

Committee Room – Civic Centre

AGENDA

3. Disclosure of pecuniary interest and the general nature thereof.

PAGE

4. **Approval of Minutes – April 8th, 2013.** 1

5. New Items:

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|----|---------------------------------------|---|
| i) | Appointment of Committee Chairperson. | 3 |
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- ii) Intern Position.

- iii) Summer Students and Border Plans.

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| iv) | Go Local Report. | 4 |
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- v) Investment Capital Business Plan.

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| vi) | Report from J. Cumming re: Discussion Paper for EDAC. | 10 |
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6. **Outstanding Items:**

- i) Tenure Reform – Meeting Date.

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| ii) | Ontario Tourism Building. | 16 |
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| ii) | Report from J. Cumming re: Proposal for Economic Marketing Person for Town. | 20 |
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7. Non-Agenda Items.

8. **Next Meeting Date: June 3, 2013.**

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

Minutes

April 8th, 2013

A meeting of the Economic Development Advisory Committee was held in the Committee Room, Civic Centre Monday, April 8, 2013 at 11:30 a.m.

The following members were present: G. Rogozinski, Jim Cumming, Mark Caron, Bob Armit, John McTaggart, Jane Gillon, Teresa Hazel, Ken Perry, Roy Avis.

Also Present: Tannis Drysdale, Geoff Gillon (RRFDC), and K. Lawson, Secretary.

Regrets: Krista Ballard, Aaron Beckett and Mark McCaig.

1. Call to order at 11:35 a.m.
2. **Non agenda items:** J. Cumming re: Proposal for Economic Marketing Person.
3. Disclosure of pecuniary interest and the general nature thereof: None.
4. **Approval of Minutes** – February March 4, 2013.

Cumming- Fortes: That the minutes from the March 4, 2013 meeting be approved as circulated. CARRIED.

5. **New Items:**

Forest Tenure: The date for this meeting has not been set yet. Tannis advised that she will be contacting local truckers/haulers and have them come to a future meeting of the committee, before reporting back to Council with a recommendation.

NCIR Industrial Park: Tannis distributed new advertising to members which provided members with sales information and photography outlining the industrial park lots.

Tourism Marketing Plan for 2013: For the 2013 season, the EDAC recommends that the 2012 plan continue. Costing for the 2013 season includes two summer students at the border and a supply of brochures at the Museum and Sorting Gap Marina. As in 2012, the Rainy River Future Development Corporation will employ students for the border and train the summer students at the Sorting Gap Marina and Museum. In 2012, most of the costs for these students were defrayed by grants and the same grants have been applied for again this year. The cost without Provincial or Federal Support will be about \$10,000.00.

**Economic Development Advisory Committee Minutes
2013 April 8th**

McTaggart-Fortes: THAT as recommended by the Economic Development Advisory Committee, the Tourism Marketing Plan for 2012 season be continued for the 2013 season. **CARRIED**

Branding Exercise: EDAC recommends that the Town undertake a branding exercise. This will require the purchase of services from a marketing expert and a process of community consultation. After a unique and authentic branch is agreed upon, the Town will change over assets to support that branch. Understanding that this process will cost anywhere from \$30,000.00 to \$50,000.00, EDAC is proposing advertising for the 2013 season. The largest tourism budget item is a grant to assist with mailing and sending of brochures, etc. EDAC proposes that mailing costs continue to be paid on a fee for service basis, but the remainder be invested in branding. Reducing memberships, scaling back grants and pulling out of advertisements in magazines like Bearskin and Sunset Country or paid TV Commercials for one season will result in about \$18,000.00 in savings. Rainy River Future Development Corporation can leverage Federal and Provincial funds to pay for approximately 2/3 of the costs.

Fortes-Perry: THAT as recommended by the Economic Development Advisory Committee, the Town of Fort Frances approve undertaking a branding exercise. **CARRIED**

6. **Outstanding Items:**

Ontario Arts and Culture Tourism Profile: The Ontario Arts and Culture Tourism profile was provided by Tannis as an informational item for the committee.

