

TOWN OF FORT FRANCES

Economic Development Advisory Committee

AGENDA -February 3, 2020 - 11:30 a.m. to 1:30 p.m.

PLEASE NOTE START AND ADJOURN TIMES FOR THIS MEETING

MEETING - Committee Room, Civic Centre

Page

1. **Call to Order**
 - 1.1 Appointment of Chairperson and Vice-Chairperson.
2. **Disclosure of pecuniary interest and the general nature thereof**
3. **Approval of Previous Advisory Committee Minutes**
 - 3.1 December 2nd, 2019. 3 - 6
4. **Standing Items**
 - 4.1 Crossroute Forest Update - Boundary Waters Forest Management Corp. - (Mike Willick R.P.F. President, M.L. Willick & Associates Ltd. will be in attendance). 7 - 8
 - 4.2 Presentation from C. Vangel, Chief Building Official/Municipal Planner re: Land Use and Economic Development Feasibility Study - For The Re-Development of The Shevlin Wood Yard and The Gateway to The Market Square. 9 - 14
 - 4.3 Draft Municipal Strategic Plan - Jordan Forbes, HR Manager will be in attendance. 15 - 34
 - 4.4 Municipal Accommodation Tax (MAT) Committee update.
 - 4.5 Mill Update.
 - 4.6 Rural and Northern Immigration Pilot Update.
5. **Information**
 - 5.1 Brand Presentation (materials from the January 7th and 8th, 2020 presentation and workshop led by Chris Fields of Rynic Consulting to discuss Economic Development Planning and the Fort Frances Brand). 35 - 67
6. **Adjourn / Next Meeting Date - March 2, 2020**

TOWN OF FORT FRANCES
Economic Development Advisory Committee

MINUTES

December 2, 2019

The meeting of Economic Development Advisory Committee of the Town of Fort Frances was held in the Committee Room, Civic Centre on December 2, 2019 from 11:32 a.m. to 12:47 p.m.

PRESENT: J. Cumming, Chair, J. Caul, M. Caron, K. McCaig, J. Gillon, D. Eldridge, D. Kitcher, K. Firth and J. McTaggart

ALSO PRESENT: D. Brown, CAO, L. Mose, MNDM, T. Drysdale, Consultant, RRFDC, J. Forbes, HR Manager and K. Lawson, Deputy Clerk/Board Secretary

REGRETS: G. Gillon, RRFDC

1. **Call to Order - 11:32 a.m.**
2. **Disclosure of pecuniary interest and the general nature thereof - none identified**
3. **Approval of Previous Advisory Committee Minutes**

3.1 September 9, 2019.

Gillon-Eldridge: THAT the minutes from the September 9th, 2019 regular meeting be approved as distributed.

CARRIED

4. New Business

- 4.1 Strategic Planning Workbook - December 2, 2019. - work book materials received for members use.
- 4.2 Previous Initial Strategic Plan. - materials provided as resource material for members.
- 4.3 Strategic Planning Session - Introduction by Jordan Forbes, Moderator.
- Mr. Forbes led the group in a meaningful discussion and the committee provided input to Mr. Forbes to be included in the Draft Strategic Plan. This document will be presented at a later date to all stakeholders and members of the public.
The following notes collected from the meeting and as captured by J. Cumming, Chair are included for those who were not able to attend:
EDAC MEETING NOTES – December 2, 2019

Answers to question posed

Question 1 - From your perspective, what are the top 5 objectives from the last plan that remain an ongoing concern, and identify why it is important to you

1.1 - 5 Working with the private Sector to repurpose the mill

The mill paper making machinery is being dismantled and shipped away- (Debarkers to mill in Chile). The opportunity to restart the mill is being eliminated. The council must be prepared to work with investors and others to repurpose the buildings and or property.

1.2 -17 Future Health Care Services

Ontario Health is consolidating services of the 13 LHINS into a super Ontario agency, removing care from the region and isolating the Northwest. It will be important for the town to work with Riverside, Family Health Team, CMHA, EMS, Weechi-it-te-win, Tribal Health to create a regional health hub providing more diverse services not only for the people of Fort Frances, but the district and to expand the services offered at Riverside for primary, secondary and some tertiary health care.

1.3 – 1 Explore First Nations Business partnership opportunities

The town needs to continue engaging and support all area First Nations communities regarding all potential business partnership opportunities.

Question 2 From your perspective, list the 5 priorities for the current term of council.

2.1 Continued upgrade and replacement of infrastructure throughout the community. A good strong sewer, water, Storm sewer system is integral to a healthy community.

2.2 Enhance our tourism marketing. Expand sports tourism by working with organizations to attract larger tournaments, hockey baseball, squash, swimming etc. Promoting the museum.

2.3.1 Work with Riverside and Family Health Team to add more space at Rainycrest, create a new hospital, replace aging equipment to expand care close to home.

2.4 Continue to develop and support communities and First Nations across the district finding ways of cooperation growth, job creation, maintaining jobs expanding assessment tax base.

2.5 Mill repurpose property

2.6 Wood yard development and planning

Question 3 Since the last strategic plan was completed, there have been numerous changes in our community.

3.a What changes do you feel are the most significant

Permanent closure of the mill.

Continued aging of the community and decline of population

Method of accessing fibre

More infilling of residential properties – new subdivisions

Being aligned with both Federal and Provincial Govt. - \$7 million in grants

3.b What does the Town of Fort Frances, as an organization do well?

Gets tax bills out and remains in a positive cash balance.

Does good job of maintaining roads and sidewalks year round.

Town creates teams to do projects well.

Good feeling about community -

Town responsive to community's and people's needs.

Improved in transparency

Partnership with first nations improving

More technically savvy with projects and using assets.

3.c What does the Town of Fort Frances need to improve on as an organization?

IT security

3.d What opportunities are presented by the changes in the community that you have noted?

Many jobs go unfilled.

Scarcity of housing for newly employed persons arriving in the community.

Lack of senior assisted housing between leaving their home and moving into nursing care.

Mine development – younger workers, lot of new people in the district

Forest – Farm lifestyles

3.e Beyond new opportunities, what other opportunities exist that the Town of Fort Frances should take advantage of?

Greatly expanded cash cropping in the district with the movement of grain to Thunder Bay and US ports for transportation across the globe.

Hops processing. It has been proven that hops are a viable crop in the district and the pelletizing of the grain for use by brewers would be an opportunity.

Lots of funding opportunities – knowing funding opportunities

Acquisition of wood lot and other opportunities

Unexplored opportunities with local First Nation Communities

Seven Gens opening

Work with Rivers Edge to find opportunities for building outside of mill

3.f What new developments threaten the Town of Fort Frances as it relates to service delivery, staffing and ongoing sustainability?

Closure of the paper mill, loss of taxation revenue,

Downloading of cost of services

Closing of the mine

Labour source shortage

Continued urbanization

Continued regulations

3.g What new developments threaten the Town of Fort Frances as it relates to service delivery, staffing, and ongoing sustainability?

Drug abuse

Homelessness

Student retention

4.4 Brainstorming Session - Driving Economic Growth - reference material only.

5. Adjourn 12:47 p.m. / Next Meeting Date - January 6, 2020

5.1 **Please note:***The January meeting will be a workshop on branding led by Chris Fields, Rynic Consulting and a further announcement with location and times will be forthcoming.*

Briefing Note

Boundary Waters Forest Management Corp.

Subject:

The negotiations to create a corporation which will take on forest management responsibilities for the Crossroute and Sapawe Forests have concluded with the creation of the Boundary Waters Forest Management Corp. ("BWPMC").

Background:

- The Province announced the intention to change forest tenure in parts of the province whereby the Sustainable Forest Licence for a Forest would be transferred from single entity, larger companies to a partnership business established with the sole purpose of providing sustainable forest management services.
- Negotiations have been conducted for about 2 years with the purpose of creating a corporation comprised of affected local stakeholders which would take on the SFL for the area.
- The Crossroute Forest (currently held by Resolute Forest Products) and the Sapawe Forest (currently held by Rainy Lake Tribal Resource Management) will be amalgamated and the new merged SFL will be transferred to Boundary Waters Forest Management Corp. effective April 1, 2020.

The Corporation:

- A Shareholders' Agreement has been signed by 16 interested participants establishing the Corporation.
- There are 12 Directors representing: logging contractors (2 Directors), First Nation communities (3 Directors), economic development entities (2 Directors), Norbord (1 Director), Resolute (1 Director), small white and red pine sawmills (1 Director), Rainy Lake Tribal Resource Management (1 Director) and the Metis Nation of Ontario (1 Director).
- All directors have equal voting rights.
- All operating costs will be funded by those mills who use the wood fibre based on their committed wood volumes.
- BWPMC will deliver management services through contracts. This will reduce the direct staffing needs and salary burden of the Corporation and afford the ability to attract specialised skills as required. It is anticipated that there will be 3 staff hired directly by BWPMC.
- The offices for BWPMC will be in the offices currently occupied by Resolute on Couchiching First Nation. Resolute has incurred significant expense to prepare these facilities to accommodate the data needs for forest cover mapping.
- M. Willick has been elected as the President and Chairman of the Board of Directors.
- Legal, accounting, financial services, insurance and banking have been arranged with Fort Frances firms.

- A search committee of the Board is seeking candidates for the General Manager position.

Functions of the Corporation:

- Forest management planning and reporting to conform with regulated guidelines.
- Allocation of logging blocks for harvest.
- Forest regeneration.
- Forest road building.
- Providing wood supply to companies to meet existing Ministers' commitments. The Corporation is not empowered to cancel or change Ministers' wood supply commitments.
- BWPMC will maximize harvest volumes within sustainable limits. This could include attracting new business to capitalise on identified wood surpluses. The Shareholders' Agreement has mechanisms to make volume not harvested by commitment holders available to others.

