

Strategic Plan



November 2020 – November 2022

Message from Mayor June Caul



Our new strategic plan for the Town of Fort Frances is one that will lead us forward with exciting and “Boundless” opportunities. We must plan for rebranding our town, focusing on life after the demolition of parts of the paper mill. Though we may not be in the paper making industry anymore, it is important to remember the wealth of wood fibre that is still available to Fort Frances and district for production and new job creation.

Council and Administration, when evaluating our vision, recognized the value in planning with our Community Partners to achieve a creative and sustainable plan that moves us into a future of growth and prosperity. Fort Frances is the hub of the Rainy River District and our success relies on those living within the community but also those living throughout the district.

Development of the Gateway to Fort Frances is critical in transforming the entrance from United States to become much more appealing for tourists to stay and explore our community and what we have to offer. Our acquisition of the Shevlin Woodyard, and the process that has been started to transform the space into residential, commercial, and recreational growth, will create new tourism, living and social spaces for enjoyment by everyone. The development of Erin Crescent provides for more residential lots and growth of our tax base.

I am proud of the relationship and partnership developed with our neighbouring First Nation communities. With the signing of the Joint Declaration of Intent and Friendship, we will rebuild and re-develop the Point Park and work toward shared goals in economic, healthcare services, education, and emergency preparedness.

The development of our Asset Management Plan and Safety and Well-being Plan will provide a clear direction for community services, the maintenance and service of infrastructure, evolving technology growth, emergency measures, transparency, and the health and well-being of all who live in and around Fort Frances.

The Town of Fort Frances is an “Incredible Community” with Boundless Opportunities”. Through partnerships with Council, Administration, Residents, Volunteers, Business Owners, Healthcare Providers, Education Facilities, First Nations, and District Partnerships we will move forward to a better tomorrow!

Sincerely,

Mayor June Caul

Message from Chief Administrative Officer Douglas D.C. Brown

The Town of Fort Frances is an amazing community with a dedicated and energetic Mayor and Council, Town administration, staff and key stakeholders. We are all collectively committed to the continuous improvement of the Town's operations and the furtherance of a positive financial and economic position. Council continues to work diligently with the purpose of providing a more efficient and attractive business environment with a goal of reshaping our community for years to come.

Through recent significant events including the commencement of the demolition of the Fort Frances pulp and paper mill, and the arrival of the COVID-19 pandemic, the Town has maintained a steadfast focus on those citizens we serve. This is core to our success. There has never been a more critical and opportune time to plan for our collective future and to lay out a motivated path that will guarantee continued success for the future. These are exciting times as there are close to 190 acres of land within our community available to be redeveloped.

I am pleased to introduce you to our strategic plan, which provides an outline of where we are going, how we will get there and what it means to you. The Strategic Planning exercise has been a constructive and optimistic process that includes a broad public consultation and revisions resulting from certain uncontrollable circumstances.

The 28 strategic priorities will keep us focused on our future direction as well as maintaining the day to day delivery of the core services our citizens expect.

Our strategy direction must be flexible enough to adapt to any unforeseen changes. With this in mind, the new strategic plan was created with an expectation for regular review, measuring of successes and the adjusting for emerging opportunities or trends.

"Our Boundless Community" is well positioned with a progressive outlook and we will continue to adapt to any unforeseen challenges which may be encountered for our community as we move forward to diversify our economy and redevelop core properties.

In closing, I would like to extend my appreciation for all the efforts and energies of our Mayor and Council, Town administration, staff, key stakeholders, volunteers and members of the general public for their role in formulating the new strategic plan for Fort Frances from 2019 to 2022.

Yours truly,

Douglas DC Brown, P Eng.
Chief Administrative Officer

1.0 Background

The Town of Fort Frances Strategic Plan “Incredible Community – Boundless Opportunity” was approved in June 2015 after a lengthy consultation process. Over the subsequent years, many of the objectives identified in the plan have been achieved. However, many of the challenges faced by the community which were identified during that planning process are still in place, and new challenges have arisen. The Town of Fort Frances is experiencing a period of change that makes it important to carefully plan for the future to best position the community for future success, and long-term sustainability.

In preparing this document, a number of consultation sessions were undertaken. These sessions included:

- Preliminary planning session with the senior management team.
- Retreat with Senior Managers and Council at Sunny Cove.
- Planning session with Superintendents and Supervisors.
- Planning session with Community Partners.
- Planning session with First Nations community partners.
- Planning session with Economic Development Advisory Committee.
- Public consultation session.

