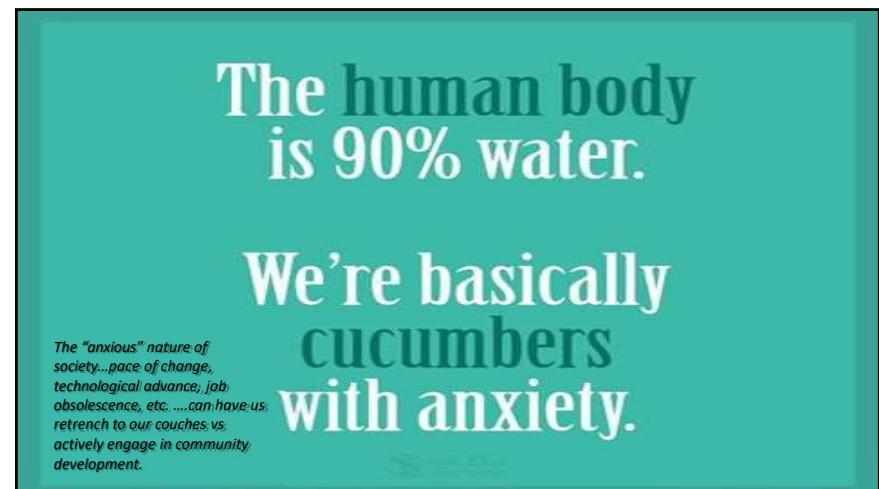
We are more connected than ever. We are lonelier than ever.

We are disconnected:

- From community
- From government

.....achieving lowest common denominators not highest aspiration.

15



*The "anxious" nature of society...pace of change, technological advance, job obsolescence, etc. ....can have us retrench to our couches vs. actively engage in community development.*