Ontario Tourism Building: Tannis provided an historical update on the OTIC Building. The Ministry of Tourism has declared the building surplus. There has been no Order in Council yet to allow for the sale of the building. This building was constructed in 1983, is approximately 2800 square feet in size and the price has been established at \$316,000.00. Any consideration of purchase of this building will require a Business Plan and would be advanced to Council for consideration as a 2014 budget item.

7. **Non agenda items:** J. Cumming re: Proposal for Economic Marketing Person. Mr. Cumming distributed a proposal for discussion for an economic marketing person.

8. **Next Meeting Date:** May 6th, 2013



Kathy Lawson/Frances
02/05/2013 03:48 PM

To
cc
bcc
Subject Fw: Eligibility for appointment to the Town's boards and committees



Glenn Treftlin/Frances
04/22/2013 03:54 PM

To ecorogo@shaw.ca
cc mmccaig@fort-frances.com, fflatt@fort-frances.com, Kathy Lawson/Frances@Frances
Subject Eligibility for appointment to the Town's boards and committees

Hi Gary:

Currently the by-law governing appointments to the Town's boards and committees requires that appointees be eligible to be elected as a member of Council and must maintain that eligibility throughout the term of appointment. An employee of the Town is not eligible to be elected to Council. Therefore it follows that a Town employee is not eligible to be appointed as a member of a Town board or committee. As things are currently, effective with the commencement of your period of employment with the Town you are disqualified from holding a seat on the Committee of Adjustment and the Economic Development Advisory Committee (and any other Town board or committee). It is not a situation that calls for you to resign, you are automatically removed from those committees when you commence employment with the Town. Once the period of employment with the Town is ended, you would become eligible once again to hold a position on those committees.

Glenn

Glenn W. Treftlin, AMCT
Town Clerk
Town of Fort Frances
Secretary-Treasurer
Rainy River District Municipal Association
Civic Centre
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Go Local Brief for Council, March 2013



Program Research and Sales

Go Local research began in the summer of 2012 reviewing various programs that included Sonoma, Edmonton, Vancouver and a variety in Southern Ontario. The Fort Frances Go Local Program was designed from the best of each of these programs.

Preparing for the launch, the value of other loyalty programs was explored. The initial point to value proposition was set by the merchant members at 300 points to a \$25.00 gift card. It was determined that each gift card had to be spent in full and the value back to the merchant member would be \$23.00 returned. Swipes (transactions) would be free up to 1000 and then .25 cents each. Points are charged at .10 cents each.

A sales package was created and approximately 60 businesses were visited. At launch, **33 businesses had enrolled with another 10 businesses being enrolled later this spring, building to the goal of 50.**

Several public presentations were completed to various groups, including the Fort Frances Chamber of Commerce, BIA, Town of Fort Frances, RRFDC Board, Kiwans Club, the Town Economic Development Advisory Committee and Business Women's Network. Go Local pledges were requested.

Program Hardware

A 'Portal' was designed that will allow for online card activation, registration, point data and will send notices of capture consumer emails and names.

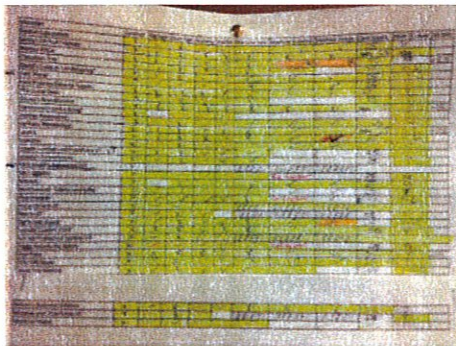
The purchase of 30 terminals took place, as well as ordering 5,000 loyalty reward cards, and 2,000 gift cards.

We programmed and installed 30 terminals, and 4 virtual terminals, which will allow merchants to give points/ accept gift cards and assisted with trouble-shooting any technical issues.

We registered terminals to each merchant and created training materials for each business.

Training sessions were held at the retail locations and at the Go Local office for merchant members.

We then ran a 'beta test' program with 4 merchants and the first 75 Loyalty card holders as "testers" to train staff and owners. This allowed us to learn if any technical errors were occurring with the software and the level of information that would be required to train staff on the machines.



Planning Chart for 33 retailers hardware testing, marketing materials and training.



