



Timmins 2020

Your vision. Your community. Your plan.



Our Vision

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.

Our Mission

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.



Timmins 2020

Our Vision. Our Community. Our Plan.

On behalf of the Timmins Community Action Committee it is my pleasure to present a summary of the **Timmins 2020 Community Strategic Plan**. Resource-industry towns all over the world are recognizing the need to become resilient and to develop a shared commitment for a sustainable future. After months of public consultations, surveys, research and analysis we have a plan to help us do exactly that. This plan is our opportunity to develop a stronger, healthier and more vibrant city, one that relies on more than natural resources for its prosperity.



During the consultations, we heard compelling insights into how Timmins can prepare for the future from hundreds of residents, businesses, non-profits and government agencies. Discussions focused on economic diversification, quality of life and improving dialogue with the City. There was also a feeling that we have much to be proud of, and we need to get better at communicating that, both inside and outside the community. There was a clear desire to increase public engagement, coordinate community improvement efforts, develop more public-private partnerships, and commit to more long-term planning. Together, these areas evolved into five strategic directions, or priorities, that our community will focus on over the next ten years.

This plan provides a planning framework for the community over the next decade. It will also help Council and administration set priorities and establish partnerships that align with long-term goals. It will encourage us as a community to stay focused, so that we can build strategically on our successes.

It's important to remember that this strategy relies on a collaborative effort. We hope that it will become a tool for all community partners, including non-profit groups, government agencies and members of the business community. The plan explains how we'll monitor our progress, and how we'll be accountable through regular reporting to our stakeholders.

We need all hands on deck to realize the scale of change you've told us you want. I'm convinced that working together, we have the talent, the commitment and the fortitude to achieve our vision. And when we do, we'll be proud to say we all played a part in making Timmins "a growing, innovative regional hub that is culturally and economically diverse, and that offers a unique, northern quality of life."

A handwritten signature in black ink, which appears to read "Tom Laughren". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

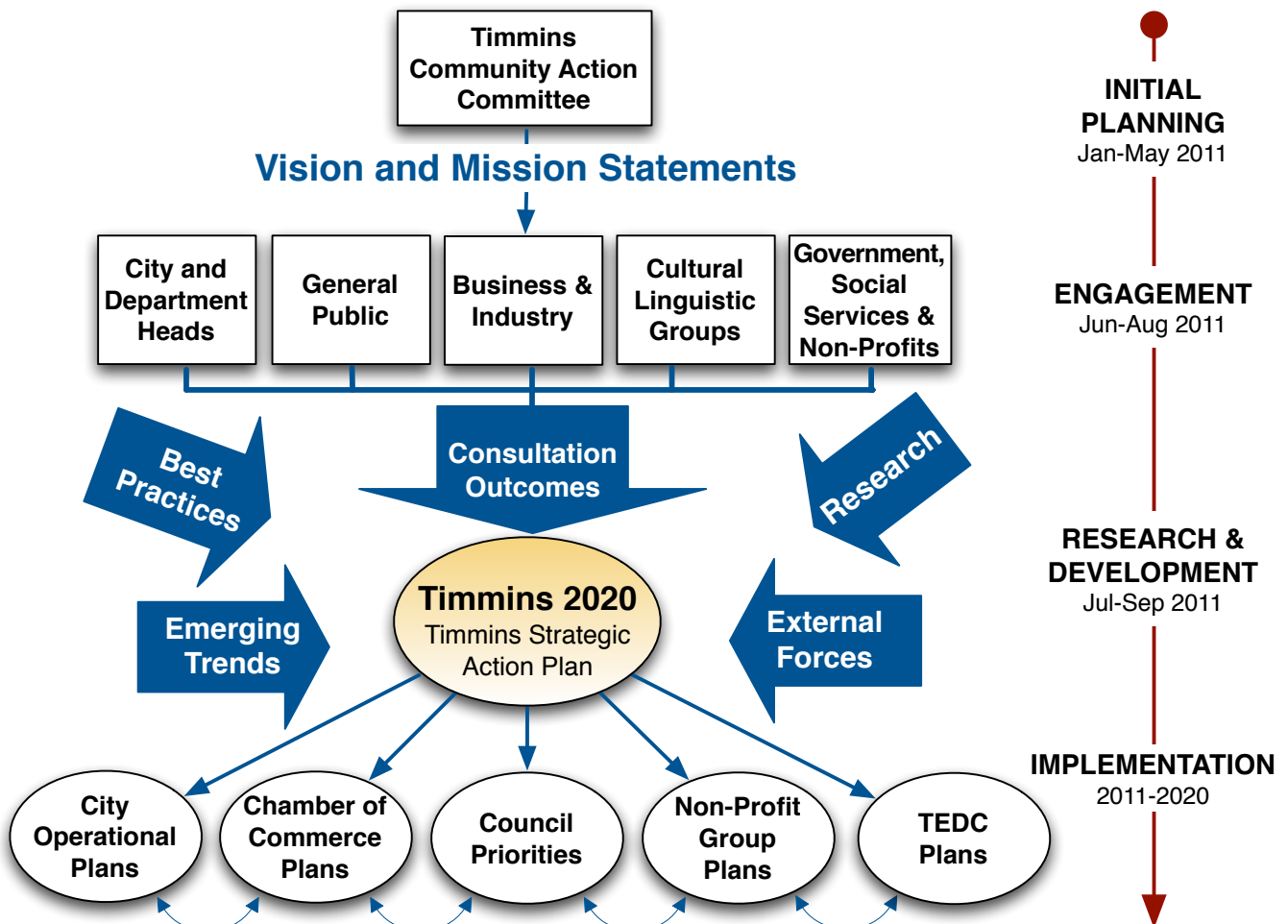
His Worship Tom Laughren
Mayor of Timmins