16





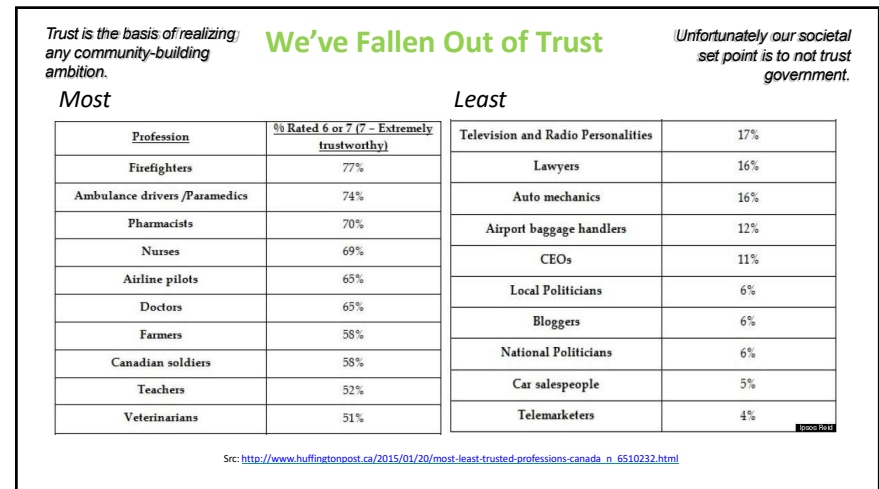
17



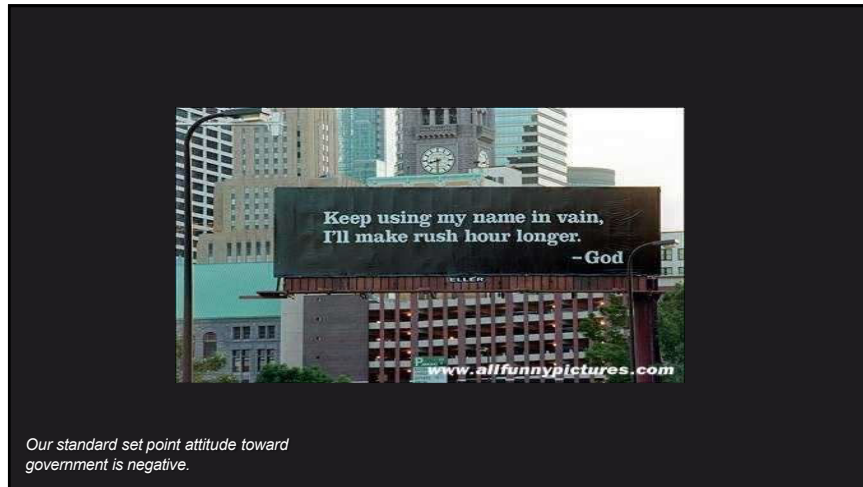
18



19



20



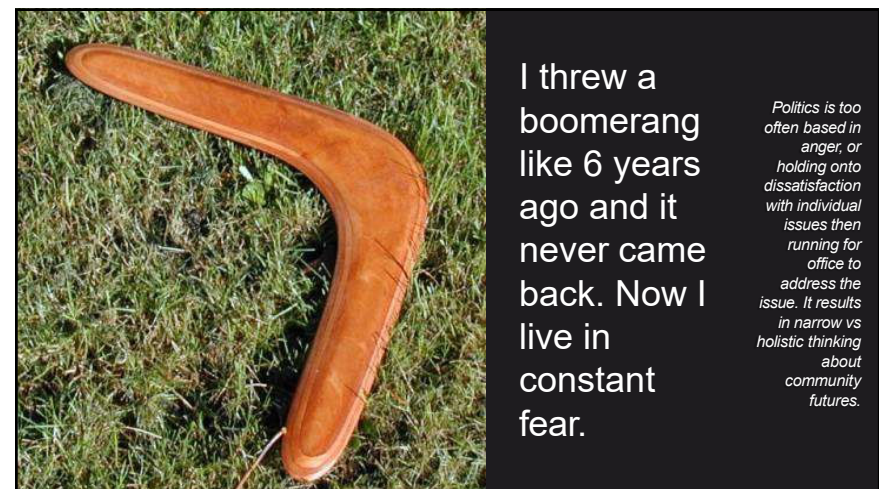
21



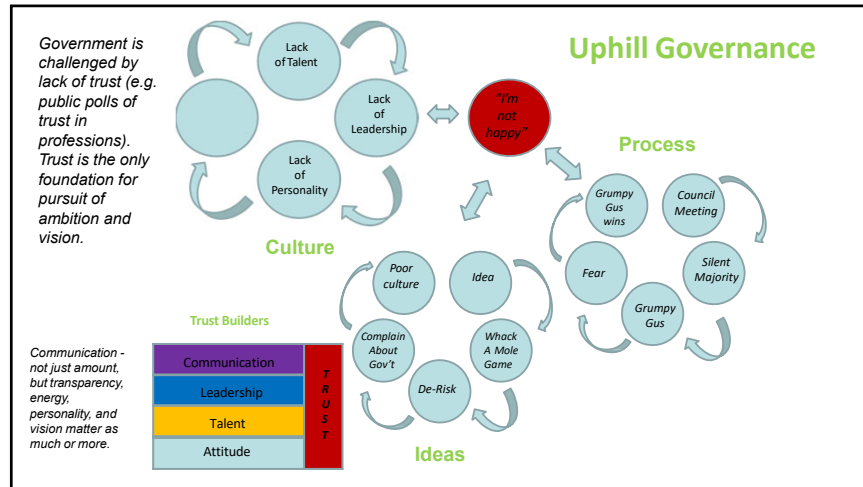
22



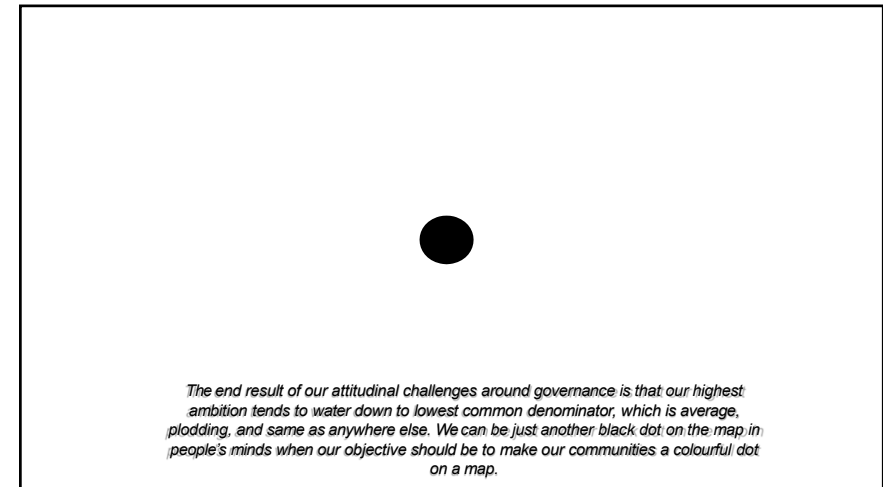
23



24



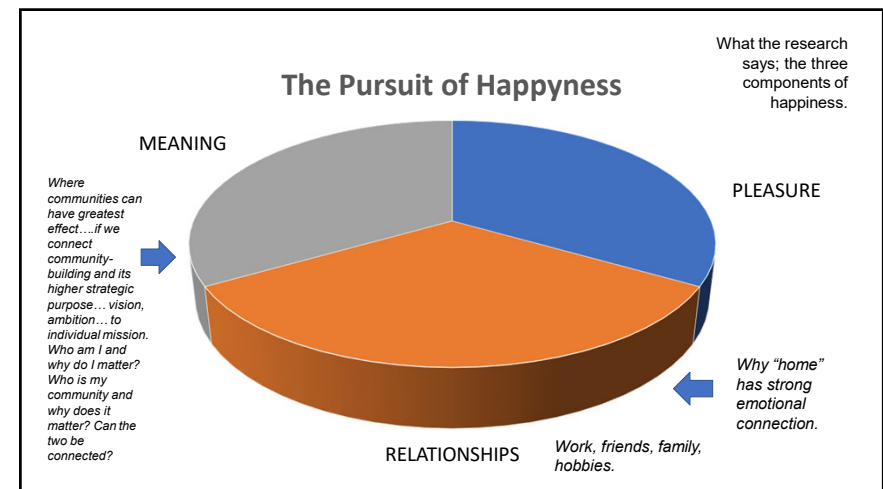
25



26

# How do we reframe community-building?

27



28



Answer these strategic questions and 80% of a community's pathway to prosperity/quality of life is defined. Answering the "why" in relating communications outputs to bigger vision is also key to effective communications.

# WHO

## are we?

(and why do we matter?)

### WHAT


do you want to be known for?

29

Great strategy should identify the defining challenge to overcome, and respond with focused actions that overcome the obstacle. Success is defined by overcoming struggle vs status quo or simple pathways like enablement (provision of economic development facts and figures absent conversation in the marketplace about what you want to be).

## What Are We Willing To Struggle For?

30



# Reconnect

"You are not here merely to make a living. You are here in order to enable the world to live more simply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand."

Woodrow Wilson

We need to reconnect to a more "Us-focused community-building mission."

31

Where does it go? It doesn't matter. Flush it.



Does a bear sit in the woods?  
Four seasons to find out for yourself  
elkford.ca

Spring Summer Fall Winter

We need to better appreciate communities more for the 80% of what they do... very well... which is to provide basic services.

32

“Investment”

VS



*For municipalities, tax and investment are the same word. As community owners, we are community investors. One word change can reframe the way we think about our community.*

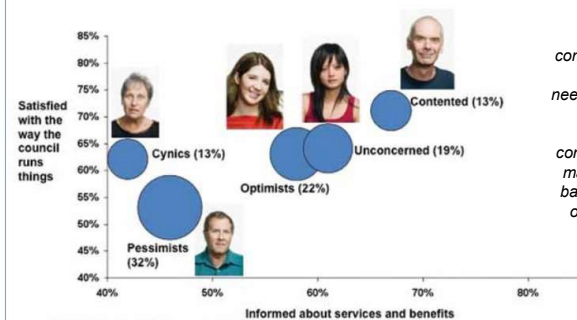
33

# End Fear

*Fear is too often used to motivate human behaviour...because our primitive brain is hard-wired to respond most viscerally to fear. Question your assumptions to build a bridge to the exceptional. Cows kill more people than sharks do. Vending machines kill 4x more people than sharks.*

34

## Five groups of residents



*Recognize different attitudes in the community. To achieve the exceptional we need to work more with the optimists, unconcerned, and contented. We need to make fewer decisions based on the opinions of the cynics and the pessimists.*

Source: LGInsight/Populus 28-30 January 2011. 1,002 GB adults 18+ interviewed by telephone

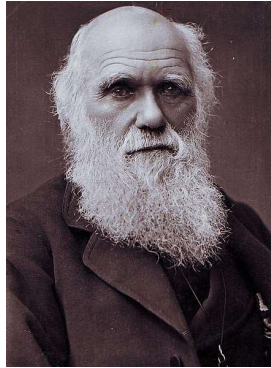
Src: [http://www3.westminster.gov.uk/Newdocstores/publications\\_store/communications/evaluating\\_your\\_comms\\_aw\\_lr-1319206316.pdf](http://www3.westminster.gov.uk/Newdocstores/publications_store/communications/evaluating_your_comms_aw_lr-1319206316.pdf)

35

# When we don't know the future, we fight for what we know.

*Change is uncomfortable. Discomfort can have us look to history and status quo as a guide forward. But we can't to achieve the exceptional. We need to embrace the future.*

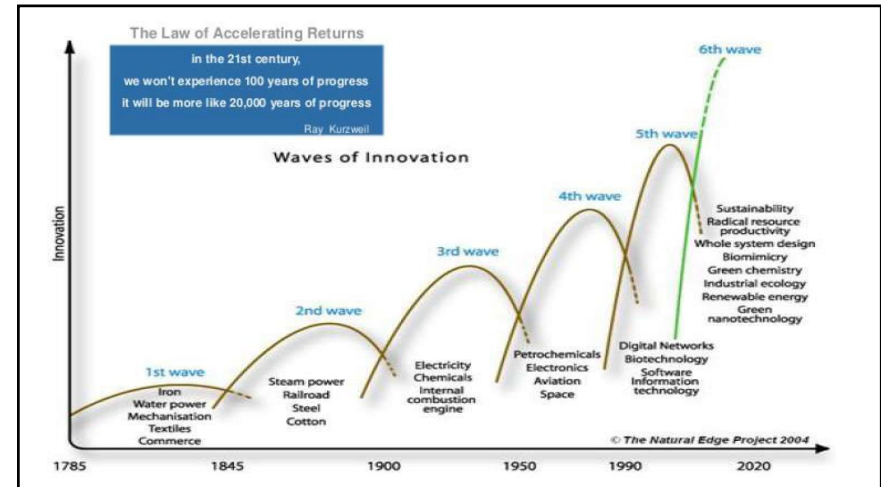
36



"It is not the strongest of the species that survives, or the most intelligent that survives. It is the one that is most **adaptable** to change."

Charles Darwin

37



38

*Differentiation (value proposition) is the basis for all investment and tourism visits.*

**DARE  
TO BE  
DIFFERENT**



There are two kinds of people in this world. You. And everyone else.