During this process we received excellent feedback, and a number of well thought out ideas from everyone who participated. We would also like to thank the following organizations for their feedback, and participation in the process:

- Fort Frances Power Corporation
- Rainy River Future Development Corporation
- Rainy River District Social Services Administration Board
- Riverside Healthcare Facilities Inc.
- Rainy River District School Board
- Confederation College
- Seven Generations Education Institute
- Nigigoonsiminikaaning First Nation
- Northern Community Development Services

Given the COVID-19 pandemic, final consultation sessions were held with Council to adjust priorities and refine objectives.

2.0 Purpose of this Plan

Strategic Planning is essential to the success of any organization. This planning exercise is intended to develop a strategic plan that accomplishes the following:

1. **Provide Clarity** – Having a strategic plan in place assures focused, proactive decision making. This plan will guide decisions by both Council and management going forward.
2. **Ensure Coordination** – By defining objectives, it assures that everyone is working towards the same goals.
3. **Improve Efficiency** – Daily decision making is guided by the Strategic Plan.
4. **Assist with adjustment to change** – A strategic plan with a clear vision, and clear objectives helps to support change management.
5. **Direct capacity building** – When the organization knows where it intends to go, it is much easier to direct capacity building and talent management. It allows the organization to better align the competencies of its workforce with the strategic direction of the organization.
6. **Ensure greater transparency and accountability.** A strategic plan provides a roadmap for decision making. A wide variety of stakeholders and the general public will have had an opportunity to participate in the development of the plan. Once completed, the plan is made public, and will be available on the Town's website.

3.0 Mission, Vision, Values

3.1 Vision

The Town of Fort Frances will be a welcoming community with Boundless opportunities.

3.2 Mission

Through partnerships we will create a safe, inclusive, sustainable and attractive community that enhances quality of life and promotes growth and prosperity.

3.3 Values

Stewardship: We act to ensure that our community and our services can be enjoyed now and by future generations.

Collaboration: We work together within our organization, with our community and with our area partners to achieve our goals and create a better future for all.

Inclusivity and Equity: We strongly believe that our community and our organization should be inclusive, equitable, and that everyone should be able to participate.

Proactive Planning: We plan for the future to give us the best opportunity to achieve our goals, sustain levels of service, reduce emergency repairs, and utilize our financial resources in the most efficient manner.

Safety and Security: Working together with our community partners, we work to ensure a safe, secure community for all of our residents.

Fostering Growth: Working with our partners, we will help to put the conditions in place to foster economic growth in our community.

Managing Change: We will employ effective change management techniques to ensure that we are able to meet our strategic goals and adapt to an ever-changing world.

Creativity: We encourage our leaders to exercise critical thinking skills and use their imagination to find solutions to the challenges facing our community and our organization.

Service Oriented: Our leadership, and our staff understand that the top priority of Corporation of the Town of Fort Frances is to provide high quality service to our community.

Personal Growth: We promote personal growth so that our staff and our leaders can achieve their full potential. We are committed to a culture of continuous improvement, and continuous learning.

Effective Communication: We endeavour to communicate with our staff, our stakeholders and our community in a manner that is easily understood. We understand that listening is a critical component of effective communication.

Transparency: We commit to holding open meetings, providing access to the public and to be forthcoming with the media when conducting our business.

Responsible Leadership: We are responsible to the residents of our community, and our stakeholders. Our leaders are accountable for their actions and take ownership.

Community and youth engagement: We will work to engage all residents of our community regardless of their age.

Working Conditions: We will be fair, professional, and consider the best interests of our community and our organization when hiring staff. We will create a positive workplace culture and climate, offer fair remuneration, and provide opportunities for ongoing learning and development.

Fiscal responsibility and sustainability: We will operate in a fiscally responsible manner that provides for ongoing operational sustainability. We understand that being fiscally responsible means ensuring that we operate with a long term vision to ensure the next generation has the same opportunities that we do today.

Workplace safety: We commit to providing a safe workplace for all of our staff, and to provide training to our staff and leaders that ensure they can protect themselves and those under their supervision.

4.0 Objectives

The following have been identified as key objectives:

1. Attracting new industry and attracting investment for local business development.

The Town of Fort Frances will work closely with our economic development partners to help put the conditions in place to attract a new primary industry into our community to support job creation. We will also work to attract additional investment to develop, expand and retain businesses of all sizes in a variety of sectors.

The Town of Fort Frances will work to ensure that there are available industrial and commercial lots to support this endeavour.

