



The Corporation of the City of Temiskaming Shores

Special Meeting of Council

Tuesday, November 13, 2018

6:00 P.M.

City Hall Council Chambers – 325 Farr Drive

Agenda

1. Call to Order

2. Roll Call

3. Approval of Agenda

Draft Motion

Be it resolved that City Council approves the agenda as printed.

4. Declaration of Special Council Meeting

Draft Motion

Be it resolved that the Council of the City of Temiskaming Shores declares this meeting a “Special Meeting of Council” in accordance to Section 7 of Procedural By-law No. 2008-160.

5. Disclosure of Pecuniary Interest and General Nature

6. New Business

- a) **Memo No. 030-2018-CS – Memorandum of Understanding – Beach Gardens Development**

Draft Motion

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Memo No. 030-2018-CS; and

That Council directs staff to execute a Memorandum of Understanding with 2373775 Ontario Inc. (Rivard Bros.) for the Beach Gardens Property.

b) Administrative Report No. CS-043-2018 – Temiskaming Shores Development Corporation

Draft Motion

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Administrative Report No. CS-043-2018;

That Council authorizes staff to amend Resolution No. 2018-412 as outlined in Appendix 04 for consideration at the November 13, 2018 Special Council meeting;

That Council directs staff to prepare the necessary By-law to adopt the Community Economic Development Strategic Plan as presented for consideration at the November 13, 2018 Special Council meeting; and

That Council directs staff to prepare the necessary By-law to adopt the Temiskaming Shores Development Corporation - Business Case Study as presented for consideration at the November 13, 2018 Special Council meeting.

c) Amendment to Resolution No. 2018-412 (Amendments in bold)

Draft Motion

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Administrative Report No. CGP-043-2018; and

That Council amends Resolution No. 2018-412 to read as follows:

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Administrative Report No. CGP-021 -2018;

That Council endorses the individuals and one representative from each of the organizations to act as the inaugural Temiskaming Shores Development Corporation (TSDC) Board listed below:

- The Temiskaming Shores & Area Chamber of Commerce;
- Temfund;
- South Temiskaming Community Futures Development Corporation;
- Timiskaming First Nation;
- Northern Ontario Farm Innovation Alliance;
- Bill Mackey;
- Tom Cambridge;
- Mike Baker; and
- Hugo Rivet.

That Council hereby appoints Mayor Kidd, Councillor Whalen, Councillor Hewitt and the City Manager or designate as the municipal representatives to the TSDC Board, **the Class A member designates of the Corporation, and shall be the incorporators of the TSDC;**

That the TSDC shall be a designated economic development corporation pursuant to O. Reg. 599/06 s. 9(1).

That Council directs staff to prepare the necessary by-law to enter into an Operating Agreement with the Temiskaming Shores Development Corporation for consideration at a future meeting; and

This resolution is passed in accordance with the requirements of the Municipal Act, 2001, as amended, and O. Reg. 599/06, s. 4.

d) Administrative Report No. RS-010-2018 – Pete’s Dam Trail – Land Exchange

Draft Motion

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Administrative Report No. CGP-010-2018;

That Council directs staff to engage Surveyor’s on Site to survey the Pete’s Dam Property and the parts of the portion of the trail that are located on Mr. Steve Allen’s property; and

That Council directs the Director of Corporate Services to execute a Memorandum of Understanding on behalf of the City with Mr. Steve Allen for

the use of his property as part of the Pete’s Dam Trail system until such time that the Survey is complete and the lands transferred into the ownership of the City.

7. By-laws

Draft Motion

Be it resolved that

By-law No. 2018-155 being a by-law to adopt a Community Economic Development Strategic Plan for the City of Temiskaming Shores

By-law No. 2018-156 being a by-law to adopt a Business Case Study for the City of Temiskaming Shores

be give first and second reading.

Draft Motion

Be it resolved that By-law No. 2018-155 and By-law No. 2018-156 be given third and final reading, be signed by the Mayor and Clerk and the corporate seal affixed thereto.

8. Adjournment

Draft Motion

Be it resolved that City Council adjourns at _____ p.m.

Mayor – Carman Kidd

Clerk – David B. Treen

Memo

To: Mayor and Council
From: Shelly Zubyck, Director of Corporate Services
Date: November 13, 2018
Subject: Memorandum of Understanding – Beach Gardens Property

Mayor and Council:

Rivard Bros. have indicated they would like to begin the infrastructure work on the Beach Gardens property by November 19th, 2018. Staff and Legal Counsel continue to work on the Development Agreement between the City and Rivard Bros. In the interim, staff is recommending entering into a Memorandum of Understanding with Rivard Bros. based on the Cost Sharing Agreement, and the approved design and plans in order for the infrastructure work to begin in a timely manner.

Legal Counsel on behalf of the City has drafted the attached Memorandum of Understanding for Council's review and approval.

The draft Development Agreement is scheduled to be presented to Council at the December 18th, 2018 Regular Council meeting.

Prepared by:

Reviewed and submitted for
Council's consideration by:

“Original signed by”

“Original signed by”

Shelly Zubyck
Director of Corporate
Services

Christopher W. Oslund
City Manager

Subject: Temiskaming Shores Development
Corporation

Report No.: CS-043-2018
Agenda Date: November 13, 2018

Attachments

Appendix 01: Draft Community Economic Development Strategic Plan

Appendix 02: Draft Temiskaming Shores Development Corporation – Business Case Study

Appendix 03: Draft Resolution No. 2018-412 as amended

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-043-2018;
2. That Council authorizes staff to amend Resolution No. 2018-412 as outlined in Appendix 04 for consideration at the November 13, 2018 Special Council meeting;
3. The Council directs staff to prepare the necessary By-law to adopt the Community Economic Development Strategic Plan as presented for consideration at the November 13, 2018 Special Council meeting; and
4. The Council directs staff to prepare the necessary By-law to adopt the Temiskaming Shores Development Corporation - Business Case Study as presented for consideration at the November 13, 2018 Special Council meeting.

Background

The City of Temiskaming Shores Council and staff continue to work towards the establishment of an Economic Development Corporation.

Analysis

In July, 2018, the Economic Development Officer made a presentation to Council outlining the Draft Community Economic Development Strategic Plan. Council directed staff to incorporate comments received. The Strategic Plan was revised and reviewed by the City Manager. The draft Strategic Plan is attached as Appendix 01 for Council's final review and adoption.

On August 16th, 2018 Council met in Closed Session to discuss the establishment of an Economic Development Corporation. Council directed staff to provide public notice and schedule a public open house and proceed with establishing the Corporation.

On August 23rd, 2018, three public open houses were hosted. All comments received were incorporated into the Draft Temiskaming Shores Development Corporation – Business Case Study. The revised study is attached as Appendix 02 for Council’s approval.

On October 31st, 2018, staff met with legal counsel to discuss the final steps to establish the Temiskaming Shores Development Corporation.

A number of matters were discussed and require Council’s approval.

On September 11th, 2018, Council passed Resolution No. 2018-412 (Appendix 03) appointing members of Council as municipal representatives to the TDSC Board. The Resolution requires amendment. The amendments are highlighted in Appendix 04.

Once the Strategic Plan and the Business Case are adopted and the Resolution is amended, the City’s legal counsel will submit the letter patent for incorporation.

Financial / Staffing Implications

This item has been approved in the current budget: Yes No N/A

This item is within the approved budget amount: Yes No N/A

Alternatives

No alternatives were considered.

Submission

Prepared by:

Reviewed and submitted for
Council’s consideration by:

“Original signed by”

“Original signed by”

Shelly Zubyck
Director of Corporate Services

Christopher W. Oslund
City Manager



Dymond
Haileybury
New Liskeard

Discover a whole new Ontario • Découvrez un tout nouvel Ontario

City of Temiskaming Shores
Community Economic Development Strategic Plan
2018 - 2023

City of Temiskaming Shores
P.O. Box 2050
325 Farr Drive
Haileybury, Ontario
POJ 1K0



Introduction

The City of Temiskaming Shores is a vibrant community on the shores of Lake Temiskaming. The former municipalities of Haileybury, New Liskeard and Dymond Township amalgamated, at their own initiative in 2004, to become one of the larger centres in Northern Ontario. The City is home to approximately 10,000 residents but is the economic and service hub to a region of approximately 32,500 people.

There has been no formal economic plan since the amalgamation process took place, but Council now wishes to create a strategic direction for growth of the community to maximize the benefits of the limited financial and staffing resources available to development. The plan will consider what best short term (1 to 3 year) opportunities are available for growth as well as what sectors are most suited for longer term (5 – 10 years) growth in the community.

The Plan will need to consider the demographics of the community and region and identify how the City will address the shortage of potential labour as we have an aging demographic. The Plan will assist Council and staff to understand the action steps required to ensure that the Plan is carried out in a way that will ensure the sustainability of the community into the future. The Plan will also implement the recommendations of The Places to Grow Act: Growth Plan for Northern Ontario (2011) (herein after referred to as the “Growth Plan”) to ensure that the City is recognized by the Province of Ontario as the economic and service hub for the surrounding region.

Community Economic Development is a multi-faceted strategic process that influences the growth and restructuring of a community’s economy to enhance its economic well-being. It can be described in terms of greater prosperity and improvement of quality of life.

The Community Economic Development Advisory Committee’s (CEDAC) mandate is to provide Municipal Council with advice and recommendations on matters relating to community economic development. These recommendations are aimed at fostering and promoting a positive community image, an enhanced quality of life, prosperity by means of sustainable community development and a healthy business environment.

The City of Temiskaming Shores is clearly the economic and service hub of the region and this can even extend to the neighbouring Province of Quebec. Although the recent community development work undertaken by the City has yielded some positive results, the potential for development is much greater than perceived by many. Future community economic development work done by the City must be part of a clear action plan with defined measurable activities that respond to the needs of all sectors. When done effectively, community economic development is focused and often yields efficiencies.



Strengths & Weaknesses

Location

Location of Temiskaming Shores is both a strength and a weakness. Our location within the Claybelt has enabled agricultural growth over the past several decades and will see us continue to develop as the service centre for the Great Claybelt agricultural expansion to our North. Our location relative to Southern Ontario makes the community a logical shipping destination as we can be reached from Toronto within six hours, therefore trucks can pick up a returning load and be back within their thirteen hour day. In addition, shipments going further west can be transported to Thunder Bay within one travel day.

When considering manufacturing however, we are poorly located within Ontario as the customer base is often too small regionally to support a manufacturer, therefore the products would need to be shipped to the marketplace in southern Ontario. This additional cost is often the deciding factor when a manufacturer is reviewing potential sites. Manufacturers considering our area would likely need to be focused on selling products within Northern Ontario. Agricultural service, value added forestry and mining supply are good candidates for the community's industrial base.

Regional Approach

A regional approach to development is missing within the area. Each community is trying to do the best for themselves, but not working as a group to benefit the entire region as a whole. With no county or regional level of government, it is difficult to build sufficient trust and resources to move projects forward that would benefit the entire region. Each community does not have the financial or staff resources to be effective at economic development and many do not have the plan in place to even understand what type of development could benefit them the most or is most likely to happen.

A regional development mindset could look at the bigger picture and decide where a specific development program or project would best fit. The City, as the largest community in the region may have to take on this role to assist the surrounding communities through effective development, realizing that not all of the development attracted or grown will take place within the City. A best case scenario would see regional partners contribute to one economic development program to benefit the entire region. With nineteen municipalities in the surrounding area, it will be difficult to get all partners to buy into one program.

Opportunities & Threats

Provincial Policies:



Northern Ontario has specific challenges related to growth and sustainability that differ significantly to larger locations in the South where provincial policy is created. The policies that the City must work within often conflict with the requirements for continued growth in Northern Ontario. Many provincial land use planning documents are created to control the growth of sprawling southern Ontario cities, therefore the policies are directed to limit growth, not to enable it to happen. As with any threat, we could turn this into an opportunity by offering available land to developers who are unable to find land in Southern Ontario.

Labour Force:

A second threat to growth in the economy is the lack of available labour force. The community is lacking people to be able to fill positions in new business ventures. Today, staff are moving from one business to another based on wage rates, therefore employers offering lower rates of pay are already suffering from a lack of workers. To add to this stress, we have an aging workforce and lack of youth to fill the upcoming vacancies. Again, provincial policy is limiting the number of new immigrants into the province as some of the larger centres are having trouble dealing with the numbers of new Canadians. This again could be turned into an opportunity if policy makers would consider programs to encourage immigrants to settle outside the major markets.

Strategic Vision

Lack of strategic vision could hamper the growth of the City. There has been no strategic vision or direction within the community since the amalgamation of the City in 2004. Each Council has their own interests and since no plan is in place, these interests can, and often do change every four years. This doesn't mean that the community does not continue to develop, but could mean that the development is inefficient, or not strategic in areas where we have a competitive advantage. The development of this Strategic Plan should be viewed as an opportunity for the community to move forward in a positive manner. It is imperative that the Plan be communicated to the staff and the community to ensure that all parties are pulling in the same direction.

Community Recognition

Another opportunity for our community is that we are now recognized as one of the larger communities in Northern Ontario. This awareness at both the Provincial and Federal government level will enable the Community to have a greater voice at the other levels of government and enable the City to gain access to larger pools of government funding which in turn will enable us to complete larger community infrastructure projects. On the other side of this argument however, we must also compete with our larger neighbours when trying to attract business development to our region.

Climate Change



Climate change, although not seen as a positive in every instance, should benefit our area by increasing the average temperature by approximately three degrees Celsius. This change over the next thirty years will enable greater agricultural yields due to a longer growing season. On the negative side however, the same climate will make it more difficult for forestry companies to get into the bush in winter months.

Vision

The City of Temiskaming Shores will be recognized as the primary economic and service hub in the Timiskaming District.

Mission Statement

The City of Temiskaming Shores will be the catalyst for regional economic development through ongoing communication and staff resource support to viable and significant projects.

The Process

CEDAC undertook a community consultation process with all of our community key economic development sectors in order to better understand the current economic situation and the future needs of each sector in order to provide clear recommendations to Municipal Council.

Community economic development sectors consulted were:

- Education
- Health & Well-Being
- Agricultural
- Tourism
- Industrial
- Cultural
- Retail & Service

Sector leaders were asked to participate in sessions to provide CEDAC with input on the situation and needs of their sector within the community. The intent of this process was to ensure that the City is aware of the current issues facing each sector within Temiskaming Shores so that within its jurisdiction and budgetary capacity, Municipal Council can work with its residents and enterprises to address agreed upon strategic priorities. During the consultations CEDAC worked with participants in an effort to achieve consensus on the top issues for each sector in order to formulate key priorities for Council’s consideration. The cultural sector was not consulted by CEDAC as this work had recently been completed and reflected in the Cultural Plan.

Following these consultations and with the observations gathered over the last few years, CEDAC then reflected on the issues identified and solutions proposed and attempted to focus on providing Council with key priorities that could be at the core of a multi-year



Temiskaming Shores Economic Development Plan aimed at achieving a more effective, focused deployment of our community economic development resources.

These key priorities have been useful in guiding how development has been implemented within the community, however it is now time for the City to create a more strategic vision and formalize a strategic plan that can be provided to the community and government partners to showcase where the community is going for the next five years. The document will enable other levels of government to better understand our community and its goals.

DRAFT



Members of the Community Economic Development Advisory Committee (CEDAC)

Jocelyn Blais,
Dan Fenety
Danny Whalen

Jeff Laferriere
Maria Zafiris-Overton
Chuck Durrant

Darryl Van Leer
Carman Kidd
Jessica Caldwell

City support staff to CEDAC (over the process)

James Franks
Karen Beauchamp

Logan Belanger
Christopher Oslund

Airianna Meissner

Participants in the Community Consultation Process

Danny Aitchison
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Darlene Bowen
Marc Dessureault
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Ed Popkie
Earl Snider
Rose Marie Raymond Simmons
Patrick Rivard
Florent Heroux
Deborah Murray

Steve Amyott
Lois Weston Bernstein
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Ian Dodds
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Nicole Guertin
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Penny Durrant
Ernie Harman
Lorne Hillcoat
Sylvie Lavictoire
Sean Mackey
Brent Marsden
Bob Norris
Tammy Penner
Doug Shearer
Maria Story
Sylvain Rivard
Shirley Watchorn
Jean Trudel
Danielle Proulx-Dubois

(Note - Includes individuals who provided input but were unable to attend consultation)



Consultation Results

Through consultation with local stakeholders, CEDAC recommended key community economic development priorities to Council. Clear action items are identified with each of the priorities. Several of these priorities are about laying a solid foundation that will lead to effective community economic development.

