

October 2011



# Timmins 2020

Your vision. Your community. Your plan.

Community Vision  
and  
Strategic Plan

Final Report

## Acknowledgements

A Community Strategic Plan is an enormous undertaking that could not be achieved without the help and involvement of hundreds of people. While there isn't enough room to acknowledge everyone by name, the Timmins Community Action Committee would like to thank the following individuals and organizations for their time, wisdom and guidance throughout the process:

City of Timmins administration and staff  
 Timmins City Councilors  
 The Timmins Economic Development Corporation  
 The Timmins Chamber of Commerce  
 The Venture Centre Community Futures Development Corporation  
 Ontario Government representatives  
 Citizens of the City of Timmins  
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 Corporation

Joe Torlone, City of Timmins

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## Executive Summary

The purpose of a community strategic plan is to provide long-term guidance that will help it achieve its ideal state, or vision for the future. Plans also provide a framework for decision-making, serve as a foundation for operational planning, stimulate change, and provide the basis for community accountability. This plan is grounded in significant public input, research and best practices. It will help community leaders and decision-makers focus scarce resources and work collaboratively to strengthen both the local economy and social fabric over the next ten years.

### I. Background

This plan was initiated after the closure of two facilities at the Xstrata Metallurgical Site in 2010. This resulted in the loss of 670 direct jobs at the site and another 840 in related supply sectors. Ultimately, surging demand for minerals helped Timmins buffer the job losses, although the loss in assessment value to the City is approximately \$3 million annually. The Ontario Ministry of Training, Colleges and Universities provided funding support for an adjustment plan, which is incorporated into the larger strategy. A committee of volunteers from the municipality and cultural, business, and social organizations agreed to oversee the strategic planning process for a ten year community plan and worked collaboratively to develop a vision and mission for the community.

#### **Vision Statement**

*Timmins will be recognized as a growing, innovative, regional hub that is culturally and economically diverse and that offers a unique, northern quality of life.*

#### **Mission Statement**

*Timmins will promote a sustainable, diversified economy by enhancing community services and infrastructure, engaging people and celebrating Timmins as a great place to live, learn and play.*

This vision and mission (see inset) set the tone for the public sessions and helped guide discussions throughout the process.

### II. Public engagement

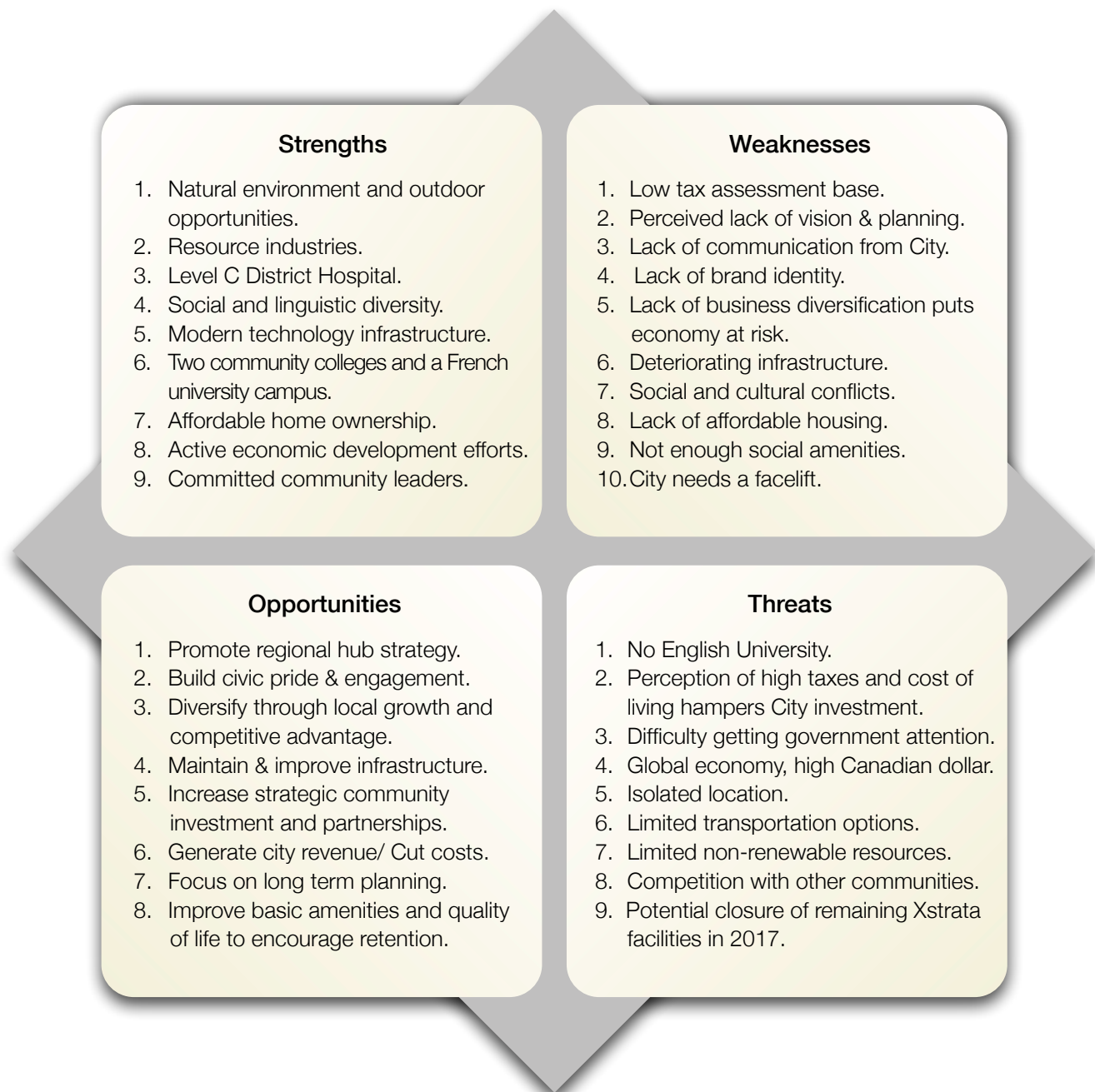
The public engagement strategy is a critical element of any strategic plan. The consulting team heard from over 700 people who attended public consultation sessions, filled out surveys or participated on the online blog. Over 3000 people visited the Timmins 2020 website. The consultants also conducted fifteen in-depth stakeholder interviews with sector-specific business owners and public officials to gather additional insights on issues raised during the sessions. The TCAC made recommendations on whom to interview.

### III. SWOT and environmental analyses

The SWOT and environmental analysis phases identified Timmins' strengths and weaknesses, as well as opportunities and threats that face the community. Highlights of the findings are summarized in Figure 1.

**Figure 1: Key Strengths, Weaknesses, Opportunities and Threats**

(See the complete list in Section 3 of this document)



## Impact of Closure of Xstrata Mine and Related Facilities

One of the specific objectives of this plan was to determine the economic impact of the impending Xstrata Mine closure in 2017. In terms of assessment, the mine contributes 0.7% or \$1M to the City's coffers each year. A closure would likely result in the loss of 2969 jobs in the community. This includes the 625 well-paid jobs at the mine and the indirect job losses that could result within companies who supply the mine<sup>1</sup>.

## Strategic recommendations

The research, best practices and consultation data resulted in five key strategic directions (see inset). We have organized specific tactics that emerged from the process under each direction.

### *A note on Economic Diversification*

Among the key recommendations for economic stability is to concentrate more on diversification through activities that facilitate 1) local business growth and 2) only those external opportunities where Timmins has a clear competitive advantage. A September 2011 survey undertaken by the Timmins Economic Development Corporation found that in a sample of 13 large, local employers there are more than 250 outstanding job vacancies. Implicit in this finding is that there are likely several hundred more unfilled jobs that could be adding to Timmins' assessment base and economic stability.

## Key Directions

- 1. Communicate Better with Residents, Partners and other Stakeholders:** Timmins will brand itself as a regional hub with exceptional quality of life and transparent, responsive governance. It will position strategic amenities as investments that create competitive advantage and better link quality of life to community growth.
- 2. Rebuild community pride and confidence in our community:** Timmins will lead by example to renew community pride and increase investor confidence. It will identify a high-profile signature project that builds on its brand and increases the community's regional profile. It will encourage residents and partners to celebrate Timmins by leading innovative projects that increase the community's appeal and quality of life.
- 3. Diversify through local growth and competitive advantage:** Timmins will explore economic diversification projects in areas in which it has a competitive advantage. It will focus on activities that promote local business retention and expansion.
- 4. Stimulate strategic community investment:** Timmins recognizes the need to improve physical infrastructure and affordable housing availability. It will maintain competitive assessment rates by offsetting costs with municipal revenue generating opportunities where possible, and develop a charitable Community Foundation to fund strategic initiatives.
- 5. Strengthen our community and social fabric:** Timmins will support the physical, emotional, social and cultural wellbeing of all residents in an environment that encourages greater diversity and tolerance.

<sup>1</sup> This estimate excludes the jobs at the Xstrata Concentrator, which is also likely to close if its parent mine stops production.



We provide several arguments –each grounded in empirical research– for shifting the current economic development emphasis away from trying to entice new industries that may not necessarily have production advantages for locating here. Instead, research suggests that economic development can be more successful if it provides enhanced support for local businesses.

As long as local job creation is subject to financial incentives, the demands of companies who locate here for reasons other than sustainable competitive advantage are likely to escalate. The increasing demands of the automobile and call centre industries over the years are excellent examples of this phenomenon. Ultimately, such jobs are not saved, but rather traded, since subsidy rarely creates sustainable investment; it more often tends to divert investment from other firms and sectors across the economy.

Sustainable, ongoing jobs and investments are more likely in cases where productivity (the combination of labour and capital in the most efficient ways) is assured through competitive advantage, as opposed to through subsidy.

## **Timmins Community Strategic Plan Directions and Tactics**

### **1. Communicate better with residents, partners and other stakeholders**

- 1.1 Develop comprehensive branding strategy for community.
- 1.2 Establish two-way communications campaign with stakeholders.
- 1.3 Develop single community calendar.
- 1.4 Establish Community Youth Advisory Council.

### **2. Rebuild confidence and civic pride in our community**

- 2.1 Encourage community involvement in strategic plan.
- 2.2 Signature project study development.
- 2.3 Create community beautification strategy, including waterfront.
- 2.4 Strengthen and promote regional hub services.
- 2.5 Explore community engagement programs.

### **3. Diversify through local growth and competitive advantage**

- 3.1 Pursue strategic business development opportunities.
- 3.2 Support and build local business capacity.
  - 3.2.1 Broker community benefit agreements with major employers.
  - 3.2.2 Build support for “buying local”.
  - 3.2.3 HR recruitment and retention strategies for local organizations.
  - 3.2.4 Develop management, marketing and exporting capacity.
  - 3.2.5 Align trades skill requirements with industry demand.

- 3.2.6 Determine feasibility of applied industrial research centre.
- 3.2.7 Reduce input costs, e.g. recruit another airline.
- 3.2.8 Develop comprehensive tourism strategy.

#### **4. Stimulate strategic community investment**

- 4.1 Initiate housing strategy to address affordability and needs.
- 4.2 Create municipal revenue generating opportunities, e.g. PUC.
- 4.3 Establish a Community Foundation.

#### **5. Strengthen our community's social and cultural fabric**

- 5.1 Create a social planning council.
- 5.2 Install trilingual welcome signage at City entry points.
- 5.3 Develop a plan to support and retain retirees in the community.
- 5.4 Increase promotion of local English university programs.
- 5.5 Establish Timmins and District Aboriginal Partnership Group.
- 5.6 Develop community arts and culture strategy (Cultural Plan).
- 5.7 Conduct needs assessment: public transport for disabled.
- 5.8 Develop a Master Recreation Plan for the community.
- 5.9 Develop an anti-racism plan: Coalition of Municipalities Against Racism and Discrimination.

### **IV. Implementation**

Section 5 describes each of these projects –including goals, objectives and measurables– in detail. There is also an “at-a-glance” implementation timeline and budget for the plan in its entirety in Section 6 of this document.

Implementation is the most challenging aspect of a strategic planning process. According to some researchers<sup>2</sup>, fewer than half of the organizations that develop a plan actually implement it. Indeed, a frequent concern raised in the public consultation sessions was the fear that after going through the process, the City would allow the plan to “sit on the shelf.”

To address this concern we researched how other communities are implementing their plans, and examined the literature to find best practices. While there are many case studies in the literature, we were unable to find any comparative analyses of the various approaches. That being said, we suggested four possible models that represent the majority of implementation methods, and facilitated a TCAC discussion around the merits of each. The choices were: 1) a volunteer committee; 2) a dedicated staff person; 3) outsourcing to an existing community organization; 4) designating a Community Foundation to implement the plan.

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<sup>2</sup> Johnson, L.K. (2004), “Execute your strategy without killing it,” Harvard Management Update, Boston: Harvard Business School Publishing.

***Dedicated Strategic Planner Option***

The TCAC determined that the Strategic Plan would have the best chance at succeeding if there were a dedicated staff person monitoring, coordinating and facilitating its activities. This implementation model actively addresses most of the issues that prevent strategies from being implemented. It addresses several concerns raised by the TCAC during their evaluation discussion, including:

- Issues of authority over City department heads leading projects.
- Community ownership and involvement.
- Progress reporting and communications.
- Coordination and support for partner agencies.
- Strategic plan continuity, evaluation and renewal.

**The Challenge of Implementation**

Research suggests that fewer than half of organizations that develop strategic plans actually implement them. This is usually the result of poor implementation planning, failure to engage stakeholders, and inability to execute and monitor the outcomes of the plan.

The consulting team examined a broad base of strategic planning and community economic development literature to find best practices for implementation. Most implementation models fall into one of four general categories, and the TCAC evaluated each model on its merits. They determined that the model most likely to be successful is one in which there is a dedicated strategic planner. This aligns with the organizational structure changes of many municipalities, where long term planning and strategy are now being recognized as operational priorities.

As is the case in several other communities and cities, the City intends to create a new, permanent position for a Strategic Planner. This individual will report to the CAO and liaise with an Advisory Board comprised of community members and City councilors. He or she will communicate with City department heads on City-led projects to ensure that progress on the strategic plan is communicated and updated. The Planner may also provide some support in terms of coordinating meetings between City staff and interested community partners.

The Planner will provide additional support and coordination services to the community agencies for strategic plan projects that they are leading.

**V. Budget**

We anticipate that implementation will cost ~\$1,189,000 in one-time expenses over the next three years, distributed among the City and its various partners. We estimate another \$160,000 in ongoing costs (for salary, benefits, overhead and supplies linked to the Strategic Planner position.) Note that this excludes the costs of initiatives that arise from the individual projects in the plan. For example, if the Master Recreation Plan recommends that the City conduct a feasibility study on new recreational facility, the cost of that study is not included in this budget.

## 1.0 Background

The City of Timmins and its partners – the Timmins Economic Development Corporation and the Chamber of Commerce – launched a community action planning process in May 2011. The plan was motivated by the shutdown of facilities at the Xstrata metallurgical site, which resulted in the loss of approximately 670 relatively well-paid jobs. The Ministry of Training, Colleges and Universities (MTCU) provided funding through its Community Adjustment Program. Soon after the Xstrata closure, it became apparent that global demand for minerals was stimulating more job growth in the local mining sector. As a result, many of those who lost their jobs were re-absorbed into the workforce. The City and the MTCU determined that a long-term strategic action plan might be a better approach for the City than an adjustment plan. This report incorporates the elements of a typical adjustment plan, but also goes beyond to make additional recommendations for a long-term community development strategy. The resulting plan will help the City focus on ways to stabilize and diversify its economic foundations.

The Timmins Community Action Committee (TCAC) guided the planning process. The Committee comprised 24 people representing a broad cross section of the community, including all City Councilors. Involving key decision-makers on project Steering Committees is integral to the ultimate success of projects in general, and strategic plans in particular. Council members' support for the direction and implementation of the plan is essential.

The report begins with an overview of the approach to strategic planning, the mission and vision statements, the results of the public consultations, and a summary of the environmental analyses. We then put forward five strategic directions developed over the course of the project. We provide the background and rationale for each direction, and describe major projects that will help achieve the community's vision and mission.

### ***1.1 The purpose of strategic planning***

A strategic plan sets goals and priorities for the community and develops a plan to achieve them. It involves stepping back from the front-line operations of the City and examining how higher-level trends and developments will affect the community at large over the long-term.

Strategic planning is not only effective at helping focus and manage resources, but also helps reduce and mitigate external threats and risks. Ultimately, the strategic plan provides a decision-making tool for a community, helping it determine which projects to pursue and how to allocate scarce resources.<sup>3</sup>

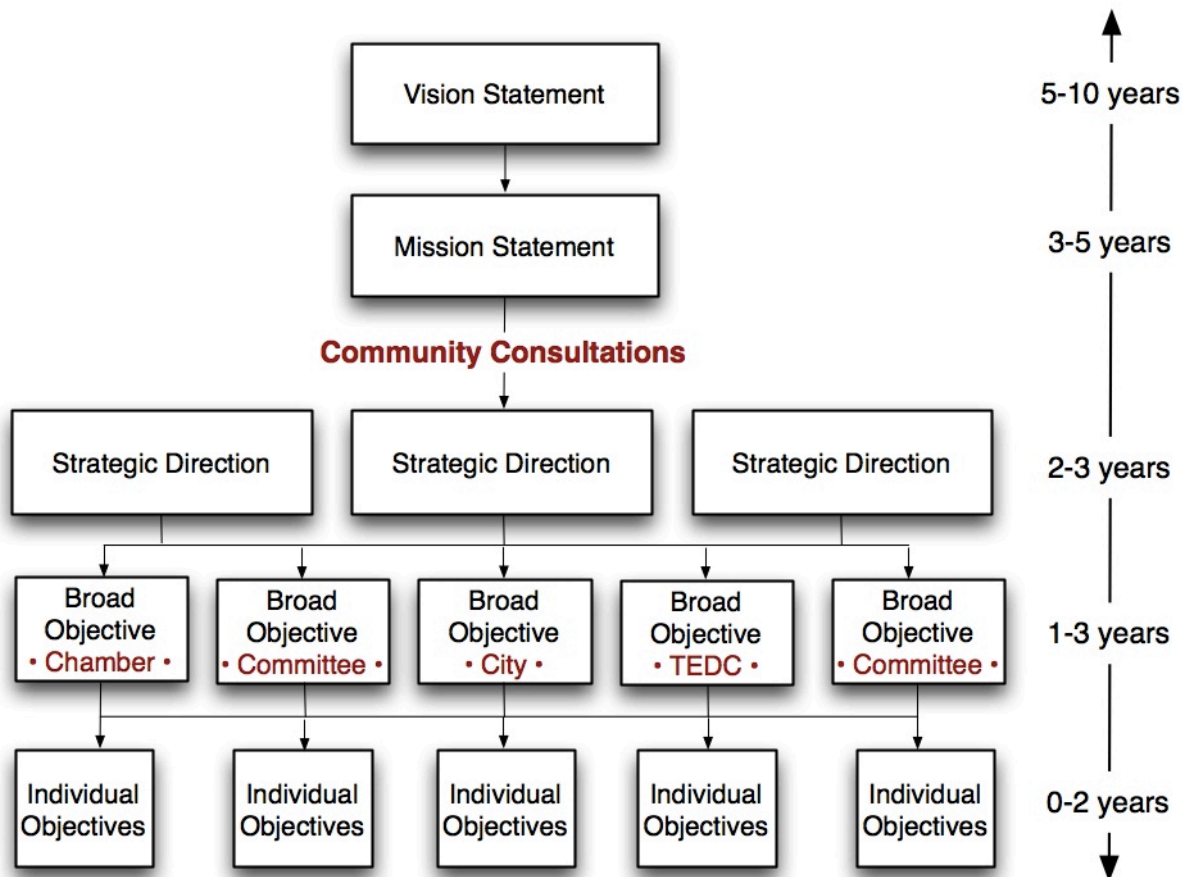
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<sup>3</sup>Bryson Plannin, J. M. (2004). *Strategic g for Public and Nonprofit Organizations*. 3rd ED. San Francisco, California: Jossey-Bass Inc.

A strategic plan is not the same as a business or operational plan, which describes how an organization controls and measures its day-to-day tasks, and how it achieves short-term objectives. The business plan is meant to improve the effectiveness of an organization without significantly changing its direction. Often, business plans are developed for individual directions or sections of the strategic plan. A strategic plan, on the other hand, represents a road map that outlines the path to a vision shared by many community partners. It is a framework for helping organizations throughout the community plan and coordinate their activities to achieve the greatest possible impact.

Think of the strategic plan as “leadership” and the business plan as “management”. See Figure 1.1 for an overview:

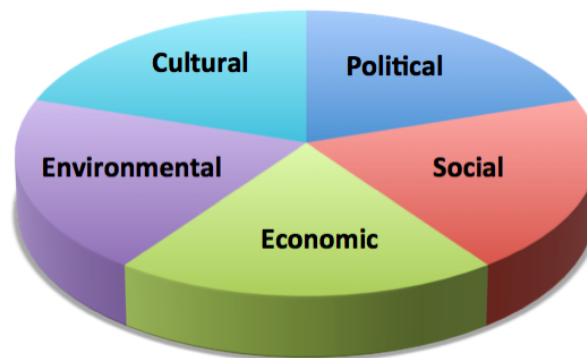
**Figure 1.1: Operationalizing a strategic plan**



A strategic plan is also different from an economic development plan. Economic development is one component of strategic planning, and ideally should align with and complement other elements of the strategy.

Typically, a strategic plan addresses concerns and risks in five community dimensions:

**Figure 1.2 Dimensions of strategic planning**



The strategic planning process included a significant public consultation component. It also included formal vision and mission development, a literature review, various statistical and trend analyses, and information synthesis. The recommendations evolved from the data and we carried out additional research to determine how best to develop and implement them. See Figure 1.3 for an overview of the process.

### ***1.2 Developing a vision and mission statement***

In late May, TCAC members, City of Administrators and members of the community at large met to develop a vision and mission statement for the Timmins 2020 Strategic Plan. This was an essential first step that provided a framework for the public consultation process. A vision statement expresses the ideal state for the community: it may never fully achieve the vision, but a vision provides a long-term destination on which the community can focus. A mission statement is more operational: it expresses the purpose of the plan, the way the community wants to go about implementing it, and the values it uses to guide decision-making. Participants attended a three--hour session to develop the vision and mission and discuss the project's purpose, operational focus and values. They arrived at a consensus around the following statements:

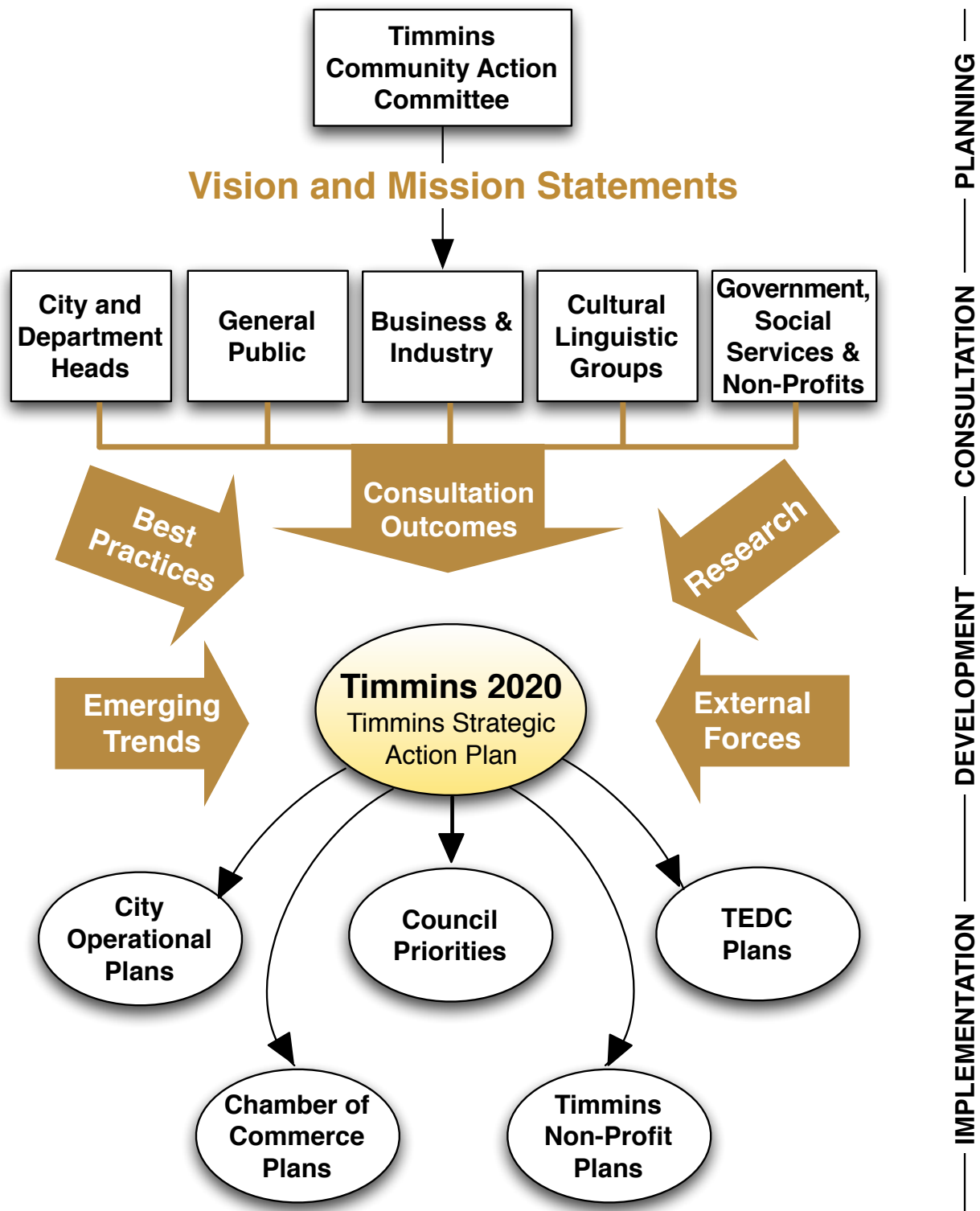
#### **Vision Statement**

Timmins will be recognized as a growing, innovative regional hub that is culturally and economically diverse, and that offers a unique, northern quality of life.

#### **Mission Statement**

Timmins will promote a sustainable, diversified economy by enhancing community services and infrastructure, engaging people, and celebrating Timmins as a great place to live, learn and play.

Figure 1.3: Overview of the Timmins strategic planning process





## 2.0 Public Engagement Strategy

“It’s not the plan, it’s the *planning* that is important.” - Dwight D. Eisenhower

Community leaders are increasingly faced with complex issues that demand tough decisions, many of which will affect the majority of their stakeholders. Developing a community-based strategic plan establishes broadly-shared goals and attempts to mitigate anticipated risks over the long term. The plan provides an objective basis for decision-making and helps set priorities that will meet the community’s objectives<sup>4</sup>.

A key principle of such planning is stakeholder consultation and involvement. Asking for public input is an effective way to create a framework that supports the directions and tactics in the plan.<sup>5</sup> The benefits of engaging the public include:

- Building organizational credibility.
- Encouraging ownership of the plan.
- Increasing the likelihood that decisions are supportable, and reflect community values.
- Building commitment to implementing the plan, even when it requires difficult decisions.
- Facilitating the actual implementation of the strategic directions.

### 2.1 Engagement methods

We encouraged public engagement by advertising and promoting the process through a variety of channels:

1. We issued press releases to gain the attention of local print, radio and television journalists. Timmins 2020 sessions were covered by the Daily Press, Timmins Times, L’Enterprise, Moose FM, Q92, CBC radio, Radio-Canada, MCTV and Channel 3 News.
2. TCAC members agreed to personally invite people from their own networks to the consultation sessions.
3. The Chamber of Commerce published information on the process in its monthly “Inside Business” newspaper.
4. We developed and launched a bilingual website and blog specifically for Timmins 2020. The site is also accessible from the front page of the City of Timmins website.

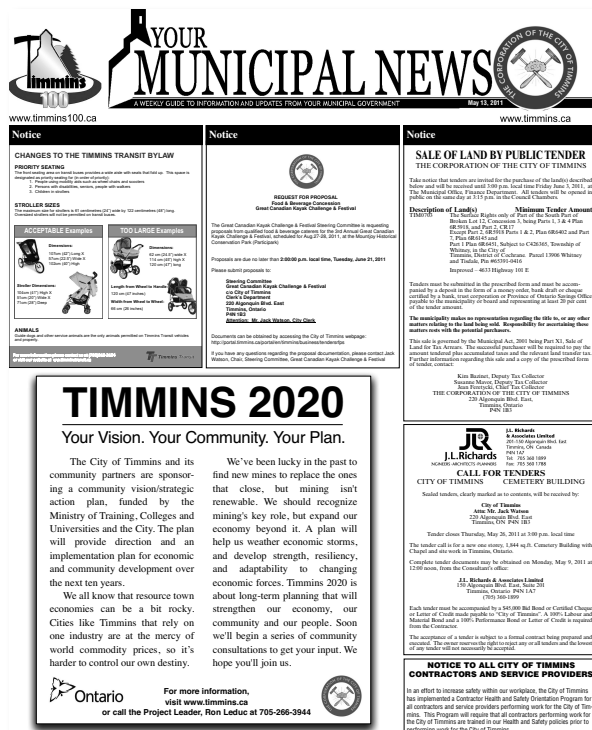
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<sup>4</sup>Moore, M. H. (1995). *Creating Public Value: Strategic Management in Government*. Cambridge, MA: Harvard University Press.

<sup>5</sup>Agranoff, R., and M. McGuire (1998). Multinetwork Management: Collaboration and the Hollow State in Local Economic Policy. *Journal of Public Administration Research & Theory* 8(1): 67-91; Agranoff, R., and M. McGuire (2003). *Collaborative Public Management: New Strategies for Local Governments*. Georgetown University Press: Washington, D.C.



5. The City hosted bilingual ads (See Figure 1) in its municipal section every week once the process began. These ads explained the process of strategic planning, advertised the consultation dates, and directed people to the Timmins 2020 website for more information.
6. We placed 60 radio ads on two local radio stations.
7. With the permission of the TCAC, we posted our progress report newsletters on the site so that residents and other stakeholders could have access to information on the process.
8. We hosted an internet survey in both French and English and encouraged TCAC members and others to forward the link to their networks. This survey was also accessible from the front page of the Timmins 2020 website.
9. The City of Timmins and the Chamber of Commerce offered the help of summer students to solicit more input on the surveys by handing out pen-and-paper version at various events during the consultation period.
10. We updated the website regularly with highlights of the consultation sessions and information on the strategic planning process.



**Figure 1.4: Municipal News page fragment with typical Timmins 2020 advertisement**

The public responded well to the call for input. Approximately 360 people attended the nineteen public consultation sessions, with particularly high attendance at the Youth, Recreation, Aboriginal, Health and Social Services, Tourism and Senior sessions. About 60 of these were participants who attended more than one session, including members of the TCAC, City department heads, and interested citizens. As a follow-up, we e-mailed thank you notes to participants in the public sessions who were not members of the TCAC.

Participants who attended sessions or responded to surveys suggested several hundred business ideas, and these are listed in Appendix A.

More than 3000 unique visitors checked the Timmins 2020 website and blog. Nearly 400 people completed the survey, either on-line or with pen-and-paper. Approximately 200 participants gave us their e-mail addresses so that we could follow up with more information, which we did in July, August and early October.

Note that the results for such surveys and consultations can't be considered statistically significant since the participants aren't randomly selected. The nature of such public surveys is that participants "self-select" because they are already interested in the process and want to be heard. That being said, the people who did participate are those with a clear interest in moving the community forward. Many of their suggestions have been vetted by independent research on our part and incorporated into this plan.

## ***2.2 Sources of public input***

### **2.2.1 Public consultation sessions**

We held 19 public sessions, each targeted towards a particular social or industry sector. We worked with the TCAC to identify new economy sectors as well as traditional industry groups.

- Aboriginal Community
- Arts and Culture
- Digital Economy
- Education
- Forestry, Agriculture & Food
- Francophone
- General Public
- Health and Social Services
- Manufacturing
- Mining & Energy
- Professional Services
- Recreation
- Research and Innovation
- Retail, Services & Accommodation
- Seniors
- Tourism
- Transportation
- Youth – General
- Youth –YMCA

### **2.2.2 Stakeholder interviews**

We also conducted interviews with individuals representing the strategic economic sectors. The TCAC provided suggestions on whom to interview, and where possible, we conducted unstructured interviews of one to two hours with each person. The goal of these discussions was to gain a more nuanced understanding of some of the issues around economic diversification challenges:

- Fabricators and manufacturers
- Equipment exporters and suppliers
- Professional services
- Restaurant and accommodation
- E-commerce
- Retail

These focused interviews lent support to the themes and directions that emerged from the public consultations.

### **2.2.3 Timmins Chamber of Commerce survey**

In a separate initiative, the Chamber of Commerce surveyed its membership for input to help the City of Timmins understand local business priorities.

While the questions were different from those in the Timmins 2020 survey, the results from the 92 Chamber respondents are similar.

Highlights of the survey include the following:

- In a question about City branding concepts, 49% of respondents felt that quality of life was Timmins' greatest competitive advantage.
- When asked what they would support in terms of increasing City investment: 31% said Community Planning; 31% supported roads and infrastructure and 24% called for more funds to the TEDC.
- In terms of building prosperity, 46% want to see more business incentives and supports, and 36% called for population growth strategies.
- When asked which projects would be most likely to attract and retain professionals, 45% wanted to see upgrades in sports and leisure facilities and programming; 35% called for a Centre of Excellence; and 18% called for more beautification initiatives.

## 3.0 Environmental Scan and Economic Impact Analysis

### 3.1 Introduction

BMA Management Consulting Inc. worked with the lead consulting firm, Clearlogic Consulting Professionals, to develop an environmental scan.

As part of the scanning process, they reviewed market trends and conditions, and identified opportunities to increase the City's success in retaining existing businesses and attracting new growth. The scan included labour market statistics, general demographic information, and future trends and projections. It surveyed current local economic and employment environment in light of the impact of recent Xstrata layoffs and the potential closing of the Xstrata mine site in 2017.

Growth-related indicators include selected economic and demographic characteristics such as:

- Population
- Employment
- Personal income
- Assessments
- Business activity

These indicators describe and quantify a community's wealth and economic condition. They provide insight into the community's collective ability to generate revenue relative to the community's demand for public services, such as public safety and capital improvements.

An examination of local economic and demographic characteristics can identify the following types of situations:

- A declining tax base and correspondingly, the community's ability to pay for public services.
- A need to shift public service priorities because of demographic changes in the community.
- A need to shift public policies because of a loss in competitive advantage of the City's businesses to surrounding communities or because of a surge in inflation or other changes in regional or national economic conditions.

The scan includes:

- An economic profile for Timmins, with a review of Timmins' role within the larger Ontario economy.
- Demographic and socio-economic information.

- Employment by industry within Timmins to evaluate trends in employment, migration patterns, share of total employment, industrial composition, land prices, demographics, labour force and availability of labour.
- An impact analysis of the anticipated closure of Xstrata mine in 2017.
- Industry trends and conditions in various industrial and commercial sectors to put into perspective the trends and conditions in the City of Timmins. The trend analysis helped identify strategic opportunities and market potential.
- An overview of political factors salient to long-term planning.

### **3.2 Demographic factors**

The scan begins with an examination of demographic trends for the City of Timmins as compared to other major Northern Ontario municipalities, and to the Ontario average.

For the years up to and including 2006, Statistics Canada's Census data is the main source of information. For years thereafter, various sources of data have been used including estimates provided by Stats Canada, the Financial Post Markets and Canadian Demographics, and other BMA Municipal Studies.

#### **3.2.1 Population historical trends**

Consistent with the trend experienced in other major Northern Ontario municipalities, the City of Timmins experienced a decline in population from 1996-2001 in contrast to the provincial trend. In fact, the population decline during this time was highest in the City of Timmins in comparison to the other major Northern Ontario municipalities surveyed. From 2001-2006, Timmins' population declined by 1.6%, lagging behind the growth experienced in other Northern Ontario municipalities. From 2006-2009, the Timmins population is estimated to have grown 0.6% and continues to reflect lower growth than other Northern centres.

That being said, Northern Ontario's population is stabilizing and is projected to show modest growth over the next 20 years, particularly in the urban centres of Greater Sudbury, Thunder Bay, Sault Ste. Marie, North Bay and Timmins<sup>6</sup>.

The key factors underlying this trend are thought to be the growth of Aboriginal communities and a decrease in the rate of outmigration. Currently, the percentage of Timmins' population self-identifying as Aboriginal is 7.7%<sup>7</sup>. See Table 3.1.

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<sup>6</sup>Ministry of Energy and Infrastructure and the Ministry of Northern Development, Mines and Forestry.

<sup>7</sup>Statistics Canada 2006.

**Table 3.1: Population Historical Trends<sup>8</sup>**

<b>City</b>	<b>1996</b>	<b>2001</b>	<b>2006</b>	<b>2009</b>	<b>Change 1996 - 2001</b>	<b>Change 2001 - 2006</b>	<b>Change 2006 - 2009</b>
<b>Timmins</b>	<b>47,499</b>	<b>43,686</b>	<b>42,997</b>	<b>43,274</b>	<b>-8.0%</b>	<b>-1.6%</b>	<b>0.6%</b>
Greater Sudbury	165,336	155,219	157,857	164,913	-6.1%	1.7%	4.5%
North Bay	54,332	52,771	53,966	55,196	-2.9%	2.3%	2.3%
Sault Ste. Marie	80,054	74,566	74,948	76,809	-6.9%	0.5%	2.5%
Thunder Bay	113,662	109,016	109,140	110,984	-4.1%	0.1%	1.7%
Ontario Average	10,753,000	11,410,046	12,160,282	13,069,200	6.1%	6.6%	7.5%

### 3.2.1 Population forecast

The Ministry of Finance prepared a forecast of population growth from 2009-2016 and 2016-2036. As in Figure 3.1, the Northeastern Ontario population is projected to see modest growth of 1.1% from 2009-2016 and an additional 2.4% from 2016-2036. This is significantly lower than the growth forecast in other areas of the province.