Timeline: Ongoing.

Implementation: Mayor and Council, Economic Development Consultant, Economic Development Advisory Committee, Rainy River Future Development Corporation, Chief Building Official / Municipal Planner, Chief Administrative Officer, Division Manager of Operations and Facilities.

How will we measure success?

- Creation of new small and medium size businesses.
- Attraction of larger industrial employer to the community.
- Increase in industrial and commercial tax assessment.
- Creation of commercial and industrial lots within the Town of Fort Frances.
- Creation of new, long term, good paying jobs in the community.

2. Promotion of Tourism / Destination Tourism

The Town of Fort Frances will work with our partners to help promote our community as a tourist destination. We will work to help our business community increase revenue from tourism activity, and work to encourage a greater number of visitors to stay in our community overnight. We will consider tourism potential when developing new projects in our community or investing in economic development initiatives.

Implementation: Mayor and Council, Economic Development Consultant, Rainy River Future Development Corporation, Economic Development Advisory Committee Chief Building Official / Municipal Planner, Chief Administrative Officer, Division Manager of Operations and Facilities, Recreation and Culture Manager.

Timeline: Ongoing.

How will we measure success?

- Consideration of tourism given during development of major projects such as the gateway and Shevlin Woodyard.
- Once COVID-19 pandemic is over, increased number of border crossings, and increased tourist traffic to our community.
- Increase in business from tourism in restaurants, hotels, and locally based businesses.

3. Develop a plan for the Shevlin Woodyard

HTFC Planning and Design along with local firm Saulteaux Consulting and Engineering are working with a steering committee from the Town of Fort Frances to undertake a study to determine optimal use for this land. Public input will be sought throughout the process.

Implementation: HTFC Planning and Design, Saulteaux Consulting and Engineering, Economic Development Consultant, Town of Fort Frances Steering Committee (CBO / Planner, CAO, O&F Manager, HR Manager, Recreation and Culture Manager).

Timeline: Fall 2020.

How will we measure success?

- Completion of a comprehensive plan, with broad stakeholder consultation and buy-in during the process. The plan will include consideration for:
 - Tourism potential
 - Commercial uses
 - Recreational uses
 - Residential uses
- Plan provides a roadmap for development that can be scaled to accommodate economic growth in our community.

4. Undertake succession planning and talent management.

The organization will develop a succession management plan to ensure that the organization has the staff in place to achieve its goals.

Timeline: Winter 2020 / 2021 for succession management plan. Talent management and replacement planning is ongoing.

Implementation: Human Resources Manager, CAO, Senior Management Team, Mayor and Council.

How will we measure success?

- Completion of a succession management plan for the organization that includes:
 - Replacement plan for key management positions, with identification of high potential employees within the organization.
 - Talent management plan for each division / department that aligns with our strategic plan.

- Method for updating and renewing plan as required.

5. Improve relationships with neighbouring communities.

We will work with our neighbours including nearby First Nation communities, municipalities, and our friends south of the border. We will work to improve our relationships and take advantage of mutually beneficial economic opportunities, and operational efficiencies.

In addition, we will continue to develop our relationships with our neighbouring communities so that we can work together to improve the quality of life for residents in the Rainy River District and the surrounding area.

Timeline: Ongoing.

Implementation: Mayor and Council, First Nations Advisory Committee, Economic Development Advisory Committee, Rainy River District Municipal Association, CAO.

How will we measure success?

- Maintain regular communication with nearby First Nation communities, and nearby Municipalities in the Rainy River District and Northern Minnesota.
- Completion of joint economic development projects, where feasible.
- Offering letters of support for our neighbours' projects.
- Co-operative advocacy for shared goals.

6. Establish Partnerships with nearby First Nation communities

The Town of Fort Frances will work closely with our neighbouring First Nation communities on a variety of initiatives to help improve the quality of life for residents in each of our communities. Some of these opportunities include:

- Working with our neighbours to rebuild and re-develop the Point Park.
- Working together to advocate for shared goals such as access to healthcare, mental health services, high quality educational opportunities, and affordable housing.
- Developing new businesses and economic opportunities.
- More effectively coordinating for emergency management and disaster relief.
- Development of signage in Public town facilities that includes Anishinaabemowin to better accommodate our local indigenous community members.

Timeline: Ongoing.

Implementation: Mayor and Council, First Nations Advisory Committee, Senior Management Team, Fire Chief / CEMC, Emergency Management Control Group.

How will we measure success?

