

TOWN OF FORT FRANCES

Economic Development Executive Committee

AGENDA - January 5, 2022, 12:00 PM

MEETING - Civic Centre

Session #1

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 10 - 08 December 2021 3 - 4
4. **Items referred from Council**
 - 4.1 Tax Incentives 5 - 18
5. **New Business - none**
6. **Outstanding Items**
 - 6.1 Fort Frances International Bridge
 - 6.2 Winnipeg to Thunder Bay Tourism Route Initiative
 - 6.3 Cross Border Fishing Activity
 - 6.3 Ranier Bridge
 - 6.4 Labour Force Shortages
7. **Information**
 - 7.1 EDEC Monthly Report 19 - 21

8. **In-Camera - none**
9. **Adjourn / Next Meeting Date 09 February 2022**

TOWN OF FORT FRANCES

MINUTES

SESSION NO. #10

December 8, 2021

The meeting of Economic Development Executive Committee of the Town of Fort Frances was held virtually and in the Civic Centre on December 8, 2021 from 1200 hrs to 1305 hrs.

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

ALSO PRESENT: F. Anwar, CAO, C. Vangel, CBO / Municipal Planner, J. Ruppenstein, CAO FFPC, T. Drysdale, Economic Development Consultant, G. Gillon, RRFDC, K. Haney, Deputy Clerk, D. Cridland

REGRETS: J. Pryde, T. Ryall

1. Call to Order @ 1200 hrs/Roll Call

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

3. Approval of Previous Committee Minutes

Accepted as presented

3.1 Session 9 - 03 November 2021

4. Items Referred from Council - none

5. New Business

5.1 NW Ontario Presentation - overview of presentation provided by Joerg Ruppenstein, CAO FFPC. ISO receives direction from Minister of Energy. Discussion involved future deputation at Council meeting.

5.2 Labour Market Final to OCT 29 - Tannis Drysdale provided overview of report. Discussion held.

5.3 Fort Frances - International Bridge - Discussion involved sharing with Tourism Association and involving support from KDMA. Recommendation from Committee to bring forward to Council.

6. Outstanding Items

6.1 Ranier Bridge- 2021/12/08- *Cody to follow up with CN for update on project.*
Winnipeg to Thunder Bay tourism route initiative -2021/12/08 - *Issues determined with lack of information provided for the Town of Fort Frances. Discussion involved extending invitation to Heather Grupp in January or February for update. Geoff Gillon to follow up.*
Cross Border Fishing Activity - 2021/12/08 - *No update*

7. Information

7.1 Nov - TOFF 2 year workplan Report to EDEC - Tannis Drysdale provided an overview of the report. Recommendation to bring Tax Incentive Zones forward to next meeting of Council.

8. In-Camera - None

9. Adjourn / Next Meeting Date 05 January 2021

Executive Committee Chair

F. Anwar, CAO



September 2, 2021

Opportunity for Tax Incentives

In the fall economic statement, the Province of Ontario announced:

“Over the coming months, the government will be consulting on ways to encourage investment into rural and undercapitalized areas of the province with the goal of restoring Ontario’s competitiveness and allowing the private sector to create jobs and growth. The outcome could include exploring potential changes to the tax system that may benefit overlooked areas of the province and new, upcoming industries.”

This followed OREA’s (the Ontario Real Estate Association) request of the Government of Ontario. The Minister of Economic Development and Trade has informed us that they may be interested in exploring this conceptually when the Government is through the priorities set by the pandemic.

This is an important potential opportunity for Fort Frances.

Recent History in Ontario

The thought of introducing tax incentive zones is not new for Ontario. In 2002, tax incentive zones were announced in both the Throne Speech and budget in Ontario. The incentives were to be for both large and small businesses and for smaller, rural, and northern communities. Municipalities were to provide full municipal property tax relief for all eligible businesses. The tax incentives would then be in place for 10 years, starting 1 January 2004. Northern Ontario was eventually selected as the first tax incentive zone. Eligible businesses that are located in a tax incentive zone would not be required to pay the provincial business education tax, capital tax or employer health tax. However, the program was never implemented.

Recent History in the U.S.

The U.S. has greater experience with tax incentive zones. Renewal Communities (RCs), Enterprise Communities (ECs), and what is more well known as Empowerment Zones (EZs) are all federally designated areas with high levels of poverty and economic distress. In these geographic areas, businesses and local governments may be eligible for federal grants and tax incentives. There was one round of RCs authorized by Congress since 1993, which occurred in 2000. There have also been two rounds of ECs (1993 and 1997) and three rounds of EZs (1993, 1997, and 1999) authorized by Congress since 1993.