In implementing these priorities and laying this solid foundation, it is essential that City Hall and community partners each understand and agree upon their respective roles and responsibilities. The key role of Council should be to show leadership, initiate discussions and bring together for action concerned individuals, organizations and businesses. Within City Hall all economic development staff, but also all related departments, need to provide support to Council in this undertaking, shaping and monitoring under Council's direction the measurable outcomes for each priority to be monitored at Council.

The meetings held with the different sectors were very beneficial and very much appreciated by the participants. All sectors identified a need for increased communication among sectors and the City so as to strengthen enterprise development and achieve greater prosperity for all residents of Temiskaming Shores.

The process also created expectations from the sectors that the City would take actions on the key recommendations. Sectors indicated that they would like to participate again in follow-up meetings to understand the progress made by the City on these key recommendations and discuss future priorities. Council should monitor progress against this Plan on a regular basis to assure progress, with a more comprehensive annual review to make any adjustments necessary in the face of our City's continually changing economic environment.

To create the new strategic plan, the priorities have been updated and the actions items reduced to be more manageable and achievable within the five-year timeframe of the plan.



Summary of the Key Priorities and Action Items

Priorities	Actions Items
Community Economic Development Corporation	<ul style="list-style-type: none"> • Develop the Temiskaming Shores Development Corporation (TSDC) • Evaluate staffing requirements for the TSDC and adjust the City's organizational structure to implement the strategic plan • Create a business-friendly environment within City Hall and encourage deregulation in other levels of government
Marketing/ Communication	<ul style="list-style-type: none"> • Develop and implement a marketing strategy • Develop and implement a communication strategy
Immigration	<ul style="list-style-type: none"> • Create a digital module encouraging people and businesses to locate here • Collaborate in the implementation of a bi-annual Temiskaming Career fair • Participate in Immigration fairs to bring newcomers to the community • Partner with regional settlement agencies to assist in settling newcomers
Industrial / Commercial	<ul style="list-style-type: none"> • Promote the Certified Site land available within the Dymond Industrial Park • Encourage light industrial growth within the park • Implement an industrial attraction program • Support small business growth in partnership with BIA and Chamber • Support the development and growth of the community's two downtowns
Agriculture	<ul style="list-style-type: none"> • Support the Northern Ontario Farm Innovation Alliance (NOFIA) and their programs to support agriculture in the region • Advocate at all levels for the preservation of the research station and the role of our region as the centre (hub) of agriculture expertise and innovation for Northeastern Ontario • Support the growth of agricultural service and agri food industry • Develop a local food tourism strategy
Mining Supply	<ul style="list-style-type: none"> • Market the City and region as a mining supply hub • Lead the Northern Ontario Mining Showcase to gain visibility in the sector • Support the growth of existing suppliers
Transportation	<ul style="list-style-type: none"> • Support the growth of the transportation sector within the region to develop the Community as a hub • Support the development of the 2 + 1 lane model for Highway 11 • Lobby for the reinstatement of passenger train service • Support the Earlton Temiskaming Regional Airport as the air service hub
Forestry	<ul style="list-style-type: none"> • Support private sector efforts to expand opportunities in the forestry industry through biomass, value added wood products, wood construction techniques, etc. • Support the growth of existing suppliers



Tourism / Culture	<ul style="list-style-type: none"> • Identify key elements required to make waterfronts year around attractions • Work regionally to grow tourism spending in Northeastern Ontario and Northwestern Quebec • Implement key recommendations from the recently completed cultural plan
Liveable Community	<ul style="list-style-type: none"> • Support community programs & organizations that make the community liveable; culture, healthcare, wellness, education, accessibility, age friendly, Temiskaming Transit, etc.

Develop a Community Economic Development Corporation

The Municipal Act 2001 provides the ability for municipalities to create corporations to assist them in the provision of services. The Temiskaming Shores Development Corporation (TSDC) will be an arm’s length not for profit corporation of the Municipality which is able to provide service and sometimes incentives to new businesses that the City is not legally able to provide.

The TSDC would be put in place to assist new business start-ups and existing businesses to expand. The staff of the TSDC would be municipal staff on loan from the Municipality, therefore paid and administered by the Municipality saving the overall costs of the corporation. The TSDC will continue to participate in regional economic development planning as proposed in the Growth Plan to ensure that development taking place in the region is of benefit to all concerned. Assets of the Corporation of the City of Temiskaming Shores could be given to the TSDC for them to manage.

The TSDC should use current market data to ensure that evidence-based decisions to encourage new business are based on best practices and best bet sectors to ensure that the businesses flourish once established. Since the TSDC will have limited staff, this data collection and analysis should be done using contract services.

Implement Marketing & Communications Strategies

In order for the TSDC to be effective and for the City to be able to be heard in the sea of community marketing already in the media marketplace, it is important for the community to implement both a marketing strategy and a communications strategy. With social media channels, it is now easy to reach locals to enable them to be engaged in community consultation and awareness, however social media is less effective in attracting new business as it is unlikely that your target business clients are part of your social media followers.

The Marketing Strategy would focus on priority markets and priority sectors that the City should focus on using the same best bet sector information gathered using the data driven process above. The Strategy could build on the work gathered by Millier Dickenson Blais



Inc. during the creation of the 2010 – 2012 Marketing Strategy.

Part of the Marketing Strategy would be to ensure that the information would be set out into a well-organized and clear web presence that will be located on the City's website. This site will become the first point of contact for any prospective business and must contain useful data about the community, its labour force and lifestyle. This data can be sourced through various online services for an annual fee which is then updated regularly and kept fresh.

The website needs to provide the top reasons for someone to remain in or move to the area, providing lifestyle testimonials from current residents and promoting employment opportunities through hot-links to our businesses seeking additional employees. Our website also needs to provide the top reasons for businesses to locate here, reviewing our business parks, labour market, education facilities and pro-business approach of City Hall. Above all, our City website needs to be dynamic, current, easily navigated and structured so as to be easily found by search engines. It needs to paint a picture of a vibrant, hardworking, bilingual community centrally located in northeastern Ontario, amidst an outdoors wonderland of nature. Our website needs to become the first search stop for our residents, businesses and those who could benefit from our natural, cultural and enterprise environments.

Cross-Marketing programs should be developed with both local sector partners and with regional partners. Cross Marketing is when two or more entities promote their products or services together thus building a much broader awareness of the products and services. Cross-Marketing is a sales marketing secret that works better for entities that have the same target audience, but are not in direct competition with each other. In this case, we are looking at the sector and the City, or the City and other communities within the region that are chasing similar customers.

The Communications Strategy would be more focused on the local and regional marketing to keep the community top of mind regionally and to educate ratepayers on the City's programs and services as well as encourage them to assist the City to promote the area as a place to live, work and play.

This Strategy would have two key components; the first to ensure that through an internal communications process, all staff would be more aware of their counterparts in other parts of the organization are doing. This would allow all departments and all levels of staff the ability to explain projects and programs to those in the public with whom they communicate.

The second part of the Communications Strategy would be that of communications to the public. This again would rely heavily on the City's website but with much more focus on the social media channels to ensure that ratepayers can access up to date information at their convenience.



Immigration

Over the past decade, the role of economic development has changed from that of chasing industry to locate in the community to more of chasing people to fill positions in existing industries and businesses. The role of immigrant attraction will become more and more important to all communities as Canada's birth rate continues to hover around 1.5% per family. To sustain a population, you must attain a birth rate of 2.1% per family, therefore Canada's population would shrink without accepting immigrants to counteract the low birth rate phenomenon.

According to the 2014 study completed by HR North, Northern Ontario will see as many as 47% of the current workforce retire by 2031 which equals approximately 146,000 jobs that will become available during that time. At our current rate of growth, Northeastern Ontario will have a shortfall of people to fill positions of approximately 1,400 per year that is assuming that we are able to convince all of our current youth to stay in the region.

Ontario accepts approximately 60,000 immigrants annually, however very few venture far from the GTA where they often land in Canada. The Growth Plan states in section 3.3.2 "The Province will work with Northern Ontario communities to attract new and needed skills and ideas through provincial and other programs that attract skilled newcomers and international students to Northern Ontario's communities and post-secondary institutions."

The only population in Canada who is seeing a growth in population is the Indigenous population, therefore the City may be able to work with our regional Indigenous partners to encourage their members to stay in the region to assist with the declining population in the public at large.

The City received the Temiskaming Shores Immigrant Attraction, Settlement and Retention Strategy in June of 2016. The report was the result of the Northeastern Ontario Immigration Project which was conducted by the North Bay and District Multicultural Centre, HR North and Curry Consulting and was funded by both Fed Nor and NOHFC.

The document has four main recommendations to assist the City to attract and retain immigrants to the community.

1. Equip the Municipality with an improved capacity for thinking and acting on immigration issues.
2. Align the capacities of Temiskaming Shores – municipal, economic, social and infrastructure with regional efforts to attract and retain newcomers to Northern Ontario
3. Mobilize and coordinate local efforts to attract and recruit newcomers



4. Mobilize and coordinate local efforts to welcome and retain newcomers

Industrial /Commercial

In the Community's role as a service hub for the region, it is imperative that support be provided to assist the manufacturers and service providers in the key industrial sectors of agriculture, mining and forestry. The City must act as the connector to enable industry to find the resources they require within the region to assist them to grow and create jobs in the area.

Although the City does not have a significant number of major employers in the industrial sectors, the companies that presently exist hire large numbers of the local population. Not all of the employers are located within the City limits, however they all have an impact on the local economy as many residents work in the communities surrounding the City. Projects to support the sustainability and growth of the industrial sector are an important part of the strategic plan as the large employers are often viewed as the gauge of the vibrancy of the community.

Temiskaming Shores depends on its businesses to help provide employment for its residents and revenue for the maintenance and expansion of City infrastructure. Businesses depend on the City to provide an environment that fosters enterprise and encourages people to settle and stay in the community. During our consultations, the industrial/commercial sector discussed its challenges attracting people to fill specialized positions, its need for stronger linkages with the education sector and its desire for more regulatory flexibility when dealing with City Hall.

The City has invested a significant amount of time and money to develop the Dymond Industrial Park into a Provincially Certified Site which can be bought by potential investors knowing that the get the site operational will be minimal as the land already meets many of the provincial standards. The lands available have already been priced and can be sold quickly if a company wishes to move forward with a purchase. In addition, the TSDC may be able to move these sites faster with the implementation of the Marketing Strategy.

Once the data has been analyzed and the appropriate industrial sectors have been identified, the City should implement a formal industrial attraction program to attract new businesses to the community that will support and complement those businesses that are already located here. Since overall growth of industry and manufacturing in Canada is declining, goals must be realistic and companies must be hand selected and courted to consider their move to the community. Business to business connection programs such as Naturallia and others like it help connect existing companies find new market places and at the same time enable the City to approach new companies to consider relocating or expanding to our community.



The Growth Plan identifies Advanced Manufacturing as a potential growth sector for Northern Ontario and offers to assist in section 2.3.2 “support innovation, research and commercialization of value-added products and services in the existing and emerging priority economic sectors.”

Agriculture

The primary lead for the support of the agricultural sector in our region is the Northern Ontario Farm Innovation Alliance (NOFIA). The City will continue to support NOFIA, their current and future programs to strengthen the region’s role as the agricultural lead for Northern Ontario.

The City will support the growth of the agricultural service sector in the region so that those services can be made available to the agricultural regions to the north and east of the Community. The agri-food and value added food processing sector will be of primary importance as it provides an opportunity for a reasonably quick development.

With many large producers from Southern Ontario now looking at the region to move their growing opportunities, this sector should be top of mind when considering commercial developments. Climate change is causing the region to experience longer growing seasons and opportunities to grow new crops which will expand the potential possibilities for development. New opportunities such as medical marijuana growing and processing plants should also be considered.

The City should continue to advocate at all levels for the preservation of the agricultural research that has been done in the community for over 100 years. The local and regional research is invaluable to area farmers and will provide benefits to the regions north of us as they continue to develop agriculture to diversify their economies. The City should partner with NOFIA and the research station to cement the community’s role as the hub for agricultural expertise and innovation for Northern Ontario.

The Growth Plan identifies opportunities for the agricultural sector in Section 2.3.3 a) “undertaking and disseminating research focussed on northern climatic and environmental conditions” and in Section 2.3.3 d) “expanding production in the North to contribute to a sustainable local food source for Northern Ontario residents”.

The development of a local foods strategy should also be considered to encourage the growth of foods for the region within the region. Focus on developing the infrastructure and supply chain to encourage growth in this sub sector should be supported by the City and our partners. Agricultural value per acre expansion and the potential for food tourism should



drive the basis of this product.

Mining Supply & Service

Mining supply and service has long been one of the community's strong sectors. Since the booming days of the Cobalt silver camp over 100 years ago, companies in our community have created employment servicing the mines and making parts for the mining firms. Some of the original suppliers still exist today.

The City should not forget its roots and the benefits that came with high employment rates. Mining is still a major sector in Northern Ontario and appears to be on an upswing. With exploration taking place around the region for both Cobalt and other minerals, the community is poised to see growth in this sector within the next few years.

The City should continue to lead the Northern Ontario Mining Showcase exhibit held at the annual Prospectors and Developers Association of Canada (PDAC) conference in Toronto. This has raised awareness of the community in the mining suppliers industry and provides great opportunities for the City to speak to suppliers from other regions that may consider relocating or expanding to this community.

The City also partnered with the Timmins Economic Development Corporation and other community partners from across the region in a Mining Supply Trade and Investment project. This project provided the community with some great new marketing materials and showcased that Temiskaming Shores had the best potential of all partners to attract mining supply and service companies due to our strategic location between the mining communities of Sudbury, Timmins and Rouyn.

The Growth Plan proposes in Section 2.3.8 c) "expanding the mining supply and services industry, increasing exports, and supporting particular areas of competitive advantage including deep mining techniques and clean technologies" and further in Section 2.3.8 h) "facilitating partnerships among communities and industry to optimize community employment and benefits"

Transportation

The City has already a number of transportation providers and shipping companies that transport goods across the country and into the United States. Based on location, the community should have the ability to attract distribution centres for firms that ship across the province and the country. Temiskaming Shores is less than a six hour drive from



Toronto, therefore trucks could make the return trip within one driving day. Thunder Bay is then less than a one day drive from here, so products would likely end up there at the next distribution site. The fact that the Community is home to many trucking companies will also be a factor in attracting new business development as it will be easier for other industrial clients to find transportation solutions for their products.

In addition to trucking, we have access to rail lines which can carry freight for businesses within the region as well as passenger bus service both North and South. The City should work with the provincial government to reintroduce the Northlander passenger train service as this did impact many residents who do not enjoy winter driving as well as many students who attend Northern College.

In addition, our partnership with other regional communities to support the Earleton Timiskaming Regional Airport should continue. This facility has the potential to attract larger businesses to the region as well as enable current businesses to bring in expertise when needed. The airport also continues to support the City's role at the economic and service hub for this region. The Growth Plan states in Section 2.3.11 a) "capitalizing on Northern Ontario's extensive knowledge and experience in air transportation to rural and remote communities"

Forestry

As with the mining sector, the forestry sector within Temiskaming Shores is reasonably small, however in the area surrounding the community there are many businesses that operate in or supply services to the forestry industry. Companies such as Georgia Pacific and the Elk Lake Planing Mill provide significant employment opportunities to area residents and will continue to do so into the future if they receive support from the communities they operate around.

The City must ensure that companies are aware of potential funding opportunities available to them. Business professionals are busy with their work and often do not have time to follow government funding announcements and regulations. City staff must communicate regularly with industry to ensure that beneficial programs are made aware to support the industry's growth.

The City should look at opportunities to enhance value added production of forestry products and work with any private sector producers who propose ideas to implement value added manufacturing. This not only creates more wealth in the region, but also more jobs locally rather than raw natural resources headed south to be converted into finished products. In some cases, lumber is the finished product, however other products could be considered such as wood pellets, furniture and other non-timber forest products.



Staff will continue to work with the industry to find out ways that the community can support the industry to grow. Projects like the PDAC project for mining will be considered and the industry will provide ideas on what would assist them the most. The City will continue to support and promote programs such as Ontario Wood to promote the diverse use of wood products and Woodworks to advocate for the use of wood as building products in the construction industry.

The Growth Plan for Northern Ontario offers many similar comments as above in Section 2.3.6 of the plan and ends with the statement in Section 2.3.6 I) “facilitating the entry of new participants and entrepreneurs, including Aboriginal businesses, co-operatives and commercial developers.” It is important that the City’s goals for these industries match those of our Provincial and Federal government partners to ensure that all parties are working together toward the goal of increased economic activity in Northern Ontario.

Tourism & Culture

Although the community does not have a major tourism attraction, tourism continues to be a significant contributor to the regional economy. Our location at the intersection of Highway 11 and Highway 65 creates a natural stopping point for travellers which can be quantified by the number of fast food restaurants and gas stations adjacent to that intersection.

