

TOWN OF FORT FRANCES

Economic Development Executive Committee

AGENDA - May 5, 2021, 12:00 PM

MEETING - Civic Centre

Session #4

Microsoft Teams meeting

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1. **Call to Order /Roll Call**
2. **Disclosure of pecuniary interest and the general nature thereof**
3. **Approval of Previous Committee Minutes**
 - 3.1 Session no 3 - 07 April 2021 3 - 4
4. **Items Referred from Council - None**
5. **New Business**
 - 5.1 Taxation Report 5 - 12
6. **Outstanding Items**
 - 6.1 Ranier Bridge 13 - 19
 - 6.2 Standing items for future review:
 - OREA White Paper Small Towns Big Opportunities - *D. Brown/T. Drysdale to obtain further information re action plan/seeking organizations that can assist in lobbying*
 - Capital Priorities per Tourism Plan - *Further information to follow*
 - Winnipeg to Thunder Bay tourism route initiative - *Work in progress*
 - Cross Border Fishing Activity - *Mayor Caul to follow up with affiliated representatives.*

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7. <u>Information</u>	
7.1 Regional Relief and Recovery Fund (RRRF)	20 - 25
7.2 TOFF 2 year workplan REPORT to EDEC	26 - 28
7.3 MAT Municipal Report	29 - 30
8. <u>In-Camera - None</u>	
9. <u>Adjourn / Next Meeting Date 09 June 2021</u>	

TOWN OF FORT FRANCES

MINUTES

SESSION NO. #3

April 7, 2021

The meeting of the Economic Development Executive Committee of the Town of Fort Frances was held in the committee room and virtually on April 7, 2021 from 1200 to 1321 hrs.

PRESENT: Chairperson D. Judson, Councillor J. McTaggart (Vice-Chair) Councillor M. Behan and Mayor J. Caul (ex-officio)

ALSO PRESENT: D. Brown, CAO, C. Vangel, CBO / Municipal Planner, T. Drysdale, Economic Development Consultant, G. Gillon, RRFDC, J. Ruppenstein, CAO, Fort Frances Power Corporation, J. Forbes, Human Resources Manager, D. Cridland, J. Pryde, L. Slomke, Clerk, K. Haney, Deputy Clerk, Randy Thoms, B93, Merna Emara - Fort Frances Times

REGRETS:

1. Call to Order/Roll Call

1.1 Meeting called to order at 1200 hrs

2. Disclosure of pecuniary interest and the general nature thereof - none

3. Approval of Previous Committee Minutes

3.1 Session no. 2 - 03 March 2021 - Accepted as presented

4. Items Referred from Council - None

5. New Business

5.1 International Falls Border Crossing Data - Accepted as presented. Will continue to monitor

6. Outstanding Items

6.1 Ranier Bridge - Discussion held. Engagement of local parties for consideration of U.S. aspirations. Written communication to be initiated by Mayor to Rainier township.

6.2 OREA White Paper Small Towns Big Opportunities
Item brought forward to NOMA via Councillor Brunetta
Follow up to be sought from Councillor Brunetta
D. Brown to work with T. Drysdale to obtain further information to assist determining action plan and in seeking organizations that can assist in lobbying.

6.3 Standing items for future review:
- Large Industrial Tax Rate - Report will be provided next meeting
- Capital Priorities per Tourism Plan - Further information to follow
- Winnipeg to Thunder Bay tourism route initiative - Work in progress
- Cross Border Fishing Activity - Mayor Caul to follow up with affiliated representatives

7. Information

7.1 TOFF 2 year workplan - Tannis Drysdale - Accepted as received

7.2 Action Canada/Public Policy Forum: Place-Based Policy Options for Entrepreneurship in a Post-COVID Canada - Councillor Judson - Discussion held. Query procurement as future item at EDEC.

8. In-Camera - None

9. Adjourn @ 1321 hrs / Next Meeting Date - 05 May 2021

Executive Committee Chair

D. Brown, CAO



A Review of Large Industrial Class Tax Ratio

How Taxes are Calculated

Municipal property taxes are calculated using a formula of assessment X tax rate/ratio. Municipal Property Assessment Corporation determines the assessment amounts. This is an estimate of the properties value if sold. The tax ratio is set by municipal governments and varies based on the use of the property. Tax ratios allow municipalities to shift the tax burden among different property classes, subject to ranges of fairness established by the Province.

Tax ratios have been the subject of much discussion and debate. It is common in Ontario for property taxes to favour single-family residential properties over commercial and industrial properties. Some have argued that every dollar of assessment should be taxed at the same rate, that it is unfair to tax a dollar of assessment differently depending on the property class. The proponents of this argument also typically put forward that the large discrepancies that exist between residential classes and commercial and industrial taxes are because there are more votes to be obtained by lowering taxes for those with properties in the residential classes than can be obtained by doing the same for commercial or industrial classes. This review will not investigate whether all classes should be taxed the same but rather will examine the competitiveness of Fort Frances' tax ratio for its Large Industrial class.