Programmed Givex machines.

Points Launch

A launch was planned for Wednesday March 6th to Saturday March 9th. We held two meetings with merchants to organize the launch and share information. We booked additional special advertising including a morning of live remotes and full page ads



Card Mock Up



Registration Forms

The portal sign up section was not fully functional as anticipated so manual registrations were required for launch. This allowed more access to information on participants and a more clear idea of where and who was signing up for the program.

Meetings and Presentations

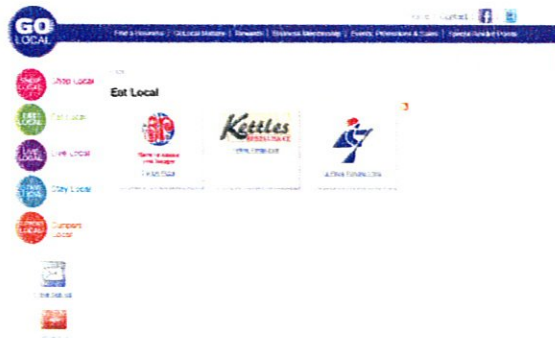
Additional public information sessions were held including a meeting with Kiwanis's Club and Town Council. Two membership meetings were held to train and agree on terms. At that meeting, Go Local members shared their marketing plans.



Geoff Gillon and Mayor Roy Avis with Loyalty and Gift Cards

Marketing Materials

A webpage was designed and is being populated with member information. The website will also have the capacity to allow members to check balances and order golocal cards. The website which is updated regularly from the Go Local offices includes a list of members, specials, events and information on the program.



The radio and newsprint campaign continued building interest to a March launch date. Bag stuffers were offered to be handed out by members. We have negotiated print and radio advertising that would be worth about \$100,000 if paid for by individual members.

We purchased Facebook ads in December and built our membership- 240 likes with reach of 700. These Ads were targeted specifically to the Fort Frances area using the targeting programs of Facebook. **By launch week that reach was nearly 5,000. We are now tracking to average a 1,000 a week.**

Each unique large Go Local, Shop Local, Eat Local sign were ordered and delivered.



A Twitter account was started and regular tweets were sent promoting the program and specials. We still only have 86 Twitter followers

We purchased a constant contact system and input the email addresses of members. Eventually, this system will hold all 2,000 member emails and will be the main way that we communicate with members. **The system now has just over 1,000 active email subscribers.** Weekly updates are being sent out.

Accounting

Billing reports are being deciphered, corrected and the first set of merchant bills will go out later this month. An accounting system was set up and investigated auto billing system. Eventually, it was decided that this system was costly and would be abandoned.

Launch of Gift Cards

In mid May, we will launch the Gift Cards. An Ad campaign is encouraging card members to get their cards to 300 points in time. Currently, we have about 30 loyalty card members who have their 300 or more points. During the first three weeks of March about 40,000 points were issued.

Merchant members voted to have the gift cards sold at members who requested the ability to do this, this feature will happen in the fall.

Feedback from the public and merchant members has indicated that some members need encouragement to train staff and promote the program. We have ordered and developed some point of sale materials. We will soon be awarding "staff" at Go Local members for excellence in promotion.

We are investigating a permanent fix for members without email addresses; however, remain committed to obtaining emails from members.

We now need to return our attention to the educational component of the program.

The Fort Frances Economic Development Advisory Committee was formed as an advisory group to the Town of Fort Frances Council. Its role is to investigate, research, and advise council on a variety of issues that will contribute to growing the economy, jobs, within Fort Frances and the Rainy River District.

The committee consists of nine members appointed by council, a Northern Development Affairs officer, the mayor, a member of council, and the chief executive officer of the town of Fort Frances.

The Town of Fort Frances has purchased the services of the Rainy River Future Development Corporation. Tannis Drysdale has been hired by the RRFDC to be the support person for the EDAC committee.

Funding for the EDAC committee flows through the RRFDC. Administration and Finance Committee and the council of the Town of Fort Frances must approve any expenditure of funds by the EDAC committee.

Every two years, a chair and vice chair are elected by the nine appointed members of the committee.

