



Town of Fort Frances Strategic Plan 2023 – 2027



FORTFRANCES
BOUNDLESS

October 2023



Message from the mayor



Andrew Hallikas



An exciting part of the new council taking office is that a new strategic plan follows this event. Certainly, the previous strategic plan should not be completely discarded, in fact it should inform aspects of the new strategic plan. However, a new council needs to be given the opportunity to put on paper their vision for their community going forward. I am certainly excited and incredibly positive about our new strategic plan. It is a collegial effort on the part of the administration, council, and our stakeholders deftly facilitated by our consultants.

Fort Frances is the service hub of the Rainy River District and the council's vision does not just encompass our Municipality. Fort Frances also has many other community partners. None of these exist in isolation. Development in one part of the district affects the economy throughout the entire district. Prior to the crafting of this plan, there was extensive opportunity for consultation both in person and electronically. Many stakeholders from all demographics and many different organizations participated in this consultation and many of their ideas were incorporated into this plan.

A significant portion of the plan speaks to reconciliation and partnership with our Indigenous friends and neighbours who comprise a growing part of our population in Fort Frances and the district. This is long overdue. Our current council is a very dedicated and conscientious group of individuals with varying backgrounds and experience, who do their very best to represent the views of every resident.

We have come through the closure of our mill, the pandemic, the flood of the century in the recent past, showing that Fort Frances and its residents are hardy, resilient, and generous folks, unfazed by adversity. This strategic plan was created with them in mind and will take us all into the future. A future of prosperity, progressiveness, and opportunity.

I extend thanks and appreciation to our council, administration, staff, consultants and above all to the stakeholders, participants, and residents of Fort Frances for their contribution to this strategic plan.



Message from the interim CAO



Travis Rob



The Town of Fort Frances, I feel, is at an inflection point in its history and there is no better time than now to undertake a comprehensive strategic planning session, gather, and plan for our future. Not often does a community get a chance to re- envision itself in its life and the Town has a dedicated, ambitious council to work with a dedicated administrative team to bring lasting change and prosperity to the community.

In the recent past the Town has seen challenges not faced by the area in almost a century and through these challenges we adapted, adjusted, and overcame really paying homage to the resourcefulness of the residents of the Rainy River District.

The Town of Fort Frances has a key role in the district, being the service centre community, but there are many things that our neighbours can offer. Collaboration in key in this economic climate and our ability to form relationships and foster partnerships will be a critical factor in the success of our community and district.

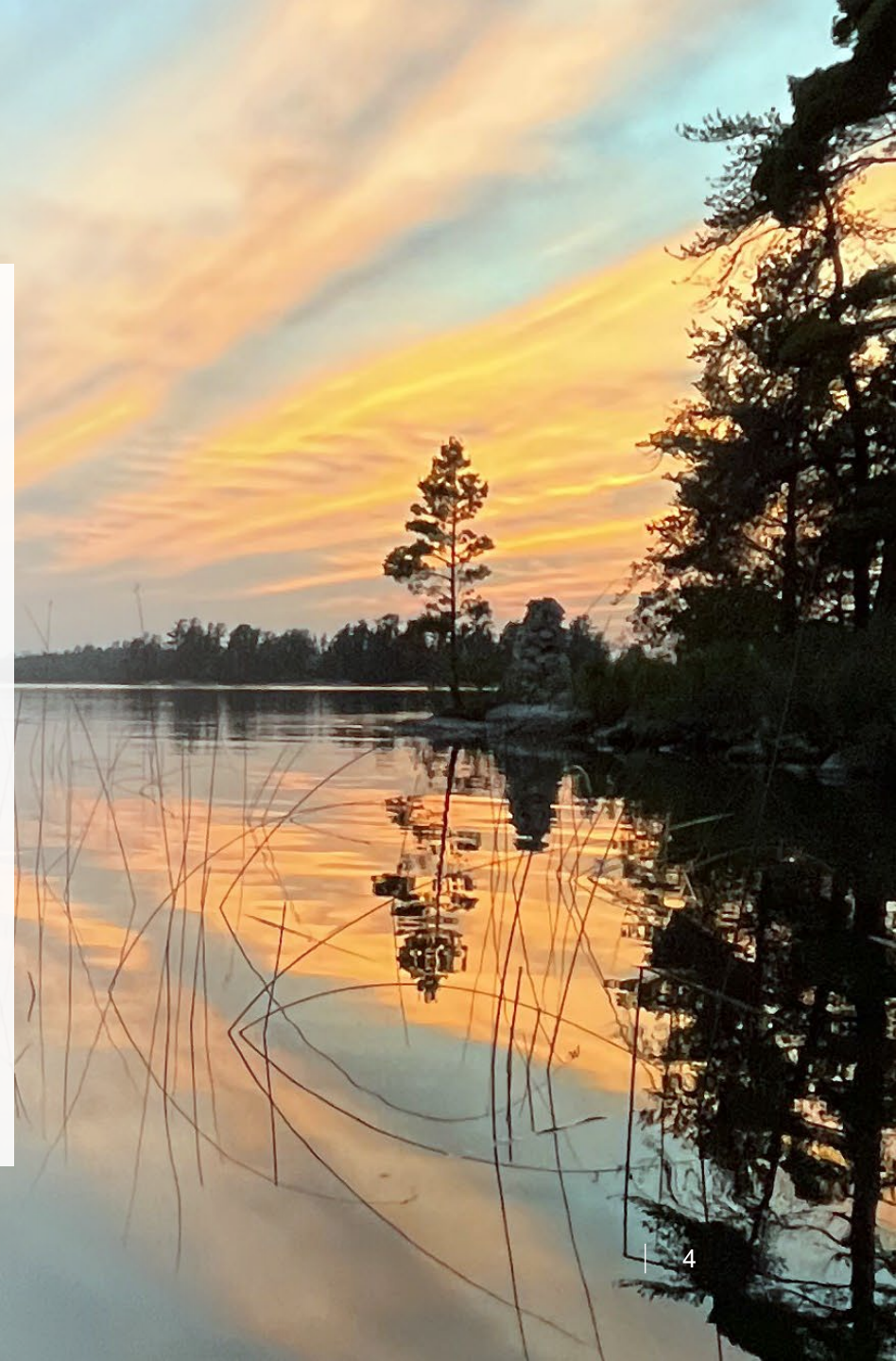
Council understands the work ahead of them and the shortcomings that they need to focus on. This strategic plan will help keep council on track as they work to addressing the needs of the community and foster relationships and drive economic growth.

I am excited to work with Council and the staff of the Town of Fort Frances as we turn a new page in the history book of the community. I further want to thank Council, Staff and the members of the community and stakeholder organizations for your valuable input into this document.



Introduction

- > Fort Frances currently has a strategic plan that was adopted by Council in 2020.
- > Town of Fort Frances Council members and senior administration team, held a two-day special working session to review its prior strategic plan and to draft a 2023-2027 Strategic Plan.
- > This document is based on the inputs of consultation with Council members, a web-based survey of over 800 residents of Fort Frances, an in-person open house, interviews with local stakeholders, and a web-based youth engagement survey with 19 responses.
- > Council wanted to refresh the Strategic Plan to reflect its current context. While there are finer points to be refined by Administration, Council was in agreement that the Strategic Plan is important in focusing its efforts.
- > This draft document provides the content and revisions for updating the Strategic Plan to reflect Council's direction and community input and priorities. Additions and removals with respect to the current Strategic Plan are noted.
- > Administration will review the proposed changes and work with Council to finalize wording, update the Strategic Plan document in the Town of Fort Frances' brand, and communicate the refreshed Strategic Plan internally and externally.
- > The final plan will be adopted by Council as its new Strategic Plan.





Purpose of the plan



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.



Ensure Coordination

By defining objectives, it assures that everyone is working towards the same goals.



Improve Efficiency

Daily decision making is guided by the Strategic Plan.



Assist with adjustment to change

A strategic plan with a clear vision, and clear objectives helps to support change management.



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.



Ensure greater transparency & 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

Strategic planning process



This Strategic Plan has been developed with the understanding that strategies are developed through the partnership of Council and Administration. The role of Administration is to determine actions appropriate to achieve the goals of Council.

Strategic Plan
(high-level, directional, concise) – Council with Senior Administration

Administration/ Management –
Specific Strategies / Corporate Business & Operating Plans



Strategic context – SCOT analysis

Council identified the following strengths as context for reviewing its Strategic Plan.

Strengths

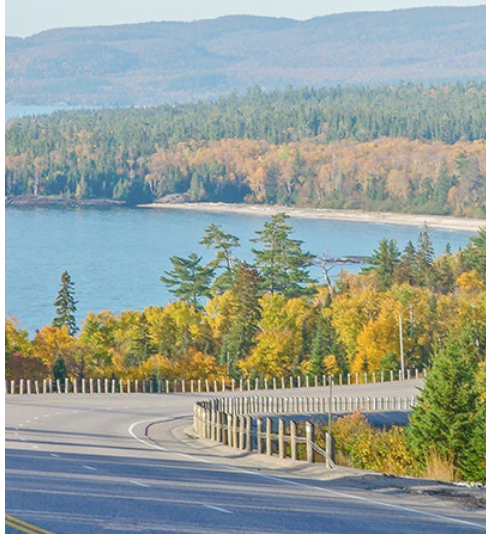


- > There are job opportunities in some areas.
- > Schools are generally well-funded. Excellent schools.
- > Access to post-secondary institutions: Confederation College, Seven Generation College, United Native Friendship Centre (UNFC). Early learning programs (UNFC).
- > Relatively affordable housing, though limited availability.
- > Available (a small amount owned by the Town, more owned by private owners), inexpensive industrial land, both within town and outside of Town-limits.
- > Whole residential subdivision serviced and available (27 lots). Additional undeveloped land available.
- > The Town is a centre for healthcare in the area. Excellent care – CAT scans, imaging, chemo, dialysis treatments. Regional medivac hub. Excellent homecare services.
- > Attractive, outdoor lifestyle. Museum, library, other cultural amenities.
- > Border community, gateway to cottage country. Bridge is an asset in accessing US markets.
- > Community safety, relatively low crime (increasing). Contribution of the Bear Clan and other NPOs to public safety.
- > Very low hydro rates. Investigating microgrid opportunity.
- > Airport access.
- > Stable, long-term municipal staff. Youthful, innovative culture.
- > Located on the main CN rail line.
- > Clean air, water, suitable for industrial, cultural, spiritual, recreational use.
- > Land claim settlements have taken place.