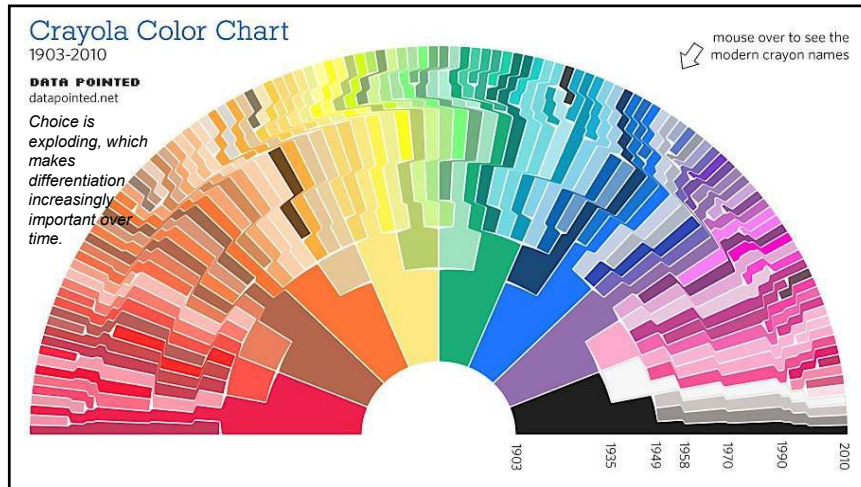
39



Our brains are hard-wired to see "different."

40





41

**Americans over 65**  
shared their greatest

**regret** in life...

**WORRY**

*Worry less about what others think about your ideas and your community-building ambition. Listen to what older folks have to say about life. Worry holds us back.*

42

**Have Gratitude**

*We are lucky to live in Canada, and the communities we live in. We owe it to the world to pay our fortunate circumstance forward...to be a guidepost for others to follow.*

**780 Million**  
People do not have access to clean water

**2.5 Billion**  
and almost do not have access to adequate sanitation

Src: unwater.org

43

**80**

*80% of investment is local (economic development research). It makes the power of vision/strategy more compelling....convince locals and they will row with you.*

44



45



46



47



48



49

## OUR FUTURE, OUR CHOICE

Tread water or strive  
Average or exceptional  
Dot on a map or memorable  
Inside or outside  
Care or don't care  
Engage or disconnect in community-building  
Happy or unhappy  
Be here or be somewhere else

*Proud? A legacy?  
Prosperous?*

50



51

## What Brand Needs To Do



52



What you want to  
say...

Brand communication is....

To who...

How...

53



## Differentiate or Die

*To be and sound the same as everywhere else does not motivate behaviours that realize a community's higher aspirations. Local residents are also most proud of differences, not "same." The key to effective brands is to identify, pursue (product development), and communicate (marketing) a small set of differentiators.*

54

## Target



Src: Reddit user

*Communities do not appeal to everyone. The key to effective brand is to resonate with those who will be attracted by what you have to say.*

55

## Target

Community = everyone.

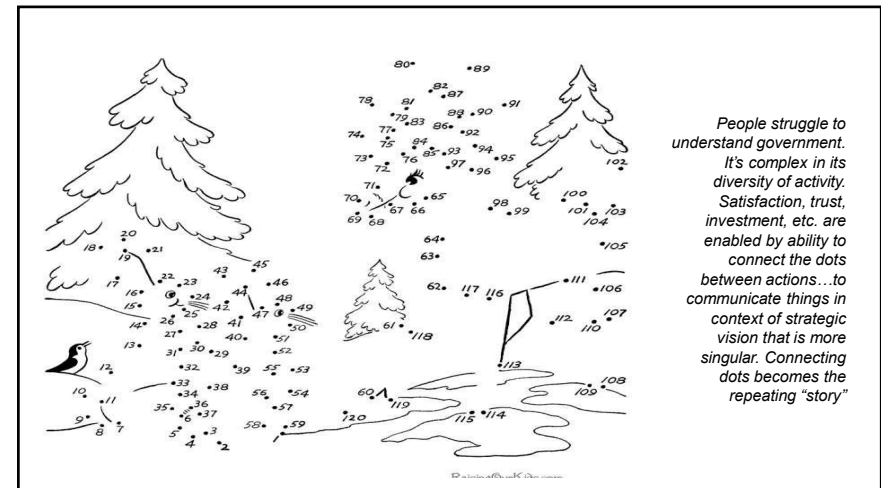
BUT...the economic development conversation is more focused....on those attracted by distinct value proposition.

And the tourism conversation is more focused...on those attracted by differentiated products/experiences.

56



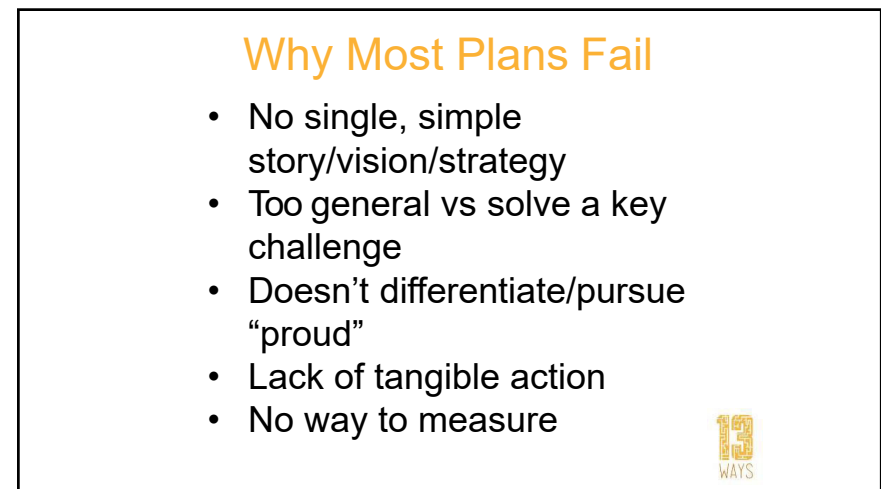
57



58

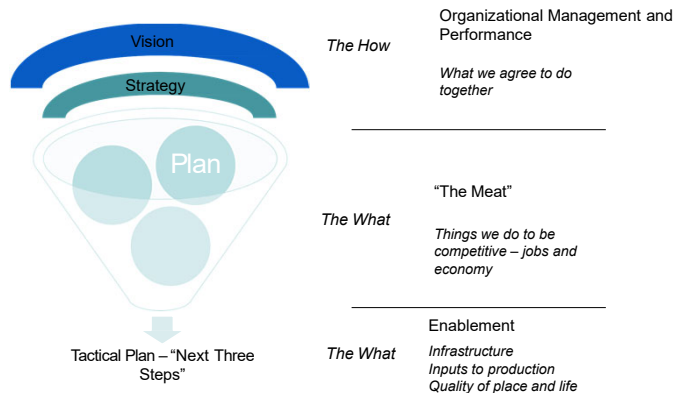


59



60

The "how" is a gap that prevents most plans from happening. So too is action in the absence of vision/strategy because people lose sight of a greater and more compelling purpose of individual actions.



61

## Fort Frances Brand

Fort Frances has a strategic brand focused on economic diversification that strives to move beyond large-scale, single industry "mill town."