The EDAC committee has a long and varied history. In 1971, an economic development officer was hired by the TOFF and was provided with a budget to promote economic activity in the area. The committee was known as the Economic Development committee (EDC).

Over time, the EDC changed from having a full time employee, to a part time, retired employee, to a full time employee and eventually not having any employees. The responsibilities of the committee changed as well. In its first version, the EDC had its own budget and was responsible for approving expenditures. It was also responsible for finding funding through senior levels of government and partnerships with businesses within the community and outside of the community.

Following the departure of the last full time employee, the council of the Town of Fort Frances took the lead role in economic activity in the community. It bought the services of the Rainy River Future Development Corporation to handle research, marketing and economic development within the community.

By acquiring the services of the RRFDC, the Town of Fort Frances was able to reign in costs for marketing, research and staffing of a full time economic development officer. In addition council was able to micro manage all potential expenditures of funds to market the community, to do research into business opportunities and to explore economic opportunities for Fort Frances and the Rainy River District.

The RRFDC has been able to leverage extra funds from both FEDNOR and the Province of Ontario with often matching dollars to the contribution of the Town of Fort Frances.

Crisis

Fort Frances has reached a critical crisis. In the last forty years, the workforce at the paper mill in Fort Frances has declined from over 1000 employees to fewer than 250. The workforce in the woods supplying wood fibre to the mills in the district has declined by over 500 workers through modernization and technological improvements.

The population of the community has declined from over 10,000 men women and children to under 7,000. Over 65 independent stores and businesses have disappeared from the community. School populations have declined and the district has seen the closure of many schools.

The population has continued to grow older and Fort Frances now has one of the oldest populations in the province of Ontario. That is putting greater burdens on hospitals and health care providers.

History

Fort Frances has a long history of economic development that has focused on the natural resources of the area. Firstly trapping, then forestry and mining.

Fort Frances began as a community with the establishment of trading forts by both the Hudson's Bay company and the Northwest Company servicing the many first nation fur traders that are found within the immediate region. Following the Riel rebellion in Manitoba many "Métis" moved to the Rainy River District and developed farms along the Rainy River and inland.

The development of the Canadian National Railway through the Rainy River District created opportunities to sell wood, sturgeon, and fresh fish into the Chicago markets. Three major sawmills were found in the area. Two were located in the Fort Frances area and one was located in Rainy River. The felling of trees and turning the trees into wood was a major boost to the economy of the area.

Gold was discovered in the early 1890's on Little American Island on Rainy Lake, which resulted in gold rush followed with major gold finds in Mine Centre, and on the Upper Manitou Lake.

In 1904 Edward Wellington Backus reached an agreement with the Province of Ontario to acquire the forests limits in the Rainy River district to construct a paper mill in Fort Frances. He also received permission to build a dam at Fort Frances to develop hydroelectric power to run the paper machines and supply power to the residents of Fort Frances.

Eventually, the Mathieu sawmill, the Shevlin and Clark Sawmill and the Sawmill in Rainy River disappeared and the primary user of wood was the Minnesota and Ontario Paper Company.

Through name changes and acquisitions the mill continued to grow adding additional products and technology improvements.

Beginning in the early 1990's with the development of digital technology the demand for newsprint, specialty ground-wood paper for textbooks, and flyers began to decline. By 2012, the amount of paper consumed in North America had declined to less than 40% of the volume in 2000.

Two paper machines have been idled, as has been the Kraft mill. Over 200 workers have lost their jobs. Prior many wage earners were already travelling west to the oil patch to have employment,

With the development of the Burlington Northern Railway connecting International Falls with Minneapolis, Milwaukee, and Chicago, the region began attracting tourists. J.A. Mathieu developed the first fly in operating with his plane. Lloyds offered tours of Rainy Lake and camping and canoeing experiences on Rainy Lake. The Cloverleaf highway to Kenora opened up Lake of the Woods, Clearwater lakes, Crowe Lake where camps developed.

Following the Second World War, several fly-in fishing operations began with the flying in of fishermen and their families to remote camps in the area. Vern Jones, and Rusty Myers were the leaders in developing the business.