#### 3.2.2 Age demographics

According to the Ministry of Finance, the working-age population for Ontario is projected to decline as a share of total population by approximately 8% by 2036<sup>9</sup>.

In general, Northern Ontario's over-65 population is considerably greater than the Ontario average.

However, relative to its Northern Ontario counterparts, Timmins has a lower proportion of seniors and a larger proportion of youth. This indicates that a higher percentage of the population can and will enter the workforce over the next few years. Timmins has the lowest proportion of population of seniors in the Northern municipalities surveyed, and it is also lower than the Ontario average.

<sup>8</sup> Census Canada 1996-2006, 2009 Estimated Population Stats Canada.

<sup>9</sup> Financial Post Markets Canadian Demographics 2010.

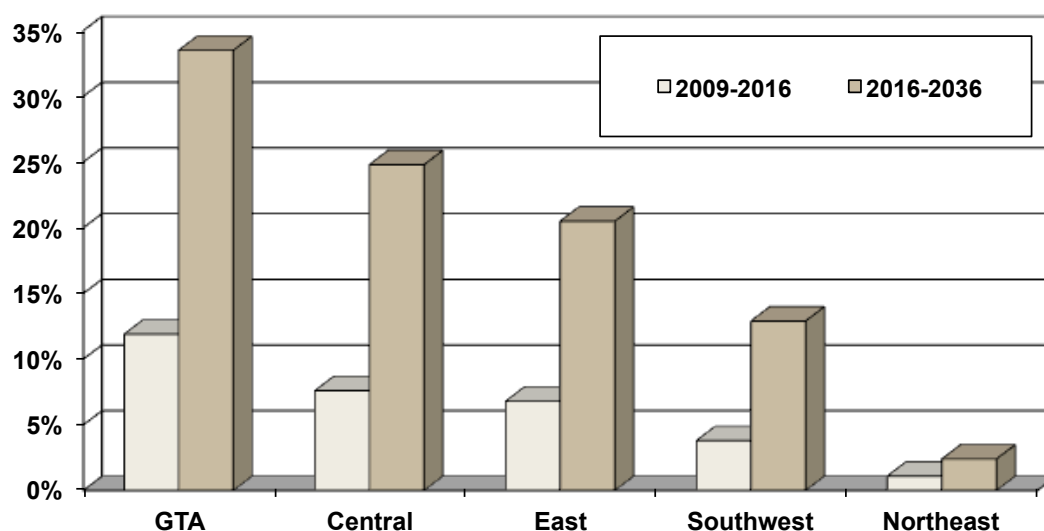
**Figure 3.1: Estimated population growth 2009-2016, 2016-2036<sup>10</sup>**

Table 3.2 reflects the proportion the population within various age cohorts in 2006 and 2010.

**Table 3.2 Population by age cohort, 2006<sup>11</sup> & 2010<sup>12</sup>**

<b>Municipality</b>	<b>2006 0-19</b>	<b>2010 0-19</b>	<b>2006 20-64</b>	<b>2010 20-64</b>	<b>2006 65+</b>	<b>2010 65+</b>
Greater Sudbury	23.6%	21.8%	61.6%	62.9%	14.8%	15.3%
North Bay	23.7%	21.5%	60.3%	62.5%	16.0%	16.0%
Sault Ste. Marie	22.1%	20.3%	59.4%	60.6%	18.5%	19.1%
Thunder Bay	22.9%	21.1%	60.6%	61.6%	16.5%	17.3%
Timmins	25.6%	24.8%	61.7%	62.3%	12.7%	12.9%
<b>Ontario Average</b>	<b>24.5%</b>	<b>23.3%</b>	<b>62.6%</b>	<b>62.9%</b>	<b>12.9%</b>	<b>13.9%</b>

### 3.2.3 Mobility/Out-Migration and In-Migration

An area's migration patterns often reflect its labour force characteristics. Areas offering the greatest employment growth attract more people than they lose. Areas that offer less employment growth tend to lose more people than they attract. As such, migration is an important determinant of population growth for Ontario as a whole. Net migration gains, whether from international

<sup>10</sup> Ministry of Finance.

<sup>11</sup> Stats Canada 2006.

<sup>12</sup> Financial Post Markets Canadian Demographics 2010.

sources, other parts of Canada or other regions of Ontario will likely continue to be the major source of population growth.

Large urban areas –especially the GTA– receive the most international migration in Ontario. Northern Ontario receives only a small share of international migration. Places such as the Cochrane District have been experiencing net out migration, mostly among youth (ages 18-24) who leave to pursue educational opportunities, thus reducing both current and future population growth. See Table 3.3.

**Table 3.3 Migration characteristics, Cochrane District 2004-2009<sup>13</sup>**

<b>Age Group</b>	<b>In-migrants</b>	<b>Out-migrants</b>	<b>Net-migrants</b>
0 to 17	2,935	3,379	-444
18 to 24	1,812	3,387	-1,575
25 to 44	4,171	5,020	-849
45 to 64	1,649	2,436	-787
65+	481	725	-244
<b>Total</b>	<b>11,048</b>	<b>14,947</b>	<b>-3,899</b>

The District of Cochrane experienced a net out-migration of nearly 4,000 people between 2004 and 2009. The net out-migration is the difference between immigration into and emigration from the area during a specified period of time. A net migration is, therefore, negative when the number of emigrants exceeds the number of immigrants).

### **3.2.4 Population Density**

Population density indicates the number of residents living in an area (usually measured by square kilometre). Density readings can lend insight into the age of a city, growth patterns, zoning practices, new development opportunities and the level of multi-family unit housing.

Timmins is one of the largest municipalities in Canada in terms of land area being 2,962 sq. kilometres in size. Correspondingly, it has one of the lowest population densities, which impacts the cost of services. In other words, people living in communities with lower population densities bear a greater financial burden in supporting fixed infrastructure costs. See Table 3.4.

<sup>13</sup> Working Together: A Local Labour Market Plan for the Far Northeast Training Board Region (FNETB) 2009-2012 – 2011 Update.



**Table 3.4 Land area and population density<sup>14</sup>**

	<b>Land Area (kms)</b>	<b>Persons/per km<sup>2</sup>.</b>
Greater Sudbury	3,201	52
North Bay	315	175
Sault Ste. Marie	222	346
Timmins	2,962	15
Thunder Bay	328	338
<b>Group Average</b>	<b>1,017</b>	<b>228</b>
<b>Group Median</b>	<b>322</b>	<b>257</b>

### 3.2.5 Language skills

The large bilingual workforce in Timmins provides a competitive advantage relative to the rest of Ontario. Half of the City's residents speak both French and English, compared to 11% provincially, 39% in Sudbury and 26% in North Bay<sup>15</sup>.

Approximately 6% of the population has a mother tongue other than English or French. While Statistics Canada doesn't break this number down any further, it is a reasonable assumption that the Cree language makes up a large percentage of this figure.

## 3.3 Growth factors relative to Housing, Real Estate and Construction trends

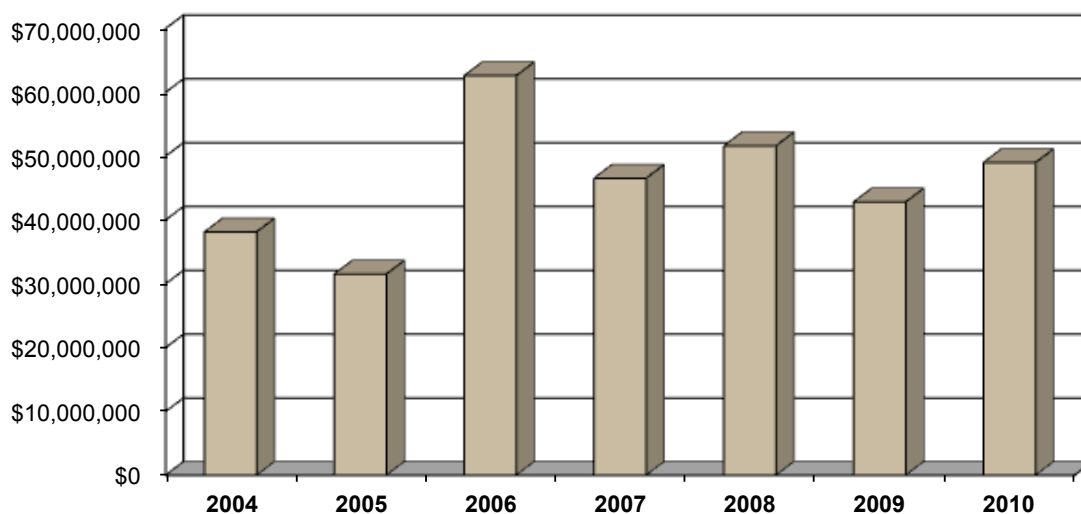
### 3.3.1 Construction

Another growth-related indicator is building permit activity. Changes in building activity impact other factors such as the employment base, income, and property values. Construction, whether residential, commercial, or industrial, is a positive indicator from an economic development standpoint.

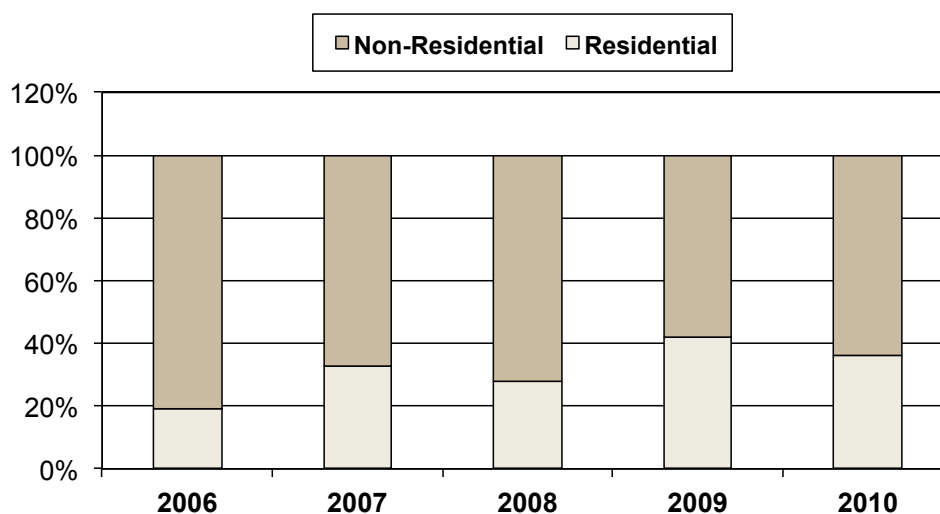
As shown in Figure 3.2, construction activity over the past five years has been relatively stable and higher than the activity in 2004-2005.

<sup>14</sup> Statistics Canada, 2006.

<sup>15</sup> Statistics Canada 2006.

**Figure 3.2 Dollars of construction activity in Timmins 2004 to 2010<sup>16</sup>**

***Residential/Non-Residential Construction Activity:*** Generally, a municipality's ongoing operating costs to service residential development are higher than the net ongoing cost of servicing commercial or industrial development. Under this set of circumstances, the ideal condition would be to have sufficient commercial and industrial development to offset the cost associated with residential development.

**Figure 3.3 Building permit by type – City of Timmins 2006 to 2010<sup>17</sup>**

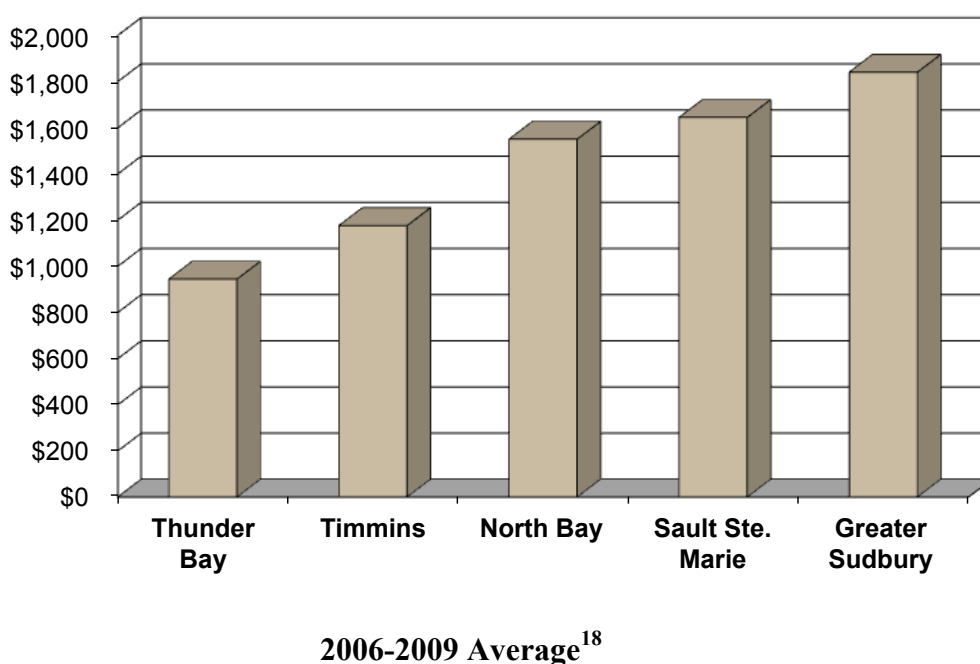
<sup>16</sup> City of Timmins.

<sup>17</sup> City of Timmins.

Over the past five years, residential/non-residential construction activity is a 30/70 split in the City of Timmins. This represents an excellent balance between residential and non-residential development.

**Construction Activity—Four Year Per Capita Comparison:** To put building activity into context, building permit value per capita is used as an indicator of the relative construction activity within each community. As shown in Figure 3.4, in comparison to the other municipalities in the comparator group, the City of Timmins experienced lower than average building permit activity over the past four years.

**Figure 3.4 Building construction activity per capita**



### 3.3.2 Real Estate

All indications of the real estate market in the past year show favourable trends. The housing market in the area represented by the Timmins Real Estate Board has improved over the past year. The area includes such towns and cities as Hearst, Kapuskasing, Smooth Rock Falls, Haileybury, Iroquois Falls, Matheson, Timmins, Kirkland Lake, Englehart, Earlton, New Liskeard, Cochrane and Cobalt. As stated in their August 2011 monthly newsletter<sup>19</sup>:

- On a year-to-year basis, home sales were 7% above levels reported in the first half of 2010.

<sup>18</sup> BMA Study using year-end Building Reports.

<sup>19</sup> Timmins Real Estate Board, August 2011.

- The average price for homes sold in August 2011 was \$147,289, an increase of 17% over August 2010.
- The total value of all home sales amounted to \$21.4 million in August 2011. This was the highest volume ever to pass the Board MLS system in a single month.
- The total value of all property sales was \$25.5 million in August 2011. This was an all time record and an increase of 77% from August 2010.

### 3.3.3 Property assessment trends

**Assessment:** The changes in assessment of a municipality reflect the general conditions of a municipality. Assessment increases may be a result of changes in market value and new growth.

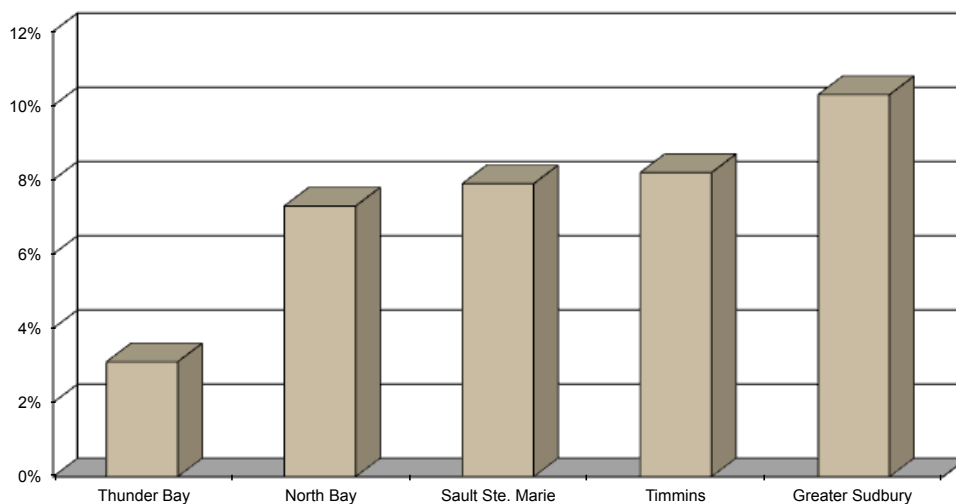
**Changes in Weighted Assessment:** As shown in Table 3.5, from 2009-2010 and again from 2010-2011, the overall change in assessment was 8% annually. The change in assessment by property class differed across the property class with the largest increases experienced in the Commercial class and the smallest increases in Pipelines and Multi-Residential classes of properties.

**Table 3.5: Changes in weighted assessment in Timmins**

Classification	2009	2010	2011	% Change 2009-10	% Change 2010-11	% Change 2009-11
Residential	\$1,628,580,523	\$1,758,477,883	\$1,889,825,609	8%	7%	16%
Multi-Res	\$84,463,188	\$88,932,895	\$91,629,160	5%	3%	8%
Commercial	\$558,325,114	\$624,982,953	\$683,858,092	12%	9%	22%
Industrial	\$415,057,390	\$430,514,478	\$463,430,236	4%	8%	12%
Pipelines	\$24,456,244	\$25,363,286	\$26,135,086	4%	3%	7%
Farm/ Managed Forest	\$1,275,195	\$1,376,235	\$1,446,643	8%	5%	13%
Total	\$2,712,157,654	\$2,929,647,731	\$3,156,324,825	8%	8%	16%

Assessment has increased by 16% from 2009 to 2011. The largest percentage increase was in the commercial sector.

Relative to other communities in Northern Ontario, the percentage of assessment growth in Timmins from 2009-2010 is the second highest. See Figure 3.5.

**Figure 3.5: Comparison of assessment growth over five northern cities**

**2010 Unweighted Assessment Composition Comparison:** We also include assessment composition to provide an understanding of its composition as well as the stability of the assessment base. Timmins has a higher-than-average industrial and commercial base assessment base. With over 20% in the non-residential sector, Timmins has a good balance of assessment. However, there is still risk, given the extent to which mining is represented in the industrial class. If commodity prices fall or existing operations close, the stability of the assessment base is compromised.

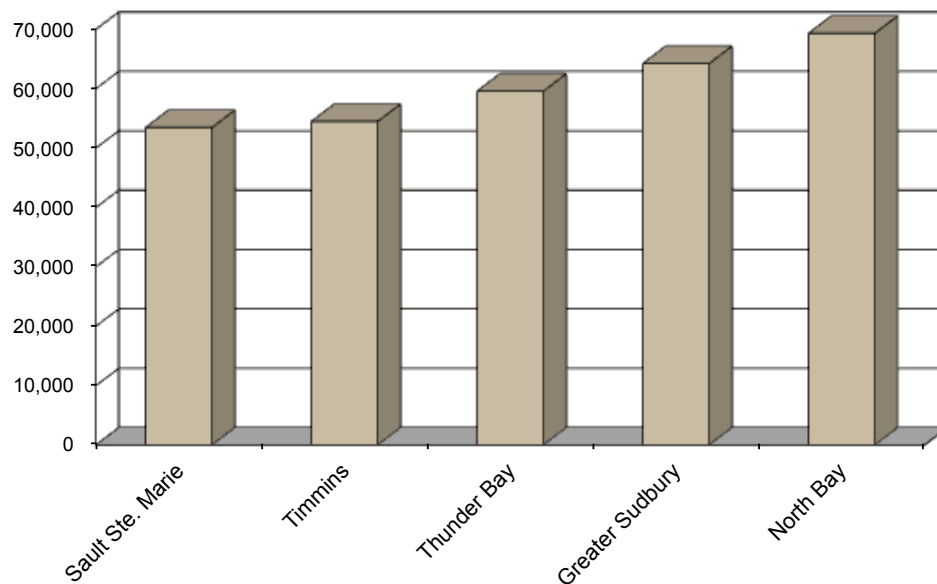
For example, some of the facilities at Xstrata’s Kidd Creek Metallurgical site closed on May 1, 2010. This will result in a loss of two-thirds of the assessment for this property commencing in 2012. This is equivalent to approximately 1.9% of the total assessment base (a loss of \$3 million in the tax revenues). Unless replaced with new growth, this will have an impact of the municipality’s assessment base and their ability to raise revenues.

In addition, the Kidd Mine –and the remaining concentrator operation at the metallurgical site– is scheduled to close in 2017 or 2018. However, as stated by the General Manager of the Xstrata Mine, the company is seeking to lengthen the life of both the mine and the concentrator to 2020. The assessment associated with this property is equal to approximately 0.7% of the total weighted assessment or \$1 million in today’s dollars.

**2010 Unweighted Assessment per Capita Composition Comparison:** A weighting factor is applied to the assessment of each of the individual property classes (i.e. residential, commercial, industrial) to calculate property taxes. Unweighted assessment provides a better indication of the “richness of the assessment base”.

We compared unweighted assessment per capita statistics to other Northern municipalities. As shown in Figure 3.6, Timmins' assessment of \$54,585 is second lowest. This impacts the revenue raising capability of the municipality, but also reflects lower market values for housing.

**Figure 3.6: Unweighted assessment per capita**



**Average Household Income & Property Taxes:** We also comparison average household income across municipalities. As illustrated in Table 3.6, Timmins has an average household income above the group average.

**Table 3.6: Average household income<sup>20</sup>**

<b>2010 Average Household Income</b>	
Thunder Bay	\$69,148
North Bay	\$67,351
Sault Ste Marie	\$68,584
Greater Sudbury	\$75,633
Timmins	\$74,418
Group Average	\$70,179
Group Median	\$68,866
Survey Average	\$88,785

<sup>20</sup> Financial Post 2010 Canadian Demographics.

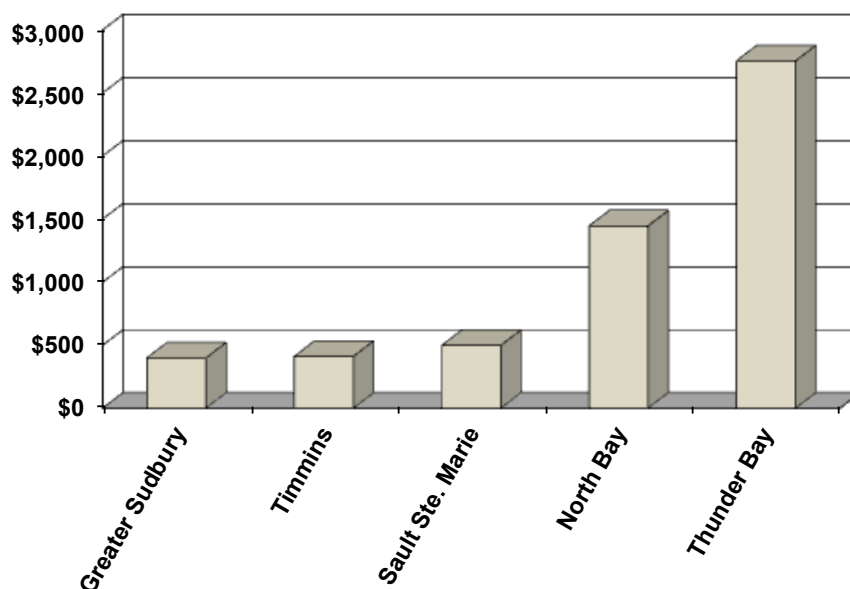
**Property Taxes & Burden:** Table 3.7 provides a comparison of property taxes and water and wastewater costs as a percentage of average household income with other Northern Ontario municipalities. As illustrated below, property taxes as a percentage of average household income is lowest in the survey and including water and wastewater costs are also lowest in the survey.

**Table 3.7: Property taxes across five northern cities**

	Property Taxes on Avg. Dwelling	Water/WW costs	Total Costs	Property Taxes as % of Income	Property Taxes + Water/WW as % income
Sault Ste Marie	\$2,639	\$614	\$3,243	3.8%	4.7%
Greater Sudbury	\$2,905	\$925	\$3,830	3.8%	5.1%
North Bay	\$2,772	\$770	\$3,542	4.0%	5.1%
Thunder Bay	\$3,221	\$760	\$3,981	4.8%	5.9%
Timmins	\$2,767	\$598	\$3,365	3.7%	4.5%
Group Average	\$2,884	\$767	\$3,652	4.1%	5.2%

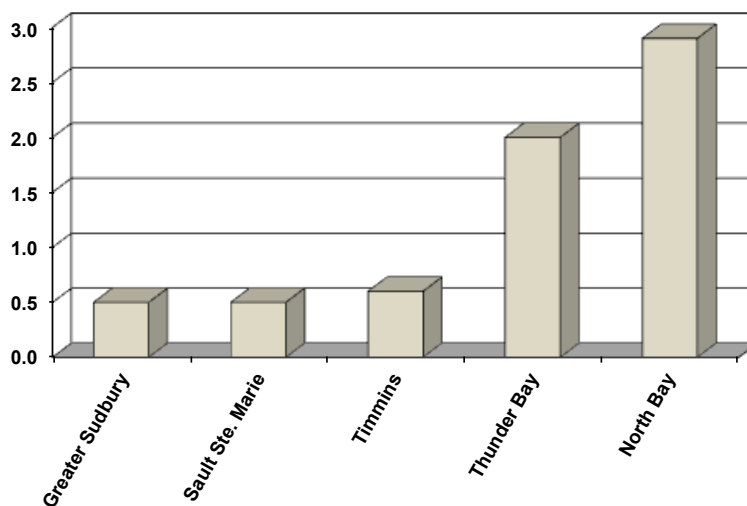
**Debt Outstanding per \$100,000 Unweighted Assessment:** We show debt outstanding per \$100,000 of assessment. Timmins has a lower than survey average of debt outstanding per \$100,000 of assessment (Figure 3.7)

**Figure 3.7: Debt outstanding per \$100,000 assessment**



**Debt to Reserve Ratio:** Credit rating agencies consider a ratio of 1:1 to be financially prudent, in other words, for every dollar in debt they like to see \$1 in reserves. Timmins has a low debt to reserve ratio; for every \$1 of reserves there is only \$.6 in debt. See Figure 3.8.

**Figure 3.8: Debt to reserve ratio in five northern cities**



### **3.4. Employment and labour factors**

A tried-and-true economic axiom is that “people follow jobs and businesses follow people.” Creating jobs within the community is one of the surest ways to attract additional business investment. However, research shows that people don’t follow all jobs equally.

Research has shown that the fastest-growing markets have solidly diversified economies. Further, research has identified a correlation between growing communities and a white collar, knowledge-based workforce involved in business services, finance, engineering and management services. Viable opportunities in business services, management and engineering create vibrant economies nourished by an educated, creative and well-paid workforce.

While the construction and finance industries in particular have contributed towards the economic growth of many communities over the last decade, over-reliance on these types of jobs can have a downside risk. Both industries have been hurt by the downturn in the economy. Moreover, due to the nature of the industry, as construction jobs grow scarce during economic downturns, these workers are rarely absorbed into other jobs in the community: they tend to leave town for greener pastures.



The areas that experienced the highest job generation in 2009-2010 included<sup>21</sup>:

- Professional, Scientific and Technical Services
- Real Estate
- Food Services and Drinking Places
- Administrative and Support Services
- Trade Contractors

Conversely, areas that experienced greater job losses than gains during this time included Primary Metal Manufacturing; Forestry and Logging; and Furniture Manufacturing.

**Table 3.8: Timmins employment by sector**

Industry	Jobs	% of Jobs
Retail Trade	3,592	14.3%
Health Care and Social Assistance	2,943	11.7%
Mining, Oil and Gas Extraction	2,700	10.7%
Educational Services	1,847	7.3%
Construction	1,769	7.0%
Accommodations and Food Services	1,688	6.7%
Manufacturing	1,384	5.5%
Public Administration	1,366	5.4%
Admin. & Support, Waste Management & Remediation Services	1,332	5.3%
Transportation and Warehousing	1,323	5.3%
Other Services (except Public Administration)	1,175	4.7%
Professional, Scientific, and Technical Services	878	3.5%
Wholesale Trade	830	3.3%
Agriculture, Forestry, Fishing, Hunting	618	2.5%
Finance and Insurance	479	1.9%
Information and Cultural Industries	367	1.5%
Utilities	342	1.4%
Real Estate, Rental, and Leasing	320	1.3%
Arts, Entertainment, and Recreational	239	0.9%
Management of Companies and Enterprises	0	0.0%
<b>Total</b>	<b>25,192</b>	<b>100.0%</b>

In the Cochrane District, from December 2008 to June 2010, the Small and Medium Enterprises (SMEs) that experienced the greatest increase included Nursing and Residential Care Facilities; Religious and Grant-making Organizations; Civic and Professional Organizations; and Food and Beverage Stores.

<sup>21</sup> Working Together: A Local Labour Market Plan for the Far Northeast Training Board Region (FNETB) 2009-2012 – 2011 Update using Labour Force Survey data.

During the same period of time, the sectors with the highest rate of employment decline in Cochrane District's SMEs were:

- General Merchandise Stores (-25.6%)
- Truck Transportation (- 22.5%)
- Motor Vehicle and Parts Dealers (-12%)
- Forestry and Logging (-10.0%).

As shown in Table 3.8 the Timmins catchment area has a relatively diverse employment base and does not rely solely on mining. However, the importance of mining activity in the Timmins area is further underscored by the approximate three to one spin-off associated with mining employment, which is not directly reflected in the statistics<sup>22</sup>.

**Table 3.9 Largest public and private sector employers**

Organization	Sector	Total
City of Timmins	Public	940
Timmins & District Hospital	Public	850
Xstrata Copper	Private	723
Goldcorp Porcupine Gold Mines	Private	646
Dumas Contracting	Private	499
Lake Shore Gold Corporation	Private	453
Northeastern Catholic District School Board	Public	420
District School Board Ontario North East	Public	408
Conseil scolaire catholique du district des Grandes-Rivières	Public	405
Wal-Mart Department Store	Private	340
Northern College	Public	268
RLP Machine & Steel Fabrication Inc	Private	250
Chartrand Equipment	Private	206
Child and Family Services of Timmins and District	Public	190
Cochrane Temiskaming Resource Centre	Public	160
Extendicare Timmins Nursing Home	Public	160
On Line Support	Private	155
Eacom	Private	130
Service Canada - Income Security Programs Branch	Public	130
Canadian Mental Health Association	Public	120
Cochrane District Social Services Administration Board	Public	120
Dailey's Your Independent Grocer	Private	120
Metro Supermarkets	Private	120
<b>TOTAL:</b>		<b>7,813</b>

<sup>22</sup> City of Timmins 2011 Economic Report, using McSweeney & Associates, Timmins Complete Manifold Data 2010.

Note that of the top 20 employers, 53% of the jobs are with public sector employers, and 47% are with the private sector.

### 3.4.1 The critical role of small business

Small- and medium-sized businesses make a significant contribution to the Timmins economy. Table 3.10 demonstrates that such businesses (1 to 49 employees) comprise 96% of the businesses in the City of Timmins.<sup>23</sup>

**Table 3.10: Distribution of employees by business size**

Number of Employees	Number of Businesses	% of Businesses
1-5	1,307	68%
6-10	253	13%
11-25	211	11%
26-49	81	4%
50+	74	4%
<b>Total</b>	<b>1,926</b>	<b>100%</b>

### 3.4.2 Labour force indicators

Growth in the labour force implies expanding potential. The rate of employment in a community is both a measure and driver of the community's ability to support its local business sector. A decline in employment base or higher-than-average rates of unemployment can be a warning signal that overall economic activity may be declining.

The **unemployment rate** is the percentage of the labour force that actively seeks work but is unable to find work at any given time. It is a key indicator of the health of the economy and of society more generally. When economic growth is strong, the unemployment rate tends to be low. As shown in the following table, the unemployment rate in Northeast Ontario exceeded the Provincial average in each of the three periods measured. In May 2010, Northeastern Ontario unemployment rates were the second highest among all economic regions in the province. However, it is worth noting the significant reduction in unemployment rates in Northeastern Ontario from May 2010 to May 2011, consistent with the changes experienced province-wide. Forecasts indicate that the Ontario unemployment rate will slowly retreat from its highs, remaining above 8% this year and falling to below 7% in 2014.

<sup>23</sup> 2010 Trade Index compiled by the Timmins Economic Development Corporation extrapolated from the 2010 Trade Index.

The **employment rate** is the percentage of total number of working-age people (includes working age people not actively seeking employment) who have jobs. The employment rate shows a community's ability to put its population to work and thereby generate income to its citizens. Municipalities with higher employment rates are likely to have higher standards of living, other things being equal.

According to Service Canada, employment in the Northeastern Ontario economic region increased by 7,200 from May 2010 to May 2011. All jobs were in full-time employment (+8,000) partially offset by losses in part-time employment. This caused the employment rate to increase from 54.4% to 56.0% in Northeastern Ontario. This region consists of the districts of Algoma, Sudbury, Cochrane, Timiskaming, Nipissing and Manitoulin.

### 3.5 Economic factors

The world economy is expected to grow approximately 4 1/2 % each year in both 2011 and 2012 as follows<sup>24</sup>:

- Advanced economies growing at only 2-1/2 %
- Developing economies grow at a much higher 6-1/2%

Given the improvement in financial markets, buoyant activity in many emerging and developing economies, and growing confidence in advanced economies, economic prospects for 2011-2012 are good, notwithstanding new volatility caused by fears about disruption to oil supply.

Table 3.11 reflects historical changes in output as well as forecast changes.

**Table 3.11: Historical changes in output**

	<b>2008- 2009</b>	<b>2009- 2010</b>	<b>2010- 2011</b>	<b>2011- 2012</b>
Change in World Output	-0.50%	5.00%	4.40%	4.50%
Advanced Economies	-3.40%	3.00%	2.40%	2.60%
US	-2.60%	2.80%	2.80%	2.90%
Canada	-2.50%	3.10%	2.80%	2.60%
Emerging Economies	2.70%	7.30%	6.50%	6.50%

In most advanced economies, output is still far below potential, with Canada's GDP projected to expand by 2.6% from 2011-2012. The strong Canadian dollar is expected to continue to be a drag on growth. Commodity prices have increased more than expected, reflecting a combination

<sup>24</sup> International Monetary Fund (April 2011).

of strong demand growth and supply shocks. These commodity price increases are due to structural changes, cyclical effects, social factors and market pressures.

Rapid growth in emerging and developing economies has lifted and changed the pattern of commodity consumption. In advanced economies, inflation is projected to return below 2% in 2011, settling at about 1 1/2 % during the course of 2012 as food and energy price hikes abate and wages accelerate only gradually amid weak labour markets.

Ontario was one of the hardest hit provinces during the recent recession. A major factor in Ontario's recovery will be the recovery of the American economy given that 80% of Ontario's exports are with the US. A near-parity Canadian dollar continues to put pressure on the highly export-oriented industries. Another major factor in Ontario's economic forecast is the ability to diversify trade with other partners, including emerging markets such as Brazil, Russia, India, and China, which are projected to grow more rapidly over the mid-long term.

*There are considerable opportunities to export specialized knowledge to developing countries such as Brazil, Russia, India and China. Timmins has particular strengths in areas such as mining and related services, forestry, and French language services.*

The median real GDP growth forecast for Ontario in 2011 is 2.6% and an additional 2.6% in 2012, slower than the national growth based on eight recent private sector forecasts<sup>25</sup>. However, the forecast for manufacturing is better. It is anticipated that the Ontario economy will also grow by 2.6% in 2012 with the removal of government stimulus and fiscal consolidation along with slower growth in exports.

The province's export-oriented industries will continue to struggle under a currency at par and below normal U.S. import demand. The fastest-growing industries are mining, construction, transportation and warehousing, information and professional business services, retail and wholesale trade, and finance and insurance. Further, business investment spending stands out as the most robust sector of the economy growing at an average 6% annual rate during the forecast period. The Conference Board of Canada forecasts Ontario's manufacturing GDP will increase by 3.8% in 2011.

Inflation spiked higher in 2011 due to higher energy and food prices, but should settle down in the following three years to just above 2% annually.

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<sup>25</sup> Industry Canada (June 2011) Ontario Economic Overview.

### 3.6 Industrial sector analysis

The following section focuses on the industries most important to the economy in Timmins, and reflects trends experienced across Northern Ontario.

#### 3.6.1 Overview

As identified in the City of Timmins' 2011 Economic Report, the recession has impacted Northeastern Ontario differently than the rest of the province. For example, commodity prices for base and precious metals have gone up in 2009 and 2010 compared to their average from 2000 to 2008. This is very important for the region because resource extraction is still the major economic activity in Northeastern Ontario. As stated in the Canadian Mining Magazine, although 2009 was a difficult year for some Northern Ontario communities, there was a renewed sense of optimism in Ontario's mineral sector in 2010. Exploration and deposit appraisal expenditures soared, mines continued to re-open and the financing required for mineral development in Ontario remained available. Ontario is among the top ten jurisdictions for exploration spending worldwide—even when ranked against entire countries. Most gold mines are expanding, other metal mines have resumed production and several new mines are under construction.

*The recent burst of activity in Ontario's mineral sector has also uncovered some systemic problems, such as an aging workforce, a lack of young miners and an ongoing difficulty in attracting new workers into the profession. This suggests that communities must develop long-term plans to promote the mining profession and provide state-of-the-art training. Timmins must work closely with its education providers and the provincial and federal governments to put such programs in place.*

Canada's mining future is buoyed by the existence of a stable political environment and the existence of large resource deposits and potential. This coupled with strong global demand and high mineral prices, will result in a strong mining future for Northern Ontario. Industry Canada reported that in the fourth quarter of 2010, Ontario's mining GDP increased 9.5%, the fourth consecutive quarterly gain. Employment in mining also increased in Ontario for the second quarter in a row, up by 12.6% in the fourth quarter compared with the same period in 2009. Growth was driven by gold and silver ore exports, which increased 122.3% and this has spurred more gold mining in Ontario.

