

# TOWN OF FORT FRANCES

## Economic Development Executive Committee

### AGENDA - December 8, 2021, 12:00 PM

#### MEETING - Civic Centre

Session #10

#### Microsoft Teams meeting

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[+1 807-701-5975,,784511561#](#) Canada, Thunder Bay

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Page

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 9 - 03 November 2021 4 - 5
4. **Items Referred from Council - none**
5. **New Business**
  - 5.1 NW Ontario Presentation 6 - 51
  - 5.2 Labour Market Final to OCT 29 52 - 60
  - 5.3 Fort Frances - International Bridge 61 - 66
6. **Outstanding Items**
  - 6.1 **Ranier Bridge**- Letters to Stauber and Klobuchar - Concerns re rail bridge. C. Vangel  
to communicate with CN Public Affairs group and bring further information back to next meeting. Working group to be created and consist of C. Vangel, J. Caul, J. McTaggart

and D. Cridland. 2021/06/09: Working group to meet within next two weeks

2021/07/07: Conversation with CN Public Affairs and C. Vangel re future status of

Ranier Bridge. Concerns identified included flood risk and economic gateway between

two communities. Project in infancy stage with 3-5 year potential. TOFF requested to be

kept apprised of consultation process. 2021/09/14 - No new developments. Decision

made to keep on agenda for future updates. ***2021/11/03: No developments to share at this time.***

**Winnipeg to Thunder Bay tourism route initiative** - Work in progress. NOMA

tourism panel aware - possible intent to draw people to Hwy 11 and onto 71 corridor.

2021/06/09: No updates. 2021/06/29: Heart of Canada Touring Route 2021/07/07: In

final stages of touring route between Winnipeg and Thunder Bay. Regional initiative and

a focus on Highway 71 corridor. Recommendation via Committee for Council to support

RRFDC by way of resolution a seat on affiliated steering committee. Public launch of

initiative to occur at 2022 Rendez-vous Canada. 2021/08/04: We need to ensure we are

included in marketing and get our message out there. RRFDC is our representative at the

Steering Committee. 2021/09/07 Part of RRFDC Workplan. Tourism panel fully aware

of Fort Frances' support and information has been forwarded on our Tourist attractions.

Draft for website coming. Regional meeting planned. ***2021/11/03: Committee***

***discussed the importance of keeping this item active on the agenda.***

**Cross Border Fishing Activity** - Status of reciprocal agreement re walleye report to be

determined. 2021/06/09: Correspondence forwarded. No further updates. 2021/07/07:

Correspondence outstanding. Keep as item on agenda. 2021/08/04: Greater police

presence observed on the lakes. Mayor Caul to initiate discussion with Marcus

Powlowski at the meeting scheduled for Friday, 06 August 2021. 2021/09/07: Concerns

re fishing following border opening forwarded to Minister Rickford and Marcus

Powlowski forwarded via email. Confirmation of receipt of email received. Item to

remain on agenda. **2021/11/03: No response yet received. Consensus was to leave on**

***agenda for final report prior to removal from agenda.***

7. **Information**

7.1 Nov - TOFF 2 year workplan Report to EDEC

67 - 69

8. **In-Camera - None**

9. **Adjourn / Next Meeting Date 05 January 2021**

## TOWN OF FORT FRANCES

MINUTES

SESSION NO. #9

November 3, 2021

The meeting of Economic Development Executive Committee of the Town of Fort Frances was held virtually in the Civic Centre on November 3, 2021 from 1204 hrs to 1232 hrs.

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

ALSO PRESENT: F. Anwar, CAO, D. Cridland, J. Pryde, T. Ryll, C. Vangel, CBO / Municipal Planner, G. Lecuyer, Municipal Clerk, A Hansma, Human Resources Manager, K. Haney, Deputy Clerk

REGRETS: T. Drysdale, Economic Development Consultant, G. Gillon, RRFDC

**1. Call to Order @ 1204 hrs/Roll Call**

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

**3. Approval of Previous Committee Minutes**

3.1 Session no 7 - 04 August 2021 - Amended - Accepted as presented.

3.2 Session 8 - 08 September 2021 - Accepted as presented

**4. Items Referred from Council - none**

**5. New Business**

5.1 NW Ontario Presentation - Item has been brought forward to next meeting

5.2 Labour Market Final to OCT 29 - Item has been brought forward to next meeting

5.3 Fort Frances-International Falls Bridge - Preliminary correspondence to be drafted by Administration and forwarded to Transport Canada with an invitation via deputation to the Council meeting of 22 November 2021.

**6. Outstanding Items**

6.1 **Ranier Bridge** - Letters to Stauber and Klobuchar - Concerns re rail bridge. C. Vangel to communicate with CN Public Affairs group and bring further information back to next meeting. Working group to be created and consist of C. Vangel, J. Caul, J. McTaggart and D. Cridland. **2021/06/09:** Working group to meet within next two weeks **2021/07/07:** Conversation with CN Public Affairs and C. Vangel re future status of Ranier Bridge. Concerns identified included flood risk and economic gateway between two communities. Project in infancy stage with 3-5 year potential. TOFF requested to be kept apprised of consultation process. **2021/09/14** - No new developments. Decision made to keep on agenda for future updates. **2021/11/03:** No developments to share at this time.

**Winnipeg to Thunder Bay tourism route initiative** - Work in progress. NOMA tourism panel aware - possible intent to draw people to Hwy 11 and onto 71 corridor. **2021/06/09:** No updates. **2021/06/29:** Heart of Canada Touring Route **2021/07/07:** In final stages of touring route between Winnipeg and Thunder Bay. Regional initiative and a focus on Highway 71 corridor. Recommendation via Committee for Council to support RRFDC by way of resolution a seat on affiliated steering committee. Public launch of initiative to occur at 2022 Rendez-vous Canada. **2021/08/04:** We need to ensure we are included in marketing and get our message out there. RRFDC is our representative at the Steering Committee. **2021/09/07** Part of RRFDC Workplan. Tourism panel fully aware

of Fort Frances' support and information has been forwarded on our Tourist attractions. Draft for website coming. Regional meeting planned. **2021/11/03:** Committee discussed the importance of keeping this item active on the agenda.

**Cross Border Fishing Activity** - Status of reciprocal agreement re walleye report to be determined. **2021/06/09:** Correspondence forwarded. No further updates. **2021/07/07:** Correspondence outstanding. Keep as item on agenda. **2021/08/04:** Greater police presence observed on the lakes. Mayor Caul to initiate discussion with Marcus Powlowski at the meeting scheduled for Friday, 06 August 2021. **2021/09/07:** Concerns re fishing following border opening forwarded to Minister Rickford and Marcus Powlowski forwarded via email. Confirmation of receipt of email received. Item to remain on agenda. **2021/11/03:** No response yet received. Consensus was to leave on agenda for final report prior to removal from agenda.

**7. Information**

- 7.1 Sept - TOFF 2 year workplan REPORT to EDEC - Item to be brought forward to next meeting.

**8. In-Camera - None**

**9. Adjourn @ 1232 hrs/ Next Meeting Date - 08 December 2021**

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Executive Committee Chair

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F. Anwar, CAO



**SEPTEMBER 27, 2021**

# Northwest 2021 Integrated Regional Resource Plan (IRRP)

## Engagement Webinar #2

# Objectives of Today's Webinar

- To provide an update and seek feedback on:
  - The updated engagement plan
  - The electricity demand forecast including mining growth scenarios
  - Preliminary study results and areas of interest for further investigation
- To outline next steps

# Seeking Input

As you listen today, please consider the following items to help guide your feedback after today's webinar:

- What additional information or considerations should be reflected in the forecast scenarios?
- What other local reliability concerns in addition to those presented today should be further investigated?
- Are the proposed activities in the Engagement Plan sufficient and suitable?

**Please submit your written comments by October 18  
using the feedback form by email to [engagement@ieso.ca](mailto:engagement@ieso.ca)**



# Summary of IRRP Progress to Date

- Mining growth forecast scenarios have been compiled
- Technical study work continues; we will discuss preliminary results and high level areas of interest today
- Engagement plan updated to reflect stakeholder feedback from Webinar #1

| Q3 2020          | Q4 2020                           | Q1 2021                   | ... | Q2 2022        | Q3 2022 |
|------------------|-----------------------------------|---------------------------|-----|----------------|---------|
| Needs Assessment | Scoping Assessment and Engagement | IRRP Study and Engagement |     | IRRP Published |         |



# Engagement Plan

# What we have heard so far

- Thank you for your feedback following Webinar #1 on May 20<sup>th</sup>
  - Stakeholders expressed interest for sub-regional targeted discussions, provided feedback on the electricity demand forecast, raised local customer reliability concerns, and asked questions on broader bulk system reliability and future supply
- A summary of feedback received and responses is posted on the [Northwest regional planning engagement webpage](#)

# Updated Engagement Plan

- In response to stakeholder feedback, the Engagement Plan was updated to include targeted group discussions on the following topics:
  - Local customer reliability concerns
  - Emerging local initiatives in the Northwest region and their impact on planning electricity needs – i.e. electrification, community energy planning, local solutions, etc.
  - Reliability in the North of Dryden area

# Targeted Discussion: Customer Reliability Concerns

- Thus far, the Working Group is aware of a number of local customer reliability concerns raised by stakeholders such as those impacting the traditional territory of Treaty #3, Greenstone area, and Fort Frances area
- The Working Group will investigate the cause of these concerns and have further discussions with impacted stakeholders in the targeted engagement group

# Targeted Discussion: Emerging Local Initiatives

- This discussion group will provide a forum to discuss and share experiences on local initiatives such as community/municipal energy plans and climate change action plans, their impact on electricity system needs, and how the IRRP can best align with these plans
- This discussion may also cover emerging trends such as electrification and distributed energy resources as they pertain to electricity system planning

## Targeted Discussion: North of Dryden Area

- The North of Dryden area (including Dryden and Pickle Lake subsystems discussed later in this webinar) is very active with significant topology changes and new mining developments since the last cycle of regional planning
- This discussion will focus on growth and emerging reliability needs in these areas

# Targeted Discussion Group Dates

- November: Discussion Groups
  1. November 2: 1 to 2:30 pm - Customer reliability concerns
  2. November 18: 10 to 11:30 am – Emerging local initiatives
  3. November 29: 2 to 3:30 pm – Reliability in North of Dryden area





# Electricity Demand Forecast

# Demand Forecast Topics

- Recap the components of the IRRP forecast and where we left off in Webinar #1
- Main focus for today will be the mining growth forecast scenarios created with your input from Webinar #1

# Recap: IRRP Forecast Components

- The IRRP uses a 20-year forecast with three components:



## **Distribution-connected**

Based on local distribution company forecasts



## **Transmission-connected**

Informed by outreach to existing customers directly connected to the IESO-controlled Grid (ICG)



## **Future Mining Projects\***

Informed by data from government, industry publications, and engagement with individual proponents

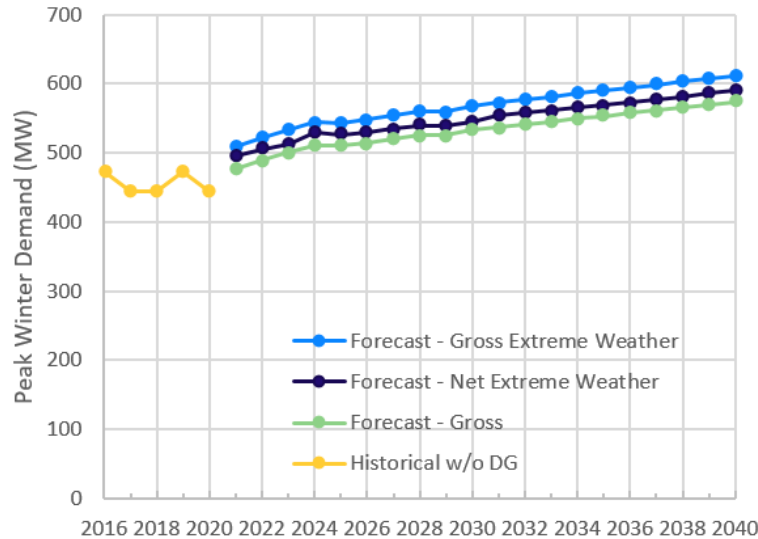
\*Existing mining projects are reflected in the distribution- and transmission-connected forecasts.