The Community Strategic Planning Process

Our strategic planning process had four phases. The initial planning stage established a Timmins Community Action Committee (TCAC) made up of community members and City Council. They developed a mission statement and long-term vision that would focus the planning efforts around a shared vision for the community. Next came a public engagement process, to get residents, partners and other stakeholders involved in shaping the strategies.

The research and development phase assessed our strengths, weaknesses, opportunities and threats. Then we looked for

best practices from other communities and researched new ideas that would help pull the information together. Five themes, or strategic directions, emerged from all of this data, and these form the basis of the Community Strategic Plan. The final phase –implementation– will be ongoing over the next ten years. It involves coordinating the efforts of all our partners to see that the goals and objectives we set for ourselves in this plan are carried out. It's a big job. But we're committed to becoming recognized as a City with a forward-thinking approach, and it's what we need to do if we're going to prosper and grow.



Community Engagement

The public engagement strategy kick-started community involvement and built momentum for the strategic plan.

In a plan of this scope, it's essential not only to get insights and ideas from various stakeholders, but also to build commitment and enthusiasm for implementing the plan.

The communications campaign included newspaper ads, press releases and radio spots to encourage people to get involved. The consultation calendar appeared in both French and English on the Friday Municipal page in the local daily newspaper. Over 750 people attended public consultation sessions, filled out surveys or participated on the Timmins 2020 blog. Nearly 3,000 people visited the bilingual Timmins 2020 website. There was tremendous support and interest in the Strategic Plan on the part of the local media, including radio, newspapers, web media and television.



“If you don't have a strategy, you become part of someone else's strategy.”

– Alvin Toffler

Author and Management Expert

There were also 15 in-depth interviews with business owners and public officials to capture more insights into the issues raised during the public sessions.

The TCAC hosted 19 public consultations:

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

Environmental Scan Highlights

An environmental scan is an overview of internal and external factors that affect the community. It forms the basis for matching the community's strengths with emerging opportunities. A scan looks at the current state of the community and the forces acting upon it, including demographics, industry trends, economic indicators, political factors and competition.

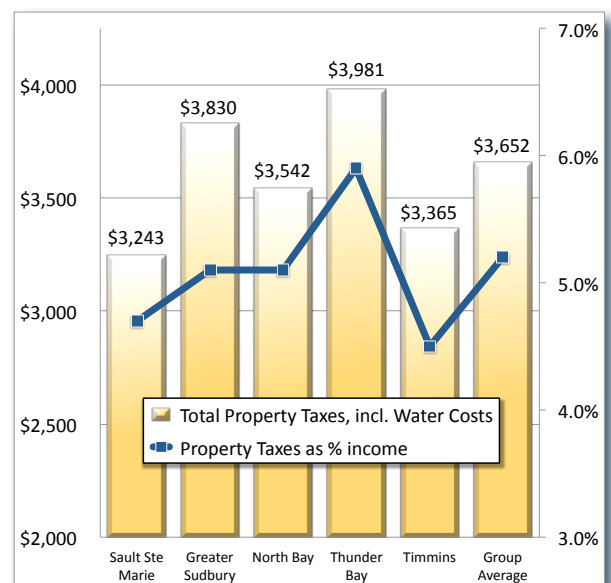
Socio-Economic Characteristics

- The population in 2009 was 43,274 and is now growing, reversing a decade of outmigration.
- Timmins has 1,926 businesses and 68% have 1-5 employees.
- In 2011, 11% of Timmins jobs were directly in the mining sector.
- For every mining job in Timmins, there are approximately three more that support the mining industry.
- Timmins lost \$3M in annual tax revenues when facilities at the Xstrata metallurgical site closed in 2010. It will lose another \$1M if Xstrata's mine site and remaining operations close in 2017 or 2018.
- These reduced tax revenues will put increasing pressure on City finances.
- Timmins serves as a regional shopping and services hub for a market area of approximately 120,000 people, including sixteen First Nations communities.
- In August 2011, the average selling price of a home in Timmins was about \$147,300, an increase of 17% over 2010. The Ontario average is about \$360,000.
- Approximately 39% of the population is Francophone and 8% is Aboriginal.