The Harris government in Ontario established new policies that set a range of fairness that municipalities were required to move towards. As a result of this policy change many municipalities have moved closer towards those ranges of fairness.

Taxes are one important factor that influence the location decisions of new and expanding firms. But it is not the only factor. Location decisions are typically complex and include such considerations as:

- Proximity to clients, vendors and resources
- Accessibility and transportation
- Rent, maintenance and utility costs
- Cost of suitable land
- Cost of labour
- Property taxes
- Desirability of community for employees/ability to recruit

Ensuring competitive property taxes alone is not enough to attract and retain businesses. A municipality must be competitive in all the factors above and have a positive business climate.

The Fort Frances Situation in Context

According to the most recent Financial Information Review filed with the Ministry of Finance (2019) the tax ratios for the Town of Fort Frances for Commercial, Industrial and Large Industrial are as follows.

Local	Tax Ratios		
	Commercial	Industrial	Large Indust.
Fort Frances	1.967217	2.823341	7.240504

Using the same source and year, here are the same tax ratios for a list of comparable municipalities in southern Ontario.

Ontario Comparables	Tax Ratios		
	Commercial	Industrial	Large Indust.
Gravenhurst	1.100000	1.100000	1.100000
Guelph Eramosa Township	1.491000	2.400000	2.400000
Kincardine	1.233100	1.747700	1.747700
Leeds and the Thousand Islands	1.346400	1.811400	1.811400
Meaford	1.306940	1.858187	1.858187
Minto	1.491000	2.400000	2.400000
South Stormont	1.634027	2.063433	4.143248
Tay	1.252100	1.347567	1.347567
The Municipality of Grey Highlands	1.306940	1.858187	1.858187
Wellington North	1.491000	2.400000	2.400000
AVERAGE	1.365251	1.898647	2.106629

There are two important things to note. First, all but one of these comparable communities (South Stormont) has the same tax ratio for Large Industrial as it does for Industrial. Of those with the same tax ratio, four of them have not created a Large Industrial property class. This is an optional class that these municipalities have opted not to have.

Second, comparing Fort Frances with these Ontario municipalities shows that the average tax ratios for all three of these classes in Fort Frances are significantly higher than the average of these comparable communities. In the case of the Commercial class, Fort Frances has a tax ratio that is 44.1% higher. The Industrial class is similar, with a ratio in Fort Frances that is 48.7% higher. While both are significantly higher, the greatest difference is with the Large Industrial class. The Large Industrial class tax ratio is 243.7% higher in Fort Frances than in these comparators.

Historically, communities in Northern Ontario that had employers in the Large Industrial class such as paper mills, steel mills or mines and mining facilities also had high tax ratios for Large Industrial. Part of the thinking was that these companies were very profitable and had outside owners, sometimes even outside of Ontario. A higher tax ratio on these properties meant more of the revenues from Northern Ontario's resources would be kept local. In many ways, when employees unionized in these facilities and collectively bargained for wages significantly higher than the average wage, they were also attempting to retain some of those resource revenues, in this case for the employees.

Through the early 2000's the Town of Fort Frances reduced the Large Industrial ratio, but the impact of significant assessment changes prompted some municipalities to reverse these gains to level revenue.

Fort Frances 2019	Tax Ratios		
	Commercial	Industrial	Large Indust.
AVERAGE	1.967217	2.823341	7.240504

Fort Frances 1999	Tax Ratios		
	Commercial	Industrial	Large Indust.
AVERAGE	2.990000	3.118200	5.238400

The tax ratio for Commercial class properties in Fort Frances came down by 34.2% over the last two decades. The 2021 rate is 1.943520. The Industrial tax ratio has been reduced by 9.5%. However, this is still 31.7% higher than the average of the Ontario comparators. The biggest change over this period is with the Large Industrial class. In this class Fort Frances has raised its tax ratio by 38.2% and has a tax ratio that is almost four times as high as the Ontario comparators listed previously in this report.

Compared to Northwestern Ontario comparators the Fort Frances tax ratio for Large Industrial is also very high. The main outlier in these comparators is Dryden.

Northwestern Ontario Comparables	Tax Ratios		
2019	Commercial	Industrial	Large Indust.
Dryden	1.8586800	1.5000000	7.9646020
Kenora	2.1521640	2.1297610	2.7702310
Red Lake	1.9800000	3.8557340	3.8557340
Sioux Lookout	1.7407000	2.6300000	2.6300000
AVERAGE	1.9328860	2.5288738	4.3051418

Northwestern Ontario Comparables	Tax Ratios		
2000	Commercial	Industrial	Large Indust.
Dryden	1.8030000	2.4780000	4.4326000
Kenora	1.9928000	3.4727000	3.4727000
Red Lake	1.7690000	2.6346000	2.7460000
Sioux Lookout	1.7407000	3.0591000	3.0591000
AVERAGE	1.8263750	2.9111000	3.4276000

But this fits entirely with the historical reasons noted above for a high tax ratio for Large Industrial in many communities in Northern Ontario because Dryden has the Domtar mill. Factor out Dryden and the average is 3.0853217, less than half of the ratio in Fort Frances.