62

# What Is Our Story?

63

## COMPETITIVE SCAN

"Dryden is where the rugged beauty of Northwestern Ontario meets the bright lights of city life. It is a vibrant urban community surrounded by the *unsurpassed beauty of the boreal forest, freshwater lakes and spectacular vistas*. It offers something for everyone – the perfect blend of opportunities to raise a family, launch a business or enjoy retirement. Dryden boasts one of the most dynamic economies in Northern Ontario." BLAZE YOUR TRAIL



"Kenora is North America's premier boating destination. We are the connection to Lake of the Woods and its 14,522 islands. Through our events and amenities we celebrate our history and build our future. We are stewards of the lake, nurture its pristine environment, and live the lake life." "LAKE OF THE WOODS"



Thunder Bay – "We are most blessed to live in an area of such natural beauty - on the shore of the world's largest freshwater lake adjacent to an iconic provincial park best known to the rest of the world as The Sleeping Giant. With its magnificent landscapes and such cultural history, Thunder Bay is an inspired choice for business, education, training, conferencing, medical, sports, living, and visiting." "SUPERIOR BY NATURE"



International Falls – doesn't present a differentiated brand. International Falls, Rainy Lake and Rainier Convention and Visitors Bureau - <http://rainylake.org/> (visitor website) – Minnesota's Vacation Paradise. Gateway to Voyageurs National Park

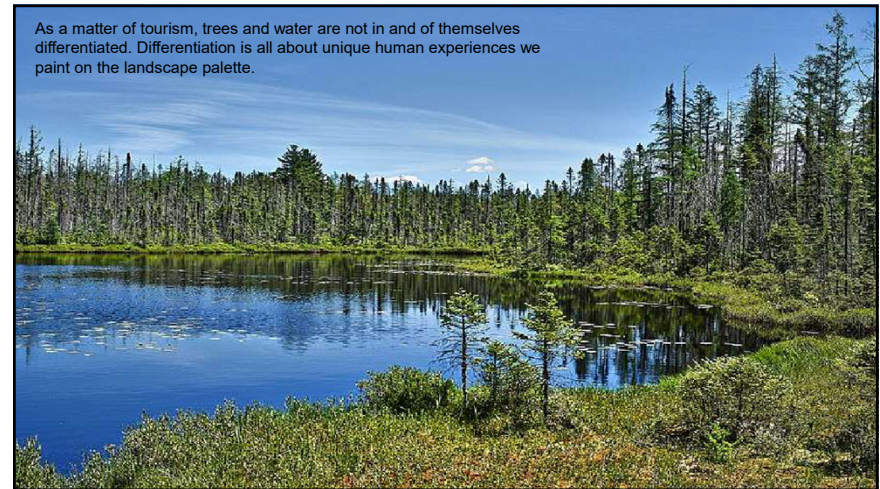


64





65



66

**Key Insight**

What are we in future?  
We are more than a mill town.

The economics of the mill is shaped by global conditions. Conditions in the forestry sector have fundamentally changed. Fort Frances has no control over this situation. Fort Frances does have control on re-inventing itself for a new future....one that is a harder path, but is a necessary one in order to alter the trajectory of future community prosperity....where any industrial activity that may happen again on the mill site is a bonus.

67

**UNIQUE VALUE PROPOSITION**

- Cheapest power in ON (small power consumers)
- Border crossings – 500K/yr
- Industrial history/workforce skills
- Future – ESFL and fibre access?
- Future – only sizeable agricultural land in NW Ontario?

**Our Industrious Heartland Story**

Resilient. Tough. Proud. A border town. The lowest cost power and industrial land in Ontario. A diversified industrial heartbeat of forestry, mining, agriculture, and tourism. A revived spirit of entrepreneurialism. When nature calls, we answer – inspired by blue lakes, rocky shores and the outdoors. But we are more. We have always been the industrial capital of Northwest Ontario, and we will strengthen that role. We are hands on....we make things forged from the land, and from determination of spirit. We are DIY. We are Fort Frances strong.

68

## Vision + Simplicity = Clarity

**OUR VISION** – WE WILL BE NORTHWEST ONTARIO'S INDUSTRIAL HEARTLAND.

**OUR GOAL** – to diversity job opportunities in forest fibre, tourism, agriculture, digital economy, and entrepreneurial ecosystem development while nurturing quality of place that is a foundation for our next generation economy.

**OUR BELIEF** – economic diversification and placemaking work hand in hand. We need to create new kinds of jobs for future generations. At the same time, “Town beautiful,” broadband, housing innovation, civic infrastructure, a special downtown, and entrepreneurial supports nurture broader shift to a knowledge economy where people choose awesome places to live vs accept average.

**WHAT WE WANT TO ACHIEVE** – residents more engaged in and proud of their community, more services and larger non-residential assessment base, more overnight tourists/tourists who spend more time in Fort Frances, independent entrepreneurs and mobile workforce attracted to live here, enhanced civic infrastructure (health, education).

69

## The Path Forward

The Rainy River Future Development Corporation (RRFDC) working with municipal and senior government partners, our business community and key

stakeholders is implementing a plan that will work to transition our economic

drivers and provide for a prosperous future. Our plan is both practical and ambitious.

By assembled a team of staff and consultants with expertise ranging from telecommunications to value added agriculture, we will continue to develop a bright economic future for Fort Frances and the Rainy River District.

With vision, strategy, and consideration to differentiation we will introduce

a new brand for the Town of Fort Frances. This new brand will position us to attract new investment.

### This Plan Includes:

#### Growing Mining Supply and Services

- Marketing to supply and service companies.
- Aiding businesses to identify procurement opportunities.
- Building awareness of Fort Frances' potential with the resource sector.

#### Supporting Value Added Forestry

- Reviewing local fiber supply and alternative products.
- Facilitating a partnered approach to tenure reform.
- Supporting export development within the business community.

#### Strengthening Retail and Commercial

- Increasing local spending through Go Local.
- Investing in businesses using our \$3.2 Million loan fund.
- Providing training for entrepreneurs.

#### Expanding other Sectors

- Exploring a healthcare auxiliary services cluster.
- Marketing residential and industrial properties to developers.
- Initiating a telecommunications baseline study.

#### Building a Tourism Market

- Operating border tourist information.
- Creating a new walking tour and summer Festival.
- Building business partnerships and advertising their packages.
- Supporting existing festivals and events with staff and the RRFDC tent.

70

FORT FRANCES  
-Brand Creative-

71

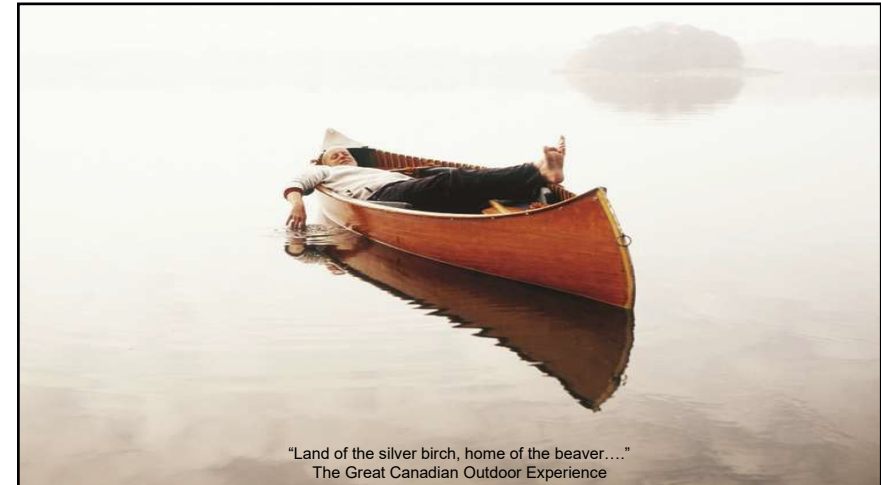


72

## BRAND ESSENCE – “SALESMANSHIP”

Human nature and entrepreneurial spirit is **boundless**. “Life in the making” represents exportable manufacturing and industrial production. Placed against a backdrop of nature in the raw, “Boundless” expresses new purpose, and a new future to be shaped.

73



74

Outdoors and nature although deeply valued, are not a strong enough platform to differentiate Fort Frances within Northwest Ontario.

75

We use our “natural” value proposition, but in a more differentiated way through use of humour, bolder messaging, more audacity, and de-connect to reconnect/angst of concrete jungle living storytelling.