- Review of potential improvements to be made to point park.
 - Consider preparation of feasibility study with input from nearby communities.
 - Consider economic development opportunities that align with the values of all of our communities.
- Joint funding applications completed where feasible.
- Offer of letters of support for economic development or other community projects.
- Working together to support emergency management.
- Co-operative advocacy for shared goals.

7. Complete review of governance model and key procedures

Council and senior administration will review our meeting format and governance practices to ensure that they promote transparency and operational efficiency. Council will update the procedural by-law, and review the mandate of the Economic Development Advisory Committee.

Implementation: Mayor and Council, Senior Management Team.

Timeline: Fall / Winter 2020 / 2021.

How will we measure success?

- Completion of updates to procedural by-law.
- Complete a review of the mandate of Economic Development Advisory Committee (EDAC).
- Complete a review of available opportunities to optimize meeting schedules for executive committees.

8. Undertake Asset Management Planning / Address Budgetary Gap for infrastructure / Develop a preventative approach to maintenance

The Town of Fort Frances will comply with Asset Management Planning regulations and will utilize our asset management plan to direct future long term capital planning. Funding shortfalls that may exist will be remedied in order to provide sustainable levels of service

today, and for future generations. Operations and maintenance will use a preventative maintenance approach to reduce operational risks and emergency expenditures.

Implementation: Mayor and Council, CAO, O&F Division Manager, Treasurer, Asset Management Plan Coordinator, Facilities Superintendent, Transportation Superintendent, Environmental Superintendent, Deputy Treasurer, Senior Management Team, Tradesperson, GIS Expert.

Timeline: Ongoing. Milestone dates to reflect legislative requirements.

How will we measure success?

- Maintain compliance with Asset Management Planning regulations.
- Asset Management Plan informs annual and long-term capital planning and is a key consideration for annual capital budgeting.
- 5 year capital plan to be prepared.
- Annual investment is made to ensure that infrastructure is maintained to be able to continue to provide existing levels of service.
- Maintenance at our facilities will utilize a preventative approach to proactively address issues prior to them becoming a problem that could lead to significant expenses or potentially compromise operations.

9. Create Positive Workforce Culture

The Town of Fort Frances will be an employer of choice. We will treat our staff with respect, provide opportunities for professional development, and offer fair remuneration.

Implementation: Human Resources Manager, CAO, all management and supervisory staff, Mayor and Council.

Timeline: Ongoing.

How will we measure success?

- Reduced employee turnover for reasons other than retirement.
- Greater ease in recruiting positions across the organization.
- Few employee or personnel issues.
- Completion of employee satisfaction survey by end of 2021 and follow up survey in 2022. Results should demonstrate improvement and indicate any areas for growth.
- Going forward, ensure that wage survey is conducted at least once per term of council as per Salary Administration policy.

- Employees in key positions have training plans, and targeted professional development plans.

10. Examine opportunities to generate additional revenue

The Town of Fort Frances will look into opportunities to increase revenue to better support its operations. Some of these opportunities include:

- a) Studying the feasibility of providing regional services (to neighbouring municipalities and unorganized territories).
- b) Advocating for increased revenue from CN railway taxation.
- c) Determining appropriate user fees.
- d) Others as identified during the term of Council.

Implementation: Senior Management Team, Mayor and Council, Rainy River Future Development Corporation, CBO / Planner, 3rd party consultants.

Timeline: During term of Council.

How will we measure success?

- Determine feasibility of new opportunities.
- Conduct regular advocacy regarding CN taxation.
- User fees updated after looking at the market and consulting user groups.

11. Undertake residential development

The Town of Fort Frances will continue to pursue opportunities for the development of residential and multi residential lots. The availability of residential property will be a consideration when undertaking new development in the community including the development of the Shevlin Wood Yard. We will ensure that affordable housing, and a diverse array of residential property types are available to prospective buyers, and renters.

Implementation: Senior Management Team, Mayor and Council, Rainy River Future Development Corporation, CBO / Planner, 3rd party consultants.

Timeline: During term of council.

How will we measure success?

- Creation of new residential lots.
- Creation of a variety of residential options for residents including multi-residential.

12. Develop Business Plans for Community Services

Given the number of cost centres and profit centres in the Community Services division, it is imperative to develop business plans to determine how to best operate our Community Services in a way that ensures the ongoing delivery of high quality service, while considering the best interests of our taxpayers. Having a better understanding of our operations will allow us to deliver better service and help us better meet demand.