Since 2001, tourism has continued to decline in the Rainy River District. Several factors have contributed to the decline, including the rising value of the Canadian dollar, the necessity of requiring passports to enter and exit Canada and the changing demographics of the tourist.

With Britain joining the European Common Market, and Canada losing its preferential trading terms with the European nations, many of the fine China and Crystal stores that were found in Fort Frances and attracted tourists who could not acquire those products in the States disappeared, Those products could be acquired in any major US city.

Opportunities

As history has shown the opportunities for economic growth have come from the land of the Rainy River District. Fur, agriculture, trees and mining have been instrumental in creating the economy.

1.0 Today agriculture continues to play a significant role in the economy of the west end of the district. Tourism and accommodation are strong in parts of the Rainy

River district although in decline. A new provincial meat processing plant is allowing for more vertical integration of animal products into the stores of the district. A greater awareness now exists in shopping local for produce, dairy and meat items.

Can this be expanded to create more marketing opportunities for Rainy River District produced agriculture products? Should secondary processing of vegetables and fruits be considered through the development of a test kitchens and production plant?

2. Tourism has declined, as travelers today look for higher value accommodations. There was a time when an American plan holiday was appealing for travelers coming to fish in the immediate region. Today, those same travelers have to pass by over a hundred five star resorts with pools, water slides, golf courses, fishing, spas etc. Great restaurants cater to vacationers. Many of these resorts operate year round with special events, seminars, and business training sessions.

Across the Rainy River district, most of our resorts continue to be embedded in the 1960's. Is there opportunity for a major resort to build within the district offering five star accommodations and luxuries? With three golf courses in the Rainy River District and a fourth in International Falls, golfing should be an added enticement.

Can a business case be created and presented to major resort company to establish a four star resort in the Rainy River District.

3. The future of the world lies in technology. One of the growing sectors is cloud computing that requires huge server farms. Those server farms require three corners to build on. The first is huge Internet pipelines. The second is major inexpensive power and the third is great cooling capacity.

Across the Rainy River district there is a shortage of bandwidth to develop and server farm. There is however, excess stable power being generated and the lakes and rivers create a natural coolant for the vast array of servers that are found in cloud computing.

Such a farm would create high paying jobs in an expanding modern industry

Can a business case be created to present to the Apple's, Microsoft's, Rack space etc who host server farms to locate in the Rainy River District. What assistance might be needed to entice senior levels of government to participate in the project?

4. At one time the Rainy River district had three major sawmills and the development of a new paper mill using the woods of the Rainy River District. Today

only two large sawmills and an oriented strand board continue to exist. The volume of paper being produced at the Fort Frances Mill continues to decline.

Skilled trades people are already manufacturing tables, chairs, drawers and other products in the district. Many are one of a kind. Can any of these be developed into a manufacturing plant, or can they be show cased in a Woodworking showcase.

Is there an opportunity to grow the production at the sawmills and oriented strand mill in the Rainy River District? What new wood based products could be produced in the Rainy River District. What supports will be needed for existing businesses to grow or to take on manufacturing of new products?

5. The Role of the EDAC committee. As an advisory committee to the town of Fort Frances, the current role is extremely small. It is to advise the community on opportunities or to review support programs to assist business to come, grow or expand in Fort Frances.

Should the committee become more active in researching potentials for economic development? Should the committee be broken into smaller groups to report monthly back with results and recommendations? Studying opportunities and making recommendations can be a slow process if everyone on the committee is involved. However smaller committees might be more nimble.

Should the committee have the budget to do the research without having to refer to council for Approval?

6. Riverside Health Care facilities have a superb staff offering many support and treatment services as a secondary care facility. Knee surgery has grown.

Is it possible that hip surgery could also be offered? Can a business case be made to install a MRI scanning machine in Fort Frances?

People currently travel outside of Fort Frances for cataract surgery and laser eye surgery. Can this be offered in Fort Frances?

7.0 The key to the health of a community rests in the education of its citizens and their children. The district has a superb primary and secondary school system that prepares graduates for additional opportunities. In Kenora and Dryden, the Kenora Patricia Board of Education has adult education classes to assist older workers to get their GED degree to qualify for post secondary training through new apprentice programs or through community colleges or universities. Such programs are not available in Fort Frances.