M.Willick
January 29, 2020

Land Use and Economic Development Feasibility Study

For The Re-Development of The Shevlin Wood Yard and The Gateway to The Market Square

February 3, 2020



Project Summary

- ▶ HTFC Planning and Design has been retained to conduct the land use and economic development study for the two properties
- ▶ HTFC will analyze best practice land use planning, interpret market trends, facilitate meetings with the public and key stakeholders, etc. to determine what mix of development will work to grow Fort Frances, create jobs, and generate assessment.
- ▶ Project schedule is anticipated to run from January to July 2020
- ▶ Coordination of the project will be conducted through teleconference, general correspondence, and of course the public meetings.
- ▶ HTFC will develop a handful of scenarios, which the final will be adopted by mayor and council

HTFC Planning and Design

- ▶ Largest independent planning and landscape architecture firm in Central Canada
- ▶ Partnership with local Saulteaux Consulting and Engineering for this project
- ▶ Local experience on projects within Fort Frances:
 - ▶ Reinventing Fort Frances - Gateway to Canada Plan (2003)
 - ▶ Fort Frances Heritage Tourism Implementation (2006)
 - ▶ Fort Frances Active Transportation Plan (2006)
 - ▶ Market Study Square (2010)
 - ▶ Main Street to Market Square (2014)
 - ▶ Active Transportation Planning (2011)
- ▶ Multitude of regional, provincial, national and international work

Public & Stakeholder Workshops

- ▶ The first meeting is anticipated to be held February 13, 2020. Venue to be confirmed at time of presentation. Range of attendees to be determined.
 - ▶ This meeting will be important for gathering initial ideas, data, and vision.
 - ▶ HTFC envisions interactive round table discussion
 - ▶ Present analytical findings
 - ▶ Identify development issues and opportunities for each site
 - ▶ HTFC intends to set development goals, values and indicators
- ▶ HTFC project schedule outlines three public meetings, that may be subject to change.
 - ▶ Mid February
 - ▶ End of March or early April
 - ▶ Mid June

Process

- ▶ HTFC is proposing a four-stage work plan
 - ▶ 1. Understand existing conditions and set common goals
 - ▶ 2. Explore Ideas
 - ▶ 3. Develop Preferred Plans and a Robust Business Case to Support It
 - ▶ 4. Build Support For The Preferred Plans and Adopt It
- ▶ Integrate community, stakeholder, committee and administration interests

Perspective

- ▶ Ideal development will be interactive for the community, create job and community growth, generate assessment and influence tourism.
- ▶ Uncertain fate with existing Mill yard
 - ▶ 2019 Residential Total Tax Rate = 1.843625%
 - ▶ 2019 Large Industrial Total Tax Rate = 12.994878%
 - ▶ \$1.00 of assessment for Large Industrial is approximately equal to \$7.05 of assessment for residential
- ▶ HTFC will takes us outside of our comfort zone to provide vision for the future

Strategic Plan – Review Document

DRAFT



January, 2020

1.0 Background

The Town of Fort Frances Strategic Plan “Incredible Community – Boundless Opportunity” was approved in June 2015 after a lengthy consultation process. Over the subsequent years, many of the objectives identified in the plan have been achieved. However, many of the challenges faced by the community which were identified during that planning process are still in place, and new challenges have arisen. The Town of Fort Frances is experiencing a period of change that makes it important to carefully plan for the future to best position the community for future success, and long term sustainability.

In preparing this review document, a number of consultation sessions were undertaken. To date, these sessions have included:

- Preliminary planning session with the senior management team.
- Retreat with Senior Managers and Council at Sunny Cove.
- Planning session with Superintendents and Supervisors.
- Planning session with community partners.
- Planning session with First Nations community partners.
- Planning session with Economic Development Advisory Committee.

During this process we have received excellent feedback, and a number of well thought out ideas from everyone who participated. We would also like to thank the following organizations for their feedback, and participation in the process:

- Fort Frances Power Corporation
- Rainy River Future Development Corporation
- Rainy River District Social Services Administration Board
- Riverside Healthcare Facilities Inc.
- Rainy River District School Board
- Confederation College
- Seven Generations Education Institute
- Nigigoonsiminikaaning First Nation

This report presents the results of the consultation processes and presents the preliminary document is presented to the Council, Economic Development Advisory Committee, and the general public for their input.

Once the input has been gathered a final draft will be presented to Council for their approval.

2.0 Purpose of this Plan

Strategic Planning is essential to the success of any organization. This planning exercise is intended to develop a strategic plan that accomplishes the following:

1. **Provide Clarity** – Having a strategic plan in place assures focused, proactive decision making. This plan will guide decisions by both Council and management going forward.
2. **Ensure Coordination** – By defining objectives, it assures that everyone is working towards the same goals.
3. **Improve Efficiency** – Daily decision making is guided by the Strategy.
4. **Assist with adjustment to change** – A strategic plan with a clear vision, and clear objectives helps to support change management.
5. **Direct capacity building** – When the organization knows where it intends to go, it is much easier to direct capacity building and talent management. It allows the organization to better align the competencies of its workforce with the strategic direction of the organization.
6. **Ensure greater transparency and accountability.** A strategic plan provides a roadmap for decision making. A wide variety of stakeholders and the general public will have had an opportunity to participate in the development of the plan. Once completed, the plan is made public, and will be available on the Town's website.

3.0 Mission, Vision, Values

A critical step in the strategic planning process is defining the mission, vision and values for the organization, and in the case it also means considering the community as a whole. During the retreat with Council and senior management, a significant amount of time was put forward developing an updated vision statement, mission statement, and values.

3.1 Vision

A vision statement should define the organization's long term goals for itself, and in this context, the community as a whole. The statement should provide an answer to the question: Where are we going?

Working in groups, participants came up with the following potential options for a vision statement (please note that order listed does not indicate order of preference):

1. A welcoming community with Boundless opportunities.
2. A community of Boundless potential.
3. Planning today for a better tomorrow.

During this phase of the process, we are looking for input into what participants see as an appropriate Vision Statement. There are some common themes to build upon.

3.2 Mission

A Mission Statement is a statement identifying the purpose of the organization and the value it creates for customers / stakeholders. The statement should provide an answer to the following questions:

- Who are we?
- What do we do?
- Why are we here?

Working in groups, participants came up with the following potential options for a mission statement (please note that order listed does not indicate order of preference):

1. Through partnerships we will create a safe, inclusive, sustainable and attractive community that enhances quality of life and promotes growth and prosperity.
2. Planning together through partnerships to be a safe, attractive and growing regional hub that improves the quality of life for all.
3. Building a home that engages citizens, encourages smart investment, and living wonder.

During this phase of the process, we are looking for input into what participants see as an appropriate Mission Statement.

3.3 Values

Values are the fundamental beliefs that govern individual and group behaviour in the organization. Values help to define how those in the organization should behave.

Working in groups, participants identified the following values as being important to the organization (note that some items are similar or closely follow a theme):

- Stewardship
- Collaboration
- Proactive Planning
- Security
- Fostering Growth
- Managing Change
- Creativity
- Accountability
- Inclusivity and Equity
- Service Oriented
- Customer Service
- Personal Growth
- Effective Communication
- Transparency
- Equality
- Responsible Leadership
- Community and youth engagement
- Partnerships
- Teamwork
- Recruitment and Retention
- Fiscal responsibility and sustainability
- Safety and security

During this phase, we are seeking your feedback regarding potential additional items, or items which may be a higher priority.

4.0 Objectives

The plan will include a number of objectives, some will be short term with a targeted completion date during the term of council, some will be completed over a longer period of time, while others may be ongoing (e.g. developing and maintain relationships). These objectives will align with what is identified in the Mission, Vision and Values.

Objectives are an expression in measurable terms of what an organization intends to achieve. They can be hard or soft. Hard goals are action oriented and specific (e.g. increasing revenue for a recreation program by 5% from one year to the next). Soft goals establish targets for the social conduct of the organization (e.g. creating a culture of respect within the workplace).

4.1 Key objectives remaining from the previous plan.

While many of the objectives in the 2015 were completed, participants in the consultation sessions were asked to review the objectives from the previous plan and identify which of these objectives were still relevant, and were of high importance to them. The following is a list of those objectives:

- Re-purposing mill property.
- Improving relationships with neighbouring First Nation communities.
- Promoting residential growth.
- Infrastructure renewal.
- Advocating to ensure a sufficient supply of assisted living and senior's housing.
- Undertaking succession planning.
- Ensuring staff training occurs as required.
- Promoting economic development.
- Investment attraction.
- Promotion of active transportation.
- Landfill expansion.
- Sports Tourism.
- Tourism promotion.
- Ensure healthcare services in place.
- Continue with Boundless brand implementation.

4.2 Objectives defined at Council / Management Retreat

During the planning session, participants worked in groups to develop a number of objectives related to their priorities for the future term of council and beyond. After completing this exercise, participants were given a limited number of votes, and asked to identify what they perceived as their top priorities. The following outlines the items which were identified during the session.