Said More Facetiously But Insightfully About Nature....

“New social media network for kids – it’s called outside.”

Will Ferrell, Twitter, May 14, 2013

76

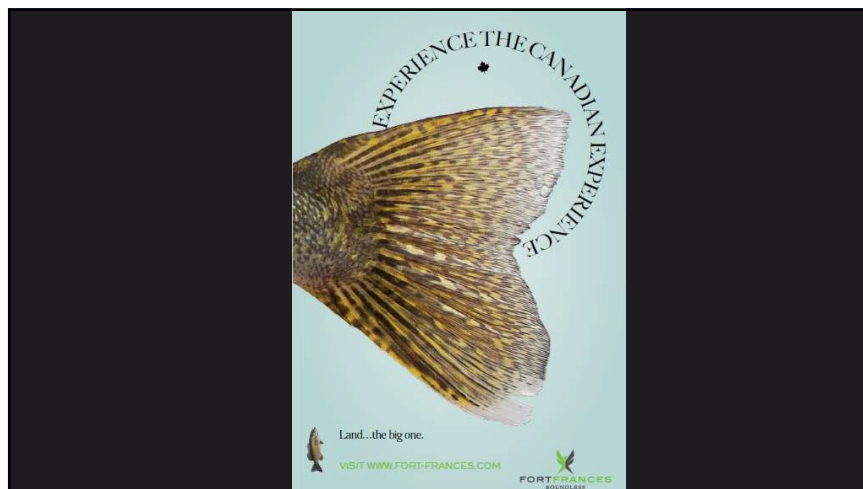




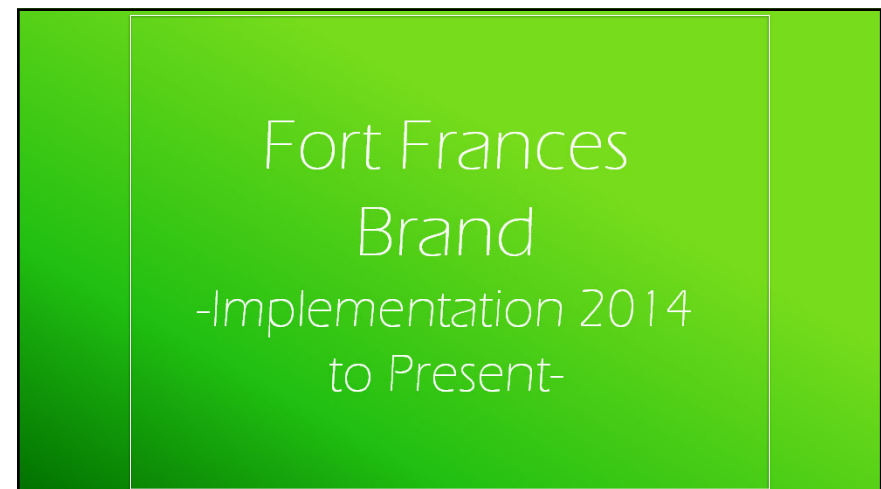
77



78



79



80



81



82



83



84

## Telecommunications

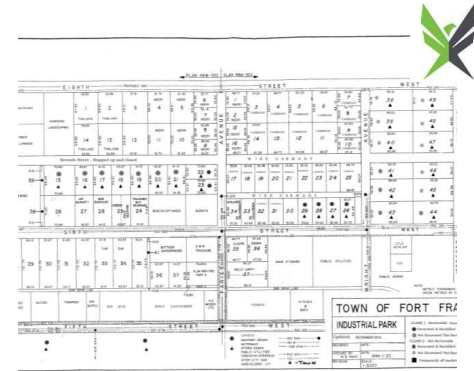
- Upgrades DSL and Cable .... Fiber Optics



85

## Fort Frances Industrial Park

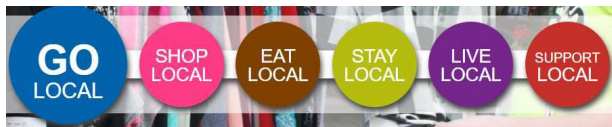
Remaining: Railroad and 1 lot



86

## Go Local

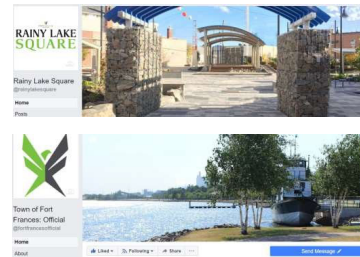
- 5 years old
- 3 million points
- 30 members
- Continues to grow annually