Relative Figures

Compared with the other four Northern cities –North Bay, Sudbury, Thunder Bay and Sault Ste. Marie– Timmins has:

- A population density of 15/km² (the average is 228/km²).
- The highest proportion of bilingual residents at 50%.
- The second fastest rate of tax assessment growth in 2009 and 2010.
- The second highest household income in 2010 at \$74,418 (behind only Sudbury at \$75,633).
- One of the healthiest debt-reserve ratios (0.6:1) and the second lowest rate of debt outstanding (0.4%).

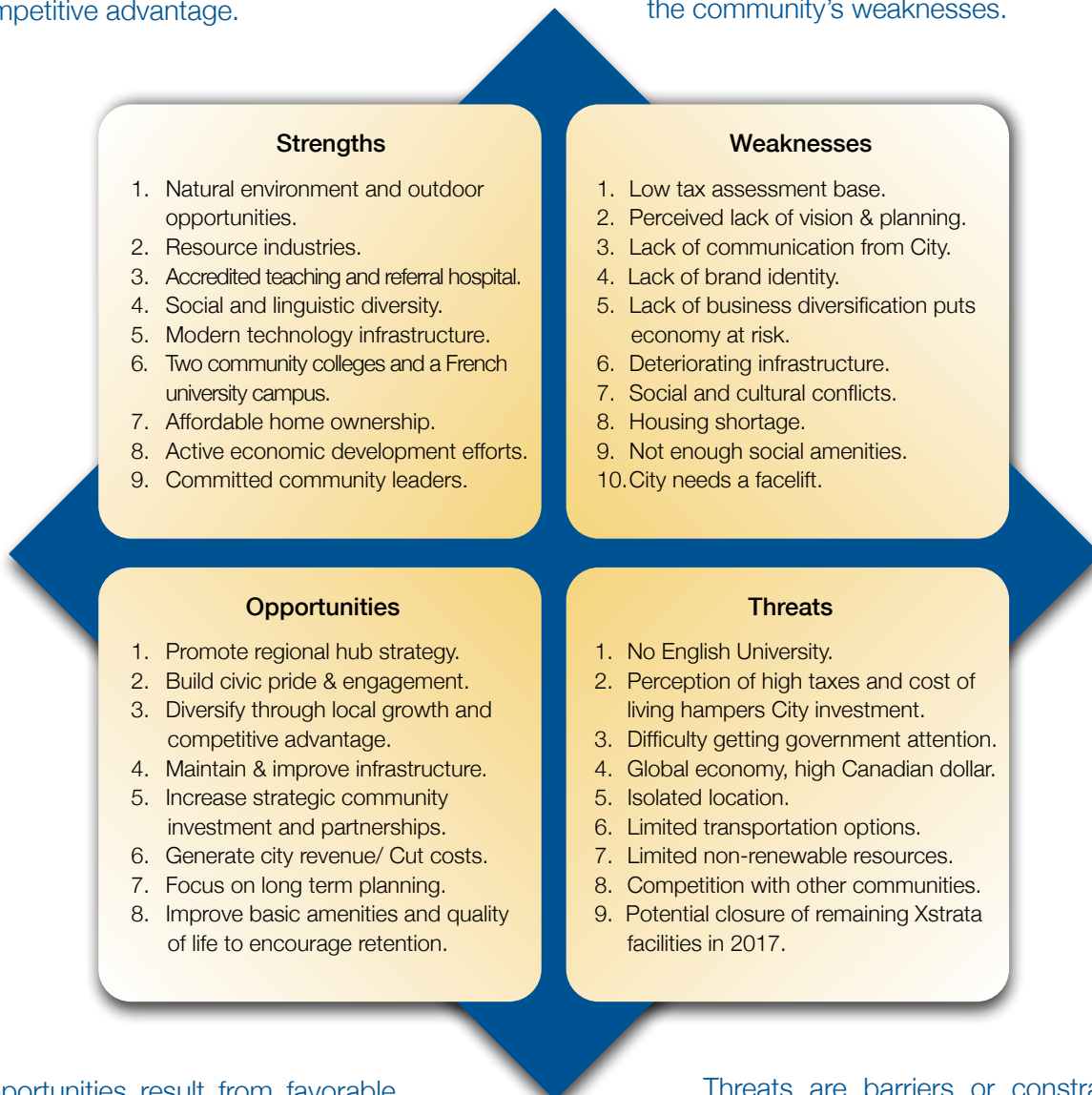


Timmins residents pay the lowest municipal taxes as a percentage of household income, and the second lowest average taxation amount of the five northern Ontario cities.