Name	Votes
Attracting new Industry / Investment Attraction	10
Promotion of Tourism / Destination Tourism	10
Develop a plan for the Shevlin Woodyard	10
Undertake Succession Planning / and Talent Management Planning for the staff	10
Point Park Development / Settle land claims with neighbouring communities	10
Establish First Nation Partnerships	9
Streamlining Governance to provide greater transparency and promote operational efficiency	9
Undertake Asset Management planning / Address Budgetary Gap for infrastructure	9
Create positive culture in workforce (respect, appreciation	9
Increase town revenue (CN Taxation, user fees, regional services)	7
Undertake Residential Development	7
Work towards making the Town a preferred employer	6
Develop Business Plans for community services facilities (e.g. Marina, MSC, Museum).	6
Maintain / Enhance existing levels of service	6
Work to secure the future of international bridge	6
Investment in medical recruitment / retention (Health Human Resources)	5
Review feasibility of Municipal boundary expansion	5
Improve tourism marketing - take advantage of marketing opportunities	5
Develop plan to mitigate risks related to climate change / severe weather events	4
Update by-laws including procedural by-law	4
Improve transportation (within town, between communities, active transportation)	4
Determine future location of seniors centre (current location vs. Daycare)	4
Develop software efficiencies, ensure licensing is in place, optimal use	4
IT system redundancy / Cybersecurity	3
Disaster Recovery Plan	3
Advocate regarding Forest Management & ESFL	3
Establish Communications Position	3
Incorporate local Indigenous language into signage in town building and the community	3
Encourage immigration to community	3
Attract, Develop, Build Small Business	2
Preserve and maintain Power Agreement	2

Add an overpass in West End (McIrvine crossing)	2
Youth Advisory Committee / Consultation with young professionals	1
Review Corporation Policies	1
Develop a plan to deal with the upcoming vacancy for OPP space	1
Dealing with social issues in the community (e.g. substance abuse, homelessness)	1
Improve communications (website / social media)	1
Conduct a feasibility study regarding use of mill property	1
Add industrial lots - ready for development	1
Post Secondary Hub (7 Gens, Con College, Trade School Concept)	0
Community Safety Well Being Plan	0
Retain P/T (volunteer) firefighters	0
Advocate for Assisted Living facility in the Community	0
Align annual tax increases with rate of inflation	0
Improved relationships with Area Municipalities	0
Review needs for rail crossing at Williams Avenue	0
New official plan / rezoning of key areas for 2022.	0

4.3 Objectives defined during other planning sessions:

Objectives suggested during management brainstorming sessions (October 1 and October 17):

- Update compensation system for CUPE Local 65.00 and Management Non-union groups.
- Develop business plans for sunny cove, Memorial Sports Centre (MSC), marina, museum.
- Move to a proactive operational model – develop capital plan based upon Asset Management Plan (AMP). Develop talent management plan that aligns with strategic plan.
- Create by-law review process.
- Review feasibility of expanding municipal boundaries.
- Ensure sufficient storage is available for municipal records.
- Develop appropriate tourism signage.
- Review website and social media presence.
- Improve social media communication.
- Establish IT policy and procedures.
- Improve Information and Communications Technology network infrastructure.
- Upgrade video surveillance at key facilities.
- Undertake component replacement and upgrades to the MSC.

- Complete community safety and wellbeing plan.
- Plan for climate change.
- Improve corporate communications.
- Increase revenue from user fees.
- Review feasibility of offering regional services.
- Improve facility maintenance.
- Develop disaster recovery plan.
- Support economic and community development.
- Study user fees in other communities.
- Build redundant systems to support operational resiliency.
- Promote tourism.
- Promote airport.
- Work with community partners to ensure adequate supply of health human resources and support recruitment and retention.
- Develop residential lots.
- Streamline governance.
- Undertake succession planning.
- Continue with boundless brand implementation.
- Prepare a plan for the Shevlin yard.
- Better utilize sunny cove.
- Ensure the enhanced sustainable forest license works for the town.
- Ensure that the north end of the community is accessible (consider an extra CN crossing or overpass).
- Secure redundant electrical service (diverse path) to the community.
- Ensure that water / sewer / roads / facilities maintained as per the Asset Management Plan.
- Look into offering specialized healthcare services.
- Advocate to ensure sustainable funding from senior levels of government.
- Build first nation partnerships.
- Improve parking in downtown core.
- Expand wi-fi offerings.
- Expand and promote active transportation offerings.
- Develop destination tourism attraction.
- Work with community partners to expand trade school
- Review internal staffing efficiencies
- Develop fleet management schedule
- Develop a preventative maintenance plan by department

- Support recruitment and retention of volunteer firefighters
- Develop a lifecycle strategy for core facilities
- Replace industrial assessment lost by mill
- Attract investment to mill property
- Support retention and expansion of small businesses
- Communicate with NewGold regarding residential opportunities

Objectives identified during the Community Partners planning session:

- Continue to build relationships with First Nation communities.
- Expand partnership with neighbouring municipalities.
- Work with community partners to advocate for required health care services.
- Expand number of assisted living residences.
- Consider reviewing the possibility of amalgamating fire and emt services.
- Cut red tape and reduce deterrents to rapid development.
- Improve transportation within and in between communities.
- Improve marketing of boundless brand, communicate it more effectively.
- Ensure that affordable residential properties remain available.
- Support community partners in finding alternative site for long term care facility in Fort Frances.
- Develop a centralized health campus.
- More programming and supports for youth after school hours.
- Run buses after 4PM and out to Walmart.
- Plan to deal with aging population and more single parent families.

4.5 Your input

We are looking for your top 10 objectives for the Town as an organization and as a community. Feel free to include any items which are not listed in your list.

5.0 Environmental Scan

In order to develop a strategic plan it is critical to examine both the internal and external environment as this has a significant impact determining how best to move forward.

5.1 SWOT Analysis

At the October 7, 2019 planning retreat, a Strength, Weakness, Opportunities, and Threats (SWOT) analysis was conducted. Strengths and Weaknesses focusses on the internal environment, and Opportunities and Threats focuses on the external environment. The participants broke into three working groups and came back with their findings which are listed below. Please note that where multiple groups identified the same item, it is marked with an x.

Strengths	Repeat	Repeat 2
Regulatory Compliance		
Low Debt	x	
Monitoring / reporting on operations / infrastructure		
Town facilities in good condition (public buildings)		
Household hydro rates / affordable power / power agreement	x	x
Border community largest point of entry west of SSM	x	
Access to waterfront		
Service Centre for District (we are one)		
Airport (we have one)		
Connectivity (fiber to the premise, mobile and internet)	x	
Gold Mine - brings younger population, immigration, investment		
Cost of living is affordable		
Rainy Lake Square	x	
Water		
Location	x	
Quality of Life		
Facilities and Services, Essential Services	x	
Cultural Opportunities / Assets	x	
Recreational Opportunities / Assets	x	
Talented people		
Caring, generous community		
Volunteers		
Snow Removal		
Small Business		
Transparency / responds to concerns.		
Diverse, functional Council		
Parks Cemeteries		
First Nation relationships		
On CN main line		
Sewer / water service		
Moving to a preventative maintenance approach		

No longer operating daycare		
MAT - revenue		
Full Time Fire Department		
Weaknesses	Repeat	Repeat 2
Maintenance of Assets / Under funding facility maintenance	x	
Staff turnover		
Aging Staff		
Silo Thinking		
External Communications		
Marketing		
Long term planning		
Engaging Youth / Young Adults		
Youth out migration	x	
Deteriorating infrastructure		
Information Technology Infrastructure in the organization		
Partnerships		
Limited land available for development / limited building lots	x	
Lack of Tourism Identity		
Location / Distance from major market	x	
Communication at every level		
Proximity to upper levels of government		
Lack of medical specialists / practitioners		
Lack of Transportation / Inter community transportation	x	
Increased rail traffic		
Poor alternate transportation routes		
Lack of low cost housing / available housing	x	
Lack of Succession Planning		
Senior Care		
Down town parking		
Infrastructure		
Some buildings in poor condition		
Boundary limits		
Labour market shortage		
Lean organization		
Parkway doesn't link to anything		
Service centre for district (we cover costs)		
Airport (we cover costs)		

Opportunities	Repeat	Repeat 2
Industry to replace mill		
Wood yard property / Re-development of wood yard		
First Nations partnerships / Economic Development w/ First Nations	x	
Point Park redevelopment	x	
Recruit skilled people		
Erin Crescent		
Expand Municipal Boundaries		
Expand Post Secondary offerings	x	
Location - proximity to USA		
Small Business		
Tourism		
Political Opportunities with sitting MP / MPP		
Youth retention		
Trade corridor		
Re-routing cross border traffic		
Cheap power (IT data centre)		
Cannabis		
Municipal Accommodation Tax		
New market entrants		
Tourism Market		
Alternative revenue sources		

Threats	Repeat	Repeat 2
Climate Change / Extreme weather	x	x
Socio economic challenges (e.g. housing costs, homelessness)	x	
Drug / Substance abuse (impact + impact to public image)		
Provincial / Federal cuts / downloading	x	x
Automation		
Online retail / outshopping	x	
Loss of tax base / MPAC reassessment	x	
Legislation / Senior government regulations	x	
Increased rail traffic		
Border traffic		
Premature closure of mine / limited life span	x	
Aging demographic		
Access to funding		
Lack of physicians		
Cost of asset management plan		
Lack of skilled workforce		
Mill Demolition		
Internal wage pressures		

5.2 SLEPT Analysis

A SLEPT analysis is a different type of environmental scan that is similar to a PEST analysis. The SLEPT measures a variety of factors (identified below) in the external environment.

Below is a table summarizing the items identified during our planning sessions.

At the present time, we are looking for additional input into these areas prior to completing the plan.