We can also see that Large Industrial tax ratios for comparable municipalities in Northwestern Ontario have gone down by 10.0% since 2000. Tax ratios for the Industrial class have gone down 13.1%. And Commercial class ratios have gone up by 5.8%.

Municipality	Residential Tax Rate	Commercial Tax Ratio
Winkler (12591)	0.0288100	1.3391184
St. Clements (10876)	0.0254700	1.3474676
Morden (8668)	0.0227800	1.0000000
Steinbach (15829)	0.0283200	1.3125000
Ritchot (6,679)	0.0307700	1.0000000
AVERAGE	0.0272300	1.1998172

Fort Frances is also uncompetitive when compared to Manitoba rates.

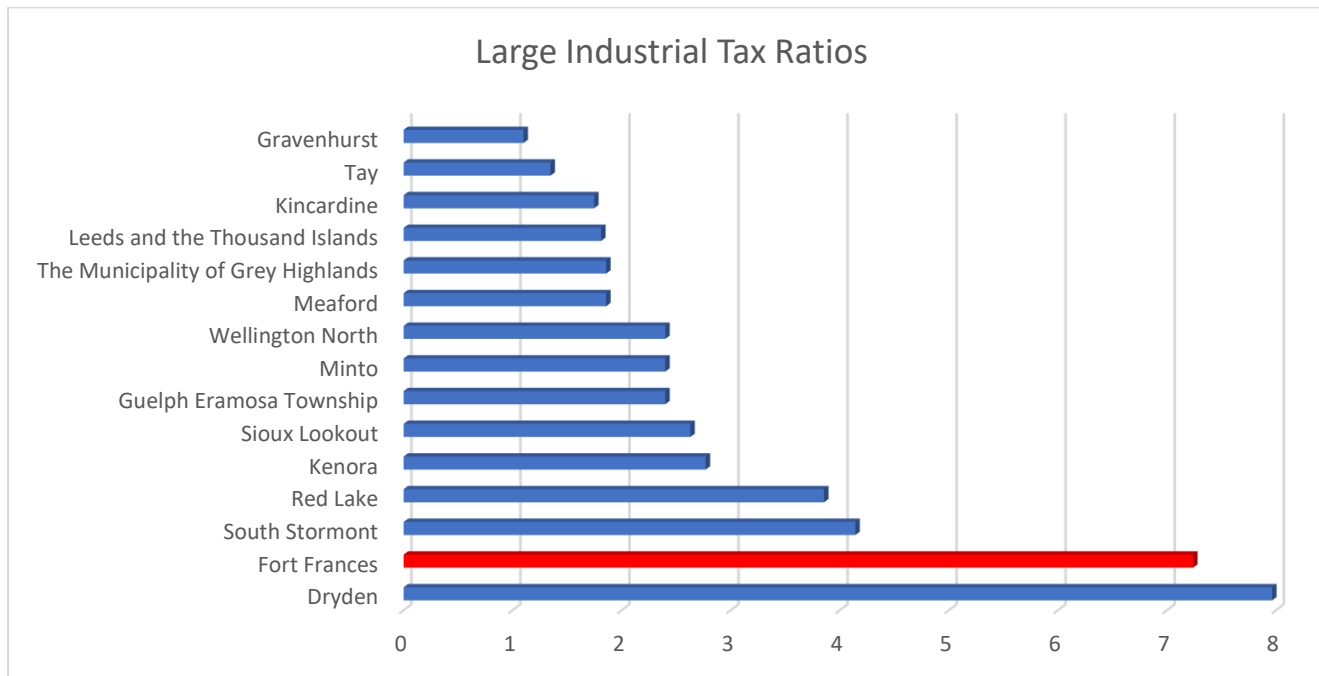
Community Improvement Plan Incentive

The Town of Fort Frances has been innovative and was one of the first communities in Ontario to create a Community Improvement Plan with board planning powers that allow the municipality to partner with commercial and industrial development to encourage new investment. The Town utilized these tools to assist the pulp and paper mill in building the Biomass Generator. These tools allow for a short-term reduction in the taxes payable but don't address over all fairness.

2021 Current Tax Ratio Fort Frances

Industrial 6.954301
Large Industrial 6.781534

Cost Implications and the Path Forward



Two significant factors provide the community with an ideal opportunity to realign this property tax classification ratio.

- The closure and demolition of the Pulp and Paper Mill
- The need to attract new industry to the community.

In 2001 the municipal taxation achieved from large industrial was approx. \$1.7 million

Today the taxation achieved is \$215,609.

Leveling Large Industrial to the Industrial rate would result in a net loss of \$130,570 or a 1.14% general tax increase.

Recommendations

The Economic Development Advisory Committee recommends that the Administration and Finance Committee review the current ratio and find a path in the 2022 tax year to level Industrial and Large Industrial Classes. Further the Committee encourages the Town to build a multi year plan to create a competitive Industrial ratio similar to that of Dryden.