Strategic context – SCOT analysis (continued)

Council identified the following challenges as context for reviewing its Strategic Plan.

Challenges



- > Local labour is pulled toward mining jobs. Some pulled toward oil and gas sectors elsewhere. Some difficulty finding skilled and unskilled labour.
- > Loss of young people, who leave for specialized training.
- > Limited housing availability. Need more of the right varieties of stock.
- > Lack of public transportation.
- > Limited tourism.
- > Aging infrastructure (e.g., roads).
- > Growing social issues: substance abuse, mental health, homelessness. Lack of treatment programs / facilities.
- > Some resistance to change.
- > Great difficulty in recruiting and retaining medical professionals.
- > Challenges in making Town facilities accessible.
- > Airport runway not long enough to accept larger aircraft.
- > Overcoming complacency. Need to plan past the gold mine. Core economic drivers are not diversified. Two industries remaining.
- > Difficult to attract developers and business. Need leadership in economic development. Need a clear economic vision to build toward.
- > Being a border town is a double-edged sword. People may shop cross border when advantageous.
- > Hospital is aging.
- > Limited programmed recreation options in some parts of town. Limited coordination of options provided by all organizations.
- > Lack of opportunity to collect “good news stories.” Town website is difficult to navigate for some.
- > Unable to communicate to the public about public emergencies / weather events.

Strategic context – SCOT analysis (continued)

Council identified the following opportunities as context for reviewing its Strategic Plan.

Opportunities



- > Work collaboratively with Indigenous groups and neighbouring communities.
- > Capture cross-border tourism traffic.
- > Housing projects. Development of the former mill site, Shevlin Woodyard (serviced). Develop seniors housing and assisted living, which also makes housing stock available. Develop entry-level housing, modular homes.
- > Expand use of asset management, long-term sustainability plans, Community Improvement Plan (CIP) (20 years old; connect to attracting business).
- > Electric vehicle charging hub. Opportunity to install solar capacity. Investigating microgrid opportunity.
- > Industrial opportunities to use wood fibre. There is a growing stock of wood.
- > Large amounts of natural resources available for hydrogen, water downstream use.
- > Support conceptual plan and development of former mill site. CIP connection, incentives to developers (limited by provincial regulations).
- > Develop an economic vision. Build toward what we want to become.
- > Attract new Canadians and people of other cultures.
- > Share resources, staff with other municipalities / agencies.
- > Develop waterfront (beautification).
- > Opportunities around reconciliation, building shared cultural activities, building inter-cultural experiences.
- > Initiate a community foundation to raise funds for community priorities and projects.
- > Opportunity to attract additional retail and restaurant entrepreneurs.

Strategic context – SCOT analysis (continued)

Council identified the following threats as context for reviewing its Strategic Plan.

Threats



- > Uncertainty about the mine's longevity.
- > Ongoing labour shortage.
- > Rising interest rates on mortgages.
- > Lack of housing.
- > Unable to communicate to the public about public emergencies / weather events.
- > Cyber security / ransomware attacks.
- > Cost of living concerns.
- > Changing climate.
- > Rising insurance costs.
- > Outmigration of youth.
- > Uncontrolled costs of materials and services, construction.
- > Delays in rolling out property assessment changes.
- > Changes in provincial regulatory standards to keep up with.
- > Volunteer burnout.
- > Changes to generational patterns of work, gig economy, virtual work.
- > Aging population are less able to afford increasing cost of living.
- > Getting access to a family physician is difficult.
- > Opioid use, homelessness are adding demand to social services.
- > Risk management, insurance claims are growing concerns.

Top strategic priorities

The following strategic priorities flowed out of the discussion of the Town's strengths, challenges, opportunities and threats. They have been organized by theme under Strategic Priority Areas that form part of the Strategic Plan. In some cases, they may be among the options available to Administration to act on the Strategic Priorities of the Town.



Quality of life

1. Opportunities to enhance tourism through shared cultural and recreational activities (including with Indigenous communities). This may include:
 - Developing event spaces. Utilize the Market Square.
 - Expanding use of bass fishing competition tent to other events.
 - Planning town festivals and events. Create / update policies to support events in the public space.
2. Develop waterfront and attractions to draw interest from regional and cross-border tourists.
3. Explore enhanced public safety measures, potentially cooperating with non-profit organizations, e.g., the Bear Clan.



Economic growth

1. Position the Town to attract investment. This may include:
 - Defining key economic advantages of the town and region – e.g., natural resources, very low electric rates, rail connections, and tourism traffic.
2. Consider incentive programs to attract residential, commercial, and industrial development. This may include: implementation of the former mill site conceptual plan, CIP connection, incentives to developers.
3. Attract retail and restaurant entrepreneurs. Contribute to downtown revitalization.



Municipal services & infrastructure

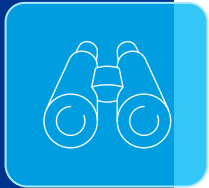
1. Service delivery / level of service review.
2. Expand use of Asset Management systems, long-term sustainability plans, and other plans and methodologies.
3. Develop a public communication strategy to enhance open and transparent communication with residents.
4. The Town actively aims to be an organization that is supportive of its staff.
5. Use creative means to attract or acquire labour resources.
6. Work with ownership and stakeholders to support the renewal of the International Bridge.



Partnerships

1. Work toward reconciliation through active collaboratively with Indigenous groups and neighboring communities.
2. Support development of housing projects, seniors housing and entry-level housing, modular homes. DSSAB
3. Lobby the province to explore drug treatment program options.
4. Explore potential with provincial government, boards of education, Seven Generations College, Confederation College to create / expand trades programs to be delivered in Fort Frances.
5. Initiate a district foundation to raise funds and coordinate distribution of grant funding for community priorities and projects.

Purpose & vision



A purpose or mission is what we do, why we exist. Using the term “purpose” is becoming more common, rather than “mission.” It is proposed that the Town move toward use of “purpose.”

The following statement was drafted from the input of Council and Administration.



Purpose statement:



“Through partnerships we provide a safe, inclusive, sustainable and welcoming community that enhances quality of life and promotes growth and prosperity for all.”



A vision statement is what we aspire to be.

The following statement was drafted from the input of Council and Administration.

Vision statement:



“The Town will be a leader in growing a thriving community with boundless opportunities.”



Core values

Revised core values as per discussion:



Service excellence

Our leadership and our staff understand that the purpose and top priority of the Town of Fort Frances is to serve the needs of our community. We will work to create an environment that brings out the best in each person, that encourages individual and team growth, and understands our role as stewards of public resources. Work by employees is to be done with respect, giving room for individuals to grow and apply their strengths in an environment that provides physical and psychological safety.



Safety, Inclusivity and Prosperity

We understand that a healthy and prosperous community requires that all segments of society do well and are able to participate – this may include but is not limited to families, individuals, Indigenous and cultural groups, and businesses. We will work to support the success of each of these to the extent we are able.



Engagement, communication, and transparency

We will work, in an open and transparent way, to understand the needs and challenges of the community. The Town will listen to and engage the community on challenges and opportunities that impact Fort Frances. We will regularly communicate Town decisions and policies to the public.



Fiscal responsibility and sustainability

We will operate within our means, making decisions that support ongoing sustainability of services and infrastructure over the long-term. These decisions should lead to improved efficiencies and maintain consistent levels of service.



Strategic priority areas

Strategic priorities have been grouped into priority areas on which the Town will focus its energy and attention.



Quality of life



A safe and dynamic town with a good quality of life.

1. Initiatives for Community Safety
2. Initiatives for Growth of Tourism and Development to Enhance Vitality of Community
3. Initiatives for Encouraging Health, Community Engagement and Quality of Life.



Municipal services & infrastructure



Consistent, reliable municipal services delivered efficiently.

1. Initiatives for Sustaining Municipal Infrastructure and Amenities
2. Initiatives for Citizen Satisfaction with Municipal Services
3. Initiatives for being an Effective Workplace and Employer of Choice



Strategic priority areas (continued)



Economic growth

- > A strong, growing regional business centre
 1. Initiatives for Attracting Large-Scale Industrial Business
 2. Initiatives to Encourage Business and Economic Growth
 3. Initiatives for Growing a Thriving Downtown and Waterfront
 4. Initiatives for Developing Shevlin Wood Yard, former Mill Site and Available Serviced Lands



Partnerships

- > Regular connection and interest in the success of partners
 1. Initiatives for Reconciliation and Partnering with Indigenous Groups
 2. Initiatives for Nurturing Healthy Community and Providing Services for the Community
 3. Initiatives for Youth Retention, Training and Employment

For the strategic priority areas discussed above, the numbered initiatives listed will be developed further on the following pages with potential courses of action for the Town.