## Where we left off

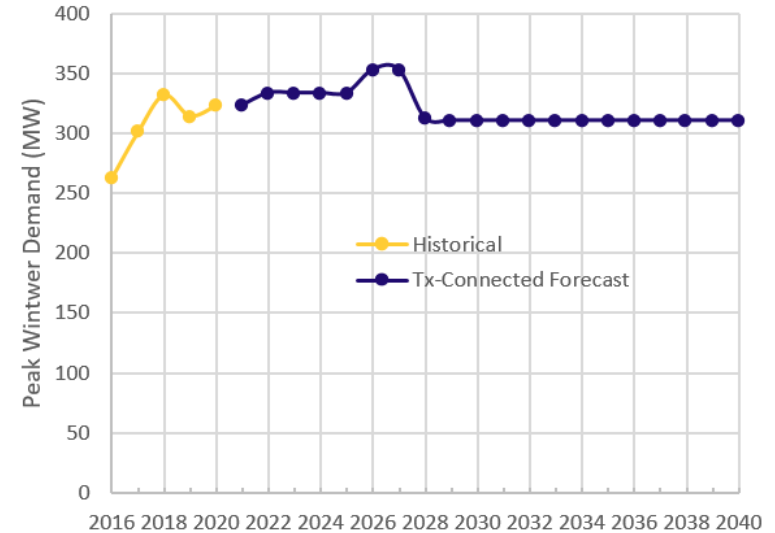
- Webinar #1 explained the methodology used to create each forecast component and how they will be used to inform reliability needs
- The transmission- and distribution-connected forecasts were presented at Webinar #1 and remain unchanged (shown on next slide)
- A list of mining projects was shared as an appendix in Webinar #1 for stakeholder feedback and the IESO committed to presenting mining growth scenarios at the next webinar (today)

# Transmission- and Distribution-connected Forecasts

## Distribution-connected Forecast



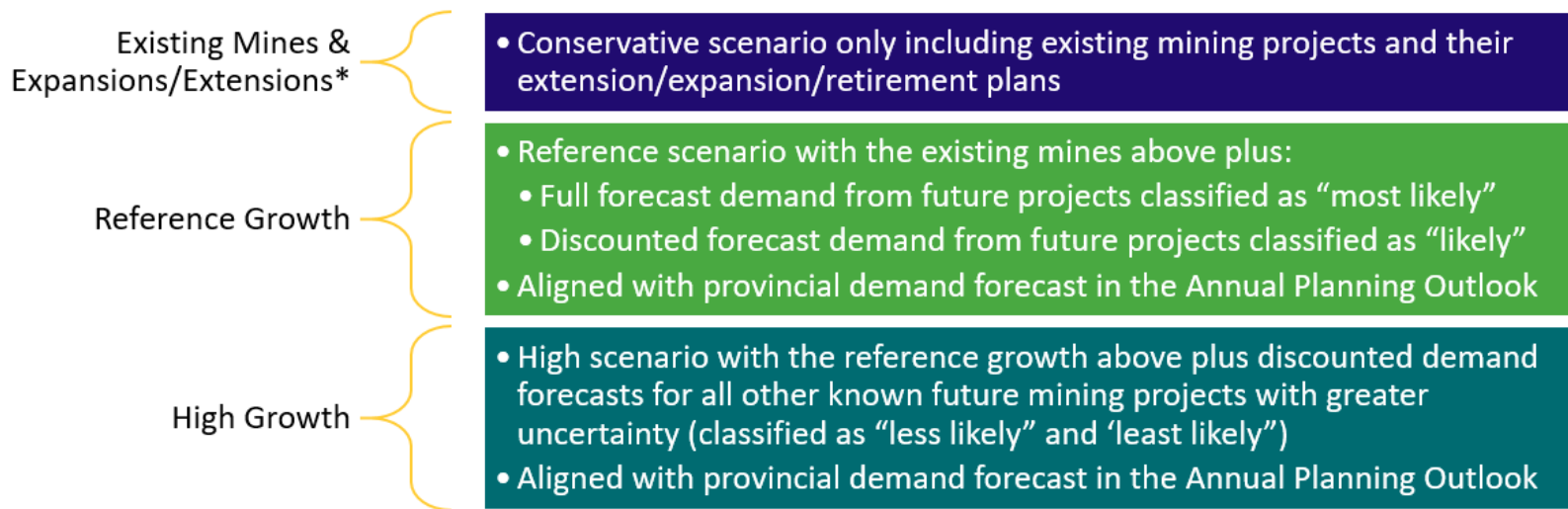
## Transmission-connected Forecast



# Mining Projects Forecast

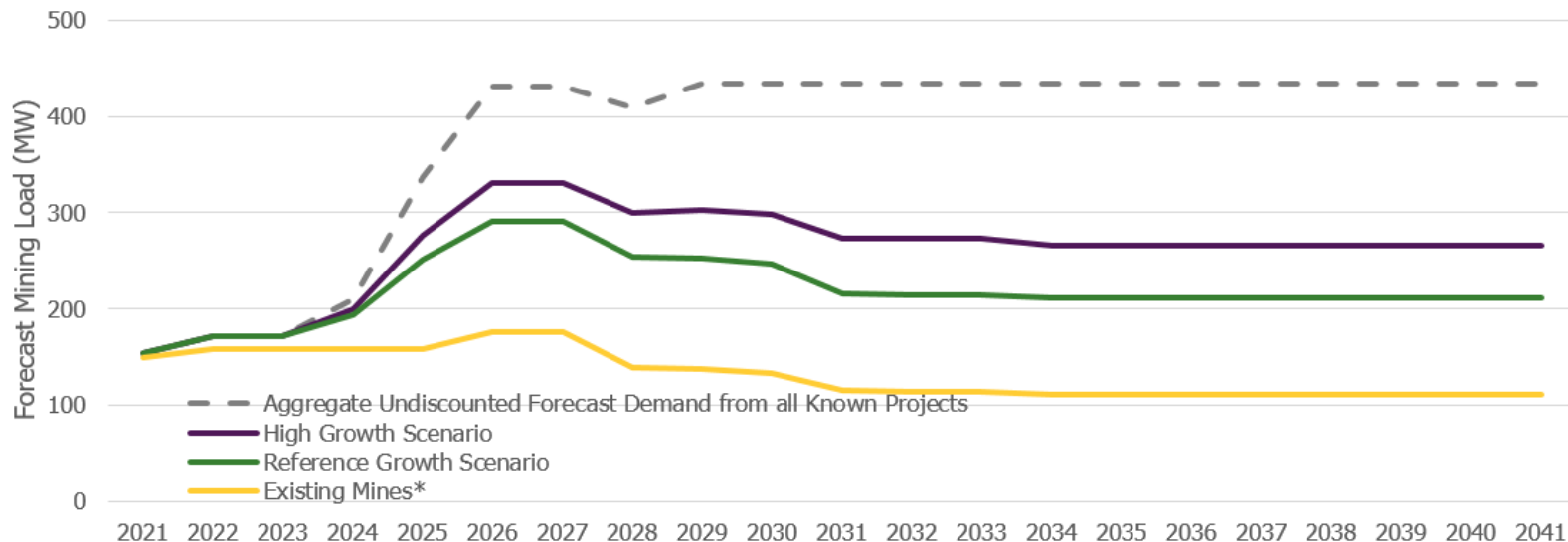
- Future mining projects connecting to the grid are expected to make up a significant portion of overall electricity demand growth in the region
- Based on your feedback from Webinar #1 as well as information from a variety of industry publications, utility companies, and government, three forecast scenarios were created to capture a range of possible growth over the forecast horizon
- These scenarios are based on individual mining project demand forecasts and the “likelihood” factor assigned to each project

# Mining Projects Forecast - Scenarios



\*This scenario overlaps with the distribution- and transmission-connected forecasts shown on slide 16.

# Mining Projects Forecast Scenarios



\*This scenario overlaps with the distribution- and transmission-connected forecasts shown on slide 16.



# Mining Projects Forecast: FAQs (1/2)

## **What factors were considered to assess the likelihood of projects materializing?**

- Considerations include:
  - Reliability of data sources
  - Development stage
  - Project timing
  - Permitting and other regulatory information

## **Why does the IRRP not use the aggregate undiscounted forecast demand from all projects as the high scenario?**

- The list of all known projects includes those that are in early stages of exploration/development
- The high scenario is intended to reflect an optimistic growth outlook balanced with high development, financing, and commodity pricing risks