A paper by the Congressional Research Service, published on 14 February 2011, titled “Empowerment Zones, Enterprise Communities, and Renewal Communities: Comparative Overview and Analysis” found the following:

“A number of studies have evaluated the effectiveness of the EZ, EC, and RC programs. Several government-sponsored studies have failed to link EZ and EC designation with a general improvement in community outcomes. In addition, several academic researchers have evaluated the effectiveness of zone incentives. Overall, these studies have found modest, if any, effects, and call into question the cost-effectiveness of these programs.”

One of the studies reviewed by this paper found that while poverty and unemployment did decrease in some EZs the decrease that occurred was not dissimilar from areas that did not receive an EZ designation, and therefore did not receive any corresponding tax incentives or grants. Another study reviewed by this paper found it was not possible to determine there was any effect from the EZ designation and resulting support for these areas. As a result, the paper arrived at the following,

“These results suggest that the program had no statistically significant effect on income, unemployment, or poverty, a finding shared by recent research on state-level enterprise zones.”

The Opportunity Alignment of Fort Frances

The Town of Fort Frances has made the investments necessary to support the growth a tax incentive zone could create. The Town of Fort Frances has a variety of affordable industrial and commercial properties that are either serviced or serviceable and ready for development.

The Town of Fort Frances has created opportunities for development by offering land below general market value and the entire Town of Fort Frances is included in the Community Improvement Plan approved by the Province of Ontario.



The Town of Fort Frances also ideally matches the requirements that the Province of Ontario has laid out for regions to be eligible for a potential tax incentive zone. Not only is the Town of Fort Frances undercapitalized compared to other growing parts of the province, but with the closing of the mill the town has experienced a significant decapitalization, which would help support the argument to create tax incentives for the town.

In the Town of Fort Frances, the 2016 median household income was \$62,928 per year. The median household income in the town is lower than the 2016 national household median income of \$82,110, a difference of almost 25%. This further demonstrates both the need and eligibility of the Town of Fort Frances for a tax incentive zone.

There are several projects in the early interest stages for the undeveloped portions of the community. These could leverage the strength of the public utility and the communities border access.

The space being reclaimed by the demolition of the mill provides other unique opportunities to create growth via incentives.

The incentives could also align with supports provided via NOHFC and FedNor.

What Could the Incentives look like:

- Reduced Provincial corporate taxes
- Reimbursements for capital expenditures
- Incentives directed at hiring such as wage subsidies
- Relocation allowances
- Education tax rebates
- Subsidized hydro rates
- Reductions in Municipal taxes

Next Steps:

- EDEC to report to Council that it believes that Council should lobby the Government of Ontario to be a pilot tax incentive zone.
- Develop a list of incentives that the municipality would contribute to the zone's effectiveness.
- Meet with landowners to discuss their interest in developing businesses on their property within the zone.
- Build a business model that proves the return on investment of the incentive

“Tax” Incentive Opportunities for Consideration

Municipal	Provincial	Federal
Property Taxes Reduction (limited to industrial class generally)	Workforce training/employment incentives	
Property Class Ratio Reduction	Lower corporate taxes (rebate system)	Lower corporate taxes
Free residential building lot to investors	Grants for capital costs	Grants for capital costs
Below market rates commercial property	Grants for soft costs/marketing	Grants for soft costs/marketing
Lower development and service fees	Lower income tax rates for entrepreneurial investors/rebate	Lower income tax rates for entrepreneurial investors/rebate
Though partners at FFPUC – energy rate reduction	Deferral of taxes on capital gains.	
	Investment Tax Credit	
	Removal of Education Tax	
	Reduction/elimination of speciality taxes	Reduction/elimination of speciality taxes
	Site location rebate fund to cover travel to zone to explore opportunities	Site location rebate fund to cover travel to zone to explore opportunities

(existing COVID opportunities)

Ontario Regional Opportunities Investment Tax Credit

This bulletin is intended for informational purposes only with respect to the Ontario Regional Opportunities Investment Tax Credit (ROITC). The *Taxation Act, 2007* (Ontario) provides full particulars of the ROITC. This bulletin does not constitute legal, technical, business or other advice and should not be relied upon as such. To the extent that this bulletin deviates from the legislation and regulations thereto, the legislation and regulations prevail.