Strategic priority areas (continued)



Quality of life

01

Initiatives for Community Safety



Goal: Fort Frances residents will feel safe in their community.

Safety will be provided through programs, partnerships with community non-profits and supports that balance prevention and enforcement to ensure the highest practical level of safety. Actions to enhance this may include:

- The community will be engaged in ensuring high levels of community safety through a range of prevention, education, monitoring, and reporting programs and services.
- Public safety initiatives that coordinate safety standards for protective services, social services and the built environment.
- The Town will continue to coordinate with non-profits to prevent crime.
- The community will be engaged through regular public surveys and opinions.



Strategic priority areas (continued)



Quality of life

02

Initiatives for Growth of Tourism and Attractions to Enhance Vitality of Community



Goal: We will work with Indigenous groups, governments, non-profits and economic development agencies to open the door to increased tourism, attractions and quality of life for residents.

Increased tourism will contribute to the vitality, beauty and prosperity of the town and partners.

- The Town of Fort Frances will encourage and partner on joint tourism Initiatives that highlight the unique cultural heritage, attractions, and experiences of both the municipality and Indigenous communities to attract cross border visitors and boosting the local economy.
- Collaborate with external partners on cross-border tourism opportunities such as festivals, celebrations and leisure activates
- Fort Frances will have an environment that encourages and supports hosting a wide range of events.



Strategic priority areas (continued)



Quality of life

03

Initiatives for Encouraging Health, Community Engagement and Quality of Life



Goal: Fort Frances has a healthy population that is actively engaged in community, cultural, leisure, and recreational activities and organizations.

Our success will result from public, private and non-profit groups working together towards community health and engagement.

- We will provide support to community groups whose work contributes opportunities for leisure, recreation and sports, as well as building a healthy community. We will assist non-profits, community groups and business in coordinated plans.
- We will build awareness, enthusiasm and commitment for non-profit work and supports in the community.
- We will support events and activities that provide opportunities to participate in public life and vitality, which may also form a source of civic pride.



Strategic priority areas (continued)



Municipal services & infrastructure

01

Initiatives for Sustaining Municipal Infrastructure and Amenities



Goal: Public infrastructure and amenities will be managed with a view of long-term sustainability and developing practices that optimize value for money and encourage development.

Community infrastructure and amenities will contribute to our future as a stable town with an attractive quality of life. Actions to enhance this area may include:

- We will keep current and renew municipal development plans and long-term capital plans to ensure supplies of serviced land, providing a framework for decision-making in managing growth.
- We will advance Asset Management systems and practices to manage services and infrastructure efficiently.
- We will secure and explore enhancements in the security of municipal data and technology systems.
- We will work with Indigenous groups on creating historical and cultural infrastructure amenities.
- We will continuously seek efficiency through innovation, technology and shared services with other organizations



Strategic priority areas (continued)



Municipal services & infrastructure

02

Initiatives for Citizen Satisfaction with Municipal Services

> **Goal:** Fort Frances will secure and explore enhancements to infrastructure and municipal services to meet current and projected needs of the community.

Our effort to produce consistently high levels of citizen satisfaction will be reflected in improvements in service standards.

- We will regularly take in feedback on public satisfaction with municipal service levels.
- The Town will be transparent and accountable through regular and consistent communications to the public.
- We will work to become a more customer-friendly organization for residents and employees.
- We will develop strategies to produce a high level of citizen satisfaction with a focus on effectiveness and efficiency in municipal services and infrastructure.



Strategic priority areas (continued)



Municipal services & infrastructure

03

Initiatives for being an Effective Workplace and Employer of Choice

> **Goal:** Fort Frances will seek to maintain an effective and efficient working environment that maintains a high value on people and provides the conditions that allow all to succeed.

An excellent working environment will attract and retain staff, and support effective municipal services.

- The Town will regularly seek feedback from employees to improve Town services, culture and work environment.
- We will work to attract long-term employees and understand current challenges in the workplace and community to retain and attract talent.
- Through an inclusive corporate culture, we will have an engaged workforce that is connected to the community and committed to customer service.



Strategic priority areas (continued)



Economic growth

01

Initiatives for Attracting Large-Scale Industrial Business



Goal: Fort Frances will aim to secure the town's future by attracting large-scale industry that utilize the region's competitive advantages and resources.

Our success will result from collaboration with mining, forestry and other industries that will be attracted by the unique advantages and benefits of our region.

- The Town will work with Rainy River Future Development Corporation and Boundary Waters Forest Management Corporation to attract industry participants.
- The Town will align and work with industry associations on strategies and incentives to attract and encourage business growth and expansion.



Strategic priority areas (continued)



Economic growth

02

Initiatives to Encourage Business and Economic Growth



Goal: Fort Frances will be supportive of building an environment that meets the needs of local business and industry.

A successful business environment is one that stimulates business attraction, retention and growth. The foundation of a strong municipality is a robust economic base.

- We will monitor the health of core industry in the region to support ongoing economic stability.
- We will work with community, economic development and Indigenous groups to contribute to overall commercial and community success for Fort Frances and the region.
- We will maintain affordable and competitive fees, charges, rates and taxes for business that help attract and retain business. The town will support business retention and expansion initiatives that contribute to the economic success of the town as a whole.
- We will form ongoing relationships with a small number of major industries and key stakeholders that could sustain the town over the long-term.
- We will have a business environment that attracts new business, encourages and supports new business start-ups and helps ensure existing businesses succeed.



Strategic priority areas (continued)



Economic growth

03

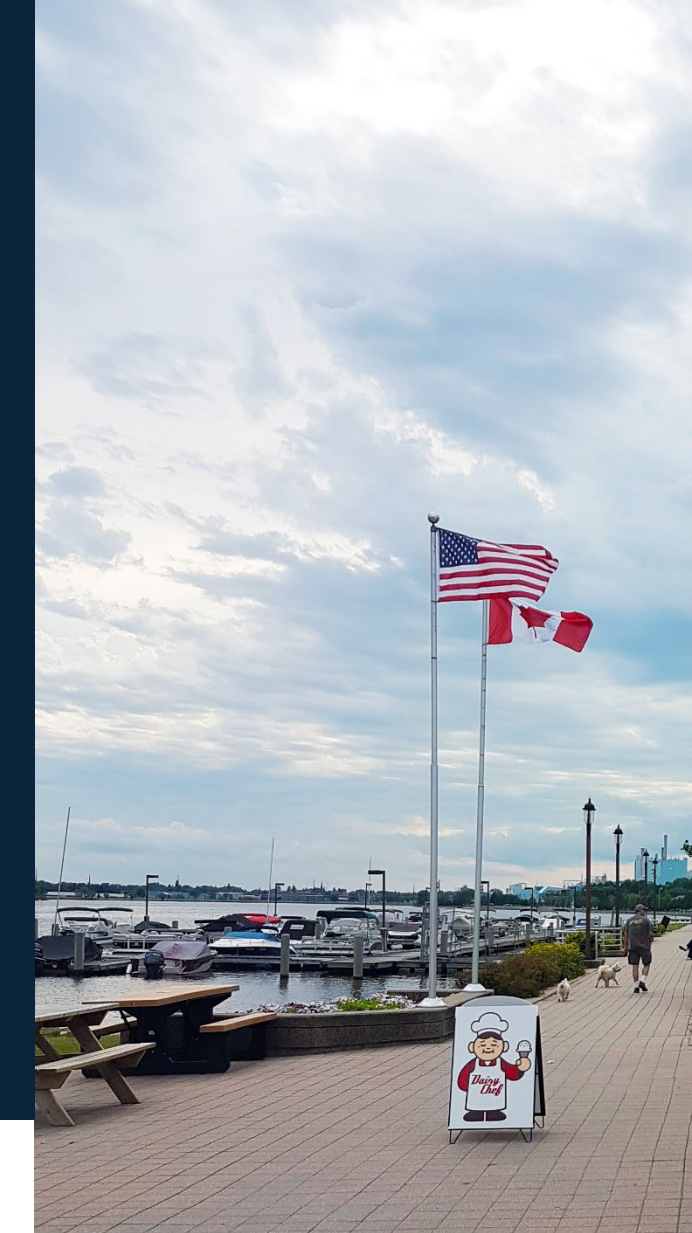
Initiatives for Growing a Thriving Downtown and Waterfront



Goal: Fort Frances' downtown and waterfront will become an attractive, thriving destination.

Fort Frances has an environment that encourages and supports hosting a wide range of events. Our success will result in contributing to grow local hospitality business.

- We will consider investments in infrastructure required to host targeted events.
- We will create an environment that will attract the services and amenities required to support hosting events in the Town.
- We will work to attract additional restaurants and retail locations.



Strategic priority areas (continued)



Economic growth

04

Initiatives for Developing Shevlin Wood Yard, former Mill Site and Available Serviced Lands



Goal: We will be an active partner and supporter in encouraging the development of the former mill site and other serviced lands in community.

Our success will result from government and private owners working together towards the development of the mill site lands, Shevlin Woodyard, and other available lands.

- The Town will listen and work with developers, private and non-profits groups to address development challenges and opportunities in a collaborative way in the community.
- The Town will service lands to keep pace with development needs and support and address any regulatory needs.