# Mining Projects Forecast: FAQs (2/2)

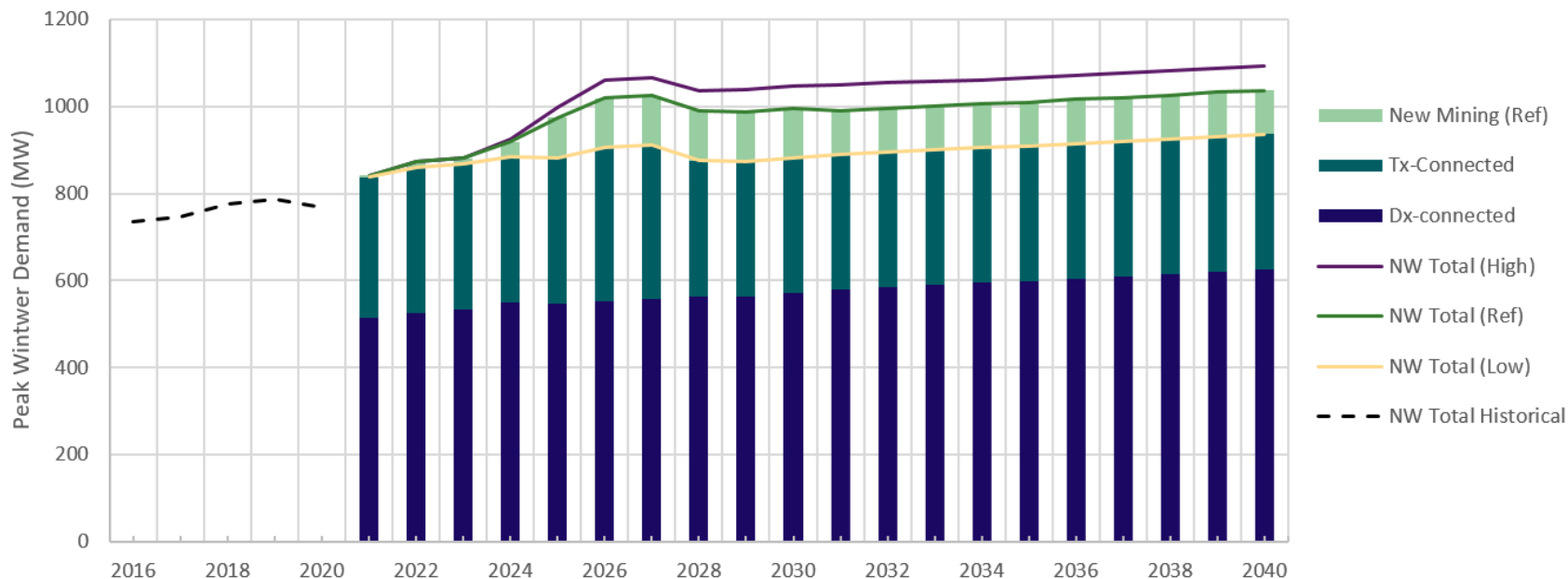
## Why does the forecast decline after 2027?

- Most projects with known load forecasts plan to come in service by 2027
- After 2027, the initial demand from these projects begin to taper off as mines reach the end of their planned operating life
- The forecast scenarios do account for project extensions beyond their initial operating life but the greater uncertainty results in lower probability factors

## How will these scenarios be used?

- The existing mines scenario will inform local reliability needs that must be addressed even if no new mines materialize
- The reference scenario informs needs that will likely arise and plans to address those needs if/when mines materialize
- The high scenario explores possible additional needs to help test the robustness of the plan

# Total Northwest Demand Forecast



## Additional Considerations: High Sensitivity

- In addition to the transmission/distribution forecast and mining scenarios discussed so far, the Working Group is also monitoring indications of higher growth that are uncertain/speculative at this time
- Examples include higher distribution system growth in the Thunder Bay and Kenora areas due to electric vehicle adoption and industrial growth inquiries in the Fort Frances area
- These indicators will be used as a high sensitivity to further test the robustness of the plan

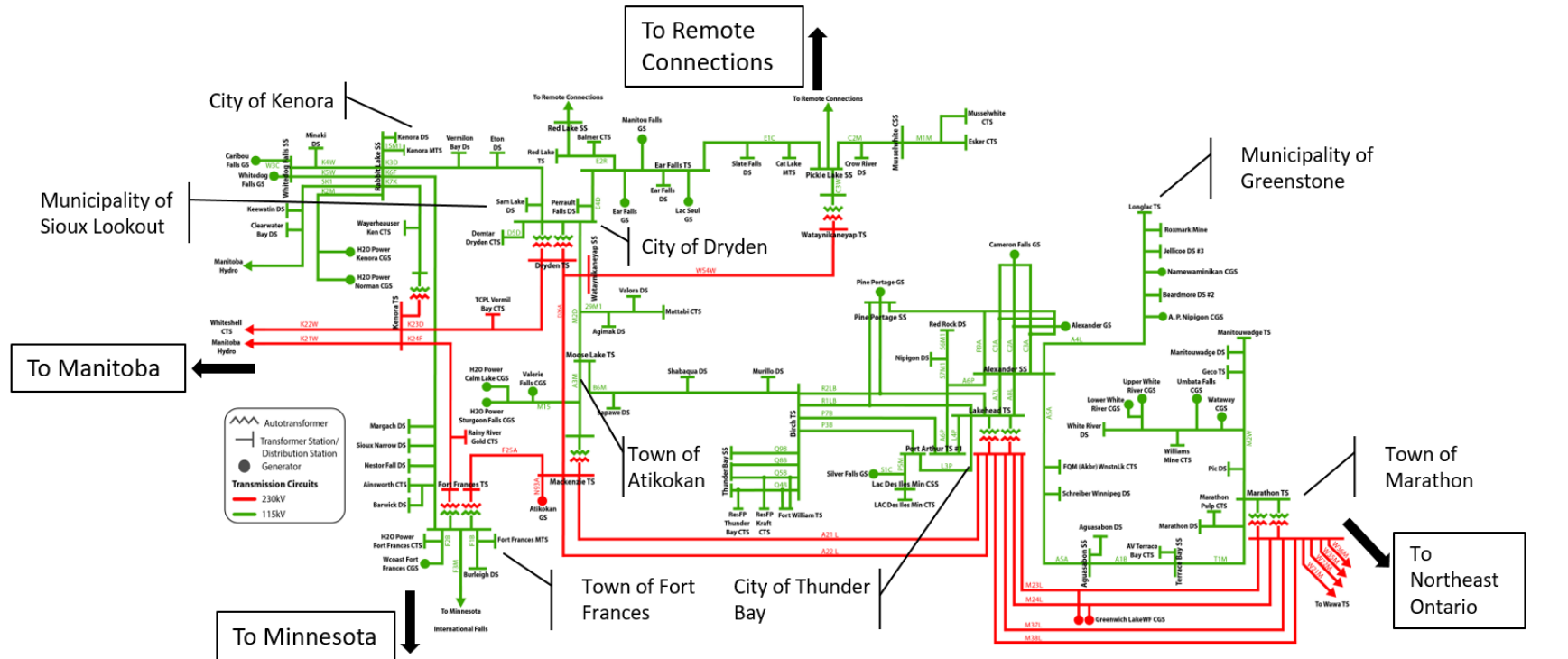


# Northwest Transmission System Geographic Overview

## Feedback from Webinar #1

- Participants in Webinar #1 indicated that a general geographic overview of the Northwest transmission system would be helpful to better contextualize the information presented
- The following slides provides a high level overview to better visualize how the Northwest system is configured and where major load centres are located

# Single Line Diagram

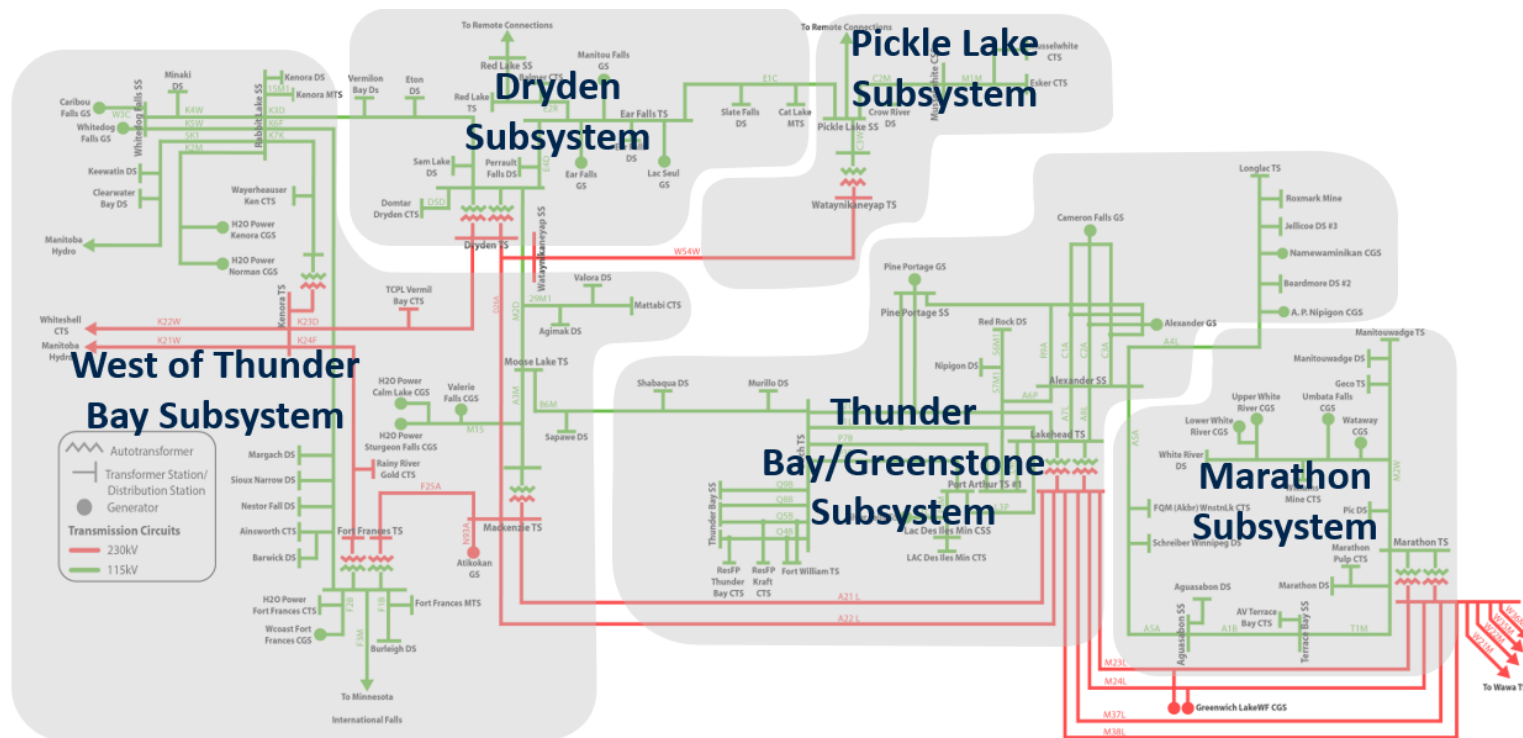


# Single Line Diagram: Notes

- The Northwest system is comprised of a 230 kV bulk transmission network and several interconnected 115 kV pockets supplying load and connecting local generation
- The single line diagram is a simplified representation of the electricity system and is roughly geographic but distances are not to scale
- The municipalities shown is not an exhaustive list; they are labeled only to provide geographic orientation