New Refundable Tax Credit

Effective March 25, 2020, Ontario has introduced the ROITC, a 10 per cent refundable tax credit.

Temporary Enhancement of the ROITC

A temporary enhancement to the ROITC provides an additional 10 per cent credit for eligible expenditures for eligible property that becomes available for use during a qualifying corporation's taxation year, and in the period beginning on March 24, 2021 and ending before January 1, 2023.

Claiming the ROITC

The ROITC is available to corporations that meet certain requirements.

Further information about claiming the credit is provided below under the heading "Claiming the Tax Credit - Eligibility, Amount of Credit and Filing Requirements".

Spending Requirement

The ROITC is available for eligible expenditures that exceed \$50,000 in a taxation year to a maximum of \$500,000 in the year. The maximum amount of the credit is capped at \$45,000 per year.

When both the ROITC and enhanced ROITC conditions are met, the maximum amount of the credit is \$90,000 per year.

The credit is prorated for short taxation years. The unused balance of the ROITC can be carried forward to the following taxation year.

Qualifying Investments

Qualifying investments are limited to eligible expenditures in respect of eligible property.

Eligible Property

Eligible property for the purposes of the ROITC is depreciable property that is listed in Class 1 or 6 of Schedule II to the *Income Tax Regulations* under the *Income Tax Act* (Canada) for Capital Cost Allowance (CCA) purposes. However, eligible property does not include depreciable property that is listed in Class 1 as a result of an election made under subsection 1103 (1) of those Regulations, unless the property would otherwise have been listed in Class 6. An election under subsection 1103 (1) pertains to transfers of property from another Class into Class 1.

To qualify for the credit, an eligible property must become "available for use" by the corporation in the taxation year in which the ROITC is being claimed by the corporation and on or after March 25, 2020.

For the purposes of the ROITC, a property is considered to become available for use at the time the property is considered to become available for use under subsection 13 (26) in the *Income Tax Act* (Canada). The available for use rules vary depending on the type of property. Generally, a property may not be depreciated for income tax purposes until the time that the property is considered to have become available for use by the taxpayer.

Location of the Property

Eligible property includes only property that is wholly located in the qualifying region specified in the *Taxation Act, 2007* (Ontario) for purposes of the ROITC. The qualifying region is comprised of geographic areas that are legislated by reference to Schedules 1 and 2 to Regulation 180/03 under the *Territorial Division Act, 2002* (Ontario).

Use of the Property

Commercial and industrial buildings generally qualify as eligible property. Residential buildings are not eligible for the credit for purposes of the ROITC.

If the property is a building, or an addition or alteration to a building, at least 90 per cent of the floor space of the building must be used at the end of the taxation year for a non-residential purpose to make the property eligible for the ROITC.

Eligible Expenditures

Eligible expenditures are costs of a capital nature incurred by a qualifying corporation to acquire, renovate or make additions to eligible property. The corporation must be a qualifying corporation with a permanent establishment in Ontario at the time the expenditures are incurred.

Eligible expenditures are the amounts that are part of the capital cost of the eligible property to the qualifying corporation for CCA purposes. The rules in the *Income Tax Act* (Canada) apply to determine the capital cost of eligible property to a qualifying corporation for the purposes of the ROITC.

Eligible expenditures may be incurred in one or more taxation years, up to and including the year in which the eligible property becomes available for use. Expenditures are not

eligible if incurred in a taxation year following the year in which the property is considered to have become available for use.

Expenses incurred by the qualifying corporation under a contract with persons or partnerships with which the qualifying corporation does not deal at arm's length are not eligible expenditures for purposes of the ROITC.

Claiming the Tax Credit - Eligibility, Amount of Credit and Filing Requirements

Eligibility: Qualifying Corporation

The ROITC is available to a corporation that meets all of the following requirements:

- The corporation is a Canadian-controlled private corporation throughout the taxation year.
- The corporation is not exempt from tax for the taxation year under Part III of the *Taxation Act, 2007* (Ontario).
- The corporation carries on business in Ontario in the taxation year through a permanent establishment in Ontario.

The number of employees the corporation has at its permanent establishment in Ontario during the taxation year is not a factor in determining eligibility for the credit.