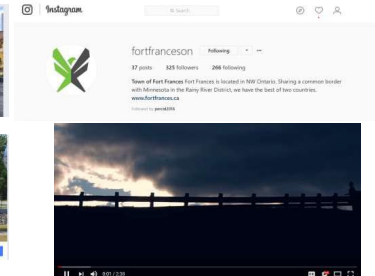
87

## Digital Footprint

### 4 Facebook Pages

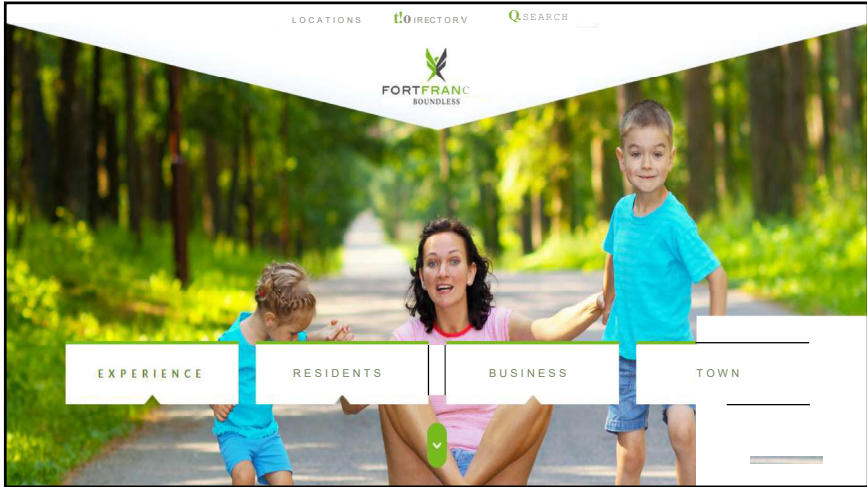


### Instagram/Twitter

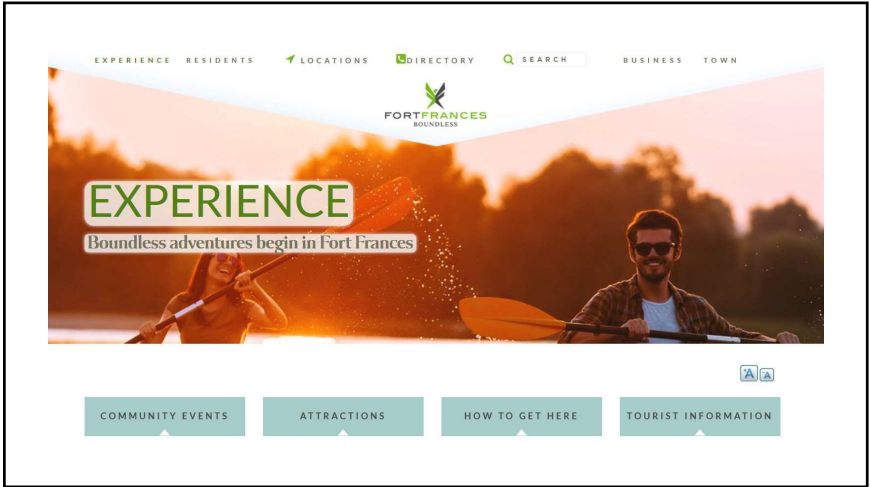


88





89



90



Billboard - Highway 11 East - Quetico

91



Billboard - Highway 11 East - Quetico

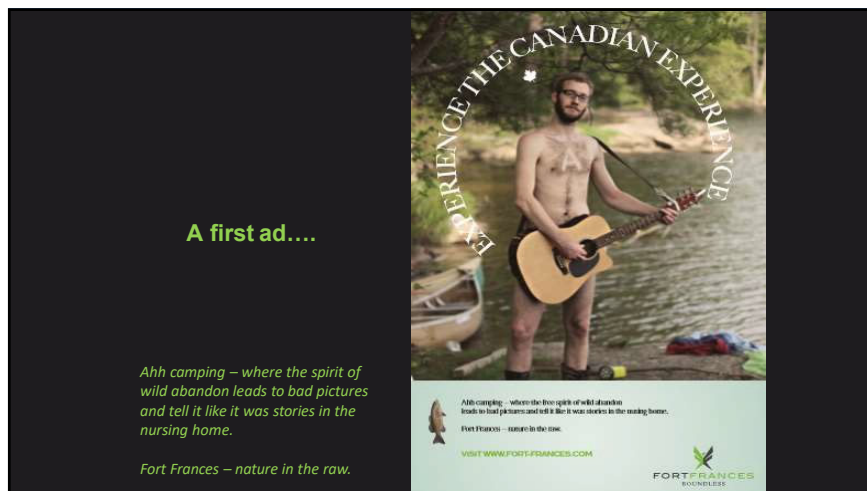
92



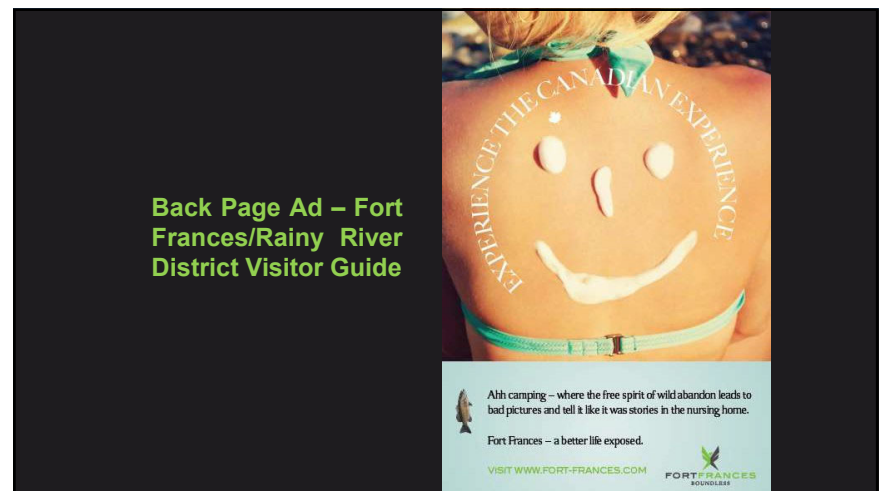
93



94



95



96





97



98

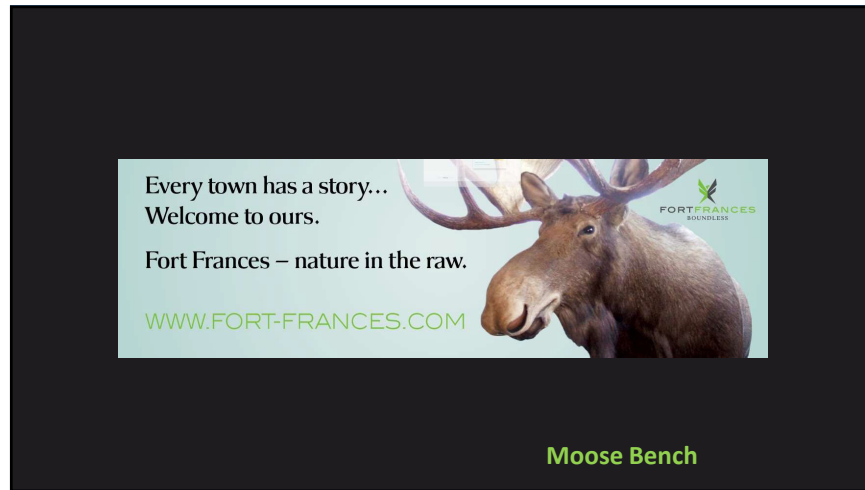


99



100

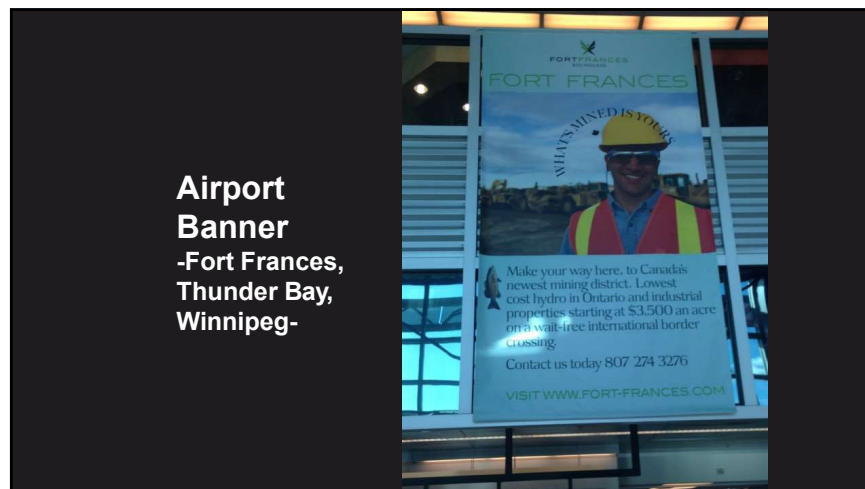




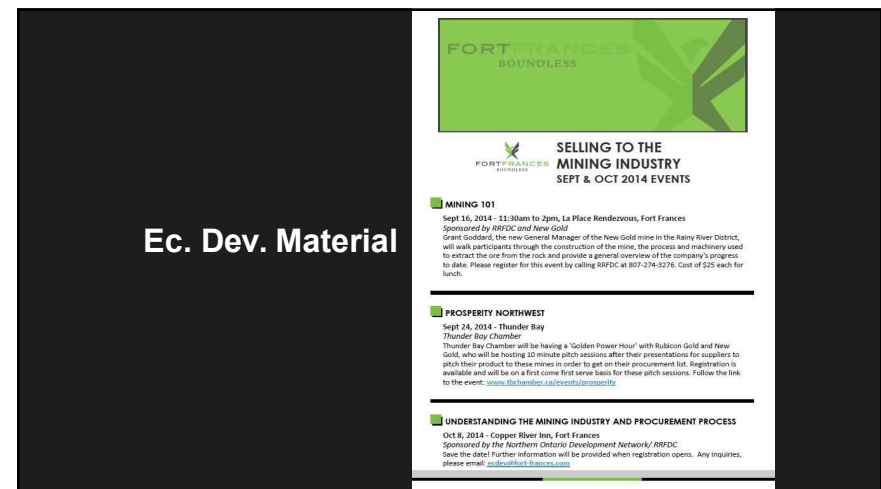
101



102



103



104

- Council of the Town of Fort Frances adopted the **"Incredible Community - Boundless Opportunity"** strategic plan on August 31, 2015.
- Two Videos
  - Business - <https://www.youtube.com/watch?v=rL3cJ7v6DKM> – Dec. 2015 – 1200 views.
  - Boundless - <https://www.youtube.com/watch?v=QxHsq4DYUJI> – Aug. 2015 – 8500 views.
- Advertising - ads in The Ontario Prospector, Northern Miner, Bearskin, Fort Frances/Rainy River Visitor Guide.
- Fort Frances featured in Tim Horton's commercial run nationally (on brand).

