

**ECONOMIC DEVELOPMENT ADVISORY
COMMITTEE MEETING
MONDAY June 3rd, 2013
Committee Room – Civic Centre
11:30 a.m.
AGENDA**

1. Call to Order.
2. Non-agenda committee items which because of urgency cannot be deferred to a subsequent meeting, identified to be considered later in the meeting.
3. Disclosure of pecuniary interest and the general nature thereof.
4. **Approval of Minutes** – May 6, 2013. **PAGE**
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5. **Deputations and Delegations:**
 - 1) Leon and Shanda DeGagne on behalf of the Local Independent Loggers re: Forest Tenure.
6. **New Items:**
 - i) Canadian Business Journal Article. 5
 - ii) Proposed Meeting with Bob Hancherow, Marathon Economic Development Corporation re: Mining Communities and Forest Tenure Reform. (**proposed** date June 25th at 2:00 p.m. – Civic Centre Committee Room). **Please mark your calendars tentatively.**
7. **Outstanding Items:**
 - i) Appointment of Committee Chairperson. 8
 - ii) Ontario Tourism Building (standing item).
 - iii) Discussion paper authored by J. Cumming (item iv from “New Items” on the May 6th EDAC agenda). 9
 - vii) Discussion paper authored by J. Cumming – (item iii from “Outstanding Items” on the May 6th EDAC agenda). 15

Information:

 - i) Response from Town Council re: April 8th resolutions of EDAC – “Continuation of the Tourism Marketing and “Branding Exercise” Plan in 2013.” 18
 - ii) Response from Town Council re: May 6th resolution of EDAC – “Investment Capital Business Plan”. 23
8. **Non-Agenda Items:**
9. **Next Meeting Date: July 8, 2013.**

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

Minutes

May 6th, 2013

A meeting of the Economic Development Advisory Committee was held in the Committee Room, Civic Centre Monday, May 6th, 2013 at 11:30 a.m.

The following members were present: Teresa Hazel, Jim Cumming, Mark Caron, Bob Armit, Jane Gillon, Krista Ballard, Ken Perry, Aaron Beckett, Mark McCaig.

Also Present: Tannis Drysdale, and Kathy Lawson, Secretary.

Regrets: Roy Avis, John McTaggart, Geoff Gillon (RRFDC).

1. Call to order at 11:44 a.m.
2. Non-Agenda items – none were disclosed.
3. Disclosure of pecuniary interest and the general nature thereof: None.
4. **Approval of Minutes** – April 8th, 2013.

Cumming-Perry: That the minutes from the April 8th, 2013 meeting be approved as circulated. CARRIED.

5. **New Items:**

Appointment of a Committee Chairperson: This item will be deferred to the next meeting to allow for an amendment to the current by-law.

Intern Position. Tannis announced that funding is in place for an intern to begin within the month. It is RRFDC's hope that a portion of the intern's duties can be used for special events. RRFDC is excited to announce that they are taking on the responsibilities for organizing the July 1st parade.

Summer Students and Border Plans. A report is going forward to Council at the May 13th meeting of Council, as part of RRFDC's regular activity report to Council. A small shed has been purchased for the students at the border, which will provide better protection and is more attractive than the tent previously used.

Go Local Report. Tannis provided a brief overview of how the program is evolving to date. She reported that an itemized report is being sent to all funders and the Town. First set of gift cards will be mailed to recipients this month. Weaknesses in the program include Point of Sale issues and store staff's willingness to get on board and promote the card.

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2013 May 6th**

The idea of using a mystery shopper to monitor store sites and to encourage the promotion of the card by employees, and incentives to employees promoting the program is being considered. The use of more blogs and public information sessions is also being considered.

Investment Capital Business Plan.

Tannis advised that approximately 10 information packages with sales information and photography outlining the industrial park lots are being forward to potential businesses each week. The Rainy River Future Development Corporation will prepare an out line of the project and survey potential investors to determine their interest. Senior funding has been applied for and will likely be made available. FedNor is willing to fund up to ½ million to encourage businesses offering industrial/manufacturing value added products. A resolution will be forwarded to Town Council for their approval.