Eligibility: Location of Corporate Head Office

A qualifying corporation that has a permanent establishment in Ontario that is outside of the qualifying region is eligible to claim the ROITC provided that the property in respect of which the corporation has incurred eligible expenditures is wholly located in the qualifying region and the corporation otherwise meets the criteria for claiming the credit. The location of the corporation's head office is not relevant for the purposes of the ROITC.

Eligibility: Qualifying Region and Excluded Areas

A list of the areas comprising the qualifying region for the purposes of the ROITC can be found in the *Taxation Act, 2007* (Ontario). The geographic areas in the qualifying region are subject to change as described below.

The Ontario Minister of Finance may, by regulation, remove part or all of any geographic area from being in the qualifying region. A qualifying corporation should review the list of geographic areas comprising the qualifying region prior to making a claim for the ROITC for a taxation year to ensure that a particular area has not been excluded.

Amount of Credit: Multiple Eligible Properties in Qualifying Region

A qualifying corporation may have more than one eligible property located in one or more of the geographic areas within the qualifying region. The ROITC is capped at \$45,000 in a year for all eligible properties. The enhanced ROITC is capped at \$90,000 in a year for all eligible properties.

This means that the qualifying corporation can aggregate its eligible expenditures for all eligible properties that become available for use in the qualifying region in the taxation year, up to a limit of \$500,000. The total eligible expenditures in excess of \$50,000 would be eligible for the ROITC for the particular taxation year. Two examples are set out below. Both examples assume a 365-day taxation year, no unclaimed expenditure balance, the expenditures are eligible for the credit and that all other eligibility criteria and conditions for the ROITC are met.

Example 1A: qualifying corporation that has eligible expenditures of \$40,000 in respect of one eligible property and has eligible expenditures of \$360,000 in respect of another eligible property would claim the ROITC in respect of the total of \$400,000 of expenditures ($\$40,000 + \$360,000 = \$400,000$). The amount of the ROITC would be \$35,000 for the year calculated as follows: $(\$400,000 - \$50,000) \times .10 = \$35,000$.

Example 1B: All of the criteria in Example 1A are the same, except the eligible properties become available for use on or after March 24, 2021 and before January 1, 2023. The amount of the enhanced ROITC would be \$70,000 for the year calculated as follows: $(\$400,000 - \$50,000) \times (.10 + .10) = \$70,000$.

Example 2A: qualifying corporation that has eligible expenditures of \$375,000 in respect of one eligible property and eligible expenditures of \$225,000 in respect of another eligible property would claim the ROITC in respect of the total of \$600,000 of expenditures ($\$375,000 + \$225,000 = \$600,000$). The ROITC may be claimed on the lesser of the qualifying corporation's total eligible expenditures (\$600,000 in this example) and \$500,000. In this example, the maximum amount that may be claimed is \$500,000. The amount of the qualifying corporation's credit would be \$45,000 for the year, calculated as follows: $(\$500,000 - \$50,000) \times .10 = \$45,000$.

Example 2B: All of the criteria in Example 2A are the same, except the eligible properties become available for use on or after March 24, 2021 and before January 1, 2023. The amount of the enhanced ROITC would be \$90,000 for the year calculated as follows: $(\$500,000 - \$50,000) \times (.10 + .10) = \$90,000$.

Anti-Avoidance Rules

The legislation contains rules to prevent a corporation from artificially creating an entitlement to the ROITC and from increasing or multiplying the amount of the ROITC for which the corporation is otherwise eligible, including limitations for associated corporations and excluded property

Associated Corporations

The ROITC for a qualifying corporation that is associated with one or more other corporations during a particular taxation year is nil unless each of the other corporations has agreed in writing to waive its right to claim the ROITC for any taxation year of the other corporation that overlaps with the particular taxation year.

Corporations that are associated with one or more other corporations must agree that one corporation in the associated group would claim the ROITC for taxation years that

overlap the year(s) of the other corporation(s). An ROITC claim must be made by only one of the associated corporations.

When is a corporation associated with another?

For the purposes of the ROITC, the rules in the *Income Tax Act* (Canada) will apply in determining whether the corporation claiming the ROITC is associated with one or more other corporations. A qualifying corporation claiming the ROITC should review the associated corporation rules in *Income Tax Act* (Canada) before claiming the credit.

Excluded Property

The ROITC can be claimed only in respect of eligible property. There are certain exceptions to what constitutes eligible property for the purposes of the ROITC. The credit is not available in respect of property that would otherwise be eligible property in any of the following circumstances:

The property was acquired by the corporation from a person or partnership with which the corporation did not deal at arm's length.