Business plans will be developed internally for the Pool, Fitness Centre, Arena, Museum, Senior's Centre and others based upon priorities to be identified.

Implementation: Recreation and Culture Manager, Lifeguard Supervisor, Treasurer, CAO, Community Services Executive Committee, Mayor and Council, 3rd party consultants may be used as required.

Timeline: During term of council.

How will we measure success?

- Completion of development of business case and business plan for each individual business in community services division.
- Increased revenue from programming.
- Reduced loss in operations year over year.
- Increase in utilization of recreational and cultural services.

13. Maintain / Enhance Existing Levels of Service

The Town of Fort Frances offers a wide variety of services to our community. Some are essential, such as providing treatment and distribution of drinking water, collection of wastewater, and maintaining roads. Other services, while not essential, are critical to promoting our quality of life and the wellbeing of our community. Some of these include the Memorial Sports Centre, Public Library, Museum, Senior's Centre, Sorting Gap Marina, as well as our local Parks and trails.

The Town of Fort Frances will operate our facilities and provide service in a sustainable manner that ensures that we will sustain existing levels of service, and where feasible we will look to expand services to meet demand.

Implementation: Mayor and Council, Senior management team, 3rd party consultants may be used as required.

Timeline: During term of council.

How will we measure success?

- Services maintained at existing levels.
- Where feasible service offerings have been expanded to meet demand.

14. Work to secure long term survival of privately owned international bridge

Having a border crossing in our community provides us with many unique opportunities, competitive advantages, and enhances our quality of life. The international bridge is a key linkage, and through regular advocacy, we will work to ensure its long-term survival.

Implementation: Mayor and Council, Senior management team, Economic Development, Rainy River Future Development Corporation.

Timeline: Ongoing.

How will we measure success?

- Regular advocacy at Federal and Provincial levels including with MP, MPP, and relevant cabinet ministers.
- Regular engagement with leaders in International Falls.

15. Support recruitment and retention of Health Human Resources, and advocate for appropriate service levels for health care in our community

The Town of Fort Frances will continue to work with our local health service providers to support recruitment and retention of health human resources as identified by our partners. We will continue to support Physician recruitment to ensure that we can have high quality medical care available in our community.

In addition, we will work with our local health system service providers to support them in accessing appropriate levels of funding, addressing facility needs, and being able to provide the appropriate level of service. Our goal is to ensure that the projected lifespan of residents living in the Rainy River District is the same or better as those living in larger centres in Ontario.

Implementation: Mayor and Council, Senior Management Team, Doctor Recruitment Committee, Fort Frances Clinic Board of Directors.

Timeline: Ongoing.

How will we measure success?

- Successfully recruit new physicians to our community to address any identified shortages.
- Through advocacy, support our community partners in the health system to provide the required levels of service, and secure financing to be able to maintain and upgrade equipment and facilities as required.

16. Mitigate risks of climate change

The potential impact of climate change will be considered when undertaking new development in the community. Our ability to mitigate damage created by severe weather events will be a key component of our long term and emergency management planning.

Implementation: Mayor and Council, Emergency Management Control Group, Senior Management Team, Planning and Development, Operations and Facilities.

Timeline: Ongoing.

How will we measure success?

- Climate change and severe weather events are considered when reviewing new development.
- Climate change, severe weather events, and the possibility of more severe fire seasons significantly impacting communities in our area are considered as a regular part of long-term planning and emergency management.

17. Improve Transportation Linkages

The Town of Fort Frances will advocate for transportation linkages between communities in Northwestern Ontario, and to nearby major markets. In addition, the Town of Fort Frances will work to ensure that our existing transportation networks within the community meet our needs. Active transportation will be a consideration with any new development or re-construction of streets, sidewalks and pathways.

Implementation: Mayor and Council, Senior Management Team.

Timeline: Ongoing.

How will we measure success?

- Residents have bus access to regular service to other centres in our region, and major centres such as Winnipeg and Thunder Bay.
- Local residents who do not have access to a vehicle are able to access transportation to get to key locations within the community.
- Active transportation is considered when any new development or major upgrades are undertaken.

18. Continue to promote and support Fort Frances Seniors Centre

The Fort Frances Seniors Centre is a vital social link for the seniors in our community. We will continue to support it and ensure that it is able to remain viable now and into the future.

Implementation: Mayor and Council, Community Services Executive Committee, Fort Frances Seniors Centre Board of Management, Recreation and Culture Manager, Senior Management Team.

Timeline: Ongoing.

How will we measure success?