Since we are also the economic and service hub for the region, many families travel here from the surrounding communities for education, professional and health services. Many of these families participate in activities while in the community, therefore making them tourists by definition. This regional tourism economy creates many stable jobs in the community and encourages a larger number of restaurant and fuel station developments within the City than our resident population of 10,000 could support.

Regional tourism marketing programs make tourism marketing more cost effective for small communities. Shared marketing programs such as Northeastern Ontario Tourism and the Lake Temiskaming Tour enable the City to put out marketing materials about the community while only paying for a portion of the cost of the materials and associated advertising costs. Since we do not have a specific tourism product to promote, these shared marketing programs are most suitable.

Temiskaming Shores is blessed with numerous hard working community groups offering community and tourism events of benefit to our residents, visitors and businesses. One of our greatest successes to date has been the Biker’s Reunion, which with a lot of hard work



by volunteers over many years, grew into a successful annual event drawing participants from across Canada and beyond. Our goal in Temiskaming Shores is to encourage and enable our community groups to achieve similar success with some of their events.

Successful events for our community groups require their individual leadership and hard work. But it also requires coordinated advice and support by City Hall staff. Community Groups often encounter barriers to accessing Federal, Provincial and private sector funding sources because they lack the knowledge of how to navigate these bureaucracies, knowledge which our own City Hall staff often has. Community Groups also are sometimes frustrated by difficulty in meeting our own City's regulatory requirements, which are prerequisite to holding any event. Some of these barriers and frustrations could be lessened if the City increased and consolidated its coordination support for community and tourism events. It is important, however, to make the distinction between providing increased consolidated coordination within the City Hall bureaucracy and providing direct coordination.

The Municipal Cultural Plan prepared by Dialog states: "Temiskaming Shores is a thriving community that values culture as a pillar of its economic and social well-being. Our culture is fundamental to our shared identity, which is grounded in the rich histories, traditions, and languages of our multicultural community. Temiskaming Shores is recognized for the beauty of its natural setting, and our residents are known for their inclusiveness, generosity, and hospitality. We celebrate and support local artists, cultural organizations, and creative entrepreneurs; all of whom work collaboratively to strengthen and promote Temiskaming Shores as a cultural hub within Northern Ontario. Our culture is our pride, and is essential to our current and future prosperity."

The Temiskaming Shores Municipal Cultural Plan is a strategic document that identifies municipal and community priorities to strengthen the cultural sector and support the city's development as a northern creative centre. The Strategic Directions, Objectives, and Actions contained in the Plan represent a 10-year agenda for the City and its community partners. These 'quick wins' will form a strong foundation that will support the implementation of longer-term priorities. The Priority Actions are listed below.

1. Establish a Cultural Roundtable as a permanent committee of Council with broad representation from the local arts community and Council, responsible for acting as a catalyst for strengthening local cultural development by supporting the implementation of the Cultural Plan and promoting collaboration across the community.
2. Create a bilingual "Cultural Planner" position to coordinate cultural events and programming, and liaise with local cultural organizations.



3. Collaborate with cultural organizations to identify and promote a bilingual Cultural Portal to advertise community organizations and events.
4. Provide more opportunities for bilingual public engagement.
5. Coordinate with local cultural organizations and entrepreneurs to establish a shared resource centre with access to a photocopier, telephone, and meeting space.

The Growth Plan discusses culture in Section 2.3.4 a) stating “creating opportunities for cultural and artistic expression in urban, rural and remote communities, particularly among youth” and in Section 2.3.4 d) “celebrating the unique cultures and histories of the peoples of Northern Ontario”. With respect to tourism, the Growth Plan encourages what we are currently doing though Section 2.3.10 c, d, e and f) “encouraging regional co-operation to expand and diversify Northern Ontario’s tourism offerings and increase tourism visitation and receipts; d) encouraging regions and communities to undertake cultural planning that identifies opportunities for promoting tourism, including Aboriginal niche tourism opportunities, and building on the presence of a strong Francophone community to tap into French speaking markets; e) encouraging new, flexible and high quality tourism products for domestic and international visitors; f) linking Northern Ontario tourism to provincial and national marketing campaigns and promoting the uniqueness of the Northern Ontario experience.”

Liveable Community

Community economic development is more than attracting companies, people and jobs, it involves creating a community that people want to live in. If people want to live in a particular area, then companies will locate there to find the workforce for their needs. This means that economic development touches many more facets of the municipal government operations than just one department. The entire government structure must consider community development when making all decisions about the community. If staff are able to attract a company to set up in the community, but that company isn’t able to attract employees to move here, then the company will soon close and move away.

This is what is meant by a liveable community. It is the number one reason why businesses and people move to a place. We must have excellent healthcare services, education facilities and professional services to encourage companies to consider the community as a viable expansion site. In addition, the community must be clean and tidy and pretty if employees are to move here from other locations. Lastly, the community must be welcoming to newcomers of all nationalities as companies will bring with them a diversified work force who will need to integrate themselves into the community.



The community has fantastic natural assets such as Lake Temiskaming and our surrounding wilderness. The waterfronts in the community will always attract people and businesses to consider relocating here. The City should develop an enhanced vision for our waterfronts as part of a Recreation Master Plan recognizing them as a year around destination with their usage being maximized.

The City is encouraged to increase its partnership with health related agencies to promote healthy active living. Collaborations should be created with health sector organizations to access funding that would encourage additional participation. The Growth Plan states in Section 3.4.3 “Municipalities are encouraged to support and promote healthy living by providing for communities with a diverse mix of land uses, a range and mix of employment and housing types, high quality public open spaces, and easy access to local stores and services.

The notion of overall wellness of the community should be considered as part of this plan. Community wellness recognizes that the residents should be able to enjoy recreation activities and outdoor experiences within the community to the betterment of their overall health and mental wellness.

Measurements of Success:

The TSDC will be expected to develop and report semi-annually on metrics relevant to the organization’s mandate and goals. There may include, but are not limited to, the following:

- a) Job creation and retention from new growth and expansion projects;
- b) Investment attraction (i.e. new buildings, equipment, grants, quality jobs, expanded services, land purchases and sales, new company relocations, etc.);
- c) New business development; (i.e. business openings, new and expanded services, partnership agreements, building applications);
- d) New tax assessment; and
- e) Business support initiatives.

Sector / priority	Task / Action	Time Frame	Staff Resources - Lead	Financial Resources Year 1	Financial Resources Year 2	Financial Resources Year 3
Economic Development Corporation	Create a Community Economic Development Corporation	July – Dec 18	Outside legal with EDO/City Manager 35 hrs	\$5,000		
	Create a business plan and adjust the City's organizational structure to assist in implementing the Plan	July / Dec 18	City Manager 70hrs	\$55,000	\$55,000	\$55,000
Marketing / Communication	Develop and implement a communications strategy	2019	Director of Corporate Services 70 hrs	Develop strategy	\$50,000	\$50,000
	Develop and implement a marketing strategy & budget	Spring 2019	Outside agency with EDO 100 hrs	\$100,000	\$125,000	\$150,000
	Improve the current web site & other social media tools to encourage people and businesses to locate in Temiskaming Shores	2019 then ongoing	Outside agency with directors	\$20,000	\$8,000	\$8,000
Immigration	Align attraction and retention efforts with regional programs, Northeast Community Network and North Bay & District Multicultural Centre	Annual	EDO / NeCN 70hrs	\$5,000	\$8,000	\$10,000
	Attend newcomer attraction activities	Annual	EDO 100 hrs	\$8,000	\$10,000	\$12,000
	Work with post-secondary to attract immigrants both local and provincially	Annual	EDO 60 hrs	\$2,000	\$2,000	\$2,000
	Update & translate Relocation Guide	Bi annual	EDO 70 hrs	\$3,000	\$3,000	\$3,000
Industrial / Manufacturing	Promote the Certified Site land available within the Dymond Industrial Park	Annually	EDO 100 hrs	\$9,500	\$15,000	\$10,000
	Host inbound and outbound trade missions within all sectors to enable local businesses to find new markets as well as to attract new businesses to consider the community.	Annually	EDO 100 hrs	\$5,000	\$10,000	\$10,000
	Attend Trade Shows and Attraction events	Annually	EDO 120 hrs	\$5,000	\$8,000	\$10,000
	Promote a more collaborative and facilitative approach to the regulatory approval process at City Hall.	Ongoing	City Manager with all Departments			
Agriculture	Directly support the Northern Ontario Farm Innovation Alliance (NOFIA) work in support of the agricultural sector	Ongoing	EDO 60 hrs	\$15,000	\$5,000	\$5,000
	Advocate at all levels for the preservation of the research station and the role of our region as the centre (hub) of agriculture expertise and innovation for Northeastern Ontario	Ongoing	Council / EDO 25hrs			



Development Strategic Plan

	Support the growth of the Local Food movement within the region	Annually	EDO 70 hrs	\$2,500	\$2,500	\$2,500
	Encourage the development of food processing within the region. Provide support for feasibility studies, etc.	Annually	EDO 70 hrs		\$10,000	
Mining Supply	Continue to lead the Northern Ontario Mining Showcase	Annually	EDO 180 hrs	\$2,000	\$4,000	\$4,000
	Market the City and region as a mining supply hub	Annually	EDO 35 hrs	Within Marketing Strategy		
	Attend other mining supply trade shows to attract potential new businesses; CIM, MinExpo, etc. (Investment attraction)	As required	EDO / NeCN 70hrs	\$10,000	\$15,000	\$20,000
Transportation	Encourage the reinstatement of passenger rail service	2018/19	Council	\$5,000		
	Continued support of the Earlton Timiskaming Regional Airport	Annually	Council / EDO 35hrs	\$95,000	\$97,500	\$100,000
	Assist with necessary feasibility studies to support the operation of a transportation hub	As required	EDO 35 hrs			\$10,000
Forestry	Attend forestry industry events with regional suppliers to assist them to find new markets	Annually	EDO 100 hrs	\$15,000	\$15,000	\$15,000
	Assist with necessary feasibility studies to support the growth of value added production	As required	EDO 35 hrs		\$10,000	
Tourism / Culture	Implement key recommendations from the recently completed cultural plan	Annually	EDO / Recreation 70 hrs	\$5,000	\$5,000	\$5,000
	Increase and consolidate the City's coordination support for festivals & events	Annually	EDO / Recreation 300 hrs	\$25,000	\$25,000	\$25,000
	Continue to support regional tourism marketing initiatives; Northeastern Ontario, Destination Ontario, Destination Canada, Lake Temiskaming Loop Tour, Chamber	Annually	EDO 120 hrs	\$35,000	\$40,000	\$40,000
	Devil's Rock product feasibility study	As required	EDO 120 hrs	\$25,000		
Liveable Community	Institute policies and planning tools promoting healthy lifestyles	Annually	Director of Recreation 120 hrs		\$2,000	
	Partner with health related agencies to promote healthy active living	Annually	Director of Recreation 70 hrs	\$5,000	\$5,000	\$5,000
Total proposed expenditures			2410 hours (this is only special project hours and does include regular office duties)	\$457,000	\$530,000	\$551,500



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Development Strategic Plan

Potential New Revenue Streams			Year 1	Year 2	Year 3
Fed Nor funded development project 2018 - 2020			\$122,000	\$122,000	\$122,000
Other community partners in regional projects			\$ 20,000	\$ 20,000	\$ 20,000
Tourism Northern Ontario			\$ 15,000	\$ 20,000	\$ 15,000
Economic Development Land Sales			\$0	\$0	\$0
Lease Agreements, Solar, CannAssist, etc.			\$ 50,000	\$100,000	\$150,000
Tourism Development Fund				\$ 40,000	\$ 45,000
Total Revenues			\$207,000	\$302,000	\$352,000

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Temiskaming Shores Development Corporation

Business Case Study

August 2018

Temiskaming Shores Development Corporation (TSDC)

The creation of the Temiskaming Shores Development Corporation (TSDC) is permitted under the Municipal Act which gives local municipalities the powers to establish a range of corporations. This corporation will give the City of Temiskaming Shores greater ability and flexibility in addressing and responding to the business and development needs of the community.

The Development Corporation provides a more business-like model for the management of current and future City economic development initiatives. In a highly competitive environment the corporation will utilize local expertise and a corporate structure that will provide for quick responses to investment and growth opportunities.

The startup phase of the corporation will focus on areas of immediate economic and community growth and business development. The intent is for the corporation to evolve into a vehicle to assist in managing strategic economic assets and resources of the City in order to capture their full potential as well as facilitate long term economic growth and sustainability. This model may include the establishment of specific subsidiary corporations.

The TSDC will provide an innovative oversight of development activities; will be readily connected to the business world and able to quickly modify approaches to leverage assets and opportunities.

Ontario Municipal Act:

Section 203(1) of the Municipal Act grants municipalities the power to establish corporations. Regulation 599/06 governs the setup of such corporation.

A municipality may use the power to establish a corporation only if the municipality by itself, or together with one or more other public sector entities, establishes the corporation and the purpose of the corporation must be to provide a system, service, or thing that the municipality itself could provide, or the establishment of the corporation is expressly authorized by Regulation.

Before the corporation can be established, a municipality must adopt a business case study, and consult with the public about the proposal to establish a corporation. In addition prior to the transfer of assets, including staff resources, the City must adopt an asset transfer policy.

As a condition for incorporation, a municipality must give notice of proposal to transfer an asset to a corporation where the Province of Ontario has contributed funds for the purchase or improvement of the asset. It is possible the Province may require a reimbursement of all or a portion of their contribution.

SMALL BUSINESS PROGRAMS - SUBSECTION 108 (2) OF THE ACT

Prescribed conditions

1. The following are the prescribed conditions that must be met before a municipality establishes a program under paragraph 1 of subsection 108 (2) of the Act:

1. The municipality has consulted with the public about the proposed program.
2. The municipality has adopted and published a business case study in relation to the proposed program, which includes the following:
 - i. An outline of the anticipated benefits of the proposed program to the municipality.
 - ii. The anticipated linkages of the proposed program to the municipality's economic development objectives, including in relation to small business growth and local job development.
 - iii. An outline of how any assistance to small business included in the proposed program would help achieve the municipality's economic development objectives.
 - iv. An outline of how the proposed program would be expected to facilitate the fiscal sustainability of small business through the program after any assistance from the municipality ends.

Public Consultation: This process for consultation is not prescribed under the Act and could take the form of the following:

- a) Public Notice through Reports to Council.
- b) Public Meeting with formal notice.
- c) Meetings with key groups in the community; (i.e. Chamber of Commerce, BIA, STCFDC, Airport Board, Enterprise Temiskaming, North Bay & District Multicultural Centre, etc.)
- d) Information of City Web Page.
- e) Communicate through social media.

Business Case Study: The Municipal Act requires a business case study. Items to consider which are included in this report are:

- Background and support material
- Benefits and risk
- Objectives and primary responsibilities
- Guiding principles to form and shape the operations of the development corporation.
- Governance and Funding model
- Board make up and qualifications.
- Staffing
- Public accounting and reporting.

Mandate:

The Temiskaming Shores Development Corporation will work with the City, investors and private sector partners as appropriate to maximize the value of current and future City owned assets with the focus of growing and developing the City. The TSDC will act as a catalyst for operational excellence as well as advise, inform and make recommendations to the City, as owner, on matters and opportunities pertaining to the operations of the TSDC and affiliated subsidiaries.

The mandate of the TSDC also includes the creation of an environment that supports long term economic and community growth. Develop a community advocacy strategy and build an adoptive environment for municipal innovation and making Temiskaming Shores an attractive place to invest and do business

City of Temiskaming Shores objectives of establishing the Temiskaming Shores Development Corporation:

1. Support and implement the Economic Development Strategic Plan.
2. Identify new business growth opportunities, trends and high potential leads.
3. Identify, create and leverage relationships with community, private sector and government partners that will foster creative funding and financing resources to deliver key economic and social benefits.
4. Pursuit of investors to stimulate the development of the City.
5. Develop internal reporting structure that is responsive to business and community challenges.
6. Assist with the growth and expansion of local businesses.
7. Identify and attract new investment and businesses.
8. Develop relationships and partnerships to develop services and grow the City.
9. Provide a corporate structure to which City assets may be transferred, developed and leveraged.
10. Establish public /private strategic partnerships where appropriate.