- The property was acquired by the corporation from a person or partnership with which the corporation did not deal at arm's length.
- The property was acquired in circumstances where the property was previously owned by the corporation or by a person or partnership with which the corporation was not dealing at arm's length at any time when the property was owned or acquired by the person or partnership.
- The property was acquired from a person or partnership, who has a right or option to acquire all or part of the property in the future, or who has granted a right or option to any other person or partnership to acquire the property in the future.

The rules contained in the *Income Tax Act* (Canada) in respect of a relationship that is not at arm's length apply for purposes of the ROITC.

Filing Requirements

The ROITC is a refundable tax credit such that, if the corporation's tax liability for the year is reduced to nil, the amount of the ROITC to which the corporation is entitled, if any, will become a refund to the corporation.

For taxation years ending in 2009 or later, corporations that have a permanent establishment in Ontario file a harmonized T2 Corporation Income Tax Return with the Canada Revenue Agency (CRA). The harmonized return includes any Ontario refundable tax credits that the corporation is eligible to claim. This means that the CRA will administer the ROITC on behalf of Ontario.

Review of the ROITC

The Ontario Minister of Finance is required to review the effectiveness of the credit every three-year period beginning from March 25, 2020.

More Information

The CRA administers the ROITC on behalf of Ontario through the federal income tax system.

For general tax enquiries regarding this tax credit, taxpayers may telephone the CRA at:

- 1-800-959-5525 (English)
- 1-800-959-7775 (French)
- 1-800-665-0354 for teletypewriter (TTY)

Or visit the [CRA website](#).

Qualifying Region in Ontario

Property must be wholly located within the qualifying region in Ontario to be eligible for the ROITC. The *Taxation Act, 2007* (Ontario) lists the geographic areas that are within the qualifying region. These geographic areas are as named and described in Schedules 1 and 2 to Ontario Regulation 180/03 (Division of Ontario into Geographic Areas) made under the *Territorial Division Act, 2002* (Ontario).

The geographic areas in Ontario that form the qualifying region for purposes of the ROITC are set out in the table below and are illustrated in Figures 1 and 2, below.

Table 1. Qualifying Region in Ontario

This table sets out the geographic areas that comprise the qualifying region in respect of which a ROITC is available under the *Taxation Act, 2007* (Ontario).

Schedule 1 to Ontario Regulation 180/03 <i>Territorial Division Act, 2002</i> (Ontario)	Schedule 2 to Ontario Regulation 180/03 <i>Territorial Division Act, 2002</i> (Ontario)
<ul style="list-style-type: none">• Bruce• Chatham-Kent• Elgin• Essex• Frontenac• Grey• Haliburton• Hastings• Huron• Kawartha Lakes• Lambton• Lanark• Leeds and Grenville	<ul style="list-style-type: none">• Algoma• Cochrane• Kenora• Manitoulin• Muskoka• Nipissing• Parry Sound• Rainy River• Sudbury• Thunder Bay• Timiskaming

Schedule 1 to Ontario Regulation 180/03 <i>Territorial Division Act, 2002 (Ontario)</i>	Schedule 2 to Ontario Regulation 180/03 <i>Territorial Division Act, 2002 (Ontario)</i>
<ul style="list-style-type: none"> • Lennox and Addington • Middlesex • Northumberland • Oxford • Perth • Peterborough • Prescott and Russell • Prince Edward • Renfrew • Stormont, Dundas and Glengarry 	