Ballard-Beckett: THAT as recommended by the Economic Development Advisory Committee, the proposal from Rainy River Future Development Corporation to create an investment fund for purposes of potential purchases of small and medium sized industries and the building or relocating of same to Fort Frances be approved. CARRIED

Report from J. Cumming re: Discussion Paper for EDAC. A discussion was had with members using some of the ideas in the discussion paper authored by J. Cumming. The proposal of having sub committees meet to further economic development ideas was proposed. This proposal will be furthered at the next meeting of EDAC.

6. **Outstanding Items:**

Forest Tenure: The date for this meeting has not been set yet. Tannis advised that she will be contacting Leon DeGagne and hopes to have him available for the next meeting of EDAC.

Continuation of the Tourism Marketing Plan in 2013 (*resolution to Town Council from April 8th EDAC meeting*).

This item will be placed on Council's agenda for May 13th regular Council meeting for Council's direction.

Branding Exercise (*resolution from April 8th EDAC meeting*) : This item will be placed on Council's agenda for May 13th regular Council meeting for Council's direction.

Ontario Tourism Building – standing item.

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Proposal for Economic Marketing Person for Town - (authored by J. Cumming). This item will be furthered at the June 3rd meeting of EDAC.

7. **Non-agenda items:** None
8. **Next Meeting Date:** June 3rd, 2013



Tannis Drysdale
<tannis@tannis-drysdale.com>

29/05/2013 07:55 AM

To klawson@fort-frances.com

cc

bcc

Subject Editorial Feature - Rainy River District / Ft. Frances (for EDAC)

History:

This message has been replied to.

As per our conversation, I am pleased to inform you that **Rainy River District – Ft. Frances** will be featured as a 'Canadian Business in Action' profile in the next issue of The Canadian Business Journal (CBJ).

The project will commence with an interview with our UK office Editor-in-Chief, Juliet Langton and result in a detailed article highlighting your story as an industry forward piece. We will also reproduce the article, with its own front and back covers, into a digital brochure for you to use within your own marketing initiatives.

We will need some images to include within the article; however, we wanted to give you a head start on getting those materials together.

Also, as mentioned, we would like to invite some of your business partners to share in the exposure to the CBJ / IRJ readers by placing an advertisement for their company within your article.

I have attached a contact list template - the only information I need is:

- Company Name
- Contact Name
- Phone Number

- Fax Number

- Email Address (if available)

We generally like to invite a minimum of 25 companies with whom you do a significant amount of business – but the number and makeup of the invitation list we will leave to your better judgement

I've also attached the template for the invitation letter that we will address and send to those companies that you identify. If you would like to change any wording in the letter, please feel free to do so.

We need the letter (as is, or re-worded) on your company letterhead, with signature, and the populated contact list by <<date>>. This will give us sufficient time to inform companies of the opportunity and to gather advertising materials for those that choose to participate.

I've included some further details surrounding our advertising protocols...

Our marketing strategies are aligned with the Canadian Chamber of Commerce 'Best Practices', and as such, we pursue advertising opportunities by invitation only. We have an internal mandate to position Company specific advertising in your Editorial features - no un-related ads will be randomly placed in your layout. To that end, with your approval and assistance, an invitation letter can be sent to key associates - your business partners - explaining the nature of this initiative.

The invitation letter does two important things; 1) Validation: You're having a profile written; you should not be inundated with phone calls about authenticity, and 2) Information: Opens a forum to share in the exposure to those interested parties. There is no inherent or implied obligation to participate and there is no minimum. Of course, any contacts made will be done so only with your permission; in the strictest of confidence.

I am looking forward to producing this piece and I am sure that once published, the feature on

Rainy River District – Ft. Frances will illustrate a comprehensive and accurate view of your organization.