Strategic priority areas (continued)



Partnerships

01

Initiatives for Reconciliation and Partnering with Indigenous Groups



Goal: Build stronger connections with Indigenous leaders to help Fort Frances and the community grow.

Building trusted relations with Indigenous communities and leadership will contribute to the town's prosperity.

- We will meet regularly with Indigenous leadership and Administration to build trust and open opportunities to partner in business, tourism and in cultural exchange.
- We will collaborate on infrastructure projects such as traditional cultural statues, transportation, telecommunications, and utilities to improve connectivity and accessibility for residents of all backgrounds.
- We will collaborate with Indigenous groups and other municipalities to support new business ventures and business growth and opportunities to engage industries such as forestry, mining and local development for the improvement in communities.
- We will work with Indigenous groups and other neighboring communities on reconciliation, cultural events, celebrations and community festivals in Fort Frances.



Strategic priority areas (continued)



Partnerships

02

Initiatives for Nurturing Healthy Community and Providing Services for the Community



Goal: Build strong working relationships with partners to address social challenges and create a thriving, healthy and safe community.

Collaborative working relationships and aligned strategies with the provincial government and social services organizations will ensure Fort Frances becomes a healthy community. Housing availability will enable social services and business sectors to attract long-term labour to the town.

- Partner and support provincial government and social service sector to improve access to housing for residents and labour, particularly in the area of healthcare, social services, and wellness programs.
- Work with regional non-profits and social services agencies on poverty, housing, homelessness and addictions strategies and supports for locals residents.
- Partner with neighbouring municipalities and agencies to seek improvements or solutions on operational, business or social challenges.



Strategic priority areas (continued)



Partnerships

03

Initiatives for Youth Retention, Training and Employment



Goal: Work with post-secondary institutions to create and expand trade programs to retain talent within the region.

Increasing opportunities for youth and area residents to be trained locally will help to provide meaningful work here in the community.

- Support and work with the province and local post-secondary institutions on a strategy to expand trades certifications – e.g. work with Confederation College, Seven Generations Education Institute, etc.
- Work with post-secondary schools to develop co-op or job placement programs to increase the pool of labour available to the Town.
- Collaborate with Northern Community Development Services and industry to identify potential skill shortages.



Strategic priority areas (continued)



Partnerships

04

Initiatives toward Creating a Community Foundation



Goal: Create a community foundation to better support community initiatives, agencies and non-profits, and to raise additional grant funding.

Growing collaborative relationships with benefactors and beneficiaries could assist in getting funds to the point of need.

- The Town will seek out and develop a comprehensive understanding of available funding sources and intended uses.
- Seek out and develop relationships with recipient organizations as appropriate.
- Setup a community foundation stakeholder committee with non-profits to establish and direct a community giving foundation.



Core key performance indicators

Council confirmed its desire to use core key performance indicators (KPIs) to the progress towards achieving the Town's goals. Council requested that Administration recommend KPIs similar to the examples on the following pages. Guidelines for developing the KPIs include:



Identify a relatively small number of core key performance indicators (KPIs) in each area that the Town plans about which to regularly report (e.g., annually).



KPIs should have alignment with the overall strategy and the four strategic priority areas.



KPIs should be at a high level, fact-based, data is easily collected, and can be a mix of quantitative measures (e.g., population) and qualitative measures (e.g., survey of citizen satisfaction with municipal services).



Some of these types of core KPIs are reported in Annual Reports



In addition, Administration may continue to maintain a larger set of KPIs for internal operational purposes.

Core key performance indicators (continued)



Quality of life



Examples

- Population growth
- Number of households
- New housing starts
- Community safety – crime rates / crime reduction
- Homelessness statistics
- Surveys / ratings on quality of life, perception of safety.
- Amount of recreation and green space
 - Recreation – e.g., hours of ice time booked versus available, total capacity of gyms and average usage, etc.
 - Green space – e.g., total area of green space, area of green space per capita, etc.
- Active/healthy living indicators; participation in recreation
- Environmental indicators (e.g., recycling, solid waste diversion)
 - Solid waste – e.g., total tonnage of waste collected weekly, monthly, or annually.
 - Recycling – e.g., types of materials diverted from waste, total tonnage of recycling collected by period.
- Number of community events or attendance by type.

*Note: For many metrics, it is best to keep tracking as simple as possible to not create an unnecessary administrative burden.



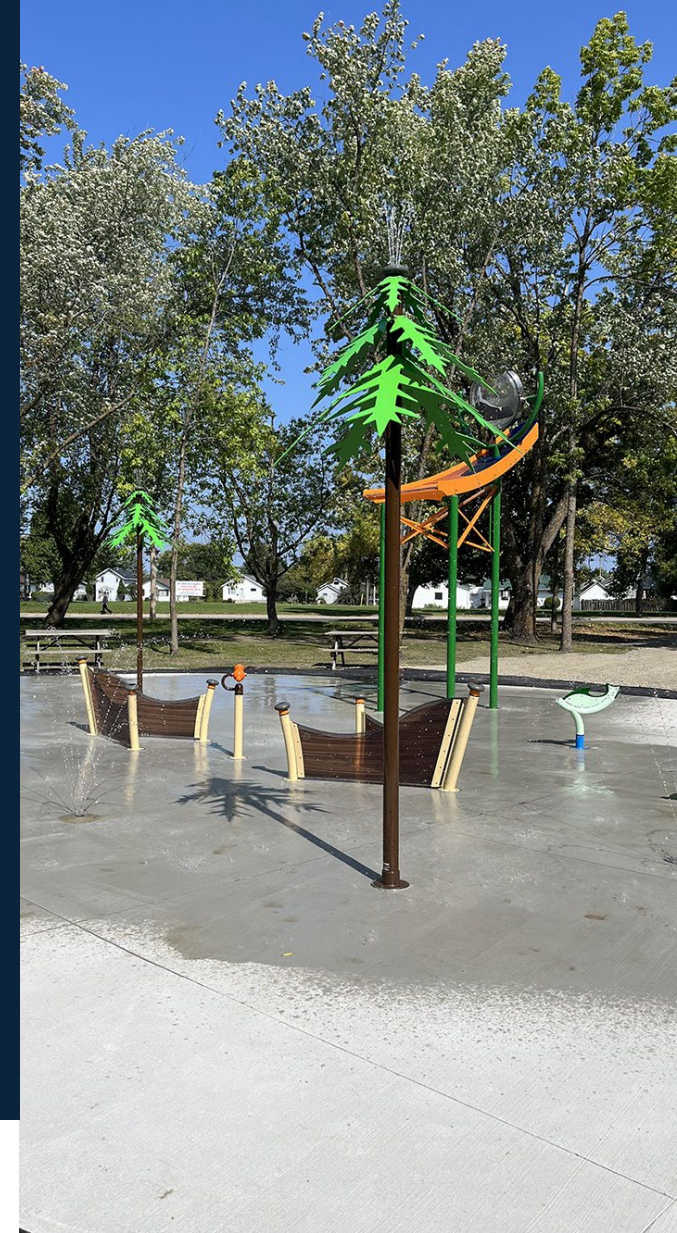
Core key performance indicators (continued)



Municipal services & infrastructure

> Examples

- Investment in infrastructure (transportation, recreation) against planned dollars or activity. Trend of capital expenditures and operating expenditures year-over-year on roadway repair and maintenance.
- Completion of renewal of key planning documents – e.g., Community Improvement Plan, long-term infrastructure planning documents, progress in developing Asset Management systems.
- Summary statistics to describe local infrastructure; matching statistics to reflect planned work
- Citizen survey on satisfaction with Town services.
- Summary statistics on employee satisfaction.



Core key performance indicators (continued)



Economic growth



Examples

- Employment levels
- Number of business establishments
- Business investment and expansions in the Town
- Commercial activity measures
 - Total square feet of commercial properties
 - Quantity of water consumed from commercial accounts
- Survey to business on the Town's business environment
- Available land inventory, developed and undeveloped, by type (residential, commercial, and industrial)
- Tax revenues from business
- Economic development pipeline statistics.



Core key performance indicators (continued)



Partnerships



Examples

- Number and type of partnerships
- Level of regional cooperation
- Indigenous partnerships and relationships
- Meetings with Rainy River Future Development Corporation
- Number of meetings between the Town and partners
- Stories of partnership progress
- Annual local post-secondary enrollment
- Total grant money donated / invested in the area.