Reference Chart

Municipality	Population	Residential Property Tax Rates				Tax Ratios			
		Lower Tier	Upper	Education	Total		Commercial	Industrial	Large Indust.
Local									
Fort Frances		0.01682625		0.00161000	0.01843625		1.9672170	2.8233410	7.2405040
Northwestern Ontario Comparables									
Dryden	7749	0.01583049		0.00161000	0.01744049		1.8586800	1.5000000	7.9646020
Kenora	15096	0.01211057		0.00161000	0.01372057		2.1521640	2.1297610	2.7702310
Red Lake	4107	0.01346676		0.00161000	0.01507676		1.9800000	3.8557340	3.8557340
Sioux Lookout	5300	0.01904595		0.00161000	0.02065595		1.7407000	2.6300000	2.6300000
AVERAGE		0.01511344		0.00161000	0.01672344		1.9328860	2.5288738	4.3051418
Ontario Comparables									
Gravenhurst	12311	0.00453610	0.00285850	0.00161000	0.00900460		1.1000000	1.1000000	1.1000000
Guelph Eramosa Township	12854	0.00260652	0.00617506	0.00161000	0.01039158		1.4910000	2.4000000	2.4000000
Kincardine	11729	0.00677835	0.00389693	0.00161000	0.01228528		1.2331000	1.7477000	1.7477000
Leeds and the Thousand Islands	9465	0.00392731	0.00370869	0.00161000	0.00924600		1.3464000	1.8114000	1.8114000
Meaford	10991	0.00775870	0.00357933	0.00161000	0.01294803		1.3069400	1.8581870	1.8581870
Minto	8671	0.00544891	0.00617506	0.00161000	0.01323397		1.4910000	2.4000000	2.4000000
South Stormont	13110	0.00446871	0.00579000	0.00161000	0.01186871		1.6340270	2.0634330	4.1432480
Tay	10033	0.00664567	0.00278999	0.00161000	0.01104566		1.2521000	1.3475670	1.3475670
The Municipality of Grey Highlands	9804	0.00569505	0.00357933	0.00161000	0.01088438		1.3069400	1.8581870	1.8581870
Wellington North	11914	0.00481749	0.00617506	0.00161000	0.01260255		1.4910000	2.4000000	2.4000000
AVERAGE		0.00540673	0.00458360	0.00161000	0.01160033		1.3652507	1.8986474	2.1066289

This report was prepared with research by Northern Community Development Solutions, analysis by Derik Brandt Consulting and Tannis Drysdale Consulting.

From: [Douglas Judson](#)
To: [Karyn Haney](#)
Cc: [Doug Brown](#)
Subject: Fw: [External] Fw: Letters to Stauber and Klobuchar
Date: Monday, April 26, 2021 4:22:04 PM
Attachments: [4700_001.pdf](#)
[image001.png](#)

Hello Karyn:

Can you please add the attached document and below email to the EDEC agenda for our next meeting? I think it can be added to the outstanding item related to the Ranier Bridge.

Sincerely,

Douglas W. Judson
Councillor
Town of Fort Frances

320 Portage Avenue, Fort Frances, ON P9A 3P9
Town Office: 807.274.5323 | Direct: 807.861.3684
djudson@fortfrances.ca | www.fortfrances.ca

From: cityofranier@frontiernet.net <cityofranier@frontiernet.net>
Sent: Friday, April 23, 2021 11:29 AM
To: June Caul <jcaul@fortfrances.ca>; Douglas Judson <djudson@fortfrances.ca>
Subject: [External] Fw: Letters to Stauber and Klobuchar

[EXTERNAL] Don't click links or attachments unless you recognize the sender and know the content is safe. You can forward suspicious messages to support@fortfrances.ca.

Attached are the letters that were sent to Senator Klobuchar and Congressman Stauber regarding the CN international rail bridge between Ranier and Fort Frances. Mayor Wagner would like to co-author a letter with the Fort Frances leaders to send to CN requesting a bike/pedestrian bridge be built on the new CN international rail bridge into the Port of Ranier. Mayor Wagner has spoken with the US Customs Port Authority Director Tony Jackson who was amenable to the idea. Mayor Wagner cited the economic benefits of having foot traffic between the two cities. Have you been able to reach out the Canadian Customs director in Fort Frances to discuss the pedestrian bridge idea, also?

When reading the letter from RLPOA's Craig McKenzie, he raises several issues. However, he didn't address the issue of when and how the bridge can be lifted for larger boats. Has everyone given up on the idea that the CN bridge can impend navigation on an international waterway?

Would you like to begin the authorship of the letter weighing in with the issues and views of the city of Fort Frances?

Thank you and have a wonderful weekend!