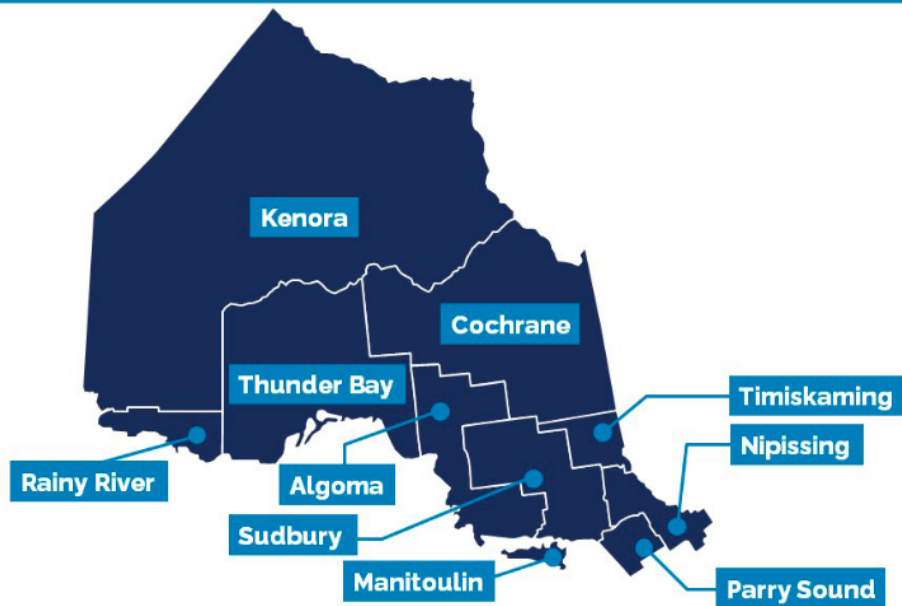
Accessible description of Table 1. Qualifying Region in Ontario

Table 1 shows the geographic areas comprising the qualifying region eligible for the ROITC by reference to Schedules 1 and 2 to Ontario Regulation 180/03 (Division of Ontario into Geographic Areas) made under the *Territorial Division Act, 2002* (Ontario).

The geographic areas in the column for Schedule 1 are as follows: Bruce, Chatham-Kent, Elgin, Essex, Frontenac, Grey, Haliburton, Hastings, Huron, Kawartha Lakes, Lambton, Lanark, Leeds and Grenville, Lennox and Addington, Middlesex, Northumberland, Oxford, Perth, Peterborough, Prescott and Russell, Prince Edward, Renfrew, Stormont, Dundas and Glengarry.

The geographic areas in the column for Schedule 2 are as follows: Algoma, Cochrane, Kenora, Manitoulin, Muskoka, Nipissing, Parry Sound, Rainy River, Sudbury, Thunder Bay and Timiskaming.

Northern Ontario: Regions Eligible for the Regional Opportunities Investment Tax Credit



Source: Ontario Ministry of Finance.