Appendix A

External context

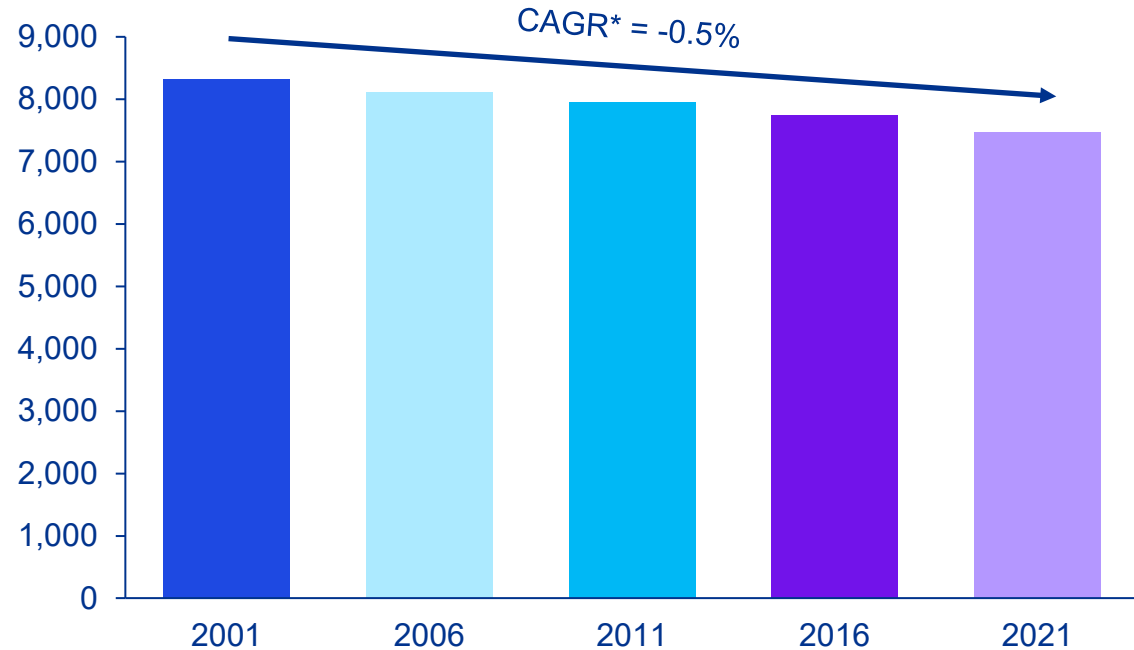
External context – Population & demographics

Population Growth



- The graph to the right illustrates population trends in Fort Frances from 2001 to 2021.
- Fort Frances has sustained a population compound annual growth rate (CAGR) of approximately -0.5% over the 20 year period.

Population of Fort Frances over 20 years (2001 to 2021)



Source: Derived from Statistics Canada census data.

*CAGR = Cumulative Annual Growth Rate

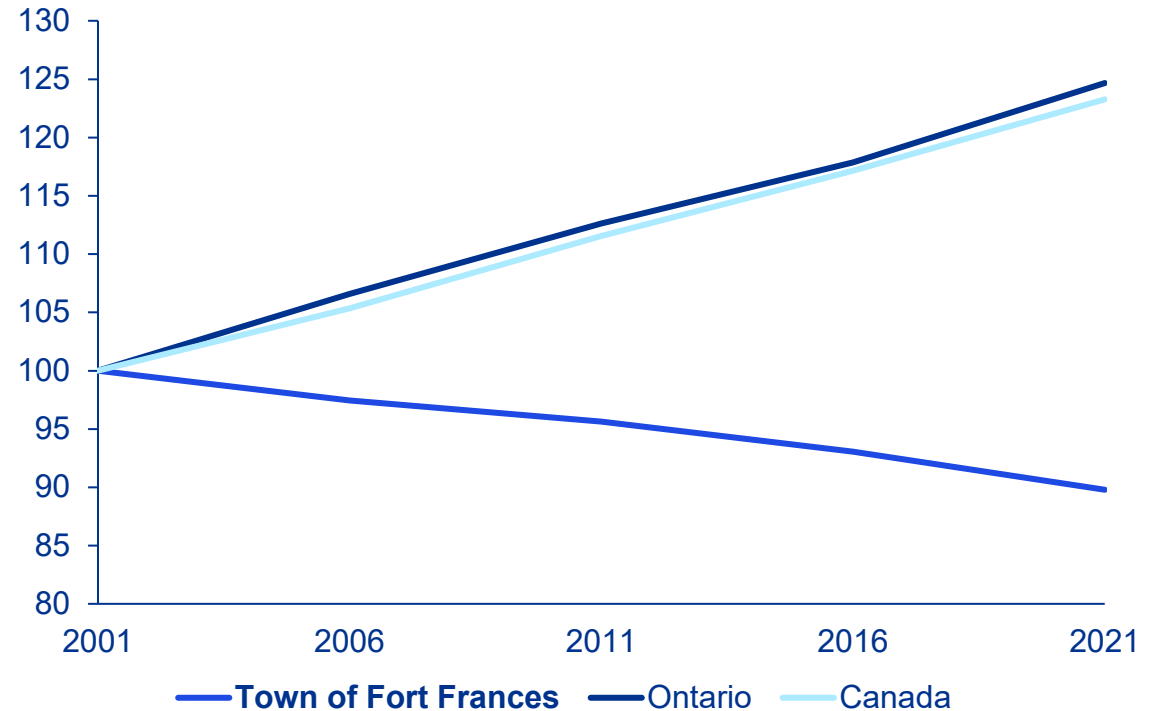
External context – Population & demographics (continued)

Population Growth



- The Town of Fort Frances is experiencing a population decline, in contrast with the consistent growth rates observed in Canada and Ontario at large.

20-Year Population Comparison



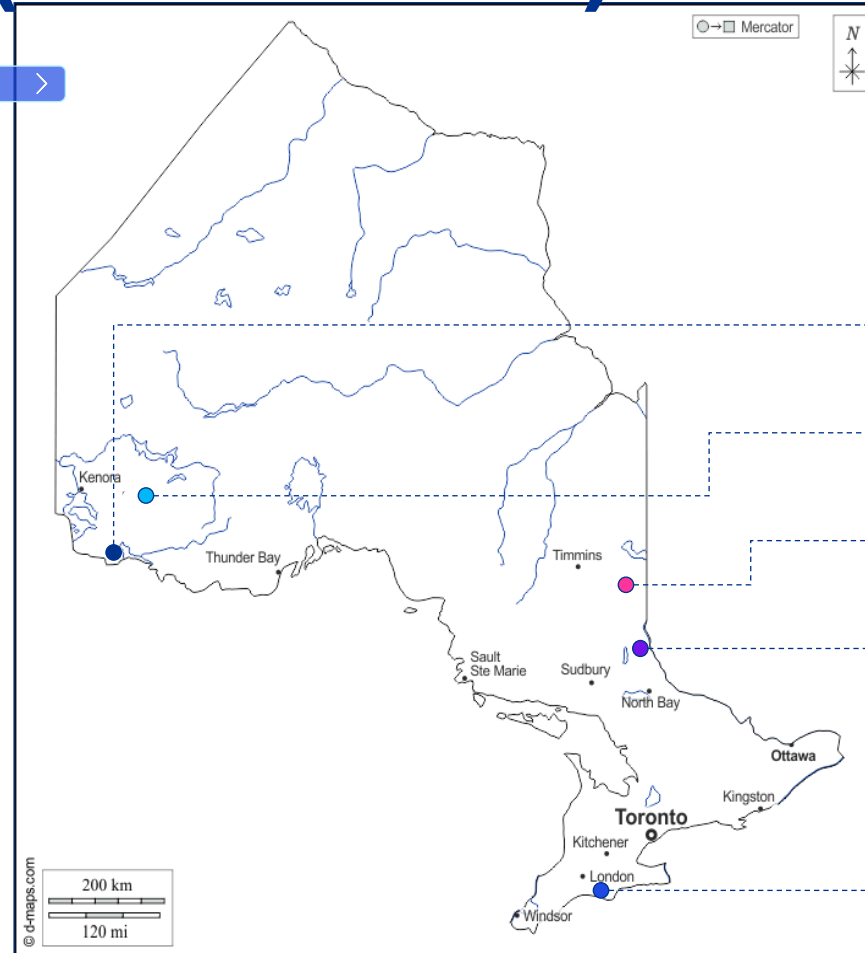
Source: Derived from Statistics Canada census data.

External context – Population & demographics (continued)



- The table below shows the census for subdivisions with 5,000-plus population with the lowest population growth in Ontario.
- Fort Frances has the third lowest population growth rate in Ontario sitting between the Municipality of Bayham and the Town of Kirkland Lake.

Geography	2021	2016	% Change
Dryden	7,388	7,749	-4.7
Bayham	7,096	7,396	-4.1
Fort Frances	7,466	7,739	-3.5
Kirkland Lake	7,750	7,981	-2.9
Temiskaming Shores	9,634	9,920	-2.9