- Sustained or increased participation in programming and gatherings.
- User survey completed by end of 2021.

19. Improve information technology capacity

Given the organization's increasing reliance on technology and connectivity, it is critical to build up resiliency, and redundancy to support operations, and reduce the risk of disruption. Key objectives include:

- Ensuring software licensing is in place for all applications in a sufficient quantity. Seek efficiencies where feasible.
- Develop redundant systems to reduce risk of operational disruption due to equipment failure.
- Improve cyber security and educate staff on how be more secure.
- Develop cross-training and coverage plan to ensure adequate human resources are in place to respond to disruptions and implement plans.

Implementation: Senior Management Team, Information Technology Department.

Timeline: Ongoing – licensing to be maintained as required by vendor.

How will we measure success?

- Fewer hardware failures, increased uptime.
- All staff to receive cyber security training by end of 2021.
- Cross-training and coverage plan to be implemented in full by end of 2021.

20. Develop a disaster recovery plan

The Corporation of the Town of Fort Frances will develop a disaster recovery plan to ensure that it is able to quickly resume work and maintain operational continuity after an unplanned incident. Ensuring that our information technology infrastructure is sound and resilient will be critical to this process. In addition, priority will be given to ensuring the safety of the community and our staff during these incidents.

Implementation: Mayor and Council, Senior Management Team, Information Technology Department, Superintendents, Middle management.

Timeline: To be completed by end of term of council. Implementation of plan to be ongoing, with a focus on continually improving our readiness and ability to resume a greater scope of operations.

How will we measure success?

- Completed plan in place by end of term of council for each division.

21. Continue Advocacy regarding Forest Management and Enhanced Sustainable Forest Management License

Given the long standing importance of the forestry sector and value added wood products to the economy of the Rainy River District and Fort Frances, it is critical to ensure that residents are able to continue to take advantage of the economic opportunities created by our location. Our leaders will participate actively with the new management entity, and will continue their advocacy with senior levels of government, our neighbouring communities, and industry leaders to ensure that we can continue to attract investment, defend public management of our forests, retain existing businesses, and develop new ones.

Implementation: Mayor and Council, CAO, Economic Development, Rainy River Future Development Corporation.

Timeline: Ongoing.

How will we measure success?

- Support newly created management entity to help support creation of new businesses and additional jobs in the Forestry sector.
- Regular advocacy for public control of resources.

22. Improve Communications / Consider establishment of a communications position

Responding to events in a timely, proactive manner will allow council and administration to most effectively communicate with public and stakeholders. Attention will be given to ensuring ongoing regular communication and effectively utilizing both traditional and digital means to communicate. Senior management will review the feasibility of adding a communications position or adding those responsibilities to an existing position.

Implementation: Mayor and Council, CAO, Senior Management Team

Timeline: Assess new position prior to 2021 budget year. Ongoing effort to improve communications.

How will we measure success?

- Regular proactive messaging.
- Ability to effectively explain the rationale for council or administration decisions.
- Outreach using a variety of media.
- Establish positive working relationships with local and regional media outlets.

23. Work with community partners to more effectively address social issues such as homelessness, substance abuse, and mental health issues.

Social issues in our community have come into focus in recent years, and our Mayor and Council commit to working with our community partners to help address these issues by advocating for increased resources, providing financial support where feasible, and participating in the Homelessness Committee. In addition, working with our community partners, the Town has an obligation to develop the Community Safety and Wellbeing Plan.

Implementation: Mayor and Council, Homelessness Committee, Rainy River District Social Services Administration Board (RRDSSAB), Senior Management Team, Police Services Board, Community Partners.

Timeline: Ongoing. Community Safety and Wellbeing Plan to be completed as regulated.

How will we measure success?

- Additional supports for individuals who are experiencing hardship including:
 - Improved access to Mental Health services
 - Improved access to Addiction Treatment
 - A more permanent shelter to house those who are homeless
- Better coordination among community partners helping to facilitate solutions to chronic and ongoing social issues in our community.
- Completion of Community Safety and Wellbeing Plan as regulated.

24. Encourage Immigration to Town of Fort Frances

Fort Frances has always been an excellent location to live and raise a family. Working with our community partners, the Town of Fort Frances will help to position our community as an attractive location for new immigrants to come to. We will target both international immigrants as well as those migrating from within Canada seeking our lifestyle, or high-quality employment opportunities.

Implementation: Mayor and Council, Senior Management Team, Economic Development Consultant, Larger local employers.

Timeline: Ongoing.