With the layoffs in the mill, and other downsizing, it is time to come up with an adult learning program.

Confederation College offers a limited number of courses in Fort Frances. Seven Generations offers courses through to a Masters program coordinating degrees with other universities across Ontario.

A post secondary student attending school will spend \$15,000 annually on tuition, room and board and books. In addition a student will probably spend \$2500-\$3000 on entertainment, clothing and recreation. A three-year college with 2000 students enrolled would add \$36 million annually into the economy of Fort Frances. In addition, a school with 2000 students would also have a teaching staff of 100 each making in excess of \$100,000 adding another \$10 million into the economy in addition to support staff.

Students are a renewable resource coming year after year.

Can a case be made with the Rainy River Board of Education to develop an adult learning centre to Fort Frances?

Can a case be made with Confederation College to expand the campus at Fort Frances and offer more courses? With a major jobs skills shortage that has been identified by both the federal government and provincial government for the mining industry, can a trade's school be developed?

Can we work with Seven Generations to create a university campus in Fort Frances complete with lecture halls, and dorms?

Could the Town of Fort Frances identify a tract of land to house a post secondary institution capable of growing with housing and lecture halls? Would the TOFF consider offering the land free of charge to a post secondary institution to develop a campus in Fort Frances?

8.0 There is a mining exploration boom occurring in the Rainy River district and two potential mines have been tentatively programmed for development. They will require services that are not currently found within the Rainy River District.

Can these services be identified? Can potential companies be persuaded to consider locating to Fort Frances or the district? What housing and educational demands will be put on the community should a mine proceed?

These are simple ideas to look at opportunities for the future that could have a major impact on the economic viability of the community. All require a great deal of work and research. To make any of this happen will require the coordination of effort between business, the community, and other partners. In researching these opportunities, it will be necessary to build business cases to prove that they are viable for both the community and for businesses.

Report to Council

From RRDFC, Tannis Drysdale EDAC

A Strategy for Tourism in Transition...EDAC Recommendations

ONTARIO TOURISM CENTER:

It remains unlikely that the Ontario Tourism Center will be made available for sale in time for the Town to occupy the building for the 2013 season. The Government of Ontario has set a price of \$390,000 but awaits the sign off from Cabinet and is still working on ``Duty to Consult`` requirements.

EDAC has recommended that Council pursue the purchase when it becomes available and enter into a private –public partnership to support the cost of purchase.

We have advertised for partners and have had some early interested organizations both private and public.



The RRDFC presented EDAC with potential budgets for various types of operation of the center and the cost varied from about \$20,000 to \$120,000 based on the type of model selected. No model will be revenue neutral but the capital asset of the building will retain its value regardless.

For the 2013 season, EDAC recommends that the 2012 plan continue. This cost is the cost of two summer students at the border and a supply of brochures at the Museum and Sorting Gap. As occurred in 2013, the RRFDC will employ the students for the border and train the summer students at the Marina and Museum. In 2012, most of the cost for these students was defrayed by grants and the same grants have been applied for this year. The cost *without* Provincial or Federal support will be about \$10,000.

SPECIAL EVENTS AND FESTIVALS:

The RRFDC has applied for an Intern who will assist with the Go Local Program, Marketing, and Events promotions. The Intern may work for the RRFDC for a period of two years, and at the end of that trial period Council can evaluate the value of the position.

They will begin work this summer. With a new person on staff we will be able to offer to assume the Canada Day Parade Celebrations. The successful applicant must be a recent graduate of a college or University. This staff person may also assist with developing other tourism activities under the FedNor/NOHFC Economic Diversification Project.

BRANDING:

The Town of Fort Frances requires a focussed branding effort.

Given:

- The need to replace all of our signage at the entrances that are dated and worn.
- The lack of consistent message
- The need to create a plan around the purchase of the OTIC

EDAC has recommended that the Town undertake a branding exercise. This will require the purchase of service from a marketing expert and a process of community consultation. After a unique and authentic brand is agreed upon, the Town will change over assets to support that brand.