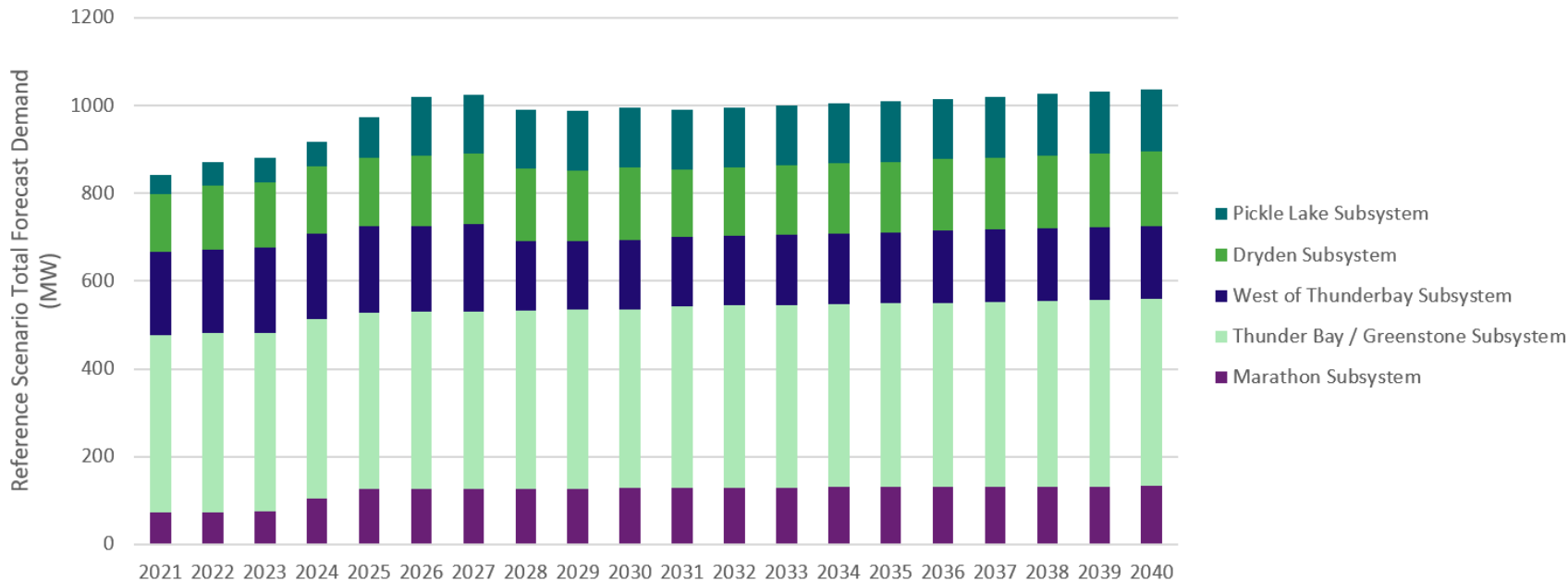
# Subsystems



# Subsystems: Notes

- Subsystems are a way of dividing up the network into roughly independent pockets to better communicate where demand growth is occurring and associated reliability needs
- Subsystems are subject to change as new information about forecast demand, system conditions, reliability needs, and system topology emerges
- The subsystems shown are named after geographic areas but they are electrically defined and do not follow geographic boundaries

# Reference Forecast Scenario: Breakdown by Subsystem



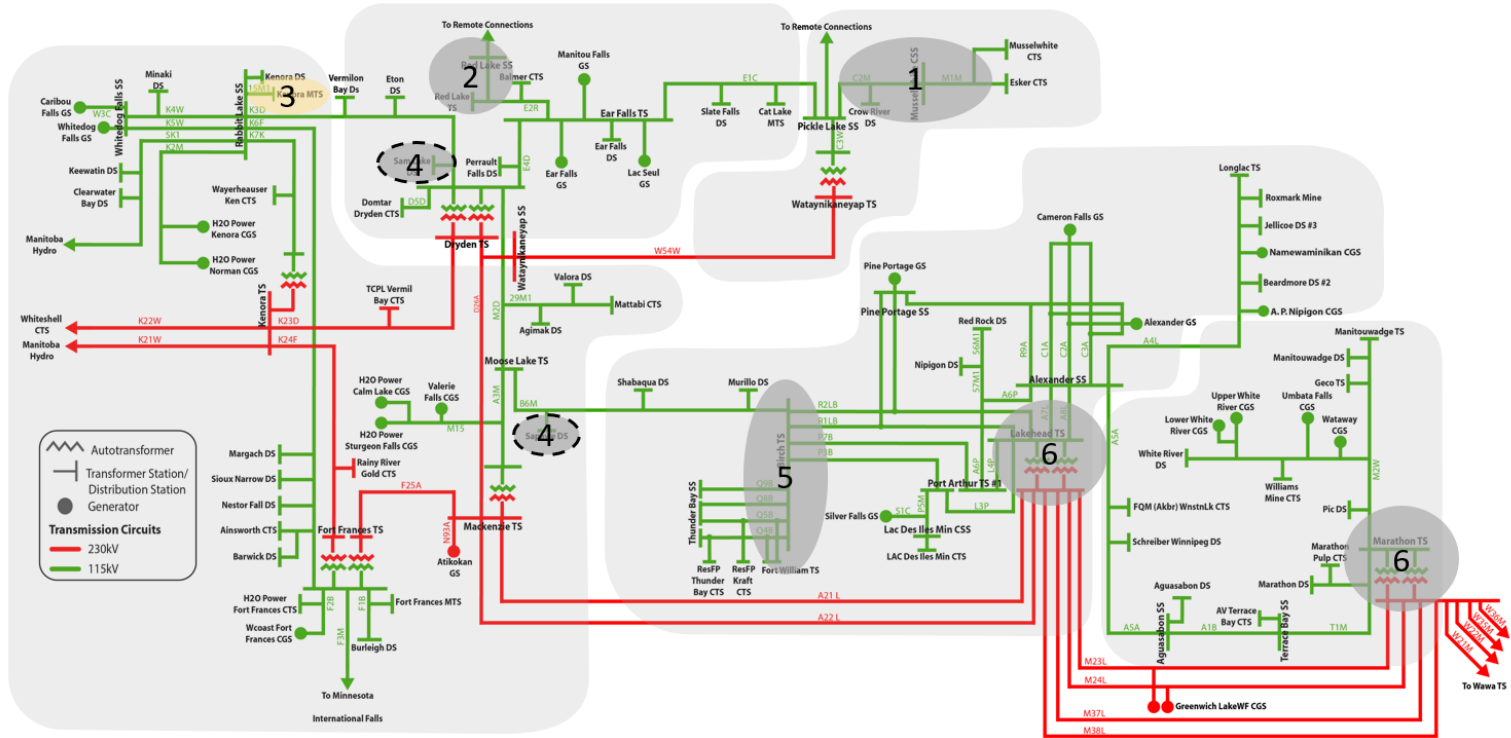


# Technical Studies to Date & Areas of Interest

# Technical Study Work to Date

- The demand forecast has changed since the 2020 Needs Assessment and new mining development information has been compiled
- Thus far, technical study work has centered around screening the region again both to verify needs documented in the Needs Assessment and to uncover any additional needs that may emerge due to the higher demand forecast
- The next few slides will go over some “areas of interest” uncovered so far that may have local reliability needs which will be further investigated in coming months

# Areas of Interest



## Preliminary Needs Identified

1. Pre-contingency thermal and voltage constraints east of Pickle Lake
2. Pre-contingency voltage constraints in the Red Lake area
3. Station capacity need at Kenora MTS
4. Station capacity needs at Sam Lake DS and Sapawe DS to be addressed through Local Planning
5. Post-contingency high voltage constraints in the Birch TS area
6. Post-contingency voltage collapse under outage conditions at Lakehead TS and Marathon TS

# Upcoming Study Work

- Over the coming months, the Working Group will continue to study these areas of interest and refine the:
  - Limiting phenomenon
  - Need dates
  - Potential options





## Next Steps

# Upcoming Events

- October 18: Provide feedback on today's webinar
- November: Discussion Groups
  1. November 2: 1 to 2:30 pm - Customer reliability concerns
  2. November 18: 10 to 11:30 am – Emerging local initiatives
  3. November 29: 2 to 3:30 pm – Reliability in North of Dryden area
- Q1 2022: Engagement webinar to seek input on options to be considered to meet future needs

## Feedback on...

- What additional information or considerations should be reflected in the forecast scenarios?
- What other local reliability concerns in addition to those presented today should be further investigated?
- Are the proposed activities in the Engagement Plan sufficient and suitable?

**Please submit your written comments by October 18  
using the feedback form by email to [engagement@ieso.ca](mailto:engagement@ieso.ca)**

## Keeping in Touch

- **Subscribe** to receive updates for Northwest regional planning on the IESO website – [www.ieso.ca/subscribe](http://www.ieso.ca/subscribe); select 'Northwest'
- **Follow** the Northwest regional planning activities on the dedicated [engagement webpage](#)
- **Join** the Northwest Regional Electricity Network on [IESO Connects](#) - a platform for ongoing engagement on electricity issues

# Questions?

Do you have any questions for clarification on the material presented today?

*Submit questions via the web portal on the webinar window, or by email to [engagement@ieso.ca](mailto:engagement@ieso.ca)*

## Seeking Input on the Webinar

- Tell us about today
- Was the material clear? Did it cover what you expected?
- Was there enough opportunity to ask questions?
- Is there any way to improve these gatherings, e.g., speakers, presentations or technology?