Measurements of Success:

It will be extremely important for the ongoing monitoring and measuring of the outcomes of the corporation. The TSDC will be expected to implement processes to measure the following:

- Job creation and retention.
- Investment attraction: (new buildings, equipment, grants, salaries)
- New business development (i.e. company visits, applications, quality leads)
- Growth and expansion of existing business. (i.e. company visits, jobs retained, applications)
- New assessment.
- Business Support (i.e. partnerships, small business centre results)

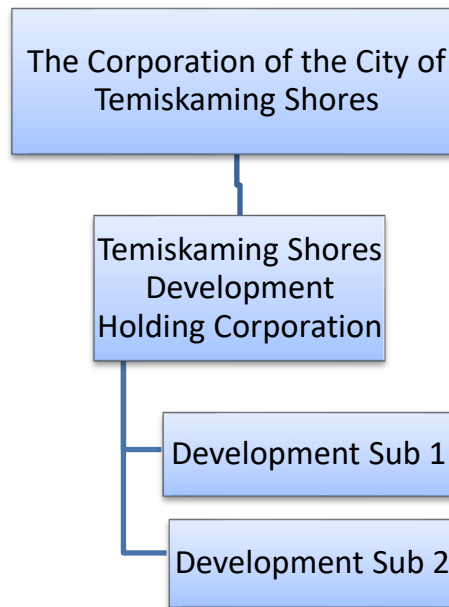
Proposed Temiskaming Shores Development Corporation Structure:

Temiskaming Shores Development Corporation will be a new corporation reporting to City Council. The management structure of the corporation will consist of a board of directors of up to thirteen (13) which includes the Mayor, two City Councilors, the City Manager (or designate) and up to nine (9) independent community members.

The corporation could include the establishment of subsidiary corporations. These subsidiaries will be utilized for specific purposes in the future and may, at the discretion of City Council, include consolidating other City subsidiaries. This structure will facilitate partnerships/ alliances, joint ventures, land development, research and incubators while protecting the core corporation as well as the City. In order to be in compliance with the Municipal Act, as subsidiaries are established specific business case studies and public consultation will need to be completed.

Exhibit 1 illustrates the proposed structure of the corporation.

Exhibit 1



Selection of board members will be competency based, responsive to business challenges as well as the directives of the City. While operating at arm’s length from the City, the Board will function with the long term best interest of the community; operate in a competitive business like fashion, and ensure there is a framework in place which emphasizes communication and accountability to City Council.

As this corporation is established, it is anticipated dedicated resources and investment on the part of the City will be required in order to achieve the long term objectives of the corporation.

It is proposed that the corporation be established as a not for profit corporation. The main reason for this is the ability of not for profit corporations to have easier access to funding from other levels of government while it can function much like a for profit organization while affiliated with the municipality. As the corporation evolves, this may need to be reviewed or restructured.

As a municipal corporation the issue of control, transparency and accountability is important and can be challenging given the expectation to operate in a competitive business environment while being responsible for public assets and resources. The importance of developing a plan and process to address these issues cannot be understated. It is expected this would include reporting to Council with minutes of regular meetings along with semi-annual and annual reports.

In establishing the corporation, the City will need to ensure an Operating Agreement between the City and TSDC as well as the Corporation's by-laws, are structured to operate in a competitive environment while meeting the transparency and accountability expectations of a public sector corporation as well as confirming the Council's control over the TSDC. These documents will define the rights of the sole member (City of Temiskaming Shores) including the City Council's ability to appoint and, if required, remove TSDC Board Members.

The TSDC will use the City's Economic Development Strategic Plan as a guiding document for the development of the community. The document will ensure that the objectives of Council are met in relation to small business growth and local job development.

Board of Directors:

The Board of the TSDC will consist of up to a total of 13 directors. This would include the Mayor, 2 Councilors appointed by the Mayor, the City Manager (or designate) and up to 9 independent directors.

The independent directors will be recommended to Council from the Interim Board. In the future the Board will make recommendations to City Council for appointment.

As will be defined in the Articles of Incorporation, the Board will be expected to manage the affairs of the TSDC which will include defining and setting development strategies, guiding the disposition and leveraging of assets, and the development of joint ventures/partnerships.

As the corporation evolves, it is important the Board be expected to work collaboratively with the City, its other subsidiaries and agencies. In addition the corporation needs to utilize existing services and resources rather than creating new. The TSDC will also need to work with regional strategic partners including the provincial and federal governments as well as the other cities of Northern Ontario.

Being a City owned Corporation, it is important while allowing operating at an arm's length, the City needs to retain specific controls. There will be instances where the processes and expectations of the City may be in conflict with the operations of the TSDC. It is important all parties keep the principles of operating collaboratively, open communications, accountability and transparency while respecting the business objectives of the TSDC.

Staffing:

Current City Economic Development staff will remain City staff however there will be a transition to second the department to the TSDC with the Economic Development Officer reporting directly to the Board. Any future staff will also be City employees and approvals will follow the City's process. This may evolve as the corporation matures.

Financials & Funding:

Budget:

The City will be the predominate funder of the TSDC. Other sources of funding will be other government grants, private sector funding and potential revenues from operations or leveraging. The Corporation of the City of Temiskaming Shores will provide funding to the TSDC annually through the provision of an annual budget presented to Council. These funds will be included within the City's Economic Development budget. Furthermore the City will provide funding for the Corporation through the assignment of the existing budget of the Economic Development Department at the time staff is seconded to the TSDC.

Funding may come in the form of a grant, loan, advance or other means as may be deemed necessary for general or specific projects. With respect to personnel costs, the TSDC will reimburse the City for all costs.

Funding of the corporation will be coordinated through Corporate Services and will coincide with the City's annual operating/capital budget process. Other financial issues requiring City approvals would also be coordinated through the Corporate Services.

Asset Transfer

The Corporation of the City of Temiskaming Shores may transfer specific assets by Resolution to the TSDC. Depending on the circumstances, such transfers may take the form of a grant, loan, note or other form. There will be some regulatory requirements that need to be met when transferring asset. The intent in transferring assets is for the TSDC to put these assets to use in the development and growth of the community. In the event revenues are derived from these assets the funds must be either reinvested in the community or returned to The Corporation of the City of Temiskaming Shores. Simply put, the requirement is that any investment will have a return to the community at some point in time.

OPTIONS:

Although City Council has endorsed the establishment of a Development Corporation it is appropriate to assess the potential benefits and risks in comparison to the current status quo;

Current Status, City department:

The City's Economic Development initiatives are predominately led by the Economic Development Officer which is part of the Corporate Services. The EDO works in collaboration with other City Departments, City Agencies and Boards as well as with other private and public sector organizations to facilitate growth and development within the community. Currently, the vast majority of City owned lands and assets are under the direct care and control of the City and governed under the Ontario Municipal Act along with internal by-laws and procedures.

Strength:

- Information associated to specific projects, City owned assets and partnerships are disclosed in an open forum supporting the best practice of open transparency of government.
- Economic development and city asset management initiatives are under the control of City Council and administration, providing more involvement of Council.

Weakness:

- Mired in the general activities of operating the City, the current process is unable to respond quickly to development and investment opportunities.
- Lacking the guidance and structure to operate in a business –like fashion in a highly competitive environment.

Development Corporation:

Reporting to The Corporation of the City of Temiskaming Shores, the TSDC would be responsible for guiding the activities and priorities of the City's Economic Development initiatives. On approval of Council, this corporation would be responsible for managing select municipal assets for economic and development reasons.

Operating in an arm's length fashion from the municipality, the Board comprised of a mix of private/public sector representatives, will lead the corporation under the governance of by-laws established under the Ontario Business Corporations Act and would function in a more businesslike fashion.

Strengths:

- Operating in a more businesslike fashion, the Corporation would be posed to more quickly respond to development and investment opportunities as well as establishing strategic business partnerships.
- Have access to both key business leaders in the community as well as key council and municipal representatives.
- Be more positioned to respond to an ever more competitive environment.
- More effective leveraging of public assets and possible public funding.
- The TSDC will be more nimble, flexible and focused on growth.

Weakness:

- Business activities of the corporation would not be disclosed as much as provided under the current state.
- Activities will not be as controlled by The Corporation of the City of Temiskaming Shores.

Recommendation:

Whereas Section 203 of the Municipal Act 2001, S.O. c.25 provides the ability for a municipality to create corporations for the purposes of economic development; and

Whereas Council acknowledges receipt of the Temiskaming Shores Development Corporation - Business Case Study dated August 2018; and

Whereas staff advertised and held a public open house on Thursday, August 23 at City Hall from 10am to noon, 1:30 – 3:30pm and 6:00 - 8:00pm;

Now therefore Council directs staff to proceed with the establishment of the Temiskaming Shores Development Corporation.



THE CORPORATION OF THE CITY OF TEMISKAMING SHORES
REGULAR COUNCIL MEETING
September 11, 2018
RESOLUTION

**Administrative Report No. CGP-021-2018 – Temiskaming Shores
Development Corporation – Draft Operating Agreement**

Resolution No. 2018-412

Moved by: Councillor Jelly

Seconded by: Councillor Foley

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Administrative Report No. CGP-021-2018;

That Council endorses the individuals and one representative from each of the organizations to act as the inaugural Temiskaming Shores Development Corporation (TSDC) Board listed below:

- The Temiskaming Shores & Area Chamber of Commerce;
- Temfund;
- South Temiskaming Community Futures Development Corporation;
- Timiskaming First Nation;
- Northern Ontario Farm Innovation Alliance;
- Bill Mackey;
- Tom Cambridge;
- Mike Baker; and
- Hugo Rivet.

That Council hereby appoints Mayor Kidd, Councillor Whalen, Councillor Hewitt and the City Manager or designate as the municipal representatives to the TSDC Board; and

That Council directs staff to prepare the necessary by-law to enter into an Operating Agreement with the Temiskaming Shores Development Corporation for consideration at a future meeting.

CARRIED

Certified true copy

David B. Treen
Municipal Clerk

Moved by: Councillor Jelly
Seconded by: Councillor Foley

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of Administrative Report No. CGP-021 -2018;

That Council endorses the individuals and one representative from each of the organizations to act as the inaugural Temiskaming Shores Development Corporation (TSDC) Board listed below:

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- Temfund;
- South Temiskaming Community Futures Development Corporation;
- Timiskaming First Nation;
- Northern Ontario Farm Innovation Alliance;
- Bill Mackey;
- Tom Cambridge;
- Mike Baker; and
- Hugo Rivet.

That Council hereby appoints Mayor Kidd, Councillor Whalen, Councillor Hewitt and the City Manager or designate as the municipal representatives to the TDSC Board, **the Class A member designates of the Corporation, and shall be the incorporators of the TSDC;**

That the TSDC shall be a designated economic development corporation pursuant to O. Reg. 599/06 s. 9(1).

That Council directs staff to prepare the necessary by-law to enter into an Operating Agreement with the Temiskaming Shores Development Corporation for consideration at a future meeting; and

This resolution is passed in accordance with the requirements of the Municipal Act, 2001, as amended, and O. Reg. 599/06, s. 4.

Subject: Pete's Dam Trail – Land Exchange

Report No.: RS-010-2018

Agenda Date: November 13, 2018

Attachments

Appendix 01: Pete's Dam Reference Plan

Appendix 02: Pete's Dam Northern Portion

Appendix 03: Pete's Dam Southern Portion

Appendix 04: Draft Memorandum of Understanding

Recommendations

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. RS-010-2018;
2. That Council directs staff to engage Surveyor's on Site to survey the Pete's Dam Property and the parts of the portion of the trail that are located on Mr. Steve Allen's property;
3. That Council directs the Director of Corporate Services to execute a Memorandum of Understanding on behalf of the City with Mr. Steve Allen for the use of his property as part of the Pete's Dam Trail system until such time that the Survey is complete and the lands transferred into the ownership of the City.

Background

In September 2018, Mr. Steve Allen contacted the Planning Department and informed them that he is planning on selling his lots located to the east and west of the municipal lot where the Pete's Dam Trail is located using the river as a natural severance.

Mr. Allen had his property surveyed and was informed that there are two areas that the Pete's Dam Trail crosses his property. The Reference Plan is attached as Appendix No. 1 to the report.

The Superintendent of Parks and Facilities walked the trail and determined that in both areas it would be very difficult and expensive to move the trail. One northern portion is marsh and the southern portion would require a full bridge across the waterway. (Appendix No. 2 and 3 of the Report)

The Director and Superintendent of Parks and Facilities met with Mr. Allen, his concerns are liability and resolving the issue before the survey is registered and the lots listed for sale.

Analysis

The Director and Superintendent met again with Mr. Allen in October and discussed the option of the exchange of land where the trail is located on Mr. Allen's property and municipal land located on the south side Pete's Dam Road Bridge.

The Planner, Director of Public Works and City Manager were consulted and it was determined that this could be a possibility once the acreage is determined. Surveyors on Site have quoted approximately \$4,000 + HST to survey and set iron bars along the Pete's Dam Park property as well as survey parts for the portions of trail that extend on to Mr. Allen's property. Staff is recommending that that the municipality proceed by engaging Surveyors on Site to survey the municipal lot.

In terms of liability, the municipality will enter into a Memorandum of Understanding with Mr. Allen stating that the municipality assumes the liability for the trail area located on his property (Appendix No. 4).

Financial / Staffing Implications

This item has been approved in the current budget: Yes No N/A

This item is within the approved budget amount: Yes No N/A

Based on the time of year and the time required to carry out the scope of work, it is anticipated the project will be completed in early 2019 and would be included in the 2019 budget.

Alternatives

No alternatives were considered.

Submission

Prepared by:

Reviewed and submitted for
Council's consideration by:

"Original signed by"

"Original signed by"

Tammie Caldwell
Director of Recreation Services

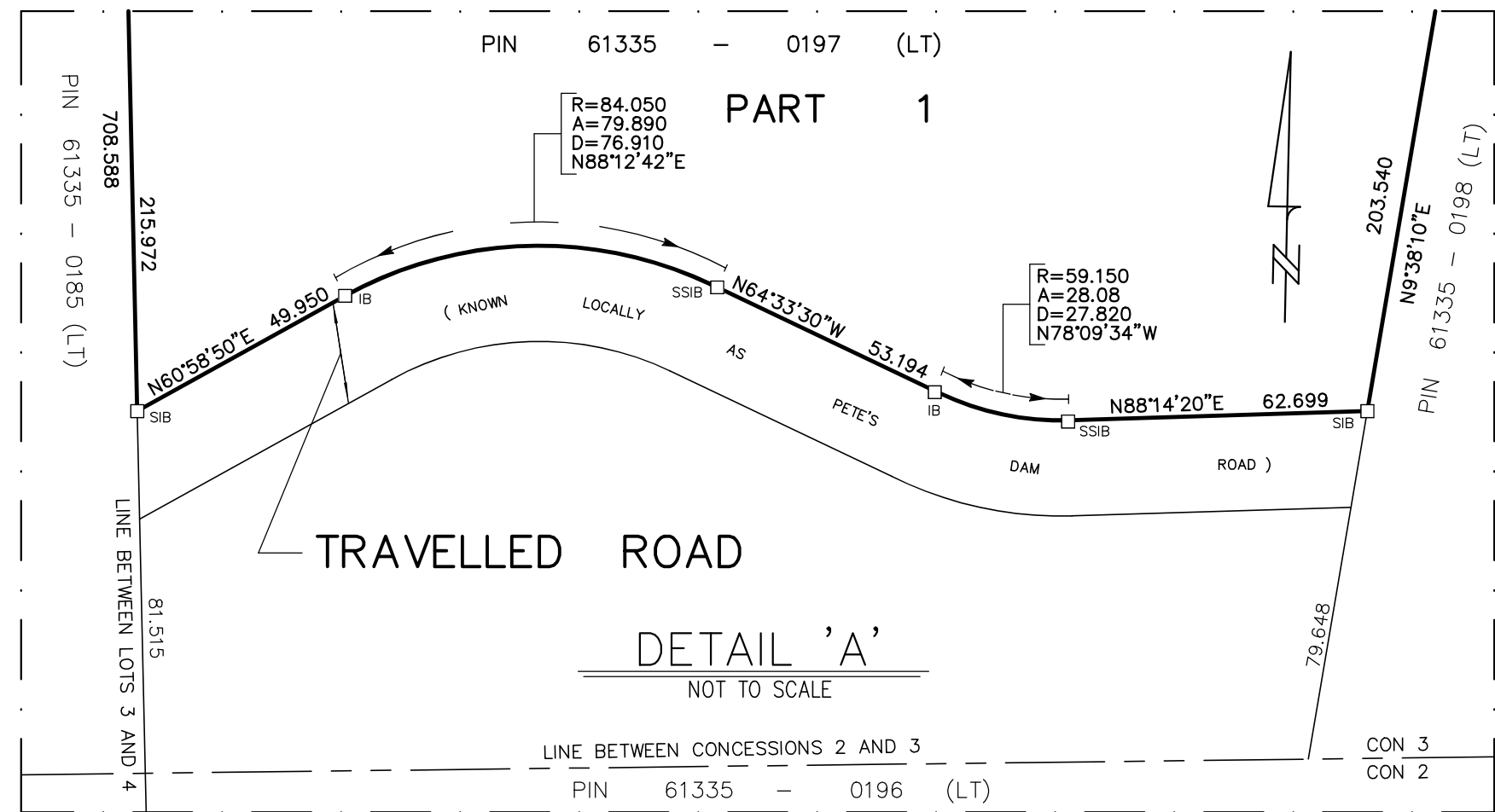
Christopher W. Oslund
City Manager

RADIAL TIES FROM (C) TO ORIGINAL WATER'S EDGE	
AZIMUTH	DISTANCE
149°22'	120.9
148°44'	114.3
147°11'	92.2
148°37'	79.0
153°23'	65.1
164°28'	53.7
170°42'	46.4
3°22'	33.8
8°29'	25.3
8°37'	17.5
167°41'	8.2
117°18'	8.5
91°18'	13.8
87°18'	27.9
90°57'	41.0
90°45'	54.0
89°41'	64.8
90°59'	82.3
86°56'	105.9
83°41'	114.7
80°28'	121.3

THE KING'S HIGHWAY 65

NORTH 1/2 OF LOT 3

PIN 61335 - 0390 (LT)



NORTH 1/2 OF LOT 4

CONCESSION

SOUTH 1/2 OF LOT 3

SOUTH 1/2 OF LOT 4

PART 1

LOT 5

THE KING'S HIGHWAY 65

INTEGRATION COORDINATE TABLES

SPECIFIED CONTROL POINT (SCP)		
MONUMENT	NORTHING	EASTING
00819740134	5 260 465.302	597 668.228
00819740135	5 261 369.858	598 036.733

UTM ZONE 17, NAD83(ORIGINAL)

OBSERVED REFERENCE POINTS ARE DERIVED FROM RTK MEASUREMENTS ON SCPS AND ARE REFERRED TO UTM ZONE 17, NAD83(ORIGINAL). COORDINATES SHOWN HEREON HAVE A RELATIVE ACCURACY TO MEET THE REQUIREMENTS OF AN URBAN AREA AT A 95% CONFIDENCE LEVEL AS PER SEC. 14(2) OF O.REG. 216/10 UNDER THE SURVEYS ACT.