John M. Medeiros

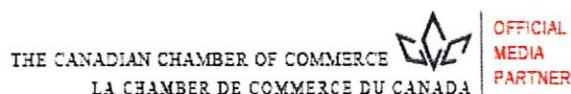
Director, Business Development

George Media Inc.

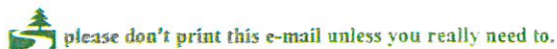
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<<Date>>

«Company»

«Fax»

ATTN: «Name» «Surname»

Dear «Name»,

As a key business partner to our Company, I wanted to send you a personal invitation to participate in an exciting opportunity for which we have been chosen.

In the next issue of The Canadian Business Journal (CBJ), << Company Name>> will be profiled in a ten to twelve page feature article and will be framed around an interview with <<Name>><<Title>> and their Managing Editor.

Additionally, our showcase Editorial will again run in the International Resource Journal (IRJ) – covered in the two cornerstone publications of George Media Inc. The IRJ's global subscription base is in excess of 120,000, and both the CBJ and IRJ website(s) traffic is BPA-audited. CBJ is Canada's leading digital business publication and each issue is sent electronically to over 40,000 senior executives across the country.

As the official media partner of The Canadian Chamber of Commerce, CBJ prides itself on being a publication that delivers, with integrity, the latest up to date and in depth coverage highlighting Canadian business. You can view the latest issue at <http://www.cbj.ca/> and the IRJ at <http://www.irjonline.com/>

You have the opportunity to share in the exposure with IRJ/CBJ readers by placing a corporate advertisement that will be positioned within the article and the subsequent brochure.

Post publication, our feature will be reproduced into a digital brochure, complete with separate front and back covers, for use in <<Company Name>> domestic and international marketing initiatives.

You may get involved by contacting John M. Medeiros, Director – Business Development of George Media Inc., 416-642-7675 or via email at: johnm@georgemedia.ca. John will be in touch with you shortly to give you some details on this project.

This is an excellent opportunity. We kindly invite you take advantage of the occasion to showcase your own Company in concert with <<Company Name>> and I thank you for your continued support.

Sincerely,

<<Signature>>

<< Name>>

<<Title>>

<<Company Name>>



Kathy Lawson/Frances
30/05/2013 02:40 PM

To
cc
bcc
Subject Fw: Town Staff & Membership on Counxcil's Boards and Committees



Glenn Treftlin/Frances
05/07/2013 01:37 PM

To ecorogo@shaw.ca
cc mmccaig@fort-frances.com, fflatt@fort-frances.com, Kathy
Lawson/Frances@Frances
Subject Town Staff & Membership on Counxcil's Boards and Committees

Hello Gary:

It was discovered today that Town By-Law 36/81 had been amended 5 years ago to exempt Town staff from the limiting provisions of that by-law. We are now of the position that your being an employee of the Town (albeit a part time employee) brings you under the exemption and you therefore are eligible to retain your membership on the Committee of Adjustment and the Economic Development Advisory Committee.

I apologize for any inconvenience that may have been caused you by my previous e-mail regarding your ineligibility to continue your membership on these committees. I had completely forgotten about the amendment to the by-law until I stumbled upon a copy of it today while preparing for a meeting at which this issue was to be considered..

Glenn\

Glenn W. Treftlin, AMCT
Town Clerk
Town of Fort Frances
Secretary-Treasurer
Rainy River District Municipal Association
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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.

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 \$130,000. 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.

Administration & Finance Division
Civic Centre

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May 29, 2013

Economic Development Advisory Committee
Attn: K. Lawson, Committee Secretary
c/o Town of Fort Frances

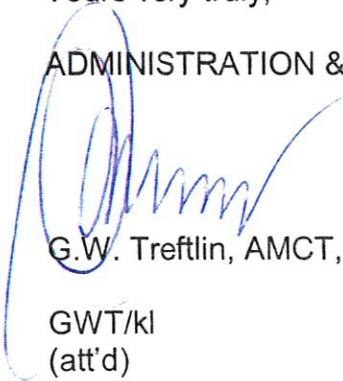
Dear Ms. Lawson:

At their meeting May 27, 2013, Council approved the report dated May 23, 2013 from M. McCaig, CAO re: Branding Exercise Resolution from Economic Development Advisory Committee and approved the report dated May 23, 2013 from M. McCaig, CAO re: 2013 Tourism Marketing Plan.