Key Strengths, Weaknesses, Opportunities and Threats

Strengths are internal resources and capabilities that can help the community reach its vision. They are the foundation on which our community can build and enhance its competitive advantage.

Weaknesses are limitations that can stand in the way of the community's goals. One of the objectives of a strategic plan is to develop tactics that address or reduce the impact of the community's weaknesses.



Opportunities result from favorable trends or emerging developments in the community's environment. A strategic plan suggests tactics to take advantage of these opportunities.

Threats are barriers or constraints over which the community has little control. A strategic plan can address threats to some extent by recommending mitigating activities.

Strategic Directions and Recommendations

To determine the major strategic directions, we integrated the results of the public consultations, surveys, stakeholder interviews and community development research. Five themes emerged from the data, centred on communications, community pride, strategic investment, diversification and social and cultural amenities.



We developed the goals under each strategic direction using the framework of community values that appear in the mission and vision statements. These include sustainability; diversity in social, cultural and economic matters; community pride; quality of life; and civic engagement.

1. Communicate more effectively and strategically with residents, partners and other stakeholders.

Timmins is committed to transparent governance and meaningful engagement with all stakeholders, both in and outside the community. The City will develop a distinctive brand identity that reflects the benefits of a regional hub offering exceptional quality of life. It will position strategic amenities as investments that create a competitive advantage, and establish a better link between community prosperity and socio-cultural wellbeing.

Goals and Activities

1.1 Develop a branding strategy and identity to distinguish Timmins from other cities, and establish its role as a regional leader.

- i. Establish a Branding Committee with interested representatives from the City, Economic Development, business, tourism and other community groups.
- ii. Develop RFP for branding services.
- iii. Secure funds.
- iv. Select and guide marketing consultant.

- v. Consult with key stakeholder groups for input on branding strategy.
- vi. Communicate and implement brand.



A brand is much more than a logo and slogan. It is a promise to residents, visitors and other stakeholders about the unique experiences that Timmins can deliver. Our brand will help us focus on our strengths and communicate them more effectively.

1.2. Develop and initiate two-way City communications campaign with residents and stakeholders to promote trust and transparency.

- i. Establish Communications Committee.
- ii. Research and develop more engaging communications policies.
- iii. Develop a communications plan that addresses multiple channels and media, and encourages ongoing interactions with all stakeholders.
- iv. Build more feedback opportunities on the City website, and encourage other community organizations to do the same.
- v. Implement, monitor and evaluate the communications plan.

1.3. Create a single community calendar to build social capital, increase awareness of community events and amenities, and facilitate tourism.

- i. Solicit interested partners and funders.
- ii. Solicit participation from community organizations. Concurrently, explore opportunities to facilitate more frequent communication between organizations and community (see Goal 1.2).
- iii. Confirm calendar host agency.
- iv. Establish technical specifications and guidelines for participation.
- v. If necessary, develop and issue an RFP for a web programmer to build best solution, e.g. port information from existing calendars to a central site.
- vi. Select and guide web programmer.
- vii. Implement and test solution.
- viii. Promote central calendar.

1.4. Establish a Community Youth Advisory Council to provide a legitimate forum for youth perspectives and insights, and to encourage their involvement in civic affairs.

- i. Establish responsibility for supporting the Timmins Youth Council (TYC).
- ii. Develop TYC Terms of Reference, including a formal mechanism for reporting to City Council and other community organizations.
- iii. Recruit TYC members that represent different youth sectors.
- iv. Orient Committee members to City Hall and councillors.
- v. Review Strategic Plan with TYC members to determine level of interest in facilitating its initiatives.
- vi. Develop a TYC work plan.
- vii. Monitor and evaluate achievements.



2. Rebuild community pride and confidence.

The City of 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 regional profile. It will encourage residents and partners alike to celebrate Timmins by leading innovative projects that increase its appeal and quality of life.

Goals and Activities

2.1. Encourage community organizations to plan, pursue and report on strategic priorities. This maintains momentum and identifies synergies.