POINT ID	NORTHING	EASTING
(A)	5,264,849.50	595,757.04
(B)	5,264,862.60	596,440.75
(C)	5,264,050.05	594,973.09
(D)	5,264,078.15	596,577.01

COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.

I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE LAND TITLES ACT.

PLAN 54R-
RECEIVED AND DEPOSITED

DATE: _____ DATE: _____

RYAN W. SEGUIN
ONTARIO LAND SURVEYOR

REPRESENTATIVE FOR THE LAND REGISTRAR FOR THE LAND TITLES DIVISION OF TIMISKAMING (No 54).

SCHEDULE				
PART	LOT	CONCESSION	PART OF PIN	AREA (Ha)
1	SOUTH 1/2 LOT 4	3	PIN 61335-0197 (LT)	22.96±

PIN SUMMARY - PART 1 COMPRISES PART OF PIN 61335-0197 (LT). GEOGRAPHIC TOWNSHIP OF DYMOND

PLAN OF SURVEY OF PART OF THE SOUTH 1/2 OF LOT 4, CONCESSION 3 TOWNSHIP OF DYMOND DISTRICT OF TIMISKAMING

SCALE 1 : 4000 METRES
0 30 60 90 180 360
SURVEYORS ON SITE INC.

- LEGEND**
- MONUMENT FOUND
 - MONUMENT PLANTED
 - SSIB SHORT STANDARD IRON BAR
 - SIB STANDARD IRON BAR
 - IB IRON BAR
 - P1 DENOTES PLAN 54R-5653
 - P2 DENOTES PLAN 54R-2111
 - P3 DENOTES PLAN 54R-5902
 - D DENOTES DEED NTL 18349
 - M MEASURED
 - S SET
 - OU ORIGIN UNKNOWN
 - 915 RICHARD W. FARRELL O.L.S
 - SC H. SUTCLIFFE LTD, O.L.S
 - SGI STORY GEOMATICS INC. O.L.S
 - MTO DENOTES MINISTRY OF TRANSPORTATION OF ONTARIO
 - FNE FOUND NO EVIDENCE
 - WT WITNESSED

NOTES

DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

DISTANCES ON THIS PLAN ARE HORIZONTAL GROUND DISTANCES AND CAN BE CONVERTED TO GRID DISTANCES BY MULTIPLYING BY THE AVERAGE COMBINED SCALE FACTOR OF 0.99968176.

BEARINGS ARE UTM GRID, AND ARE DERIVED FROM SCPS, COSINE MONUMENTS HCM00819740134 & HCM00819740135 AND ARE REFERRED TO THE CENTRAL MERIDIAN OF UTM ZONE 17 (81° WEST LONGITUDE) NAD83(ORIGINAL).

SURVEYOR'S CERTIFICATE

I CERTIFY THAT:

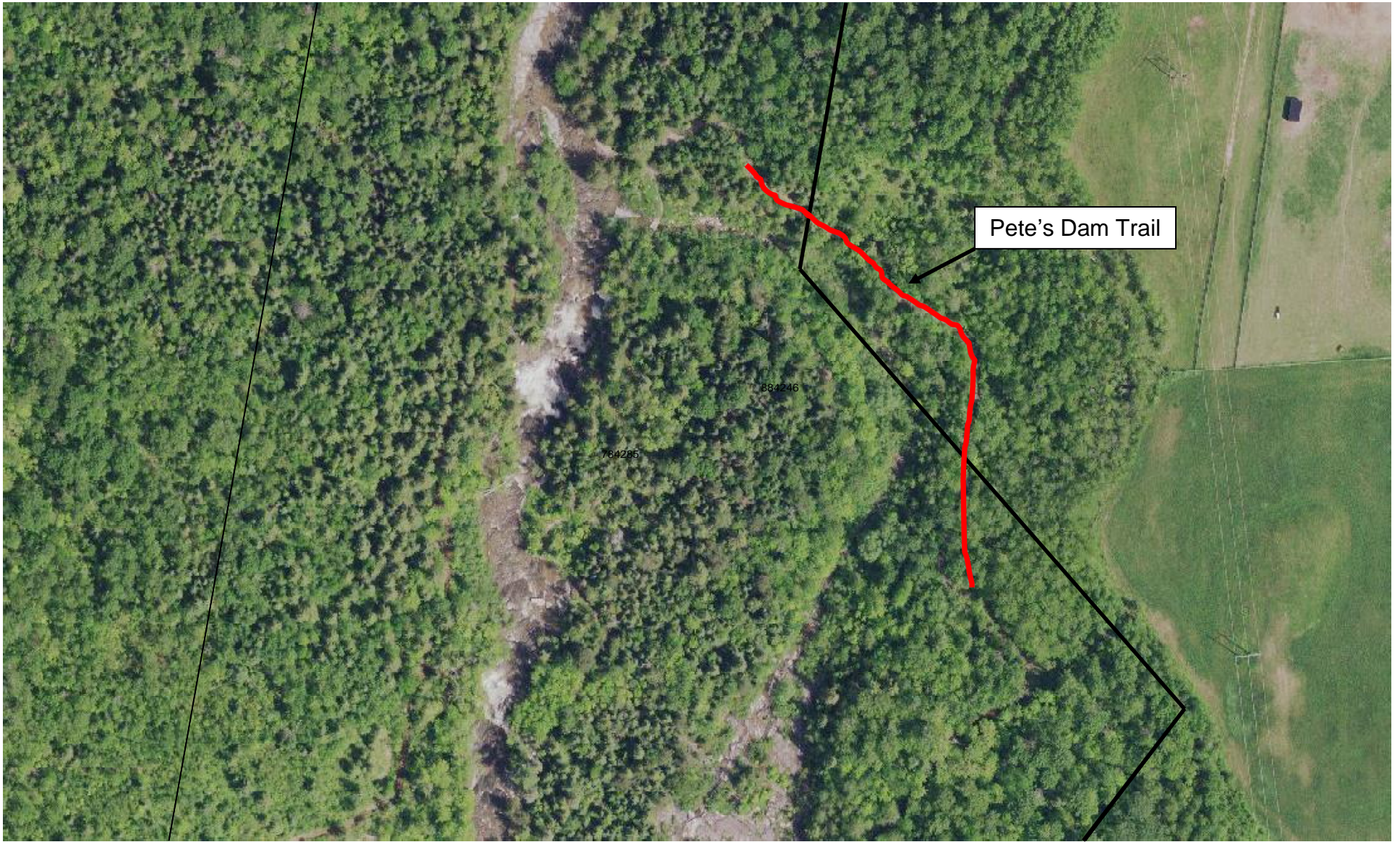
- THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT, THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
- THE SURVEY WAS COMPLETED ON THE 18th DAY OF JULY, 2018.

AUGUST 14, 2018
NEW LISKEARD, ONTARIO

RYAN W. SEGUIN
ONTARIO LAND SURVEYOR

SOS
SURVEYORS ON SITE INC.

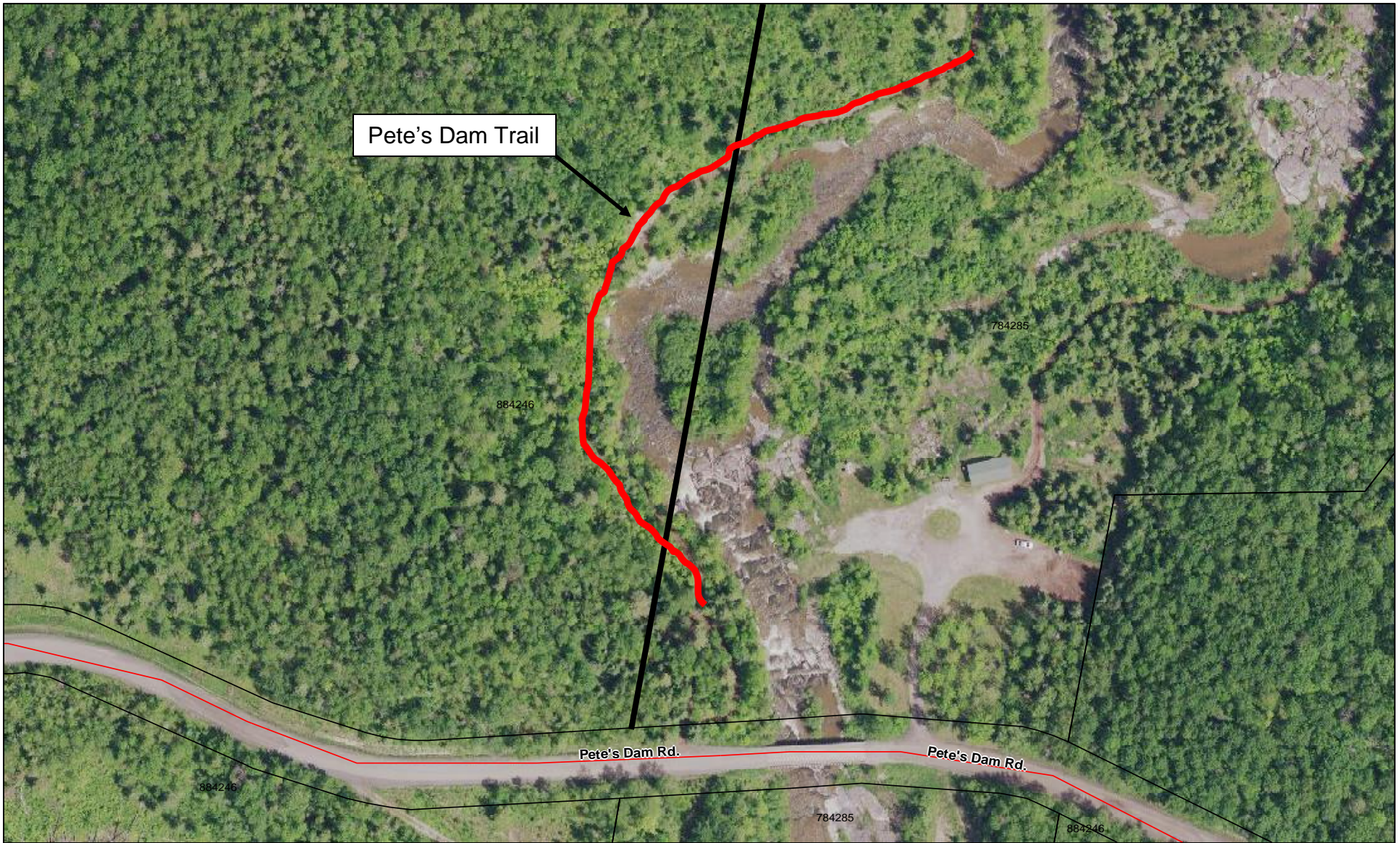
17 WELLINGTON STREET
NEW LISKEARD, ONTARIO
POJ 1P0
705-622-0872
www.surveyorsonsite.com



Pete's Dam Trail

884246

784285



Pete's Dam Trail

884246

784285

Pete's Dam Rd.

Pete's Dam Rd.

884246

784285

884246



Memorandum of Understanding

Between
Steve Allen
"Abutting Owner"

and
City of Temiskaming Shores
"The City"

Whereas the City of Temiskaming Shores owns PIN 61335-0198 (LT) as illustrated on the attached plan known locally as Pete's Dam Trail/Park;

And whereas Steve Allen is the abutting owner of PIN 61335-0197 (LT) on the attached plan;

And whereas the walking trail for the Pete's Dam Trail/Park encroaches upon the lands of the abutting owner in two locations indicated in red on the attached plan;

And whereas the abutting owner is in the process of exchanging land with the City to ensure the complete Pete's Dam Trail/Park system is within lands owned by the City;

And whereas the abutting owner is concerned with liability until the land exchange is completed;

Now therefore the City hereby indemnifies and saves harmless Steve Allen against and from any and all claims by or on behalf of any person or persons, firm or firms, or corporation or corporations arising from the public use of Pete's Dam Trail/Park system encroaching unto Mr. Allen's abutting lands or any work, by or through any act of negligence or any assignee, agent, contractor, servants, employee or licensee of the City.

In witness whereof the Parties hereto have hereunto set their signatures.

For the "City of Temiskaming Shores"

For "Steve Allen"

Director of Corporate Services
Shelly Zubycck

Date

Steve Allen

Date

Municipal Clerk
David B. Treen

Date

Witness
Print Name: _____

Date

The Corporation of the City of Temiskaming Shores

By-Law No. 2018-155

**Being a by-law to adopt a Community Economic
Development Strategic Plan for the City of
Temiskaming Shores**

Whereas under Section 8 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

And whereas under Section 9 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

And whereas under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

And whereas Council considered Administrative Report No. CS-043-2018 at the November 13, 2018 Special Council meeting and directed staff to prepare the necessary by-law to adopt a Community Economic Development Strategic Plan for the City of Temiskaming Shores for consideration at the November 13, 2018 Special Council meeting;

Now therefore the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That Council adopts a **Community Economic Development Strategic Plan** for the City of Temiskaming Shores, identified as Schedule "A", attached hereto and forming part of this by-law, and;
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the By-law and schedule, after the passage of this By-law, where such modifications or corrections do not alter the intent of the by-law or its associated schedule.

Read a first, second and third time and finally passed this 13th day of November, 2018.

Mayor – Carman Kidd

Clerk – David B. Treen



Schedule “A” to

By-law No. 2018-155

Community Economic Development Strategic Plan

Introduction

The City of Temiskaming Shores is a vibrant community on the shores of Lake Temiskaming. The former municipalities of Haileybury, New Liskeard and Dymond Township amalgamated, at their own initiative in 2004, to become one of the larger centres in Northern Ontario. The City is home to approximately 10,000 residents but is the economic and service hub to a region of approximately 32,500 people.

There has been no formal economic plan since the amalgamation process took place, but Council now wishes to create a strategic direction for growth of the community to maximize the benefits of the limited financial and staffing resources available to development. The plan will consider what best short term (1 to 3 year) opportunities are available for growth as well as what sectors are most suited for longer term (5 – 10 years) growth in the community.

The Plan will need to consider the demographics of the community and region and identify how the City will address the shortage of potential labour as we have an aging demographic. The Plan will assist Council and staff to understand the action steps required to ensure that the Plan is carried out in a way that will ensure the sustainability of the community into the future. The Plan will also implement the recommendations of The Places to Grow Act: Growth Plan for Northern Ontario (2011) (herein after referred to as the "Growth Plan") to ensure that the City is recognized by the Province of Ontario as the economic and service hub for the surrounding region.

Community Economic Development is a multi-faceted strategic process that influences the growth and restructuring of a community's economy to enhance its economic well-being. It can be described in terms of greater prosperity and improvement of quality of life.

The Community Economic Development Advisory Committee's (CEDAC) mandate is to provide Municipal Council with advice and recommendations on matters relating to community economic development. These recommendations are aimed at fostering and promoting a positive community image, an enhanced quality of life, prosperity by means of sustainable community development and a healthy business environment.