105



106

## Tourism Centre



107



108

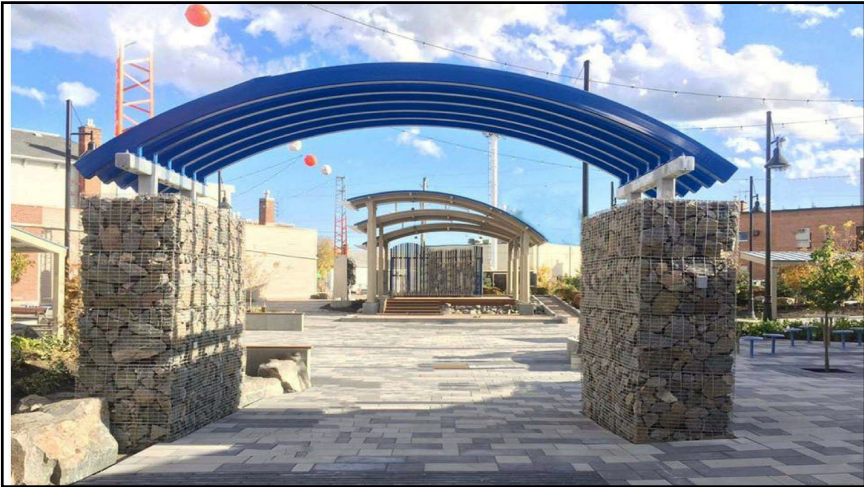
Rainy Lake Square



RAINY LAKE  
SQUARE

109

110



111



112



## Residential and Accommodation



- Sold out new subdivision
- New condo development on Front under construction
- New multi-home complex
- Inquires and interest in new developments

113

## OTHER

Tourism Industry Development - Municipal Accommodation Tax (4%) – Jan 2020 - \$150K/yr.

### Forestry Fibre

-Successfully lobbied for a forest model that includes "us" and now have a seat at the Crossroute-Sapawe Enhanced Sustainable Forest License Corp that will run the forest. Reduced cost of fibre supply. Clearer path for new market entrants.

### First Nations

- Local First Nations investments in local small businesses
- Began the process of resolution on First Nations litigation on Point Park working with local FN's

Agriculture - several significant projects to clear and drain west end farmland increasing and value-adding production.

114

## Property Values



- Grant incentive – construction jobs (demolition and revitalization)
  - Housing shortage and construction labour shortage
- 2014 123k
- 2018 179k
- Scott Street retail 90% full



115

Fort Frances  
Brand  
-Where To From Here-

116

## NEXT ECONOMIC DEVELOPMENT STEPS

1. Continue Your Next Home Town campaign (encourage miners and new residents to the district to live in FF) This includes new subdivision development.
2. Continue to market the lowest cost industrial property in the country (\$3500/acre) and review industrial land program in light of mill property transition. Official Plan likely to be amended.
3. Utilize the former Shevlin Yard with the planning study started first week of Jan 2020.
4. Find new market entrants to maximize fiber usage in the forest.
5. Build and execute an aggressive tourism marketing strategy.
6. Be regional partners with better relationships with FN, area municipalities and our American Cousins

117

## Q1 Challenges & Opportunities -Council Strategic Plan

Workshop  
prioritizing  
of Council  
Strategic  
Plan  
Initiatives -  
2016

- |   |   |  |   |
|---|---|--|---|
| 1. Economic Development                                 | 9 | 7. Partnerships                                  | 6 |
| 2. Mine start-up  |   | 24. First Nations partnerships                   |   |
| 3. Property tax shift                                   |   | 25. Upcoming labour negotiations                 |   |
| 4. Industrial park sales                                |   | 26. Service provision within the district        |   |
| 5. Increased rail traffic                               |   | 27. Encouraging public-private partnerships      |   |
| 6. International exchange rate                          |   |  |   |
| 7. Private sector impact on costs                       |   | 8. Political Landscape                           | 2 |
| 8. Slow growth in residential starts                    |   | 28. Provincial downloading                       |   |
| 9. Supporting local skilled trades community            |   | 29. Upcoming federal election                    |   |
| 10. Quality of life to attract and retain professionals |   | 30. Self-sufficiency of local government         |   |
| 11. Broadband initiatives and emerging technologies     |   | 31. Protection of 1995 power agreement           |   |
|   |   | 32. Trust issues with other orders of government |   |
| 2. Cross-route Forest                                   |   |  |   |
| 12. Future management of Cross-route forest             |   |  |   |
| 3. Demographic Changes                                  | 5 |  |   |
| 13. Aging population                                    |   |  |   |
| 14. Workforce retention                                 |   |  |   |
| 15. Population homogeneity                              |   |  |   |
| 16. Diminishment of skilled workforce                   |   |  |   |
| 17. Shortage of skilled trades professionals            |   |  |   |
| 4. Environmental  | 1 |  |   |
| 18. Green initiatives                                   |   |  |   |
| 19. Impact of climate change on infrastructure          |   |  |   |
| 5. Health Care Delivery                                 |   |  |   |
| 20. Physician shortages                                 | 2 |  |   |
| 6. Infrastructure                                       | 5 |  |   |
| 21. Widening funding gap                                |   |  |   |
| 22. Supporting local trades community                   |   |  |   |
| 23. Broadband initiatives and emerging technologies     |   |  |   |

How do we overcome our  
key challenge/realize our  
key opportunities?

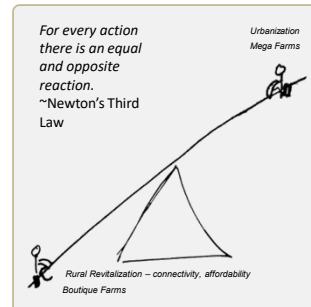
118

## RURAL RULES!

Rural  
opportunity  
is rising, not  
diminishing.

Amidst the anonymous we crave social connection. For all the iTunes there's something magical about it being live. We are more connected than ever and yet many feel we have lost connection to what's "real." Amidst the packaged and processed we increasingly seek local and fresh. For our societal anxiety we seek new grounding in being healthy and well in mind, body, and spirit.

For all the economic focus on the big we are realizing new opportunity in the counter-balance – an appreciation of "the small".

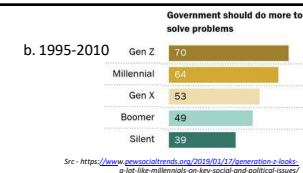


119

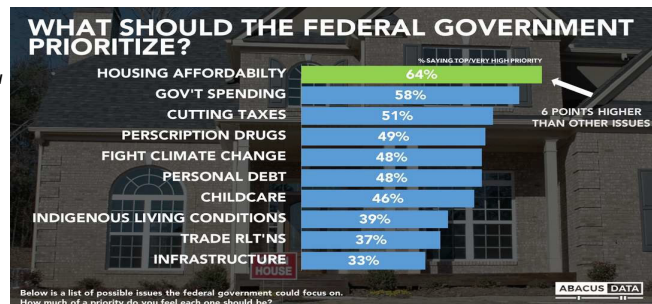
## Millennials

-Born 1981-1996 (23-38)-

More technologically connected, more liberal, less religious, more ethnically diverse and embracing of it, more educated, experience driven, idealistic...



With investment attraction and tourism, we need to turn our attention to Millennials and Gen Z – who have different wants and needs than preceding generations.