*Chat section is open for comments*

# Thank You

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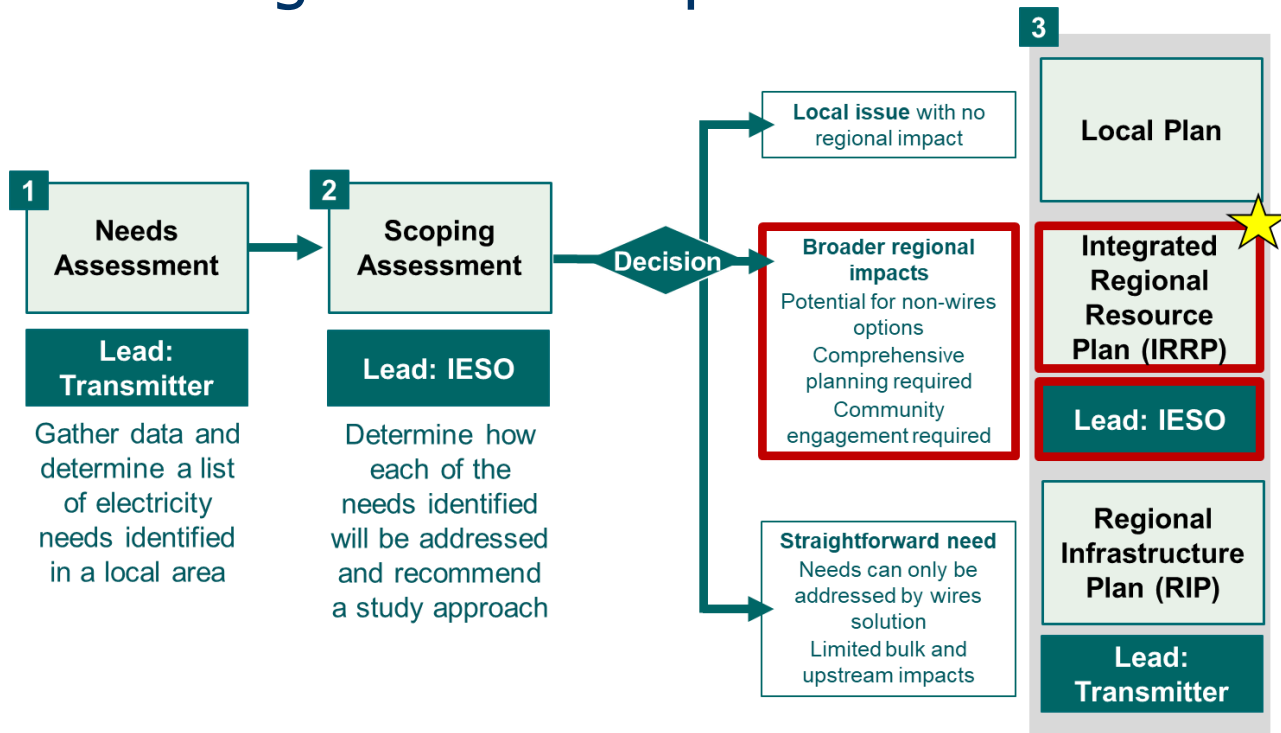
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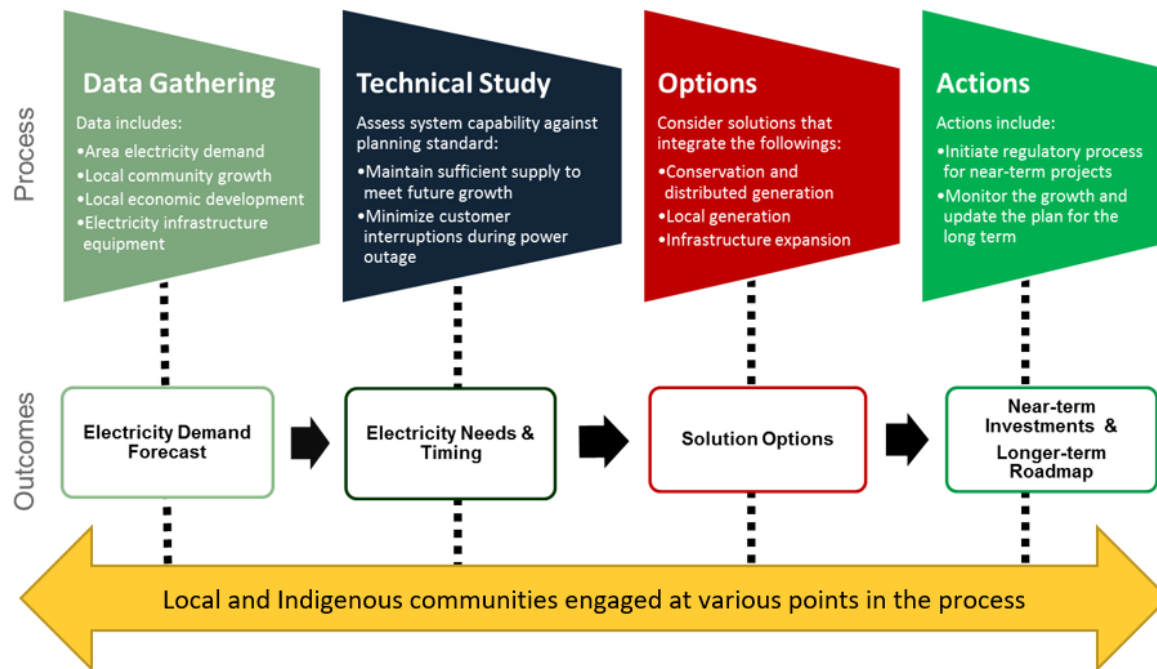
# Appendix: Regional Planning Process Background



# Regional Planning Process Steps



# IRRP Process Overview



# IRRP Study Team (“Technical Working Group”)

Team Lead,  
System Operator

- Independent Electricity System Operator

Lead Transmitter

- Hydro One Networks Inc. (Transmission)

Local  
Distribution  
Companies  
(LDC)

- Hydro One Networks Inc. (Distribution)
- Atikokan Hydro Inc.
- Fort Frances Power Corporation
- Sioux Lookout Hydro Inc.
- Synergy North

### REPORT TO EDEC OCTOBER 29 2021

The following provides information on Labour Market Shortages and some Opportunities to Mitigate Issues

#### BACKGROUND

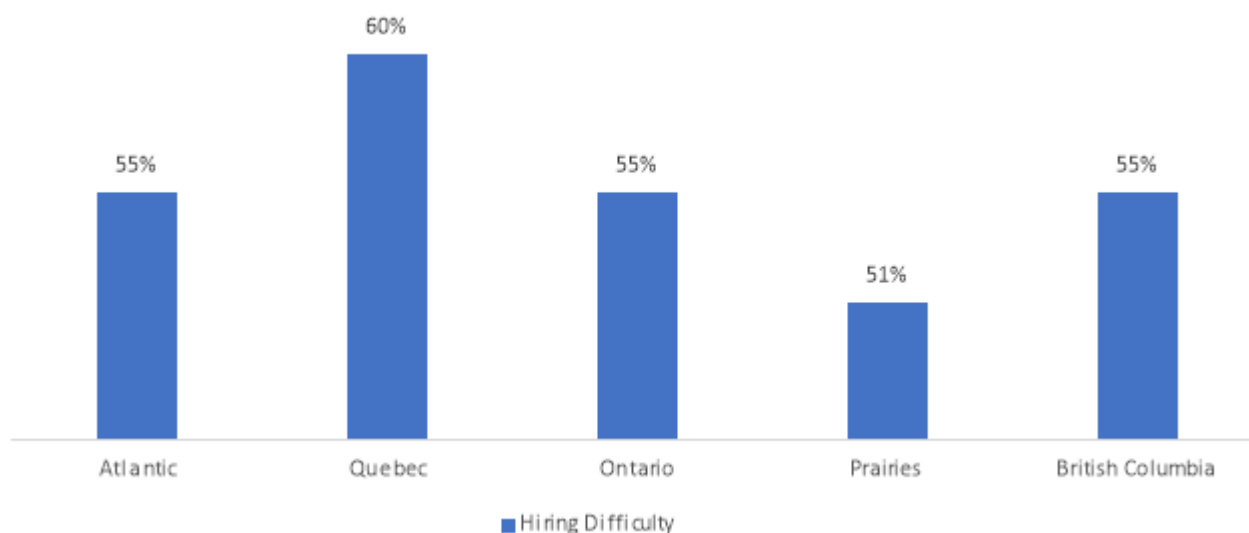
Labour market shortages are not a new phenomenon and did not begin with the pandemic but were heightened by it. The pandemic amplified the problem by destabilizing an already-precarious situation. Fort Frances is not unique in current labour market shortages many have dubbed 2021 as the “Great Resignation”. In August 2021 4.3 million Americans quit their jobs.

Shortages exist as a result of a combination of the following factors:

- an aging population
- declining labour force participation
- ~~limited candidates applying or applicants lack the hard or soft skills required~~
- ~~lack of experience~~
- ~~candidates are expecting higher wage/salary~~
- ~~This has lead to a~~
- ~~an increase in competitive offers from other employers~~
- ~~The~~ surge in job openings are giving workers more options

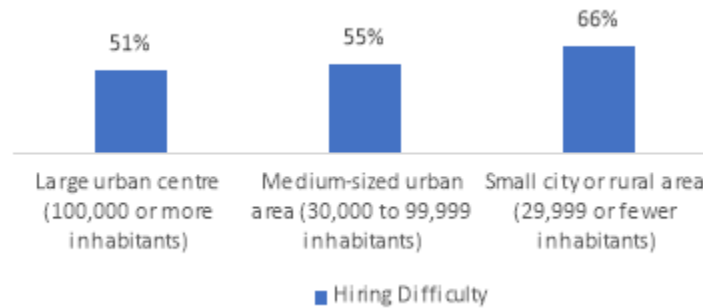
In 2021, 55% of entrepreneurs in Ontario have struggled to hire workers, and 26% have difficulty retaining their workers, which could be higher once post-pandemic economic activity returns to normal.<sup>1</sup> Labour shortages hurt small and medium-sized enterprises as business owners find that they are working longer hours, turning away work due to lack of employees, declining competitiveness, deteriorating product/service quality, and experiencing stagnant growth. The pandemic has allowed (or forced, in some instances) workers who lost their jobs to look for jobs in new sectors, so mobility between sectors has risen significantly. Small city or rural areas have been hit the hardest with hiring difficulties.

*Figure1:- Hiring Difficulty by Region*



<sup>1</sup> [https://www.bdc.ca/globalassets/digizuite/32075-study-labour-shortage.pdf?utm\\_campaign=Labour-Shortage-Study-2021--download--EN&utm\\_medium=email&utm\\_source=Eloqua](https://www.bdc.ca/globalassets/digizuite/32075-study-labour-shortage.pdf?utm_campaign=Labour-Shortage-Study-2021--download--EN&utm_medium=email&utm_source=Eloqua)

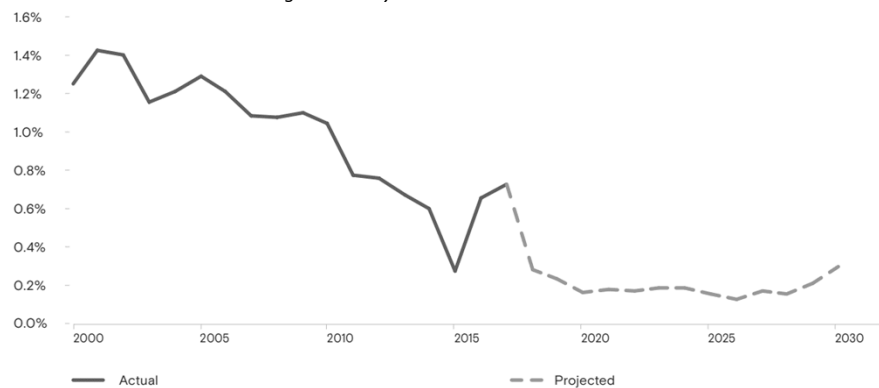
Figure 2: Hiring Difficulty by Inhabitants



Source: BDC, Survey on Labour Shortage, May 2021

The pandemic saw the number of retirements drop significantly; however, it is expected that delayed retirements will increase in the second half of 2021, nearing the ten-plus year trend driven by the baby boomer cohort. These retirements will exacerbate labour shortages, particularly among skilled workers, and there will be an increasing need to rely on immigration and other sources of labour force growth.<sup>2</sup>

Figure 3: Baby Boomer Retirements

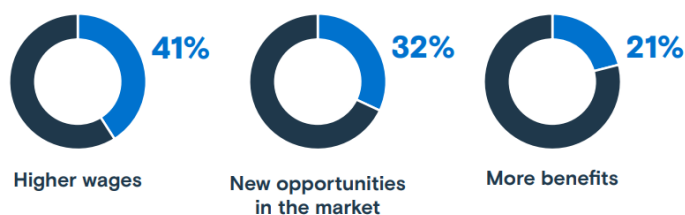


Source: Statistics Canada, CANSIM 051-0001 and 052-0005.