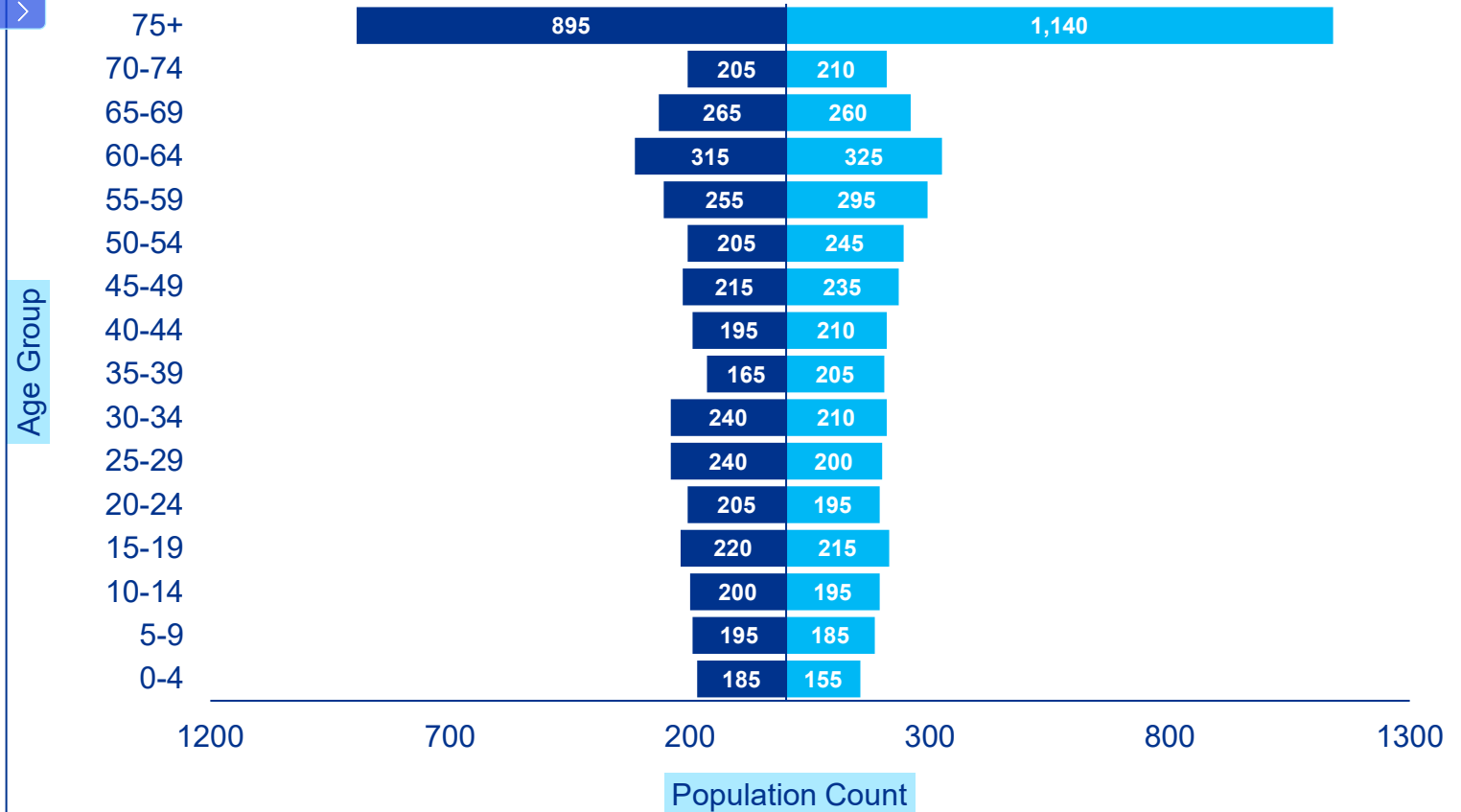
- Town of Fort Frances
- City of Dryden
- Town of Kirkland Lake
- City of Temiskaming Shores
- Municipality of Bayham

External context – Population & demographics (continued)

The Town of Fort Frances has a relatively older population.

Age and Gender Pyramid for the Town of Fort Frances, 2021 Census

■ Male ■ Female

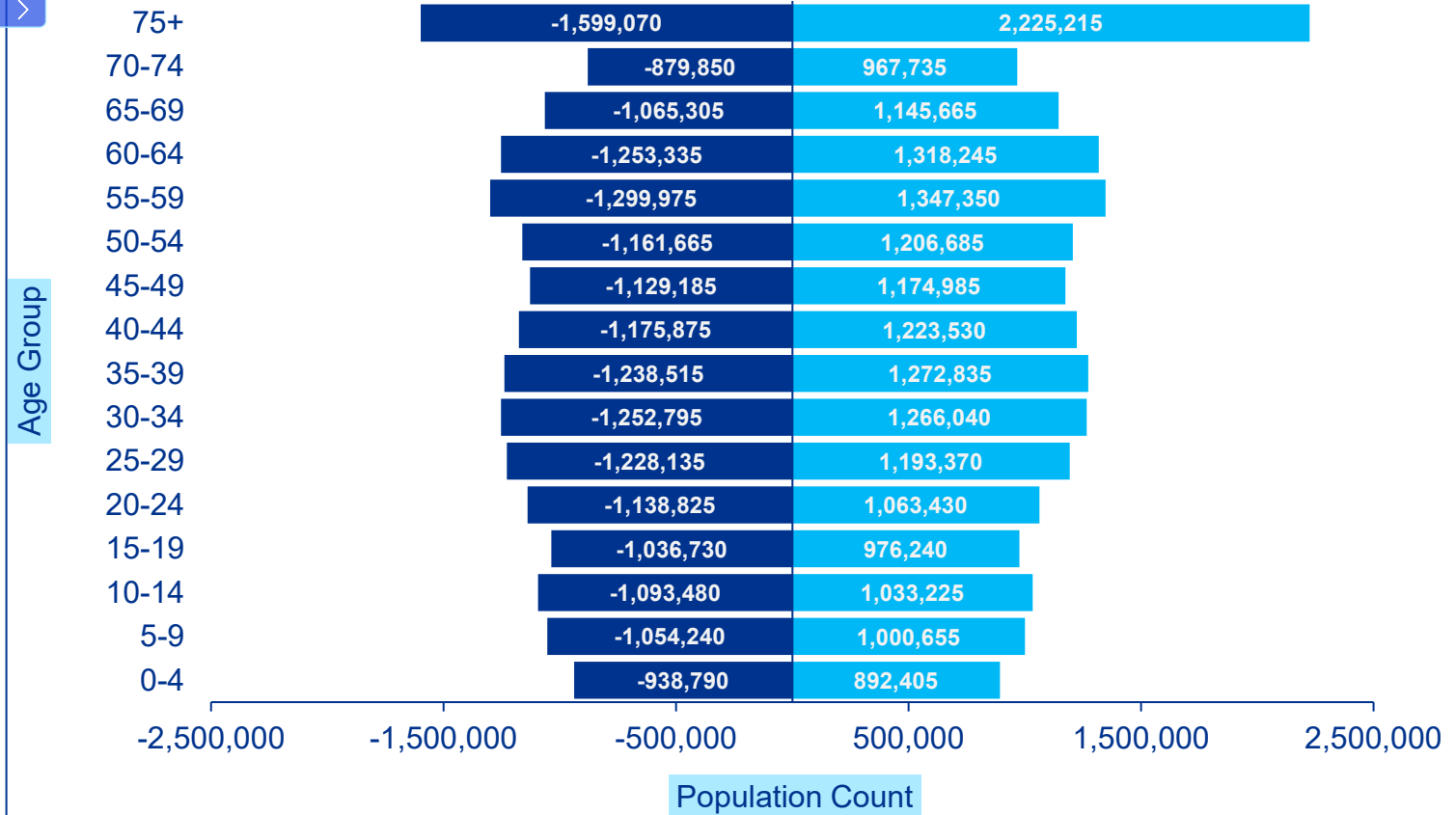


External context – Population & demographics (continued)

... significantly older demographics than Canada as a whole.

Age and Gender Pyramid for Canada, 2021 Census

■ Male ■ Female



External context – Population & demographics (continued)

Demographic Profile – Town of Fort Frances

Metric	2016	2021	% Change
Population	7,739	7,466	-3.5%
Households (total)	3,450	3,450	0%
Private single-detached homes	2,655	2,665	0%
Median age of population	44.8	46.4	4%
Male/Female	48.6 / 51.4	48.6 / 51.4	NA
% population 15 years+ with post-secondary education	39.5%	40.3%	+0.8%
Labour force participation rate	61.2%	59.7%	-1.5%
Unemployment rate	7.1%	8.1%	+1.0%
Median total household income in 2020 (\$)	62,928	76,500	22%

Source: Statistics Canada 2021 Census Profile.

External context – Population & demographics (continued)

Housing – Town of Fort Frances

Household and dwelling characteristics	2016	2021	% Change
Total - Occupied private dwellings by structural type of dwelling	3,450	3,450	0%
Single-detached house	2,665	2,665	0%
Semi-detached house	60	55	-8%
Row house	105	115	10%
Apartment or flat in a duplex	30	25	-17%
Apartment in a building that has five or more storeys	0	0	0%
Apartment in a building that has fewer than five storeys	525	525	0%
Apartment in a building that has five or more storeys	0	0	0%
Other single-attached house	45	35	-22%
Movable dwelling	35	25	-29%
Total - Private households by household size	3,450	3,450	0%
1 person	1,225	1,250	2%
2 persons	1,195	1,270	6%
3 persons	480	435	-9%
4 persons	350	335	-4%
5 or more persons	200	155	-23%

Source: Statistics Canada 2021 Census Profile.

External context – Population & demographics (continued)

Rainy River District Overview

Metric	2016	2021	% Change
Population	20,110	19,437	-3.3%
Households (total)	8,435	8,315	-1.0%
Private single-detached homes	7,140	7,090	-1.0%
Median age of population	44.7	45.2	1.0%
Male/Female	49.4 / 50.6	49.4 / 50.6	NA
% population 15 years+ with post-secondary education	37.6%	38.3%	+0.6%
Labour force participation rate	59.7%	58.1%	-1.6%
Unemployment rate	9.1%	9.1%	0
Median total household income in 2020 (\$)	64,320	78,000	21%

Source: Statistics Canada 2021 Census Profile.

Overview of the public web survey



As part of the public engagement for this project, KPMG provided a web survey which was open to the public from July 27 to August 25.

> Survey overview

- Survey had 11 questions assessing public priorities and issues.
- Mix of multiple choice, ranking and written response questions.

> Results:

- 815 individuals began the survey.
- On average, approximately 540 responses were provided per question.