- i. Liaise with community groups and organizations to encourage them to adopt relevant aspects of the Strategic Plan, and support them in their efforts.
- ii. Maintain the Timmins 2020 website.
- iii. Enable groups to post updates on the progress of their activities.
- iv. Encourage organizations to regularly report progress on Strategic Plan activities.

2.2 Undertake a distinctive signature project that will improve quality of life, leverage economic opportunities and reinforce Timmins' role as a regional hub.

- i. Consult or establish if need be a signature project subcommittee on Recreation and/or Cultural Committees.
- ii. Refer to community brand and master plans for recreation and culture sectors (See Goals 1.1 and 5.8).
- iii. Consult community on possible projects.
- iv. Conduct feasibility studies for signature project(s) that align with master plans and Strategic Plan priorities.
- v. Develop funding and implementation plans.
- vi. Monitor and report on progress.

2.3. Create and implement community beautification strategy, including waterfront development. Attractive, vibrant and functional public spaces can improve community wellbeing and pride, catalyze economic growth and facilitate cultural and tourism opportunities.

- i. Develop a Community Beautification Committee with broad sectoral involvement; this may be a subcommittee of the Cultural Advisory Committee and/or the Tourism and Recreation Committees.
- ii. Research best practices around beautification and waterfront development.
- iii. Develop a local action plan.
- iv. Prioritize projects and establish goals, including fundraising, recruitment and marketing.
- v. Solicit community organizations and residents to undertake initiatives.

Note: If the community decides to prioritize the development of Cultural, Tourism or Recreation Plans, Goal 2.3 may become part of those deliverables.

A signature project will give our community an exciting, high profile project for everyone to rally around.



2.4. Strengthen Timmins' position as a regional hub by developing new services and increasing awareness.

- i. Choose a lead agency, such as the TEDC, or establish a Committee to create a Regional Hub plan.
 - ii. Work with lead agencies who are executing the tourism, recreation and cultural plans to ensure that the Regional Hub plan aligns with them.
 - iii. Ensure that the new City brand accommodates and leverages the regional hub identity (see Goal 1.1).
 - iv. Identify current service offerings that can be reinforced as regionally significant (e.g. Aboriginal and health services, post-secondary education etc.)
 - v. Explore opportunities to expand existing services that are currently local. Conduct a gap analysis to determine areas where Timmins can build its regional hub status (e.g. entertainment, new services, niche offerings etc.)
 - vi. Select and pursue projects, prioritizing those that align with the Strategic Plan.
 - vii. Secure funding to supplement existing marketing and communications budget with hub-specific promotional materials.
 - viii. Market the City to local and provincial organizations as a place for regional meetings and conferences.
 - ix. Encourage City departments and community groups to consider regional implications when developing new programs, infrastructure and facilities.
- #### **2.5. Investigate community engagement programs such as a Community Volunteer Centre, Annual Volunteer Awards, Volunteer Trade Show, etc. This will increase citizen involvement, community pride, social capital and quality of life.**
- i. Recruit members for a Volunteer Timmins Committee.
 - ii. Develop Committee Terms of Reference.
 - iii. Research other Community Volunteer Centre models.
 - iv. Develop plan to re-create a Community Volunteer Centre or similar volunteer initiative that serves as a matchmaker, coordinator, evaluator and promoter.
 - v. Recruit partners to establish, sustain and promote annual Awards.

A regional hub strategy will leverage the community's brand and its Tourism, Recreation and Cultural Master Plans. It will provide a strong foundation on which to promote Timmins to other communities.

3. Diversify through local growth and competitive advantage.

Timmins will focus on expanding economic development activities that promote local business retention and expansion. In a September 2011 survey, 13 Timmins employers stated that were it not for recruitment and retention difficulties, they could hire 252 people immediately. This suggests that there is enormous potential for economic growth within our existing business community if we can help them address these challenges. To supplement these efforts, Timmins will also explore economic diversification projects in areas where it has a distinct competitive advantage.

Goals and Activities

3.1. Increase support for “buying local”.

- i. Facilitate meetings between buyers and sellers to discuss the benefits of local purchasing. Develop a Community Commitment Statement and encourage organizations to become signatories.
- ii. Lobby large employers to establish local offices in the community.
- iii. 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.
- iv. Create a Buy Local campaign aimed at both large organizations and consumers.
- v. Amend City Purchasing Policy –within legal capacity– to include a “local economic impact” (LEI) factor that encourages outside contractors to engage local partners. This builds both the economy and local business capacity.
- vi. Encourage other community organizations and firms to request an LEI from their suppliers, to build support for local purchasing of goods and services.