Socio-Cultural Factors	Legal Factors	Environmental Factors	Political Factors	Technological Factors
Aging Population (3x)	Provincial downloading	Extreme weather events / Climate Change (3x)	OMPF, Court Security costs are unknown until last minute	Globalization impacts our economy
Youth migration (2x)	Controlling legal costs is difficult (2x)	Short construction / tourism season	Local MPP aligned with government helps	Remote sites not connected to network (e.g. airport)
Substance abuse (3x)	Legislative changes have huge impact	Brownfield sites in community / potential contamination (3x)	Protectionism in USA - "buy America"	Fibre to premise, good connectivity promotes remote work
Growing indigenous population increasing economic incomes (2x)	Unfunded responsibilities	Smell of mill	Restructuring impacts (e.g. provincial health teams, DSSAB LHIN) (2x)	Automation - impact on jobs
Not attracting immigrants (2x)	Uncontrollable costs (DSSAB, NWHU, OPP)	On a flood plain	Doug Ford	Growing dependency means we need to invest
Lack of diverse housing options	Increased court usage and costs (2x)	Potential hazard of boundary water mining	Federal election potential new gov't (2x)	Library is point of access for those who don't have access to tech.
Unattractive properties	Increasingly litigious society (greater insurance costs) (2x)	Proximity to vast natural beauty	Student grant reduction	Marketing tool - little expenditure

Presence of local media (promote issues and events)	Lack of sitting judge	Rail traffic / risk of train derailment (2x)	Adverse political legislation	Training / Capacity to use tech to full potential
Increased homelessness / transients (2x)	Lack of crown attorney	Road traffic / transportation of dangerous goods (2x)	Partnerships and agreements with neighbouring communities	Cyber security (loss of financial / personal information) (2x)
Racism	Point Park Litigation (2x)	Natural Gas corridor	Government downloading	Connectivity (broadband / fibre)
Lack of gender equality	Legal aid cuts	Aging railway infrastructure	Geographically isolated from senior levels of government	Need to replace legacy systems in the Corporation
Increased crime and antiquated jail	Issues with cybercrime	Landfill (2x)	Reduced funding from senior levels of government	Expansion of technology is costly
Change in industry	Internet and phone scams	Large Trees		Job loss due to automation (2x)
Change in types of calls for police services	JTJ litigation	Lagoon		Cashless society
	Upcoming fire collective bargaining			Aging society is left behind
	Sale of business at daycare			Social media / website presence (2x)
	Mill Committee ongoing legal costs			Green Technology
	Pay Equity			
	TSSA compliance			
	Minimum maintenance standards			
	Facility liability risk (rentals)			
	Community safety and well being			
	Asset Management			
	AODA compliance			

6.0 Review of competitive advantages and competitive position

During our planning sessions with staff and council, questions related to our competitive position and competitive advantages were posed to participants.

6.1 Competitive Advantages

From the strengths identified, the competitive advantage can be determined, i.e. characteristics that enable the organization to achieve success relative to its competition.

- For example:
 - Tangible Assets – (e.g. Land, inventory, buildings, location, cash, technology).
 - Intangible Assets – (e.g. Human Capital, reputation, goodwill, trust)
 - Capabilities – a combination of processes and capabilities that represent the organization's capacity to exploit resources to achieve a desired result.
 - Capabilities are valuable (they help generate value / reduce cost)
 - They are rare (competitors don't have them).
 - They inimitable (can't be easily copied by competitors).
 - They can't be replaced by other substitutions.

The following reflects some of the answers identified during our planning sessions.

Competitive Advantages
Good connectivity and infrastructure – fibre optic cable to the premise in Fort Frances
Mill has environmental approval
Affordable industrial land
Relatively low housing costs
Water system with available capacity
Low hydro rates relative to most of Province - Power Agreement
Full-service community high school, post secondary, hospital, library, arena, museum, clinic.
No / low wait at border crossing
Affordable purchase price for Small / Medium Enterprise vs. building new
Short commute times
Walkable community
Pro industry community
Low crime
Outdoor lifestyle - Beautiful geography
Variety of recreation services as a community
High skilled employees (excellent service at reasonable cost)

Library is an up to date technology centre
Affordable Water Rates
Affordable Taxes
Excellent location for transportation
Largest Municipality in District
Centre of Healthcare for the District
Stability of Organization
Airport
CN rail accessibility

6.2 Competitive Position

Typically, strategies can be defined into one of five generic competitive strategies:

Low cost provider strategy – Offer lower prices than competitors, compete for a broad range of customers. Example - Wal-Mart.

Broad differentiation strategy – Specialized products that are different from competitors, but appeal to a broad range of consumers. Example – McDonald’s.

Best cost provider strategy: Offering a low cost product or service but with upscale differentiation. Targets fewer customers, but higher loyalty, and higher prices. Example – Applebee’s, Chili’s.

Focused or market niche strategy based on lower cost – Offers a niche product for a low cost. Example – Red Lobster.

Focused or market niche strategy based on differentiation – Offers a differentiated niche product customized to the tastes and requirements of a narrow market segment. Many small businesses choose this strategy, as do high end luxury products. Example – Ferrari.

In reality, as a community, and an organization, using a combination of strategies for different products and services likely makes sense. For example, a market niche differentiation strategy for tourism may hold some possibilities, while council may wish to offer other services in the most efficient way possible to keep taxation relatively affordable.

The following outlines what was identified in planning sessions

The following should identify how relates to how we position our essential services

- Provide services as efficiently as possible.
- Cover operational costs and align capital expenditures with Asset Management Plan.

- Attempt to generate additional revenue and economies of scale by selling services to neighbouring communities.
- Ensure regulatory requirements are met.
- Ensure good quality product and service offerings.

Community Services

- Run efficiently at a high standard - work to improve quality of life.
- Analyze comparator communities to identify appropriate pricing for services + rate of return.
- Promote youth programming.
- Offer unique programming at MSC, Museum, Library.
- Look to operate with least loss.
- Conduct Business Planning to determine product offerings, and pricing.

Attracting Investment

- Work with the RRFDC
- Assistance for new businesses
- Low cost power (for Ontario)
- Low cost lots
- Discussion also took place around looking at a differentiation strategy as well.

As is apparent from the above list, we are looking for further input regarding how the Town should position itself.

7.0 Implementation of the Strategy and Measuring results

Once we receive input from the participants, we will quickly work to finalize the following:

- Upon completion of the plan, managers will develop an implementation framework that will form a starting point to begin to implement the strategy. As new strategy emerges from changes in the environment, and as a result of implementing this strategy, the document should be updated to reflect this. It will never be a static document; it should be updated as often as needed. Key stakeholders should be consulted on a regular basis regarding the plan.
- Implementation will be an ongoing component.

How Results will be measured

- Results will be measured by determining key performance indicators e.g.
 - Achievement of key objectives.
 - Evidence of job creation, economic growth in community.
 - Increase in assessment value within community.
 - Review of deliverables.
 - Training, development, talent management occurring within the Corporation.
 - Generation of revenue from programs.
 - Increased participation in community programming, continuing to add users.
 - Maintaining a strong financial position.
 - Ensure that all initiatives undertaken correspond with values.
 - Regular communication with key stakeholders.

8.0 Summary

We are looking forward to receiving any feedback you might have regarding any of the following:

- Mission, Vision, Values
- Objectives
- Environmental Scan
- Competitive Advantages
- Competitive Position

Please send feedback to Jordan Forbes, Human Resources Manager, Town of Fort Frances via e-mail at jforbes@fortfrances.ca no later than February 14, 2020 at 4:30 PM CST.



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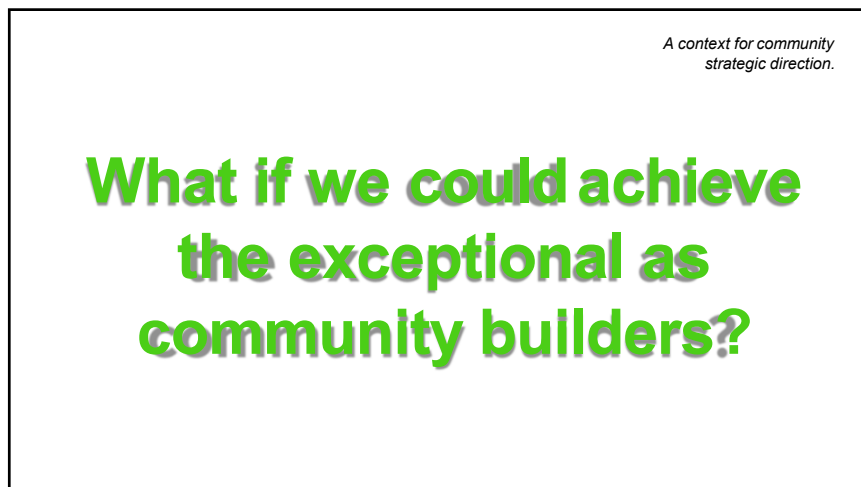
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8

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



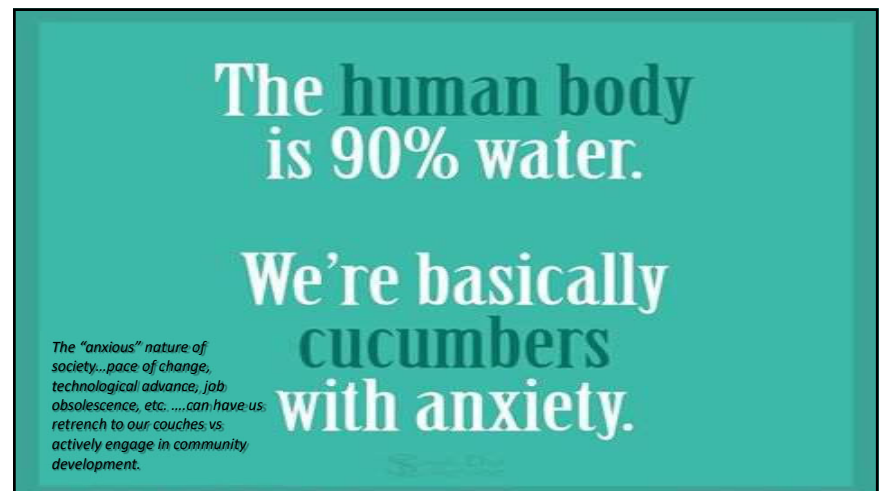
We are more connected than ever. We are lonelier than ever.