A copy of both reports from M. McCaig as approved by Council are attached for your reference.

Yours very truly,

ADMINISTRATION & FINANCE DIVISION



G.W. Treftlin, AMCT, Clerk

GWT/kl
(att'd)

c.c. Rainy River Future Development Corporation
-Attn: G. Gillon, Regional Economic Developer (att'd)
T. Drysdale, Tannis Drysdale Consulting (att'd)
L. Witherspoon, Treasurer (att'd)
M. McCaig, CAO



THE TOWN OF FORT FRANCES

May 23, 2013

REPORT TO: Mayor and Council

FROM: Mark McCaig, CAO

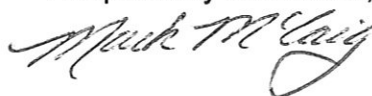
SUBJECT: 2013 Tourism Marketing Plan

The resolution passed by the Economic Development Advisory Committee at the meeting of April 8, 2013 regarding the 2013 Tourism Marketing Plan was discussed the May 21st meeting of the Administration and Finance Executive Committee.

It was noted by the executive committee that the new plan for marketing tourism offerings was implemented following the closure of the Ontario Travel Information Centre. The executive committee acknowledged that the new plan is a logical and prudent response to the closure of the OTIC and it works well.

The Administration and Finance Executive Committee is recommending Council's endorsement of the resolution passed by EDAC regarding the 2013 Tourism Marketing Plan.

Respectfully submitted,



Mark McCaig, CAO

MM/kl

<p>Council approval of this report will endorse the resolution as passed April 8, 2013 from the Economic Development Advisory Committee re: 2013 Tourism Marketing Plan.</p>

COMMITTEE OF WHOLE

COUNCIL

MAY 27 2013

Referred to Council
ACTION Concur Agenda

MAY 27 2013

Approved by Council
ACTION Concur



TOWN OF FORT FRANCES ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

May 8th, 2013

Mayor and Council
320 Portage Avenue
Fort Frances, ON
P9A 3P9

Mayor and Council:


At the April 8th, 2013 meeting of the Economic Development Advisory Committee the following resolution was passed:

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.

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.

The Economic Development Advisory Committee respectfully requests Council's endorsement of this resolution.

Yours truly


for: G. Rogozinski, Chair

THE TOWN OF FORT FRANCES

May 23, 2013

REPORT TO: Mayor and Council
FROM: Mark McCaig, CAO
SUBJECT: Branding Exercise Resolution from Economic Development Advisory Committee.

The Administration and Finance Executive Committee considered the April 8th, 2013 resolution passed by the Economic Development Advisory Committee.

The EDAC is recommending that the Town approve the undertaking of a branding exercise as explained in the resolution. The \$7,500.00 grant the Town provides to the Fort Frances Chamber of Commerce would be transferred to the Rainy River Future Development Corporation and its economic development undertakings. The RRFDC would pay the FFCC for all approved advertising and mailing costs purchased on behalf of the Town. The expected savings of this new approach would be between \$4,000.00 and \$5,000.00. Currently there is a duplication of efforts where all three parties are advertising in the same publication with no tracking of advertisement success.

The RRFDC is proposing to reduce association memberships and advertise using leveraged funds from senior government. RRFDC is also lobbying the Ontario Regional Tourism Associations to pay for a June campaign in International Falls, Winnipeg and Southern Manitoba. Savings from these reductions and lobbied funds is projected to be \$18,000.00.

The last step for RRFDC is to leverage \$23,000.00 with senior government funds and utilize existing funds within the economic development budget to pay for a Fort Frances branding exercise that is expected to cost between \$35,000.00 and \$50,000.00.