3.2. Broker Community Impact Agreements with major employers to encourage corporate citizenship that aligns with strategic priorities.

- i. Develop a Community Impact Agreement team.
- ii. Research best practices on Community Impact Agreements to determine appropriate processes and content.
- iii. Negotiate and finalize agreements.

“With a little coordination and support from the community, our local entrepreneurs have enormous potential to diversify our economy and create jobs from within.”

Christine Leclair
2011-2012 President
Timmins Chamber of Commerce

3.3. Continue the TEDC Employer Council's efforts to develop labour force recruitment and retention strategies that support local business growth and expansion.

- i. Develop and communicate a labour force recruitment and retention strategy for local employers.
- ii. Develop a Community Welcome Package to inform potential residents of schools, hospitals, social organizations and other community services of interest.
- iii. Develop a referral mechanism to ensure that potential residents have access to the Community Welcome Package (e.g. through realtors, human resource managers).
- iv. Ensure there is an easily-accessible, updated community information portal for new residents.
- v. Communicate the benefits of welcoming newcomers throughout the community.

The literature on best practices in rural economic development suggests that it is more effective in the long run to encourage local business retention and expansion strategies than to pursue external industry.



3.4. Develop management, marketing and exporting expertise among local businesses.

- i. Consult with local businesses and identify those with export potential.
- ii. Secure funding from NOHFC and Fed-Nor to facilitate and guide development of marketing and export strategies for local business (i.e. provide expert marketing training to entrepreneurs and build competitiveness).
- iii. 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.
- iv. Host regular business planning, marketing and other business support workshops for entrepreneurs and small businesses in specific sectors, in order to provide targeted information.
- v. Meet with local banks and Caisse/Credit Unions to identify and communicate funding opportunities for local businesses.



3.5. Ensure training programs and facilities align with demands of both conventional industry and new economy employers.

- i. Undertake sector-specific meetings in conventional and new business sectors (e.g. information technology, biotechnology, agriculture) to understand industry-specific labour requirements.
- ii. Collect data and report findings.
- iii. Distribute report and facilitate meetings between employers and post-secondary institutions to develop possible training solutions.

3.6. Determine the feasibility of establishing an applied industrial research centre at Northern College.

- i. Evaluate the College's recent Research Centre Feasibility Study.
- ii. If the Centre is feasible, work with the TEDC-led University Committee and other interested partners to secure funding.
- iii. Actively lobby for, support and promote the Research Centre.

3.7. Reduce the cost of doing business in Timmins to help local employers and entrepreneurs become more competitive.

- i. Develop a plan to regularly consult the business community to determine what business costs can be reduced through coordination, increased efficiencies or other processes. For example:
 - a. Develop or secure a shipping broker service for local companies who face transportation cost barriers.
 - b. Secure another airline to offer daily flights to Toronto to reduce transportation costs and increase accessibility. This initiative was actually completed in September 2011, when Porter Airlines announced it would offer flights from Timmins starting in January 2012. The project was led by the City of Timmins, the TEDC and other community partners, and is supported by an upgrade to the airport.

Developing an Applied Industrial Research Centre in Timmins will not only create stable, long-term knowledge economy jobs, but also the potential to support local firms in their efforts to diversify and grow.



3.8. Develop a long-term tourism strategy.

- i. Engage and build the capacity of local sports organizations to host and grow various regional and provincial events.
 - ii. Consult with local organizations to determine how best to expand the size and number of conferences and trade shows.
 - iii. Build capacity, facilitate marketing and expand package offerings for quality tourism experiences with local recreation and adventure operators.
 - iv. Support the development of cultural tourism packages with regional draws including pow-wows, concerts, francophone events and multi-cultural festivals.
 - v. Develop a database of Timmins-specific photographs for use by community agencies in their promotional materials.
- Align with the community's vision, mission and strategic goals.
- ii. Establish a mechanism to accept economic development suggestions from the community throughout the year.

3.9. Pursue external business development opportunities that meet strategic criteria.

- i. Pursue only those ideas that:
 - Meet the business selection criteria established by the TCAC.
 - Leverage Timmins' distinct and competitive advantages to make the best use of limited human resources.

Strategic criteria for selecting new business development opportunities

1. Does it leverage one of Timmins' competitive advantages?
2. Will it create long-term, full-time jobs?
3. Would it attract and/or retain residents?
4. Is there potential for accessing supportive funding opportunities and private public partnerships?
5. Does it support local business retention and growth?
6. Does the business bring in new wealth as opposed to recirculating it?

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 by developing a charitable Community Foundation to fund local initiatives that build social capital.