120

*A growing share of the workforce is independent, contract, and footloose....on the end of a high speed Internet connection. This presents opportunity for rural communities attracted by rural value proposition (connected to people and place, nature's way, community-minded values, etc.*

## The Creative Class Seeks

- Lifestyle amenities (specifically defined and created. These can be niche, but should be differentiated from other communities and be of high quality)
- Population Diversity
- Entertainment experiences
- Active, outdoor recreation
- Authentic/interesting sense of place
- Open, tolerant society (open to newcomers)

Richard Florida - [www.richardflorida.com](http://www.richardflorida.com)


*The Creative Class don't look a job first – they find a location first and build their life around living there.*

121

Will your job still exist 10 years from now?

# Industry 4.0

Automation, advanced connectivity, artificial intelligence or robotics so as to fully perform mechanical tasks or analysis previously done by people.



122

## Rise of Entrepreneurial Culture

- Mentorship
- New Forms – pop-up, WeWork, shared spaces
- Success Stories
- Sector Objectives
- Youth
- Investment Fund
- Broadband
- Education
- Social Media Prism
- Licensing...

123

## Quality of Place Factors

### What do Tourists Notice about a Vacation Destination?

(Multiple Responses)

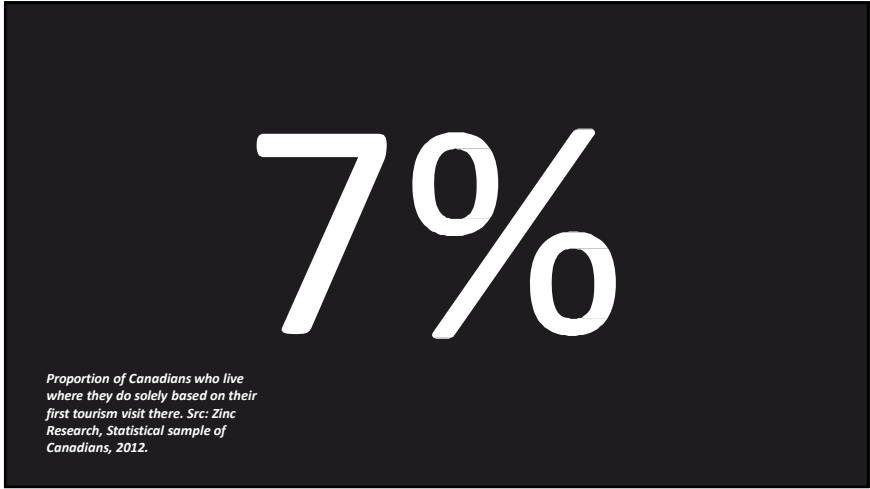
Cleanliness of Public Spaces	70%
Quality of Life of Local Residents	62%
Cost of Living	56%
Cost of Housing	54%
Infrastructure, such as Roads and Bridges	47%
Public Transit	45%
Diversity of Population	42%
Vibrant Arts and Culture Scene	40%
Crime Rate	39%
Employment Prospects	30%
The State of the Economy	28%
Unemployment Rate	16%
Local/Municipal Issues	16%
None/Nothing	6%

Base: Persons who visited community they reside in first as a tourist (11% of Adult Canadians, n=202)

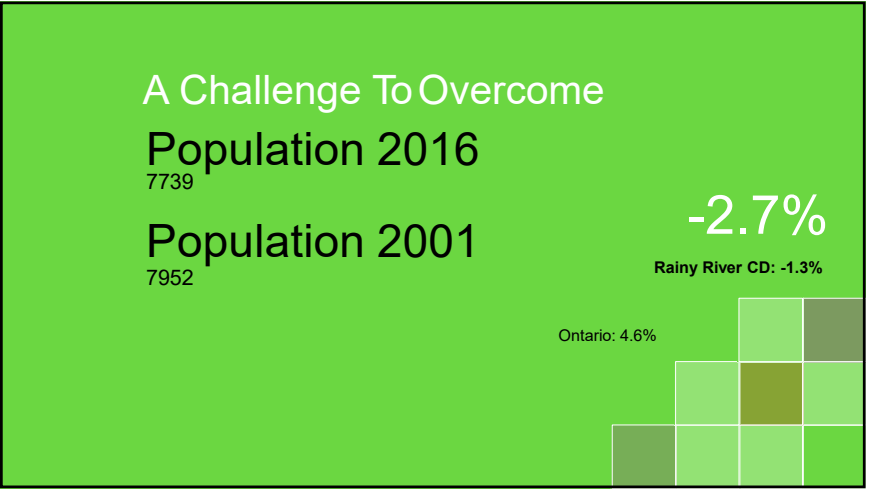
*Counter-intuitively, tourists don't notice attractions the way we think they do. They run through a mental "grass is greener" valuation of a place to live. Src: Zinc Research, Statistical sample of Canadians, 2012.*

124





125



126

**Infrastructure Deficits**



**COVER  
YOUR  
ASS(ETS)**

*"Out of sight, out of mind." Many communities "hold the line on taxes" and face infrastructure re-capitalization deficits... made worse if population is in decline...creating a downward spiral of fewer people paying more for less service. Good infrastructure attracts investment and visitors.*

127

**MORE AFFORDABLE HOUSING = ECONOMIC DEVELOPMENT.**  
*-This is a feature of the new Canal Flats OCP / Zoning Bylaw-*

**HOUSING  
INNOVATION**



secondary suites    limited home-based business regulation    work-live    generational/adaptive housing  
smaller lot/minimum house sizes    laneway housing    mixed use    up to quads in SF zoning  
innovative neighbourhood design (eco-village/agrihood)    density downtown

128



**START A DIGITAL MARKETING CAREER IN 12 WEEKS!**

**-Alacrity Canada Digital Marketing Course - a bootcamp that prepares you for real-world digital marketing careers-**

Imagine you quickly stepping into a new career opportunity in a high-growth economic sector at small cost. Help build a prosperous technology sector – and new economic future – in the Columbia Valley.

- Program start date: January 14, 2020.
- Location: Columbia Lake Technology Center – Canal Flats.
- Program length: 12 weeks at 3 days/week to enable work flex conversation with existing employers.
- Tuition: \$1500 (with possible funding support reduction to \$750) – vs \$3000 typical fee.
- Network connection to instructors in Victoria.
- On-site facilitator to help program participants.
- Course Topics: Search Engine Optimization, Media Buying, Performance Marketing, WordPress, eCommerce Advertising, Content Marketing, Email Marketing, Customer Rewards/Referral Program, Social Media Advertising, Pay-per-click Campaigns, Affiliate Marketing.
- Offered by Alacrity Foundation in collaboration with the BC Government.
- MINIMUM 10 NEEDED FOR PROGRAM TO RUN.

Please contact Erika Sinclair at the Columbia Lake Technology Center via email asap if you are interested: [erika.sinclair@cltc.tech](mailto:erika.sinclair@cltc.tech), or by phone 778.523.8000 (office), 250.341.5950 (cell). We will be in touch to advise if program will run/further details.

*We need to think differently and more ambitiously about rural post-secondary education. Remote digital work can be done anywhere.*

129

**A FORESTRY INNOVATION AGENDA**


There's a new forest to be seen through the trees.

- Lignin as substrate for 3D printers or carbon fibre for sports equipment.
  - Bio-methanol to fuel vehicles.
- Cellulose nanocrystals that remediate tailing ponds and landfills. Sugar streams for medical bio-plastics like bone implants.
  - Cosmetic creams made from wood cellulose.

*We can transform economies well beyond our pulp and dimensional lumber traditions.*

Src: Forest Products Association of Canada (Src: Forest Products Association of Canada - <http://www.fpac.ca/forest-industry-innovation/>)

130



**Chris Fields, Principal**

403.862.4011

[chris@rynic.org](mailto:chris@rynic.org)

[www.rynic.org](http://www.rynic.org)

- Strategic Communications
- Corporate Governance Planning
- Economic Development/Tourism
- Planning/Services
- Marketing – Brand/Campaign Development
- Conference Keynotes

131