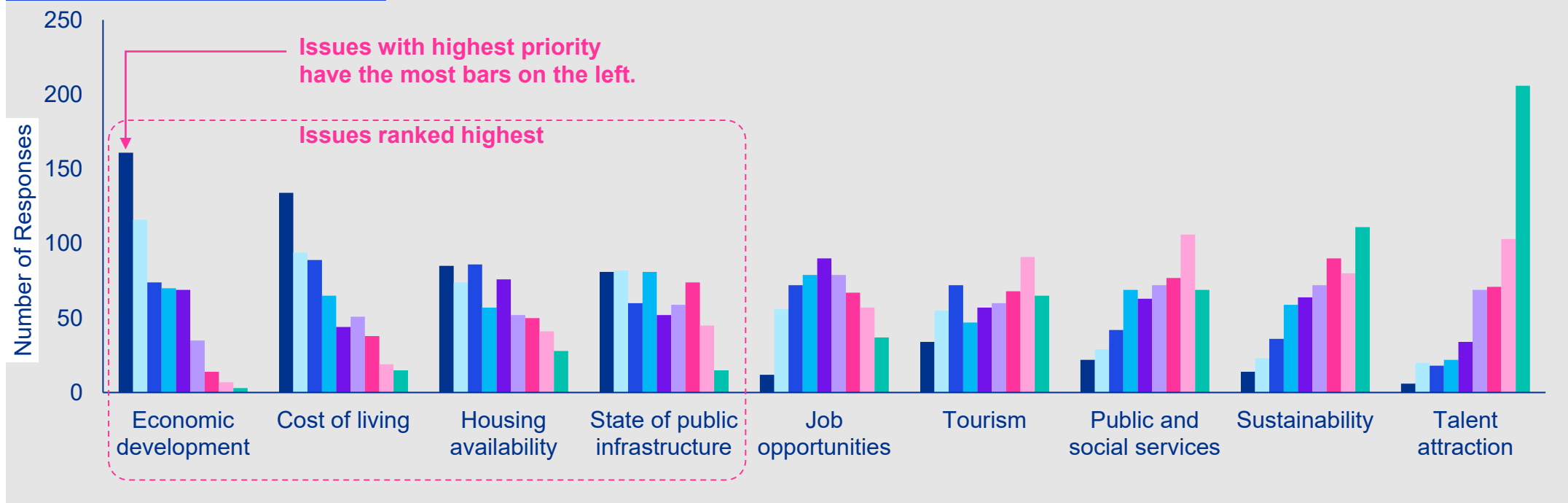
Key observations from the public web survey

Q3.

“At a high level, rank the following themes in order of most to least of concern to you, the Town and the region.”

Ranking of High-level Issues

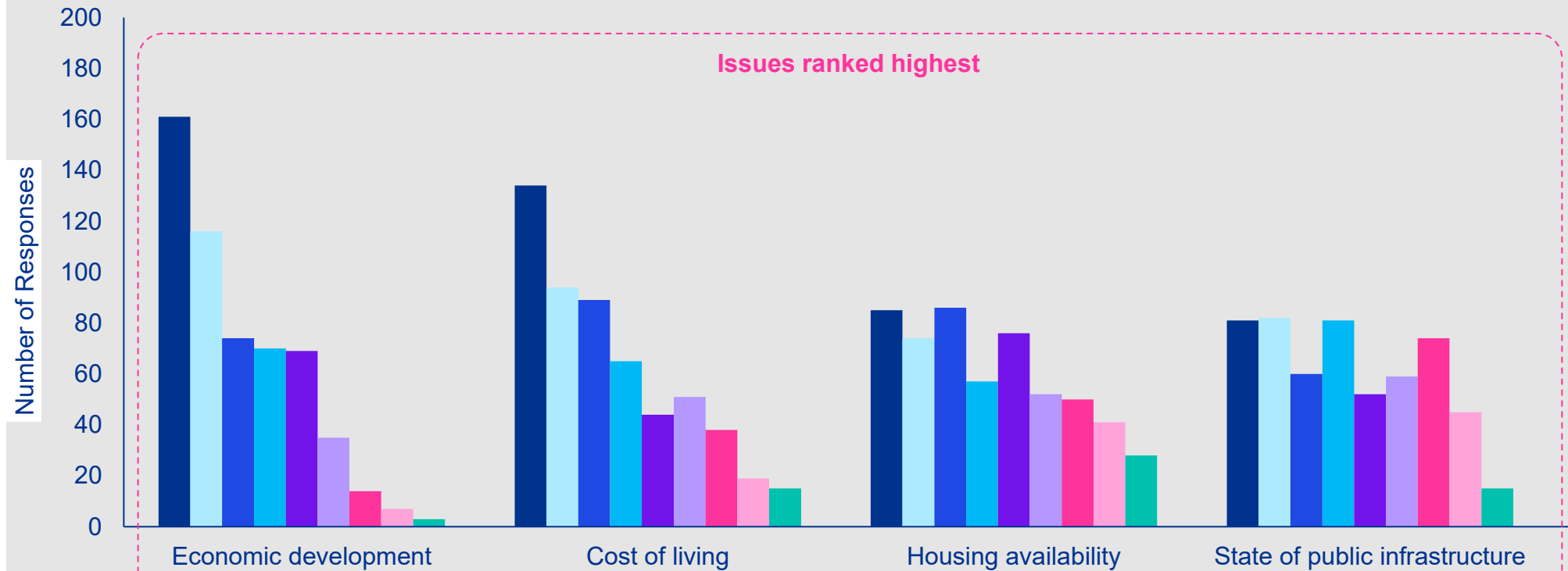
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Key observations from the public web survey

Ranking of High-level Issues

■ 1 ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7 ■ 8 ■ 9



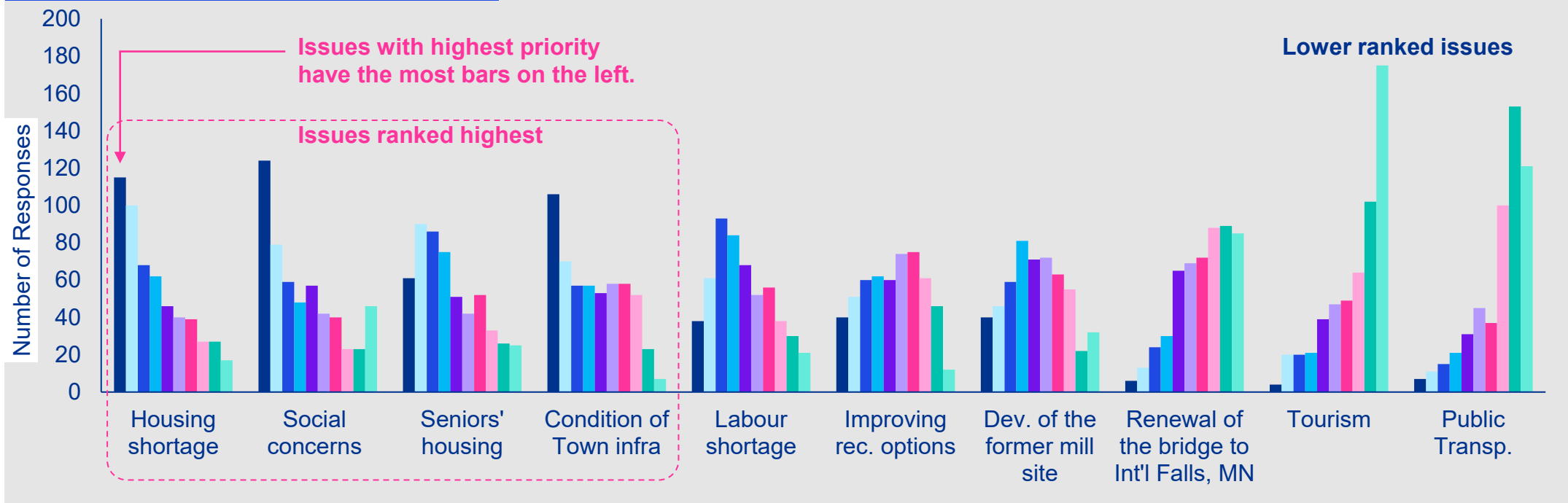
Key observations from the public web survey

Q4.

“Please rank how you would prioritize the following issues affecting the Town and region.”