Entrepreneurs are seeing limited growth, being forced to work longer hours, and their workers are having to work longer hours. They are having to increase wages and benefits in order to attract workers as the alternative is having to limit orders or turn away work due to the lack of appropriate applicants to fill vacant positions.

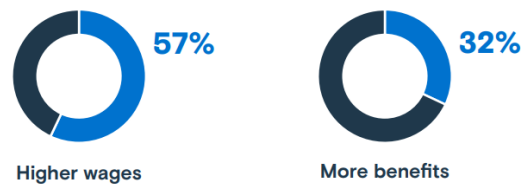
Employers are having to become more competitive with their hours, flexibility, pay, and benefits as the biggest challenge they are facing in their recruitment efforts is the an increase in competitive offers from other employers. The surge in job openings are giving workers more options and workers are taking the higher wage offers.

Figure 4: Why employees want to leave their job, according to employers



<sup>2</sup> Canada Is Facing A Skilled Labour Shortage Post Pandemic .... <https://www.goldengirlfinance.com/2021/08/canada-is-facing-a-skilled-labour-shortage-post-pandemic/>

Figure 5: Why employees want to leave their job, according to employees



Source: BDC, Survey on Labour Market Conditions, June 2021

## MOST EFFECTIVE SOLUTIONS FOR FINDING AND KEEPING EMPLOYEES

Businesses that are struggling to recruit or retain employees need to get ahead of the problem. Some innovative ways to do so are:

- Develop or refine your value proposition.
  - Increase base and performance pay, offer company stock to key employees, introduce matching RRSP contributions, organize social activities, and allow flexible schedules to create a better work-life balance.
  - Invest in a more attractive image.
- ~~Consider any invisible barriers to attraction your workplace hiring practices have reduce applications from groups. hiring workers from underutilized segments of the labour force, including immigrants–~~
- ~~–~~Consider the Foreign Worker Program.
- Use employment agencies.
- Understand how existing employees perceive your business by incorporating surveys and exit interviews – why do they want to work for you? Why do they stay? Why do they leave?
- Standardize hiring processes and formalize job descriptions to help understand what kind of employees you want before recruiting. Use key performance indicators, dashboards, and process maps to improve your operational efficiency.
- Get creative with recruitment.
  - Consider recruiting retired workers - offering workplace flexibility and phased retirement would incentivize the participation of older workers.
- Improve access to training programs which helps improve the skills of the workforce and increase job satisfaction, raise productivity and reduce turnover - ensure that workers are “upskilled” to master rapid changes in their fields.
- Formalize HR policies to make it more attractive to existing employees and recruits. Robust HR processes are tied to higher growth in many ways and enable a business to find better talent.
- Consider outsourcing low-value work to focus on activities that have a competitive edge.
- Work on digitizing your production processes, automate existing operations, standardize and document processes, such as purchasing, production, shipping, and client relationship management – consider using more technology throughout your business – go paperless.
- Perk up employee benefits, increase wages, offer flexible work schedules.
- Work with local colleges, high schools, and trade schools.
- ~~Increasing women in the workplace by removing the stigma around skilled trades, supporting women in entrepreneurship, properly rewarding their contribution, and accelerating female managerial promotion.~~

A recent report by Chief Economic at the Conference Board of Canada states, “The best path forward is for Canada to increase labour force participation of women, Indigenous peoples, and persons with disabilities, in combination with gradually increasing immigration levels.”<sup>3</sup>

Hiring foreign workers can be a lengthy and expensive process but the payoff can be significant. The future depends on the better integration of diverse workers. There are large groups of underutilized people who could join the workforce or be more fully employed. Youth and immigrants could be better integrated and offered more opportunities.

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<sup>3</sup> <https://www.theglobeandmail.com/amp/business/commentary/article-with-boomers-retiring-and-investment-uncertain-where-will-the-workers/>

## FOREIGN WORKER PROGRAM STREAMS

Hiring a temporary foreign worker can be an exhausting ~~process if you've never~~ process for those who have not navigated the visa and permits system or worked with Labour Market Impact Assessments (LMIA) before. ~~Due to the complexities, however, outsourcing is always an option, however,~~ E employers are ultimately responsible for their own compliance, so it's still important to have good understanding of the basics. If you do keep the process in-house, it may be wise to have a single employee dedicated to managing the paperwork, timelines, reminders and alerts for each employee hired. Partnering with a knowledgeable immigration expert, attorney or company to help is often a reasonable course. ~~you stay on top of deadlines, changing laws and compliance, is key.~~

### ■ The International Mobility Program

- Lets you hire temporary foreign workers without one if the job matches the LMIA exemption code.
- Must pay an employer compliance fee and submit an offer of employment through the Employer Portal. ~~before the temporary foreign worker you want to hire can apply for a work permit.~~
- Individuals who can access this program: international students who have graduated from a Canadian school; persons permitted to work temporarily in Canada due to free trade agreements (i.e. NAFTA), International Experience Canada participants.

### ■ North American Free Trade Agreement (NAFTA)

- Allows citizens of the United States and Mexico to quickly gain entry into Canada for temporary business or investment reasons.
- Labour Market Impact Assessment not required.
- To work in Canada in one of 63 listed professions.

### ■ Foreign Students

- Eligible students may work for an eligible employer for up to 20 hours per week while class is in session and full-time during ~~scheduled~~ breaks in the academic calendar.
  - Students must have a valid study permit, be a full-time student, be enrolled at a ~~designated institution~~ at the post-secondary level ~~(vocational program at the secondary level in Quebec)~~, be studying in a program that leads to a degree, diploma or certificate and is at least 6 months in duration.
- ~~Employers must ensure the student has a valid study permit. Employers may also want to confirm that student is studying full-time in an eligible program.~~

### ■ Post-Graduation Work Permit Program

- Allows eligible international students to work for any eligible Canadian employer for up to 3 years.
- Student must have completed a program of at least 8 months at an eligible ~~Canadian~~ institution.
- The foreign worker is responsible for the application process
- The work permit is open, so the student can work for any eligible Canadian employer.

### ■ International Experience Canada

- ~~Three-t~~ Travel and work experiences: working holiday, Young Professionals, ~~International~~ Co-op Internship.
- Employers hiring under the Young Professionals or International Co-op Internship must complete an Offer of Employment and pay an employer compliance fee of \$230.

### ■ Programs for Permanent Workers:



- **Express Entry:** <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry.html>
- Manages applications in the Federal Skilled Worker program, the Federal Skilled Trades program, the Canadian Experience Class, and a portion of the Provincial Nominee Program.
- Employers can hire an Express Entry candidate to meet labour needs when unable to find Canadians or permanent residents to fill job vacancies.
- Access to a pool of candidates who fit current labour market needs through government Job Bank and private sector job boards.
- No Labour Market Impact Assessment fee for permanent residence applications.

#### ▪ Provincial Nominee Program

- An employer makes a job offer to a foreign worker who can then include the offer as part of their application to their provincial immigration office. Once they have been nominated by the province, the international worker can apply to Citizenship and Immigration for permanent residence.
- Each province and territory has its own programs that target certain groups and have varying criteria for their Provincial Nominee Program.
- permanent resident applicants.

#### ▪ Open Work Permit

- Not job-specific – geared to worker with specific circumstances and not employer driven
- Eligibility:
  - An international student who has graduated from a designated learning institution.
  - A student who's no longer able to meet the costs of your studies (destitute student).
  - Have an employer specific work permit and are being abused or at risk of being abused in relation to your job in Canada.
  - Applied for permanent residence in Canada.
  - Are a dependent family member of someone who applied for permanent residence.
  - Are the spouse or common-law partner of a skilled worker or international student.
  - Are the spouse or common-law partner of an applicant of the Atlantic Immigration Pilot Program.
  - Are a refugee, refugee claimant, protected person, or their family member.
  - Are under an unenforceable removal order.
  - Are a temporary resident permit holder.
  - Are a young worker participating in special programs.

### HOW TO HIRE A FOREIGN WORKER

There are three basic steps to hire a temporary foreign worker:<sup>4</sup>

- **Get an LMIA or submit an offer of employment**
  - Before you start, you must first determine if you need a Labour Market Impact Assessment (LMIA). An LMIA confirms:

<sup>4</sup> <https://www.canada.ca/en/employment-social-development/services/foreign-workers.html>

- There is a need for a temporary foreign worker.
  - No Canadians or permanent residents are available to do the job.
- How to get an LMIA:
  - Through employment and Social Development Canada (ESDC).
- If you need an LMIA:
  - The Temporary Foreign Worker Program (TFWP) lets you hire temporary foreign workers to fill labour and skill shortages.
  - Once an LMIA has been issued, you would provide a copy of the confirmation letter to each temporary foreign worker and tell each of them to apply for a work permit.
- If you don't need an LMIA:
  - The International Mobility Program lets you hire temporary foreign workers without an LMIA. Check the LMIA exemption code that matches your respective job posting.
  - If you hire a temporary foreign worker through the International Mobility Program, you need to pay an employer compliance fee, submit an offer of employment form through the Employer Portal. This must be done before the temporary foreign worker you want to hire can apply for a work permit.
- **Have the worker apply for a work permit**
  - To apply for a work permit, the worker needs:
    - A job offer letter
    - A contract
    - A copy of the LMIA
    - The LMIA number
  - The actual work permit is issued by a border services officer at a port of entry when the worker arrives in Canada – if the worker is already in Canada, the permit will be mailed to them.
- **Tell the worker what to expect from their application**

## TYPICAL APPLICATION PROCESSING TIMES

Depending on the program, processing times vary. Below are some examples of the range of processing times depending on the program:

| APPLICATION TYPE     | ECONOMIC CLASS                    | AVERAGE                     |
|----------------------|-----------------------------------|-----------------------------|
| Economic Immigration | Skilled Workers/Trades (Federal)  | 6 months                    |
| Temporary Residence  | Work Permit (from outside Canada) | 14 weeks or more            |
| Economic Immigration | Canadian Experience               | 6 months                    |
| Refuges              | Government Assisted Refugees      | Depends on the home country |
| Refuges              | Privately Sponsored Refugees      | Depends on the home country |

## CAN THE FOREIGN WORKER PROGRAM BE MANAGED “IN HOUSE?”

Hiring a temporary foreign worker can be an exhausting process if you've never navigated the visa and permits system before; however, outsourcing is always an option. Employers are ultimately responsible for their own compliance, so it's still important to have good understanding of the basics. If you do keep the process in-house, it may be wise to have a single employee dedicated to managing the paperwork, timelines, reminders and alerts for each employee hired.

Partnering with a knowledgeable immigration expert, attorney or company to help you stay on top of deadlines, changing laws and compliance, is key.