The City of Temiskaming Shores is clearly the economic and service hub of the region and this can even extend to the neighbouring Province of Quebec. Although the recent community development work undertaken by the City has yielded some positive results, the potential for development is much greater than perceived by many. Future community economic development work done by the City must be part of a clear action plan with defined measurable activities that respond to the needs of all sectors. When done effectively, community economic development is focused and often yields efficiencies.

Strengths & Weaknesses

Location

Location of Temiskaming Shores is both a strength and a weakness. Our location within the Claybelt has enabled agricultural growth over the past several decades and will see us continue to develop as the service centre for the Great Claybelt agricultural expansion to our North. Our location relative to Southern Ontario makes the community a logical shipping destination as we can be reached from Toronto within six hours, therefore trucks can pick up a returning load and be back within their thirteen hour day. In addition, shipments going further west can be transported to Thunder Bay within one travel day.

When considering manufacturing however, we are poorly located within Ontario as the

customer base is often too small regionally to support a manufacturer, therefore the products would need to be shipped to the marketplace in southern Ontario. This additional cost is often the deciding factor when a manufacturer is reviewing potential sites. Manufacturers considering our area would likely need to be focused on selling products within Northern Ontario. Agricultural service, value added forestry and mining supply are good candidates for the community's industrial base.

Regional Approach

A regional approach to development is missing within the area. Each community is trying to do the best for themselves, but not working as a group to benefit the entire region as a whole. With no county or regional level of government, it is difficult to build sufficient trust and resources to move projects forward that would benefit the entire region. Each community does not have the financial or staff resources to be effective at economic development and many do not have the plan in place to even understand what type of development could benefit them the most or is most likely to happen.

A regional development mindset could look at the bigger picture and decide where a specific development program or project would best fit. The City, as the largest community in the region may have to take on this role to assist the surrounding communities through effective development, realizing that not all of the development attracted or grown will take place within the City. A best case scenario would see regional partners contribute to one economic development program to benefit the entire region. With nineteen municipalities in the surrounding area, it will be difficult to get all partners to buy into one program.

Opportunities & Threats

Provincial Policies:

Northern Ontario has specific challenges related to growth and sustainability that differ significantly to larger locations in the South where provincial policy is created. The policies that the City must work within often conflict with the requirements for continued growth in Northern Ontario. Many provincial land use planning documents are created to control the growth of sprawling southern Ontario cities, therefore the policies are directed to limit growth, not to enable it to happen. As with any threat, we could turn this into an opportunity by offering available land to developers who are unable to find land in Southern Ontario.

Labour Force:

A second threat to growth in the economy is the lack of available labour force. The community is lacking people to be able to fill positions in new business ventures. Today, staff are moving from one business to another based on wage rates, therefore employers offering lower rates of pay are already suffering from a lack of workers. To add to this stress, we have an aging workforce and lack of youth to fill the upcoming vacancies. Again, provincial policy is limiting the number of new immigrants into the province as some of the larger centres are having trouble dealing with the numbers of new Canadians. This again could be turned into an opportunity if policy makers would consider programs to encourage immigrants to settle outside the major markets.

Strategic Vision

Lack of strategic vision could hamper the growth of the City. There has been no strategic vision or direction within the community since the amalgamation of the City in 2004. Each Council has their own interests and since no plan is in place, these interests can, and often do change every four years. This doesn't mean that the community does not

continue to develop, but could mean that the development is inefficient, or not strategic in areas where we have a competitive advantage. The development of this Strategic Plan should be viewed as an opportunity for the community to move forward in a positive manner. It is imperative that the Plan be communicated to the staff and the community to ensure that all parties are pulling in the same direction.

Community Recognition

Another opportunity for our community is that we are now recognized as one of the larger communities in Northern Ontario. This awareness at both the Provincial and Federal government level will enable the Community to have a greater voice at the other levels of government and enable the City to gain access to larger pools of government funding which in turn will enable us to complete larger community infrastructure projects. On the other side of this argument however, we must also compete with our larger neighbours when trying to attract business development to our region.

Climate Change

Climate change, although not seen as a positive in every instance, should benefit our area by increasing the average temperature by approximately three degrees Celsius. This change over the next thirty years will enable greater agricultural yields due to a longer growing season. On the negative side however, the same climate will make it more difficult for forestry companies to get into the bush in winter months.

Vision

The City of Temiskaming Shores will be recognized as the primary economic and service hub in the Timiskaming District.

Mission Statement

The City of Temiskaming Shores will be the catalyst for regional economic development through ongoing communication and staff resource support to viable and significant projects.

The Process

CEDAC undertook a community consultation process with all of our community key economic development sectors in order to better understand the current economic situation and the future needs of each sector in order to provide clear recommendations to Municipal Council.

Community economic development sectors consulted were:

Education	Agricultural	Industrial	Retail & Service
Health & Well-Being	Tourism	Cultural	

Sector leaders were asked to participate in sessions to provide CEDAC with input on the situation and needs of their sector within the community. The intent of this process was to ensure that the City is aware of the current issues facing each sector within Temiskaming Shores so that within its jurisdiction and budgetary capacity, Municipal Council can work with its residents and enterprises to address agreed upon strategic priorities. During the consultations CEDAC worked with participants in an effort to achieve consensus on the top issues for each sector in order to formulate key priorities for Council's consideration. The cultural sector was not consulted by CEDAC as this work had recently been completed and reflected in the Cultural Plan.

Following these consultations and with the observations gathered over the last few years, CEDAC then reflected on the issues identified and solutions proposed and attempted to focus on providing Council with key priorities that could be at the core of a multi-year Temiskaming Shores Economic Development Plan aimed at achieving a more effective, focused deployment of our community economic development resources.

These key priorities have been useful in guiding how development has been implemented within the community, however it is now time for the City to create a more strategic vision and formalize a strategic plan that can be provided to the community and government partners to showcase where the community is going for the next five years. The document will enable other levels of government to better understand our community and its goals.

Members of the Community Economic Development Advisory Committee (CEDAC)

Jocelyn Blais,	Jeff Laferriere	Darryl Van Leer
Dan Fenety	Maria Zafiris-Overton	Carman Kidd
Danny Whalen	Chuck Durrant	Jessica Caldwell

City support staff to CEDAC (over the process)

James Franks	Logan Belanger	Airianna Meissner
Karen Beauchamp	Christopher Oslund	

Participants in the Community Consultation Process

Danny Aitchison	Steve Amyott	Rejeanne Bélisle-Massie
Neil Bennett	Lois Weston Bernstein	Lise Anne Boissonneault
Darlene Bowen	Pat Desmarais	Roy Dittmann
Marc Dessureault	Ian Dodds	Howard Drew
Marc Ducharme	Chuck Durrant	Penny Durrant
Darren Graydon	Nicole Guertin	Ernie Harman
Mike Harrison	Shelley Harrison	Lorne Hillcoat
John Jones	Michele Lamoureux	Sylvie Lavictoire
Caroline Léveillé	Laurie Mackey	Sean Mackey
Tammy Mackey	Fred MacKewn	Brent Marsden
Jennifer Marsden	Lorrie Montgomery	Bob Norris
Mairead O'Shea	Maria Overton	Tammy Penner
Ed Popkie	Hugo Rivet	Doug Shearer
Earl Snider	Marlene Spruyt	Maria Story
Rose Marie Raymond Simmons		Gilles Rivard
Sylvain Rivard	Patrick Rivard	Pierre Rivard
Shirley Watchorn	Florent Heroux	Graham Gambles
Jean Trudel	Deborah Murray	Melissa LaPorte
Danielle Proulx-Dubois		

(Note - Includes individuals who provided input but were unable to attend consultation)

Consultation Results

Through consultation with local stakeholders, CEDAC recommended key community economic development priorities to Council. Clear action items are identified with each of the priorities. Several of these priorities are about laying a solid foundation that will lead to effective community economic development.

In implementing these priorities and laying this solid foundation, it is essential that City Hall and community partners each understand and agree upon their respective roles and responsibilities. The key role of Council should be to show leadership, initiate discussions and bring together for action concerned individuals, organizations and businesses. Within City Hall all economic development staff, but also all related departments, need to provide support to Council in this undertaking, shaping and monitoring under Council's direction the measurable outcomes for each priority to be monitored at Council.

The meetings held with the different sectors were very beneficial and very much appreciated by the participants. All sectors identified a need for increased communication among sectors and the City so as to strengthen enterprise development and achieve greater prosperity for all residents of Temiskaming Shores.

The process also created expectations from the sectors that the City would take actions on the key recommendations. Sectors indicated that they would like to participate again in follow-up meetings to understand the progress made by the City on these key recommendations and discuss future priorities. Council should monitor progress against this Plan on a regular basis to assure progress, with a more comprehensive annual review to make any adjustments necessary in the face of our City's continually changing economic environment.

To create the new strategic plan, the priorities have been updated and the actions items reduced to be more manageable and achievable within the five-year timeframe of the plan.

Summary of the Key Priorities and Action Items

Priorities	Actions Items
Community Economic Development Corporation	<ul style="list-style-type: none"> • Develop the Temiskaming Shores Development Corporation (TSDC) • Evaluate staffing requirements for the TSDC and adjust the City's organizational structure to implement the strategic plan • Create a business-friendly environment within City Hall and encourage deregulation in other levels of government
Marketing/ Communication	<ul style="list-style-type: none"> • Develop and implement a marketing strategy • Develop and implement a communication strategy
Immigration	<ul style="list-style-type: none"> • Create a digital module encouraging people and businesses to locate here • Collaborate in the implementation of a bi-annual Temiskaming Career fair • Participate in Immigration fairs to bring newcomers to the community • Partner with regional settlement agencies to assist in settling newcomers
Industrial / Commercial	<ul style="list-style-type: none"> • Promote the Certified Site land available within the Dymond Industrial Park • Encourage light industrial growth within the park • Implement an industrial attraction program • Support small business growth in partnership with BIA and Chamber • Support the development and growth of the community's two downtowns
Agriculture	<ul style="list-style-type: none"> • Support the Northern Ontario Farm Innovation Alliance (NOFIA) and their programs to support agriculture in the region • Advocate at all levels for the preservation of the research station and the role of our region as the centre (hub) of agriculture expertise and innovation for Northeastern Ontario • Support the growth of agricultural service and agri food industry

	<ul style="list-style-type: none"> Develop a local food tourism strategy
Mining Supply	<ul style="list-style-type: none"> Market the City and region as a mining supply hub Lead the Northern Ontario Mining Showcase to gain visibility in the sector Support the growth of existing suppliers
Transportation	<ul style="list-style-type: none"> Support the growth of the transportation sector within the region to develop the Community as a hub Support the development of the 2 + 1 lane model for Highway 11 Lobby for the reinstatement of passenger train service Support the Earlton Timiskaming Regional Airport as the air service hub
Forestry	<ul style="list-style-type: none"> Support private sector efforts to expand opportunities in the forestry industry through biomass, value added wood products, wood construction techniques, etc. Support the growth of existing suppliers
Tourism / Culture	<ul style="list-style-type: none"> Identify key elements required to make waterfronts year around attractions Work regionally to grow tourism spending in Northeastern Ontario and Northwestern Quebec Implement key recommendations from the recently completed cultural plan
Liveable Community	<ul style="list-style-type: none"> Support community programs & organizations that make the community liveable; culture, healthcare, wellness, education, accessibility, age friendly, Temiskaming Transit, etc.

Develop a Community Economic Development Corporation

The Municipal Act 2001 provides the ability for municipalities to create corporations to assist them in the provision of services. The Temiskaming Shores Development Corporation (TSDC) will be an arm's length not for profit corporation of the Municipality which is able to provide service and sometimes incentives to new businesses that the City is not legally able to provide.

The TSDC would be put in place to assist new business start-ups and existing businesses to expand. The staff of the TSDC would be municipal staff on loan from the Municipality, therefore paid and administered by the Municipality saving the overall costs of the corporation. The TSDC will continue to participate in regional economic development planning as proposed in the Growth Plan to ensure that development taking place in the region is of benefit to all concerned. Assets of the Corporation of the City of Temiskaming Shores could be given to the TSDC for them to manage.

The TSDC should use current market data to ensure that evidence-based decisions to encourage new business are based on best practices and best bet sectors to ensure that the businesses flourish once established. Since the TSDC will have limited staff, this data collection and analysis should be done using contract services.

Implement Marketing & Communications Strategies

In order for the TSDC to be effective and for the City to be able to be heard in the sea of community marketing already in the media marketplace, it is important for the community to implement both a marketing strategy and a communications strategy. With social media channels, it is now easy to reach locals to enable them to be engaged in community consultation and awareness, however social media is less effective in attracting new business as it is unlikely that your target business clients are part of your social media followers.

The Marketing Strategy would focus on priority markets and priority sectors that the City should focus on using the same best bet sector information gathered using the data driven process above. The Strategy could build on the work gathered by Millier Dickenson Blais Inc. during the creation of the 2010 – 2012 Marketing Strategy.

Part of the Marketing Strategy would be to ensure that the information would be set out into a well-organized and clear web presence that will be located on the City's website. This site will become the first point of contact for any prospective business and must contain useful data about the community, its labour force and lifestyle. This data can be sourced through various online services for an annual fee which is then updated regularly and kept fresh.

The website needs to provide the top reasons for someone to remain in or move to the area, providing lifestyle testimonials from current residents and promoting employment opportunities through hot-links to our businesses seeking additional employees. Our website also needs to provide the top reasons for businesses to locate here, reviewing our business parks, labour market, education facilities and pro-business approach of City Hall. Above all, our City website needs to be dynamic, current, easily navigated and structured so as to be easily found by search engines. It needs to paint a picture of a vibrant, hardworking, bilingual community centrally located in northeastern Ontario, amidst an outdoors wonderland of nature. Our website needs to become the first search stop for our residents, businesses and those who could benefit from our natural, cultural and enterprise environments.

Cross-Marketing programs should be developed with both local sector partners and with regional partners. Cross Marketing is when two or more entities promote their products or services together thus building a much broader awareness of the products and services. Cross-Marketing is a sales marketing secret that works better for entities that have the same target audience, but are not in direct competition with each other. In this case, we are looking at the sector and the City, or the City and other communities within the region that are chasing similar customers.

The Communications Strategy would be more focused on the local and regional marketing to keep the community top of mind regionally and to educate ratepayers on the City's programs and services as well as encourage them to assist the City to promote the area as a place to live, work and play.

This Strategy would have two key components; the first to ensure that through an internal communications process, all staff would be more aware of their counterparts in other parts of the organization are doing. This would allow all departments and all levels of staff the ability to explain projects and programs to those in the public with whom they communicate.

The second part of the Communications Strategy would be that of communications to the public. This again would rely heavily on the City's website but with much more focus on the social media channels to ensure that ratepayers can access up to date information at their convenience.

Immigration

Over the past decade, the role of economic development has changed from that of chasing industry to locate in the community to more of chasing people to fill positions in existing industries and businesses. The role of immigrant attraction will become more and more important to all communities as Canada's birth rate continues to hover around 1.5% per family. To sustain a population, you must attain a birth rate of 2.1% per family, therefore Canada's population would shrink without accepting immigrants to counteract

the low birth rate phenomenon.

According to the 2014 study completed by HR North, Northern Ontario will see as many as 47% of the current workforce retire by 2031 which equals approximately 146,000 jobs that will become available during that time. At our current rate of growth, Northeastern Ontario will have a shortfall of people to fill positions of approximately 1,400 per year that is assuming that we are able to convince all of our current youth to stay in the region.

Ontario accepts approximately 60,000 immigrants annually, however very few venture far from the GTA where they often land in Canada. The Growth Plan states in section 3.3.2 "The Province will work with Northern Ontario communities to attract new and needed skills and ideas through provincial and other programs that attract skilled newcomers and international students to Northern Ontario's communities and post-secondary institutions."

The only population in Canada who is seeing a growth in population is the Indigenous population, therefore the City may be able to work with our regional Indigenous partners to encourage their members to stay in the region to assist with the declining population in the public at large.

The City received the Temiskaming Shores Immigrant Attraction, Settlement and Retention Strategy in June of 2016. The report was the result of the Northeastern Ontario Immigration Project which was conducted by the North Bay and District Multicultural Centre, HR North and Curry Consulting and was funded by both Fed Nor and NOHFC.

The document has four main recommendations to assist the City to attract and retain immigrants to the community.

1. Equip the Municipality with an improved capacity for thinking and acting on immigration issues.
2. Align the capacities of Temiskaming Shores – municipal, economic, social and infrastructure with regional efforts to attract and retain newcomers to Northern Ontario
3. Mobilize and coordinate local efforts to attract and recruit newcomers
4. Mobilize and coordinate local efforts to welcome and retain newcomers

Industrial /Commercial

In the Community's role as a service hub for the region, it is imperative that support be provided to assist the manufacturers and service providers in the key industrial sectors of agriculture, mining and forestry. The City must act as the connector to enable industry to find the resources they require within the region to assist them to grow and create jobs in the area.