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



Research indicates human attention span is now 8 seconds (less than goldfish at 9 seconds). This reality makes community-building hard – from plan-making to communications.

17



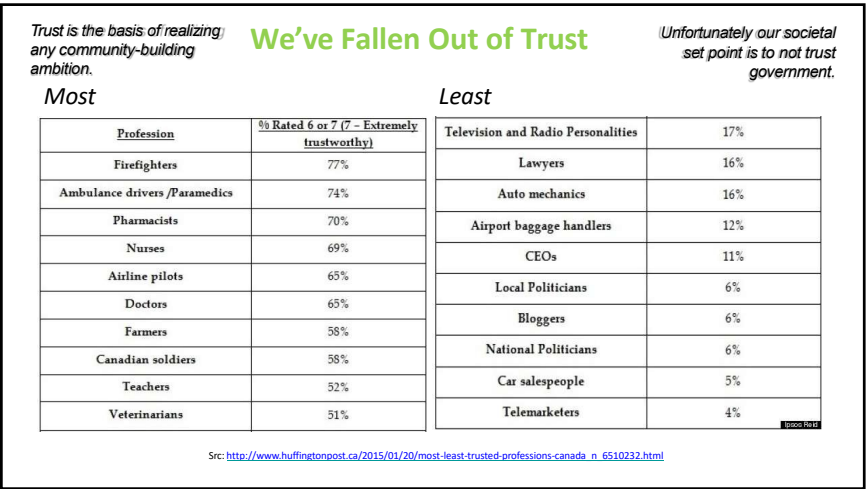
Rough proportion of eligible voters who vote in municipal elections. Our dis-engagement with municipal government is in stark contrast with the value we place on "home" and our inherent desire for our home to be an exceptional place. We deeply value it, but we have become less participatory in it over time.

18



When asked if they advise younger people to pursue a career in government as an ideal career, almost all say no. Attracting talent is a key governance challenge. We need great people to be able to achieve the exceptional.

19



20



Our standard set point attitude toward government is negative.

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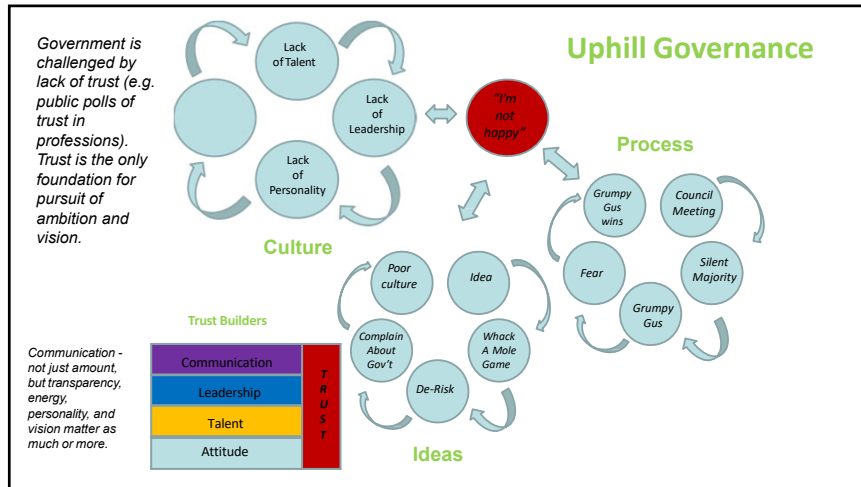
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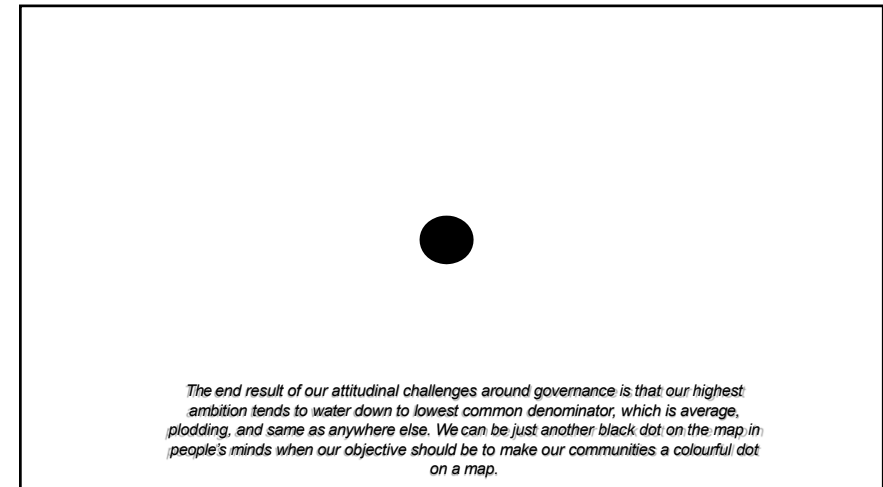
I threw a boomerang like 6 years ago and it never came back. Now I live in constant fear.

Politics is too often based in anger, or holding onto dissatisfaction with individual issues then running for office to address the issue. It results in narrow vs holistic thinking about community futures.

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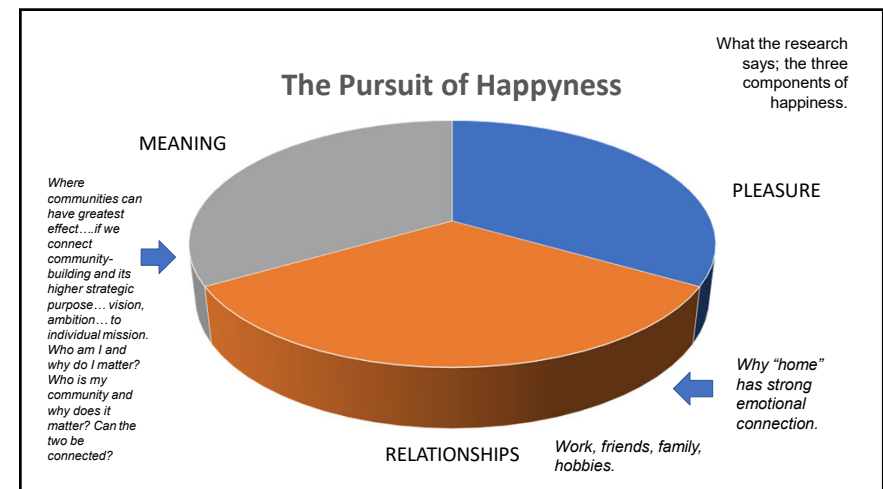
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How do we reframe community-building?

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.

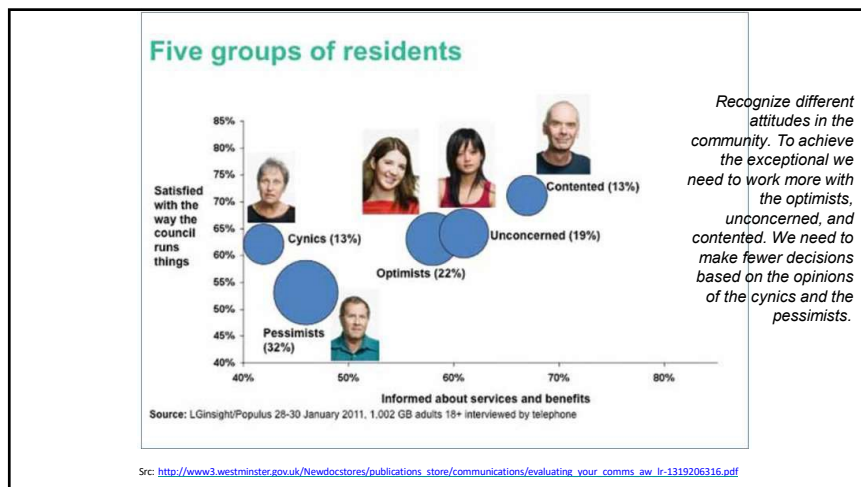
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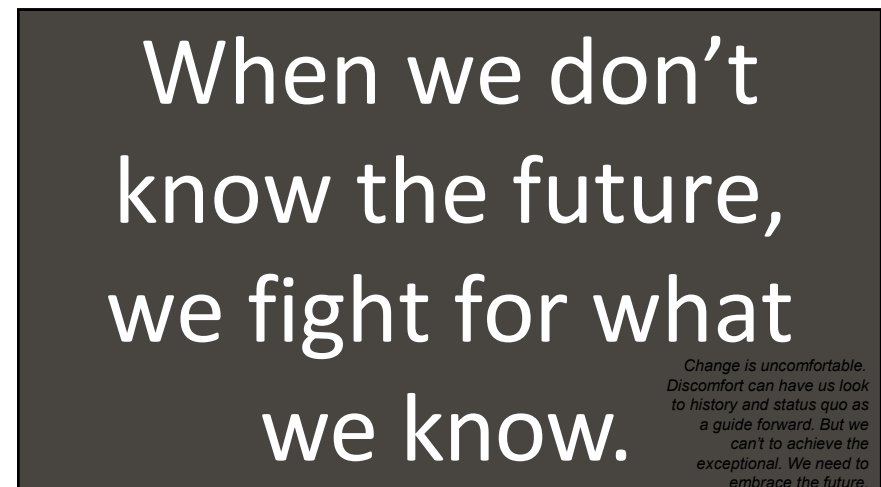
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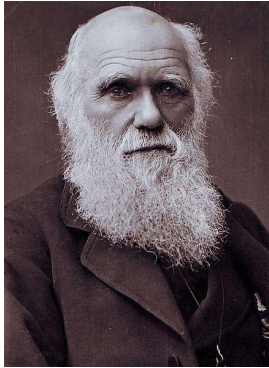
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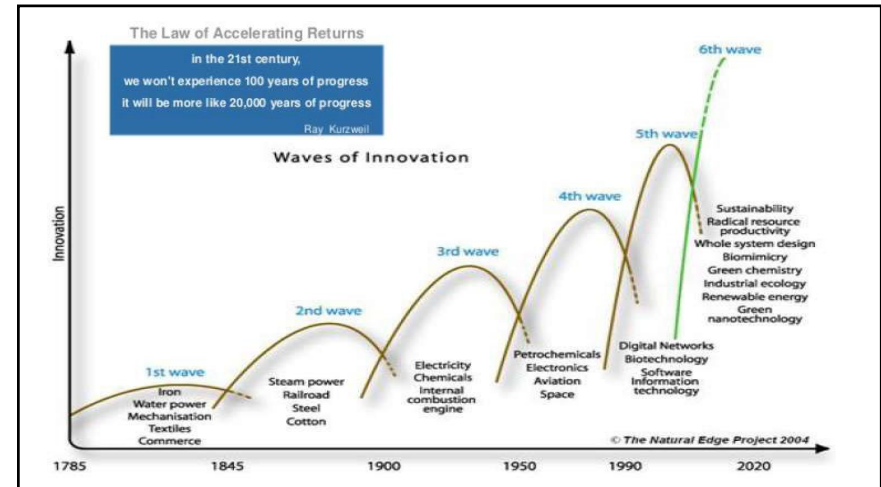
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"It is not the strongest of the species that survives, or the most intelligent that survives. It is the one that is most **adaptable** to change."