Sherril Gautreaux

City Administrator
City of Ranier
PO Box 186
Ranier, MN 56668
218-286-3311
www.raniermn.govoffice2.com

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----- Forwarded Message -----

From: Lexi Brewinski <l.brewinski@wagnerconstructioninc.com>

To: cityofranier@frontiernet.net <cityofranier@frontiernet.net>

Sent: Tuesday, January 26, 2021, 12:43:57 PM CST

Subject: Letters to Stauber and Klobuchar

Good afternoon Sherril-

Dennis asked me to send these letters to Representative Stauber and Senator Klobuchar. He wanted you to have a copy. They will go out in the mail this afternoon.

Thank you-

<p>Lexi Brewinski Project Coordinator Direct: 218.283.1872 Fax: 218.283.1043</p> <p>Wagner Construction, Inc. 3151 Highway 53, International Falls, MN 56649 Main: 218.283.3700 www.wagnerconstructioninc.com</p>	
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THIS MESSAGE IS INTENDED FOR THE USE OF THE PERSON TO WHOM IT IS ADDRESSED. IT MAY CONTAIN INFORMATION THAT IS PRIVILEGED, CONFIDENTIAL AND EXEMPT FROM DISCLOSURE UNDER APPLICABLE LAW. If you are not the intended recipient, your use of this message for any purpose is strictly prohibited. If you have received this communication in error, please delete the message and notify the sender, so that we may correct our records. Thank you for your cooperation.

CITY OF RANIER, MINNESOTA

January 26, 2021

Representative Pete Stauber
5094 Miller Trunk Hwy
Hermantown, MN 55811

Representative Stauber:

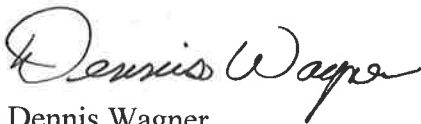
Following discussions with Craig McKenzie, representative of RLPOA, I am forwarding his letter along with my concerns regarding the proposed new CN bridge project. I have identified the following interested parties involved in the project as CN, the City of Ranier, the City of Fort Frances, ONT, U.S. Customs and Immigration, RLPOA, and the Koochiching Band of Ojibwa in Fort Frances, ONT. Regarding my concerns as Mayor of Ranier, a date to host a meeting with all affected parties is requested.

Included with the items listed in Mr. McKenzie's letter, are the following concerns involving the City of Ranier:

1. How increased noise and lighting will be handled
2. Safety warning system in case of hazardous spills or leaks
3. Pedestrian crossing as volume of trains increase
4. Parking and traffic congestion

Because I do not have a list of the potential concerns of the other parties involved, a meeting would be appropriate to discuss all issues. It is critical to hear from the parties affected to ensure these concerns be engineered into the design, eliminating costly changes. Early planning and collaboration are the best way to discover possible issues and doing so will ensure congruence and ease in a project that will have a lasting effect on all involved. If you have any plans to visit the area, we can schedule a time to meet that coincides with your travels. Please contact me with any questions or ideas.

Sincerely,



Dennis Wagner
218-244-5876
Mayor – City of Ranier

Cc: Senator Amy Klobuchar

CITY OF RANIER, MINNESOTA

January 26, 2021

Senator Amy Klobuchar
Olcott Plaza, Room 105
820 9th Street North
Virginia, MN 55792

Senator Klobuchar:

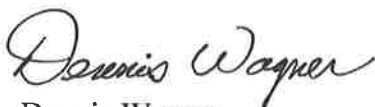
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Included with the items listed in Mr. McKenzie's letter, are the following concerns involving the City of Ranier:

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6. Safety warning system in case of hazardous spills or leaks
7. Pedestrian crossing as volume of trains increase
8. Parking and traffic congestion

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Sincerely,



Dennis Wagner
218-244-5876
Mayor – City of Ranier

Cc: Representative Pete Stauber



SENT VIA EMAIL & USPS

January 25, 2021

Ricardo Rodriguez
Supervisor of Movable Bridge for the U.S.
Canadian National Railway
Attn: Bridge Department
1141 Maple Road
Joliet, Illinois 60432

Dear Mr. Rodriguez,

I would like to begin by thanking you for the generous amount of time you have spent with me discussing the Ranier Bridge Project (the "Project") in the town of Ranier, Minnesota. As you are already aware, I am writing on behalf of the Rainy Lake Property Owners Association (RLPOA) where I am a board member. The RLPOA exists to discharge the following actions as an informed advocacy group representing the resident and business Members surrounding Rainy Lake in both the US and Canada:

- a) Monitor, advise and make recommendations related to water levels and water quality and other characteristics in the Membership Region of Rainy Lake;
- b) Communicate and collaborate with other organizations, private entities and governmental agencies to solicit support and coordinate our efforts;
- c) Disseminate information to the Members and educate the public on issues related to the mission of the Association;
- d) Represent the Members of the association in various forums and to other organizations, private entities and governmental agencies which might affect the level and quality of Rainy Lake.

We believe your Project falls within our purview and are engaging you accordingly.