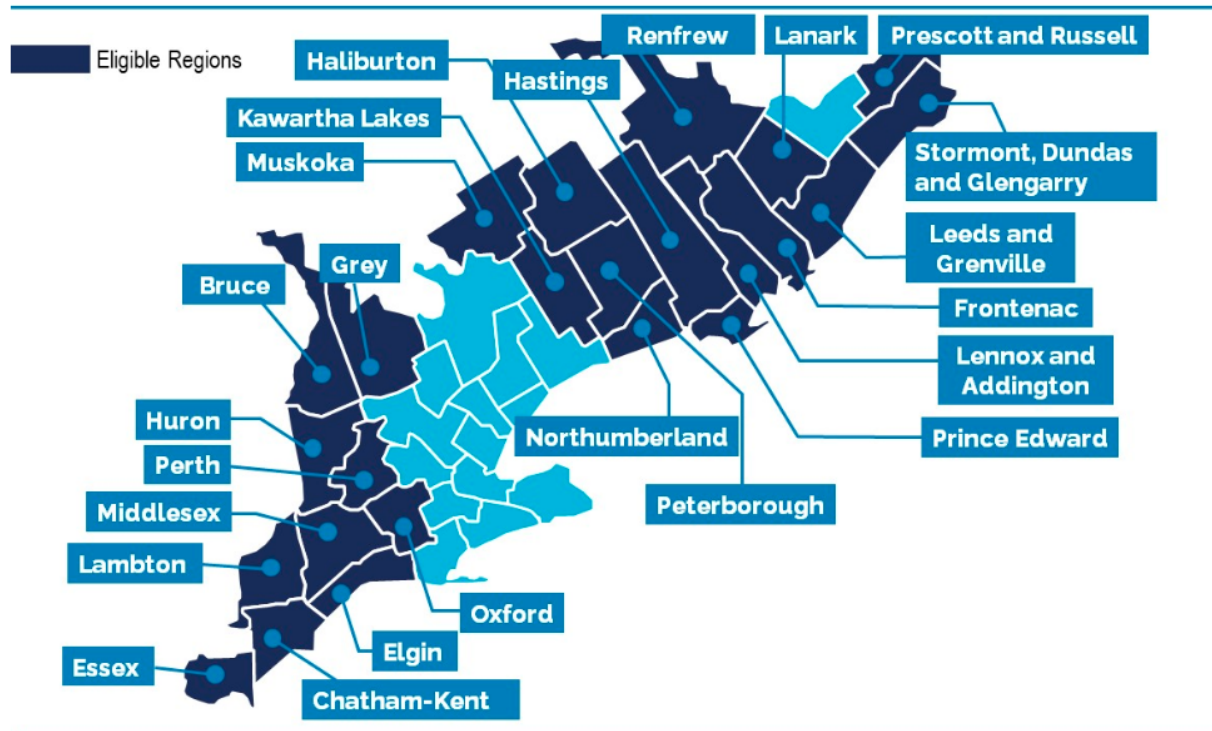
Accessible description of Figure 1

Figure 1. Northern Ontario: Geographic Areas Eligible for the Regional Opportunities Investment Tax Credit.

This map shows the areas eligible for the ROITC in Northern Ontario. The areas noted on the map are as follows:

District of Algoma, District of Cochrane, District of Kenora, District of Manitoulin, District of Nipissing, District of Parry Sound, District of Rainy River, District of Sudbury together with the City of Greater Sudbury, District of Thunder Bay, and District of Timiskaming.

Southern Ontario: Regions Eligible for the Regional Opportunities Investment Tax Credit



Source: Ontario Ministry of Finance.

Accessible description of Figure 2

Figure 2. Southern Ontario: Geographic Areas Eligible for the Regional Opportunities Investment Tax Credit.

This map shows the areas eligible for the ROITC in Southern Ontario. The areas noted on the map are as follows:

City of Kawartha Lakes; County of Bruce; County of Elgin together with the City of St. Thomas; County of Essex together with the City of Windsor and Township of Pelee; County of Frontenac together with the City of Kingston; County of Grey; County of Haliburton; County of Hastings together with the City of Belleville and City of Quinte West; County of Huron; County of Lambton; County of Lanark together with the Town of Smiths Falls; County of Lennox and Addington; County of Middlesex together with the City of London; County of Northumberland; County of Oxford; County of Perth together with the City of Stratford and the Town of St. Marys; County of Peterborough together with the City of Peterborough; County of Prince Edward; County of Renfrew together with the City of Pembroke; District of Muskoka; Municipality of Chatham-Kent; United Counties of Leeds and Grenville together with the City of Brockville, the Town of Gananoque and the Town of Prescott; United Counties of Prescott and Russell; and United Counties of Stormont, Dundas and Glengarry together with the City of Cornwall.



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



Dated: Dec 30, 2021

Period: Dec 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 approved by committee and sent to A and F• Mill Study Project in Progress:• Draft report has been created, second payment to consultants made• JAN final report
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">• Ice Fishing Tournament planned family day weekend• Winter Tourism site WeGotSnow up
Downtown Re-vitalization and SME Retention: Promote increased use of market square. Support (loans etc.) - Digital Support (Training)	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">• Increased Social Media• Purchased new hardware – grant• \$30,000 in GOLOCAL cards issued Dec alone

- GoLocal		
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
Industrial Lots: Promote the industrial lot sites.	Provide recommendations to Council on economic value (Ongoing)	<ul style="list-style-type: none"> Three Potential sale in development for multiple acres Report to Council on offer October
Mining Supply and Service: Market Fort Frances as a location	Two meetings with New Gold (Annually)	<ul style="list-style-type: none"> Welcome Packages sent NewGold is redoing it’s procurement process – Spring 2022
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. Market is very successful!
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) Moved to Q3 NOHFC late Share fiber information with potential users (Ongoing) Meet with 4 possible users (Q4 2022)	<ul style="list-style-type: none"> Attended BWFMC Meetings Wood Study expected in Jan that could lead to active marketing to users Early-stage opportunity, working Province and stakeholders Marketing biomass and small round wood
		<ul style="list-style-type: none">

Partnerships and Relationships	Attend BIA and Chamber Meetings RRDMA linkages Meetings with all Ind Ec Dev Agencies	<ul style="list-style-type: none"> • Meeting with FN Regional Ec Corp. • RRDMA presentation in Spring • RRFDC at meetings for BIA and Chamber
NWO travel loop		<ul style="list-style-type: none"> • Attended Meetings • Met with Heather Gropp • Sent list of deficiencies and have followed up twice. Site location rebate fund to cover travel to zone to explore opportunities

Additional Activities:

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