Charles Darwin

37



38

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

DARE TO BE DIFFERENT



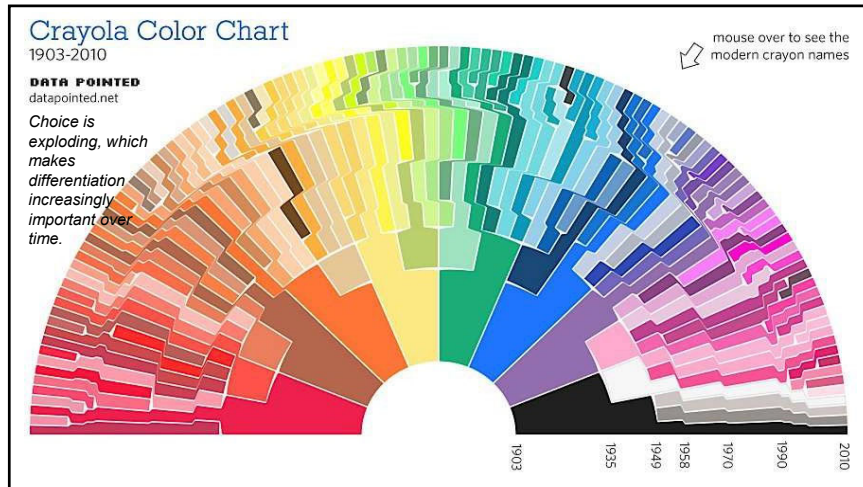
There are two kinds of people in this world. You. And everyone else.

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



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



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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.

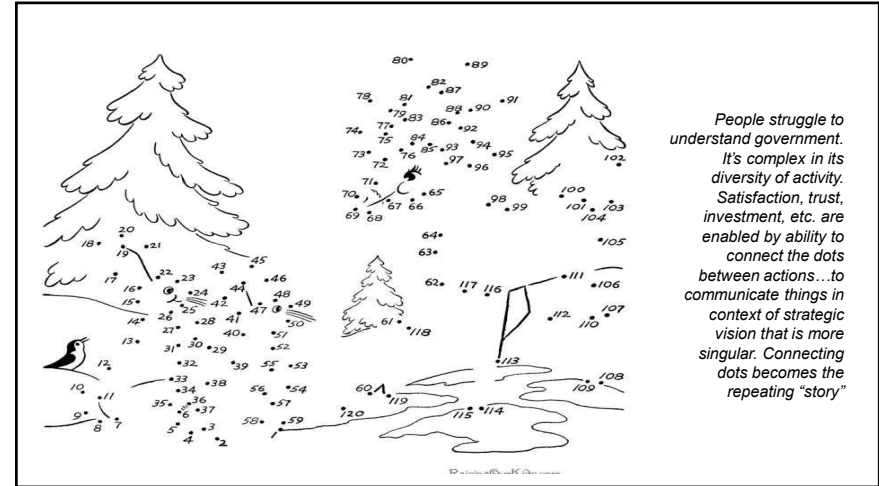
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There are ONLY 3-5 unique experiences/value proposition elements (e.g. each of tourism products, investment attraction, quality of life specifics) that distinguish a community from other places. Focus on enhancing these....and focus communications on these.

The HIGH FIVE Rule



57



People struggle to understand government. It's complex in its diversity of activity. Satisfaction, trust, investment, etc. are enabled by ability to connect the dots between actions...to communicate things in context of strategic vision that is more singular. Connecting dots becomes the repeating "story"

58

The Shark and the Goldfish Paradox

The Shark: More Bravery=Less Consensus

The Goldfish: Communities Must Be Creatively Brave To Get Noticed

There is no way around this paradox other than to understand it and to communicate it those who are resistant to the aggressiveness of your message.



59

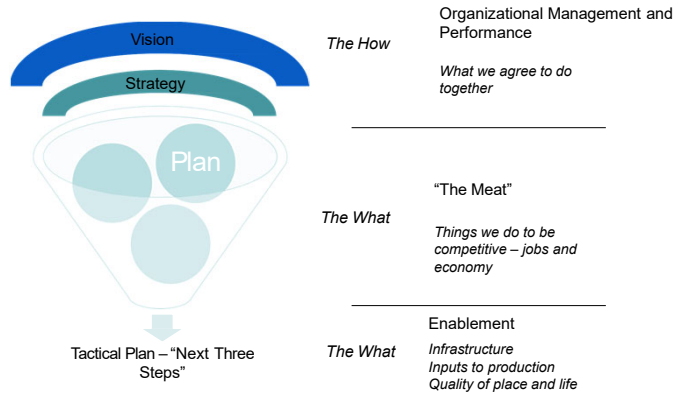
Why Most Plans Fail

- No single, simple story/vision/strategy
- Too general vs solve a key challenge
- Doesn't differentiate/pursue "proud"
- Lack of tangible action
- No way to measure



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

City of International Falls
MINNESOTA



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-

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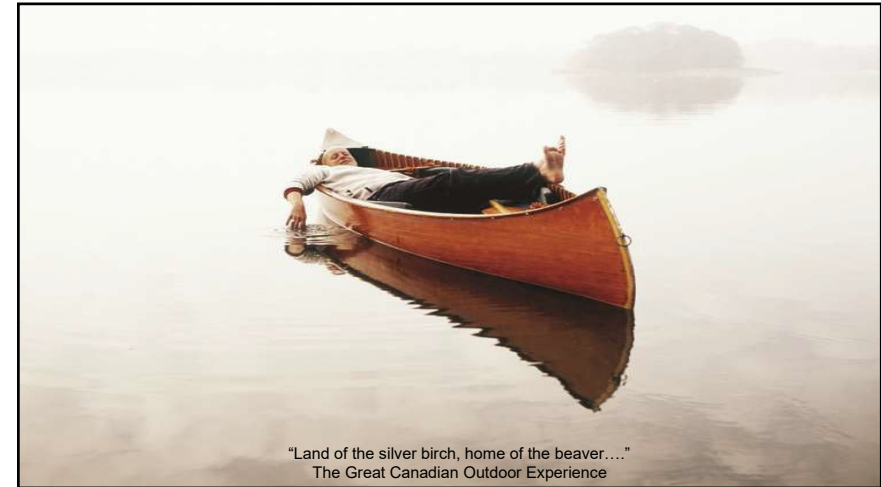


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BRAND ESSENCE – “SALESMANSHIP”

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



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

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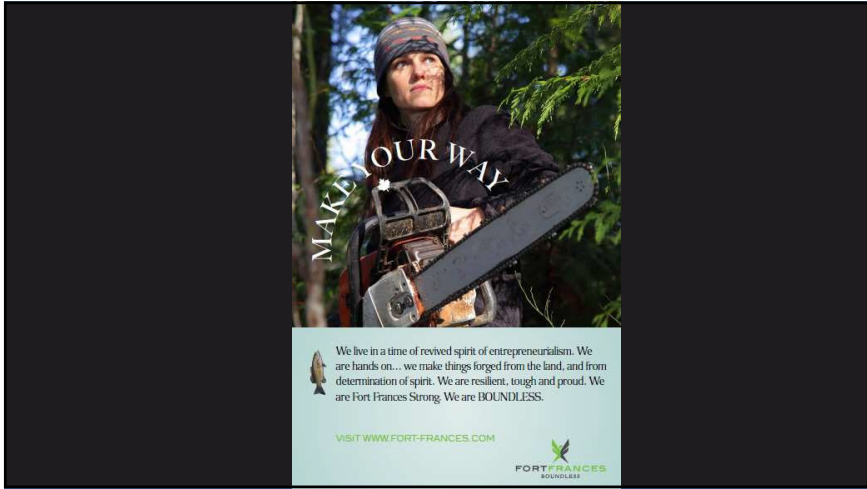
We use our “natural” value proposition, but in a more differentiated way through use of humour, bolder messaging, more audacity, and de-connect to reconnect/angst of concrete jungle living storytelling.

Said More Facetiously But Insightfully About Nature....