How will we measure success?

- Increase in population in Town of Fort Frances.
- New residents moving to the community from outside of the Rainy River District.

25. Preserve Power Agreement and support Fort Frances Power Corporation

The Town of Fort Frances is the shareholder for the Fort Frances Power Corporation (FFPC). The FFPC is able to offer extremely affordable power rates, and high-quality service in large part due to the competitive advantages created by the historic power agreement.

In addition, the Town of Fort Frances will support the operations of the FFPC, as well as the efforts of the FFPC to build locally based power generation capacity. We believe that this will:

- Make the community more resilient in the face of a disaster, or emergency situation.

- Help attract new businesses to the community, especially those that rely on a reliable power supply, such as a data centre.
- Help to mitigate risks associated with climate change such as severe weather events.
- Be less reliant on external market forces.

Mayor and Council and the Senior Management Team will actively support the FFPC in its endeavours, including advocating to ensure the historic power agreement remains in place, and the FFPC remains a well run, stable electrical utility.

Implementation: Mayor and Council, Senior Management Team.

Timeline: Ongoing.

How will we measure success?

- Completion of feasibility study to review the development of a locally based Microgrid.
- Regular advocacy and support for maintaining the historic power agreement.
- Providing advice and support in a variety of areas including:
 - Information Technology
 - Human Resources
 - Governance

26. More effectively engage our youth, young professionals and seniors

Council will work with Senior Management and our community partners to review the feasibility of developing the following:

- Youth advisory committee
- Young professionals group
- Seniors advisory committee

Implementation: Mayor and Council, Senior Management Team, Community Partners.

Timeline: Spring of 2022.

How will we measure success?

- Complete review of feasibility by end of 2021, prepare recommendations by Spring of 2022.

27. Develop strategy to recruit and retain part time firefighters

Led by our Fire Chief / CEMC, the Town of Fort Frances will develop an effective recruitment and retention plan to ensure that we have a sufficient supply of volunteer firefighters to support our fulltime firefighters.

Implementation: Mayor and Council, Fire Chief / CEMC, Human Resources Manager, CAO.

Timeline: Spring of 2021.

How will we measure success?

- Improved retention of part time firefighters.
- By spring of 2021:
 - Completion of recruitment and retention plan.
 - Completion of exit interview template and exit interviews.
 - Conduct survey of existing part time force to determine how to make the experience more fulfilling.

28. Continue to promote post-secondary education opportunities in Fort Frances area.

We will work with our community partners to continue to advocate for increased post-secondary learning opportunities in our region.

Implementation: Mayor and Council, Senior Management Team.

Timeline: Ongoing.

How will we measure success?

- Increased number and type of post secondary programs available to local residents.
- Ability for professionals to take professional development courses locally.

5.0 Environmental Scan

In order to develop a strategic plan it is critical to examine both the internal and external environment as this has a significant impact determining how best to move forward.

5.1 SWOT Analysis

At the October 7, 2019 planning retreat, a Strength, Weakness, Opportunities, and Threats (SWOT) analysis was conducted. Strengths and Weaknesses focusses on the internal environment, and Opportunities and Threats focuses on the external environment. The participants broke into three working groups and came back with their findings which are listed below. Please note that where multiple groups identified the same item, it is marked with an x.

Strengths	Repeat	Repeat 2
Regulatory Compliance		
Low Debt	x	
Monitoring / reporting on operations / infrastructure		
Town facilities in good condition (public buildings)		
Household hydro rates / affordable power / power agreement	x	x
Border community largest point of entry west of SSM	x	
Access to waterfront		
Service Centre for District (we are one)		
Airport (we have one)		
Connectivity (fiber to the premise, mobile and internet)	x	
Gold Mine - brings younger population, immigration, investment		
Cost of living is affordable		
Rainy Lake Square	x	
Water		
Location	x	
Quality of Life		
Facilities and Services, Essential Services	x	
Cultural Opportunities / Assets	x	
Recreational Opportunities / Assets	x	
Talented people		
Caring, generous community		
Volunteers		
Snow Removal		
Small Business		
Transparency / responds to concerns.		
Diverse, functional Council		
Parks Cemeteries		
First Nation relationships		
On CN main line		
Sewer / water service		
Moving to a preventative maintenance approach		
No longer operating daycare		
MAT - revenue		