The rebound in jobs and output is encouraging as both fell sharply during the recession. The outlook for 2011 is positive, although labour shortages in the mineral sector have become a significant issue. There is an aging workforce, along with a lack of young and female miners. The Mining Industry Human Resources Council found in its annual survey that over 50% of employees working in the mining industry are 45 years of age or older; the average age for retirement in the industry is 59.5 years. As stated by the Mining Industry Human Resources Council: “experience has shown that it can be hard to attract new workers into the mining profession”. Increased relationships between the industry and educational institutions would help attract workers and make sure they have the right skills.

According to the Federation of Northern Ontario Municipalities, a high dependency on the resource sector leaves Northeastern Ontario’s economic well-being vulnerable to boom and bust cycles. One of the challenges is that mining is not a short-term activity, it takes years of exploration and development to bring a mine to production. All of the permitting, assessment, and consultation work that goes along with bringing a mine into production can add years to the process. However, there are many spin-off benefits beyond the mine itself; there are many industries built to support mining, such as construction, communications, suppliers, transportation, and utilities; and services such as legal, environmental, and financial are used in the development and operation of a mine.

### *The Cliffs Natural Resources*

*ferrochrome refinery project could create 500 local jobs if the company chooses to locate its smelter in Timmins. The site selection process depends on a range of factors, including transportation infrastructure, availability of labour, energy rates and municipal incentives.*

Global demand for Canada’s metal and non-metallic minerals is expected to be strong over the medium term. The global economic recovery is putting upward pressure on commodity prices, suddenly making mines in remote Northern areas viable.

A few promising new mining centres have emerged in the North. Large chromite deposits have been discovered in the so-called “Ring of Fire” area in the James Bay Lowlands<sup>26</sup>. The Ring of Fire refers to the massive deposit located near Webequie. This is the only chromite deposit in North America and could be the largest in the world. The project will develop several new mines in the next five to ten years, in order to extract the chromite needed for stainless steel. The Ring of Fire offers considerable potential for the mining industry. Capreol, Timmins, Thunder Bay

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<sup>26</sup> Industry Canada (2011) Ontario Economic Overview—June 2011.

and Greenstone are potential sites for a smelter related to the chromite project. The smelter would create 500 jobs during construction and 350 jobs during operation.

“The potential for production in the region is likened to the scale of some of the historic mining camps in Ontario, including Sudbury, Kirkland Lake, and Timmins, all of which have been in production well on a century,” said Christine Kaszycki, assistant deputy minister, Ring of Fire secretariat with the Ministry of Northern Development, Mines and Forestry.

Northern Ontario is positioned to sustain its global mineral industry leadership position and become more competitive through continued innovation, expansion into more value-added activities, new product development and the adoption of leading edge technologies. In mining and forestry, there will be greater emphasis on new technologies, value-added products and services and sustainable resource management practices.

The forestry sector is another major economic sector for Northern Ontario, including Timmins. This sector had been in decline due to the recession and prior to the recession due to illegal tariffs placed on Canadian softwood lumber by the American government, the decline in the housing bubble, and the downturn in the traditional newsprint media. Production peaked in 2000 but has since been declining gradually, despite peak demand created during the U.S. housing bubble. As the sector was already losing ground, the effects of the recession exacerbated the situation.

Between 2000 and 2009, output fell by almost two-thirds. Employment also experienced important declines over the last decade, especially in 2007, 2008, and 2009<sup>27</sup>. In fact, forestry has lost more than 135,000 jobs across Canada between 2000 and 2009.

Forestry and related manufacturing posted some notable gains coming out of the recession but look to grow more slowly. It is anticipated that U.S. housing starts will rise a little in 2011 and climb to above one million units in 2013. The demand for pulp and paper products also increases with the U.S. economic recovery; however, the market for newsprint in the U.S. is not growing due to technological changes, though it is growing outside of North America.

With more than half of Northern Ontario living in the cities of Thunder Bay, Greater Sudbury, Sault Ste. Marie, North Bay and Timmins, these cities act as gateways to the North, attracting new investment to surrounding regions. In this role, Timmins has grown as a regional centre to support the surrounding communities. The City has a regular market draw of approximately 120,000 people, which has been steadily growing in recent years.

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<sup>27</sup> Statistics Canada, Provincial Gross Domestic Product by Industry.



Collective action by communities to jointly pursue regional priorities tends to yield greater success than isolated, fragmented community advocacy, although in practice this has proven to be challenging. Collaborative regional economic planning takes into account infrastructure, labour force, environment and socio-economic circumstances to build an integrated long-term plan to achieve shared economic priorities. Economic regions capitalize on local strengths in a way that makes greater use of financial and technical resources, builds stronger, more inclusive networks and creates sustainable employment.

Timmins' growth, like many northern municipalities, has been driven by the mining and forestry industries. This dependency on resources has left the area vulnerable to world commodity prices, corporate policy changes, economic cycles in the resource industries, Canadian exchange rate fluctuations and change in government policies for North America. These forces have proven to be significant and underscore the value of and the need for diversification and innovation.

While the loss of employment at the Xstrata site is significant, the unemployment rate has not been significantly affected due to high gold prices, the reactivation of several mines, and significant discoveries in the James Bay lowlands. This phenomenon can mask the need for ongoing planning and investment in diversification opportunities. With the potential for new market developments in natural resources, energy and tourism, the North will need to make new investments to support growth, and build a more established culture of entrepreneurship and innovation.

Mining continues to be at the heart of the community, but the Timmins economy has diversified somewhat to include other growing sectors such as health, government services, customer care, education and retail. Research and technology-based start-ups are contributing to the emergence of new sectors in Northern Ontario such as health, the bioeconomy, renewable energy, digital media that will play a greater role in the local economy. These sectors, which are developing alongside primary industries, effectively facilitate the continued development of the primary industries. Included in these enabling industries are utilities and construction. As long as resource sectors expand, they will drive these enabling industries to grow as well. Further, commercial services will emerge as the need and opportunity for them arise out of growth in the primary and enabling industries.

*Timmins' dependency on natural resources has left the area vulnerable to world commodity prices, corporate and government policy changes, and fluctuations in the Canadian exchange rate. Its economy is currently booming, which makes it the ideal time to invest in long-term projects that will facilitate greater economic diversity in the future.*

An integral part of developing the future workforce for Timmins is the alignment of educational programs to areas of employment growth. Key investments in broadband for the health, education and research sectors have already stimulated new economic growth for knowledge-based activities. Moreover, they have reduced the distance barrier and helped improve service delivery in a wide range of sectors for Timmins and the surrounding region.

Evidence of this growth is the percentage of employment in professional, scientific and technical services, a figure that has doubled in the North since 1987. Agriculture and aquaculture offer expanded local and niche market opportunities, as well as potential for research and innovation in bio-products. In tourism, new products and services will appeal to domestic and international visitors.

The next section of the Environmental Scan provides an overview of the primary industries in Timmins.

### **3.6.2 Mining/Metallurgical sector**

Timmins was founded in 1912 as a byproduct of the Porcupine Gold Rush. Its slogan, “the City with the Heart of Gold” attests to the importance of resource development. Timmins is located in one of the oldest geological formations in the world, the Precambrian Shield. It is also one of the richest sources of minerals in the world. The Timmins camp is a source of gold, silver, nickel, copper, cadmium, indium, talc, zinc, sulphur, stone, selenium, serpentine, silica, and platinum. Non-metal mining consists of granite/marble, hedmanite and magnetite.

Approximately 10.7% of Timmins employment is in mining gas and oil extraction sector; the third largest sector in the community<sup>28</sup>.

The Ontario mining industry is currently enjoying a very robust cycle driven by global demand. According to the October 2010 World Economic Outlook, base metal markets are in a phase of increased scarcity, as reflected in the rise of the trend component in prices over the past decade or so. This is also due in part to increasing metal demand from emerging market economies, particularly China.

According to Canadian Business Journal, with the current record-high prices for silver and gold, Timmins is now in the spotlight. “Right now there are approximately 90 exploration companies with a vested interest in the Porcupine Camp. Collectively, they are investing millions in the City’s economy while they explore this vast area hoping to discover the next significant ore body. Everyone benefits with the strength of silver and gold; retail, accommodations, restaurants, gas stations, safety supply stores, big box stores, all see incremental business... and this fuels

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<sup>28</sup> City of Timmins 2011 Economic Report, McSweeney & Associates: Timmins Complete Manifold Data 2010.

additional interest in Timmins and the surrounding communities from other businesses looking to capitalize from the gold rush”.

Gold has been the key driver behind much of the mine development and exploration expenditures across Northern Ontario in 2010. Lake Shore Gold in Timmins is nearing commercial production. Chris Hodgson, President of the Ontario Mining Association stated that Goldcorp has earmarked \$335 million for its Porcupine operations in the Timmins area. Lake Shore has invested \$186 million to bring its Timmins West gold mine into production and further investment on the adjacent Thunder Creek property is expected. Goldcorp announced that it will be sinking a new underground shaft at its Hoyle Pond site. The Hollinger Mine continues to move forward with permitting for three open pits. Lake Shore Gold Corp. has entered into active production on the west end of the community and plans to hire 80-100 new employees over the next year. Detour Gold, located near Cochrane, is also beginning construction, which will benefit the Timmins industrial supplier network. Mining exploration projects continue in Timmins, reflecting significant future opportunities.

*Over the next several years, the Timmins economy should benefit from the development, expansion and reactivation of several mines, including Timmins West, Hoyle Pond, Hollinger Mine, and Detour. This in turn benefits not only mining suppliers, but a wide range of other retail businesses and service providers in the region.*

Xstrata Copper is the fourth largest global copper producer. Xstrata Copper Canada's Kidd Mine in Timmins is the world's deepest copper/zinc mine operating with 625 employees and 400 contractors making it the largest employer in the area. However, Xstrata shut down two of the three facilities at the Kidd Metallurgical Site in 2010, resulting in the loss of 670 direct jobs.

That being said, the impact of the shut down was softened by increases in construction and mining throughout Northeastern Ontario. According to Donna Lazure, Chairperson of the Kidd Metsite Action Centre (a centre funded by the Government of Ontario and Xstrata to assist workers displaced by the closure), of the 670 workers displaced, approximately 80% of workers are now re-employed. Furthermore, Xstrata recently announced the possible extension of its mine operations from 2017 to 2018, and possibly to 2020.

Dr. Christine Kaszycki, the Associate Deputy Minister of Mines for Ontario and the person named by Queen's Park as the Coordinator for the Ring of Fire initiative has stated that the project is expected to see the development of several new mines in the next five to ten years to

extract chromite. There is no substitution for chromite in the manufacturing of stainless steel and there is no other significant source of chromite in North America. This creates a significant opportunity to capture market shares in both US and European markets.

Paul Semple, Chief Operating Officer of Noront Resources suggests that the Ring of Fire needs to be viewed as a mining camp that will draw expertise and labour from Timmins and other communities throughout the North. Semple said they're looking at copper-nickel production beginning in 2016 to be followed by the startup of chromite production in 2020.

From Timmins' perspective, just as important as the chromite mining is the fact that the project requires the construction of a chromite production facility. A production facility cannot be built at the mine site, because the boggy landscape is too soft to support such a complex. In addition, the site lacks power and rail. Many Northern communities such as Timmins, Sudbury, Thunder Bay and Greenstone are hoping to attract the smelter. The Associate Deputy Minister stated that Timmins is well positioned to provide supplies and services due to its expertise in the mining sector.

### **Impact of the Xstrata Copper Mine Closure**

Part of the Environmental Scan included an assessment of the potential impact that the pending Xstrata Copper Mine closure would have on local employment<sup>29</sup>. There is a number of factors that could mitigate the job losses, particularly given that the closure is planned for some time between 2018 and 2020. For example, should the City of Timmins be successful in attracting the ferrochrome smelter, it is estimated that 350 jobs could be created for construction as well as 500 positions at the smelter facility. In addition, mining exploration continues in the area and expansions to new staffing are planned by Lake Shore Gold Corp. (80-100 in the next year) and Xstrata is planning to add 60 new positions to undertake more development work that may result in additional positions in the future. As discussed previously, the average age of mine employees is 45 years and an average retirement age of 59.5. This will provide opportunities for new employment as retirements occur, but may also create labour shortages until training programs can catch up with the demand.

The Policy and Economic Analysis Program Institute for Policy Analysis, at the University of Toronto prepared a report that was used extensively to assist in the analysis of the impending Xstrata mine closure<sup>30</sup>. This provided an understanding of the direct and indirect impacts on the local economy in terms of employment.

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<sup>29</sup> Ontario Mining: A Partner in Prosperity Building - The Economic Impacts of a 'Representative Mine' in Ontario. Policy and Economic Analysis Program Institute for Policy Analysis. University of Toronto. December 2007.

<sup>30</sup> Ibid.

It is well recognized that the contribution of a mine is clearly impressive, having important impacts on both employment and economic output. The Xstrata Copper Mine does not operate in isolation but rather through a broad series of links with suppliers and service providers. In addition to providing quality jobs and training for approximately 625 employees, there are many other jobs that are indirectly supported by employment at the mine. The University of Toronto estimated the total employment related to a mine similar to Xstrata. This information was then used to extrapolate the results using actual Xstrata Mine figures. Econometrics Research Limited also prepared information on the closure of the facilities at the Xstrata Metallurgical Site, and this provided another source of information to reflect potential impacts.

As identified in the Ontario Mining report,<sup>31</sup> two layers of indirect and induced employment impacts have been quantified. That being said, there are also other spin-off benefits that can not be quantified due to the difficulties in making an estimation of the impact.

The indirect impacts are defined as those being “one layer below” direct mining positions. These consist of:

- purchases that the mine makes during construction and production (its ‘inputs’).
- purchases that the mine suppliers must in turn make to facilitate their own production (‘inputs into outputs’).
- transportation facilities, accounting, financial and scientific services, and machinery and equipment maintenance.
- the inputs required to produce the mine’s purchased inputs – for example, the replacement parts that are needed to maintain the machinery at the mine, and the steel that goes into those parts, and the energy and transportation services needed to produce the steel. The ‘backward chain’ of inputs into inputs is quite extensive.

On a second level below the actual mining jobs are the induced economic impacts. These are the economic impacts that result when miners and employees that support the mines spend their wages in the community. To the extent that these consumer goods and services are produced in Ontario, there is a further economic impact on the province. Moreover, this level has a backward input chain to it as well, since consumer goods, or services, require their own inputs which may also be produced in Ontario and generate further wage earnings. There is also an additional, but rather small effect, as those working to provide consumer goods and services to the mine employees and the upstream employees in turn spend their own after-tax wages.

Impacts that have not been quantified include:

- The local or regional impacts of the representative mine. The mine’s own building or production activity is local, but so will be some of the indirect and induced impacts

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<sup>31</sup> Ibid.

identified at the first and second levels down. The study undertaken by the University of Toronto found that a large proportion of the economic impacts of a representative mine that stay in Ontario also stay in the local area.

- There is a wide network of important but effectively unquantifiable economic and social impacts that spread out from the activity of the representative mine. Most notable among these are the economic activity associated with maintaining the local community: Municipal workers, teachers, police, fire and health care. Mining companies make many direct contributions to the well-being of their communities - for instance, in the provision of medical centres, sports facilities and community centers. In larger communities and in mining regions they support and fund universities, colleges and research facilities.
- Local communities also benefit from the spending of the generous pensions earned by retired mine workers and there is ongoing economic activity generated from environmental monitoring and protection and from mine rehabilitation costs.
- Finally, a representative mine situated in Northern Ontario makes a special contribution to the well-being and development of Aboriginal communities with targeted efforts to employ and make available entrepreneurial activities to Aboriginal workers in mining activities and to sustain and develop the surrounding communities.

As shown in Table 3.12, the analysis indicates that the ratio of indirect and induced employment in relation to direct mining employment is 3.2:1. We used the methodology employed in the University of Toronto report: Ontario Mining: A Partner in Prosperity Building - The Economic Impacts of a 'Representative Mine' in Ontario as a template and extrapolating using the same assumptions.

**Table 3.12: Impact of mining employment**

Employment Category	Description	Typical Ontario Mine	Xstrata Model
Level 1- Direct	Mine employees (including contractors employed directly at the mine/mill site.	480	625
Level 2 - Indirect	Transportation, equipment, engineering, scientific and professional services	1,103	1,436
Level 3 - Induced	Spin-offs related to spending by direct and indirect employees	697	908
Level 4 - Diffuse	Employment related to external services such as teachers, police, healthcare etc.	Not quantified	Not quantified
Total	Direct, indirect and induced impact	2,280	2,969
Local Area Impact Excluding Diffuse		1,519	1,978
Ratio of Indirect + Induced to Direct Impact		3.2:1	3.2:1

A further study undertaken by Econometrics Research Limited on behalf of the Timmins Economic Development Corporation found the impact to be less significant in the Metallurgical

Site closing. Local area job losses were more in the range of 840 positions, compared with 1,978 noted above. Details on the calculations and assumptions from this study were not available.

As discussed earlier, there are a number of factors that could mitigate the losses. This was the case with the May 2010 job losses at Xstrata Metallurgical Site, for which it is estimated that more than 80% of those that lost their job have since re-entered the workforce.

### **3.6.3 Forestry sector**

The decline in the forestry sector in Timmins is similar to that seen in the rest of Northeastern Ontario. From 2008-2009, employment in the Forestry and Logging industry declined by more than 10% in the Cochrane District. Due to the U.S. housing crisis, trade regulation disputes and the impending Endangered Species Act, this industry is in the process of reinventing itself in order to meet current demands such as the emerging bioeconomy. Tembec and Grant are no longer in operation in the community. However, Domtar has been purchased by Eacom and continues to employ more than 100 workers at the Timmins sawmill.

The potential of the forestry industry in the North depends on the availability and renewability of the forest as well as the demand for Canadian forest products. The supply of forest products depends on many conditions including geographical factors, natural environmental forces, and demographic factors affecting the availability of workers. Demand for Canadian forest products will depend on a number of factors, but foremost on the industry's ability to diversify its product mix and geographic markets<sup>32</sup>. The U.S. continues to be the principal buyer of Canadian forest products, and the U.S. housing crisis has shown the vulnerability of Canada's forestry industry. Based on an analysis that assumes a U.S. housing recovery, residential construction is expected to grow at an annual compound rate of 15.4% between 2010 and 2015. Between 2015 and 2030, residential construction is expected to grow at a much slower compound annual rate of 1%. Slower growth in residential construction may reduce forest product exports to the U.S. over the long run<sup>33</sup>.

According to the Canadian Council of Forest Ministers Innovation Working Group; Forest Sector Innovation Frameworks, the demand for forest products should gradually shift from the U.S. to Asia, but this will also depend on a number of factors. For example, the Chinese demand for Canadian wood products will depend on their overall economic growth, the acceptance of wood as a building material, and the trend in population migration from rural to urban areas.

Demographic factors may restrain industrial growth over the long term. The proportion of forestry workers aged 55 and over has increased through time. The aging of the population and

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<sup>32</sup> Conference Board of Canada, Mapping the Economic Potential of Canada's North, December 2010.

<sup>33</sup> Natural Resources Canada, The State of Canada's Forests.

population migrations to urban areas in southern Canada may limit the supply of forestry workers over time.

The ability of the forest industry to adapt to changing supply and demand characteristics will determine its performance of the industry over the long run. This puts the industry in a position where changes are necessary in order to move forward. The recovery of the U.S. economy should provide a boost to the industry. However, to continue growing, it will have to become more competitive in the international market and gain greater access to foreign markets in Asia. To face the competition, the industry will likely have to shift its production toward value-added products and invest in cost-efficiency technologies. Environmental regulations on greenhouse gas emissions may also create a setting for a market for wood residuals and wood pellets. For example, Ontario's initiative to eliminate coal from Ontarian power plants may provide an incentive to invest in wood pellets in the province.

Northern Ontario forestry supply and service firms have expertise that can be exported to forestry operations nationally and internationally. Given the challenges faced by large producers, entrepreneurs have become creative in their forestry operations, finding specialty and niche markets – e.g. offering manufacture specialty and custom orders. New areas for market growth are expanding in fields such as biocomposites and nanotechnology, biofuels from wood pellets, environmentally sustainable products and green building components. Northern forests also play an increasing global role in carbon sequestration and climate change mitigation<sup>34</sup>. By investing in research, Northern Ontario can become a world leader in mitigating climate change.

### 3.6.4 Education sector

Post-secondary institutions play a significant role in developing the much needed skilled labour force. In order to align the supply of labour with job opportunities, there is a need to link post-secondary programs with the future needs of employers and ensure that these are consistent to areas of growth. Further, there is a need to strengthen the link between high schools and post secondary institutions in Timmins to help students in selecting post secondary programs where jobs will be available in the future.

*Timmins' post-secondary educational services have all seen major upgrades over the past two years. Recent developments include a new campus for College Boréal and Université de Hearst, and new wings for Health Services and Trades and Technology at Northern College.*

To support economic growth, Timmins' post-secondary educational services have all seen major upgrades during the year 2009. For example, Northern College expanded to include a 33,000 sq.

<sup>34</sup> Places to Grow – Growth Plan for Northern Ontario, October 2009.



foot Centre for Trades and Technology, featuring classrooms and labs with Smart\* technology, multi-trades shops, science and “green” and other technology labs to improve access and quality in education. This increased enrolment by 120 students and created five new jobs at its Porcupine campus, helping more graduates start careers in the North. The new centre will offer programs such as heavy-duty industrial mechanic, carpentry, mechanical industrial millwright and green technology training. The new College Boréal campus was completed for the Fall 2009 semester. College Boréal also includes a campus of Université de Hearst.

A University Committee hosted by the TEDC launched a recruitment campaign to attract English-language university institutions to Timmins. The goal is to provide post-secondary opportunities to students in Northeastern Ontario and to slow down the “brain drain” from students who decide to stay down south upon the completion of their undergraduate studies.

There is a moratorium on building additional campuses in Ontario, but the Committee is seeking new models for bringing course offerings to Timmins.

*The TEDC English University Committee is spearheading the effort to bring more University degree programs to Timmins, using a combination of technology-enabled and classroom-based courses. This innovative approach to increasing post secondary education access is supported by the Northern Ontario Growth Plan.*

Educational institutions are also a major employment sector of the Timmins economy. Approximately 7.3% of Timmins employment is in education sector; one of the largest sectors in the community<sup>35</sup>. This includes primary, secondary, and post secondary educational institutions.

### 3.6.5 Construction

According to the City of Timmins 2011 Economic Report, using McSweeney & Associates, Timmins Complete Manifold Data 2010, approximately 7% of Timmins employment is in the construction sector; one of the largest sectors in the community.

Where primary industries are focused on the harvesting of natural resources—such as minerals, oil, timber, or fish—the construction industry, like the utilities industry, is much more dependent on the development of other industries and communities. Both the construction and utilities industries have complex relationships with primary industries as they are both necessary elements in the success of primary industries. As such, growth opportunities for construction and utilities are tied to the development of primary industries.

<sup>35</sup> City of Timmins 2011 Economic Report, McSweeney & Associates: Timmins Complete Manifold Data 2010.

Construction is most active where there is a growing and thriving community. It is the needs created by these communities and their primary industries that drive the construction industry in the region; both residential and non-residential. It is an industry that is not only dependent on the successes of other industries and the economy in general, but it is also one that tends to follow these other industries.

Timmins has enjoyed a boom over the last few years, with significant developments taking place in industrial, commercial and residential properties. These developments strengthened Timmins' role as the regional centre for retail, services and supplies.

### 3.6.6 Retail trade sector

In 2010, the retail and wholesale trade sectors represented a combined 12.4% of Ontario's GDP and employed nearly 974,400 people<sup>36</sup>. The retail market structure has changed considerably in recent years. One of the key changes is the addition of a number of large non-Canadian retailers (mainly from the United States). They have established a significant presence in Canada, bringing with them new approaches to doing business, such as use of the "big box" retail format, everyday low pricing, and advanced logistic systems.

Several Canadian retailers are transforming themselves to compete successfully with these large newcomers –often on the basis of better service or niche offerings. In some sectors however, local independent retailers have all but disappeared. In the short term, Canadian consumers have benefited from the lower prices and added convenience associated with the changed retail market structure. This has not come without a cost: the new retail environment is far more homogenous and concentrated than it once was.

*Timmins has grown as a regional centre for shopping and commerce in Northeastern Ontario. For example, the City's west-end cluster of big box stores attracts shoppers within a 150 km radius. As of 2010, retailers employed 14.3% of Timmins residents.*

Timmins has grown as a regional centre for shopping and commerce in Northeastern Ontario. Approximately 14.3% of Timmins employment is in the retail trade sector; the largest sectors in the community<sup>37</sup>. This is equivalent to approximately 3,600 employees. Timmins has grown as a regional centre for shopping, cultural events, commerce and health services in Northeastern Ontario.

<sup>36</sup> Industry Canada, Ontario Economic Overview, June 2011

<sup>37</sup> City of Timmins 2011 Economic Report, McSweeney & Associates, Timmins Complete Manifold Data 2010.

Retailers in Timmins –as in the rest of Ontario– have experienced challenges during the recession, and this trend is expected to continue. Retailers will face increasing costs for food and energy, which are expected to rise between 5% and 7% this year, partially caused by high oil and gasoline prices.<sup>38</sup> This is coupled with the challenge of maintaining a qualified, trained workforce in a competitive environment where wages are typically lower than other sectors of the market, and where profits have been declining.

### **3.6.7 Health care and social services sector**

Approximately 11.7% of Timmins employment is in the health care and social service sector,<sup>39</sup> the second largest sector in the community. Timmins and District Hospital is a major referral health care centre for Northeastern Ontario, particularly the Cochrane District. The Hospital has an active physician recruitment committee and has been very successful. However, as is the case for all of Northern Ontario, Timmins is still considered medically underserved.

Feedback from the focus group sessions reinforced this issue. Issues related to the aging population include:

- Lack of physicians, nurse practitioners, specialists.
- Low awareness of current clinics/services.
- Transportation and access to local services for outlying communities.
- Lack of sector-specific education and training opportunities for students, interns and allied health workers, e.g. in geriatrics.
- Lack of follow-up and supports in community.
- Lack of funding for mental health specialists, clinics, education and training, and personal medical expenses (medication, supplies and nutrition).

This lack of services can be turned into a significant opportunity to improve the delivery of health care services throughout Northern Ontario. Approaches should include building on new technology, leveraging information and technology infrastructure, and capitalizing on northern research.

At the time of this report, there are two significant new health facility developments in Timmins. The Autumnwood Mature Lifestyle Community is a conversion of the old St. Mary's Hospital into a senior's residence complex with both independent and assisted living units. Extendicare Timmins is expanding by 50%, from 119 to 180 long-term care beds.

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<sup>38</sup> Industry Canada, Ontario Economic Overview, June 2011.

<sup>39</sup> City of Timmins 2011 Economic Report, McSweeney & Associates, Timmins Complete Manifold Data 2010.

### 3.6.8 Digital economy and e-business

In a global marketplace, access to high-speed internet has become a minimum requirement for businesses to operate competitively. Economic growth is tied closely to broadband capacity and access. The northern Information and Communications Technology (ICT) sector is rapidly growing. Specialized activities and niche markets include resource mapping, global positioning systems, geographic information systems and radio frequency identification systems.

Timmins has a state-of-the-art telecommunications system. According to the results from the 2009 Connectivity Survey, undertaken by North Eastern Ontario Communications Network Inc. (NEONet), 95% of businesses in the City of Timmins have the Internet with an additional 2% stating they will acquire the Internet within the next twelve months.

Ontera, the telecommunications division of Ontario Northland, is completing a world class, high capacity fiber optic network that will provide enhanced telecommunications services and reliability.

Forestry and mining sectors rely heavily on ICT for resource mapping. This can provide both new business opportunities and greater efficiency of the North's traditional resource industries.

### 3.6.9 Food and agriculture

The agriculture sector makes an important –if relatively low-profile– contribution to Northeastern Ontario's economy.

There are significant opportunities for growth in this sector. The recent negative publicity linked to tainted food from suppliers in China and Asia has given rise to a new appreciation for small-scale, locally-grown food. This is particularly evident among Western middle-class consumers.

According to the Ministry of Agriculture, farming is a \$190 million dollar a year industry in Northern Ontario. Over 6,200 people are employed in agriculture and food processing. Dairy and beef account for 80% of all Northern farming activity. Northern Ontario's freshwater cage aquaculture industry is the largest in Canada and has the opportunity to expand production while ensuring environmental stewardship.

*Social trends such as the 100-mile diet and locavorism (eating local foods*

*wherever possible) have resulted in a spike in popularity of locally-grown foods, with an accompanying price premium.*

*Such trends present a new opportunity for Northern Ontario's agriculture*

*industry, both locally and provincially.*

### 3.6.10 Bioeconomy

According to Ontario's growth plan for Northern Ontario, the bioeconomy is a natural extension of the North's forestry and agriculture sectors and already employs about 4,000 people. With the global market for renewables and bioproducts expected to grow \$125 billion, the job creation potential of this sector is substantial.

Areas of potential economic growth include the production of bioplastics, composites and chemicals as well as using waste wood, grasses, trees and algae as renewable energy sources. To plan for the future, the North needs research, development and commercialization strategies, entrepreneurship support and investment attraction to speed innovation, stimulate business start-ups and encourage expansions.

### 3.6.11 Knowledge economy

Northern Ontario offers a unique jurisdictional advantage in natural resources, and therefore offers opportunities for more innovative and creative forms of economic development. Particular strengths for Timmins include expertise in high tech mining, eco-friendly forestry and reclamation. It can be highly advantageous for mining and forestry companies to have research and testing facilities in geographical proximity to working operations. These industries are linked to the new economy because resource companies must embrace knowledge intensive innovations to remain competitive.

*Knowledge economy jobs –also known as those that form “the creative class”– are among the most sustainable jobs. These include such occupations as industrial research, engineering, health management, translation, editing, writing, etc. These types of jobs require a high level of skill, are well-paid and less susceptible to boom and bust cycles.*

The community's relative isolation has also resulted in some leading edge technologies and model programs in such areas as telemedicine and remote health care. Finally, Timmins also has strengths in terms of its bilingual population. As a whole, the city has higher-than-average populations with proficiency in French and First Nations languages. There may be opportunities to leverage these skills for translation, editing, interpreting, etc.

### 3.6.12 Tourism and cultural industries

According to the Northeastern Ontario Smart Growth Panel, tourism is an increasingly important economic driver for Northern Ontario. This sector has experienced strong growth in recent years and the North has the potential to substantially increase its share of the global tourism market. Northern Ontario's tourism options vary from outdoor pursuits such as fishing,

hunting, hiking, paddling and visiting parks, to attractions, cultural amenities and festivals in northern cities and towns.

### ***3.7 Political factors analysis***

Timmins falls under the riding boundaries of Timmins-James Bay for the both federal and provincial government. The current Member of Provincial Parliament is NDP member Gilles Bisson. The federal Member of Parliament is NDP member Charlie Angus. As neither representative is a member of the respective governing power, there is a perception that the region has less political influence than it might.

#### **3.7.1 Government policy regarding Northern Ontario growth**

The federal government funds the regional development organization FedNor for Northern Ontario growth and development projects. The province supports the Northern Ontario Heritage Fund for similar projects. In addition, the current provincial government (Liberal) has issued a growth plan specifically targeted at Northern Ontario issues, summarized below:

##### **The Northern Ontario Growth Plan**

The Northern Ontario Growth Plan (NOGP) lays out the provincial Liberal government's policy for promoting economic prosperity in Northern Ontario. A part of the Places to Grow Act, it's a twenty-five year plan meant to coordinate economic development, infrastructure investment and land-use planning.

Its guiding principles are to:

1. Create a highly productive region, with a diverse, globally competitive economy that offers a range of career opportunities for all residents.
2. Develop a highly educated and skilled workforce to support an evolving knowledge-based economy and excellence in the trades.
3. Partner with Aboriginal peoples to increase educational and employment opportunities.
4. Deliver a complete network of transportation, energy, communications, social and learning infrastructure to support strong, vibrant communities.
5. Demonstrate leadership in sustainable growth and environmental management.
6. Establish innovative partnerships to maximize resources and ensure this Plan achieves its ambitious vision and is fiscally sustainable.

The Province will focus economic development strategies on the following existing and emerging priority economic sectors and the distinct competitive advantages that Northern Ontario can offer within these sectors:

- a) advanced manufacturing
- b) agriculture, aquaculture and food processing
- c) arts, culture and creative industries
- d) digital economy

- e) forestry and value-added forestry-related industries
- f) health sciences
- g) minerals sector and mining supply and services
- h) renewable energy and services
- i) tourism
- j) transportation, aviation and aerospace
- k) water technologies and services.

The NOGP suggests that the Province will designate certain communities as regional economic and service hubs, and which will subsequently become the “focal areas for investment”. While it does not specify which communities are to become regional hubs, it does however identify Timmins as one of five municipalities containing strategic core areas. These are “priority areas for long-term revitalization, intensification and investment [including] downtown areas and other key nodes and significant corridors.”<sup>40</sup> This suggests that provincial government funding or other forms of support may be forthcoming for community revitalization schemes. Another key element of the NOGP is support for economic partnerships with First Nations communities.

### 3.7.2 Trend: First Nations business orientation

Timmins is located in the traditional territory of the Nishnawbi Aski Nation, an organization that represents 49 First Nation communities in northern Ontario. The City is a regional service provider for 15 communities in the Wabun and Mushkegowuk Tribal Council areas, as well as the Moccreebec Council of the Cree Nation.

As First Nations communities in the region continue to build governance capacity, they are pursuing economic development opportunities that leverage natural resources on their traditional lands. This trend has strong support from federal and provincial levels of government, due in part to court decisions requiring them to uphold the honour of the Crown and to respect the rights of Aboriginal people in Crown actions and decision making.

*In October 2011 the City of Timmins signed an historic agreement with Mushkegowuk Council that will ultimately lead to more economic and social development opportunities for both organizations.*

First Nations people are one of the fastest growing segments of Canadian society. They also have higher youth populations, and their members are underemployed. These communities seek opportunities that will sustain their communities “into the seventh generation,” i.e. they will

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<sup>40</sup> Places to Grow. Growth Plan for Northern Ontario (2011). Ministry of Infrastructure and Ministry of Northern Development, Mines and Forestry, 53.

“support, partner in and lead development provided it is sustainable, environmentally sensitive and respectful of their culture and traditions.”<sup>41</sup>

In this political and social context, industries and employers are looking for creative ways to establish joint ventures and partnerships with Aboriginal organizations. Impact benefit agreements<sup>42</sup> (IBAs) are becoming commonplace.<sup>43</sup> There is an excellent Impact Benefit Agreement tool kit available at <http://www.ibacommunitytoolkit.ca>.

The City has a significant opportunity to forge partnerships that will support regional economic and social prosperity. Indeed, in October 2011 it signed an historic agreement with Mushkegowuk Council that will ultimately create more economic and social opportunities for both organizations. The Memorandum of Understanding outlines an agreement not only to share resources and build sustainable economies, but also maintain open dialogue and cooperation between the First Nation and the City of Timmins.

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<sup>41</sup> Adkins, Robert, Sacha Paul, P. Michael Sinclair and Allison Fenske (2010), Doing Business with First Nations – Challenges and Opportunities. White Paper, Thomson Dorfman Sweatman LLP, available at [www.tdslaw.com/newsletter/2010/March/articles/firstnations.pdf](http://www.tdslaw.com/newsletter/2010/March/articles/firstnations.pdf)

<sup>42</sup> An IBA establishes a formal relationship between resource companies and local communities. It addresses the social, cultural and environmental impact of commercial activities and ensures that First Nations benefit from developments on their traditional land.

<sup>43</sup> Sosa, I & K Keenan (2001) “Impact Benefit Agreements between Aboriginal Communities and Mining Companies: Their Use in Canada”, Canadian Environmental Law Association, Ottawa, November.



## 4.0 SWOT Analysis

This SWOT analysis summarizes strengths, weaknesses, opportunities and threats for the community. It combines suggestions from the public consultations with the consulting team's research and comparative analyses of the municipality's internal and external environments. Note that strengths and weaknesses are generally considered within the organization's control.

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Space (i.e. lots of land).</li> <li>2. Natural environment.</li> <li>3. Upgraded educational facilities.</li> <li>4. Mining heritage.</li> <li>5. Level C hospital.</li> <li>6. Resource industries.</li> <li>7. Social and linguistic diversity.</li> <li>8. Friendliness and concern for others.</li> <li>9. Core of community leaders.</li> <li>10. Employment opportunities, high employment rate.</li> <li>11. Skilled workforce.</li> <li>12. Airport with regular flights.</li> <li>13. Quality of life, i.e. affordable home ownership; average household income.</li> <li>14. Regional shopping complex.</li> <li>15. Minimal commuting time to work.</li> <li>16. Modern communications technology infrastructure.</li> <li>17. Recent construction boom.</li> <li>18. Assessment growth 2009-2010 was the 2<sup>nd</sup> highest in Ontario.</li> <li>19. Active economic development team.</li> </ol>	<ol style="list-style-type: none"> <li>1. Timmins' assessment base is second lowest of major Northern municipalities.</li> <li>2. Perceived lack of vision at City Hall – specifically, reactionary policies and no long-term planning.</li> <li>3. Perceived resistance to change at City.</li> <li>4. Inadequate communication and local branding, i.e. “who are we?”</li> <li>5. City reluctant to invest in community because of need to raise taxes.</li> <li>6. Continuing economic focus on mining makes economy vulnerable.</li> <li>7. Deteriorating infrastructure reduces appeal and development capacity.</li> <li>8. Little affordable rental housing.</li> <li>9. Lack of leisure and youth activities.</li> <li>10. Lack of civic pride: apathy.</li> <li>11. Difficult access, i.e. expensive air travel and few other convenient public transportation mechanisms.</li> <li>12. Lack of concern for environment risks ruining a major community strength.</li> <li>13. City looks run-down, not attractive.</li> <li>14. Local racism and social intolerance.</li> <li>15. Lack of economic diversity.</li> <li>16. Lack of arts and culture.</li> <li>17. Construction rates are still lower than other Northern centres.</li> <li>18. Lack of service coordination, e.g. services tailored for seniors, new residents, etc.</li> </ol>

Opportunities and threats are generated from the environmental analysis. They are considered external to the organization.

Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Promote regional hub strategy.</li> <li>2. Take advantage of City's healthy financial status and the positive economy to invest in improvements for the future.</li> <li>3. Build civic pride &amp; engagement.</li> <li>4. Increasing demand for mining products (BRIC, rising commodity prices).</li> <li>5. Improving US economy.</li> <li>6. Develop a tight, consistent natural/ heritage tourism strategy.</li> <li>7. Pursue strategic industrial development.</li> <li>8. Change local governing approach to modified ward system (everyone votes for all councilors).</li> <li>9. Recruit a competitor airline.</li> <li>10. Enhance business supports.</li> <li>11. Maintain &amp; improve infrastructure.</li> <li>12. Increase community investment.</li> <li>13. Generate city revenue/ Cut costs.</li> <li>14. Enforce by-laws more effectively.</li> <li>15. Improve arts and culture opportunities.</li> <li>16. Improve recreation &amp; leisure.</li> <li>17. Build affordable housing.</li> <li>18. Expand health &amp; social services.</li> <li>19. English University &amp; research centre.</li> <li>20. Build and promote community brand.</li> <li>21. Improve city communications.</li> <li>22. Focus on long term planning.</li> <li>23. Build more City partnerships.</li> <li>24. Encourage local cultural and linguistic groups to reach out to other community sectors, e.g. 50% of residents don't speak French, and thus don't know about francophone contributions.</li> <li>25. Lobby for better rail service to enhance industrial competitive position.</li> </ol>	<ol style="list-style-type: none"> <li>1. No English University.</li> <li>2. Unstable commodity cycles.</li> <li>3. Outmigration and lower population growth than other areas.</li> <li>4. Perception of high taxes &amp; cost of living.</li> <li>5. Difficulty engaging government attention.</li> <li>6. Environmental damage.</li> <li>7. Demographic changes are putting pressure on existing services, e.g. increase in aboriginal population, young families, etc.</li> <li>8. Global economy, high Canadian dollar.</li> <li>9. Isolated location makes transportation and travel difficult.</li> <li>10. Limited non-renewable resources.</li> <li>11. Competition with other Centres for workers, funding.</li> </ol>

## 5.0 Strategic Directions and Recommendations

To determine major strategic directions, we analyzed and integrated results of the public consultations, surveys, stakeholder interviews and community development research. Five themes emerged from the data.

Note that these themes are not necessarily strategies or strategic hypotheses in themselves. Each theme defines and reflects a cluster of “sub-strategies” that are aligned around achieving similar, broader goals. In other words, each strategic direction comprises several granular strategies that can be specified, monitored and evaluated.

*This strategic plan focuses on identifying and coordinating the resources needed to build an informed foundation that will support more specific development strategies in the future.*

Many of these granular strategies involve the development of additional plans so that the City can take a cohesive approach to future development. As suggested during the public consultation sessions, there is a perception that the City hasn’t engaged in sufficient long term planning. Residents want their community to have meaningful plans that anticipate trends, mitigate risk and set out coordinated processes for achieving long-term goals. For example, as of the date of this strategy, the City has not yet had an opportunity to develop the following umbrella plans:

- Community Branding Strategy
- Master Recreation Plan
- Community Housing Plan
- Tourism Strategy
- Municipal Cultural Plan

Without these coordinating and interconnected plans in place, it would be inappropriate for us to make more specific recommendations along the lines of “become the recognized centre of winter sports tourism in Northern Ontario by 2017,” or “establish facilities and services needed to promote Timmins as an ideal retirement community by 2018.”

Refer to Figure 6.1 in this document for an overview of the suggested implementation plan and the associated preliminary budget. It is important to note that this preliminary budget does not include costs associated with the outcomes of many of the projects. For example, one of the recommended tactics is to identify a signature project that will increase quality of life and help distinguish the city from others. At this time it is impossible to estimate costs for a feasibility study for such a project, and subsequent building costs. Given the magnitude of such budget items, these costs will have to be considered by the City and community partners as they arise.

## ***An Overview of the Five Strategic Directions***

- 1. Communicate better with residents, partners and other stakeholders:** Timmins will reposition itself as a regional hub with exceptional quality of life and transparent, responsive governance.

It will position strategic amenities as investments, rather than expenses, in order to create a competitive advantage and establish a better link between quality of life and community growth.

- 2. Rebuild citizen pride, engagement and confidence in the community.**

Timmins will lead by example to instill community pride in its residents and increase confidence in potential investors. It will identify a high-profile signature project that builds on its brand and increases the community's profile in the region.

It will encourage residents and partners alike to celebrate Timmins by leading innovative and creative projects that increase the community's appeal and quality of life.

### **Framework for this Section**

Each of the five broad strategic directions comprises between three and ten strategies. These strategies emerged not only from the public consultation sessions, but also from the research and analysis component of this initiative. For each strategy, we provide the following information:

- The rationale for its inclusion.
- Its environmental context and alignment with other parts of the strategy.
- Whether it addresses a weakness or threat.
- Whether it leverages a strength or opportunity.
- Broad objectives for the strategy.
- Recommended tactics.
- Measurement criteria.

For many of the strategies, there are additional resources and supplementary information in the Appendices. This may help project leaders in moving these initiatives forward.

Research<sup>44</sup> suggests that redefining and celebrating a community's common culture – defined as the patterns of behavior, expectations and social norms of a group with a shared goal– can be instrumental in its long-term prosperity, resilience and sustainability.

<sup>44</sup> Jan Verwijnen and Panu Lehouvori (Eds) (2002). *Creative Cities: Cultural Industries, Urban Development and the Information Society*. Helsinki: University of Art and Design.

- 3. Diversify through local growth and competitive advantage:** Timmins will build more partnerships to explore economic diversification projects in areas in which it has a competitive advantage. It will expand activities that promote local business retention and expansion, and develop a comprehensive tourism strategy to increase visitation.
- 4. Stimulate strategic community investment:** Timmins recognizes the need to improve physical infrastructure and affordable housing availability. It will maintain competitive assessment rates by offsetting costs with municipal revenue generating opportunities where possible. It will build social, cultural and community capital by developing a charitable Community Foundation to fund local, small-scale initiatives that support the strategic plan.
- 5. Strengthen our community's social and cultural fabric:** Timmins will encourage diversity and tolerance in an environment that supports the physical, emotional, social and cultural wellbeing of all residents.

In the following section, we provide a rationale for each strategic direction, tactics that will move the community towards realizing these goals, and evaluation mechanisms. The City's intention is that this document will act as a resource for community organizations that wish get involved with any of the projects. The Appendices contain more information and resources for selected projects.

Table 5.0 on the following two pages demonstrates how the recommendations address each element in the SWOT analysis.

Alignment of Recommendations with SWOT Analysis					
		Leverages Strength	Addresses Weakness	Creates/ Supports Opportunity	Mitigates Threat
<b>1. Communicate better with residents, partners and stakeholders</b>					
1.1	Develop comprehensive branding strategy for community.	All	2,4,10	1,3,7,20,21,22	9,11
1.2	Establish two-way communications campaign with stakeholders.	9,13,16,19	2,3,4,10	1,2,3,10,12,20,21,23	4
1.3	Develop single community calendar.	9,16,19	4,9,10,14,16	1,3,20,21,23	
1.4	Establish Community Youth Advisory Council.	9	2,4,10	3,22	3,7
<b>2. Rebuild confidence and civic pride in our community</b>					
2.1	Encourage community involvement in strategic plan.	9,16,19	All	All	All
2.2	Signature project study development.	9,18,19	2,3,7,9,10,16	1,2,3,11,15,16,20	11
2.3	Create community beautification strategy, including waterfront.	2,9,18	3,7,10,13	1,2,3,12,14,20,22,23	11
2.4	Strengthen and promote regional hub services.	All	1,2,6,9,10,15,16	1,2,3,7,12,13,20,23	2,3,5,7,11
2.5	Explore community engagement programs.	8,9,16,19	10,18	1,3,12,23,24	7
<b>3. Diversify through local growth and competitive advantage</b>					
3.1	Pursue strategic business development opportunities.	All	1,6,11,15,17	1,4,5,7,11,22,23	2,6,8,10
3.2	Support and build local business capacity.	9,19,25	1,6,12,15,17	1,4,5,7,10,13,23	2,8,10
3.2.1	Broker community benefit agreements with major employers.	6,9,10,17,19	2,5,10	3,4,12,20,23	2,6
3.2.2	Build support for "buying local".	6,9,17,19	1,2,4,10,15	1,2,3,4,10,12,20,22	2,11
3.2.3	HR recruitment and retention strategies for local organizations.	19	6,15	1,5,12,22	2,11
3.2.4	Develop management, marketing and exporting capacity.	19,25	6,15	1,4,5,12,22	2,11
3.2.5	Align trades skill requirements with industry demand.	3,9,16,19	6,15	1,4,5,7,22	2,11

Alignment of Recommendations with SWOT Analysis					
	Leverages Strength	Addresses Weakness	Creates/ Supports Opportunity	Mitigates Threat	
3.2.6	Determine feasibility of applied industrial research centre.	3,4,9,16,19	6,15	1,4,5,7,10,19,20	1,2
3.2.7	Reduce input costs, e.g. recruit another airline.	9,19,25	11,15	1,7,9,10,20	4,9,11
3.2.8	Develop comprehensive tourism strategy.	1,2,4,7,8,13,19	2,4,6,10,12,15	1,2,6,15,16,20,22,23	2,6,10,11
4. Stimulate strategic community investment					
4.1	Initiate housing strategy to address affordability and needs.	1,9,19	1,2,8,13,17	1,2,12,17,22,23	3,4,7,11
4.2	Create municipal revenue generating opportunities, e.g. PUC.	1,2,6,9,19	1,2,5,7	1,2,13,20,22	4
4.3	Establish a Community Foundation.	8,9,19	4,9,10,14,16,	2,3,12,15,16,20,24	7
5. Strengthen our community's social and cultural fabric					
5.1	Create a social planning council.	9,19	8,9,10,14,16,18	1,3,12,15,16,18,19,22	3,7,11
5.2	Install trilingual welcome signage at City entry points.	19	4,10,13	1,2,3,20	11
5.3	Develop a plan to support and retain retirees in the community.	2,5,7,12,13,14,16	1,6,15	1,18,22	3,11
5.4	Increase promotion of local English university programs.	3,9,16,19	4,10,15	1,3,10,19	1,3,11
5.5	Establish Timmins and District Aboriginal Partnership Group.	7,9,19	14,15	3,22,23,24	3
5.6	Develop community arts and culture strategy (Cultural Plan).	2,7,9,13,16,19	2,4,13,14,16,18	1,2,3,12,20,22,23,24	11
5.7	Conduct needs assessment: public transport for disabled.	9	14,18	11,18,20	
5.8	Develop a Master Recreation Plan for the community.	2,9,19	2,4,7,9,10,18	1,2,3,11,12,16,20,22,23	11
5.9	Develop an anti-racism plan, e.g. CMARD	7,8,9,19	14	3,21,23,24	3



## 5.1 *Communications and engagement strategy*

### 5.1.1 **Develop a comprehensive branding strategy and identity for the community.**

One impact of globalization and the increasing prevalence of the internet is the increasing level of competition among cities and regions. Cities compete fiercely for limited resources, including business investments, professional workers, funding dollars, tourism, and even new residents.<sup>45</sup> Research suggests that developing a community brand can be a viable means of developing a competitive advantage for community and economic growth.<sup>46,47</sup>

A brand symbolizes the meanings and values that separate an organization from its competitors. It can be a powerful influence on perceptions, intentions and behaviour, especially if the brand evokes the idealized or shared values of its target audience. A brand is not merely a slogan or a logo. City branding involves the creation of a distinct, recognizable identity that clearly differentiates the community from others. It reflects a consistent value proposition that be used to promote the community in and outside the City.

To be most effective, the city should refer to and leverage that identity at every opportunity, For example, the brand can be used to promote the community to visitors, further marketing and communications goals, encourage financial investment, promote changes in user behaviour and generate political capital.

For more information on branding communities, see Appendix B.

*One of the first priorities is for Timmins to undertake a Brand Development and Identity Strategy. Ideally, the City will contract with a marketing firm that is experienced in place branding. The City's brand should be a focal point that other community strategies leverage upon which they can build. For example, the recreation strategy, tourism strategy and cultural plan should focus on those areas that complement and support the brand.*

<sup>45</sup> Kotler, P., Asplund, C., Rein, I. and Heider, D. (1999), *Marketing Places Europe: Attracting Investments, Industries, Residents and Visitors to European Cities, Communities, Regions and Nations*, London, Pearson Education Ltd.

<sup>46</sup> Rainisto, S.K. (2003), "Success Factors of Place Marketing: A Study of Place Marketing Practices in Northern Europe and the United States", Doctoral Dissertation, Helsinki University of Technology, Institute of Strategy and International Business.

<sup>47</sup> Kavaratzis, Mihalis (2005) Place Branding: A Review of Trends and Conceptual Models. *The Marketing Review*, 5, 329-342 (329).



## Broad Objectives

Establishing a unique brand for the city will:

1. Distinguish the community from others in the region, and establish its role as a regional leader.
2. Reinforce and direct focus towards the community's competitive advantages.
3. Build a foundation that encourages other groups (e.g. TEDC and Tourism Timmins) to participate in cohesive communications and branding efforts.
4. Provide a decision-making tool to guide communications and marketing investments.

## Tactics

1. Establish branding committee.
2. Develop RFP for marketing and branding consultant.
3. Confirm funds.
4. Hire and manage a strategic branding marketing consultant.
5. Consult with key stakeholder groups during development process.
6. Communicate and implement brand.

## Measurables

By 2013, develop and communicate an inclusive brand for the city, including:

1. Brand promise and value proposition
2. Brand position and personality
3. Brand associations, including logo (modernization, refinement or revamp), imagery, fonts, and taglines
4. Brand story
5. Branding implementation plan
6. Community brand awareness strategy

### Branding: More than just a logo

A brand symbolizes the meanings and values that distinguish the community from others. It is a promise that represents the entire experience its stakeholders can expect.

A brand can be a powerful influence on perceptions, intentions and behaviour, especially if the brand evokes some of the aspirations or shared values of its target audience. It's important to recognize that a brand is not merely a slogan or a logo. Place branding involves creating a distinct and recognizable identity that clearly differentiates the community.

To maximize its impact, the brand is then reflected in the strategies, marketing plans, communications efforts and activities of all municipal departments and participating community partners.

### 5.1.2 Develop and initiate two-way City communications campaign with residents and stakeholders.

Communication with residents, partners and other stakeholders is critical for building trust, engagement and commitment.<sup>48</sup> Research suggests that when residents perceive government communications to be meaningful and effective, they are more likely to feel they have benefited from their association with the City and are more likely to support, for example, a tax levy<sup>49</sup>.

Frequent and ongoing communication is also more likely to increase identification—a sense of “one-ness” with the community based on shared understanding and values— which in turn can lead to pro-social behaviours such as volunteerism<sup>50</sup>.

#### Communication is key to an engaged and supportive public

Participants in the public sessions expressed sincere appreciation for the consultation process, as well as the hope that the City would continue to keep them informed.

Respondents in general welcome more frequent and varied communications from the City of Timmins.

The data analysis from the consultation phase revealed that:

- Respondents want more frequent and varied communications from the City.
- Many people in the community are unaware of what services are available.
- Residents perceive a lack of transparency from Timmins Council and administration.
- Residents and businesses want to understand how their money is being spent.
- Residents want to be reassured that the City is planning for the future so that it can anticipate and mitigate threats.

Many participants in the public sessions expressed sincere appreciation for the consultation process, as well as the hope that the City would continue to keep them informed. A common refrain was the need to be reassured that the City is engaged in long term planning, and that the plan and projects are actually being implemented.

<sup>48</sup> Duncan, Tom, and Moriarty, Sandra E. (1998). 'A Communication-Based Marketing Model for Managing Relationships', *Journal of Marketing*, 62: 1-13.

<sup>49</sup> Bruning, Steven, Melissa Dials and Amanda Shirka (2008) “Using dialogue to build organization–public relationships, engage publics, and positively affect organizational outcomes,” *Public Relations Review*, 34(1), 25-31.

<sup>50</sup> van Vugt, Mark (2001) Community Identification Moderating the Impact of Financial Incentives in a Natural Social Dilemma: Water Conservation. *Personality and Social Psychology Bulletin*, 27: 1440-1450.

Many municipalities, such as Kingston, Innisfil, Oshawa and Chatham-Kent, maintain websites specifically for the purpose of updating their residents on the progress of the community strategic plan.

### **Broad Objectives**

An effective two-way communications campaign will:

1. Create opportunities for residents and partners to provide feedback and ask questions about City and community initiatives by incorporating such features as suggestion boxes and discussion areas.
2. Inform residents of opportunities, amenities and services available in the community.
3. Increase social capital, pride and community engagement among residents.
4. Support the “Stimulate Community Investment” strategic direction by communicating the importance of strategic investments in amenities.
5. Continue to build awareness and understanding of the Strategic Plan and its objectives.
6. Encourage community participation in the implementation of the Strategic plan.

*Communicating the progress of the strategic plan both frequently and transparently is an important factor in building citizen commitment, pride and confidence. Many municipalities maintain websites specifically for the purpose of updating their residents on the plan. These sites help manage expectations, increase awareness of what’s being done, and communicate the complexity of some of the projects.*

### **Tactics**

1. Establish communications committee.
2. Develop policy regarding staff roles and response times, etc.
3. Develop communications plan that addresses multiple channels and media, and that incorporates opportunities for ongoing interaction with community partners and residents, e.g. suggestion box, open houses, tradeshow, call-in shows, etc. for TEDC and City.
4. Modify City website to incorporate more feedback opportunities.
5. Develop a database/emailing list of residents and stakeholders who would like to be kept abreast of developments at the City.
6. Reposition community amenities as investments, instead of expenses. This also supports Strategic Direction #4, Stimulate Community Investment.
7. Implement communications plan.

## Measurables

By the end of 2012, the City should have:

1. Modified the City website to incorporate more feedback opportunities from the public.
2. Developed and publicized a plan that describes what it will do to further engage the public.
3. Created and distributed at least two progress reports on the strategic plan.

### 5.1.3 Consult with community partners to develop single community calendar.

One of the most frequent suggestions for increasing community pride involvement was to develop a “one-stop” community calendar. Such a calendar would compile the events offered by organizations throughout the community –such as the City, the Chamber of Commerce, and the Timmins Symphony Orchestra into a shared site. Ideally, the project would encourage organizations that don’t currently host their own calendars to input their events into the central calendar as well.

*Timmins residents want to create more social capital and become more engaged in their community. A web-based community calendar that is accessible to all interested organizations would create more opportunities for people to get involved in and support local events.*

## Broad Objectives

Developing a central community calendar will:

1. Increase awareness among residents of community events, programs and services.
2. Provide a low-cost vehicle for organizations to promote their activities.
3. Provide a useful tourism resource.

## Tactics

1. Develop a committee of calendar hosts and interested partners.
2. Develop a Terms of Reference for the Committee.
3. Solicit participation from community organizations who already have calendars to encourage them to participate.
4. Establish technical specifications, guidelines for participation, and responsibilities of participating organizations.
5. Determine if funding available to support the development of the new website (suggestion: Venture Centre, Trillium, or a local private sector company in exchange for brand awareness).
6. Develop and issue Request for Proposal to retain a web programmer to suggest and develop best solution.

7. Implement solution and promote central calendar.

### Measurables

By July 2012:

1. The centralized community calendar will be either completed or there will be a plan in place to ensure its completion by December 2012.
2. The details and information on how to participate in the central calendar will be posted publicly.
3. At least eight organizations will have committed to porting their information to the calendar.

#### 5.1.4 Re-Establish Community Youth Advisory Council.

This suggestion arose independently at both youth sessions. Participants felt strongly that in order to slow youth outmigration and encourage positive experiences in the community, young people in Timmins should have more opportunities to provide input into policies and initiatives that affect them.

### Broad Objectives

A Community Youth Advisory Council will:

1. Provide a legitimate forum for youth perspectives and insights.
2. Provide opportunities for community engagement among young people.

*Young people who took part in the public consultation sessions suggested that in order to slow youth outmigration and encourage positive experiences in the community, Timmins' youth should have more opportunities to provide input into policies and initiatives that affect them.*

### Tactics

1. Establish responsibility for supporting the Youth Council.
2. Develop Committee terms of reference, including a formal mechanism for reporting to City Council and other community organizations.
3. Recruit members to committee.

### Measurables

By the end of 2012:

1. The City will have established a Youth Advisory Council and will have met with the group at least once.

See Appendix C for an introductory article on youth civic engagement and a list of resources for encouraging their involvement in community issues.

## **5.2 *Improve community confidence***

### **5.2.1 Encourage community organizations to plan, pursue and report on strategic priorities**

One of the main advantages of developing a strategic plan is that it establishes a shared vision that stakeholders agree to move towards. This document reflects the vision and priorities of not only the City of Timmins, but also of the community-at-large. When everyone pulls in the same direction, the goals are reached more quickly. Ideally, organizations throughout the community will identify with the priorities in this document and contribute towards achieving vision.

Coordinating the plan's implementation will require dedicated human resources and financial support. We discuss this aspect of the strategic plan in more detail in Section 6.

### **Broad Objectives**

Encouraging local community organizations to prioritize strategic plan recommendations will:

1. Increase community buy-in and support for the strategic plan from among a broader range of partners and stakeholders.
2. Leverage more resources towards the completion of strategic priorities by engaging the resources of more organizations.

### **Tactics**

1. Liaise with community groups and organizations to encourage them to adopt relevant aspects of the Strategic Plan, and support them in their efforts.
2. Maintain the Timmins 2020 website
3. Enable groups to post updates on the progress of their activities.
4. Encourage organizations to report their progress on Strategic Plan activities annually.

### **Measurables**

By April 2012, the City will have:

1. Implemented a model for executing the strategic plan over the long term.
2. Issued a public press release outlining the details of the implementation, including resources allocated, for the foreseeable future.
3. Set up, through the auspices of its Strategic Plan Coordinator, a communications strategy that will help coordinate community efforts around strategic priorities.

### **5.2.2 Undertake a distinctive signature project that promotes the Timmins brand and supports the regional hub strategy (e.g. entertainment complex, major tourism development, multi-pad arena, etc.)**

The vision for Timmins is tightly linked to providing residents with a high quality of life. Community session participants suggested that improved amenities in the community would help retain and attract residents and this is supported by research.

A review of research in the community sustainability literature found that, to encourage business relocation to an area, governments should “focus efforts on improving the overall locational attractiveness of regions... (including) recreational and cultural amenities.”<sup>51</sup>

In the public sessions, community members pointed to recent recreation and cultural developments in Sudbury, Sault Ste Marie and North Bay and ask “Why not here?” Moreover, in the recent Chamber of Commerce member survey, 49% of the respondents wanted to see upgraded meeting, recreation and leisure facilities.

*To encourage business relocation to an area, governments should “focus efforts on improving the overall locational attractiveness of regions... (including) recreational and cultural amenities.”*

*– Love and Crompton, 1999*

That being said, large “signature” projects, such as the new multi-sport complexes in Sudbury and North Bay, are usually grounded in sector-specific community master plans. Sudbury, for example, has completed a Recreation Master Plan, a Cultural Plan and a Tourism Strategy. Large capital investments are identified within each of these plans. Such master plans usually involve broad public consultation and are guided by advisory members from the community. Having these plans in place provides an opportunity to identify investments that satisfies the needs of multiple plans at once.

For example, imagine that a community’s Tourism Strategy identifies winter sports as a major visitor attraction, and the Recreation Plan indicates that two hockey arenas need refurbishing. Moreover, the Cultural Plan identifies a need for a concert venue. In this case, a new swimming pool complex would probably not be the best use of resources. An outdoor winter sports complex, however, could address the needs of all three plans and would be a better investment in the context of the overall community strategic plan.

The City of Timmins has completed some planning in this area. For example, it has a Downtown Streetscape Plan, and a Tourism Plan is underway. However, there are gaps in the community’s

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<sup>51</sup> L. Love and J. Crompton. *Role of Quality of Life in Business Location Decisions*. Journal of Business Research 44, 211-22 (1999).

long-range planning: the City's most recent Master Recreation Plan is from 1993 and there is no Cultural Plan. In order to determine which signature projects are best for the community, we recommend that first the City first conduct some additional planning in this area.

Specifically, Timmins should:

1. Complete the Community Branding process to establish a distinctive identity.
2. Update its Recreation Master Plan.
3. Develop a Municipal Cultural Plan.
4. Complete its Tourism Strategy.

These plans should identify the types of projects that will best meet the community's Vision and Mission. In addition, such master plans should align with the 2020 Strategic Plan, e.g. support the regional hub strategy, improve local amenities, etc. Both the Recreation and Cultural Plans can further clarify community needs, potential partners and capital requirements.

More than 2000 Timmins residents recently joined a Facebook group that indicates support for a large multi-pad sports complex that would qualify as a signature project. While it is encouraging to see the level of citizen engagement, we suggest that determining the nature of such a project is premature. We recommend that Timmins delay choosing a specific project until after it has completed its Branding strategy, Tourism, Recreation and Cultural Plans. This will ensure a comprehensive review of options and needs, help build broad community support, and establish greater legitimacy when approaching funders and donors.

### **Broad Objectives**

1. Determine signature projects that are grounded in sector specific community Master Plans.
2. Signature projects should improve the quality of life for local residents and leverage economic opportunities from sport or cultural tourism.

### **Tactics**

1. Assign the responsibility for this task to a City Department or appropriate individual, committee or agency.
2. Review findings from Cultural, Recreation and Tourism Plans to identify potentially common themes and priorities for a large-scale capital investment.
3. Consult with the public around potential ideas for a signature project.
4. Select appropriate signature project(s) and communicate rationale to the public, referencing the master plans and the community strategic plan.
5. Develop, issue and manage an RFP for a feasibility study.
6. Develop a funding plan for the projects (include options such as corporate sponsorship, a special tax levy, a dedicated project fund, and government funding opportunities).



## Measurables

1. By December 2012, the City and partner organizations should have established a group to take the lead on this initiative.
2. By March 2013, the Project Lead will have researched funding opportunities and identified a potential source of financial support for the feasibility study.
3. By June 2013, the Project Lead will have reviewed the Tourism and Recreation strategies and consulted with the community to determine the most feasible concept for a signature project.
4. By September 2013, the Project Lead will have secured funding for a feasibility study issued an RFP for the study.
5. By December 2013 the City should have a completed feasibility study and business plan for a signature project of local and regional significance.

### 5.2.3 Create and implement community beautification strategy, including the waterfront.

One of the most frequently mentioned concerns in the public sessions is the condition of the community: residents pointed to aging infrastructure, poor sidewalk maintenance, garbage and debris along ditches and trails, residential “junkyards”, derelict buildings and a lack of by-law enforcement. One participant summed it up as, “We don’t present well” to visitors, young professionals, potential new employees and other newcomers. This concern was echoed in a Chamber of Commerce survey of business members.

*Residents and businesses expressed a desire for a long-term commitment to community beautification and improvement. This will not only increase local pride, but also the community’s appeal to new residents and visitors.*

Community members have responded very positively to Clean-up Days and the introduction of banners along Algonquin Blvd to celebrate the 100<sup>th</sup> anniversary. However, these efforts are sporadic and not grounded in the culture of the community. Residents and businesses expressed a desire for a long-term commitment to improving visible infrastructure and overall community beautification. This will increase the community’s appeal to new residents and visitors.

Beautification strategies for communities should not rest on the shoulders of a key volunteer or the municipality alone: establishing multiple partners to accomplishing a common goal is key but requires coordination and communication.

One potential partner is Communities in Bloom<sup>52</sup> (CIB). CIB is a well-known Canadian non-profit organization committed to fostering civic pride, environmental responsibility and beautification. It encourages community involvement and has national and international challenge components to motivate participation. Its website showcases strategies undertaken by other communities to improve the appearance and attraction of the community. Participating communities can benefit financially from the program through tourism initiatives, business opportunities, and other related projects.

One of the strengths in the community is the abundance of waterfront and park areas. These valued areas are linked to quality of life and key venues can be tied to economic development opportunities - especially in tourism. Waterfront areas and key parks should be targeted for improvements to increase the capacity to host various events within the community. The Summer Concert series held at Hollinger Park is an excellent example of how certain parks in the community are unique and valuable assets that contribute to quality of life for residents, but also draw regional visitors to the community. Similarly, upgrades to the waterfront areas are important to host events such as the Great Canadian Kayak Challenge.

Planning for improvements to waterfront and park areas should be undertaken as part of a Recreation Master Plan (see Recommendation 5.5.8).

### **Broad Objectives**

A beautification strategy will:

1. Improve the community's attractiveness by engaging multiple community partners and citizens in beautification efforts.
2. Increase local community pride.
3. Reduce evidence of neglect by addressing problems with graffiti, abandoned structures etc.
4. Ensure key waterfront and park areas support meet the quality of life needs for residents.
5. Leverage the venues for economic development purposes (cultural festivals and events, and tourism).

### **Tactics**

1. Ensure that waterfront and park planning is covered under a Recreation Master Plan initiative.
2. Identify potential economic development and tourism opportunities within the plan at key waterfront and recreational venues.

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<sup>52</sup> Community in Blooms website: [www.communitiesinbloom.ca](http://www.communitiesinbloom.ca)

3. Develop a Community Beautification Committee with broad sectoral involvement, including at least one City of Timmins decision maker and one Council member. It should review the Communities in Bloom program, research best practices around beautification, and develop a local action plan. Furthermore, it should:
  - a. Establish priority projects and goals, including fundraising, recruitment and marketing initiatives.
  - b. Solicit community organizations and residents to undertake initiatives.

### Measurables

By September 2013:

1. Identify a lead for the Community Beautification Committee.
2. Recruit members and decision-makers for the Committee.
3. Create an inventory of potential funding programs and incentives for revitalization at the municipal, provincial and federal level.
4. Develop a plan that involves multiple community organizations and partners in a Community Beautification Strategy.

### 5.2.4 Strengthen and promote regional hub services, e.g. host conferences, build awareness of current offerings

Timmins already provides a range of services and facilities for residents throughout Northeastern Ontario. These include medical facilities; retail, government and business services; education programs; and recreation facilities.

There was broad consensus during the public consultations that Timmins should position itself more explicitly as the regional hub for the area. It should then ensure that any branding and communication strategies leverage the notion of the regional centre. Currently, Timmins does not specifically promote itself as a service hub, nor does it maintain a formal inventory of the superior goods and services it can provide within a regional context.

*Timmins should position itself more explicitly as the regional hub for the area.*

*This recommendation will be supported by the branding and communication strategies, which should leverage the notion of the regional centre.*

One opportunity within this recommendation may be to work with regional First Nations communities to establish Timmins as their primary and special health care centre. The Timmins and District Hospital is a Level C hospital. It is very well-equipped and staffed with a range of specialists, many of whom are familiar with Aboriginal culture and traditions. Yet many Aboriginal individuals fly from their communities to Kingston for health services. If these

individuals stayed in Timmins for their health care needs, they would have better access to friends and family, and fewer issues related to transportation issues and logistics.

### **Broad Objectives**

By strengthening and enhancing regional hub services, Timmins will:

1. Be recognized as a significant service centre in northeastern Ontario.
2. Increase the number of shopping and business visitors to the community.
3. Increase the likelihood of attracting more economic development opportunities.
4. Increase its legitimacy as a regional centre when applying for funding to support enhanced infrastructure and socio-cultural services and amenities.

### **Tactics**

1. Develop a Regional Hub Marketing Plan, including a gap analysis, stakeholder analysis, product development, marketing and promotion plan, advertising strategy, budget and implementation plan.
2. Market the City to local and regional organizations as a place for regional meetings and conferences. This should be done in conjunction with the City's branding and communications strategy.
3. Identify current service offerings and opportunities to expand new services (e.g. Aboriginal and health services)
4. Consider regional implications when developing new infrastructure and facilities.

### **Measurables**

1. The Regional Hub concept will appear as an important priority and/or project selection criterion in the City's Branding Strategy, Recreation Master Plan and Cultural Plan.
2. By June 2013 identify a lead organization and/or committee to take on this project.
3. By December 2013, the Project Lead will present a detailed Regional Hub Marketing Strategy and implementation plan to City Council and the Chamber of Commerce.

#### **5.2.5 Explore community engagement programs such as a Community Volunteer Centre, Annual Volunteer Awards, Volunteer Trade Show, etc.**

As government deficits continue to put pressure on non-profit organizations, volunteerism is an increasingly important factor in maintaining quality of life in the community. Volunteering encourages interaction between people living in a community and strengthens community connections; it builds social capital in a community. Timmins once had a Volunteer Centre that coordinated volunteer matching and other related events, but it has not operated since its Executive Director retired several years ago.

Social capital is a kind of currency for generalized wellbeing. It is based building networks of mutual support, cooperation and trust, and grows when people in the community are involved in civic activities. The more social capital there is, the healthier and more vibrant the community<sup>53</sup>.

It's important to understand that besides a desire to help others, the other primary motivation for volunteering is the trustworthiness of the organization<sup>54</sup>. Volunteers expect accountability, legitimacy and meaningful results from their work. Reporting and monitoring outcomes of volunteer work are important means of reinforcing the value of volunteer contributions. This suggests that if individuals are going to volunteer in greater numbers to help with City initiatives, the City must prove that it is a transparent, accountable entity.

Volunteer Centres reflect the needs of the community they serve. Volunteer Centres exist primarily to foster and develop volunteerism in the community as a whole. They engage in four general kinds of services and activities:

- Promoting volunteerism and raising awareness of the power of service
- Building capacity for effective local volunteering through management consulting on volunteer programs and training of volunteers and managers of volunteer resources
- Providing leadership and advocacy on issues relating to volunteerism and volunteer programs
- Connecting people with opportunities to serve through recruitment and referral of Volunteers to community agencies

For information on creating a Volunteer Centre contact [volunteercentres@volunteer.ca](mailto:volunteercentres@volunteer.ca).

## **Broad Objectives**

Establishing a volunteer engagement program will:

1. Provide and showcase more opportunities for people to become involved in the community
2. Promote the value of volunteer contributions to the community by formally recognizing individuals who volunteer
3. Encourage people to connect with the community
4. Strengthen community organizations and support the residents they serve
5. Enable the community to undertake new initiatives including cultural festivals, sport tourism events such as the Kayak Challenge and Pond Hockey tournaments, and recreation activities.

## **Tactics**

1. Recruit members for a Volunteer Centre committee.
2. Research other Community Volunteer Centre models.

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<sup>53</sup> <http://www.volunteer50plus.ca/benefits.php>

<sup>54</sup> Bales, Kevin (1996), Measuring the Propensity to Volunteer. *Social Policy & Administration*, 30(3), 206-226.

3. Develop plan to create Community Volunteer Centre or similar volunteer initiative that serves as a matchmaker, coordinator, evaluator and promoter.

### Measurables

1. By March 2014, identify an organization to assume leadership of this project.
2. By May 2014, establish a committee/Board to steer its development.
3. By September 2014, secure funding support for Committee/Board.
4. By January 2015, begin planning for community engagement processes.

The Community Engagement and Strategic Planning class at Algoma University prepared a preliminary plan that this Committee may find helpful. It has been included in Appendix D.

### 5.3 Expand business development and supports

One of the objectives of this strategic planning process is to identify viable approaches to diversifying the Timmins economy. Currently, the community relies heavily on resource-based industries. It is therefore vulnerable to changes in global commodity pricing and export tariffs.

Research suggests that the population required for community economic sustainability is 250,000.<sup>55</sup> Timmins' population is approximately 20% of this level, although its market reach –approximately 120,000– is closer to 50% of this critical mass. Notwithstanding the actual number, economic sustainability is far more likely if the community can grow its population, and with it, the number of jobs available to support new residents. “Develop the community, and economic development will follow.”<sup>56</sup>

*Efforts to recruit businesses from outside the community should be strategically focused on local strengths and competitive advantages. Otherwise there is simply too much competition to face, and communities end up in an “incentivized race to the bottom.”*

There are two main schools of thought on how to approach job diversification in communities:

1. Recruit job-creating organizations from outside the community.
2. Focus on internal business and organizational growth<sup>57</sup>, sometimes called “economic gardening.” (See inset on the following page: The Economic Gardening Approach).

<sup>55</sup> Mawhiney, Anne-Marie and Jane Pitblado (Eds.) (1999) *Boom Town Blues: Elliot Lake: Collapse and Revival in a Single-Industry Community*, Toronto: Dundurn Press.

<sup>56</sup> Richard Florida.

<sup>57</sup> Sharon Barrios and David Barrios, “Reconsidering Economic Development: The Prospects for Economic Gardening,” *Public Administration Quarterly* (spring 2004): 70-101

**External Industry Recruitment:** Pursuing external firms and organizations –sometimes called “chasing smoke stacks”– can have several advantages. It allows communities to focus on firms with the potential to diversify the existing business base. It brings new investment into the community, and may build local knowledge capacity. However, there are also drawbacks. Firm recruitment is a highly competitive process: one American study found that more than 15,000 local economic development agencies competed for the 300 firms that relocated in the U.S. in a single year<sup>58</sup>. Another found that incentives for such firms are often so costly that there is no return on investment,<sup>59</sup> and large corporations may drive local firms out of business. In addition, large external firms are more driven by economic motives and lack the social networks and community bonds inherent in locally-rooted businesses. This is one of the reasons for the relative frequency with which external firms leave soon after, often in search of better incentives<sup>60</sup>.

### The Economic Gardening Approach

Economic gardening is a grassroots approach to economic development that grows the local economy from within. Developed in Littleton, Colorado in 1989, its premise is that local entrepreneurs are best suited to bring sustainable wealth and economic growth to a region. It builds capacity in local firms rather than hunting “big game” outside the region.