The Administration and Finance Executive Committee is recommending that the Town support the EDAC resolution for the Town to approve the undertaking of a branding exercise.

COMMITTEE OF WHOLE

COUNCIL

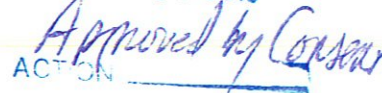
MAY 27 2013

Respectfully submitted,



Mark McCaig, CAO

MAY 27 2013



ACTION

MM/kl

Council approval of this report will approve the resolution passed April 8, 2013 from the Economic Development Advisory Committee re: Undertaking of a Branding Exercise.



TOWN OF FORT FRANCES ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

May 8th, 2013

Mayor and Council
320 Portage Avenue
Fort Frances, ON
P9A 3P9

Mayor and Council:


At the April 8th, 2013 meeting of the Economic Development Advisory Committee the following resolution was passed:

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

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 brand is agreed upon, the Town will change over assets to support that brand. 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.

The Economic Development Advisory Committee respectfully requests Council's endorsement of this resolution.

Yours truly


for: G. Rogozinski, Chair

Administration & Finance Division
Civic Centre

Operations & Facilities Division
Fifth Street & Wright Avenue
Phone: 807-274-9893
Fax: 807-274-7360

Civic Centre
320 Portage Avenue
Phone: 807-274-5323
Fax: 807-274-8479
email: town@fort-frances.com



Planning & Development Division
Civic Centre

Community Services Division
740 Scott Street P9A 1H8
Phone: 807-274-4561

Mailing Address:
320 Portage Avenue
Fort Frances, Ontario
P9A 3P9

www.fort-frances.com

May 15, 2013

Economic Development Advisory Committee
Attn: K. Lawson, Committee Secretary
c/o Town of Fort Frances

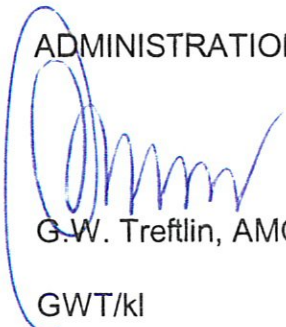
Dear Ms. Lawson:

At the recent meeting of Council held on Monday, May 13, 2013, the following resolution was approved:

"THAT as recommended in a resolution passed May 6, 2013 by the Economic Development Advisory Committee, the proposal from the Rainy River Future Development Corporation to create an investment fund for purposes of potential purchases of small and medium sized industries and the building or locating of same to Fort Frances be supported."

Yours very truly,

ADMINISTRATION & FINANCE DIVISION



G.W. Treflin, AMCT, Clerk

GWT/kl

c.c. Rainy River Future Development Corporation
-Attn: G. Emes, Chairperson
G. Gillon, Regional Economic Developer
Tannis Drysdale Consulting – Attn: Tannis Drysdale



TOWN OF FORT FRANCES ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

May 13th, 2013

Mayor and Council
320 Portage Avenue
Fort Frances, ON
P9A 3P9

Mayor and Council:

At the May 6th, 2013 meeting of the Economic Development Advisory Committee the following resolution was passed:

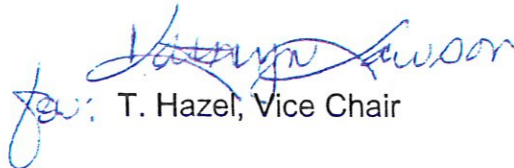
Ballard-Beckett: "THAT as recommended by the Economic Development Advisory Committee, the proposal from Rainy River Future Development Corporation to create an investment fund for purposes of potential purchases of small and medium sized industries and the building or relocating of same to Fort Frances be approved".

CARRIED.


The Rainy River Future Development Corporation will prepare an out line of the project and survey potential investors to determine their interest. Senior funding has been applied for and will likely be made available.

The Economic Development Advisory Committee respectfully requests Council's endorsement of this resolution.

Yours truly


for: T. Hazel, Vice Chair

COUNCIL

MAY 13 2013

ACTION _____