Although the City does not have a significant number of major employers in the industrial sectors, the companies that presently exist hire large numbers of the local population. Not all of the employers are located within the City limits, however they all have an impact on the local economy as many residents work in the communities surrounding the City. Projects to support the sustainability and growth of the industrial sector are an important part of the strategic plan as the large employers are often viewed as the gauge of the vibrancy of the community.

Temiskaming Shores depends on its businesses to help provide employment for its residents and revenue for the maintenance and expansion of City infrastructure. Businesses depend on the City to provide an environment that fosters enterprise and

encourages people to settle and stay in the community. During our consultations, the industrial/commercial sector discussed its challenges attracting people to fill specialized positions, its need for stronger linkages with the education sector and its desire for more regulatory flexibility when dealing with City Hall.

The City has invested a significant amount of time and money to develop the Dymond Industrial Park into a Provincially Certified Site which can be bought by potential investors knowing that the get the site operational will be minimal as the land already meets many of the provincial standards. The lands available have already been priced and can be sold quickly if a company wishes to move forward with a purchase. In addition, the TSDC may be able to move these sites faster with the implementation of the Marketing Strategy.

Once the data has been analyzed and the appropriate industrial sectors have been identified, the City should implement a formal industrial attraction program to attract new businesses to the community that will support and complement those businesses that are already located here. Since overall growth of industry and manufacturing in Canada is declining, goals must be realistic and companies must be hand selected and courted to consider their move to the community. Business to business connection programs such as Naturallia and others like it help connect existing companies find new market places and at the same time enable the City to approach new companies to consider relocating or expanding to our community.

The Growth Plan identifies Advanced Manufacturing as a potential growth sector for Northern Ontario and offers to assist in section 2.3.2 "support innovation, research and commercialization of value-added products and services in the existing and emerging priority economic sectors."

Agriculture

The primary lead for the support of the agricultural sector in our region is the Northern Ontario Farm Innovation Alliance (NOFIA). The City will continue to support NOFIA, their current and future programs to strengthen the region's role as the agricultural lead for Northern Ontario.

The City will support the growth of the agricultural service sector in the region so that those services can be made available to the agricultural regions to the north and east of the Community. The agri-food and value added food processing sector will be of primary importance as it provides an opportunity for a reasonably quick development.

With many large producers from Southern Ontario now looking at the region to move their growing opportunities, this sector should be top of mind when considering commercial developments. Climate change is causing the region to experience longer growing seasons and opportunities to grow new crops which will expand the potential possibilities for development. New opportunities such medical marijuana growing and processing plants should also be considered.

The City should continue to advocate at all levels for the preservation of the agricultural research that has been done in the community for over 100 years. The local and regional research is invaluable to area farmers and will provide benefits to the regions north of us as they continue to develop agriculture to diversify their economies. The City should partner with NOFIA and the research station to cement the community's role as the hub for agricultural expertise and innovation for Northern Ontario.

The Growth Plan identifies opportunities for the agricultural sector in Section 2.3.3 a) "undertaking and disseminating research focussed on northern climatic and environmental conditions" and in Section 2.3.3 d) "expanding production in the North to

contribute to a sustainable local food source for Northern Ontario residents”.

The development of a local foods strategy should also be considered to encourage the growth of foods for the region within the region. Focus on developing the infrastructure and supply chain to encourage growth in this sub sector should be supported by the City and our partners. Agricultural value per acre expansion and the potential for food tourism should drive the basis of this product.

Mining Supply & Service

Mining supply and service has long been one of the community’s strong sectors. Since the booming days of the Cobalt silver camp over 100 years ago, companies in our community have created employment servicing the mines and making parts for the mining firms. Some of the original suppliers still exist today.

The City should not forget its roots and the benefits that came with high employment rates. Mining is still a major sector in Northern Ontario and appears to be on an upswing. With exploration taking place around the region for both Cobalt and other minerals, the community is poised to see growth in this sector within the next few years.

The City should continue to lead the Northern Ontario Mining Showcase exhibit held at the annual Prospectors and Developers Association of Canada (PDAC) conference in Toronto. This has raised awareness of the community in the mining suppliers industry and provides great opportunities for the City to speak to suppliers from other regions that may consider relocating or expanding to this community.

The City also partnered with the Timmins Economic Development Corporation and other community partners from across the region in a Mining Supply Trade and Investment project. This project provided the community with some great new marketing materials and showcased that Temiskaming Shores had the best potential of all partners to attract mining supply and service companies due to our strategic location between the mining communities of Sudbury, Timmins and Rouyn.

The Growth Plan proposes in Section 2.3.8 c) “expanding the mining supply and services industry, increasing exports, and supporting particular areas of competitive advantage including deep mining techniques and clean technologies” and further in Section 2.3.8 h) “facilitating partnerships among communities and industry to optimize community employment and benefits”

Transportation

The City has already a number of transportation providers and shipping companies that transport goods across the country and into the United States. Based on location, the community should have the ability to attract distribution centres for firms that ship across the province and the country. Temiskaming Shores is less than a six hour drive from Toronto, therefore trucks could make the return trip within one driving day. Thunder Bay is then less than a one day drive from here, so products would likely end up there at the next distribution site. The fact that the Community is home to many trucking companies will also be a factor in attracting new business development as it will be easier for other industrial clients to find transportation solutions for their products.

In addition to trucking, we have access to rail lines which can carry freight for businesses within the region as well as passenger bus service both North and South. The City should work with the provincial government to reintroduce the Northlander passenger train service as this did impact many residents who do not enjoy winter driving as well as many students who attend Northern College.

In addition, our partnership with other regional communities to support the Earlton Timiskaming Regional Airport should continue. This facility has the potential to attract larger businesses to the region as well as enable current businesses to bring in expertise when needed. The airport also continues to support the City's role at the economic and service hub for this region. The Growth Plan states in Section 2.3.11 a) "capitalizing on Northern Ontario's extensive knowledge and experience in air transportation to rural and remote communities"

Forestry

As with the mining sector, the forestry sector within Temiskaming Shores is reasonably small, however in the area surrounding the community there are many businesses that operate in or supply services to the forestry industry. Companies such as Georgia Pacific and the Elk Lake Planing Mill provide significant employment opportunities to area residents and will continue to do so into the future if they receive support from the communities they operate around.

The City must ensure that companies are aware of potential funding opportunities available to them. Business professionals are busy with their work and often do not have time to follow government funding announcements and regulations. City staff must communicate regularly with industry to ensure that beneficial programs are made aware to support the industry's growth.

The City should look at opportunities to enhance value added production of forestry products and work with any private sector producers who propose ideas to implement value added manufacturing. This not only creates more wealth in the region, but also more jobs locally rather than raw natural resources headed south to be converted into finished products. In some cases, lumber is the finished product, however other products could be considered such as wood pellets, furniture and other non-timber forest products.

Staff will continue to work with the industry to find out ways that the community can support the industry to grow. Projects like the PDAC project for mining will be considered and the industry will provide ideas on what would assist them the most. The City will continue to support and promote programs such as Ontario Wood to promote the diverse use of wood products and Woodworks to advocate for the use of wood as building products in the construction industry.

The Growth Plan for Northern Ontario offers many similar comments as above in Section 2.3.6 of the plan and ends with the statement in Section 2.3.6 l) "facilitating the entry of new participants and entrepreneurs, including Aboriginal businesses, co-operatives and commercial developers." It is important that the City's goals for these industries match those of our Provincial and Federal government partners to ensure that all parties are working together toward the goal of increased economic activity in Northern Ontario.

Tourism & Culture

Although the community does not have a major tourism attraction, tourism continues to be a significant contributor to the regional economy. Our location at the intersection of Highway 11 and Highway 65 creates a natural stopping point for travellers which can be quantified by the number of fast food restaurants and gas stations adjacent to that intersection.

Since we are also the economic and service hub for the region, many families travel here from the surrounding communities for education, professional and health services. Many of these families participate in activities while in the community, therefore making them tourists by definition. This regional tourism economy creates many stable jobs in the

community and encourages a larger number of restaurant and fuel station developments within the City than our resident population of 10,000 could support.

Regional tourism marketing programs make tourism marketing more cost effective for small communities. Shared marketing programs such as Northeastern Ontario Tourism and the Lake Temiskaming Tour enable the City to put out marketing materials about the community while only paying for a portion of the cost of the materials and associated advertising costs. Since we do not have a specific tourism product to promote, these shared marketing programs are most suitable.

Temiskaming Shores is blessed with numerous hard working community groups offering community and tourism events of benefit to our residents, visitors and businesses. One of our greatest successes to date has been the Biker's Reunion, which with a lot of hard work by volunteers over many years, grew into a successful annual event drawing participants from across Canada and beyond. Our goal in Temiskaming Shores is to encourage and enable our community groups to achieve similar success with some of their events.

Successful events for our community groups require their individual leadership and hard work. But it also requires coordinated advice and support by City Hall staff. Community Groups often encounter barriers to accessing Federal, Provincial and private sector funding sources because they lack the knowledge of how to navigate these bureaucracies, knowledge which our own City Hall staff often has. Community Groups also are sometimes frustrated by difficulty in meeting our own City's regulatory requirements, which are prerequisite to holding any event. Some of these barriers and frustrations could be lessened if the City increased and consolidated its coordination support for community and tourism events. It is important, however, to make the distinction between providing increased consolidated coordination within the City Hall bureaucracy and providing direct coordination.

The Municipal Cultural Plan prepared by Dialog states: "Temiskaming Shores is a thriving community that values culture as a pillar of its economic and social well-being. Our culture is fundamental to our shared identity, which is grounded in the rich histories, traditions, and languages of our multicultural community. Temiskaming Shores is recognized for the beauty of its natural setting, and our residents are known for their inclusiveness, generosity, and hospitality. We celebrate and support local artists, cultural organizations, and creative entrepreneurs; all of whom work collaboratively to strengthen and promote Temiskaming Shores as a cultural hub within Northern Ontario. Our culture is our pride, and is essential to our current and future prosperity."

The Temiskaming Shores Municipal Cultural Plan is a strategic document that identifies municipal and community priorities to strengthen the cultural sector and support the city's development as a northern creative centre. The Strategic Directions, Objectives, and Actions contained in the Plan represent a 10-year agenda for the City and its community partners. These 'quick wins' will form a strong foundation that will support the implementation of longer-term priorities. The Priority Actions are listed below.

1. Establish a Cultural Roundtable as a permanent committee of Council with broad representation from the local arts community and Council, responsible for acting as a catalyst for strengthening local cultural development by supporting the implementation of the Cultural Plan and promoting collaboration across the community.
2. Create a bilingual "Cultural Planner" position to coordinate cultural events and programming, and liaise with local cultural organizations.
3. Collaborate with cultural organizations to identify and promote a bilingual Cultural

Portal to advertise community organizations and events.

4. Provide more opportunities for bilingual public engagement.
5. Coordinate with local cultural organizations and entrepreneurs to establish a shared resource centre with access to a photocopier, telephone, and meeting space.

The Growth Plan discusses culture in Section 2.3.4 a) stating "creating opportunities for cultural and artistic expression in urban, rural and remote communities, particularly among youth" and in Section 2.3.4 d) "celebrating the unique cultures and histories of the peoples of Northern Ontario". With respect to tourism, the Growth Plan encourages what we are currently doing though Section 2.3.10 c, d, e and f) "encouraging regional co-operation to expand and diversify Northern Ontario's tourism offerings and increase tourism visitation and receipts; d) encouraging regions and communities to undertake cultural planning that identifies opportunities for promoting tourism, including Aboriginal niche tourism opportunities, and building on the presence of a strong Francophone community to tap into French speaking markets; e) encouraging new, flexible and high quality tourism products for domestic and international visitors; f) linking Northern Ontario tourism to provincial and national marketing campaigns and promoting the uniqueness of the Northern Ontario experience."

Liveable Community

Community economic development is more than attracting companies, people and jobs, it involves creating a community that people want to live in. If people want to live in a particular area, then companies will locate there to find the workforce for their needs. This means that economic development touches many more facets of the municipal government operations than just one department. The entire government structure must consider community development when making all decisions about the community. If staff are able to attract a company to set up in the community, but that company isn't able to attract employees to move here, then the company will soon close and move away.

This is what is meant by a liveable community. It is the number one reason why businesses and people move to a place. We must have excellent healthcare services, education facilities and professional services to encourage companies to consider the community as a viable expansion site. In addition, the community must be clean and tidy and pretty if employees are to move here from other locations. Lastly, the community must be welcoming to newcomers of all nationalities as companies will bring with them a diversified work force who will need to integrate themselves into the community.

The community has fantastic natural assets such as Lake Temiskaming and our surrounding wilderness. The waterfronts in the community will always attract people and businesses to consider relocating here. The City should develop an enhanced vision for our waterfronts as part of a Recreation Master Plan recognizing them as a year around destination with their usage being maximized.

The City is encouraged to increase its partnership with health related agencies to promote healthy active living. Collaborations should be created with health sector organizations to access funding that would encourage additional participation. The Growth Plan states in Section 3.4.3 " Municipalities are encouraged to support and promote healthy living by providing for communities with a diverse mix of land uses, a range and mix of employment and housing types, high quality public open spaces, and easy access to local stores and services.

The notion of overall wellness of the community should be considered as part of this plan. Community wellness recognizes that the residents should be able to enjoy recreation activities and outdoor experiences within the community to the betterment of their overall health and mental wellness.

Measurements of Success:

The TSDC will be expected to develop and report semi-annually on metrics relevant to the organization's mandate and goals. There may include, but are not limited to, the following:

- a) Job creation and retention from new growth and expansion projects;
- b) Investment attraction (i.e. new buildings, equipment, grants, quality jobs, expanded services, land purchases and sales, new company relocations, etc.);
- c) New business development; (i.e. business openings, new and expanded services, partnership agreements, building applications);
- d) New tax assessment; and
- e) Business support initiatives.

Sector / priority	Task / Action	Time Frame	Staff Resources - Lead	Financial Resources Year 1	Financial Resources Year 2	Financial Resources Year 3
Economic Development Corporation	Create a Community Economic Development Corporation	July – Dec 18	Outside legal with EDO/City Manager 35 hrs	\$5,000		
	Create a business plan and adjust the City's organizational structure to assist in implementing the Plan	July / Dec 18	City Manager 70hrs	\$55,000	\$55,000	\$55,000
Marketing / Communication	Develop and implement a communications strategy	2019	Director of Corporate Services 70 hrs	Develop strategy	\$50,000	\$50,000
	Develop and implement a marketing strategy & budget	Spring 2019	Outside agency with EDO 100 hrs	\$100,000	\$125,000	\$150,000
	Improve the current web site & other social media tools to encourage people and businesses to locate in Temiskaming Shores	2019 then ongoing	Outside agency with directors	\$20,000	\$8,000	\$8,000
Immigration	Align attraction and retention efforts with regional programs, Northeast Community Network and North Bay & District Multicultural Centre	Annual	EDO / NeCN 70hrs	\$5,000	\$8,000	\$10,000
	Attend newcomer attraction activities	Annual	EDO 100 hrs	\$8,000	\$10,000	\$12,000
	Work with post-secondary to attract immigrants both local and provincially	Annual	EDO 60 hrs	\$2,000	\$2,000	\$2,000
	Update & translate Relocation Guide	Bi annual	EDO 70 hrs	\$3,000	\$3,000	\$3,000
Industrial / Manufacturing	Promote the Certified Site land available within the Dymond Industrial Park	Annually	EDO 100 hrs	\$9,500	\$15,000	\$10,000
	Host inbound and outbound trade missions within all sectors to enable local businesses to find new markets as well as to attract new businesses to consider the community.	Annually	EDO 100 hrs	\$5,000	\$10,000	\$10,000
	Attend Trade Shows and Attraction events	Annually	EDO 120 hrs	\$5,000	\$8,000	\$10,000
	Promote a more collaborative and facilitative approach to the regulatory approval process at City Hall.	Ongoing	City Manager with all Departments			
Agriculture	Directly support the Northern Ontario Farm Innovation Alliance (NOFIA) work in support of the agricultural sector	Ongoing	EDO 60 hrs	\$15,000	\$5,000	\$5,000