In the course of our discussions, I also introduced Mr. Dennis Wagner, a resident, business owner, and mayor of Ranier, Minnesota. In his capacity, Mr. Wagner represents the residents of the Ranier who co-exist with the railroad and local border-crossing operations of the CN. Given the town's interests regarding the bridge crossing are aligned



with those of the RLPOA, Mr. Wagner has agreed to coordinate his efforts with us. As such, I will be consulting him and his board counsel for input in our future communications with the CN.

Even though your project is five or so years out, the RLPOA believes it is important to engage you now to ensure our views are understood while there is time to influence your process. I offer the following comments and observations as our position on the Project:

1. In the construction of the existing Ranier Railroad Bridge in 1908, the rubble and discarded rock resulting from the construction blasting raised the lake bottom through the narrow and, as a result, caused a weir to form that backs up water flow. In calm lake conditions, the weir contributes to the current and eddies that impact boat traffic. At times when flooding is occurring, the weir contributes to water backing up and spreading laterally along the Fort Francis jetty. In the Project, we would like to understand what remedial actions, if any, to clear the bottom and remove the rubble are anticipated to be incorporated in the scope.
2. Following the historic flood of 1950, the CN bolstered the Ranier Railroad Bridge by adding six feet of remedial support to each of the eleven or so pillars. That work resulted in further restrictions of the waterflow through the narrow, which creates more current and navigational challenges for boat traffic. In the Project, we understand engineering studies are considering a free-span or overpass design that could eliminate or reduce the number of pillars, and thus eliminating the possible introduction of more restrictions that impact the water current. We would appreciate hearing more details in due course. Moreover, we would like to understand if the new design consideration could ultimately eliminate the existing issues by removing all or certain of the existing pillars.
3. Regarding the design of the new bridge, we would like to understand the air gap between the lowest part of the bridge and the water surface at flood conditions. Some general observations made at the time of the 2014 flood where the water crested at 1,111.35 ft (as compared to 1,112.96 ft in 1950) were that an air gap of at least 10 feet was needed for emergency response vessels passing through the narrow at the bridge site. Incorporating a minimum elevation of 1,124 ft would be logical consideration in our view.
4. The new bridge design is understood to be include two railroad tracks. How this design impacts, if at all, the shoreline at the bridge site is a matter of interest that we would like to better understand.



On behalf of the RLPOA, I appreciate your attention to our concerns and observations. Should you have any immediate feedback, please free to contact me anytime at 218.324.2001 or cmckenzie@voyageurcapitalgroup.com. Otherwise, we look forward to your response in due course.

Sincerely,

Craig McKenzie

Board Member on behalf of the RLPOA

Copy to: RLPOA Board
Dennis Wagner, Mayor of Ranier, MN



**Covid-19 Emergency Financing Programs & Update
Report to Economic Development Executive Committee
April 29, 2021**

Interest & Repayment Terms on Covid-19 Loans (\$20,000): As per Board approval, we are offering 0% interest for the first 12 months and 2.45% for the remaining 48 months. Loan payments start after 3-month grace period.

RRFDC Covid Loans (\$20,000) to date: We currently have 21 of these loans remaining for a total of \$408,000. An additional 13 people started out with these loans and converted to RRRF when it came available. Most have started making payments already as of September 1, 2020.

Interest & Repayment Terms on Regional Relief & Recover Fund (RRRF) Loans (\$60,000): As per FedNor, we are offering 0% interest and no payments until December 31, 2022 and 2.45% for the remaining 36 months. Loan payments are voluntary up until January 1, 2023.

RRRF Loans to date: We have disbursed 73 RRRF loans to 40 businesses totaling \$2,187,300. We have 5 more loans @ \$60,000 in-process.

*** We have applied for an additional \$1,213,542 for the RRRF & are waiting for funds from FedNor.**

Professional Services Relief Grant: Up to \$5,000 will be granted to the small and medium sized business applicant for a third-party delivery agent, training consultant or independent service provider for eligible services. RRFDC reviewed and approved 7 of these grants.

Covid Safety Protocol Project: The Covid Safety Protocol Project will support businesses that are impacted by the economic disruptions associated with the COVID-19 pandemic across Northern Ontario during their continuing/re-opening efforts. Will provide businesses with access to capital of up to \$5,000.00 in a non-repayable contribution to assist with the costs related to adapting to new or existing (As of March 15, 2020) operating protocols. RRFDC reviewed and approved 33 of these grants.