Littleton's approach generated a 71% increase in employment, and tripled sales tax revenues without the need for incentives or tax breaks to recruit outside businesses.

Economic gardening focuses on providing expert marketing and high-level technical assistance to local growth-oriented companies. By providing some of the legwork that these companies often lack, economic development agencies can help local firms get to the next level of business, whether it's exporting, diversifying, or acquiring strategic assets.

### Local Business Expansion and Growth:

The second economic diversification strategy focuses on local business expansion and growth. Many economic development professionals are beginning to question traditional business attraction strategies that focus on recruiting external businesses, especially to rural areas<sup>61</sup>. Case studies of communities that offered expensive incentives to new industry, only to have the firms pack up and move on shortly afterwards, are becoming more common. In some cases, such incentives can serve to stifle local competition as well as impact local community revenues.

<sup>58</sup> Phillips, Phillip D. (1996). "Business Retention and Expansion: Theory and an Example in Practice." *Economic Development Review*, 14 (Summer): 19- 24.

<sup>59</sup> Blair, John P. (1995). *Local Economic Development: Analysis and Practice*. Sage Publications, Inc.

<sup>60</sup> Kinsley, Michael J (1997). *Economic Renewal Guide A Collaborative Process for Sustainable Community Development*. Snowmass, Colorado: Rocky Mountain Institute.

<sup>61</sup> Hamilton-Pennell, C. 2008. “Public libraries and community economic development: partnering for success.” *Illinois Institute for Rural Affairs* (10). Rural Research Report: 8.

A growing body of economic development research suggests that internal growth approaches are more sustainable over the long term.<sup>62,63,64</sup> These include “amenity-led” strategies that preserve and improve quality of life for the whole community. The social-economic systems developed by and with local businesses are more likely to foster trust, cooperation and innovation, and reduce the likelihood of opportunism<sup>65</sup>.

Focusing on internal growth has a number of advantages. Local businesses are more tightly bound to the community because of the social bonds and networks they develop; they are thus less likely to relocate during times of economic uncertainty<sup>66</sup>. This approach doesn’t “poach” from other communities, nor does it create the perception that the community gives external firms unfair advantages through subsidies or tax breaks. It builds long-term capacity in the community, and tends to build local competitive advantage.

It’s important to note that there may also some drawbacks to this strategy. In communities like Timmins that rely heavily on one or two industries, focusing on internal growth may not address economic diversification concerns. It can also be challenging to engage local businesses in the process, and to provide the level of expertise needed to move businesses to the next level.

Our recommendation is to apply more local economic development resources towards the expansion of local businesses, especially those in sectors that will diversify the economy, e.g. digital economy and e-commerce, retail, transportation, construction, and professional services. These are the sectors that are most likely to bring long-term stability to the economy, as they tend be less affected by changes in commodity cycles, world markets or currency exchange rates.

Focusing more on local business development could result in significant impact on local job creation. An August 2011 TEDC survey of 22 of the largest local employers found that they could create at least 200 new jobs if they had the human resources to fill them. Recruit problems are linked to several factors, including a shortage of skilled labour; lack of skilled human resources professionals; and competition for labour from other communities with more developed social and cultural amenities.

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<sup>62</sup>Flynn, P. (1994). "Technology Life Cycles and State Economic Development Strategies." *Economic Development Quarterly* 6(1): 3-13.

<sup>63</sup>Barrios, David (2000). *Economic Development in Chico, California: A Policy Analysis*. Paper presented at California State University Chico

<sup>64</sup>Levere, A., K. Pate, E. Appel, J. Malkin, B. Schweke, and B. Dabson. 2005. *Entrepreneurship as a rural economic development strategy. Rural Research Report 16*(10). Macomb: Illinois Institute for Rural Affairs, Western Illinois University.

<sup>65</sup> Putnam, Robert D. (2000). *Bowling Alone: The Collapse and Revival of American Community*. Simon and Schuster: New York.

<sup>66</sup>Morgan, J. Q., Lambe, W., & Freyer, A. (2009). *Homegrown Responses to Economic Uncertainty in Rural America. Rural Realities*, 3(2), 1-15.



This internal growth strategy should be supplemented by selectively pursuing only those types of external organizations that meet the criteria developed by TCAC.

See the inset “Selection Criteria for Pursuing Economic Diversification Ideas” for more information.

In the following section, we describe in more detail our two key recommendations for diversifying and expanding Timmins’ existing business base.

### **A note about the TEDC and its own Strategic Plan**

It is important to note here that the Timmins Economic Development Corporation is likely to take the lead on many of these particular strategic tactics.

#### **Selection criteria for pursuing economic diversification ideas**

The highest priority economic diversification ideas will:

1. Reduce reliance on commodity sectors.
2. Create full-time jobs.
3. Attract and retain residents.
4. Have potential for public-private partnership opportunities or other favourable funding options.
5. Support local business retention and growth.
6. Bring new money into the community.
7. Leverage Timmins’ competitive advantages, such as the bilingual workforce, relatively low cost of housing, and natural environment.

The TEDC is a separate, incorporated body with its own governance mechanisms and strategic plan, and the autonomy to choose and structure its projects. The tactics and measurables in this section are meant only as guidelines and suggestions. They are not meant to impose any particular methodology or evaluation mechanism on the TEDC.

#### **5.3.1 Pursue business development opportunities that meet strategic criteria**

Residents submitted more than 300 distinct business ideas during the consultation process. Some were suggested as a direct response to identified weaknesses or threats, or to leverage strengths and opportunities discussed during the public sessions. Others were submitted in isolation. The complete list is attached in Appendix A).

It’s important to remember that the purpose of developing a strategic plan is to identify priorities and strategies that will have the most impact, and that align with the Vision and Mission. As a result, not all business ideas can be incorporated into the plan.

This is not a comment on the viability of business ideas; it's just impossible to effectively pursue all of them. A community's resources are limited, and it can make more progress if it can dedicate resources to the projects with both high impact factors and likelihood for success.

The TCAC developed a number of criteria (see Selection Criteria inset) to help determine which business ideas to pursue. The more criteria the business concept meets, the higher the priority it should have in terms of development. See the inset "Vetting Business Ideas Against Criteria" for an example.

Based on the SWOT analyses, environmental scan and TCAC selection criteria, we have filtered ten business development ideas for consideration; they are listed in no particular order.

1. Manufacture and ship pre-fab homes.
2. Develop energy projects, including green, cogeneration and hydro.
3. Develop a Centre of Excellence, e.g. for Northern and Rural Development; Aboriginal Health and Wellbeing; Industrial Safety and Training; Mining Reclamation.<sup>67</sup>
4. Lobby the province to open more cottage lots, and attract housing

### Vetting business ideas against criteria

A strategic plan can generate hundreds of ideas, but no community has the resources to pursue all of them. Communities and organizations need to prioritize the most viable opportunities. This involves developing a set of criteria that the ideal business concept should meet. The TCAC developed a framework to help set priorities (see inset on previous page).

For example, let's look at two business ideas suggested during the public consultations: 1) Opening a casino; and 2) Developing new cottage lots. How do they measure up against the TCAC business selection criteria?

We can argue that both options meet the first six criteria to varying extents. In terms of competitive advantage, however, the cottage option may have an edge. Timmins has lots of space and unspoiled natural areas close to City services and amenities. This is an excellent combination for cottage development. In terms of a casino, communities with more people, a larger market area and more developed tourism sectors have greater competitive advantage than does Timmins.

It may make more sense to prioritize the cottage lot option because it meets more criteria. Certainly there are political considerations attached to this option (e.g. MNR regulations) and these must be evaluated carefully. But this option specifically leverages two of the community's competitive strengths: its natural environment and abundant land base.

<sup>67</sup> Several respondents suggested a Centre of Excellence in Geriatrics: note however that Timmins has one of the lowest senior populations per capita in Northern Ontario and therefore may lack competitive advantage in this area. One of our recommendations suggests that Timmins explore the feasibility of a Geriatric Assessment Centre but this should not be confused with a Centre of Excellence. See <http://www.occ-ontario.org/Pages/Home.aspx> for more information on Ontario's definition of a Centre of Excellence.

developers to develop the sites.

5. Lobby for government jobs for which Timmins might have competitive advantages, such as the proposed federal mega-prisons, Geological Services Canada, and Aboriginal Affairs and Northern Development Canada.
6. Study feasibility of large-scale agricultural production of bison, buffalo and other hardy meat animals.
7. Explore underground storage options: food, seeds, equipment, etc.
8. Determine suitability of regional lakes and rivers for aquaculture.
9. Study feasibility of regional recycling and repurposing facilities (e.g. household waste, tires, wood).
10. Partner with First Nations communities and organizations to establish regional Arts Co-op similar to Inuit Co-op.

### **Broad Objectives**

1. Diversify the Timmins economic base through new business development to enhance long-term stability and wealth.

### **Tactics**

1. Select three or four ideas that have the greatest potential and develop plans to pursue them.
2. Use the business development criteria to select subsequent ideas.
3. Re-evaluate business criteria at least annually.

### **Measurables**

1. By June 2012 the TEDC will have developed annual objectives that include plans to pursue at least three projects that can a) leverage Timmins' assets for competitive advantage and b) diversify the economy.

#### **5.3.2 Support and Build Local Business Capacity**

Contemporary literature on rural economic development leans towards building internal capacity over pursuing external industry. This is our primary recommendation for building and diversifying Timmins' economic foundation.

In August 2011 the TEDC undertook a survey of 23 of the largest employers in Timmins. Employers were asked to identify the number and type of full time job vacancies they were seeking as well as barriers they faced in filling the positions. Responses from 13 employers found that there are at least 245 unfilled positions in the community. The largest number of vacancies was for mining positions (89). Vacant positions included:

- Raise, development & hard rock miners
- Electrical Engineers
- Geologists
- Millwrights
- Teachers
- Occupational Therapists
- Drivers
- Mechanic
- Labourers
- Electrician
- Administrative Assistants

*Contemporary literature on rural economic development leans towards building internal capacity over pursuing external industry. Research suggests that communities generate more long-term economic development by working with existing businesses than they do by trying to convince new players to locate in their community. This approach has strong support from the business community, which suggested more funding for the*

Employers cited a lack of skilled labour, a highly competitive wage environment, lack of housing and location as major challenges to recruiting and retaining employees. It is reasonable to assume that given the number of employers in Timmins with more than 50 employees (74) the number of unfilled jobs is actually substantially higher.

This internal growth recommendation has support from the business community, as indicated in the Chamber of Commerce's independent survey results. The number one suggestion (46%) for building local prosperity is the creation of more business incentives such as the Community Improvement Program (CIP). Furthermore, when asked what Chamber members would support in terms of increasing City investment, the number two answer (24%) called for more funds to support the TEDC. We expand on this recommendation by describing the following objectives and tactics.

#### **(i) Broker Community Impact Agreements with Major Employers**

A Community Impact Agreement establishes a formal relationship between a company and the community in which it operates. It addresses the social, cultural and environmental impact of

business activities, and ensures that local residents are able to realize some benefit from these activities. This strategy could be considered a means of pro-actively encouraging corporate citizenship. For example, before Ontario Power Generation (OPG) started its Niagara Tunnel Project in 2005 it negotiated an impact agreement with the Regional Municipality of Niagara (RMN). Both OPG and the RMN recognized that the project could have significant impacts on the local tourism industry, the environment and on residents' quality of life while construction was ongoing. Elements of the agreement with OPG included the use of specific truck routes, the creation of a Corporate-Community Liaison Group, and financial contributions to RMN for marketing and communications<sup>68</sup>.

This strategy will be particularly relevant to new companies, especially those in the mining industry.

### **Broad Objectives**

Brokering Community Impact Agreements with Major Employers will:

2. Create a fund for community improvement and quality of life projects.
3. Encourage local companies to become more engaged and involved in Timmins community life.

### **Tactics**

1. Develop a Community Impact Agreement team, led by the Mayor, that includes a representative of the Chamber of Commerce and the TEDC.
2. Research best practices on Community Impact Agreements to determine possible components and appropriate content.
3. Identify employers with whom such Agreements should be negotiated.

### **Measurables**

1. By June 2013 the City will have identified an individual Project Lead for this initiative.
2. By July 2013 the Project Leader will have established a working committee to develop a Committee Terms of Reference, goals and objectives.
3. By November 2013 the Committee will have developed a process based on best practices and lessons learned from other community benefit agreement programs.
4. By December 2013 the Committee will have developed a plan to approach local businesses in order to broker local impact agreements, and be prepared to implement the plan.
5. By June 2014 the Committee will evaluate the success of the program to date and determine whether any changes are necessary.

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<sup>68</sup> Traylor, Michael (2007) "Design Build Agreement for the Niagara Tunnel Project, *In Rapid Excavation and Tunneling Conference Proceedings*, edited by Michael Traylor and John Townsend. Littleton, Colorado: Society for Mining, Metallurgy and Exploration.

### **(ii) Build support for “buying local”.**

Participants at the planning sessions believe that it’s important to educate local citizens around the value of supporting community businesses. Business owners and residents alike called for a “Buy Local” campaign aimed not just at the City, but also at local businesses, organizations and individuals. This encourages out-of-town bidders to partner with local companies. It tends to build local expertise and keeps at least some of the money in the community.

Many of the local business people who attended public sessions want the City to follow its purchasing policies more consistently. For example, the City has an official Bidder’s List, where suppliers can register to be contacted in the event of a tender or request for proposal. However, use of the Bidder’s List appears to be discretionary rather than a matter of policy; several business owners reported never having been contacted for services they registered to provide, and which were ultimately awarded to out-of-town suppliers. We recommend that the City review its policy and implementation, and take measures to improve the transparency of bidding opportunities.

*One established method for supporting local firms is to encourage larger organizations throughout the community to incorporate a Local Economic Impact (LEI) Factor in their purchasing policies. This encourages out-of-town bidders to partner with local companies. It tends to build local expertise and keeps at least some of the money in the community.*

Another established method for supporting local firms is to encourage larger organizations throughout the community to incorporate a Local Economic Impact (LEI) Factor in their purchasing policies. For example, a typical proposal evaluation scheme might award points for experience, expertise and price. An LEI Factor adds an additional weighted score to the process. LEI can be defined in terms of whether the bidder is partnering with local businesses for goods and services need to complete the contract. This encourages out-of-town bidders to partner with local companies. It tends to build local expertise and keeps at least some of the money in the community. An LEI Factor is not meant to be a barrier to entry for “outside” firms, but is rather aimed at building community capacity and maximizing local economic impact.

See Appendix E for more information on developing effective “buy local” campaigns.

### **Broad Objectives**

Establishing and promoting a community-wide Buy Local campaign will:

1. Increase awareness of the benefits of shopping locally.
2. Reduce purchasing from outside of the community by organizations throughout the City of Timmins.
3. Increase sales of local businesses and support growth and expansion.

**Tactics**

1. Identify a project lead and partners, e.g. City and Chamber of Commerce representatives, purchasing officers from large local firms, small business owners, etc.
2. Facilitate meetings between mines, manufacturers and other service providers to discuss the benefits of local purchasing.
3. Develop a Community Support Commitment Statement and encourage organizations to become signatories.
4. Lobby large employers to establish local offices in the community.
5. Identify service gaps within the community (i.e. where are the purchasing leaks in the community?) Build local capacity to address these gaps through entrepreneurship development, community benefit agreements with outside contractors, or attempt to attract branch offices of existing firms.
6. Create a Buy Local campaign aimed at mines and large organizations.
7. Amend City purchasing policy to provide a “community benefit” factor that encourages outside contractors to partner with local firms.
8. Encourage other organizations to request an LEI component from their suppliers to support local purchasing of goods and services.
9. Promote the quality of local providers to residents; highlight personalized service, contributions to community organizations.

**Measurables**

1. By January 2013 the Community Strategic Planner will have identified a Project Lead and committee members for this initiative.
2. By March 2013 the Committee will have developed a plan to implement the recommended tactics.
3. By May 2013 the Committee will have consulted local businesses and organizations to develop appropriate content for a Community Support Commitment Statement that has broad appeal.
4. By September 2013 the Committee will have created and implemented a Buy Local Campaign aimed at larger businesses.
5. By December 2013 the Committee will have developed a presentation to Council encouraging it to amend –within the law– its purchasing policies to provide further support local businesses.

**(iii) Continue to develop labour force recruitment and retention strategies.<sup>69</sup>**

Business owners in the community face ongoing labour force recruitment challenges. “I could increase my sales by 50% tomorrow if I had the staff, but can’t find the people,” said one local manufacturer.

In September 2011, the TEDC established an Employer Council that will “bring local employers together to collectively develop employer driven strategies designed to reduce barriers, create understanding and build capacity to address workforce trends”. This Council will have representation from various sectors and will identify skill gaps, connect employers to programs, and match newcomers to local employers. In addition to the Employer Council’s recruitment role, retention will be a key function to ensure employees and their families are able to make personal connections in Timmins, and will want to stay in the community.

**Broad Objectives**

Recruitment and retention strategies will:

1. Increase the number of residents living in Timmins.
2. Increase the assessment base for the City of Timmins.
3. Support local businesses, services and organizations.
4. Reduce unfilled job vacancies.
5. Provide local employers with a highly skilled workforce that experiences lower turnover rates.

**Tactics**

1. Develop an integrated recruitment and retention strategy for the community that addresses the needs of new Canadians, Aboriginal people and those moving to Timmins from elsewhere in Canada.
2. Provide a resource to help newcomers make personal connections to the community through work matching, connections to social and recreation opportunities. Establish a volunteer “Welcome Team” to provide mentoring or support to newcomers.
3. Ensure there is an easily accessed, current portal for new residents looking for information about housing, schools, employment, businesses for sale and available properties. Include testimonials from other newcomers about their experiences in Timmins. Currently, the TEDC has such a website but its title “ImmigrationTimmins.ca” and its home page suggest that it is only for new Canadians.
4. Provide a referral mechanism where existing residents and real estate agents can refer potential new residents to a “Welcome Team”. (Currently, the ImmigrationTimmins web portal has a page that refers newcomers to realtors, although the link is broken.) Real

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<sup>69</sup> Review a sample Community Retention and Recruitment strategy for a rural Nebraska community at [http://www.edacenter.org/downloads/Ben\\_Winchester\\_Report\\_2.pdf](http://www.edacenter.org/downloads/Ben_Winchester_Report_2.pdf)



estate agents are often a first point of contact for newcomers and they can help identify and communicate their needs and interests. If there is an established and well-promoted process to refer newcomers to a Welcome Team, they are more likely to get the support they need earlier.

5. Communicate the benefits of newcomers (new skills, high income levels) to residents and decision makers to promote a more tolerant and welcoming environment.
6. Continue to refine recruitment and retention strategies using surveys, focus groups and interviews to understand newcomer experiences and needs and to refine information or community offerings.

This project is being led by the TEDC, and as such it will develop measurable appropriate to its resources and the expectations of its Board of Directors.

**(iv) Develop management, marketing and exporting expertise among local businesses.**

We suggest that community economic development organizations continue and enhance their work on local business retention and support. Many business owners participating in the planning process commented favorably on the efforts of the Timmins Economic Development Corporation (TEDC). They also suggested that the TEDC explore ways of providing more personalized support services in the areas of marketing and exporting. Many businesses in the community lack the time or expertise to effectively market and promote their products, both inside and outside the community.

The first step is to identify area businesses that have niche products and services, and/or the potential and willingness to export their products. With personalized support, local businesses can develop their export potential and market their products throughout the world. Support can include securing funding for staffing, website development, marketing materials, and tradeshow assistance to help grow local business. FedNor and NOHFC may be able to provide funding for this initiative, especially if it is presented in terms of a scalable pilot project.

**Broad Objectives**

Developing management, marketing and exporting expertise among local businesses will:

*Many business owners participating in the planning process commented favorably on the efforts of the Timmins Economic Development Corporation (TEDC). They also suggested that the TEDC explore ways of providing more personalized support services in the areas of marketing and exporting, as many lack expertise in these particular areas.*

1. Help local firms diversify their economic base by facilitating trade outside the community.
2. Build local business capacity and competitiveness.
3. Promote more effective entrepreneurship in the community.
4. Encourage business retention and expansion.

**Tactics**

1. Consult with local businesses and identify businesses with export potential.
2. Secure funding from NOHFC and FedNor to facilitate and help implement marketing and export strategies for local business.
3. Continue to promote the services of the TEDC through various communications media, such as the quarterly newsletter, partner websites, local media outlets, public workshops etc.
4. Host regular business planning, marketing and other business support workshops for entrepreneurs and small businesses in specific sectors, in order to provide targeted information.
5. Meet with local banks and Caisse/Credit Unions to identify funding opportunities for local businesses.

This project is being led by the TEDC, and as such it will develop measurable appropriate to its resources and the expectations of its Board of Directors.

**(v) Ensure training and facilities align with industry demand.**

The Far North East Training Board conducts regular surveys of industry needs to help predict labour market and training needs. Public consultation participants suggested that 1) many positions in high demand seem not to appear in the study, e.g. web developers and 2) there is a gap between these reports and the post-secondary education institutions who offer training. It may be possible to address these issues by using more sector-specific needs analyses and by encouraging local education institutions to communicate with business sectors more often.

This initiative should connect with the Employers Council and the Recruitment and Retention strategy identified in section 5.2.2(iii).

**Broad Objectives**

Aligning training with employer needs will:

1. Provide training for students to ensure they are job-ready and bring innovative ideas to the market.

**Tactics**

1. Undertake sector-specific meetings (i.e. mining, biotechnology, IT, manufacturing) to understand industry specific requirements for employees.

This project is being led by the Far North East Training Board, and as such it will develop measurable appropriate to its resources and the expectations of its Board of Directors.

**(vi) Determine the feasibility of establishing an applied industrial research centre**

Many participants in the public consultations felt strongly that Timmins has the capacity to become a centre for innovative research with commercial applications. There may be opportunities to conduct research on deep mining technologies, mine reclamation, mine storage, agriculture and industrial innovation. Northern College is undertaking an applied research strategic plan “to work with business, industry and other members of our communities to help them solve problems, improve processes and, ultimately, potentially compete in the global economy,”<sup>70</sup>. The development of a permanent centre at the College would attract new skilled people to the community and assist local innovators to move ideas to commercialization. It also supports the concept of increasing local entrepreneurial capacity for economic diversification.

**Broad Objectives**

Establishing an applied research centre will:

2. Build research and development capacity of local community.
3. Attract new residents and skills to the community, especially in the knowledge sector.
4. Support the commercialization of innovative products in the community.

**Tactics**

1. Northern College, in conjunction with the Community University Committee, should evaluate and make a decision based on Research Centre Feasibility Study.
2. If the Centre is feasible, the College and the University Committee (in conjunction with other interested partners) should consider preparing a funding proposal to such organizations as Industry Canada, MTCU and NOHFC.
3. Northern College and the University Committee may work together to actively lobby for, support and promote the Research Centre.

This project is being led by Northern College, and as such it will develop measurable appropriate to its resources and the expectations of its senior management and Board of Governors.

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<sup>70</sup> “Northern College colours education green: new program, research facility foster eco-friendly studies”. Northern Ontario Business. May 1, 2011.

**(vii) Reduce input costs for businesses relative to transportation and distribution.**

Running a business in a northern community can be expensive, especially in terms of transportation and distribution. One of the most frequent complaints during the consultation process was related to the Timmins-Toronto air travel monopoly. In other northern communities, such as Sault Ste Marie, Sudbury and Thunder Bay, competition has reduced the price of travel substantially. If a competing airline puts pressure on current prices, Timmins businesses and organizations stand to save considerable money on business travel. Note that as of the date of this document's publication, Porter Airlines announced that it would be offering three flights daily between Timmins and Toronto starting in January 2012. Air Canada, the incumbent airline, has subsequently dropped its prices by approximately 50% to better compete with Porter.

It will be important for the City and other business leaders to help “make the aviation travel pie bigger” in order to keep both competitors. Air Canada has served the community for decades and has played a role in increasing Timmins' accessibility to new business. The community must continue to support both airlines over the long term if it hopes to maintain competition and reasonable airfares.

Several business owners also suggested there is a need for “distribution brokers” who can coordinate empty back-hauls and reduce the cost of freight.

A third issue raised at many of the public consultation sessions was the need to restore and enhance rail service to Timmins and the surrounding area. Currently, a lack of adequate rail service puts Timmins at a disadvantage for some industrial site selection processes (e.g. Cliff's Resources Chromite Smelter.)

**Broad Objectives**

Reduced transportation costs will:

1. Enable businesses to meet face to face with prospective buyers.
2. Reduce transportation portion of costs for local manufacturers and suppliers.
3. Provide the competitive travel costs for residents.
4. Make the community more attractive to professionals and prospective new employees.

**Tactics**

1. Publicly promote enhanced access to reasonable air travel rates to build support for Porter Airlines, while respecting Air Canada's contribution as incumbent.
2. Support second airline to encourage competitive flight costs over the long term.
3. Develop or secure a shipping broker service for local companies who face transportation cost barriers.
4. Lobby for enhanced rail service throughout Northern Ontario.

## Measurables

1. At Porter's inaugural flight, plan a City/Business Community press launch to celebrate competitive air service to Toronto, and recognize the contribution of all airlines that service the City.
2. By January 2013 establish the project lead (e.g. the TEDC and/or Chamber of Commerce) and partners for the transportation infrastructure initiative.
3. By March 2013 develop a lobbying plan to encourage government to examine and apply funds towards enhanced transportation infrastructure in Northern Ontario. See Appendix G for information on developing a lobbying plan.

### (viii) Develop a comprehensive tourism strategy.

There is compelling evidence that tourism can be a significant driver of economic diversification and sustainability in rural communities<sup>71,72,73</sup>. When developed sustainably, tourism leverages existing infrastructure and focuses on the distinctive features of a location. An effective strategy is based on a common theme, around which the community's events, attractions, promotions should coalesce.

The goal of the strategy should be to develop a critical mass of four-season events, conferences, packages and attractions (that link back to the community's brand) that will increase the number of visitors, extend the length of their stay and their expenditures in the community. The strategy should examine such as conference and event planning opportunities, current and future facility capacity, equipment requirements, volunteer skill development, booking systems, and promotions and marketing needs.

## Broad Objectives

1. Find ways to increase the number of visitors to Timmins.
2. Promote the development of infrastructure/facilities/processes that increase Timmins visitors' length of stay.

## Tactics

1. Engage and build the capacity of local sport organizations to host and grow various regional and provincial events.

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<sup>71</sup>MacDonald R. and Jolliffe L. Cultural rural tourism: Evidence from Canada. *Ann Tourism Res* 2003; 30(2): 307-22.

<sup>72</sup>Stolarick, K., M. Denstedt, B. Donald, and G. Spencer. *Creativity, Tourism, Economic Development in a Rural Context: the Case of Prince Edward County*. Working Paper Series: Martin Prosperity Research. Toronto: Martin Prosperity Institute, 2010.

<sup>73</sup>Briedenhann, J., & Wickens, E. (2004). Tourism routes as a tool for the economic development of rural areas—vibrant hope or impossible dream? *Tourism Management*, 25(1), 71-79.

2. Work with local organizations to expand the size and number of conferences and tradeshow.
3. Build the capacity, facilitate the marketing and expand package offerings for quality tour experiences with outdoor recreation and adventure operators.
4. Create and support the development of cultural tourism packages with regional draws including pow-wows, concerts, francophone cultural events and multi-cultural festivals.
5. Implement a tourism visitation tax.

### **Measurables**

1. By January 2013, identify the lead organization and partners for this project.
2. By June 2013, confirm funding to conduct regional tourism strategic plan.
3. By September 2013, select a consulting firm and award the project.
4. By January 2014, Council should have accepted the tourism strategy and begun to implement its recommendations.

## 5.4. Stimulate Community Investment

### 5.4.1 Initiate Long Term Housing Solutions

One of the most common themes to emerge during the public consultations was the concern around affordable, good quality housing. This is typical of many northern Ontario regions, where rental units are poorly maintained, and the number of homes requiring major repairs is twice that of urban areas, at just over 12%.<sup>74</sup> Youth, seniors and new residents are particularly vulnerable.

The housing shortage is perceived as a significant barrier to local business expansion.<sup>75</sup> One local contractor has gone so far as to erect temporary housing on his property to house workers. This is a short-term solution at best. Moreover, such initiatives do not generate the level of assessment revenues that would be possible were there sufficient housing options available.

The City will need to consider innovative approaches and new ways of thinking to address the problem cost-effectively. There may be some support for creative housing strategies from the provincial government's *Strong Communities Through Affordable Housing Act* of April 2011. It increases the flexibility of provincial housing dollars to better meet the needs of individual municipalities. It will also direct municipalities to develop long term affordable housing plans. In Timmins, a community housing strategy should address quality, affordability and the specific needs of seniors, immigrants, First Nations groups and new residents.

#### Case Study: Garden Suites Increase Housing and Assessment Opportunities

Many communities are revisiting their zoning and permitting practices to allow creative housing solutions that add value to neighborhoods and properties. For example, garden suites and granny flats are small, self-contained houses that can be erected on large backyard lots or on narrow properties such as reclaimed laneways.

According to the Canadian Mortgage and Housing Corporation, studies show that granny flats do not reduce the value of nearby properties.<sup>1</sup> Nor do they interfere with neighbours' use and enjoyment of their property. Most municipalities regard garden suites as property improvements that increase the assessed value of the property – and property taxes – as long as the suite is in place. If they are considered chattel, the unit is licensed and the municipality levies a license fee.

From the Canada Mortgage and Housing Corporation, available at [http://www.cmhc-schl.gc.ca/en/co/renoho/refash/refash\\_026.cfm](http://www.cmhc-schl.gc.ca/en/co/renoho/refash/refash_026.cfm)

<sup>74</sup> Slaunwhite, Amanda (2009). Under Pressure: Affordable Housing in Rural Ontario. Canadian Policy Research Network.

<sup>75</sup> Refer to results of stakeholder interviews and consultations.

## Broad Objectives

A long-term housing strategy will:

- Assist employers in recruiting staff for business development and expansion by providing opportunities for new residents to find adequate housing for themselves and their families.
- Increase tax assessments.
- Address growing need for senior's housing.
- Increase quality of life for individuals unable to find adequate, affordable housing.

## Tactics

Research suggests that there are three main methods for improving housing for low-income households in rural areas: land-use development controls, government subsidies, and social housing construction.<sup>76</sup> Within these approaches to promote new housing opportunities are several tactics, including:

1. Converting existing buildings into affordable rental units. This can be an effective way of adding inexpensive housing capacity, but there must be Council support for rezoning.
2. Revisiting zoning and permitting to make it easier for builders to construct homes, and for home homeowners to add apartment suites to their homes. It will be important to hold consultations directly between City Councilors, Planning department personnel and builders to ensure that all concerns are heard and considered during this process.
3. Offering incentives or rebates to local developers, e.g. offering city-owned land to developers for a token fee in order to encourage developments that include some percentage of affordable housing.<sup>77</sup>
4. Increasing density and intensification by infilling with smaller homes and granny flats, and by encouraging the development of garden suites and secondary units on residential lots.<sup>78</sup>
5. Making use of alternative housing types such as manufactured or mobile homes. Yellowknife, for example, has subdivisions on which the lots have “permanent” double-wide mobile homes, each on a foundation on its own private, landscaped lot. Residents have the advantage of paying less for a new home than they otherwise would, and the City gains new assessment revenues.
6. Encouraging builders to construct smaller homes, e.g. when well-designed, a comfortable two or three bedroom home can be built in configurations of 500-800 square feet.<sup>79</sup> Contemporary small homes are designed with efficiency in mind, and are cheaper to

<sup>76</sup> Clark, G. 1982. *Housing and Planning in the Countryside*. Chichester, UK: Research Studies Press.

<sup>77</sup> Bruce, David. 2003. *Housing Needs of Low-Income People Living in Rural Areas*. Ottawa: Canada Mortgage and Housing Corporation.

<sup>78</sup> Arendt, Randall. 1994. *Rural by Design: Maintaining Small Town Character*. Chicago: American Planning Association.

<sup>79</sup> See [www.smallworks.ca](http://www.smallworks.ca) and [www.tumbleweedhouses.com](http://www.tumbleweedhouses.com) for award-winning housing designs.



construct, heat and maintain. Ikea offers well-reviewed new modular homes in the range of \$85,000-100,000.

7. Encouraging builders to construct apartment buildings, which make better use of available infrastructure and can provide more versatile forms of affordable housing.

### **Measurables**

1. By June 2012, identify and establish Terms of Reference for a Housing Committee including representatives from DCSSAB, the Chamber of Commerce, the City of Timmins, the First Nations and francophone communities, and local developers or builders.
2. By September 2012, secure a source of funding for a comprehensive Municipal Housing Strategy and Implementation Plan.
3. By October 2012, select a consultant to conduct the study and develop the plan.
4. By January 2013, submit a strategy and plan to Council for approval.

### 5.4.2 Identify Alternative Municipal Revenue Generating Opportunities

Municipalities who participate in alternative funding methods initiatives can reduce operating costs and thus, reduce their reliance on municipal assessments to fund public services. New funding arrangements also create a more tax-competitive environment for business and reduce taxation for residents.

#### Broad Objectives

Creating municipal revenue generating opportunities and cost reduction strategies will:

- Provide revenue to support continued provision of safe and efficient infrastructure.
- Supplement the property tax base.
- Incorporate life cycle costs of infrastructure.
- Offer reliable, predictable dedicated funding to support multi-year infrastructure investment strategies.
- Provide additional options to generate infrastructure funds.

#### Local PUCs Bring Benefits to the Community

Because we are owned by the community...

- We have control of our prices and are able to offer some of the lowest prices in the Province
- We are actively involved in community activities and support community goals
- We are concerned about the local environment
- We are able to offer the convenience of joint utility services
- Council and Citizens have a voice in utility decisions

—Collingwood Public  
Utilities Commission

#### Tactics

1. **Investigate the feasibility of a Public Utility Commission (PUC) to supply various utilities (energy, water services) to the community at competitive rates.** Various communities across Ontario own the public utilities that can provide telecommunication, water and sewer and electricity to local residents. Sault Ste. Marie, Sudbury, Hearst, Cochrane, Chapleau, Kenora and Collingwood are among the communities who offer PUC services to residents. PUCs are generally corporations wholly owned by the municipality. Revenues from the PUC flow to the municipality.
2. **Investigate service delivery opportunities to regional communities**  
Neighboring communities may lack either the capacity or demand to justify full time positions to deliver municipal services. The City should undertake discussions with neighboring communities to determine if services, such as Building Inspection, GIS services or other municipal services could be offered on a fee for service basis.
3. **Special levies:** Special levies can generate new funding to cover a new service not traditionally covered by the general tax base. Ideally this method is used to “achieve a

strategic goal for the community”; the ability to demonstrate the link to community priorities is a fundamental component of success in adopting this method”<sup>80</sup>. Special levies are accompanied by a special fund established by the municipality to manage special levy revenues. A municipality must ensure it communicates how the levy revenues are spent and report back regularly on it. “Municipalities that have identified a need or goal that is important to the public, and that have successfully communicated the benefits of a special levy in meeting that need, have experienced high levels of public support for the levy”.<sup>81</sup>

#### 4. Utility models:

Water meters are one form of a utility model that is a volume-based, user pay system to allocate the cost for services accurately to the user of the service: those who use more water, pay more. The key for the application of a utility model is that the rate cover the full cost of services (operating and maintenance, and replacement costs). While this option does not necessarily result in new revenues, it can reduce use and prolong the length of capital investment. A number of municipalities have 100% residential and commercial water meters: Okotoks, Alberta, Halifax Nova Scotia and Yellowknife, Northwest Territories.

#### 5. Sponsorships:

Corporate sponsorships are commonplace (arena rink board advertising as one example) and allow private companies to get some form of public recognition through advertising, signage or monuments. The sponsorship approach could also include the involvement of local groups and organizations in the actual labour for operations and maintenance of recreation or natural areas. Winnipeg Manitoba is pursuing corporate sponsorship for municipal parks to help cover operation and maintenance costs.

#### Case Study: Trail System Sponsored by Community Groups

St. John's Newfoundland has a successful program to manage an extensive walking trail system throughout the City. The program involved development of the trail system, shelters, signage and lighting. It depends on members of the community and special interest groups for ongoing maintenance and improvements. The trail system has become a popular method of commuting to work in the city.

<sup>80</sup> Alternative Funding Mechanisms: A Best Practice by the National Guide to Sustainable Municipalities, December 2002. Available at [http://www.sustainablecommunities.fcm.ca/files/infraguide/decision\\_making\\_investment\\_planning/alternative\\_funding\\_mechanisms.pdf](http://www.sustainablecommunities.fcm.ca/files/infraguide/decision_making_investment_planning/alternative_funding_mechanisms.pdf)

<sup>81</sup> *ibid.*

Sponsorships typically involve few costs, but the municipality must “sell” the idea to public interest groups or corporate sponsors.

6. **Airport Development:** As the owner of the Victor M. Power Airport in Timmins, the City of Timmins stands to benefit financially from future airport development. As globalization continues to reduce the impact of distance on business markets, airports are increasingly being viewed as catalysts for economic development. Their ability to generate jobs and attract investments is being used as a rationale for public investments in airport expansion. Research suggests the potential of an airport to contribute significantly to a city’s economic development relies on four main areas: Connectivity; the economic potential of the region; the sustainable development context; and the entrepreneurial orientation of the airport operator.<sup>82</sup>
7. **Funding Partnerships:** With this approach, a private company or a non-governmental organization forms a partnership with a municipality. This often, but not always, follows a competitive bid process. This relationship can be established for road or bridge infrastructure, utilities such as water or sewer, solid waste services, or recreational facilities.

Arrangements can include private capital financing, private operation and maintenance services for a set period. The municipality could have a monthly lease rate to the private contractor, a private contractor with a user rate charge or a regular municipal grant to a non-governmental organization to provide a service. Partnerships can allow a municipality to avoid increased debt load, accelerate project completion, capitalize on private sector expertise and identify innovative solutions.