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

Will Ferrell, Twitter, May 14, 2013

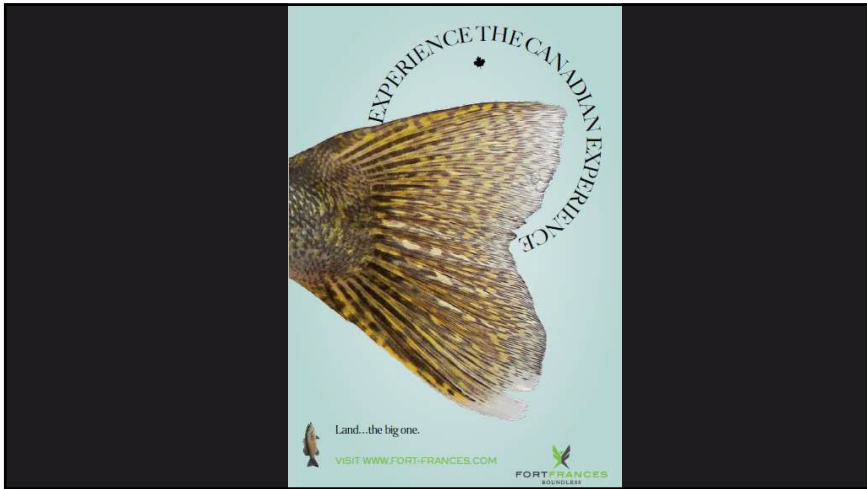
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Telecommunications

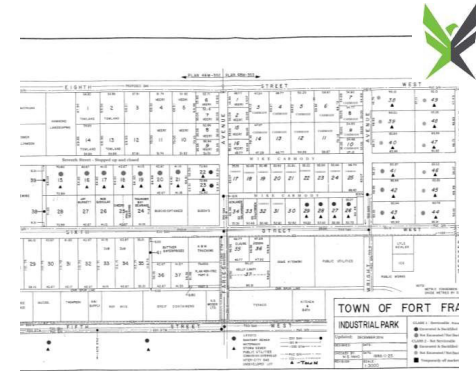
- Upgrades DSL and Cable Fiber Optics



85

Fort Frances Industrial Park

Remaining: Railroad and 1 lot



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Go Local

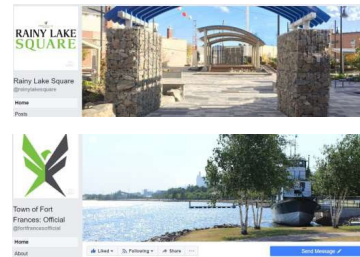
- 5 years old
- 3 million points
- 30 members
- Continues to grow annually



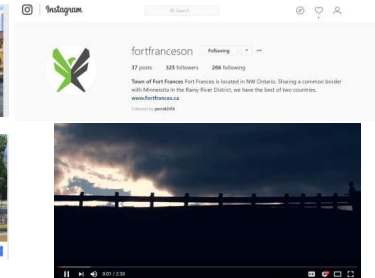
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Digital Footprint

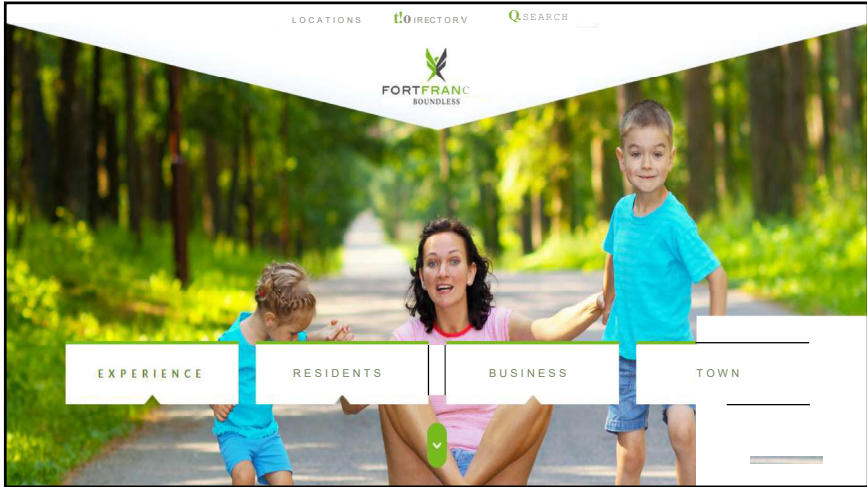
4 Facebook Pages



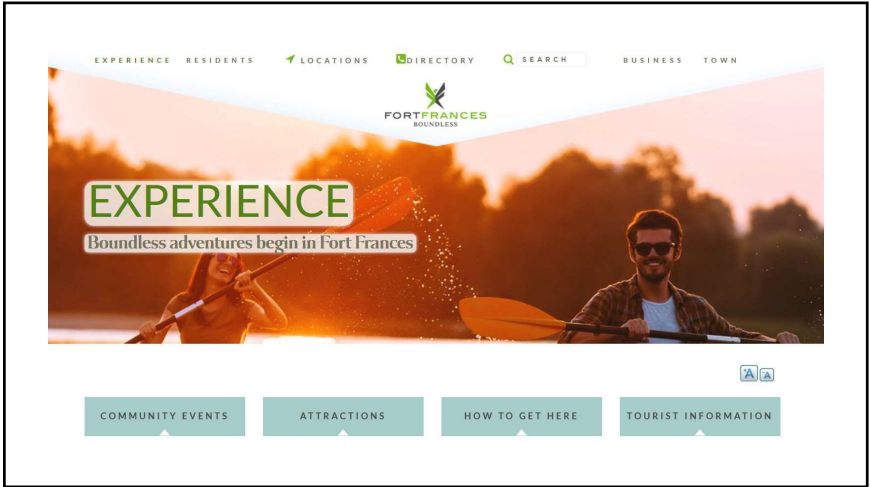
Instagram/Twitter



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Billboard - Highway 11 East - Quetico

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Billboard - Highway 11 East - Quetico

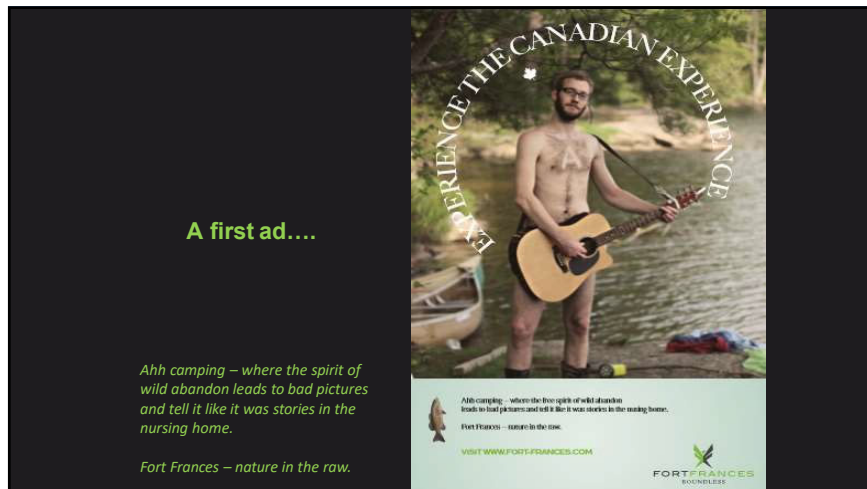
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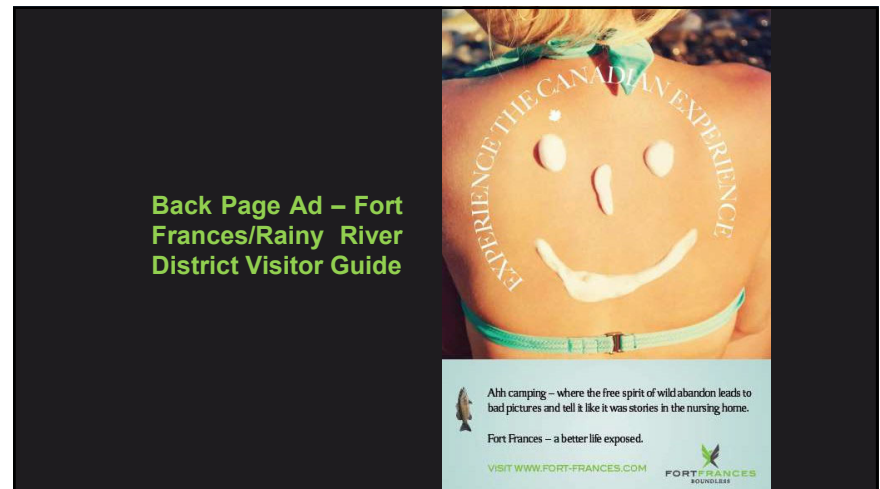
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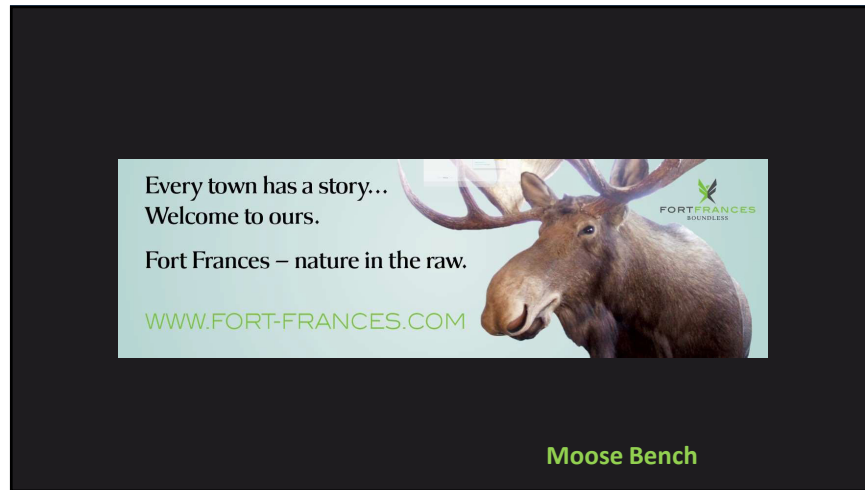
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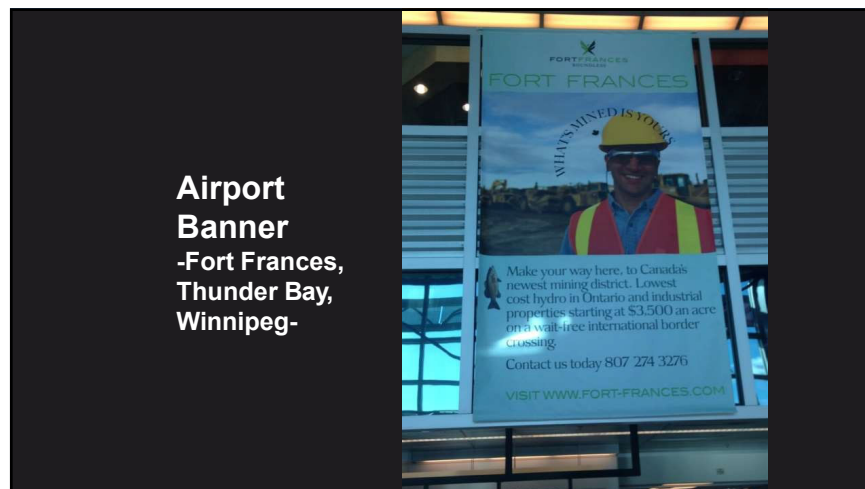
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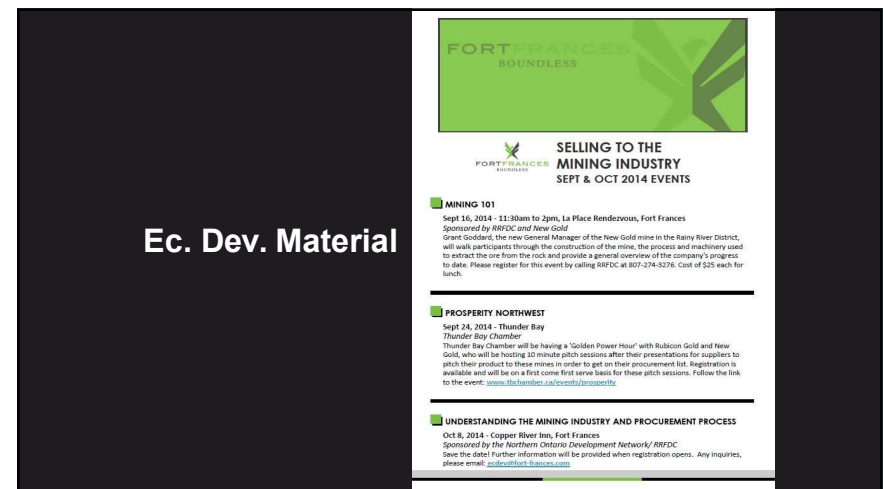
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- Council of the Town of Fort Frances adopted the **"Incredible Community - Boundless Opportunity"** strategic plan on August 31, 2015.
- Two Videos
 - Business - <https://www.youtube.com/watch?v=rL3cJ7v6DKM> – Dec. 2015 – 1200 views.
 - Boundless - <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).