Costs and complexities can make hiring a temporary foreign worker difficult. When professional service fees for the paperwork, transportation, housing, clothing and other necessities are factored in, the final tally could reach anywhere from \$5,000 to \$6,000 per person. According to Human Resources and Skills Development Canada hiring a temporary foreign worker is intended as a “last-resort, short-term solution so businesses can continue to grow and create more opportunities for Canadians.”<sup>5</sup>

## **ONTARIO IMMIGRANT NOMINEE PROGRAM (OINP)**

### **OVERVIEW**

This immigration stream is Ontario’s economic immigration program which works in partnership with the Government of Canada through Immigration, Refugees and Citizenship Canada (IRCC). Foreign workers, international students and others with the right skills, experience and education apply to the OINP for a nomination. The OINP program only accepts applications under certain streams and in order to be able to apply the individual must first have a profile in the federal governments Express Entry system and had received a notification of interest from Ontario.

### **EXPRESSION OF INTEREST STREAMS**

The OINP uses an expression of interest system to manage its applications for the streams listed below. An individual must be registered to let OINP know they wish to be invited to the application process. The process gathers information to rank the applicant based on education, language, regional immigration, skill and experience, earning history, and a few other factors. It also ranks based on alignment with strategic priorities and the ability to address immediate labour market needs. There are no fees to register an expression of interest. Fees are only applicable to submit an application and depends on the stream being applied to.

### **QUALIFYING FOR A NOMINATION – 3 CATEGORIES**

1. **Employer job offer category:** for workers who already have a permanent job offer from an Ontario employer
2. **Human capital category:** for workers who have valuable work experience, education, language skills, and a profile in Canada’s Express Entry system; or for graduate students
3. **Business category:** for entrepreneurs looking to start a new or buy an existing business in Ontario

### **1. EMPLOYER JOB OFFER CATEGORY**

The employer job offer category has 3 streams under the expression of interest system. These OINP streams that are now open through the Expression of Interest system:

- **Foreign Worker stream** - <https://www.ontario.ca/page/oinp-employer-job-offer-foreign-worker-stream>
- **International Student stream** - <https://www.ontario.ca/page/oinp-employer-job-offer-international-student-stream>
- **In-Demand Skills stream** - <https://www.ontario.ca/page/oinp-employer-job-offer-demand-skills-stream>

To access this stream you must:

- Create a profile in the Portal
- Register an expression of interest for your select job offer category
- Have received an invitation to apply
- Have a full time and permanent job offer from an employer

<sup>5</sup> <https://financialpost.com/executive/the-case-for-foreign-workers-in-canada>

## **2. HUMAN CAPITAL CATEGORY**

**Has 2 sub-categories:**

### **a) INTERNATIONAL GRADUATES**

- Masters Graduate
- PhD Graduate streams

### **b) ONTARIO'S EXPRESS ENTRY**

Presently, the program is accepting applications from the following express entry streams:

- **French-Speaking Skilled Worker stream** - <https://www.ontario.ca/page/ontarios-express-entry-french-speaking-skilled-worker-stream>
- **Human Capital Priorities stream** - <https://www.ontario.ca/page/ontarios-express-entry-human-capital-priorities-stream>
- **Skilled Trades stream** - <https://www.ontario.ca/page/ontarios-express-entry-skilled-trades-stream>
- **Masters Graduate stream** - <https://www.ontario.ca/page/oinp-masters-graduate-stream>
- **PhD Graduate stream** - <https://www.ontario.ca/page/oinp-phd-graduate-stream>

## **BUSINESS CATEGORY**

The other possible stream is the **Entrepreneur Stream** - This stream is for entrepreneurs from outside Canada interested in starting a new business or buying an existing business in Ontario. This is a two-stage process that consists of:

### **Stage 1:**

- Sending in an expression of interest and if accepted, and online application.
- Attending a mandatory interview.
- If successful - signing a performance agreement.

### **Stage 2**

- Receiving a temporary work permit support letter to enable you to apply to IRCC for a temporary work permit.
- The individual then has 20 months to establish their business from the date they arrive in Ontario and must submit a final report.
- At the end of 20 months if they meet all requirements, they are eligible for nomination for permanent residence.

Administration & Finance Division  
Planning & Development Division  
Phone: 807-274-5323  
Fax: 807-274-8479

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Civic Centre  
320 Portage Avenue  
Fort Frances, ON  
P9A3P9



Operations & Facilities Division  
Phone: 807-274-9893  
Fax: 807-274-7360

Community Services Division  
Phone 807-274-4561  
Fax: 807-274-3799

email: [town@fortfrances.ca](mailto:town@fortfrances.ca)  
[www.fortfrances.ca](http://www.fortfrances.ca)

December 09, 2021

Tamara Rudge  
Email: [tamara.rudge@tc.gc.ca](mailto:tamara.rudge@tc.gc.ca)  
Director General  
Surface Transportation Policy

**RE: Fort Frances - International Bridge**

On behalf of the Town of Fort Frances, please accept this letter as the official comments on the proposed change of ownership or operation of the Canadian side of the international bridge. Thank you for providing us with the extension in submitting our comments.

The international bridge is a lifeline for Northwestern Ontario. Businesses, families, and tourism operations from Kenora, to Sioux Lookout, to Atikokan, and every municipality and First Nation in between and beyond are dependent on this vital transportation link.

The Town has significant concern that the international bridge is being considered for sale to other private investors and in the subsequent possibility of the bridge not being maintained and/or eventual closure. The Town had already expressed its concern at the regular Council Meeting on June 14, 2021. The resolution no. 707 regarding the **International Bridge - Ownership and Access Concerns** is attached.

In view of the correspondence from Transport Canada and discussions with government officials, it seems self-evident at this point that there is a limited prospect that the bridge will transition to public ownership, particularly, with the American half of the bridge already having changed hands.

As per the letter from Transport Canada dated November 16, 2021, the Town understands that the *International Bridges and Tunnels Act* (IBTA) ensures the proper consideration of our concerns and comments regarding the approval of the sale of the international bridge. Also, the government of Canada will make the new owner(s) of international bridge responsible for the safety (inspection and maintenance) and operation of the bridge under the *International Bridges and Tunnels Regulations* (IBTR).

The bridge could be a challenging asset for new owner(s) and may require some investment to keep it in reasonable shape in the longer run. Due to international bridge's economic significance, the Town requests Transport Canada to require new owner(s) to create and maintain an asset management fund for efficient maintenance of this bridge. If the bridge changes hands in the future, it ensures that the fund will be transferred to the next owner(s).

We emphasize that any closure or restriction on this bridge or toll hike would be economically devastating for our community and region, and it would not be forgotten by our citizens. We understand that the owner of the international bridge must inform the Minister when a change in tolls, fees or other changes have been implemented at a crossing. In fact, the tolls are collected on the U.S. side of the bridge. We request Transport Canada to look into the fact if it allows Canadian officials to regulate them or intervene if they become even more exorbitant.

We look forward to working with Transport Canada and the new owner(s) to keep one of our most important economic assets viable. However, we would like Transport Canada to address our concerns regarding asset management and tolls.

Please let us know if you have any questions or require clarification.

Sincerely,

Faisal Anwar,  
Chief Administrative Officer, Town of Fort Frances

cc: Hon. O. Alghabra, Minister of Transport (Canada)-([omar.alghabra@parl.gc.ca](mailto:omar.alghabra@parl.gc.ca))  
Hon. C. Mulroney, Minister of Transportation (Ontario) - Email: ([caroline.mulroney@pc.ola.org](mailto:caroline.mulroney@pc.ola.org))  
Hon. M. Pawlowski, MP Thunder Bay-Rainy River ([Marcus.Powlowski@parl.gc.ca](mailto:Marcus.Powlowski@parl.gc.ca))  
Hon. G. Rickford, MPP Kenora-Rainy River ([greg.rickford@pc.ola.org](mailto:greg.rickford@pc.ola.org))

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email: [town@fortfrances.com](mailto:town@fortfrances.com)  
[www.fort-frances.com](http://www.fort-frances.com)

June 21, 2021

Prime Minister Justin Trudeau  
Government of Canada  
Office of the Prime Minister  
80 Wellington Street  
Ottawa, ON K1A 0A2  
Via email: [pm@pm.gc.ca](mailto:pm@pm.gc.ca)

Premier Doug Ford  
Government of Ontario  
Legislative Building  
Queen's Park  
Toronto ON M7A 1A1  
Via email: [premier@ontario.ca](mailto:premier@ontario.ca)

Dear Prime Minister Trudeau & Premier Ford:

Re: **International Bridge Resolution**

At the recent meeting of Council held on Monday, June 14, 2021, the resolution attached to this letter was approved unanimously by Council. I have been directed to forward a copy of the resolution to a number of representatives which have been listed in the resolution and subsequently cc'd below.

Council looks forward to meeting with you to discuss your plan to protect this vital economic and community link.

Yours very truly,

ADMINISTRATION & FINANCE DIVISION

Elizabeth (Lisa) Slomke, AOMC  
Municipal Clerk

/es

c.c. Hon. M. Powlowski, MP Thunder Bay-Rainy River ([Marcus.Powlowski@parl.gc.ca](mailto:Marcus.Powlowski@parl.gc.ca))  
E. Melillo, MP Kenora ([Eric.Melillo@parl.gc.ca](mailto:Eric.Melillo@parl.gc.ca))  
Hon. G. Rickford, MPP Kenora-Rainy River ([greg.rickford@pc.ola.org](mailto:greg.rickford@pc.ola.org))  
S. Mamakwa, MPP Kiiwetinoong ([SMamakwa-QP@ndp.on.ca](mailto:SMamakwa-QP@ndp.on.ca))  
J. Monteith-Farrell, MPP Thunder Bay-Atikokan ([JMonteith-Farrell-QP@ndp.on.ca](mailto:JMonteith-Farrell-QP@ndp.on.ca))  
Hon. C. Mulroney, Minister of Transportation (Ontario) ([caroline.mulroney@pc.ola.org](mailto:caroline.mulroney@pc.ola.org))  
Hon. O. Alghabra, Minister of Transport (Canada) ([Omar.Alghabra@parl.gc.ca](mailto:Omar.Alghabra@parl.gc.ca))  
Hon. B. Blair, Minister of Public Safety ([Bill.Blair@parl.gc.ca](mailto:Bill.Blair@parl.gc.ca))

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Municipal Councils of Municipalities in Rainy River District: Alberton, LaVallee, Emo, Chapple, Morley, Dawson, Lake of the Woods, Rainy River and Atikokan (various e-mails)  
Municipal Councils of Municipalities in Kenora District: Dryden, Ear Falls, Ignace, Kenora, Machin, Pickle Lake, Red Lake, Sioux Lookout and Sioux Narrows-Nestor Falls (various e-mails)  
First Nation Councils located in the Rainy River and Kenora districts (various)  
Rainy River District Municipal Association (RRDMA) ([chapple@tbaytel.net](mailto:chapple@tbaytel.net))  
Northwestern Ontario Municipal Association (NOMA) ([admin@noma.on.ca](mailto:admin@noma.on.ca))  
Chamber of Commerce – Fort Frances District ([thefort@fortfranceschamber.com](mailto:thefort@fortfranceschamber.com))  
Chamber of Commerce – Kenora District ([info@kenorachamber.com](mailto:info@kenorachamber.com))  
Grand Council Treaty #3 ([reception@treaty3.ca](mailto:reception@treaty3.ca))  
Sunset Country Metis Community ([metisofsunsetcountry@gmail.com](mailto:metisofsunsetcountry@gmail.com))  
Sunset Country Travel Association ([info@visitsunsetcountry.com](mailto:info@visitsunsetcountry.com))  
Mayor and Council – City of International Falls (various)  
Mayor and Council – City of Ranier ([cityofrainier@frontiernet.net](mailto:cityofrainier@frontiernet.net))