For example:

- Grande Prairie, Alberta established a PPP with local school boards and a private developer to build a multi-use public recreational complex (including arena) along with a school. The City contracted out the utility and parking lot capital and O&M responsibilities, but the City still financed the capital costs for the facility. Grande Prairie is also developing a co-generating electricity plant that will use waste wood from a sawmill as fuel and produce district heating. The partnership includes a private contractor, a private sawmill and a natural gas company.
- The municipality of Grand Falls-Windsor, Newfoundland has a partnership with a local YMCA to operate a multi-use recreation facility. The town felt the YMCA could operate the facility more economically and efficiently than the municipality.

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<sup>82</sup> Weisbrod, Glen E., John S. Reed and Roanne M. Neuwirth (1993). Paper presented at the PTRC International Transport Conference, Manchester, England, 1993. Accessed at [www.edrgroup.com/pdf/airport-econ-ptrc.pdf](http://www.edrgroup.com/pdf/airport-econ-ptrc.pdf).

The arrangement includes an annual grant of \$70,000 with the YMCA paying its own utilities and labour costs from user fees.

### Measurables

1. By September 2012, the City will discuss this concept with the TEDC to determine if it is the most appropriate project lead for this initiative.
2. By December 2012, the City will have identified a designated lead for this initiative.
3. By January 2014 the City, TEDC and/or other community partners will have developed a list of feasible revenue generating concepts that the City of Timmins may pursue.

#### 5.4.3 Develop Community Foundation (charity status)

They are independent philanthropic organizations working in a specific geographic area that – over time – builds an investment fund of donations and endowments from many donors in the community.<sup>83</sup>

A Community Foundation is a vehicle for local donors who contribute cash, bequests or property to create a permanent trust that will benefit the community in perpetuity. Using the investment earnings, the Foundation builds capacity within the community to address local needs and opportunities. Ideally, its main role is to build substantial, permanent funds from which grants are made to local charitable and community organizations. These funds function much like investment accounts, where the community – represented by the Board of Directors - decides how to distribute the earned interest. In pure sustainable models, income is distributed annually as grants to local charities and major leadership initiatives, while the principal remains untouched.

On a smaller scale, Community Foundations can operate on a volunteer basis using Board

#### The Awesome Foundation Program

The Awesome Foundation is a smaller version of a full-fledged community foundation, dedicated to providing micro-grants to organizations and individuals who seek to increase social capital, tolerance and community pride. Established in Boston, the Foundation distributes monthly \$1,000 grants to projects that will benefit their community. The Awesome Foundation is funded by groups of ten or more self-organizing “micro-trustees,” who form autonomous chapters; the model generally requires that each trustee donate \$100 per month. Grants are made with no strings attached, and are meant to build community pride and engagement by rewarding “flashes of micro-brilliance” with funds to carry them out. Visit the Awesome Toronto site at <http://awesometo.wordpress.com/how-it-works/> to see some of the projects that have been funded.

<sup>83</sup>Ledingham, J. (2001) Examining community foundations: Extending the relational perspective to the community-local government relationship, *Public Relations Review* 27 (2001), pp. 337–345.

networks to solicit an annual donation target. Community organizations apply to the Foundation for small funding amounts (usually up to \$5,000), and the Board determines how to allocate the funds on a quarterly basis.

Community foundations have three major roles:

1. **Endowment Building/Donor Service:** The Foundation helps donors, their families and their advisors satisfy their philanthropic impulses in a way that suits their goals and circumstances.
2. **Grant-making:** The Foundation has a local board and staff who know about community needs and opportunities. Staff members monitor needs, conduct research, gather information, work closely with local agencies and programs, and direct resources to appropriate areas.
3. **Community Convening and Leadership:** The Foundation can act as a catalyst for change by bringing people and organizations together to convene community dialogues and build partnerships to address local issues and leverage opportunities.

There are more than 1,100 community foundations in 42 countries. Canada is a recognized leader in this growing global movement, with close to 160 community foundations across the country. Communities with such foundations include:

- Sudbury
- Muskoka
- North Bay
- Petawawa
- Perth
- Thunder Bay
- Temiskaming Shores

Each community foundation is autonomous and governed by a volunteer board of local leaders. More information on community foundations, including mandates and start-up information is in Appendix F.

## **Broad Objectives**

The purpose of a Community Foundation is to:

1. Expand the pool of community philanthropists.
2. Promote effective giving by providing support, expertise, research and advice to donors.
3. Promote awareness of significant community and social issues, and grant funds to worthy charitable, social or community-capacity building projects.
4. Work collaboratively with communities, donors and others to ensure the foundation is effective.

5. Facilitate donations to the community and allow benefactors to see the results of their donation to the community.
6. Manage and invest funds wisely to achieve fund growth and good returns.
7. Help build the community.
8. Provide an opportunity for more community members to take an active role in long term planning.

### Measurables

By September 2015, the Strategic Plan Coordinators will have identified a Project Lead for this initiative. Community Foundations take many forms, and each has objectives specific to community needs, board members' interests, and funders' preferences. Measurable outcomes are more appropriately the province of the Community Foundation.

## 5.5 Strengthen Social Fabric and Community Amenities

*“The quality of place is a significant deciding factor in where new economy workers and companies choose to locate.” –Richard Florida*

*“As people and capital become more footloose, it is vital for communities to provide an environment that not only attracts newcomers, but perhaps more importantly, keeps existing ones satisfied.” –Mihalis Kavaratzis<sup>84</sup>*

Research suggests that regional growth is highly correlated with the level of educational attainment in the local labour force<sup>85</sup>. To this end, community amenities –particularly natural, recreational and cultural amenities– are essential in attracting both knowledge workers and information economy investments.<sup>86,87,88</sup>

Amenities are usually defined as things that contribute to comfort, convenience or enjoyment. As such, investments in recreation facilities, arts and culture projects, parks and beautification initiatives are often relegated to the “nice to have” category. These are often the first items on the budget chopping block, and the last in terms of planning priorities: the traditional view of such

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<sup>84</sup>Kavartzis, Mihalis (2005) Place Branding: A Review of Trends and Conceptual Models. *The Marketing Review*, 5, 329-342 (329).

<sup>85</sup>Florida, R. (2002). *The Rise of the Creative Class*. New York: Basic Books.

<sup>86</sup>Florida, R. (2000). “Competing in the Age of Talent: Environment, Amenities, and the New Economy.” Report prepared for the R.K. Mellon Foundation, Heinz Endowments and Sustainable Pittsburgh, January.

<sup>87</sup>Young, Brandon (2004) “BC Resource Communities: Assessing Restructuring Processes and Local Responses,” Simon Fraser University Unpublished Manuscript. Accessed August 12, 2011 at [ir.lib.sfu.ca/handle/1892/11259](http://ir.lib.sfu.ca/handle/1892/11259).

<sup>88</sup>Green, Gary Paul “Amenities and Community Economic Development: Strategies for Sustainability,” *Journal of Regional Analysis & Policy*, 31(2) (2001): 61-75;

expenditures is that they are cost-centres, instead of investments. However, amenities are also defined as “features conducive to increasing attractiveness or value”<sup>89</sup>. This perspective is gaining considerable ground in economic diversification studies, where research suggests that local amenities are critical for attracting and retaining skilled professionals.<sup>90 91</sup>

There is a perception among community consultation participants that City Council is reluctant to invest in services that don’t generate obvious economic value. Many people referred to the extended Council budget debate over whether to pay for flowers in the downtown core as an example.

City Councilors, however, feel a duty to respond to residents who are demanding reductions in municipal taxes. Yet the respondents in the public consultation process who called for lower taxes were significantly outnumbered by those calling for increasing investments in community amenities.

The Chamber of Commerce’s independent survey suggests that business owners also support greater investment in these areas.

When asked which upgrades were likely to help Timmins attract businesses and professionals, the number one answer (45%) was sports, recreation and leisure facilities.

Indeed, more than a dozen business owners and managers relayed the difficulties they have recruiting professionals and skilled workers to Timmins because the community lacks sufficient amenities. According to our in-depth interviews with key stakeholders, physicians, engineers, architects and skilled trades people are particularly hard to attract and retain. Organizations are turning down contracts or are filling positions with short-term contractors or locums, increasing

*City Councilors must strike a delicate balance between exercising fiscal restraint and making investment decisions that move the community forward. It will be important to communicate the rationale –and potential return on investment– for spending on Strategic Plan projects such as the Tourism Strategy, Recreation Master Plan, Community Brand and Housing Strategy.*

<sup>89</sup> Merriam Webster Dictionary.

<sup>90</sup> Florida, R. (2002). *The Rise of the Creative Class*. New York: Basic Books.

<sup>91</sup> David A. McGranahan, “Natural Amenities Drive Rural Population Change.” *Agricultural Economic Report No. 781*. Washington, DC: Food and Rural Economics Division, Economic Research Service, U.S. Department of Agriculture, October 1999



the percentage of transient workers in the local labour force. A high transient population puts increased pressure on local infrastructure yet does not generate the tax revenues necessary to maintain and upgrade it.

In addition to the importance of community amenities, the need for a vibrant and supportive social structure was discussed at the public sessions. Providing a welcoming environment for visitors is important to ensure visitors return to the community, and speak highly of their experiences here to others. However, new and existing residents also need to connect to the community: making friends, volunteering and raising families in the community are some of the key reasons people have stated that they remain in Timmins.

There are some gaps in the community that weaken the community's ability to "cement" residents to the community.

### **5.5.1 Create a social planning council to support social and community services**

The purpose of social planning is to improve quality of life throughout the community through research, engagement, advocacy and action. A social planning council builds local capacity in social support systems, advises on public policy, and promotes community awareness and involvement in social issues.

#### **Broad Objectives**

A social planning council will:

- Identify and analyze the social needs in the community.
- Provide leadership and planning services.
- Monitor and evaluate changes in policy and environment.
- Encourage public engagement and involvement in social issues.
- Facilitate social service organizations' ability to adapt and change
- Advocate on social and economic policy
- Educate and influence decision-makers about consequences of social and economic policies.

#### **Tactics**

1. Enlist a sponsoring organization to prepare and submit a funding proposal for a Social Planning Council.
2. Recruit a board of directors to help establish the organization, develop and advise social planning staff.
3. Secure funding and staffing for Social Planning Council
4. Have the Social Planning Council report back to the community at regular intervals

As of February 2012, the Social Planning Council will have been established and its Board will develop objectives and measurable outcomes.

### **5.5.2 Install multi-lingual welcome signage at City entrances**

Residents at the consultation sessions discussed the importance of creating a welcoming environment for visitors and residents, especially at key entrance points to the City. As one participant noted, “We don’t really create a good first impression.” Public consultation participants suggested that the current signage on Hwy 101 is both dated and generic. New signage should be developed in conjunction with the Community Branding Strategy to make sure that themes and colours are consistent.

*New welcome signage will help create a positive first impression of Timmins. The signs will be multi-lingual –English, French and Cree– to reflect the cultural diversity of the community. It will be important to ensure the signage reflects the community brand.*

### **Broad Objectives**

- Create a positive first impression of Timmins by erecting vibrant, multi-lingual signage welcoming visitors and residents alike.
- Highlight the importance of the major linguistic and cultural sectors in the community.
- Support broader communications, branding and tourism strategies.

### **Tactics**

1. Create new signage at the entrances to the City along Hwy 655, Hwy 101 and at the airport.
2. Ensure signage is consistent with the City branding.
3. Consider previous gateway concepts that have already gained traction, such as the Headframe Concept in the Streetscape Plan (as modified by the Timmins Airport Authority.)

### **Measurables**

- By April 2013, The Strategic Planning Coordinator will have identified a project leader (e.g. Tourism Timmins or the Chamber of Commerce).
- By August 2013 the Project Lead will have identified a source of funds for the signage.
- By September 2013, the Project Leader will present conceptual drawings and a budget to City Council for its approval.
- By December 2013 at least one new community welcome sign will be erected and there will be a schedule in place for erecting the others.

### 5.5.3 Conduct a needs assessment and develop a plan to support and retain retirees in the community

Note that this recommendation does not advocate an attraction strategy such as the one made famous by Elliot Lake. Our recommendation focuses on a *retention* strategy as a means to improve quality of life for local seniors while helping to stabilize the population

Timmins has a lower-than-average percentage of seniors in the community relative to the rest of northern Ontario. This suggests that to date there has been little pressure to develop a retention strategy and associated support services for retirees. However, there is a large demographic “bulge” of individuals preparing for retirement in the next few years. As they leave the workforce, they create opportunities for new workers to replace them. This can result in both population and economic growth if the community can retain those retirees.

*Pursuing “Age-friendly Community” status would help retain seniors in the community, and keep aging residents healthy, independent and in their own homes. Developing a community Retiree Retention Program is requires an in-depth understanding of this group’s needs, as well as large scale, broad-based planning and coordination.*

An “Age-friendly Community” would help retain seniors in the community, and keep aging residents healthy, independent and in their own homes. Developing a community Retiree Retention Program is requires an in-depth understanding of this group’s needs, as well as large scale, broad-based planning and coordination. Generally, seniors and retirees prefer to live in communities where<sup>92</sup>:

- Outdoor spaces and public buildings are pleasant, clean, safe and physically accessible.
- Public transportation is accessible and affordable.
- Housing is affordable, appropriately located, well built, well designed and secure.
- There are many opportunities for social participation in leisure, social, cultural and spiritual activities with people of all ages and cultures.
- Older people are treated with respect and are meaningfully included in civic life.
- There are opportunities for employment and volunteerism that cater to seniors’ interests and abilities.
- Age-friendly communication and information is available.

<sup>92</sup> Getting Started: Moving Towards an Age-friendly Community. Ontario Seniors Secretariat.  
<http://www.seniors.gov.on.ca/en/afc/Getting%20started%20-%20final.pdf>

- Community support, convenient shopping, and health services are tailored to older persons' needs.
- There are above-average health care facilities.
- There is a range of age-appropriate recreational activities, including fishing, gardening and golf.

While Timmins has a well-equipped regional health centre, golf courses, and access to outdoor recreational opportunities, it faces challenges in developing a more comprehensive senior-friendly environment. During the SWOT Analysis phase, the community identified several weaknesses of particular relevance to this recommendation, including: lack of affordable housing; gaps in public transportation for people with disabilities; accessibility issues; and a lack of coordination among service providers and groups. Moreover, participants point out that seniors living in rural areas such as the Cochrane District face location-related challenges. It can be hard to access services due to the low population density, distances between communities, and lack of coordination between support agencies. Preventative care is often compromised as a result, which places pressure on area hospitals and long-term care facilities.

The consultation session for Seniors and Health Services recommended establishing a geriatric assessment centre for Timmins. The purpose of the Centre would be to assess and coordinate services for seniors from across the district. Such a service would prevent unnecessary admission to hospitals and promote independence for seniors in the Cochrane District. This pilot project would develop a new, regional service that builds on current levels of expertise and existing service providers in Timmins. A Committee must be struck to access funding for from the Local Health Integration Network.

### **Broad Objectives**

Developing a retention strategy for retirees will:

- Contribute towards population stabilization.
- Provide seniors with a better quality of life by assessing and addressing health, recreational and social needs.
- Identify and mobilize support services such as Red Cross, Community Care Access Centre, etc.
- Identify volunteer engagement strategies to assist in the delivery of these services and promote citizen involvement.
- Secure long-term funding for a Senior's Assessment and Referral Service based in Timmins.
- Promote healthy, independent living for seniors in the Cochrane District.
- Support Timmins' regional hub strategy by building health care services and expertise.

## Tactics

1. Create a Local Senior's Action Committee comprised of representatives from the local Seniors Centre, relevant services agencies, Chamber of Commerce, Public Health Unit, and Local Health Integration Network, etc.
2. Determine the scope of committee and develop a Terms of Reference.
3. Conduct a needs assessment and gap analysis.
4. Identify strategic alternatives to address needs and prepare for the future.
5. Develop a project plan to implement strategies, including the identification of partners, resource requirements, funding and coordination.
6. Promote Age-Friendly initiatives, e.g. encourage large businesses to establish parking spots and discount days designated for Seniors.
7. Seek funding for projects that support seniors' ability to remain independent and to participate in the community.
8. Investigate possible funding sources, such as the New Horizons for Seniors Program, Human Resource and Skills Development Canada<sup>93</sup>.
9. Lobby LHIN for funds to develop a geriatric assessment centre and think tank for rural seniors' services delivery.
  - Establish a Committee comprised of representatives from senior's groups and local health agencies to develop a proposal to secure funding from the LHIN for the new service.
  - Determine the costs and need for this services.
  - Identify partners and key personnel to implement, house and manage the service.
  - Identify partners who can lobby for the service.

## Measurables

- By June 2014, the Strategic Plan Coordinator will have established a Local Senior's Action Committee (LSAC). The LSAC will develop more specific objectives and measurable outputs.

There are some additional resources for making a community "age-friendly" in Appendix H (including guides specifically aimed towards rural communities).

### 5.5.4 Increase promotion and diversity of locally-available English university programs

The consultation session participants noted that, despite efforts already underway, there still lacked awareness of the post-secondary education options within the community. Promoting the local post-secondary education options to parents, employers and regional youth will encourage more students to choose to complete their education in Timmins. Further, expanding the

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<sup>93</sup> See program details at:

[http://www.hrsdc.gc.ca/eng/community\\_partnerships/seniors/nhsp/cbpf/index.shtml](http://www.hrsdc.gc.ca/eng/community_partnerships/seniors/nhsp/cbpf/index.shtml)

university options will broaden the number of students who remain in Timmins to complete or enhance their education.

### **Broad Objectives**

Increasing the promotion and diversity of post-secondary programs will:

- Ensure that students, parents and employers have an excellent understanding of all post-secondary education options in Timmins.
- Increase the number of students who attend local post-secondary programs.
- Increase the number of post-secondary offerings in Timmins at the College and university level.

### **Tactics**

1. Ensure closer working relationship between high schools and post-secondary institutions
2. Joint marketing of course offerings at College Boréal, l'Université d'Hearst and Northern College .

### **Measurables**

The Timmins Economic Development Corporation –in conjunction with Northern College– is taking the lead on this project and will develop more specific objectives and measurable outcomes.

#### **5.5.5 Expand the TEDC Timmins and District Aboriginal Partnership (TADAP) mandate to incorporate community-wide concerns around improved Aboriginal relations.**

Several consultation sessions underscored the need to build and improve social relations between Aboriginal and non-Aboriginal community members. Members of both groups recounted examples of racism and discrimination toward Aboriginal people. Some of these incidents are overt (e.g. refusal to rent facilities to Aboriginal individuals) and others can be inadvertent (e.g. organizational failure to accommodate for culturally significant events, such as goose hunting season). In particular, Aboriginal people face difficulties in accessing housing and culturally appropriate education and health care strategies.

There is consensus that these issues should be addressed through more public education and awareness strategies. Participants also noted that such actions might clear the way for significant new economic partnership opportunities.

The TEDC currently hosts and coordinates a similar organization:

“The Timmins and District Aboriginal Partners Project (TADAP) is a three year initiative funded by FedNor and the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA). The purpose of the project is to enhance the

partnerships and relationships between the TEDC, Aboriginal organizations and the First Nation communities surrounding Timmins and the James Bay Coast. The goal is to work with Mushkegowuk Tribal Council, Wabun Tribal Council and the Urban Aboriginal population to promote and develop initiatives that will lead to barrier removal, job creation and business development opportunities. Funding from OMAFRA and FedNor is effective to March 2013.”<sup>94</sup>

While the TADAP is currently benefiting from provincial government funding, there was general agreement at the sessions that such a Committee should become a permanent part of the social landscape in Timmins. Moreover, the existence of this Committee wasn't mentioned at the sessions, perhaps because it is perceived as a group concerned only with economic relations. It can be very challenging to promote the existence of such committees in Timmins, even when multiple media channels are employed. Building a recognized presence takes time. The TEDC may wish to contact Pat Chilton, a local community leader originally from Moose Factory, who has some ideas for building and sustaining an Aboriginal Relations Committee.

### **A Permanent Community Aboriginal Relations Committee**

The TEDC currently hosts and coordinates TADAP, a similar organization funded by the province until 2013. However, TADAP wasn't mentioned at those sessions in which Aboriginal concerns arose. It may be that the Committee is perceived as a group concerned only with economic relations. The general consensus at public sessions was that Timmins needs an ongoing Aboriginal Relations committee that addresses social, cultural and economic concerns. Ideally, the TEDC will broaden its Committee mandate to include social and cultural concerns, and find a way to sustain the committee after its funding ends in 2013. This may involve identifying another community agency to take the lead on the project.

## **Broad Objectives**

Establishing the Timmins and District Aboriginal Partnership will:

1. Provide a forum in which to address urban Aboriginal issues, including education, employment, housing, cross-cultural awareness and health issues.
2. Act as a resource and liaison for the community relative to Aboriginal relations.
3. Liaise with the Community Anti-Racism Committee.

## **Tactics**

1. Consult with the TADAP to see if it can revise its current mandate (as published on the TEDC website) to explicitly include social and cultural issues, including education, housing, cross-cultural awareness and health issues. Alternately, it may wish to explore a committee-subcommittee structure.

<sup>94</sup> <http://www.timminsedc.com/en/aboutus/OurProjects.asp#TADAP>

2. Consider a Committee representation that includes elders, youth, Aboriginal community leaders, and members of local Aboriginal and Métis organizations.
3. Develop a Community Cross Cultural Awareness strategy to promote tolerance and inclusion.
4. Research and coordinate responses to social issues, and work with other community organizations –e.g. The City of Timmins, the Chamber of Commerce, the DCSSAB– to implement solutions.

### **Measurables**

By June 2012:

1. Hold at least one meeting of the expanded TADAP; OR of a separate Committee that explicitly addresses issues around social and cultural relations.
2. Develop a timeline in which to prepare a strategy for public outreach.

### **5.5.6 Develop a Municipal Culture Plan**

Municipal Cultural Plans (MCPs) strengthen local economies by building, enhancing and integrating cultural values in the community. For example, most plans include objectives around regenerating downtown areas and building vibrant, unique neighbourhoods. A community with a Cultural Plan demonstrates that it is responding to new economic and demographic realities.

Research from urban studies experts such as Richard Florida, Charles Landry and Glen Murray has drawn attention to the importance of creativity and culture. Cultural amenities are thought to be powerful new drivers not only of quality of life, but also in building local economies. “Authentic” places that offer cultural and entertainment options are magnets that attract and retain creative people. We are now in a knowledge-based economic era, and the so-called “creative class” of workers represents the most stable workforce today. Knowledge workers are not as vulnerable to economic downturns as other industries, and are considered the most desirable types of jobs for economic diversification.

A Municipal Cultural Plan establishes creative and cultural objectives that support its strategic plan and meet its vision and mission. It should inventory community cultural assets, identify gaps, and outline how various partners can help attain the plan’s goals. Cultural planning helps ensure that communities are livable and environmentally sustainable. The old assumption was that people follow business and investment. There is now growing support for the idea that the reverse is true: If we build communities where people want to live and work, business and investment will follow those people.

One of the recommendations from the public sessions was to expand the annual Timmins Multicultural Festival. Growing this cultural event into a multi-day event could move it from a



local event to a regional attraction. This is one of the facets of local cultural life that a solid cultural plan would address. It may also become an important part of a tourism strategy for Timmins.

### **Broad Objectives**

Developing a Municipal Cultural Plan will:

1. Leverage community assets to achieve economic and social goals.
2. Strengthen and increase cultural assets (cultural industries, natural heritage, cultural heritage, events and festivals, cultural occupations such as graphic designers)
3. Integrate assets into broader community planning efforts.
4. Increase recognition of cultural assets as forms of value to the community in terms of attracting and retaining residents and businesses.
5. Provide information about arts and heritage activities to residents, visitors and community leaders.

### **Tactics**

1. Apply for funding to host a Community Cultural Planning Workshop to build local capacity and awareness.<sup>95</sup>
2. Establish a Municipal Cultural Committee (MCC) with broad representation.
3. Seek partners and/or apply for funding to develop a Community Cultural Plan to be overseen by the MCC.
4. Develop a Terms of Reference to solicit proposals for the development of a Municipal Cultural Plan.
5. Guide consulting firm on completion of Community Cultural Plan.

### **Measurables**

The Municipal Cultural Committee will develop specific objectives and measurable outcomes for this project.

#### **5.5.7 Conduct needs assessment around public transportation for people with disabilities.**

Timmins is a relatively large city in geographic terms, and seniors and people with disabilities can find public transportation difficult. There are concerns about the City's HandyTrans services, specifically in terms of affordability and access. Frequent users find the service costly and inflexible; for example, transport to the airport, for groceries and to work are limited, since the service prioritizes medical appointments.

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<sup>95</sup> Application form available at:

<http://www.ontariomcp.ca/files/APPLICATION%20TO%20HOST%20MCPI%20WORKSHOP%202011.pdf>

**Broad Objectives**

Reviewing the current public transportation system vis-à-vis people with disabilities will:

1. Identify current needs for transportation services for people with disabilities.
2. Encourage City personnel to examine creative options for improving services in a cost-effective, affordable manner.

**Tactics**

1. Establish a transportation sub-committee to the Municipal Accessibility Committee comprising of appropriate City personnel and interested community members.
2. Undertake a needs assessment of transportation needs of people with disabilities.
3. Identify best practices and examples in other communities.
4. Explore private partnerships to provide accessible transportation services to the airport.

**Measurables**

The Transportation subcommittee will develop specific objectives and measurable outcomes for this project.

**5.5.8 Develop a Community Recreation Master Plan**

The City of Timmins hasn't developed a Recreation Master Plan since 1993. We suggest that before the City pursues and major recreation initiatives it should first update its Recreation Plan. A Master Plan helps to ensure that investments in programs and services are sustainable, and that they meet the goals of the overall strategic plan for the community. Such plans reduce the problems and additional costs associated with fragmented approaches to recreation service development.

**Broad Objectives**

Developing a Recreation Master Plan will:

1. Anticipate service, facility and investment requirements over a long-term planning horizon.
2. Ensure that recreation investments align with the needs identified in the Strategic Plan.
3. Encourage the City to evaluate more innovative approaches to recreation service delivery.

**Tactics**

1. Form a Recreation Committee and invite participation from City leaders and staff, local recreation groups, the YMCA and the regional Ministry of Recreation consultant.
2. Seek funding for a new Master Recreation Plan.
3. Develop a Terms of Reference to engage a consultant to prepare a Master Recreation Plan. This should include a community-wide Recreation Summit to solicit broad-based public input.

4. Consider exploring recommendations 5.8.1 and 5.8.2 as deliverables in the Master Recreation Plan.

### **Measurables**

The Recreation Committee will develop specific objectives and measurable outcomes for this project.

Within the context of Recommendation 5.8, we also suggest two sub-recommendations. These were the subject of a great deal of discussion at the public sessions. They should only be undertaken if they are deemed priorities in the Master Recreation Plan.

#### **(i) Pursue 8-80 community status for Timmins (walking and biking trails)**

For years cities have been designed around the car. A human scaled approach to planning recognizes the benefits of providing safe and convenient facilities for people to walk and bike as a means for transportation and recreation. This approach emphasizes the importance of trails, parks and public spaces as great places for interaction and public cohesion<sup>96</sup>.

Timmins has over 50 km of trails throughout the City. The trail system is widely used and highly valued, but there are gaps in the system. For example, the trails have sporadic signage, and they don't connect to the downtown core. Moreover, there are no bike racks in the community nor are there bike lanes on the roadways. The trails throughout the city are not optimized for safe transportation use.

#### **(ii) Engage in discussion with YMCA about enhancing recreation programming and service delivery**

Recreation services are important community services that offer significant personal, social and economic benefit to the community. The recreation, youth and general public consultation sessions in particular suggested a need to make better recreation opportunities a community priority.

In addition to calling for enhanced programming from the City, participants identified a need for capacity building among local recreation groups and clubs.

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<sup>96</sup> Sudbury 8-80 report. <http://www.8-80cities.org/Articles/Sudbury%20FINAL%20REPORT.pdf>

One particular challenge is that recreation programming in the community is not a coordinated effort. Moreover, while there are certainly many City-owned sporting facilities in Timmins, there is little programming associated with them. This is largely due to a lack of human resources dedicated to recreation at the City. A possible cost-effective option might be to develop a partnership with the local YMCA, which could use its expertise to manage community recreation services. YMCAs are recognized as quality recreation service providers. Across Canada, the Y works with municipalities to provide a wide range of community recreation and health services, including swimming lessons, youth sport camps, outreach and drop in services for youth, seniors programming, and municipal facility operation.

These tend to fall under the auspices of three types of partnerships:

- YMCA delivery of health and recreation programming on behalf of the municipality, from delivery of single programs through to the management and operation of entire municipal facilities.
- Municipal sponsorship or subsidies for YMCA programming.
- Municipal support for YMCA facility development, often in exchange for community accessibility guarantees.

#### **Economic, Social and Personal Benefits of Recreation**

- Meaningful activities for youth reduce vandalism, petty crime and self-destructive behaviours.
- Fit seniors live longer, remain in their homes longer and participate more fully in the community.
- Recreation programs provide opportunities to form personal connections to the community
- Recreation opportunities keep the workforce fit and active.
- Recreation can become a preventative health service.
- Programs offer opportunities for cross-cultural interaction and friendships
- Recreation facilities and groups act as a catalyst for sports tourism.
- Recreation programs develop leadership and teambuilding skills for youth.
- Recreation contributes to the Quality of Life of a community – a highly sought after factor to attract and retain business.

#### **5.5.9 Develop a plan to encourage tolerance and awareness of different cultural and language groups.**

Several community consultation sessions indicated the need to address intolerance and racism. Francophone and Aboriginal residents noted concerns around discrimination, lack of services within the community and the need for multi-lingual signage. The community has an opportunity to address these issues proactively to build a stronger social fabric and ensure all residents feel included and welcomed.

Addressing discrimination and cross-cultural issues is a challenge that must be tackled by the entire community. We recommend that the City of Timmins create a task force or committee to oversee the development of a plan. The Committee should include representatives from various constituencies that have experienced forms of discrimination, including Francophones, Aboriginal people, seniors and immigrants. Ideally, a member of the Timmins and District Aboriginal Partnership Group would sit on this committee to ensure that efforts directed towards Aboriginal people are coordinated. This Committee could then prepare a plan with the assistance of the Coalition of Municipalities Against Racism and Discrimination<sup>97</sup>.

Municipalities who join CMARD must develop equal employment policies, embrace anti-racism values, and attempt to diversify housing opportunities. Members have access to a clearinghouse of information on municipal strategies to combat racism and discrimination. CMARD communities include Sudbury, Thunder Bay, Winnipeg and Kingston. See Appendix I for a complete range of anti-racism recommendations and actions from CMARD.

### **Objectives**

Developing a plan to address racism and intolerance in the City will:

- Promote cross-cultural awareness, tolerance and understanding of cultural and linguistic groups in Timmins.
- Reduce incidents of discrimination and intolerance within the community.

### **Tactics**

1. Join CMARD (this requires a Council resolution).
2. With assistance of CMARD, develop a plan to address racism and intolerance.
3. Monitor and report on progress.

### **Measurables**

1. By June 2012, the City and/or a community group will have assumed the lead on this project and begun canvassing local groups for representation on a preliminary Anti-racism and Discrimination Committee. (ADC)
2. By December 2012, the ADC will prepare and present a report on the benefits and implications of joining CMARD.
3. By January 2013, the City will have passed a resolution to join CMARD.
4. By March 2013, the City will have joined CMARD.
5. By December 2013, the Timmins CMARD committee will have leveraged resources from CMARD to develop and implement an ARD plan for the community.

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<sup>97</sup> Coalition of Municipalities Against Racism and Discrimination website: [www.cmard.ca](http://www.cmard.ca)

## 6.0 Implementing and Sustaining a Strategic Plan

We heard many positive comments from participants who appreciate the fact that the City was engaging in long-term planning and consulting residents on its development. At the same time, participants expressed frustration with the City's perceived lack of action on prior strategic plans, and its failure to make the hard decisions that achieving a long-term vision will require. Residents want to see leadership, vision, transparency and responsible management. Refer to Figure 6.1 on the following page for an overview of how these recommendations can be implemented over the next five to ten years.

Implementation is always the most challenging aspect of a strategic planning process. According to some researchers<sup>98</sup>, fewer than half of the organizations that develop a strategic plan actually implement it. One Ernst and Young study (2008) found that the number failing to execute their strategies was as high as 66%.

A McKinsey survey (2006)<sup>99</sup> identified a number of reasons for this phenomenon, including:

- Failure to adequately communicate the objectives of the plan throughout the organization
- Insufficient alignment of organizational goals with the strategic plan
- No method to monitor progress against the strategic plan
- Insufficient involvement from senior management and project leaders
- Insufficient involvement from boards of directors
- Lack of involvement from partners and stakeholders

Based on our research on how other communities are carrying out their plans, we offer four possible models for implementation, including:

1. Extend the mandate of the TCAC to include implementation (volunteer committee).
2. Assign responsibility to a new staff person under the direction of the City of Timmins' Community Development Department.
3. Request that an external organization assume coordination and implementation responsibilities (e.g. Chamber of Commerce, the Venture Centre, TEDC).
4. Assign responsibility to an arm's length Community Foundation.

In this section we first review some best practices associated with implementing strategic plans. We then feature three brief case studies describing how other communities are successfully implementing their plans.

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<sup>98</sup> Johnson, L.K. (2004), "Execute your strategy without killing it," Harvard Management Update, Boston: Harvard Business School Publishing.

<sup>99</sup> Improving Strategic Planning: A McKinsey Survey (2006) McKinsey Quarterly, July/August.

Figure 6.1: Strategic Action Plan Implementation

Timmins Community Strategic Plan		One time Cost	Ongoing Cost	Lead and/or Partners	2012				2013				2014				2015				2016-2020					Potential Associated Costs							
Goal		(all partners)			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	16	17	18	19	20							
i.	Develop and orient strategic plan transition team	\$ 154,000	\$ 142,500	City			(includes cost for Strategic Planner position)																										
ii.	Strategic plan reporting and adjustment mechanisms	in kind	in kind	City, Strategic Planning Team																													
1.2	Develop 2-way communications campaign	\$ 25,000	\$ 5,000	City																													
2.1	Encourage community participation in strategic plan	in kind	\$ 2,500	Strategic Planner (SP)																													
4.1	Plan and initiate housing strategy	\$ 50,000		City and partners										Several organizations already looking at this: need coordination										feasibility needed									
1.1	Develop branding strategy for community (incl materials)	\$ 150,000		City, TEDC, partners										Many materials will be replaced over time out of regular budget																			
3.2.3	Support local HR recruitment and retention strategies	\$ 30,000	in kind	TEDC, HRPA										TEDC has established Employer Council to begin addressing this										depends on findings									
1.3	Develop single community calendar.	\$ 10,000		City, partners																													
3.1	Pursue strategic business development opportunities	in kind		TEDC										TEDC has already started this process																			
3.2.6	Establish applied industrial research at Northern College	in kind		Northern College										Northern College is already implementing this																	feasibility needed		
5.8	Develop a Master Recreation Plan for the community	\$ 75,000		City, YMCA, Partners																								depends on findings					
5.5	Build Timmins & District Aboriginal Partnership Group	in kind		TNFC, City																													
5.1	Create a social planning council	\$ 100,000		TEDC & Venture Centre										TEDC and Venture Centre have already started this process																			
5.4	Increase promotion of English university programs	in kind		NC, Educ, Partners																								feasibility needed					
3.2.5	Study how to better align skill requirements with demand	in kind		FNETB, Colleges, Industry																								FNETB to provide					
1.4	Establish Community Youth Advisory Council.	in kind	in kind	City																													
5.9	Develop a racial and cultural tolerance plan: CMARD	in kind		City, TNFC, Social Planning																													
3.2.7	Reduce input costs, e.g. recruit another airline	in kind		TEDC and City										Porter Airlines to begin in January 2012																	airport upgrades		
3.2.2	Establish integrated "buy local" campaign throughout city	\$ 15,000	\$ 5,000	CoC, City, TEDC																													
5.2	Install trilingual welcome signage at City entry points	\$ 120,000	\$ 5,000	City & Chamber																													
5.7	Assess needs: public transportation for disabled	in kind		City (Timmins Transit)																								depends on findings					
3.2.4	Develop marketing and exporting capacity modules	\$ 100,000		TEDC																													
3.2.8	Develop tourism strategy	\$ 100,000		City																								depends on findings					
2.2	Consult community on strong signature project	\$ 10,000		City														Doesn't include cost of possible feasibility study										feasibility needed					
2.3	Create community beautification strategy, incl. waterfront	in kind		City																								feasibility needed					
3.2.1	Broker community benefit agreements with employers	in kind		Mayor																													
2.4	Hub services strategy	in kind		CoC, TEDC, City																								depends on findings					
4.2	Pursue municipal revenue generating opportunities	in kind		TEDC																								feasibility needed					
5.3	Develop a plan to support and retain retirees	\$ 50,000		Social Planning, City, TEDC																								depends on findings					
5.6	Develop Municipal Cultural Plan	\$ 100,000		Venture Centre, City																								MCI possible funder					
2.5	Explore Community engagement programs	in kind	in kind	Social Planning																								depends on findings					
4.3	Establish a Community Foundation	\$ 100,000	fundraising	Social Planning and partners																								feasibility needed					
		\$ 1,189,000	\$ 160,000	Budget note: Not all of the funds indicated are from the City; some will come from partners and/or government																													

**Total One-time Costs 2011-15**  
City Costs \$ 694,000  
Partner Costs \$ 365,000  
TEDC Costs \$ 130,000

## 6.1 Best practices

There are some established tactics for maintaining the momentum of strategic plan projects and keeping them relevant.<sup>100 101</sup>

1. Establish a multi-sector advisory committee to monitor and guide the implementation of the plan. The Committee members must make a firm commitment to collaborate, and should establish a Terms of Reference to establish the ground rules. Throughout the relationship of the collaborative, you should be aware of the trust level of the group. If something happens that endangers trust, make sure action is taken to repair the trust and keep it growing.<sup>102</sup>
2. Encourage broad community ownership and accountability for the implementation of the plan but identify one key owner to follow through on each goal.
3. Embed the strategic plan into daily operations of participating organizations.
4. Develop written criteria to monitor and evaluate the performance of strategic planning<sup>103</sup>. The multi-sector overseeing committee should not only monitor the progress in accomplishing its goals, and oversee the group's efforts, but should also continuously evaluate the work it has done. By doing so, the collaborative can identify mistakes and correct them to ensure that it reaches its goals. Evaluation will also help build the collaborative's credibility so that it can increase its potential to accomplish more in the future.<sup>104</sup>
5. The collaborative committee may wish to hold monthly strategy meetings to discuss the status of the plan, troubleshoot problems and cross off what has been completed.
6. Lead by example. Community leaders and administrators must demonstrate commitment and consistency in aligning decisions with the strategic plan. When making budget decisions, all partners committed to implementing the strategy should refer to the plan.