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Tourism Centre



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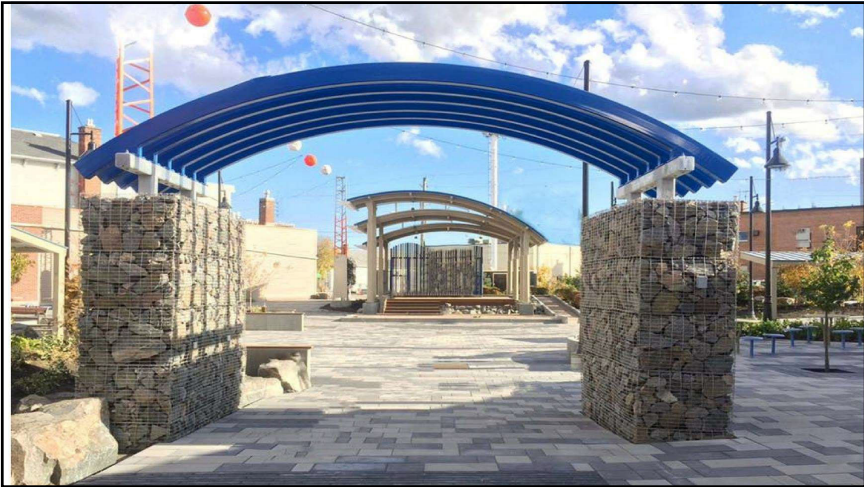
Rainy Lake Square



RAINY LAKE SQUARE

109

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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.

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Property Values



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



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Fort Frances
Brand
-Where To From Here-

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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

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Q1 Challenges & Opportunities -Council Strategic Plan

Workshop
prioritizing
of Council
Strategic
Plan
Initiatives -
2016

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

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

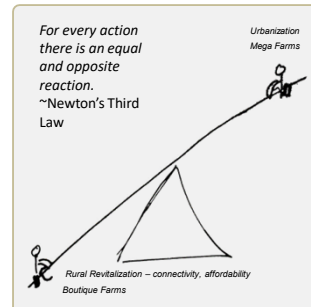
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RURAL RULES!

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".

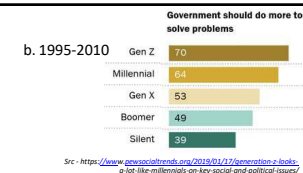


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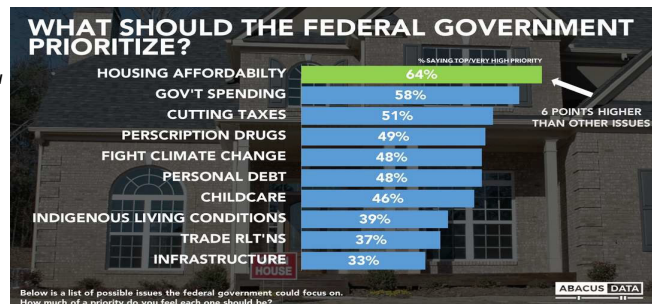
Millennials

-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.



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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

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


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.

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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.



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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...

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Quality of Place Factors

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.

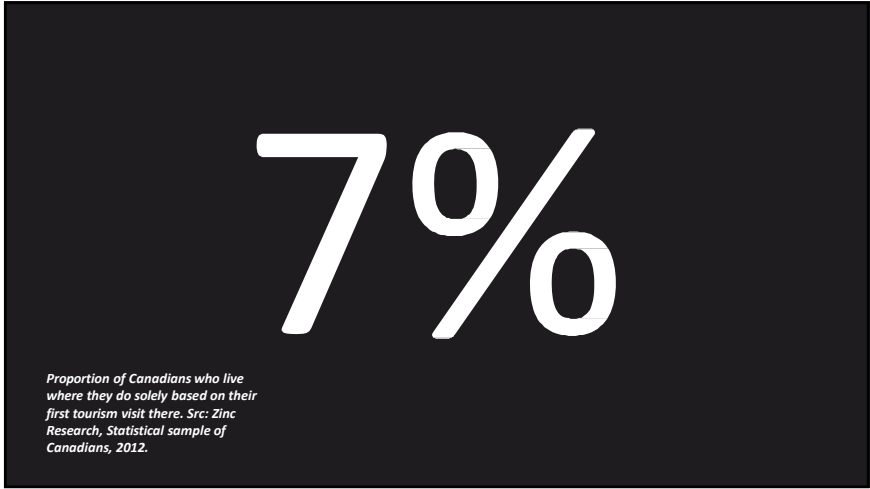
What do Tourists Notice about a Vacation Destination?

(Multiple Responses)

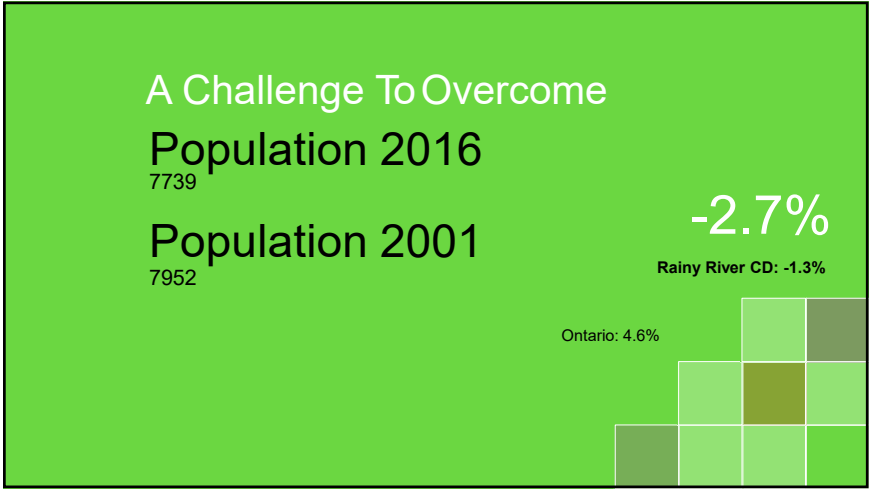
Cleanliness of Public Spaces	70%
Quality of Life of Local Residents	62%
Cost of Living	56%
Cost of Housing	54%
Infrastructure, such as Roads and Bridges	47%
Public Transit	45%
Diversity of Population	42%
Vibrant Arts and Culture Scene	40%
Crime Rate	39%
Employment Prospects	30%
The State of the Economy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

Base: Persons who visited community they reside in first as a tourist (21% of Adult Canadians, n=202)

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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.

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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

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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, 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.

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A FORESTRY INNOVATION AGENDA


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

- Lingnin 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/>)


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 **Rynic**

Chris Fields, Principal

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

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