Loan Portfolio:

Covid-19 Emergency Loans	\$408,000
Loan Guarantees	\$171,000
NWOIP Loans.....	\$1,300,667
RRRF Loans	\$2,187,300
Store Front Loans	\$20,000
Term Loans.....	<u>\$3,520,790</u>
TOTAL PORTFOLIO.....	\$7,607,757



Covid Safety Protocol Project

CFDC Covid Safety Protocol Project	
Projects Purpose:	
<ul style="list-style-type: none"> The Covid Safety Protocol Project will support businesses that are impacted by the economic disruptions associated with the COVID-19 pandemic across Northern Ontario during their continuing/re-opening efforts. Will provide businesses with access to capital of up to \$5,000.00 in a non-repayable contribution to assist with the costs related to adapting to new or existing (As of March 15, 2020) operating protocols. 	
Eligibility:	
<ul style="list-style-type: none"> A SME (Small, Medium Enterprise) ie. retail shops, restaurants, corner stores, etc., and businesses of strategic importance to the community. Small and medium-sized enterprises are defined as having less than 500 employees Applicant has confirmed and attested that no other funding has been accessed for the same purposes and utilization that the Covid Safety Protocol Project is set out to fund. The SME must have been viable as of March 1, 2020. SME was Established before March 1, 2020. 	
Examples of eligible costs for the Covid Safety Protocol Project acquired after March 15, 2020 or until June 15, 2021:	
<ul style="list-style-type: none"> Customer and employee safety installations such as distancing signs for floors COVID-19 posters and displays Acquisition of barriers Widening of aisles, Plexiglass and partitions, signage, and other business restructuring or equipment purchases required in support of adaptations that may be required 	
Examples of Non-eligible costs	
<ul style="list-style-type: none"> Disposable Personal Protective Equipment 	
Funding is eligible until June 15, 2021	
<p>Up to \$5,000.00 non-repayable contribution for the SME applicant if costs have already been incurred or to an independent provider for protocol modifications necessary to conduct business due to Covid-19.</p> <p>** Please Note HST will NOT be reimbursed **</p> <p>Funding will be issued on a continuous intake model to ensure funds are disbursed as quickly as possible.</p>	
<p>Complete attached application and submit to</p> <p>Rainy River Future Development Corporation (RRFDC)</p>	



Covid Safety Protocol Project

Applicant and Contact Information									
Legal Name of Applicant:									
Business Name:									
Business Number:									
Ownership Type (sole proprietorship, partnership, corporation, cooperative):									
Business Sector:									
Provide a Description of Your Business:									
Street Name & Number:	Unit Number:	P.O. Box Number:	Province:						
City:		Postal Code:	Business Telephone Number:						
Fax Number:		E-mail:							
Last Name of Authorized Contact:		First Name of Authorized Contact:							
Title:		Business Telephone Number:							
E-mail:		Do You Wish to Self Identify With Regards to the Following: <table border="1"> <tbody> <tr> <td>LGBTQ2+</td> <td>Women</td> </tr> <tr> <td>Members of Official Language Minority Community</td> <td>Indigenous Visible Minority Youth</td> </tr> <tr> <td></td> <td>Persons with disability</td> </tr> </tbody> </table>		LGBTQ2+	Women	Members of Official Language Minority Community	Indigenous Visible Minority Youth		Persons with disability
LGBTQ2+	Women								
Members of Official Language Minority Community	Indigenous Visible Minority Youth								
	Persons with disability								



Covid Safety Protocol Project

Project Information	
Please Provide a Brief Description of the Safety Protocol Modifications you Require due to Covid-19:	
How will these Modifications Impact your Business Recover After the Initial Announcement of the State of Emergency Declared in Ontario on March 15, 2020?	
Will there be or was there, an Increase in Jobs/ because of these Modifications? if so, how Many?	Will these Modifications or has these Modifications assisted in the Maintenance of jobs? If so, how many?
Will or Have these Safety Protocol Modifications Lead to Your Business Being? (Check all that apply)	
Expanded	Modernized
Maintained	
Supplier/Name of the Business that the Safety Protocol Modifications for Covid-19 will be Provided From:	Telephone Number of Supplier:
Email address of Supplier Contact:	Website of Supplier
Address of Supplier	
Cost of Safety Protocol Modifications for Covid-19 (Please Provide Proof of Payment / Invoice):	



Covid Safety Protocol Project

Applicant Signing Authority	
<i>By signing below, I am acknowledging the information that is provided is true and accurate to the best of your knowledge</i>	
Signature of Applicant:	Date:
To Be Completed by Local CFDC	
Name of Individual Reviewing Application:	Signature:
CFDC Name:	
Eligibility Requirements were confirmed	YES NO
Recommendation / Rationale as to why approval was granted:	
Date:	
KDCDC ONLY	
Administration initials:	Cheque Number:
Initials of signing authority one:	
Initials of signing authority two:	



Covid Safety Protocol Project

Attestation for Covid Safety Protocol Project

I _____ owner and operator of

(Please Print Name)

_____ Attest that I have not received any other

(Business Name)

government funding relating to the impacts of Covid-19 with respect to the same intentions

that the financing from Kirkland and District Community Development Corporation is assisting

with through the Covid Safety Protocol Project provided by FedNor.