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<sup>100</sup> <http://mystrategicplan.com/resources/ten-things-to-keep-your-strategic-plan-from-hitting-the-shelf/>

<sup>101</sup> <http://www.nekls.org/it%E2%80%99s-alive-keeping-your-strategic-plan-vital/>

<sup>102</sup> For more information on building multi-sector collaboratives please see the University of Kansas' Community Tool Box website: [http://ctb.ku.edu/en/tablecontents/sub\\_section\\_main\\_1385.aspx](http://ctb.ku.edu/en/tablecontents/sub_section_main_1385.aspx)

<sup>103</sup> Dusenbury, P. (2000). Strategic Planning and Performance Measurement. Washington, DC: Governing for Results and Accountability Project, The Urban Institute.

<sup>104</sup> Community Toolbox: Developing Multi-sector Collaborations: see website [http://ctb.ku.edu/en/tablecontents/sub\\_section\\_main\\_1385.aspx](http://ctb.ku.edu/en/tablecontents/sub_section_main_1385.aspx)



7. Appoint a single, recognized plan leader or coordinator. This individual should track, monitor, and facilitate objectives and reports on progress. The leader should be respected by key partners involved in implementing the plan. Research also suggests that plans are more likely to be implemented when the governance structure is considered “stable” (as opposed to experiencing constant turnover).<sup>105</sup>
8. Communicate the plan using different methods. Traditional methods of communicating the plan include presenting the plan at meetings or community events, and placing copies of the plan at the various locations throughout the City, including the public library. Other methods are more visual: a strategic plan poster with the strategic plan components (Vision, Mission, Key Directions) on one page placed throughout the community, at especially at partner organizations workplaces. Partner organizations should also link to the plan’s website. Keep communication language simple: use common language in all communications so everyone in the community can understand and appreciate the plan.
9. Keeping the strategic plan alive requires constant monitoring, evaluation and communication. Annual updates and the use of a scorecard could be used to visually communicate the action items and their status. Progress should be regularly updated on the plan’s website.
10. Celebrate successes early and often. Don’t wait until the end of the year to recognize achievement. Celebrate successes, big and small, along the way to keep everyone

### How Revelstoke, BC Keeps its Community Strategic Plan Alive<sup>1</sup>

The community of Revelstoke BC began community-wide planning in 1985; it keeps its strategic plan alive and in tune with the community using the following approach:

The community hosts annual planning meetings at which time the public receives reports from every major community organization participating in the community plan (including Community Futures, the City, Enterprise Centre and others) and there they discuss priorities for future action. Subsequent meetings then iron out who is to do what - “not a difficult procedure, since strategic planning has become a standard practice of all these organizations. Clearly, strategic planning and thinking has become a part of the local culture”.

<sup>1</sup> Accessed on September 10, 2011 at <http://communityrenewal.ca/sites/all/files/resource/P203APX01.pdf>

<sup>105</sup> Wheeland, C. (2003). Implementing a Community-Wide Strategic Plan: Rock Hill’s Empowering the Vision 10 Years Later. *American Review of Public Administrations*, 33: 1, 46-69.

engaged and excited. Kingston's Sustainability Plan FOCUS Kingston will host annual conferences that will include awards and recognition of community efforts.<sup>106</sup>

## 6.2 Organizational determinants of strategic orientation in communities

Researchers have identified several community attributes that are implicated in successful strategic plan implementation. These include:

1. Leadership that encourages and rewards managers who embrace change and think innovatively.<sup>107</sup> Managers who are willing to take some calculated risks in implementing new projects are more likely to think strategically and plan their efforts accordingly.
2. A business orientation, e.g. the organization focuses on core services and contracts out many public services. The more often communities are involved in public-private partnerships –such as contracting out– the more likely they are to adopt good business practices in their own management areas, and the more strategic their outlooks to be.
3. City staff who participate in professional networks, e.g. are members of trade associations, attend conferences and informal professional events, etc.<sup>108</sup> Communities whose executives and managers are involved in both internal and external networks are likely to be more strategic. Shared professional values and accepted norms of practice learned through professional networks have significant influence on how innovation is promoted in the organization.<sup>109</sup>

## 6.3 Implementation case studies

We examined three Ontario municipalities' approaches to implementing their strategic plans, including Chatham Kent, Kingston and Innisfil.

### 6.2.1 Chatham Kent

**Staffing:** The municipality of Chatham-Kent funds the Community Strategic Plan Implementation Co-ordinator position.

<sup>106</sup> <http://www.sustainablekingston.ca/community-plan/implementation-plan>

<sup>107</sup> Kwon, Myungjung, Frances S. Berry and HeeSoun Jang. (2010) "A Theoretical Framework on the Determinants of Strategic Cities: Empirical Results from Florida City Governments," Unpublished manuscript accessed August 10, 2011 at <http://www.7tad.org/documents/WG1/Berry-Kwon-Jang.pdf>.

<sup>108</sup> Walker, Richard, Claudia Avellanenda and F.S. Berry (2010). The Diffusion of Innovations: A Longitudinal Empirical Test of the Berry and Berry Model. Public Management Review, forthcoming; Kwon, Myungjung, Frances S. Berry, and Richard C. Feiock (2009). Understanding the Adoption and Timing of Economic Development Strategies in U. S. Cities Using Innovation and Institutional Analysis. Journal of Public Administration Research and Theory 19(4): 967-988.

<sup>109</sup> DiMaggio, P. J., and Walter W. Powell (1983). The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields. *American Sociological Review* 48(2): 147-160.

**Scope:** The Chatham-Kent plan is a 20-year, Strategic Community Plan for an amalgamated community (1998). The plan addresses health, economic, environment, culture and learning issues for the community.

**Lead Organization:** Municipality of Chatham-Kent and a committee of volunteers appointed by Council.

The Community Strategic Planning Committee (CSPC) is established to inspire and advise Council and community partners regarding ongoing, new, and/or emerging strategic priorities on matters pertaining to the Community Strategic Plan and to track progress towards achieving a healthy, prosperous, green, cultural and learning community through the lens of civic engagement.

**Structure:** The Community Strategic Planning Committee is a Committee of Chatham-Kent Municipal Council. Its mandate is to assist Council and the broader community in planning and implementing its strategic planning activities and the resultant directions. This committee is an essential piece of the processes of change, with its activities that are aligned to allow for new ideas and discussions about those ideas within and across the Municipality.

**Funding:** The City funds the plan's Coordinator. Other funds have been accessed from HRSDC and the Trillium Foundation.

**Monitoring and Reporting** The committee meets monthly<sup>110</sup>.

During the Chatham-Kent Council Strategic Planning Session 2011-2014, Council met with the Community Strategic Planning Committee to lay out its directions for its four year term. The citizens of the committee advise Council in the areas of Health, Economy, Environment, Culture, and Learning all through the lens of civic engagement. To help explain the key priorities to the community, a video "Chatham Kent- Our story, our videos", was created.<sup>111</sup>

## 6.2.2 Sustainable Kingston: An Integrated Community Sustainability Plan

**Staffing:** The City of Kingston plans to have the Sustainable Kingston Plan managed and implemented by a third party. This third party organization will enter into a legal

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<sup>110</sup> Available at <http://www.chatham-kent.ca/community+services/getting+involved/initiatives/community+plan/Community+Strategic+Planning+Committee+Minutes.htm>

<sup>111</sup> Link to Chatham-Kent video clips: <http://www.elocallink.tv/clients3/can/chathamkent/mainbacktop.jpg>

Service Level Agreement with the City of Kingston to receive monetary resources in exchange for the management and implementation of the Sustainable Kingston Plan.<sup>112</sup>

**Scope:** Sustainable Kingston is committed to the long-term cultural, economic, environmental, and social sustainability of the community. It is intended to provide high-level strategic guidance to Kingston organizations, institutions, businesses, community partners, and citizens interested in making Kingston - *Canada's Most Sustainable City*.

**Lead Organization:** The Sustainable Kingston Plan will be implemented within the community and is not a project or program of the City of Kingston – though the City will be a partner in pursuing its goals. The community ownership principle adds to the complexity of implementing the Plan but ultimately will make it stronger.

An incorporated non-profit organization with a governing board of directors is recommended. The inclusive and community-owned organization and its governing board will be driven by the vision articulated in the Sustainable Kingston Plan and the commitment to a community ownership model (including the City as an equal partner among many others). The structure of the Sustainable Kingston organization will enable inclusive, broad-based involvement of the community and lead a process that builds trust and ownership through involvement.

The mandate of the Sustainable Kingston organization will be to:

- Advance community sustainability within the city of Kingston
- Advance the reputation of Kingston as a sustainable city nationally, and internationally
- Raise awareness within Kingston of community sustainability and the Sustainable Kingston Plan
- Engage the community and advocate for community action
- Leverage the resources of Sustainable Kingston to help facilitate community initiatives and actions
- Consult with the community to continuously improve the Sustainable Kingston Plan

**Funding:** The Sustainable Kingston organization will receive resources (funding) to undertake the work of implementing the first stage of the Sustainable Kingston Plan and to leverage additional funding opportunity for ongoing implementation.

Associated costs for the plan goals:

1. Revitalizing Springer Market Square (\$6.185 million, completed 2008)
2. Taking ownership of the K&P Trail (\$600,000, completed 2007)
3. Building the K-Rock Centre (\$46.5 million, completed 2008)

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<sup>112</sup> Personal communication, August 23, 2011. City of Kingston, Environment and Sustainability Office staff.

4. Building the Invista Centre (\$33.6 million, completed 2008)
5. Renewing the Grand Theatre (\$17.1 million, completed 2008)
6. Upgrading the Ravensview sewage treatment facility (\$115 million, to be completed September 2009)
7. Making John Counter Boulevard a four-lane roadway with a railway overpass (budget now under review).

Investment had been a major commitment to the future of the city and is being funded through a variety of methods, including:

- Grants from other levels of government
- Fundraising and donations
- User fees
- Property taxes
- Reserve funds
- Development charges paid by builders and developers
- Special levies
- Debt

### Implementation

Sustainable Kingston consists of three parts – the Plan, a Website, and a Governing Body. Each part complements and supports the others<sup>113</sup>.

- The Plan sets out the long-term direction and framework, and acts as a standing invitation to the community to act on its ambition to make Kingston Canada's Most Sustainable City. It is specific about the community's vision of sustainability and the high level goals associated with fulfilling that vision.
- The Website offers a dynamic inventory of actions being taken by Community Partners. It is also the conduit for collecting and responding to Community Partnerships, Citizen Commitments, and the Community Action Inventory – a valuable tool for implementing the Plan.
- The Governing Body will drive the ongoing process, provide leadership and will need to be seen as truly community based as it supports, monitors, and reports on the implementation of Sustainable Kingston.

#### 6.2.3 Innisfil Community Plan<sup>114</sup>

The amalgamated community of Innisfil began the *Inspiring Innisfil 2020* community consultation in September 2010. The final plan is now before Council for approval.

**Staffing:** New staffing is recommended in the plan, but no plan coordinator has been hired as of yet.

<sup>113</sup> <http://www.sustainablekingston.ca/images/files/sk-plan-final-f-112310.pdf>

<sup>114</sup>

**Lead:** Council, Administration, key business and community stakeholders will implement the plan.

**Scope:** A strategic planning document that embraces the Community and Council's objectives for the remainder of its term of office.

- Improve quality of life.
- Make Arts, Culture and heritage major community assets.
- Help all businesses succeed in the community.
- Make Innisfil a desirable destination.

**Reporting and Monitoring:**

The Plan incorporates a mechanism for reporting, the flexibility to make appropriate course adjustments, and keep a focus on sustainable long-term plan.

## Appendix A: Business Ideas from the Community

### List of Business Ideas Generated in Timmins Community Strategic Planning Process

1. Mega prisons
2. Solar power farm
3. Specialty northern gourmet food producer - jams, jellies, teas, smoked fish, beaver jerky
4. Centre of Excellence aboriginal health/wellness
5. Competitive Airline
6. English university
7. Centre of specialization-Eg; Rock burst technology/research/experiments...
8. Prefab buiding plant like in IF
9. Underground storage in old mine shafts
10. Mine reclamation services exported throughout world
11. Deep geological storage
12. Fish farm industry
13. Nuclear waste disposal
14. Produce headstones, blocks from rock, granite tops,
15. Organic bison farm
16. Sturgeon caviar fishery
17. Invite other air carriers
18. Military training exercises
19. Laurentian University satellite campus
20. Casino and games complex
21. More farming of cold weather crops and processing facilities for them
22. nuclear waste storage
23. More hydro-generation on our rivers.
24. Wood flooring products,
25. Sports complex developed near the McIntyre Areana, or the Archie Dillion, or the west end of town
26. Underground storage in stable rock: food, seeds, internet equipment, archives, etc. etc.
27. Satellite campus of a university.
28. Ring of Fire
29. Lobby for return of rail to Timmins.
30. More jobs like the "call center"
31. What about underground storage?
32. Wind farms.
33. Automotive plant
34. Furniture and panel modules -
35. Factory that builds windmills or solar panels and then try and implement them all over the city etc...
36. Pre-fab wood homes and cottages
37. Insulation from natural waste products
38. a large smelter for Ring of Fire
39. Make wooden crates and barrels for wholesalers
40. A permanent university that specializes in Forestry, the Environment, Geology etc.
41. aboriginal healing facility
42. Recording studio to the Shania Twain centre
43. Agri-business like aquaculture or green house crop production
44. Increase air companies & encourage competition
45. Developers who will put up model homes for potential residents to look through and entice them
46. First nation business to set up shop in Timmins
47. Automotive industry spinoffs ( we need secondary Industry )
48. Casino
49. Become centre for sustainable planning and development.
50. Big conference centre, not like little ones we have already.
51. Prisons.
52. Biofuel plant
53. Bottled water plant with pure northern ontario water.
54. Casino
55. Decent cinema to town
56. Education/research
57. Bringing in a CostCo
58. Knowledge-based industry (i.e. university campus, even if it is an extension of an existing facility)
59. University in timmins
60. Build condominiums to Toronto standards.
61. Furniture and other things from local wood.
62. Build homes, prefab for shipping out
63. Buy Kidd smelter equipment in order to build an incinerator
64. Capitalize on mining heritage with a really big, nationally significant mining display and centre.
65. Carbon sequestration  
<http://infolib.hua.edu.vn/Fulltext/ChuyenDe2009/CD50/35.pdf> can be sold for carbon credits.
66. Pre-fab concrete products for construction
67. Centre of Excellence for minimizing the impact of natural resource usage on the environment.

68. Casino
69. Centre of excellence for aboriginal culture and development
70. wind farm
71. Make industrial mats from old tires
72. Research centres
73. Bring a Mountain Equipment Co-op here
74. Cineplex movies like silver city
75. Clean energy centre
76. Cliffs Resources would be good
77. Cogeneration plants
78. "Ring of Fire processing plant".
79. Consider building of a casino
80. Pursue university-level course availability
81. Create an Aboriginal crafts co-op like the kind they have for the Inuit out of Winnipeg.
82. Investment fund that City can use for things like hotel that needed upgrades.
83. Create investment fund to be used to help attract businesses that need help, like hotel that needed sidewalks redone
84. Entertainment, theatres, cinemas, workshops, camps.
85. Developing eco-resort, proper nightclub
86. Deep Geological Repository, ,
87. Develop a major snow board park with the waste dumps. Build water park on same hill for summer use.
88. Industrial pallet manufacturing
89. Develop peat based electrical generation potential.
90. Draw in new government agencies
91. Marina complex at Timmins waterfront
92. Local campground in City, eg. KOA
93. Eco-resort.
94. Business that salvages and resells construction materials
95. Ecotourism
96. Fire fighting training centre
97. Hog farm using waste heat from mines and restaurant waste for feed
98. casino
99. Battery, motor oil or tire recycling
100. Eg: copper piping/wire/roofing
101. Made in the North retail store, partner with Aboriginal people, sell online
102. Centre of Excellence for Industrial Safety and Training
103. Ice making for local retailers
104. Timmins Credit Union
105. Taxidermy service for hunters
106. Encourage Bed and Breakfast operations, sort of a cottage industry.
107. Cosmetics and skin care from local medicinal plants
108. High-end vintage clothing store
109. Encourage more post-secondary education within the City boundaries.
110. Airlines set up routes in Timmins, creating competition
111. Encourage other airlines to take on Air Canada so we can finally get some competition.
112. Energy production from waste
113. Shoe repair service
114. Warehousing and storage for major equipment (e.g. Air Canada surplus planes)
115. Airport shuttle service for regional communities
116. Timmins micro-finance
117. Expediting services and camp construction
118. English language university
119. Produce and sell wood pellets for stoves
120. English University
121. University with variety of interest
122. Entice research organizations to come here.
123. University that offers accredited FULL four-year baccalaureate degrees
124. Establish Tax incentives for big businesses to operate in our community.
125. Exotic animals for gourmet market, eg, snails, frogs, buffalo, fallow deer, pheasants, ostrich, elk, quail.
126. Shake and shingle production out of tamarack
127. Expand into the science sector attract / build a university
128. Build university
129. explore new economy ideas (i.e. green power) ; open up the thinking and don't limit things to the tried and true;
130. fertilizer plant
131. New smelter to be built
132. fish farms.
133. focus on centre of excellence
134. Furniture manufacturing
135. Galvanizing plant
136. Geothermal energy from old mine shafts.
137. Stadium so we can have a proper concert.
138. Another airline
139. Get MNR to release more cottage lots and sell them to rich people in the US.
140. Ring of fire centered in Timmins.
141. Go green and work on a co-gen plant for the people of Timmins.



142. Bakeries, pastry shops, tea shop, card shop, butchers, etc.
143. Provincial drug rehabilitation centre
144. Get gov't agencies
145. Provincial diabetes treatment centre
146. Focus on green energy and/or biofuel plants, using wood pellets etc. could help promote new energy systems,
147. Green energy initiatives.
148. Green technology such as solar panels and wind power.
149. Grow vegetables in greenhouses that use waste heat from mines.
150. 2nd airline such as Porter, create jobs, competition
151. Hospice for english people. Services for seniors
152. Hospital and industrial food processor.
153. Get Porter Airlines to come to Timmins
154. Attract a major industrial goods manufacturer (ie. what Bombardier is to Thunder Bay)
155. Improve educational opportunities and employment opportunities for individuals with post secondary education.
156. Another airline for Timmins
157. Incubator for Creative economy professionals .Cluster cerative economy businesses and give them tax incentives
158. Another airline
159. Invest in Shania Twain Centre to creat a (performing?) arts centre and/or meeting & conference facility
160. Large geothermal plant in any mines not running to add to power grid to help reduce timmins resident's hydro/heating cost/create employment/reduce city taxes.
161. Lobby for more governmental jobs here
162. Ice wine from local berries
163. Oil refinery
164. University
165. Lobby to bring in retail stores that people travel to Sudbury or North Bay for. For example Costco.
166. Local greenery-garden centre
167. Governement centers i.e. tax collection, passport, etc.
168. Look for other industries, ensure that we get the "Ring of Fire processing facility".
169. Possible opportunities with Ring of Fire - processing, etc.
170. Make Timmins into a Gold Mining Museum, a gigantic theme experience.
171. Casino
172. Mining park, get serious about a heritage theme, make it a huge attraction with many things to do
173. Mining school
174. Accessible taxis to provide services to disabled people in the timmins area.
175. More hotels/accommodations
176. More motels
177. Pet training, daycare and pet camp business.
178. Need Chapters book store.
179. Landscape architecture firm
180. Hotel facility
181. New hotels,
182. Entertainment venue like a casino
183. New trailer park that the roads are paved like in grand prairie
184. Rail bed for transportation
185. University to attract teachers & researchers.
186. Non-commercial wood research centre-- locate it at Northern College and study uses for alder, poplar and balsam.
187. Northern Resort/Spa/Casino/Waterpark attraction and outdoor recreation facility
188. More cottage development
189. Nuclear waste disposal.
190. NWMO project would bring research \$ and professionals to community for a long time
191. Red Lobster, Harvey's Dairy Queen, Olive Garden, Applebees: hence more jobs.
192. opera/theatre
193. Partner w/ FN's & build a casino
194. Resorts for hunting and fishing - Spa resorts - Resorts for Youth
195. Timmins could take a lead in green energy initiatives like Soo's windfarm.
196. Position the community as a retirement community.
197. Privately owned concert theatre
198. Venue for concerts,
199. Process diamonds here instead of sending the diamonds to Sudbury for the finishing.
200. Make batteries.
201. Public Music studios or film editing for budding produces, art galery.
202. Quit talking about a university and go get one. It's been 20 years for crying out loud.
203. Film studio
204. 1-800 Junk service
205. Need hotel space to attract conferences.
206. Vertical farming
207. Polling company

208. City or TEDC have annual contest and award for most innovative practical business idea and rationale.
209. Mining consultancy to help emerging countries learn best practices
210. Chicken farming
211. Need a university in town
212. Processing medical/insurance forms for cities throughout the world
213. Luxury cemetery for people down south who are running out of room in the city cemeteries
214. Casket manufacturing
215. Cottage timeshares (compete with Parry Sound with much lower prices)
216. Produce cost effective energy either by water or solar ( like the solar farm I just saw in the Soo).
217. Tree farms for nursery sales
218. Mink ranch
219. Partner with first nations people to build a casino complex.
220. Raise elk, bison or other hardy specialist livestock for premium meat sales.
221. Push the MNR/province to allow cottage development on some of our lakes (the Elliot lake model).
222. re open another mine
223. real museum
224. Recycle facilities (energy and/or waste)
225. Chase recycling industry
226. Recycling plant
227. Wind farm
228. Religious regional retreat centre.
229. Medical marijuana greenhouses
230. Retirement Facilities On a Beautiful Waterfront Spot with the amenities that retirees look for
231. Seek an English-language university to provide a better-trained workforce
232. Seek out companies in China to relocate businesses, e.g. the Popsicle stick factory in Thunder Bay.
233. Senior Citizens homes.
234. Show the the city is not afraid to invest in itself. Why can't the city start a business like a PUC to generate money and then maybe sell it off to the private sector.
235. Signature attractions each year, like Biker's Reunion
236. Simple, get West Jet in Timmins and do a milk run between Toronto- Timmins- Thunder Bay-Calgary.
237. Solar farm that sells energy back to province.
238. Recycling plant
239. Support artisans and those skilled in the handicrafts
240. High-end lake-front condominiums for wealthy seniors.
241. support artisans handicrafts, co-operative or something
242. Support organic farming.
243. Support secondary industries that will use our natural resources like metal fabrication and wood products
244. Crematorium
245. Theatre for live performances.
246. Theatre for Maringuin du Nord, Curtain Call, Take 2, etc..
247. Timmins could support a second airline such as Porter
248. Turn the 400 million tons of waste rock at the Dome mine into sand and gravel and sell it south
249. Underground server farm like the ones they have in Sweden for wikipedia.
250. university (larger scale)
251. University/College courses "in your own back yard"
252. Use rocks to make clocks, tombstones, etc).
253. Use weed wood like tamarack and alder for household products...see [www.purejuniper.co.uk](http://www.purejuniper.co.uk) for examples.
254. Use wood to build things. Wood handle for axes, hammers, cutting boards, etc.
255. Val Gagne provides no bi-product beef ( normally feed) we have the room for this as well
256. wind farm
257. waterfront attractions and marina
258. waterpark attraction
259. Solar farm
260. we can attract a car manufacturer (design) to test new cars at very cold temperatures
261. We do need an English university.
262. We have to encourage the Colleges and Universities to offer courses to help retain our youth in the north.
263. We need an university.
264. Govt jobs to stabilize
265. We need to consider alternate uses of the existing useable mine shafts.
266. Consider geothermal energy production.
267. Push for a university.

268. Lobby hard for government agencies.  
Military bases, fire fighting training center,  
taxation center, prisons etc.
269. weather stations (various areas)
270. water slide parks,
271. Why don't we have a real university yet?
272. wind farms.
273. recycling plant
274. winter resort/spa
275. Copper pipes here, etc.
276. Mining Theme/Amusement Park with rides,  
elevator shaft drop, mining themed activities
277. Develop sea port, James Bay.
278. World class mining museum (UNESCO  
site)
279. Wormeries (for composting) in buildings  
heated with waste heat from local  
mines/mills/hospital.
280. Solar farm
281. Waterpark.
282. Micro-brewery
283. Independant restauranteurs
284. Land reclamation expertise and research
285. Bio-energy pilot
286. Local purchase of mine supplies, services &  
equipment
287. Impact Benefit consultation services
288. Underground storage in mines
289. Market Timmins as Mine supply centre to  
Far North
290. Use waste rock as aggregate, concrete,  
landscaping
291. Wood chips for gardening
292. Eco & Adventure Tourism
293. Bring back the rail system and upgrade  
airport runway to allow for large cargo  
planes to make it feasible to transport goods  
in and out of the City.
294. Deep Geological repository
295. Expand farmer's opportunities - space at  
local grocery stores, sell to local restaurants,  
more farmer market days, develop regional  
farmer's market options, Brand local food,  
host community kitchens using local food,
296. Greenhouse rental space
297. Regional recycling plant to include  
traditional fiber plastic, glass, electronics  
tires and hazardous goods
298. Off peak power storage for grid
299. Build jail and courts at Airport
300. Head hunter service
301. Succession planning help
302. Waterfront cottage lots
303. Seasonal flight training, sight seeing
304. Back -office services (cheque clearing,  
applications, processing)
305. Aboriginal Tea House/restaurant
306. Diversity Training programs/business
307. Increase number of businesses in e-  
commerce/using social media (expand  
NEOnet program)
308. Hire Northern consultants/keep funding  
north
309. Cyber security
310. Bed and Breakfasts
311. Varied accommodation options (i.e. multi-  
week, executive apartment rentals)
312. Retirement living complex
313. E-store for jewelry/ aboriginal art/
314. Regional on-line news
315. Web design companies
316. Forestry e-commerce
317. College Pro Painter Service
318. Manufacture Grader Blades
319. Gunsmith services
320. Housing contractor
321. Bring Mountain Equipment Coop outlet here
322. Jewelry manufacturing
323. Environmentally friendly ice melter
324. Re-use mines for power generation, salvage  
& storage
325. Sod growing
326. Medical lab services
327. Diamond processing (cutting & polishing)
328. Shoe repair
329. Private delivery of handi-trans - RFP this  
service
330. Locally produced food products (honey,  
jams, sauces, etc)
331. Green energy & services
332. Marketing services
333. Bike accessories and repair shops
334. Bike repair clinics
335. Aboriginal art gallery
336. Condo development
337. Housing rental units
338. RV Park
339. What can we do about rails and  
transportation to markets...
340. Build housing & market Timmins to  
encourage workers fslyng in/out to bring  
families and move to Timmins (build  
assessment base)
341. Encourage to build with wood [www.wood-works.ca](http://www.wood-works.ca) to support regional business

342. Develop a portable abattoir to service smaller farms
343. Hot water from Kidd site for home heating
344. Value added products from local species (berries, sweet fern)
345. Energy Pellets plant for home, institutions
346. Large scale raspberry farming, processing, for export
347. Vehicle battery plant
348. Fertilizer plant
349. Tire Recycling plant; dust can be used as additive for asphalt; steel shipped to Essar plant, and energy sold to OPG grid
350. Wood supply to IKEA
351. Camping sites
352. Regional Tours
353. River based tours, for day or longer
354. Children's water park
355. Science tours
356. New hotels
357. Aboriginal Cultural Tourism
358. Summer music school at Shania Twain Centre
359. Guided canoe and kayak trips, for women, seniors, niche groups
360. Camping sites
361. Commercial bike tours
362. Team building services for companies at local resorts
363. Higher end restaurants
364. Francophone concert series
365. Art lease to businesses, rather than purchase or decorating space for free
366. Approach businesses/interior designers to sell your product
367. Approach government to buy local art as gifts
368. Outdoor paving stones from waste rock
369. Shop for local artists (consignment)
370. Have coffee house decorated with local art
371. Art camps/art workshops
372. Tourist packages for train
373. Travel options besides car, plane and bus
374. International centre for common core training and mine rescue
375. Waste Incinerator
376. Steam Power at Mill
377. On-farm organic butchery
378. Northern Bank
379. Farm Co-op
380. Wind and solar panels on rec centres/municipal buildings to offset energy costs
381. Build a Centre of Excellence for Rural and Remote Community Studies, for Northern Environmental Services,
382. -Revisit planning constraints on 'Granny Flats' to keep seniors at home longer and out of Manor/TDH
383. Organic branded dairy--take advantage of pristine environment
384. Pre-fab micro-home production for export
385. Slaughterhouse
386. Humane feed lot for high-end livestock
387. Medicinal plant products (like Lakota) from northern forest--nutraceuticals
388. Muskeg farming for wool and meat
389. Underground hotel in old mine
390. City invest in bio-oil refinery then sell to private owners
391. French language immersion training programs for Executives (like Trois Pistoles)
392. Cogeneration Plant with forest waste
393. Large scale flight training school
394. Provincial forensics laboratory
395. International Cree and French translation service centre
396. Garbage - fill up the Kidd Mine (environmental regulations to pass, but education and training will be needed for maintenance, technological monitoring)
397. New airline
398. Haul waste up from Toronto and haul goods back down (will need to lobby province to keep waste and revenue in province and stop shipping to Michigan) (Environmental Technology specialization here)
399. Learn from how Europeans are handling waste and generating energy
400. New generation of lighter than aircraft could help with transportation of heavy loads - very efficient (i.e. can ship mining equipment!)
401. Introduce new activities at playgrounds/parks (badminton, volleyball)
402. Introduce/market more Senior sports/activities
403. Provide diverse programming: i.e. Birdwatching/nature walks
404. Rail passenger and freight hub in Timmins
405. Regional inadequate rail service needs upgrades
406. Outdoor water park with slides
407. International Women's Hockey Camp

- 408. Volunteer groups need support and capacity building
- 409. Business in training francophone coaches, referees
- 410. branded tree seedlings for export to developing countries

- 411. The most important thing is to upgrade our transportation links south including re-establishing a rail link into the city.
- 412. Northern College marketed as centre for foreign students (China, India)

## Appendix B: Community Branding Resources



**THE MONIESON CENTRE**  
CREATING VALUE THROUGH KNOWLEDGE

### Knowledge Synthesis

#### Community Branding

*Martin Pyle*  
*January 2009*

#### INTRODUCTION

*This knowledge synthesis is part of The Monieson Centre's Knowledge Impact in Society (KIS) Project, a three-year endeavour to connect academic knowledge with economic development needs in Eastern Ontario. The synthesis is an accessible presentation of the latest research on issues affecting rural Eastern Ontario. The knowledge synthesis topics were determined through information gathered at 15 community workshops run in partnership with the Eastern Ontario Community Futures Development Corporation network. The KIS Project is funded by the Social Sciences and Humanities Research Council of Canada. For more information, visit [www.easternontarioknowledge.ca](http://www.easternontarioknowledge.ca).*

There are two key dimensions to brand knowledge:

- **Brand Awareness:** the ease with which a brand comes to mind when triggered by a specific need and the ability to recognize a particular brand.
- **Brand Image:** the meaning(s) associated with the brand.

For example, Niagara-on-the-Lake is associated with wine tours. Individuals may also associate the area with the Shaw Festival, a “quaint” downtown, or as a popular location for weddings. Prince Edward County (Picton and the surrounding area) is emerging as a wine region competitor to Niagara-on-the-Lake; however, it serves a different populace (i.e. Eastern Ontario) seeking a similar experience.

While logos and slogans are symbols of a brand, the total brand represents much more. A brand is a story, a means of standing out and demonstrating something unique about your community which sets it apart from others. Individuals in your community all have a role in the story, each with something unique to contribute towards the whole of the brand image. In addition, developing a brand may have unforeseen benefits like bringing your community closer together, providing a common, shared experience.

#### CONSIDERATIONS WHEN DEVELOPING A BRAND

##### *A Cohesive Image*

In branding a community, planners should determine what sort of image they wish to convey. The selected path will depend on the ultimate goals. Possible objectives might be:

- **Tourism:** If the goal is to develop the area as a ‘get-away’, you may need specific services and infrastructure (e.g., restaurants, lodging, and entertainment). In this case, the government may

be a good source of information and potential partnerships<sup>115</sup>. A possible avenue to explore for generating tourism might be the hosting of an annual event, such as the Havelock Country Jamboree.<sup>116</sup> Another potential approach might be promoting your community as a location to purchase or rent a vacation home.

- **Economic Growth:** If the community seeks to develop a brand for attracting industries, what elements (e.g., services, skilled labour, and infrastructure) make the community attractive? A consideration for this goal is that the community may become dependent on a single industry and suffer greatly should that employer leave, as has happened in many manufacturing-based communities in Ontario, most recently with the Hershey factory closing in Smiths Falls.<sup>3</sup> On the other hand, you can also look at the existing trades in your community to see how you can exploit or expand these resources. For example, Wellington North Township (an area north of Guelph) recognized an abundance of local bakeries and began marketing the area as The Butter Tart Trail.<sup>4</sup><sup>117</sup>
- **Increasing Permanent Residents:** Some communities have sought to take advantage of the projected increase in retirees as a result of the aging baby boomers by creating Adult Lifestyle Communities, as exemplified by the Wilmot Creek development east of Toronto. Elliot Lake, located about halfway between North Bay and Sault Ste. Marie, has successfully marketed the community as a destination for retirees and as a result, vacancy rates have dropped and the community has seen an increase in new services and amenities. This type of plan has both benefits and pitfalls. An aging population will have infrastructure needs which may not be currently available in the region (e.g., hospitals). However, the current members of the population who are considering retirement are still quite healthy and leading active lifestyles. This offers many opportunities for the development of local industries, resulting in new jobs for the community.

### *Community Buy-In*

Perhaps one of the most important elements to developing a brand for your community is to ensure that as many people from the community as possible support the image you choose. While in a business situation the brand image can come from the business owner or the CEO, a community is more democratic and individual members can choose to ignore an image if it doesn't suit them. As a result, it is important to get people involved as early as possible. Who knows your community better than those who have lived there? Talk to the local people and get their feedback about what makes your community special and distinct.

### *Partnerships and Differentiation*

When you think about how to define a "community", many levels come to mind. A church or social group is a community, just as a town or a township is a community as well. In trying to decide how to brand your community, a good starting place is defining the boundaries of what you consider to be 'your community'. In some cases, a group of individual towns will share a collective identity and you may want to create a brand for the region. Although coordinating across multiple towns may have some inherent difficulties with regards to making decisions and getting complete buy-in, there are many advantages to this approach. For example, the development and communication costs can be shared between more people, reducing the individual costs. As well, if your goal is tourism, different attractions in various areas may be packaged together. Once you have determined these boundaries, you can start to identify and examine your "competition". Your community and its goals may be similar to others from different regions, but this does not necessarily put you in direct competition if you are serving different customer bases. After you start to get an idea of your competition, you can begin brainstorming about how your offerings differ from theirs. For example, are you in closer proximity to your customer base? Do you have facilities that others lack? These differences begin to form the starting point for establishing a target market, and will help you decide how to communicate your brand message.

### *Selecting a Target Market*

The target market you choose to reach will be dependent on the overall goal behind creating a community brand. For example, the type of person or group you want to reach will likely be different if you are seeking to increase tourism versus permanent residence. Determining the characteristics of your target market early on in the brand development process allows you to plan your brand communications so that they appeal to your targets, and it also allows you to optimize your resources by using a

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<sup>115</sup> "Media Relations." Ontario Tourism Marketing Partnership. (Accessed Jan. 29, 2009). <http://www.tourismpartners.com/TcisCtrl?site=partners&key1=mediaRel&language=EN&linkType=Iw.cityofelliottlake.com/en/invest/successstories.asp> (Accessed Jan. 29, 2009.)

<sup>116</sup> 2 For more information, visit [www.havelockjamboree.com](http://www.havelockjamboree.com).

<sup>117</sup> Tracey Tyler. "Butter Tarts Lure Tourists to Travel Tasty Trail." The Toronto Star. Dec. 3, 2008. <http://www.thestar.com/article/547275> (Accessed Jan. 29, 2009).

more directed communication approach. As you start to consider the groups of people you wish to reach, try to find a balance between being so broad that you include too many people to provide a clear focus and being so narrow in your search that you are limited to a few small groups.

Traditionally, people have categorized target markets by demographic factors (e.g., age, income, and geographical location) and interests (e.g., active or passive lifestyle, recreational interests, and social memberships). The age group which you are trying to reach may be a factor in goals of both tourism (e.g., the services and attractions you offer may appeal to a limited age group) and attracting permanent residents (e.g., establishing yourself as a retirement community). The geographic location of your target market is an important consideration from a competition perspective (i.e., who else is trying to reach this group) and also from a brand message perspective (i.e., are you promoting your community as a place to visit in a single day, or as a place to stay for an extended period).

Another consideration when determining your target market is matching the strengths of your community to the interests of those you are trying to reach. Hiking trails and outdoor activities are better suited to those people who are looking for an active lifestyle or vacation destination, while cultural attractions like museums may be more appealing to a different market segment. You may also want to consider the current cultural trends when defining your target market. For example, Haliburton has taken advantage of their natural resources by offering an attraction geared towards people seeking an eco-friendly destination.<sup>7</sup>

This type of attraction allows them to seek out target segments which include tourists with an interest in the environment, school field trips, and people looking for an adventurous outing.