Goals and Activities

4.1. Initiate long-term housing solutions.

- i. Establish and lead a Community Housing Committee with representatives of existing housing task forces and affected groups, including seniors, business, Aboriginal people, youth, etc.
- ii. Hold a Housing Summit.
- iii. Define “affordable housing”, in both rental and ownership terms.
- iv. Conduct an environmental scan of housing issues in the community.
- v. Revisit zoning and permitting to make it easier for builders to construct homes, and for homeowners to add apartment suites to their homes.
- vi. Consider converting existing buildings into affordable rental units.
- vii. Evaluate incentives and rebates for developers who build affordable housing.
- viii. Increase density and intensification by infilling with small homes and granny flats.
- ix. Promote garden suites and secondary units on residential lots.
- x. Consider alternative housing types such as manufactured or mobile homes on individual lots.

Timmins can develop a significant competitive advantage –and become more attractive to newcomers– if it can creatively address its housing shortage.



4.2. Identify alternative municipal revenue generating opportunities.

- i. Investigate the feasibility of a Public Utility Commission (PUC).
- ii. Investigate service delivery opportunities to communities within the region.
- iii. Explore potential of special levies for new services not traditionally covered by the general tax base.
- iv. Consider corporate sponsorships and other public-private partnerships for community infrastructure projects and facilities.

4.3. Develop a Community Foundation with charity status to fund community improvement and social capital-building projects.

- i. Recruit a Board of Directors from the community at large.
- ii. Explore community foundation models in other towns to determine best option.
- iii. Develop Timmins-specific funding mechanism: some receive community funding, others operate on the basis of

As part of its regional hub strategy, and in order to raise City revenues, Timmins will investigate opportunities to leverage its strengths and deliver selected services to other communities in northern Ontario.

corporate endowments, and some use a hybrid approach.

- iv. Develop policies and processes for distributing funds.
- v. Launch and promote fund.
- vi. Monitor and evaluate progress.



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

Timmins will support the physical, emotional, social and cultural wellbeing of all residents in an environment that encourages diversity and tolerance.

Goals and Activities

5.1. Create a Social Planning Council to support community wellbeing.

- i. The Venture Centre Community Futures Development Corporation has been working with the Social Services Board, the TEDC and the Far Northeast Training Board to establish this Council. These organizations have submitted a funding proposal to the Trillium Foundation, and the Venture Centre is acting as Interim Coordinator.
- ii. Recruit a board of directors to help establish the organization, develop and advise social planning staff.
- iii. Secure staffing.
- iv. Report progress and activities regularly.

5.2. Develop a plan to support and retain retirees in the community.

- i. Create a Local Senior's Action Committee.
- ii. Determine the scope of committee and develop a Terms of Reference.
- iii. Conduct a needs assessment and gap analysis of age-friendly services.
- iv. Identify strategic alternatives to address needs and prepare for the future.
- v. Develop a plan to implement strategies, including partnerships, resource requirements, funding and coordination.
- vi. Promote age-friendly initiatives, e.g. business parking spots, senior discounts.
- vii. Seek funding for projects that support seniors' ability to remain independent and to participate in the community.
- viii. Lobby LHIN for funds to develop a geriatric assessment centre and think tank for rural seniors' services delivery.

“As people and capital become more footloose, communities must provide an environment that not only attracts newcomers, but perhaps more importantly, keeps existing ones satisfied.”

Dr. Mihalīs Kavaratzīs

Place Branding Researcher and Advisor

5.3. Expand the scope of the TEDC's Timmins and District Aboriginal Partnership (TADAP) to address social and cultural issues.

- i. Ask the TEDC to consider expanding the current mandate of TADAP to address urban Aboriginal issues, including education, employment, housing, cross-cultural awareness and health issues. Representatives might include elders, youth, health, Métis and Aboriginal organization representatives.
- ii. Develop a Community Cross Cultural Awareness strategy.
- iii. Research and coordinate responses to social issues, and work with other community organizations –e.g. The Timmins Native Friendship Centre, the Chamber of Commerce, the DCSSAB– to implement solutions.



5.4. Develop a Municipal Cultural Plan to build, enhance and integrate cultural values in the community.

- i. Apply for funding to host a Municipal Cultural Planning Workshop to build local capacity and awareness.
- ii. Establish a Municipal Cultural Committee (MCC) with broad representation.
- iii. Seek partners and/or apply for funding to develop a Municipal Cultural Plan to be overseen by the MCC.
- iv. Develop a Terms of Reference to solicit proposals for the development of a Municipal Cultural Plan.
- v. Guide Cultural Plan consultants.