	Advocate at all levels for the preservation of the research station and the role of our region as the centre (hub) of agriculture expertise and innovation for Northeastern Ontario	Ongoing	Council / EDO 25hrs			
	Support the growth of the Local Food movement within the region	Annually	EDO 70 hrs	\$2,500	\$2,500	\$2,500
	Encourage the development of food processing within the region. Provide support for feasibility studies, etc.	Annually	EDO 70 hrs		\$10,000	
Mining Supply	Continue to lead the Northern Ontario Mining Showcase	Annually	EDO 180 hrs	\$2,000	\$4,000	\$4,000
	Market the City and region as a mining supply hub	Annually	EDO 35 hrs	Within Marketing Strategy		
	Attend other mining supply trade shows to attract potential new businesses; CIM, MinExpo, etc. (Investment attraction)	As required	EDO / NeCN 70hrs	\$10,000	\$15,000	\$20,000
Transportation	Encourage the reinstatement of passenger rail service	2018/19	Council	\$5,000		
	Continued support of the Earlton Timiskaming Regional Airport	Annually	Council / EDO 35hrs	\$95,000	\$97,500	\$100,000
	Assist with necessary feasibility studies to support the operation of a transportation hub	As required	EDO 35 hrs			\$10,000
Forestry	Attend forestry industry events with regional suppliers to assist them to find new markets	Annually	EDO 100 hrs	\$15,000	\$15,000	\$15,000
	Assist with necessary feasibility studies to support the growth of value added production	As required	EDO 35 hrs		\$10,000	
Tourism / Culture	Implement key recommendations from the recently completed cultural plan	Annually	EDO / Recreation 70 hrs	\$5,000	\$5,000	\$5,000
	Increase and consolidate the City's coordination support for festivals & events	Annually	EDO / Recreation 300 hrs	\$25,000	\$25,000	\$25,000
	Continue to support regional tourism marketing initiatives; Northeastern Ontario, Destination Ontario, Destination Canada, Lake Temiskaming Loop Tour, Chamber	Annually	EDO 120 hrs	\$35,000	\$40,000	\$40,000
	Devil's Rock product feasibility study	As required	EDO 120 hrs	\$25,000		
Liveable Community	Institute policies and planning tools promoting healthy lifestyles	Annually	Director of Recreation 120 hrs		\$2,000	

	Partner with health related agencies to promote healthy active living	Annually	Director of Recreation 70 hrs	\$5,000	\$5,000	\$5,000
Total proposed expenditures	2410 hours (this is only special project hours and does include regular office duties)			\$457,000	\$530,000	\$551,500

Potential New Revenue Streams	Year 1	Year 2	Year 3
Fed Nor funded development project 2018 - 2020	\$122,000	\$122,000	\$122,000
Other community partners in regional projects	\$ 20,000	\$ 20,000	\$ 20,000
Tourism Northern Ontario	\$ 15,000	\$ 20,000	\$ 15,000
Economic Development Land Sales	\$0	\$0	\$0
Lease Agreements, Solar, CannAssist, etc.	\$ 50,000	\$100,000	\$150,000
Tourism Development Fund		\$ 40,000	\$ 45,000
Total Revenues	\$207,000	\$302,000	\$352,000

The Corporation of the City of Temiskaming Shores

By-Law No. 2018-156

**Being a by-law to adopt a Business Case Study for the
City of Temiskaming Shores**

Whereas under Section 8 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues;

And whereas under Section 9 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

And whereas under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

And whereas Council considered Administrative Report No. CS-043-2018 at the November 13, 2018 Special Council meeting and directed staff to prepare the necessary by-law to adopt a Business Case Study for the City of Temiskaming Shores for consideration at the November 13, 2018 Special Council meeting;

Now therefore the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That Council adopts a **Business Case Study** for the City of Temiskaming Shores, identified as Schedule "A", attached hereto and forming part of this by-law, and;
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the By-law and schedule, after the passage of this By-law, where such modifications or corrections do not alter the intent of the by-law or its associated schedule.

Read a first, second and third time and finally passed this 13th day of November, 2018.

Mayor – Carman Kidd

Clerk – David B. Treen



Temiskaming Shores Development Corporation

Business Case Study

August 2018

Temiskaming Shores Development Corporation (TSDC)

The creation of the Temiskaming Shores Development Corporation (TSDC) is permitted under the Municipal Act which gives local municipalities the powers to establish a range of corporations. This corporation will give the City of Temiskaming Shores greater ability and flexibility in addressing and responding to the business and development needs of the community.

The Development Corporation provides a more business-like model for the management of current and future City economic development initiatives. In a highly competitive environment the corporation will utilize local expertise and a corporate structure that will provide for quick responses to investment and growth opportunities.

The startup phase of the corporation will focus on areas of immediate economic and community growth and business development. The intent is for the corporation to evolve into a vehicle to assist in managing strategic economic assets and resources of the City in order to capture their full potential as well as facilitate long term economic growth and sustainability. This model may include the establishment of specific subsidiary corporations.

The TSDC will provide an innovative oversight of development activities; will be readily connected to the business world and able to quickly modify approaches to leverage assets and opportunities.

Ontario Municipal Act:

Section 203(1) of the Municipal Act grants municipalities the power to establish corporations. Regulation 599/06 governs the setup of such corporation.

A municipality may use the power to establish a corporation only if the municipality by itself, or together with one or more other public sector entities, establishes the corporation and the purpose of the corporation must be to provide a system, service, or thing that the municipality itself could provide, or the establishment of the corporation is expressly authorized by Regulation.

Before the corporation can be established, a municipality must adopt a business case study, and consult with the public about the proposal to establish a corporation. In addition prior to the transfer of assets, including staff resources, the City must adopt an asset transfer policy.

As a condition for incorporation, a municipality must give notice of proposal to transfer an asset to a corporation where the Province of Ontario has contributed funds for the

purchase or improvement of the asset. It is possible the Province may require a reimbursement of all or a portion of their contribution.

SMALL BUSINESS PROGRAMS - SUBSECTION 108 (2) OF THE ACT

Prescribed conditions

The following are the prescribed conditions that must be met before a municipality establishes a program under paragraph 1 of subsection 108 (2) of the Act:

1. The municipality has consulted with the public about the proposed program.
2. The municipality has adopted and published a business case study in relation to the proposed program, which includes the following:
 - i. An outline of the anticipated benefits of the proposed program to the municipality.
 - ii. The anticipated linkages of the proposed program to the municipality's economic development objectives, including in relation to small business growth and local job development.
 - iii. An outline of how any assistance to small business included in the proposed program would help achieve the municipality's economic development objectives.
 - iv. An outline of how the proposed program would be expected to facilitate the fiscal sustainability of small business through the program after any assistance from the municipality ends.

Public Consultation: This process for consultation is not prescribed under the Act and could take the form of the following:

- a) Public Notice through Reports to Council.
- b) Public Meeting with formal notice.
- c) Meetings with key groups in the community; (i.e. Chamber of Commerce, BIA, STCFDC, Airport Board, Enterprise Temiskaming, North Bay & District Multicultural Centre, etc.)
- d) Information of City Web Page.
- e) Communicate through social media.

Business Case Study: The Municipal Act requires a business case study. Items to consider which are included in this report are:

- Background and support material

- Benefits and risk
- Objectives and primary responsibilities
- Guiding principles to form and shape the operations of the development corporation.
- Governance and Funding model
- Board make up and qualifications.
- Staffing
- Public accounting and reporting.

Mandate:

The Temiskaming Shores Development Corporation will work with the City, investors and private sector partners as appropriate to maximize the value of current and future City owned assets with the focus of growing and developing the City. The TSDC will act as a catalyst for operational excellence as well as advise, inform and make recommendations to the City, as owner, on matters and opportunities pertaining to the operations of the TSDC and affiliated subsidiaries.

The mandate of the TSDC also includes the creation of an environment that supports long term economic and community growth. Develop a community advocacy strategy and build an adoptive environment for municipal innovation and making Temiskaming Shores an attractive place to invest and do business

City of Temiskaming Shores objectives of establishing the Temiskaming Shores Development Corporation:

1. Support and implement the Economic Development Strategic Plan.
2. Identify new business growth opportunities, trends and high potential leads.
3. Identify, create and leverage relationships with community, private sector and government partners that will foster creative funding and financing resources to deliver key economic and social benefits.
4. Pursuit of investors to stimulate the development of the City.
5. Develop internal reporting structure that is responsive to business and community challenges.
6. Assist with the growth and expansion of local businesses.
7. Identify and attract new investment and businesses.

8. Develop relationships and partnerships to develop services and grow the City.
9. Provide a corporate structure to which City assets may be transferred, developed and leveraged.
10. Establish public /private strategic partnerships where appropriate.

Measurements of Success:

It will be extremely important for the ongoing monitoring and measuring of the outcomes of the corporation. The TSDC will be expected to implement processes to measure the following:

- Job creation and retention.
- Investment attraction: (new buildings, equipment, grants, salaries)
- New business development (i.e. company visits, applications, quality leads)
- Growth and expansion of existing business. (i.e. company visits, jobs retained, applications)
- New assessment.
- Business Support (i.e. partnerships, small business centre results)

Proposed Temiskaming Shores Development Corporation Structure:

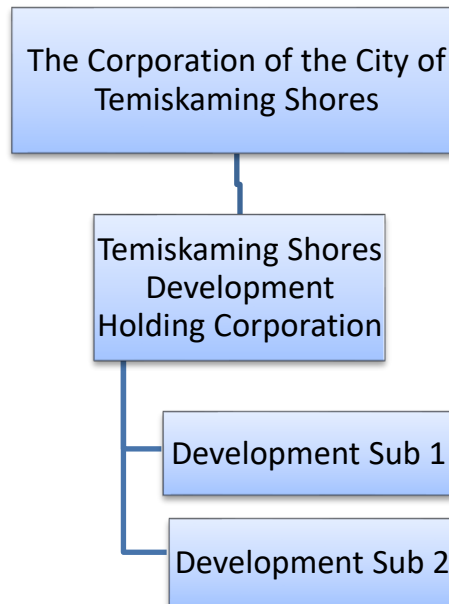
Temiskaming Shores Development Corporation will be a new corporation reporting to City Council. The management structure of the corporation will consist of a board of directors of up to thirteen (13) which includes the Mayor, two City Councilors, the City Manager (or designate) and up to nine (9) independent community members.

The corporation could include the establishment of subsidiary corporations. These subsidiaries will be utilized for specific purposes in the future and may, at the discretion of City Council, include consolidating other City subsidiaries. This structure will facilitate partnerships/ alliances, joint ventures, land development, research and incubators while protecting the core corporation as well as the City. In order to be in compliance with the Municipal Act, as subsidiaries are established specific business case studies and public consultation will need to be completed.

Exhibit 1 illustrates the proposed structure of the corporation.

Exhibit

1



Selection of board members will be competency based, responsive to business challenges as well as the directives of the City. While operating at arm's length from the City, the Board will function with the long term best interest of the community; operate in a competitive business like fashion, and ensure there is a framework in place which emphasizes communication and accountability to City Council.

As this corporation is established, it is anticipated dedicated resources and investment on the part of the City will be required in order to achieve the long term objectives of the corporation.

It is proposed that the corporation be established as a not for profit corporation. The main reason for this is the ability of not for profit corporations to have easier access to funding from other levels of government while it can function much like a for profit organization while affiliated with the municipality. As the corporation evolves, this may need to be reviewed or restructured.

As a municipal corporation the issue of control, transparency and accountability is important and can be challenging given the expectation to operate in a competitive business environment while being responsible for public assets and resources. The importance of developing a plan and process to address these issues cannot be understated. It is expected this would include reporting to Council with minutes of regular

meetings along with semi-annual and annual reports.

In establishing the corporation, the City will need to ensure an Operating Agreement between the City and TSDC as well as the Corporation's by-laws, are structured to operate in a competitive environment while meeting the transparency and accountability expectations of a public sector corporation as well as confirming the Council's control over the TSDC. These documents will define the rights of the sole member (City of Temiskaming Shores) including the City Council's ability to appoint and, if required, remove TSDC Board Members.

The TSDC will use the City's Economic Development Strategic Plan as a guiding document for the development of the community. The document will ensure that the objectives of Council are met in relation to small business growth and local job development.

Board of Directors:

The Board of the TSDC will consist of up to a total of 13 directors. This would include the Mayor, 2 Councilors appointed by the Mayor, the City Manager (or designate) and up to 9 independent directors.

The independent directors will be recommended to Council from the Interim Board. In the future the Board will make recommendations to City Council for appointment.

As will be defined in the Articles of Incorporation, the Board will be expected to manage the affairs of the TSDC which will include defining and setting development strategies, guiding the disposition and leveraging of assets, and the development of joint ventures/partnerships.

As the corporation evolves, it is important the Board be expected to work collaboratively with the City, its other subsidiaries and agencies. In addition the corporation needs to utilize existing services and resources rather than creating new. The TSDC will also need to work with regional strategic partners including the provincial and federal governments as well as the other cities of Northern Ontario.

Being a City owned Corporation, it is important while allowing operating at an arm's length, the City needs to retain specific controls. There will be instances where the processes and expectations of the City may be in conflict with the operations of the TSDC. It is important all parties keep the principles of operating collaboratively, open communications, accountability and transparency while respecting the business objectives of the TSDC.

Staffing:

Current City Economic Development staff will remain City staff however there will be a transition to second the department to the TSDC with the Economic Development Officer reporting directly to the Board. Any future staff will also be City employees and approvals will follow the City's process. This may evolve as the corporation matures.

Financials & Funding:

Budget:

The City will be the predominate funder of the TSDC. Other sources of funding will be other government grants, private sector funding and potential revenues from operations or leveraging. The Corporation of the City of Temiskaming Shores will provide funding to the TSDC annually through the provision of an annual budget presented to Council. These funds will be included within the City's Economic Development budget. Furthermore the City will provide funding for the Corporation through the assignment of the existing budget of the Economic Development Department at the time staff is seconded to the TSDC.

Funding may come in the form of a grant, loan, advance or other means as may be deemed necessary for general or specific projects. With respect to personnel costs, the TSDC will reimburse the City for all costs.

Funding of the corporation will be coordinated through Corporate Services and will coincide with the City's annual operating/capital budget process. Other financial issues requiring City approvals would also be coordinated through the Corporate Services.

Asset Transfer:

The Corporation of the City of Temiskaming Shores may transfer specific assets by Resolution to the TSDC. Depending on the circumstances, such transfers may take the form of a grant, loan, note or other form. There will be some regulatory requirements that need to be met when transferring asset. The intent in transferring assets is for the TSDC to put these assets to use in the development and growth of the community. In the event revenues are derived from these assets the funds must be either reinvested in the community or returned to The Corporation of the City of Temiskaming Shores. Simply put, the requirement is that any investment will have a return to the community at some point in time.

OPTIONS:

Although City Council has endorsed the establishment of a Development Corporation it is appropriate to assess the potential benefits and risks in comparison to the current status quo;

Current Status, City department:

The City's Economic Development initiatives are predominately led by the Economic Development Officer which is part of the Corporate Services. The EDO works in collaboration with other City Departments, City Agencies and Boards as well as with other private and public sector organizations to facilitate growth and development within the community. Currently, the vast majority of City owned lands and assets are under the direct care and control of the City and governed under the Ontario Municipal Act along with internal by-laws and procedures.

Strength:

- Information associated to specific projects, City owned assets and partnerships are disclosed in an open forum supporting the best practice of open transparency of government.
- Economic development and city asset management initiatives are under the control of City Council and administration, providing more involvement of Council.

Weakness:

- Mired in the general activities of operating the City, the current process is unable to respond quickly to development and investment opportunities.
- Lacking the guidance and structure to operate in a business –like fashion in a highly competitive environment.

Development Corporation:

Reporting to The Corporation of the City of Temiskaming Shores, the TSDC would be responsible for guiding the activities and priorities of the City's Economic Development initiatives. On approval of Council, this corporation would be responsible for managing select municipal assets for economic and development reasons.

Operating in an arm's length fashion from the municipality, the Board comprised of a mix of private/public sector representatives, will lead the corporation under the governance of by-laws established under the Ontario Business Corporations Act and would function in

a more businesslike fashion.

Strengths:

- Operating in a more businesslike fashion, the Corporation would be posed to more quickly respond to development and investment opportunities as well as establishing strategic business partnerships.
- Have access to both key business leaders in the community as well as key council and municipal representatives.
- Be more positioned to respond to an ever more competitive environment.
- More effective leveraging of public assets and possible public funding.
- The TSDC will be more nimble, flexible and focused on growth.

Weakness:

- Business activities of the corporation would not be disclosed as much as provided under the current state.
- Activities will not be as controlled by The Corporation of the City of Temiskaming Shores.

Recommendation:

Whereas Section 203 of the Municipal Act 2001, S.O. c.25 provides the ability for a municipality to create corporations for the purposes of economic development; and

Whereas Council acknowledges receipt of the Temiskaming Shores Development Corporation - Business Case Study dated August 2018; and

Whereas staff advertised and held a public open house on Thursday, August 23 at City Hall from 10am to noon, 1:30 – 3:30pm and 6:00 - 8:00pm;

Now therefore Council directs staff to proceed with the establishment of the Temiskaming Shores Development Corporation.