### **Communication Is Key**

Once you have established a clear brand identity, you can start thinking about how to communicate this image to others. With an unlimited budget, you could use broad sweeping forms of communication like television advertisements and radio spots, but a more realistic scenario might involve considering a targeted approach. At this point, knowing your target market becomes vital. Once you've established your target markets, you can brainstorm ideas of how to reach them. This is a good opportunity to let yourselves get creative, thinking of alternative means that may provide another way of differentiating your community. Also, you should consider what resources are available – both public (e.g., federal and provincial government programs) and private (e.g., local companies that have resources for generating communications) that might help achieve your goals.

A website is often a good place to start, and provides an accessible forum towards which to direct interested parties. However, this is a starting point, not an end in itself. When you develop your communication plan, you should try to balance passive communications with active ones. For example, a website is generally regarded as a passive medium, that is, you are relying on people to seek out your community. Being proactive is much more difficult, but can also be more effective in achieving your goals. If you are trying to attract new industries to your region, start looking into organizations which are involved with that industry. Organizational websites and news sources can give you an indication as to which companies are growing or shrinking, and which ones might have a need which your community can serve. You may want to seek out volunteers to contact these organizations and establish a relationship with them, to sell your community as a possible location for future growth.

### **Monitoring and Evaluation**

Brands require maintenance and adjustments. As part of your marketing plan, you need to include contingency plans for how you will monitor and evaluate the success of your community branding, as well as options for expanding your communication reach.

Specifically, from the outset you may want to consider setting milestones and criteria for evaluating the success of your plan. These points for evaluation should be realistic, but also reflect achievements which are directly related to the effects of your branding efforts. For example, if your objective is to increase tourism, you may want to track the number of *new* visitors to the area (as opposed to those who have visited previously), or repeat visitors over a period of time and compare these results to past experience. Whether your objectives relate to tourism, permanent residents, or new industries, one of the best sources of information are the people themselves. Take the opportunity to talk with them whenever possible to try to find out why they came to your community, what they think of your community, and what makes your community unique or special. When your own community members travel, have them ask the people in the area they visit about your community to find out the level of awareness regarding your brand (e.g., "What do you think of when you think about 'community x'?"). Not only will this give you information about the awareness of your community brand, but it will also give you an idea of how your message is interpreted. In all cases of branding, the vital part is not necessarily the image you put out, but how people actually interpret that image.

## **APPENDIX – ONLINE RESOURCES**



- 1) **City of Gastonia Branding Process:** [http://www.cityofgastonia.com/latest\\_news/branding.cfm](http://www.cityofgastonia.com/latest_news/branding.cfm), [http://www.cityofgastonia.com/latest\\_news/newlogo.cfm](http://www.cityofgastonia.com/latest_news/newlogo.cfm) These web pages provide an overview of both the organizational steps taken and the initial outcomes regarding one community's attempts to create and develop a cohesive brand. Gastonia, North Carolina is a community of nearly 70,000, located near the larger cities of Charlotte and Winston-Salem. Because of its proximity to larger cities, Gastonia must compete with them in attracting tourism and businesses (just as communities in Eastern Ontario compete with cities like Ottawa and Toronto). A key take-away from this particular case is that the local community leaders sought buy-in from the members of the community from the start, helping them gain effective contributions from all parties interested in shaping the brand image.
- 2) **Establishing a Community Brand:** [http://www.ourcommunity.com.au/marketing/marketing\\_article.jsp?articleId=1489](http://www.ourcommunity.com.au/marketing/marketing_article.jsp?articleId=1489) This article provides some basic steps for establishing a brand for your community, from deciding what brand you want to put forward through to monitoring the effectiveness after you have initiated your plan. The steps have been generalized, but can provide a good checklist or starting point to guide you through the process of establishing a community brand. There are some other good articles with tips and suggestions which can be found here: [http://www.ourcommunity.com.au/marketing/marketing\\_article.jsp?articleId=1415](http://www.ourcommunity.com.au/marketing/marketing_article.jsp?articleId=1415)
- 3) **Developing an Interpretive Guide for Your Community:** <http://web1.msue.msu.edu/imp/modtd/33710094.html> This web page provides a detailed step-by-step guide to creating an effective guide for communicating your community's benefits to visitors and tourists. In addition to recommendations for specific language (i.e., the article recommends interpretive language and the use of detailed descriptions and explanations), the article also talks about determining objectives and promoting natural resource attractions.
- 4) **The Ontario Tourism Brand:** [http://www.tourismpartners.com/publications/Marketing/mrktng\\_OTMPCBrandStory.pdf](http://www.tourismpartners.com/publications/Marketing/mrktng_OTMPCBrandStory.pdf) A quick read, this document provides an accessible short-story description of branding Ontario as a tourism destination. It outlines some of the goals driving the development of a cohesive brand, and offers some useful tips and things to think about when communicating what your location has to offer. For example, the authors highlight the difference between how we imagine or remember our vacations in terms of happy feelings and whimsy, but many travel communications are focused on the specifics and practical aspects of the destination.
- 5) **Ontario Tourism Brand Toolkit:** [http://www.tourismpartners.com/publications/Marketing/mrktng\\_OTMPCBrandToolkit.pdf](http://www.tourismpartners.com/publications/Marketing/mrktng_OTMPCBrandToolkit.pdf) In conjunction with the brand story document (#4 above), this document provides a wealth of information about how to make your marketing attempts attractive to your audience and a breakdown of the different market segments who might want to travel to your community. As well, the document provides specific and practical advice about creating your brand communications such as recommendations about graphics, typeface and layout. Overall, this is a great document to read through when it comes time to spreading the word about your community.
- 6) **Working with the Canadian Travel Trade:** <http://www.tourismpartners.com/publications/IndustryResources/CanadianTravelTrade.pdf> This 53-page document created by the Ontario Tourism Marketing Partnership Corporation (OTMPC) covers numerous topics related to establishing your community as a tourist destination, including information about how the tourism industry works, who to contact and how to design and price tourism practices. Although the guide is directed towards Northern Ontario destinations, this area shares many commonalities with areas in Eastern Ontario such as an abundance of natural resources. The appendices at the end of the OTMPC document contain numerous websites for various organizations including governmental organizations geared towards travel and tourism as well as a list of travel agencies, tourism operators and suppliers which could potentially act as partners for promoting a community. Listed below are some of the websites provided in the OTMPC document.

#### Canadian Websites

Canadian Tourism Commission [www.travelcanada.ca](http://www.travelcanada.ca)  
Canadian Tourism Industry Exchange [www.canadatourism.com](http://www.canadatourism.com)  
Statistics Canada [www.statscan.ca](http://www.statscan.ca)  
Tourism Industry Association of Canada [www.tiac-aitc.ca](http://www.tiac-aitc.ca)

#### Ontario Websites

Ministry of Consumer and Business Services [www.cbs.gov.on.ca](http://www.cbs.gov.on.ca)  
Ontario Ministry of Tourism & Recreation [www.tourism.gov.on.ca](http://www.tourism.gov.on.ca)  
Ontario Motor Coach Association [www.omca.com](http://www.omca.com)  
Ontario Tourism Marketing Partnership [www.tourismpartners.com](http://www.tourismpartners.com)

*Ontario Travel Information Service*     [www.ontariotravel.net](http://www.ontariotravel.net)

Note: There is a subsection of this site dedicated to Eastern Ontario, but its current focus is on Ottawa, Kingston and Prince Edward County

*Ontario Tourism Education Corporation* [www.otec.org](http://www.otec.org)

*Service Ontario* [www.serviceontario.ca](http://www.serviceontario.ca)

**Information for Travelers**

*Travel Industry Council of Ontario*     [www.tico.on.ca](http://www.tico.on.ca)

*Travel & Tourism Research Association* [www.ttra.com](http://www.ttra.com)

## Appendix C: Encouraging Civic Engagement among Youth

### Involving Youth in the Community Development Process

Rosemary V. Barnett and M. A. Brennan

<http://edis.ifas.ufl.edu/fy846>

#### Introduction

Program and policy planners need to better understand the role and impact of youth in the community development process. Historically, youth input in decision making, problem-solving, action, and evaluation in communities has received limited attention. However, recent trends suggest that youth are playing an increasingly important role in the development of their communities (Brennan, Barnett, and Lesmeister, 2006).

As nonprofits, volunteer groups, youth programs, and nongovernmental organizations take on larger roles in contributing to local well-being, the active collaboration between youth and adults is vital to the long-term success of development efforts. Similarly, as community service activities become a more standardized component of high school programs, youth are being given opportunities to become long-term contributors to local development efforts.

There are 8 general steps planners can follow to assist youth in becoming leaders and active participants within their community.

#### Steps to Take

1. **Provide youth opportunities to contribute.** Consider new ways to involve youth and allow them to offer input during decision-making, problem solving, and action-taking activities. Active collaboration with youth will engage them in ways that will open doors for them to contribute.
2. **Increase involvement of youth.** Present opportunities for personal self-growth, skill enhancement, and leadership development. Allow youth to work with adults in active collaboration toward local community development. Integrating youth into committees with adults as mentors and guides will enable them to build the leadership skills and personal characteristics necessary for their future adult involvement.
3. **Partner with youth.** Adults must partner with youth to develop the capacity to serve in organizations and become community leaders. In order to make this a successful venture, adults must first recognize and develop their own existing capacities, motivations, and barriers to partnering with youth. Once existing capacities are determined, adult outreach to youth through schools, youth organizations and youth groups can connect adults to youth in order to increase community attachment. Adults can and should inform youth of their value and the need for their service.
4. **Engage youth actively.** Youth provide new ideas and voices that will stimulate enthusiasm and investment in community structures. In order to engage youth, adults

must understand the invaluable impact of youth involvement. This includes respecting youth culture, getting youth involved on all levels, and respecting their invaluable contribution to society. Instead of youth involvement that is strictly limited to task oriented volunteerism, youth should be empowered to become full partners in the community development process. Doing so allows them to establish a vested interest in long-term participation and contribution to their community.

5. **Form connections to teachers.** Teachers who actively engage youth in community issues can increase youth involvement. This may include student government groups, as well as school entrepreneurship and business education organizations that promote local community development by teaching life skills, fiscal responsibility, and leadership. Introducing community needs and opportunities through teachers at area schools reinforces the importance of youth involvement in community action and policy making and will increase local investment and encourage youth participation. Tiebacks to citizenship, political science, and civics education in the community will provide classroom opportunities connected to real world scenarios.
6. **Link youth to planning and policy efforts.** This can be accomplished by involving youth in the examination of existing policies as well as determining and evaluating potential policy alternatives. By considering youth input into exploration of policy impact, policy alternative criteria for evaluation, and analysis of policy alternative feasibility, youth will move from their role of inactive citizens to fully engaged
7. **stakeholders.** This powerful connection to real community issues will involve youth not only in present decisions, but in future outcomes, leading them to investments that will provide potential ties toward future commitments as adults.
8. **Allow youth to identify their own interests.** Within the greater social framework of community development and policy making, youth may have expertise or interests in a specific topic. As youth are brought into and connected with organizations and civic roles that they have traditionally been excluded from, they can participate in active and equal decision making at multiple levels. An increased exposure to shared norms and values through discussion on community issues and concerns will engage youth to consider where their interests lie, and encourage them to seek activities where they can create positive change for greater good.
9. **Involve youth in confronting more serious social problems.** This will allow them to see themselves as community development agents capable of transforming their environments. By taking passive citizens waiting for adulthood before they become involved in systemic change and allowing them to be active citizens engaged in the process, youth will have a voice in decisions that transform policies, make institutions more accountable, and affect their lives. This may be reinforced by adult partnerships that value youth and let them know of the importance of their contributions while providing opportunities that build community attachment in order to create a better community in which to live.

## Conclusion

Community development is facilitated by the ability of local people to mobilize resources to address local needs. Youth are in a position to be among the stable and long term contributors that help guide this process. Youth represent a vast and often untapped resource for immediate and long-term community development efforts. They also provide an invaluable resource for program planning and effective evaluation. As youth are brought into and connected with organizations and civic roles that they have traditionally been excluded from, they can participate in active and equal decision-making at multiple levels. As youth engage in more sustained positive relationships with adults, other youth, and community organizations, they will learn that they are valued citizens of their communities. Such collaborations will lead to skill enhancement and confidence building traits, which will help prepare them for navigating toward adulthood.

## References and Additional Reading

Barnett, R.V. & M.A. Brennan. (in press ). "Integrating Youth Into Community Development; Implications for Policy Planning and Program Evaluation. *Journal of Youth Development*.

Brennan, M.A., R. Barnett, & M. Lesmeister. (in press). "Enhancing Leadership, Local Capacity, and Youth Involvement in the Community Development Process: Findings from a Survey of StateplaceFlorida Youth". *Journal of the Community Development Society*.

Sherrod, L.R., Flanagan, C. & Youniss, J. (2002). Dimensions of Citizenship and Opportunities for Youth Development: The *What, Why, When, Where* and *Who* of Citizenship Development. *Applied Developmental Science*, 6, 4, 264-272.

This American website provide interactive tools and other resources to help youth-serving organizations and community partnerships plan, implement, and participate in effective programs for youth:

[http://findyouthinfo.gov/topic\\_pyd\\_youthAdultPartnerships.shtml](http://findyouthinfo.gov/topic_pyd_youthAdultPartnerships.shtml)

The 4-H Youth Development website has a wealth of practical resources related to supporting and developing young people in rural areas. This program was developed to empower rural youth, giving them the skills and tools they need to strengthen and sustain their communities. <http://www.4-h.org/youth-development-programs/citizenship-youth-engagement/community-action/rural-youth/>

## Appendix D: A Preliminary Plan For the Timmins Community Engagement Committee

On October 21, the Algoma University class on Community Engagement and Strategic Planning (CESD 2607) undertook a planning exercise to provide a starting point for the actual Volunteer Engagement Committee (VEC), after it is established. Members included Coral Ethier, Roberta Hume, Jamie Levis and Steve Vachon. This document reflects basic strategic planning principles and includes a range of tasks that may help the VEC hit the ground running.

Participants worked together in a facilitated session to develop suitable vision and mission statements, and then carried out cursory environmental scans and SWOT analyses. Using this data as a foundation for planning, they developed a series of tasks to be carried out in the first year of the VEC's operations. They then plotted these tasks along a chronological timeline.

### **Vision Statement**

Become a welcoming and inclusive community in which citizens are both proud and empowered to get involved in enhancing our lives.

### **Mission Statement**

Create opportunities for partnerships and networking to engage all of our residents in building and celebrating our community.

### **Environmental Scan**

#### **Socio-cultural**

Perception is that youth are less involved in community volunteer work  
Multicultural/francophone/diversity in the community  
Many people seeking family-friendly events  
Timmins is a last minute town, which makes it hard to plan  
Increase in the number of Young Professional Groups among various organizations  
Aging population nearing retirement may result in more free time  
Many organizations in town rely on volunteers to supplement reductions in funding

#### **Technological**

Good web/it resources in Timmins  
May be opportunities to use database software to manage volunteer work  
Not everyone uses social media

#### **Economic**

Tough fundraising climate: lots of organizations competing for funding  
CEC committee has no operational funds

Boom bust economy means that social amenities (like volunteer groups and non-profits) are less of a priority

### **Environmental**

Timmins is a dispersed population across a large area

Geography: Timmins is a remote community relative to other cities (off main Highway)

Winters are long and cold; hard to get people to come out

### **Political**

City support for this initiative is unknown

City dropped “Volunteer Awards” that it used to do There is a provincial program that recognizes volunteers

Ward rivalry in Timmins

Provincial requirement for young people to do 40 hours of volunteer work

No formal organization taking charge of volunteerism in the community (Volunteer

Centre closed in 2005)

### **Directions**

After participants suggested several dozen tactics that the VEC should carry out during its first year, they consolidated them under five main themes, each of which forms a strategic direction that will be prioritized. The five directions and their tasks include:

#### **1. Board Development and Legitimacy**

Take inventory of committee skills

Develop Terms of Reference for the Committee

Secure funding for Board creation

Develop an organizational structure for the Board

Develop Board bylaws

Recruit Board members

Develop a budget for the Board activities

Hold a Board Planning Session Hold Annual General Meeting

Begin preparing annual report

Hold Annual General Meeting

#### **2. Develop a Marketing and Communications Strategy**

Develop a marketing plan

Develop a brand

Conduct a stakeholder analysis of organizations who need volunteers

Create website to recruit volunteers and partners, market organization and develop credibility

Hold an official media launch for organization  
Continue to develop marketing presence  
Develop public reporting framework

### **3. Pursue and Build Partnerships**

Develop a potential partnership inventory and strategy to approach them  
Pursue and formalize partnerships, e.g. VICARS  
Get Council and other community organizations' support  
Find sponsors to pay for printing and distributing volunteer best practices manual

### **4. Establish Volunteerism Promotion and Volunteer Management Activities**

Research best practices for volunteer centres, recruitment management  
Develop a volunteer management framework  
Develop list and inventory of volunteer opportunities  
Develop database structure for collecting information on volunteer opportunities  
Begin planning Volunteer Celebration Event  
Seek out provincial funding programs for volunteer celebration support  
Populate database of opportunities and volunteers  
Research and compile volunteer incentive programs and ideas  
Refine and complete volunteer best practices manual  
Hold annual award celebration  
Begin teaching organizations how to manage and motivate volunteers

### **5. Funding and Sustainability**

Develop funding/sustainability strategy  
Find sources of funding  
Write proposals for funding



**DRAFT Implementation Plan and Timeline**

<b>Jan/Feb</b>	<b>Mar/Apr</b>	<b>May/Jun</b>	<b>Jul/Aug</b>	<b>Sept/Oct</b>	<b>Nov/Dec</b>	<b>Jan/Feb</b>
<ul style="list-style-type: none"> <li>• Take inventory of committee skills</li> <li>• Develop Terms of Reference for the Committee</li> <li>• Research best practices for volunteer centres, recruitment management</li> <li>• Secure funding for Board creation</li> <li>• Develop an organizational structure for the Board</li> <li>• Develop Board bylaws</li> <li>• Recruit Board members</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a budget for the Board activities</li> <li>• Hold a Board Planning Session</li> <li>• Develop a marketing plan</li> <li>• Develop a brand</li> <li>• Write proposals for funding</li> <li>• Contact potential partners</li> <li>• Develop database structure for collecting information on volunteer opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Develop list and inventory of volunteer opportunities</li> <li>• Conduct a stakeholder analysis of organizations who need volunteers</li> <li>• Develop a volunteer management framework</li> <li>• Begin planning Volunteer Celebration Event</li> <li>• Seek out provincial funding programs for volunteer celebration support</li> </ul>	<ul style="list-style-type: none"> <li>• Pursue and formalize partnerships, e.g. VICARS</li> <li>• Develop a partnership inventory</li> <li>• Get Council and other community organization support</li> <li>• Create website to recruit volunteers and partners, market organization and develop credibility</li> <li>• Populate database of opportunities and volunteers</li> <li>• Research and compile volunteer incentive programs and ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Hold an official media launch for organization</li> <li>• Continue to develop marketing presence</li> <li>• Develop public reporting framework</li> <li>• Find sponsors to pay for printing and distributing volunteer best practices manual</li> </ul>	<ul style="list-style-type: none"> <li>• Hold annual award celebration</li> <li>• Refine and complete volunteer best practices manual</li> <li>• Begin preparing annual report</li> </ul>	<ul style="list-style-type: none"> <li>• Begin teaching organizations how to manage and motivate volunteers</li> <li>• Hold Annual General Meeting</li> </ul>

## Appendix E: Buy-Local Campaign Resources

### **Web sites with Buy Local Ideas and Best Practices**

[www.foe.co.uk/resource/action.../localfirst\\_campaign\\_ideas.pdf](http://www.foe.co.uk/resource/action.../localfirst_campaign_ideas.pdf)

<http://www.livingeconomies.org/>

<http://www.preservationnation.org/main-street/main-street-news/story-of-the-week/2009/shop-local.html>

[www.mccrayandassoc.com/downloads/shoplocal.pdf](http://www.mccrayandassoc.com/downloads/shoplocal.pdf)

### **Academic Articles on Buy-Local Campaigns and their Impact**

BUY-LOCAL Marketing Programs Taking Root in New York

[http://hortmgt.dyson.cornell.edu/pdf/smart\\_marketing/hilchey7-00.pdf](http://hortmgt.dyson.cornell.edu/pdf/smart_marketing/hilchey7-00.pdf)

Measuring the Economic Impacts of Buy Local Campaigns in Iowa

[http://www2.econ.iastate.edu/research/webpapers/paper\\_12645.pdf](http://www2.econ.iastate.edu/research/webpapers/paper_12645.pdf)

Buy Local" Consumer Behavior and Wood Products: A Case Study

[http://digitalcommons.uconn.edu/gs\\_theses/139/](http://digitalcommons.uconn.edu/gs_theses/139/)

Buying Local in Marshall County and Marshalltown, Iowa: An Economic Impact Assessment

<http://www.marshalltown.org/pdf/marshalltownbuylocal.pdf>

Buying Local Community Agriculture

<http://www.healthycommunityfoodsystems.org/page6/assets/BuyLocalCampaignExpanded.pdf>

### **For a critique of buy-local campaigns, visit:**

<http://www.thebollard.com/bollard/?p=5927>

## Appendix F: Developing a Lobbying Plan

Whether you want an empty lot turned into a neighbourhood playground or an amendment to federal tobacco advertising legislation, you need to lobby like a professional.

Think of your issue as a marketing challenge. Get to know your market and your product. Research and use focus groups to find out what the public thinks. Make sure you've researched and can answer the following questions:

- What are your objectives and expectations?
- Who are your opponents, or the people you need to convince?
- Why are they opposing?
- Who have they called on for support?
- What would make them change their minds?
- How can you best approach them?
- Who is on your side?
- How can you use their support most effectively?

Identifying the precise legislation and level of government you should approach is essential. Even the smallest of issues is governed by multiple tiers of legislation. To identify which levels of government you need to approach, break your interest into parts. Find out what levels of government have jurisdiction over the various dimensions of your issue. Once you've determined which departments and ministries are involved identify which specific laws affect your issue and finally who the key decision-makers are. A copy of Parliamentary Names & Numbers is an invaluable reference tool at this stage.

Choose one or more spokespersons to represent your group. They can be members of your group, lawyers, public figures, or even member of an agency that sympathizes with your cause. Consider whether paying a professional lobbyist is worth the expense.

In choosing your advocates ask yourself: Is this advocate the best spokesperson for your cause? Does the advocate know the history and purposes behind the issues? Can the advocate present your group's viewpoint in a logical and convincing manner? Is the advocate sincerely interested in the issue or simply promoting his or her personal interest? It's critical that you choose a spokesperson who is articulate, well-spoken and able to think quickly on his or her feet.

It is crucial for your group to understand the process involved with your targeted piece of legislation as it moves through Parliament or any legislative body.

Once you understand the process you'll see when and how to intervene. At this point you have several options. Many organizations opt for postcards and petitions to legislators. The sheer

volume required to attract any serious attention, however, can be an obstacle for smaller groups. Well-placed and well-written personal letters can have more impact. Above all, encourage citizens outside your group to write letters of their own.

The more letters, phone calls, and faxes a politician receives, the more seriously he or she will take them.

Some important tips to keep you lobbying like a pro:

- Use the Media. Whatever message you're sending to legislators, send it to the media as well. Legislators are highly sensitive to comments by the media. Let the media know what you're up to through press releases, letters to the editor, advertisements, and phone calls. Make your media spokespersons accessible to the media. Responding quickly and openly to media requests for information and interviews will ensure that they take you seriously.
- Use the Opposition. Never underestimate the power of the opposition parties. For a well-rounded lobbying campaign you must brief the opposition parties. They welcome input on new legislation. Information you have will help them prepare their questions and statements in the legislature.
- Use the "Public Interest." Governments see themselves as making legislative decisions based on what they view as the public interest. Emphasize that your group's concerns are consistent with the public interest and that the alternatives are not.

Lobbying plays an important part in Canada's democracy. It influences governments to take account of a diverse range of interests. Whether it's a large corporation with a paid in-house government consultant or a small special interest group starting a basement letter-writing campaign, lobbying provides avenues for Canadians to voice their concerns. Lobby effectively to ensure that your voice is heard.

This article originally appeared in Parliamentary Names & Numbers, the directory of Canada's federal and provincial governments. Annual subscriptions to Parliamentary Names & Numbers include two print editions and access to the continuously updated online version. For subscription information call 416-964-7799 or see [here](http://www.sources.com/PNN/).

Consult the website <http://www.sources.com/PNN/> to secure a list of Ontario and Federal Parliamentary representatives and their contact information.

## Appendix G: Community Foundation Information

### Criteria for Membership in CFC

A community foundation is a philanthropic organization focused on building permanent endowments to tackle long-term community challenges as well as meeting immediate needs. Specifically, members of Community Foundations of Canada must:

- Be officially registered as a charity and be designated by the Canada Revenue Agency as a tax exempt Public Foundation and, as such, be assigned a Business Number that reflects charitable status;
- Be independent and autonomous (not controlled directly or indirectly by government, corporations, associations, individuals, related family members, or particular religious, cultural or ethnic groups) and be governed by a body of volunteers, usually independently appointed, which strives to represent and be accountable to the community it serves;
- Maintain a broad grants program providing funding to many different grantees in a range of fields of interest and segments of the population. Grantees must be "qualified donees" as defined in the Income Tax Act;
- Be structured primarily as a growing collection of permanent and non-permanent endowment funds, which includes a pool of unrestricted dollars, that support the diverse charitable purposes specified by the governing body and by its donors;
- Describe itself as a "community foundation" without necessarily having the words "community foundation" in its legal name;
- Focus its grant-making and charitable services primarily in a defined geographic area;
- Be a prudent and responsible steward and investor of charitable funds, maintaining complete and accurate financial records;
- Regularly monitor its internal processes and activities with the goal of meeting the highest standards of practice in all its activities.

### Community Foundations of Canada members must strive to:

- Provide a broad range of giving opportunities for donors, and a variety of services to help them achieve their philanthropic goals;
- Consult with the community to guide the foundation's grant-making and other activities, and act as a catalyst for community action on issues of broad community concern.

### Starting a Community Foundation

Canadian communities that are working to start a community foundation and are interested in purchasing a Start-Up Manual are asked to contact the CFC Regional Coordinator in their area to complete some preliminary assessment material. Regional Coordinators are available to assist with this assessment process and will order your Start-Up manual once it is complete.

*Regional Community Foundation Coordinator Ontario:*

Cindy Lindsay, 519.843.6726, [clindsay@cfc-fcc.ca](mailto:clindsay@cfc-fcc.ca)

### Selected Resources available from Canadian Community Foundation

### Community Foundation Start-Up Manual

*Essential reading for community groups exploring the ins and outs of establishing a community foundation.*

This recently updated manual is a compendium of information that includes assessing your group's readiness and appointing your first board, to putting all the necessary operational systems in place. It also includes a section on Community Foundations of Canada, and criteria for and benefits of membership

### Administration Handbook for Canadian Community Foundations (2008)

*Everything you need to know to set up and keep your community foundation running smoothly.*

A companion resource to the *Governance and Management of Canadian Community Foundations* manual, the *Administration Handbook* provides detailed guidelines and samples to help new members establish administrative systems and practices. It is intended to be a guide, presenting 'best practices' and raising issues and considerations that will assist in setting up or revising administrative systems.

Price: Members \$35 CAD; Non-members \$70 CAD

### **Community Foundations in Ontario**

- [La Fondation communautaire de Hearst Community Foundation](#)
- [Aylmer Area Community Foundation](#)
- [Barrie Community Foundation](#)
- [Bradford West Gwillimbury and District Community Foundation \(BWGDCF\)](#)
- [Brampton and Area Community Foundation](#)
- [Brant Community Foundation](#)
- [Brockville and Area Community Foundation](#)
- [Burlington Community Foundation](#)
- [Caledonia Community Foundation](#)
- [Cambridge & North Dumfries Community Foundation](#)
- [Campbellford/Seymour Community Foundation](#)
- [Chatham Kent Community Foundation](#)
- [The Deep River and District Community Foundation](#)
- [Durham Community Foundation](#)
- [Elgin-St. Thomas Community Foundation](#)
- [Forest Community Foundation](#)
- [Grand Bend Community Foundation](#)
- [Community Foundation Grey Bruce](#)
- [The Guelph Community Foundation](#)
- [Hamilton Community Foundation](#)
- [Huron Community Foundation / La Fondation communautaire de la Huronie](#)
- [Kenora and Lake of the Woods Regional Community Foundation](#)
- [Community Foundation for Kingston & Area](#)
- [The Kitchener and Waterloo Community Foundation](#)
- [London Community Foundation](#)
- [Community Foundation of Mississauga](#)
- [Muskoka Community Foundation](#)

- [Napanee District Community Foundation](#)
- [Niagara Community Foundation](#)
- [The Norfolk Community Foundation](#)
- [North Bay and Area Community Foundation](#)
- [Oakville Community Foundation](#)
- [The Community Foundation of Orillia and Area](#)
- [Community Foundation of Ottawa / Fondation communautaire d'Ottawa](#)
- [Oxford Community Foundation](#)
- [Pembroke Petawawa District Community Foundation](#)
- [The Perth and District Community Foundation](#)
- [Community Foundation of Greater Peterborough](#)
- [Prince Edward County Community Foundation](#)
- [Sarnia Community Foundation](#)
- [Stratford and Perth County Community Foundation](#)
- [Sudbury Community Foundation/Fondation communautaire de Sudbury](#)
- [The Temagami Community Foundation](#)
- [Fondation Communautaire du Temiskaming](#)
- [The Temiskaming Foundation](#)
- [Thunder Bay Community Foundation](#)
- [Toronto Community Foundation](#)
- [WindsorEssex Community Foundation](#)
- [York Region Community Foundation](#)

## Appendix H: Resources on Age-Friendly Communities

Today, Canadians aged 65 and older make up 13% of our population. By 2036, seniors will account for one quarter of all Canadians. The following resources may of use to community groups and organizations hoping to increase the age-friendliness of their community.

Public Health Agency of Canada's *Age-Friendly Communication Facts, Tips and Ideas*:  
[http://publications.gc.ca/collections/collection\\_2011/aspc-phac/HP25-11-2010-eng.pdf](http://publications.gc.ca/collections/collection_2011/aspc-phac/HP25-11-2010-eng.pdf)

Public Health Agency of Canada's *Healthy Aging and Age-Friendly Communities*  
<http://www.phac-aspc.gc.ca/seniors-aines/ha-vs-eng.php>

[http://publications.gc.ca/collections/collection\\_2011/aspc-phac/HP25-11-2010-eng.pdf](http://publications.gc.ca/collections/collection_2011/aspc-phac/HP25-11-2010-eng.pdf)

The Government of Alberta's *Age-Friendly Rural and Remote Communities: A Guide*. The guide explains what is meant by "age-friendly" and how to identify the common barriers and assets to a community being age-friendly.

[http://www.phac-aspc.gc.ca/seniors-aines/pubs/age\\_friendly\\_rural/pdf/AFRRC\\_en.pdf](http://www.phac-aspc.gc.ca/seniors-aines/pubs/age_friendly_rural/pdf/AFRRC_en.pdf)

The World Health Organization's *Global Age-Friendly Cities: A Guide*  
[http://www.who.int/ageing/publications/Global\\_age\\_friendly\\_cities\\_Guide\\_English.pdf](http://www.who.int/ageing/publications/Global_age_friendly_cities_Guide_English.pdf)

Public Health Agency of Canada's *Healthy Aging in Canada: A New Vision, A Vital Investment, From Evidence to Action – A Background Paper*  
[http://www.phac-aspc.gc.ca/seniors-aines/pubs/haging\\_newvision/pdf/vision-rpt\\_e.pdf](http://www.phac-aspc.gc.ca/seniors-aines/pubs/haging_newvision/pdf/vision-rpt_e.pdf)

The Government of BC's website <http://www.seniorsbc.ca/agefriendly/communities/index.html> is a resource centre for communities that want to become age-friendly. This page of tools and resources is particularly helpful: <http://www.seniorsbc.ca/agefriendly/connect/tools.html>



## Appendix I: Information on CMARD

### Anti-Racism Commitments and Actions from the Coalition of Municipalities Against Racism and Discrimination (CMARD)

#### **1. Increase vigilance against systemic and individual racism and discrimination.**

##### ***Sample actions:***

- Support or establish, in collaboration with community organizations, a monitoring and rapid response system or network to identify and respond to acts of racism, hate crimes and incidents, including bringing such incidents to the attention of the appropriate authorities. Support or establish a mechanism for consultation with a network of groups and individuals involved in the struggle against racism and discrimination (e.g. NGOs, Aboriginal organizations, youth, artists, police services, the judiciary, provincial and territorial human rights commissions, etc.). Report regularly on the incidence of hate crimes and responsive actions taken.

#### **2. Monitor racism and discrimination in the community more broadly as well as municipal actions taken to address racism and discrimination.**

##### ***Sample actions:***

- Make use of existing data and research, or initiate or facilitate appropriate collection and use of data, on incidents of hate activities, racism and discrimination in the community, and share results in a manner that advances human rights.
- Collect and evaluate data and information on racism and discrimination in specific fields of municipal endeavour, such as housing, recreation, culture and other social programs.
- Define achievable objectives and apply common indicators in order to assess incidents and trends in racism and discrimination, such as racial profiling, as well as the impact of municipal policies and programs.
- Canadian Commission for UNESCO. (2005). *RoadMap: A Call for a Canadian Coalition of Cities Against Racism*. Retrieved from <http://www.yhrc.yk.ca/pdfs/booklet-eng.pdf>.

#### **3. Inform and support individuals who experience racism and discrimination.**

##### ***Sample actions:***

- Use awareness materials and campaigns to inform citizens about their rights and obligations, including available resources and mechanisms for prevention and redress, as well as penalties for racist acts or behaviour and other forms of discrimination.
- Establish or enhance existing complaint mechanisms within the municipality's authority (ombudsperson, anti-discrimination unit, etc.) to deal with allegations of systemic and individual acts of racism and discrimination. Establish protocols to liaise with organizations such as human rights commissions, legal clinics, and community advocacy or counseling services that can help facilitate prevention, interventions, and remedies for those who experience racism and discrimination.

#### **4. Support policing services in their efforts to be exemplary institutions in combating racism and discrimination.**

***Sample actions:***

- Consult with local communities to hear concerns and receive input on responsive measures.
- Establish or enhance a comprehensive anti-racism and antidiscrimination vision statement and implement effective policies and procedures (including a complaints mechanism), as well as staff training to help prevent and respond to issues of racism and discrimination in policing services and in the community.
- Implement measures or programs to promote accountability of, and public confidence in, policing services, as well as ensure appropriate representation of Aboriginal and racialized groups in recruitment and at all levels of the organization.

**5. Provide equal opportunities as a municipal employer, service provider and contractor.**

***Sample actions:***

- Develop, implement, promote and enforce anti-racism and anti-discrimination strategies, policies and procedures, including complaints and dispute resolution mechanisms, within the municipal organization.
- Examine equity at a systemic level, such as auditing different aspects of the municipality's operations, including corporate planning, policy and program development, and procedures and practices with respect to
- Educate and sensitize elected officials and civil servants on mutual respect, citizenship and the obligation to protect and promote human rights.

**6. Support measures to promote equity in the labour market.**

***Sample actions:***

- In partnership with local chambers of commerce, set up a certification program for businesses, organizations, and professional bodies to integrate mechanisms into their own organizations for combating racism and building inclusive and respectful workplaces.
- Facilitate monitoring and removal of systemic barriers that impede fair and equitable access for full participation of Aboriginal and racialized communities in the economic life of the municipality, as well as access to professions and trades for foreign trained professionals.
- Make business licensing renewals conditional upon nondiscriminatory policies and practices.

**7. Support measures to challenge racism and discrimination and promote diversity and equal opportunity in housing.**

***Sample actions:***

- Examine housing and urban planning policies and practices and address systemic barriers that have a discriminatory effect on Aboriginal and racialized communities, including the further marginalization of those who are homeless or at risk of homelessness.
- Work with landlords and social housing providers, with the assistance of tenant associations and community organizations, including legal clinics, to adopt equitable policies and practices with respect to qualifying applicants and selecting tenants for market rent units consistent with human rights principles.
- Work with homebuilder, realtor, rental, hotel, tourist and hospitality associations to draw up anti-discrimination codes of practice for their respective industry businesses and organizations.

**8. Involve citizens by giving them a voice in anti-racism initiatives and decision-making.**

***Sample actions:***

- Take steps to facilitate and increase the representation of Aboriginal and racialized communities on municipal boards, commissions and committees. Organize regular community forums in collaboration with existing organizations and mechanisms in order to offer citizens an opportunity to discuss and be heard on issues of racism and discrimination in the municipality, including effectiveness of local policies and programs.
- Empower local NGOs and civil society to share information and take action against racism and discrimination.

**9. Support measures to challenge racism and discrimination and promote diversity and equal opportunity in the education sector and in other forms of learning.**

***Sample actions:***

- Encourage the development of teaching materials that promote respect for dignity, human rights, intercultural understanding, dialogue and peaceful coexistence. Support partnerships between educators and front-line community organizations to reach out to vulnerable youth whose access to education is adversely affected by bullying and violence or discriminatory discipline policies or practices.
- Create a program to recognize schools for their anti-racism and anti- discrimination initiatives.

**10. Promote respect, understanding and appreciation of cultural diversity and the inclusion of Aboriginal and racialized communities into the cultural fabric of the municipality.**

***Sample actions:***

- Provide equitable support to cultural projects, programs, events and infrastructure so that the cultural diversity and heritage of the community can be preserved and diffused in a fair and representative way.
- Support initiatives that increase expertise and capacity within ethno- cultural organizations to effect change in their communities and enable their members to participate fully in society.
- Promote awareness of the fact that integration of a community's cultural fabric, together with its economic, educational, social and security interests, strengthens and benefits the whole community.