Signature

Date



**RAINY RIVER FUTURE
DEVELOPMENT CORPORATION**
A Community Futures Development Corporation



Dated: April 28, 2021

Period: April 2021

RRFDC 2 Year Action Plan:

	KPI and (Completion Date)	Actions
Mill Site: Planning and collaboration Work with Riversedge/Aazhogan Seek opportunities for development.	Complete study (Q1 2022) Create collaborative plan with partners (Ongoing) Assist with marketing efforts and support (Ongoing)	<ul style="list-style-type: none">• Industrial Rate Study Completed (in pkg)• Committee to prepare and RFP for consulting services• Application to NOHFC
MAT Committee: (Tourism) Implement Marketing Plan with FedNor and NOHFC funding Experiential Tourism New product development	Website development (Q2 2021) Host workshops on experiential tourism (Q4 2021) Initialize a digital marketing program (Q3 2021) Return occupancy to pre-COVID-19 levels (Q4 2022) Preparation for growth (2023)	<ul style="list-style-type: none">• New Website in development• Signs close end of month• Holding pattern
Downtown Re-vitalization and SME Retention: Promote increased use of market square. Support (loans etc.) <ul style="list-style-type: none">- Digital Support (Training)- GOLocal	Market the square to micro and home businesses startups (Ongoing) Maintain GL percentage usage (Ongoing- Q4 2022) Add net 2 new merchant members. (Q4 2021)	<ul style="list-style-type: none">• Video created thank local• New machines• Thank you Rainy crest• Transitioning to Chantel MacLeod taking on role.

Woodyard and Gateway: RFI for “Attraction Land” Promote woodyard to hotel developers. Promote site to multi-residential developers.	Issue RFI (Q2 2021) Market property to 40 hotel developers (Q1 2022) Market to housing developers (Q1 2022) Create marketing materials (Ongoing to Q1 2021)	<ul style="list-style-type: none"> • Hotel investment groups list creation is ongoing. • Two presentations to developers • Package to be mailed in design.
Industrial Lots: Promote the industrial lot sites.	Provide recommendations to Council on economic value (Ongoing)	<ul style="list-style-type: none"> • 2 inquires • Last months offer forwarded to council
Mining Supply and Service: Market Fort Frances as a location	Two meetings with New Gold (Annually)	<ul style="list-style-type: none"> • Meeting – Welcome Packages
Rainy Lake Square Activities/Project Petunia/Canada Day: Assist in the transition to museum staff.	Ensure a smooth transition (Q1 2021) Monitor activities and assist were needed (Q3 2021)	<ul style="list-style-type: none"> • Transferring assets and files, providing assistance as required
Boundary Waters Forest Management/Wood Products: Participate in BWFMC Seek users for available fiber.	Attend BW meetings (Ongoing) Communicate opportunities (Q2/3 2021 start) Market fiber available with BWFMC (Q3 2021) Execute fiber study Q2 2021 (based on NOHFC) Share fiber information with potential users (Ongoing) Meet with 4 possible users (Q4 2022)	<ul style="list-style-type: none"> • Attended BWFMC Meetings • One multi-million-dollar investment opportunities in progress • CRIBE Study participation • Early stage opportunity • Application to NOHFC
Partnerships and Relationships	Attend BIA and Chamber Meetings RRDMA linkages Meetings with all Ind Ec Dev Agencies	<ul style="list-style-type: none"> • Meeting set with 3rd Ec Dev Corp. • Written to all requesting

Additional Activities:

- Inbound inquires

- **Requests for information**
- **Support to community groups when requested**
- **Fort Frances Social Media**

TOURISM DEVELOPMENT AND MARKETING PLAN: MUNICIPAL

Product Development	
<u>Initiative</u>	<u>Action</u>
Conduct Municipal facility use study.	This was done - it was not made available because of Manager transition and COVID access issues
Create 1-2 New Shoulder Season Events/ Tournaments	Technological solution
Rainy Lake Square- Maker Space	Met with museum, committed assistance
Sunny Cove - purchase and operation for tourism location	RRFDC unable to own and Town made available through legal process

Waterfront Redevelopment	
<u>Initiative</u>	<u>Action</u>
Shevlin/Expanded Marina Destination Opportunity	Shevlin Plan
Walkability and inspired architecture throughout the development	Shevlin Plan
Inviting common spaces	Shevlin Plan
Mill property redevelopment	Planning Committee in place - RFP to be issues
Expand recreation equipment rentals - access to water	Shevlin Plan

Beautification of Scott Street and Town Entrances	
<u>Initiative</u>	<u>Action</u>
Wayfinding/direction to water signs Advertising La Verendrye parkway - location from the main road Attractive, artful installations	Budget 2022 BIA
Fort Frances welcomes you - an enhanced visual in community navigation to key attractions/amenities	<u>Budget 2022</u>
Signs cover the Highway 11, Scott Street, Trans Canada areas	New Signs Going UP
Screening of storage businesses - planted material if right of way permits	Sent to Planning and Development
Creation of planting spaces where possible in the area	BIA
Banners on Scott Street (expanding westward along Trans Canada) - branded, colourful, seasonal	Post Mill Consideration Budget 2022
Downtown revitalization - trees/flowers	Trees in Park - BIA
Investments in Point Park	With Point Park Committee
Advocacy for billboards -removal -clean-up -# of billboards	Completed
Community clean up - garbage etc. along Trans Canada	Planning and Development
Graffiti clean up	Done