Understanding that this process will cost anywhere from \$30,000 to \$50,000, EDAC is proposing to cut its budget for promotion to accommodate. This includes memberships and most advertising for the 2013 season. The largest tourism budget item is a grant to the Fort Frances Chamber to assist with mailing and sending of brochures etc. EDAC proposes that mailing costs continue to be paid on a fee for service basis, but AD subsidies be invested in branding. Reducing memberships, scaling back grants and pulling out magazines like Bearskin

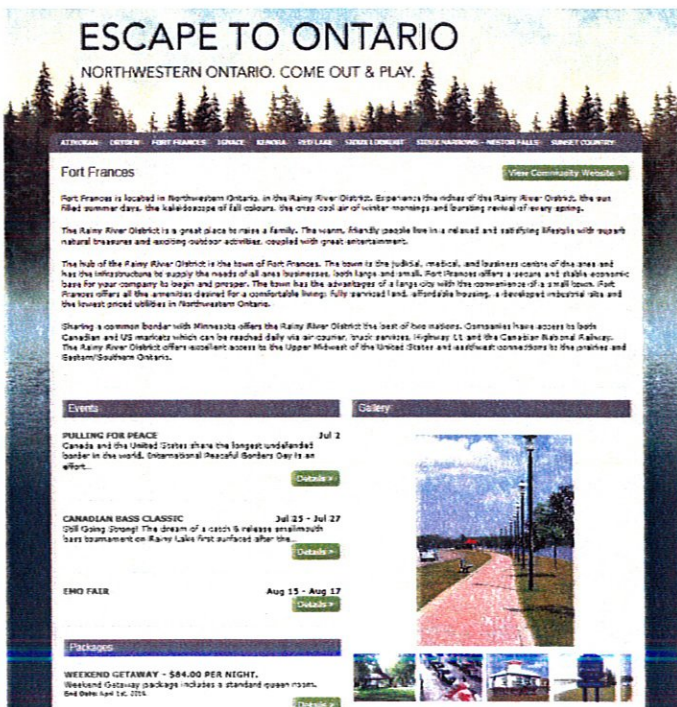
and Sunset Country or paid TV Commercials for one season only will result in about \$18,000 in savings. RRFDC can leverage Federal and Provincial funds to pay for the remainder.

We will retain:

Billboards in International Falls (paid for by the Province), Students at the Border, Escape to Ontario Campaign (see below) , Signage at Thunder Bay Airport and Social Media information.

ESCAPE TO ONTARIO

We have been able to negotiate with the Province a campaign into Minnesota and Manitoba promoting Fort Frances and Sunset Country at no cost. This includes a print campaign, radio and web. We will continue to have and grow our social media marketing. When we return to full marketing in January of 2014 our message will be focussed and every dollar we spend will be invested in a wiser way and yield greater results.



The Town of Fort Frances has historically been a paper and sawmill community. The original Shevlin-Clark sawmill was replaced by the Backus paper mill and through several ownerships has become Resolute Forest Products. The Mathieu sawmill located on Couchiching First Nation burned to the ground and was never replaced.

The mill grew to three machines and then a kraft mill employing upwards of 1100 men in the manufacturing plant and almost an equal number in forest harvesting. As a mill town, the community of Fort Frances prospered and grew to almost 10,000 citizens.

Not directly on Rainy Lake, the town was the entry point from the northern Midwestern States into Canada, attracting annually over 400,000 visitors to the community. Although Fort Frances did not have many resorts on the lake, business flourished tempting American tourists with European, and Eastern communist country giftware that was not available in the United States.

A decline in tax base, a decline in manufacturing jobs, a decline in birth rates and declining or stagnating property have placed the financial resources of the community in a tenuous state.

The community promoted destinations of Clearwater, Nestor Falls and Sioux Narrows for fishing and hunting. Fly-in outfitters transported anglers north to as far as the Arctic Ocean. Fort Frances was the jumping off point to northern fishing and hunting adventures.

Today, the workforce at the Resolute Paper Mill in Fort Frances is now down to 200 workers and a similar number of harvesters and haulers continue to exist in the Rainy River District. Ainsworth located in Barwick is growing and prospering and the workforce there employees 150 workers. Specialty sawmills operated by Manitou Forest Products and Kendal Lundy employ up to 40 workers in peak periods. Neither is configured for high volume dimensional lumber output.