Full Time Fire Department		
Weaknesses	Repeat	Repeat 2
Maintenance of Assets / Under funding facility maintenance	x	
Staff turnover		
Aging Staff		
Silo Thinking		
External Communications		
Marketing		
Long term planning		
Engaging Youth / Young Adults		
Youth out migration	x	
Deteriorating infrastructure		
Information Technology Infrastructure in the organization		
Partnerships		
Limited land available for development / limited building lots	x	
Lack of Tourism Identity		
Location / Distance from major market	x	
Communication at every level		
Proximity to upper levels of government		
Lack of medical specialists / practitioners		
Lack of Transportation / Inter community transportation	x	
Increased rail traffic		
Poor alternate transportation routes		
Lack of low cost housing / available housing	x	
Lack of Succession Planning		
Senior Care		
Down town parking		
Infrastructure		
Some buildings in poor condition		
Boundary limits		
Labour market shortage		
Lean organization		
Parkway doesn't link to anything		
Service centre for district (we cover costs)		
Airport (we cover costs)		

Opportunities	Repeat	Repeat 2
Industry to replace mill		
Wood yard property / Re-development of wood yard		
First Nations partnerships / Economic Development w/ First Nations	x	
Point Park redevelopment	x	
Recruit skilled people		
Erin Crescent		
Expand Municipal Boundaries		
Expand Post Secondary offerings	x	
Location - proximity to USA		
Small Business		
Tourism		
Political Opportunities with sitting MP / MPP		
Youth retention		
Trade corridor		
Re-routing cross border traffic		
Cheap power (IT data centre)		
Cannabis		
Municipal Accommodation Tax		
New market entrants		
Tourism Market		
Alternative revenue sources		

Threats	Repeat	Repeat 2
Climate Change / Extreme weather	x	x
Socio economic challenges (e.g. housing costs, homelessness)	x	
Drug / Substance abuse (impact + impact to public image)		
Provincial / Federal cuts / downloading	x	x
Automation		
Online retail / outshopping	x	
Loss of tax base / MPAC reassessment	x	
Legislation / Senior government regulations	x	
Increased rail traffic		
Border traffic		
Premature closure of mine / limited life span	x	
Aging demographic		
Access to funding		
Lack of physicians		
Cost of asset management plan		
Lack of skilled workforce		
Mill Demolition		
Internal wage pressures		

6.0 Review of competitive advantages and competitive position

During our planning sessions with staff and council, questions related to our competitive position and competitive advantages were posed to participants.

6.1 Competitive Advantages

The following reflects those advantages identified during our planning sessions.

Competitive Advantages
Good connectivity and infrastructure – fibre optic cable to the premise in Fort Frances
Mill has environmental approval
Affordable industrial land
Relatively low housing costs
Water system with available capacity
Low hydro rates relative to most of Province - Power Agreement
Full-service community high school, post secondary, hospital, library, arena, museum, clinic.
No / low wait at border crossing
Affordable purchase price for Small / Medium Enterprise vs. building new
Short commute times
Walkable community
Pro industry community
Low crime
Outdoor lifestyle - Beautiful geography
Variety of recreation services as a community
High skilled employees (excellent service at reasonable cost)
Library is an up to date technology centre
Affordable Water Rates
Affordable Taxes
Excellent location for transportation
Largest Municipality in District
Centre of Healthcare for the District
Stability of Organization
Airport
CN rail accessibility

6.2 Competitive Position

Based on input from Council, the competitive position for our service offerings will be determined on a case by case basis.

Essential Services:

In general, our essential services will be offered affordably while ensuring their long-term sustainability.

Community Services:

Our community services will be provided in such a way to help support wellbeing and improve quality of life in our community. Where feasible, we will look to expand offerings where demand indicates.

7.0 Implementation of the Strategy and Measuring results

- Upon completion of the plan, managers will develop a formal implementation framework that will form a starting point to begin to implement the strategy.
- As new strategy emerges from changes in the environment, and as a result of implementing this strategy, the document should be updated to reflect this.
- It will never be a static document; it should be updated as often as needed. Key stakeholders should be consulted on a regular basis regarding the plan.
- Implementation will be an ongoing component.

How Results will be measured

- Results will be measured by determining key performance indicators e.g.
 - Achievement of key objectives.
 - Evidence of job creation, economic growth in community.
 - Increase in taxable assessment value within community.
 - Review of deliverables.
 - Training, development, talent management occurring within the Corporation.
 - Generation of revenue from programs.
 - Increased participation in community programming, continuing to add users.
 - Maintaining a strong financial position.
 - Ensure that initiatives undertaken correspond with values.
 - Regular communication with key stakeholders.