5.5. Install multi-lingual welcome signage at City entrances.

- i. Create and install new signage at all entrances to the City.
- ii. Ensure signage aligns with City brand and strategic priorities.

5.6. Conduct needs assessment around public transportation for people with disabilities.

- i. Establish a transportation sub-committee on the Municipal Accessibility Committee, including City personnel and interested community members.
- ii. Assess transportation needs of people with disabilities and identify gaps.
- iii. Identify best practices and examples in other communities.
- iv. Explore partnership options to provide accessible airport transportation services.

5.7. Increase promotion of local post-secondary options, including English university programs.

- i. Develop closer working relationships between high schools and post-secondary institutions by encouraging them to participate in the Community University Committee.
- ii. Encourage joint marketing of course offerings at College Boréal, l'Université de Hearst and Northern College.

Our community benefits from the rich cultural contributions of the francophone and Aboriginal communities. We are committed to finding more ways not only to respect and value these contributions, but also to celebrate them.



5.8. Develop a Community Recreation Master Plan to map and assess facilities, programs and services, and to determine how best to serve the needs of residents into the future.

- i. Form a Recreation Committee and invite participation from City leaders and staff, local recreation groups, the YMCA and the regional Ministry of Recreation consultant.
- ii. Seek funding for a new Community Recreation Master Plan.
- iii. Develop a Terms of Reference to engage a consultant to prepare a Recreation Master Plan.
- iv. Include a community-wide Recreation Summit to solicit broad public input.
- v. Investigate the requirements for pursuing 8-80 community status for Timmins.
- vi. Consider partnering with YMCA to enhance recreation programming and service delivery.

5.9. Develop a plan to encourage tolerance and awareness of different cultural and language groups.

- i. Establish an Anti-Discrimination committee with broad community representation. This may be a subcommittee of the Cultural Committee.
- ii. Take an inventory of cultural and linguistic groups in Timmins and conduct a needs assessment, i.e. what problems have they identified and do they have potential solutions?
- iii. Join the Coalition of Municipalities Against Racism and Discrimination.
- iv. Develop a plan to address racism and intolerance in the community.
- v. Encourage cultural-linguistic groups to promote awareness of their achievements in the community at large. For example, the francophone community has accomplished some exceptional things in Timmins, yet many who are unable to speak French are unaware of the impact on the community-at-large.
- vi. Monitor and report on progress.

The more quality of life services and features we can offer, the easier it will be to encourage people to make their permanent homes here. That's good for business, and good for the community.

Implementation Plan

Implementation is the most challenging aspect of a strategic planning process. After reviewing several possible implementation models, the TCAC selected one that they believe will be most effective in executing our strategic plan.

A Dedicated Strategic Planner

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 approach actively addresses most of the issues that can prevent strategies from being implemented.

Following the recommendation of the TCAC –and the precedent set by many other communities– the City intends to make a firm commitment in both principle and resources to ongoing planning. It will do so by creating 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 councillors.

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. He or she may also assume leadership of some of the projects, such as coordinating the proposed Housing Summit.

The advantages of having a dedicated resource person for implementation include:

- Strategic plan continuity, evaluation and renewal.
- Regular progress reporting and communications.
- Coordination and support for partner agencies.
- Ongoing community involvement and ownership.



Acknowledgements

A Community Strategic Plan is an enormous undertaking that couldn't be achieved without the help 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 organizations for their time, support and guidance:

Citizens and Friends of Timmins
City of Timmins Councillors, administration and staff
The Timmins Economic Development Corporation staff and Board
The Timmins Chamber of Commerce staff and Board
The Ministry of Training, Colleges and Universities
Timmins media outlets
Photography sources Markus Clement Photography and Len Gillis
Tourism Timmins and the Timmins and District Hospital

His Worship, Mayor Tom Laughren
Committee Chair

Pat Bamford
Councillor

Steve Black
Councillor

Rick Blakey
Goldcorp

Doris Blouin-Harrison
College Boréal

Heather Boyer
Ministry of Northern Development, Mines and Forestry

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Councillor

Mike Doody
Councillor

Simon Fecteau
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Fred Gibbons
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Timmins Chamber of Commerce

Todd Lever
Councillor

Christy Marinig
Timmins Economic Development Corporation

Andrew Marks
Councillor

Dave McGirr
NEOnet

Veronica Nicholson
Timmins Native Friendship Centre

Noella Rinaldo
Councillor

Keitha Robson
Timmins Chamber of Commerce

Tom Semadeni
Xstrata Mines

Gary Scripnick
Councillor

Ellen Sinclair
The Venture Centre Community Futures Development Corporation

Joe Torlone
City of Timmins



For more information about the Timmins 2020 Strategic Plan,
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