The province is developing new Forest Management groups and a proposed group looking after the Cross Route Forest and the Sapawe Forest will be formed. The not for profit corporation will develop sustainable forest practices and will be more closely managed by the community in which the forests exist. It will be important for Fort Frances to participate in developing this Board of Directors and will be equally important for the municipal representative to be a strong voice in supporting the wood fibre users and creating opportunities for new users to access the fibre.

Today the largest employer in the district is Riverside Health Care followed by the Rainy River Board of Education.

Although Fort Frances has not played an active role in promoting Fort Frances and Rainy Lake as a destination, the lake is well known by anglers across North America. It has been named one of the best bass and walleye fisheries in North America by In-Fisherman. With the close of the Ontario Tourist Information Centre in Fort Frances, Fort Frances must develop a program to offer tourists information. They can examine the model of Dryden,

Kenora, Atikokan and International Falls. Fort Frances must develop and market its own facilities and develop programs to utilize its facilities.

Tourism economic development is a strong job creator and can have an enormous impact on the health and financial security of the businesses in the community. By expanding the number of people coming to and staying in the community for specific events, retail sales grow, hotels and motels fill and restaurants expand.

In a weekend a family coming to Fort Frances for a hockey tournament will spend \$500. If one considers a 12 team tournament, that would be an average expenditure in the community of \$70,000. Expanding to 16 or 24 teams, the revenue in the community would grow to as much as \$130,00. Expanded over 20 weekends, that income into the community would be \$2.6 million.

Figure skating, swim meets, soccer tournaments, slow pitch tournaments can also be expanded to bring in more families.

Historically, Fort Frances has taken a passive role in supporting volunteer groups to develop attractions for the community. At one point, the men's curling bonspiel attracted 128 teams to the community and women's bonspiel attracted 96 teams. Today both struggle to even continue to exist.

Fun in the Sun in the early 1970's grew to be a big event. Today it hardly exists. The volunteer base has worn itself out.

The Fort Frances Canadian Bass Championship grew phenomenally fast topping out at 137 teams. Today it struggles to find 90 teams with its diminished volunteer base.

Fort Frances has several assets that might be used to attract visitors to the community through the winter months. Hockey tournaments have proven to be a huge financial benefit to restaurants and hotels and motels in Fort Frances. It is estimated a family of four attending a weekend event in Fort Frances will spend \$550 in the community without making any shopping purchases.

With a third ice surface coming to Couchiching this fall, there is the opportunity to attract even more teams to tournaments. More teams will bring more revenue to the community. Larger tournaments may result in more ice time being sold to tournaments.

Similarly, in summer months it may be possible through effective marketing, ice can be extended in the Ice For Kids arena to additional hockey school time, figure skating camps, summer hockey tournaments etc.

In order to make this happen, Fort Frances will have to create a position of Marketing Manager, promoting its Sportsplex, assisting Minor Hockey to grow tournaments, and assisting the Border Figure Skating Club to develop a summer skating camp that would attract skaters from outside the area. This marketing person would also handle many of

the organizational needs of volunteer groups such as the Dragon Boat Festival, Fun in the Sun, The International Tug of War, and the Fort Frances Canadian Bass Championship.

By supporting these larger community events, and creating additional community events during the warmer seasons, more people will be attracted to the community. In addition outside corporations will also take an interest in promoting and sponsoring these events, bringing in additional revenues to the community.

The coordinator would assist those groups to attract more participants, find outside corporate sponsors, seek out writers, television networks, and magazines to come and enjoy these events and to survey participants on how to make events even more successful.

Fort Frances has an auditorium in the Sportsplex and Sunny Cove Camp. It would be worthwhile to tender out those facilities to an operator, who would cater and operate those facilities. The TOFF would receive a royalty for weddings, socials, family gatherings and a business would make a profit.

Many of these ideas have been tossed about, but no action has been taken. It may seem like a need to retrench in the municipality, but a different approach will achieve better results by getting into the business of promoting the assets the community has.