Session No. 068

Resolution No. 707

Moved by Judson

Dated: June 14, 2021

Seconded by McTaggart

**WHEREAS:**

1. The Fort Frances—International Falls International Bridge [“International Bridge”] is a critical economic and community link connecting the Town of Fort Frances, Ontario and the City of International Falls, Minnesota;
2. The International Bridge sees more than 800,000 vehicle crossings annually, including:
  - a. tourists destined throughout Northwestern Ontario,
  - b. local trips for employment, business, recreational, educational, medical, emergency response, and family reasons,
  - c. commercial traffic serving the resource-based economy west of Thunder Bay, and
  - d. the importing of goods used in the mining, agricultural, and forestry sectors;
3. The International Bridge has been privately owned by the operators of local paper mills since it was built in 1908, and is currently owned, through subsidiaries, by the Packaging Corporation of America and Resolute Forest Products [“Resolute”], which is required by the Customs Act to provide the Canada Border Services Agency with facilities on the Canadian side of the International Bridge;
4. In Ontario, tolls on international bridges are authorized by the provincial Minister of Transportation under the Toll Bridges Act, but the bridge owners have placed their toll collection on the Minnesota side;
5. These tolls have become a growing concern for the citizens of Fort Frances and the surrounding communities, and deter American locals and visitors from crossing into Canada to support local businesses;
6. The only other privately-owned toll bridge connecting Canada and the United States is the Ambassador Bridge between Detroit and Windsor, which is 7,500 feet in length and charges less per crossing;
7. A January 31, 2006 public meeting revealed that one span of the International Bridge had only 15 to 20 years left in its lifespan before it needed to be replaced, at a then-estimated cost of \$8 million (USD);
8. Since 2006, it has been understood that high tolls were being charged by the bridge owners in order to rehabilitate the bridge in the 2020s, but Resolute now indicates that it wishes to divest itself from ownership, after collecting these high tolls for many years;
9. Council adopted resolutions in 2005 and 2006 calling on the Government of Canada and the Government of Ontario to acquire the International Bridge and make it a public asset without tolls, but those calls went unanswered;
10. The Town of Fort Frances and its neighbouring communities are concerned that new private ownership of the International Bridge will result in even higher tolls or that public access to the bridge will be compromised for safety or financial reasons;
11. Ontario’s Toll Bridges Act permits the Government of Ontario to enter into agreements with any Canadian or foreign authority for “the joint financing, construction or operation of any international bridge or tunnel and for any matter incidental thereto”, as reflected in the provincial and state governments’ \$30 million investment to replace the Rainy River—Baudette Bridge, which continues to operate without tolls;
12. Access to the International Bridge facilitates treaty obligations, including under the Jay Treaty of 1794, which allows Indigenous people from Canada to live and work freely in the United States, and allows access to traditional territories in northern Minnesota; and
13. The Town of Fort Frances’ strategic plan recognizes that the community is in a period of economic transition, with a renewed focus on tourism, forestry, and mining sectors, and that its prosperity requires improved border access and transportation links;

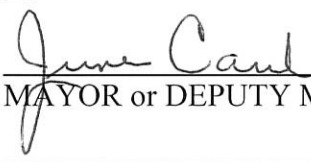
**THEREFORE IT IS RESOLVED** that Council of the Town of Fort Frances:

14. Calls on the Government of Canada and the Government of Ontario:
- a. to immediately intervene in the sale of the International Bridge and make all necessary efforts to acquire the International Bridge with their American counterparts, operate it as a public asset, and remove tolls, and
  - b. to meet with Council and administration of the municipality to brief it on their efforts and plans to protect this vital economic and community link;
15. Directs that a copy of this resolution be sent to:
- a. Marcus Powlowski, MP (Thunder Bay—Rainy River),
  - b. Eric Melillo, MP (Kenora),
  - c. The Hon. Greg Rickford, MPP (Kenora—Rainy River),
  - d. Sol Mamakwa, MPP (Kiiwetinoong),
  - e. Judith Monteith-Farrell, MPP (Thunder Bay—Atikokan),
  - f. The Hon. Doug Ford, Premier of Ontario,
  - g. The Hon. Caroline Mulroney, Minister of Transportation (Ontario),
  - h. The Hon. Omar Alghabra, Minister of Transport (Canada), and
  - i. The Hon. Bill Blair, Minister of Public Safety;
16. Directs that a copy of this resolution be forwarded to the below governments, organizations, and stakeholders, with a covering letter requesting that they issue a supporting resolution or letter to the individuals listed in the previous paragraph:
- a. All municipal councils and First Nation councils located in the Rainy River and Kenora districts,
  - b. The district municipal associations for the Rainy River and Kenora districts and the Northwestern Ontario Municipal Association,
  - c. All chambers of commerce serving the Rainy River and Kenora districts,
  - d. Grand Council Treaty #3,
  - e. The Sunset Country Métis Community, and
  - f. The Sunset Country Travel Association; and
17. Directs that a copy of this resolution be forwarded to the Mayor and Council of the City of International Falls and the Mayor and Council of the City of Ranier, with a covering letter requesting that they adopt a similar resolution and bring both resolutions to the attention of their state and federal officials and representatives.

|                | Yea | Nay | Disclosure<br>of Interest |
|----------------|-----|-----|---------------------------|
| M. Behan       |     |     |                           |
| W. Brunetta    |     |     |                           |
| J. Caul        |     |     |                           |
| A. Hallikas    |     |     |                           |
| D. Judson      |     |     |                           |
| J. McTaggart   |     |     |                           |
| R. Wiedenhoeft |     |     |                           |

☒ CARRIED

☐ DEFEATED

  
MAYOR or DEPUTY MAYOR



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



**Dated: Dec 1, 2021**

**Period: NOV 2021**

**RRFDC 2 Year Action Plan:**

|  | <b>KPI and (Completion Date)</b>   | <b>Actions</b>   |
|--|--|--|
| <b>Mill Site:</b><br>Planning and collaboration<br>Work with Riversedge/Aazhogan<br>Seek opportunities for development.                      | Complete study (Q1 2022)<br>Create collaborative plan with partners (Ongoing)<br>Assist with marketing efforts and support (Ongoing)   | <ul style="list-style-type: none"><li>• Industrial Rate Study Completed approved by committee and sent to A and F</li><li>• Project in Progress Draft Report Dec 2</li></ul>   |
| <b>MAT Committee: (Tourism)</b><br>Implement Marketing Plan with FedNor and NOHFC funding<br>Experiential Tourism<br>New product development | Website development (Q2 2021)<br>Host workshops on experiential tourism (Q4 2021)<br>Initialize a digital marketing program (Q3 2021)<br>Return occupancy to pre-COVID-19 19 levels (Q4 2022)<br>Preparation for growth (2023) | <ul style="list-style-type: none"><li>• Soliciting experiences Workshops – OCT 12,13 were held, Ongoing support and mentorship is being provided</li><li>• Destinationfortfrances.ca building</li><li>• Winter Tourism work – Virtual Ice Fishing Derby and Snowmachine related marketing</li><li>• WEEKEND FAMILY DAY ICE FISHING DERBY</li></ul> |
| <b>Downtown Re-vitalization and SME Retention:</b><br>Promote increased use of market square.  | Market the square to micro and home businesses startups (Ongoing)<br>Maintain GL percentage usage (Ongoing-Q4 2022)  | <ul style="list-style-type: none"><li>• GL new signs</li><li>• Increased Social Media X2</li><li>• GL stable</li></ul>   |

|   |   |   |
|---|---|---|
| Support (loans etc.)<br>- Digital Support (Training)<br>- GoLocal   | Add net 2 new merchant members. (Q4 2021)   |   |
| <b>Woodyard and Gateway:</b><br>RFI for “Attraction Land”<br>Promote woodyard to hotel developers.<br>Promote site to multi-residential developers. | Issue RFI (Q2 2021)<br>Market property to 40 hotel developers (Q1 2022)<br>Market to housing developers (Q1 2022)<br>Create marketing materials (Ongoing to Q1 2021)  | <ul style="list-style-type: none"> <li>• Hotel investment groups list creation is ongoing.</li> <li>• Three presentations to developers</li> <li>• 2 Meetings</li> </ul>  |
| <b>Industrial Lots:</b><br>Promote the industrial lot sites.  | Provide recommendations to Council on economic value (Ongoing)  | <ul style="list-style-type: none"> <li>• Three Potential sale in development for multiple acres</li> <li>• Report to Council on offer sent in Oct</li> <li>• Two active additional interest</li> </ul>  |
| <b>Mining Supply and Service:</b><br>Market Fort Frances as a location  | Two meetings with New Gold (Annually)   | <ul style="list-style-type: none"> <li>• Welcome Packages sent</li> <li>• NewGold is redoing it’s procurement process – Spring 2022</li> </ul>  |
| <b>Rainy Lake Square Activities/Project Petunia/Canada Day:</b><br>Assist in the transition to museum staff.  | Ensure a smooth transition (Q1 2021)<br>Monitor activities and assist were needed (Q3 2021)   | <ul style="list-style-type: none"> <li>• Transferring assets and files, providing assistance as required.</li> <li>• Market is very successful!</li> </ul>  |
| <b>Boundary Waters Forest Management/Wood Products:</b><br>Participate in BWFMC<br>Seek users for available fiber.                                  | Attend BW meetings (Ongoing)<br>Communicate opportunities (Q2/3 2021 start)<br>Market fiber available with BWFMC (Q3 2021)<br>Execute fiber study Q2 2021 (based on NOHFC) Moved to Q3 NOHFC late<br>Share fiber information with potential | <ul style="list-style-type: none"> <li>• Attended BWFMC Meetings</li> <li>• Fiber Study with multiple partners early 2022 completion</li> <li>• Two active forestry interests considering Fort Frances as location.</li> <li>• One inactive interest – based on report may return to interest.</li> </ul> |

|                                       |  |  |
|---------------------------------------|--|--|
|                                       | users (Ongoing)<br>Meet with 4 possible users (Q4 2022)                                    |  |
| <b>Partnerships and Relationships</b> | Attend BIA and Chamber Meetings<br>RRDMA linkages<br>Meetings with all Ind Ec Dev Agencies | <ul style="list-style-type: none"> <li>• Meeting with FN Regional Ec Corp.</li> <li>• RRDMA presentation in Spring</li> <li>• RRFDC at meetings for BIA and Chamber</li> </ul> |
| <b>NWO travel loop</b>                |  | <ul style="list-style-type: none"> <li>• Attended Meetings – draft website up</li> </ul>   |

**Additional Activities:**

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