Ranking of Issues Affecting the Region

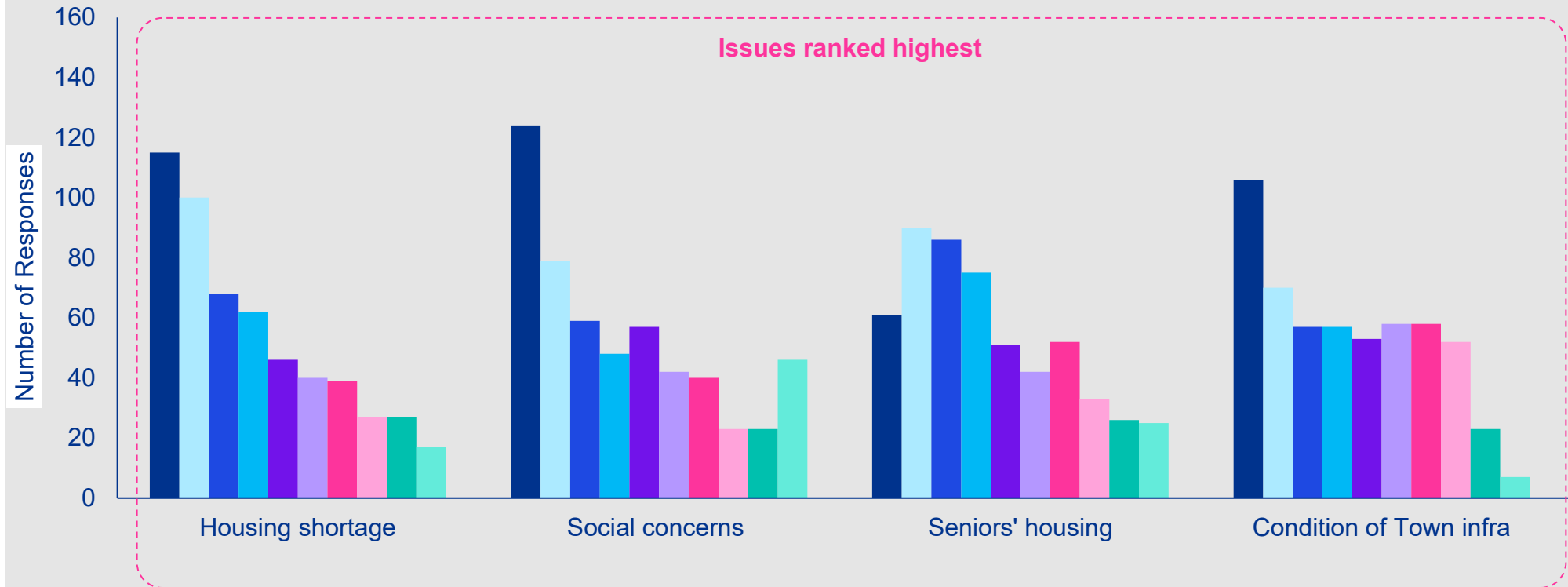
■ 1 ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7 ■ 8 ■ 9 ■ 10



Key observations from the public web survey

Ranking of Issues Affecting the Region

■ 1 ■ 2 ■ 3 ■ 4 ■ 5 ■ 6 ■ 7 ■ 8 ■ 9 ■ 10



Selected comments from the survey

Issues



Highlights



Helpful Comments



01 Housing Shortage

Sentiment reflected a lack of available housing for residents, particularly for newcomers like medical workers moving to the Town for employment.

- Encourage smaller lot sizes.
- **Building more apartments, townhouses, and condos could incentivize seniors to sell their homes.**
- There is housing, just not affordable housing.
- Develop resources for more communal and cooperative housing similar to BC co-op housing.
- Utilize underdeveloped land.
- The Town could collaborate with government entities for the release of serviceable lots in lake areas, and reduce bureaucratic hurdles.

02 Social Concerns

Feedback indicates a growing concern regarding crime, especially drug-related issues and deaths.

- Increase the number of counselling and treatment facilities.
- Housing first policies.
- Greater police presence.
- **Safe injection sites.**
- **No more needle handouts and no "safe" consumption sites.**
- **Support the Bear Clan (financially).**
- Use education programs to raise awareness about the risks of drug use. Promote healthy lifestyles, and encourage community involvement.
- Advocate for judicial reforms that lead to stricter penalties for drug dealers and repeat offenders.
- Not a safe place to live anymore. Get rid of the family center and the nugget.
- This is a global concern not a municipal council issue
- There needs to be more communication on how big the problem is and what the town, OPP, provincial, and federal governments are doing about it.
- Jail not bail

Selected comments from the survey

Issues



Highlights



Helpful Comments



03

Condition of Town Infrastructure

Themes include: beautification, infrastructure renewal and planning, and accessibility.

Predominant topic of comments was road conditions.

- Focus on fixing roads. Roads, roads, roads.
- Clean up abandoned buildings.
- Encourage beautification projects.
- Allocate budget for a thorough assessment of the Town's infrastructure to identify critical areas needing repair or replacement.
- Develop a long-term infrastructure maintenance plan that includes scheduled upgrades and replacements for water lines, sewer systems, and other vital infrastructure.
- Conduct an accessibility audit to identify barriers for people with disabilities and elderly residents.

04

Seniors Housing

Comments called for more seniors housing, affordable housing.

- We need facility for senior that are in between their own appt and rainy crest. In between care where they have a room with bathroom but don't make their own meals.
- Need not-for-profit seniors housing, more assisted living.
- Need safe, "seniors only" housing.

Overview of the youth engagement survey



As part of the public engagement for this project, KPMG provided a web survey which was provided to the selected classes from September 18-25.

> Survey overview

- Survey had 9 questions assessing priorities and issues.
- Mix of multiple choice, ranking and written response questions. Similar to the public survey.

> Results:

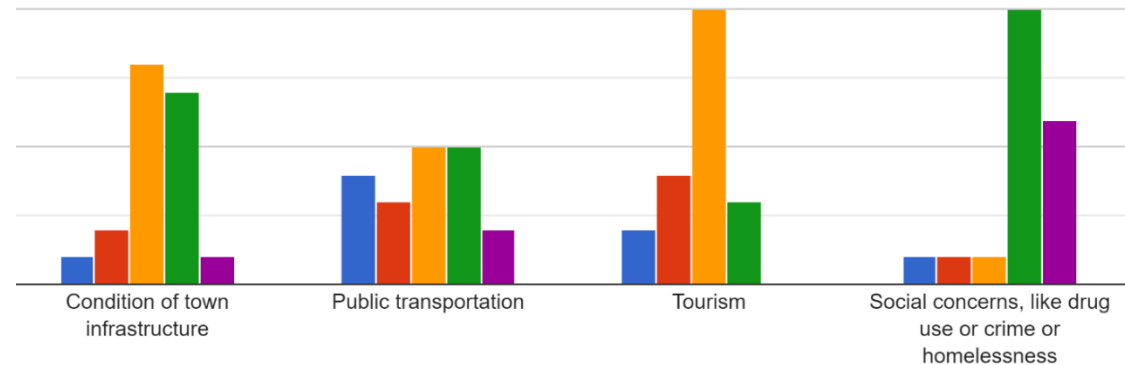
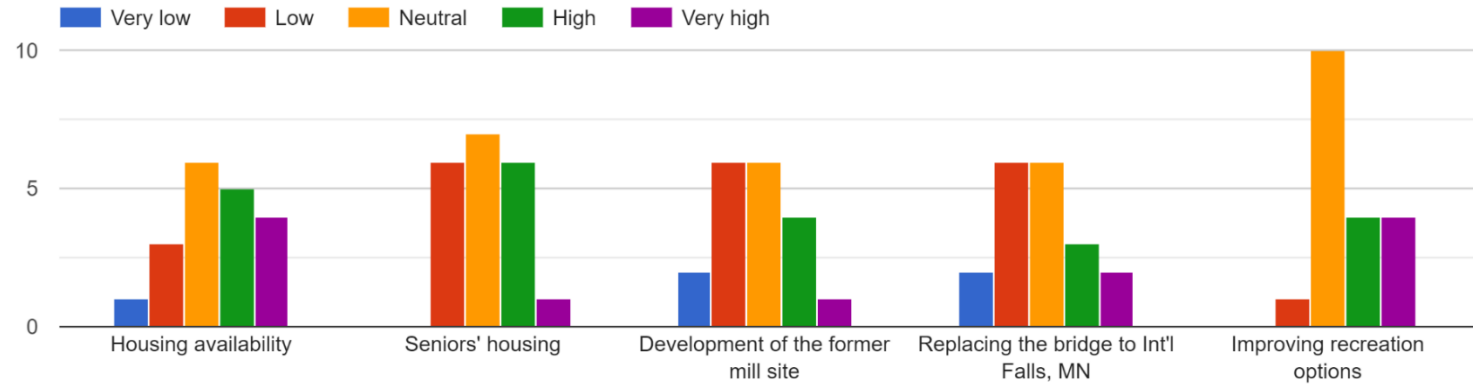
- 19 responses were received.



Overview of the youth engagement survey

How important is improvement on these issues individually?

Respondents were to rank each issue from very low to very high.



Appendix B

Leading practices
in strategic
planning

Leading practices in municipal strategic plans

There are a number of leading practices and key characteristics that are relevant to the Town of Fort Frances:

- **Defined strategy and alignment** of strategic objectives for the municipality as a whole.
- **Effective governance** and **strong leadership**.
- Creating a **unified brand** and reputation.
- Clear **direction** and strategies at a high level.
- **Focused** and coordinated efforts.
- Leading cities pay constant attention to trends, developments and their **competitiveness**.
- **Build on their strengths** and advantages.
- Culture that encourages **innovation** to improve productivity and service delivery.
- **Customer-driven approach**, to provide excellent service to its citizens.
- **Customer-centric information** to provide communications to citizens and visitors.
- Commitment to **solid financial position**, budgeting and reporting.
- **Performance framework** that is based on outcomes/results and accountability.
- Dedication to efficiency, effectiveness and **value for money in funding and resources**.
- **Trust, respect and collaboration** among Council and Administration.

Leading practices in municipal strategic plans (continued)

The Government Financial Officers Association (“GFOA”), recommends the following “best practices” for a strategic plan for local and state/provincial governments.

While there is not a single best approach to strategic planning, a sound strategic planning process will include the following key steps:

- Initiate the strategic planning process.
- Prepare a Mission Statement – should be a broad statement of purpose for the whole organization.
- Assess Environmental Factors – internal and external environment, SWOT analysis.
- Identify critical issues and opportunities.
- Agree on a Small Number of Broad Goals.
- Develop Strategies to Achieve Broad Goals. (high-level)
- Create an Action Plan. (for management to detail and implement)
- Develop Measurable Objectives. (objectives and their timelines are guidelines, not rules set in stone)
- Incorporate Performance Measures. (important link between the goals, strategies, and objectives)
- Obtain Approval of the Plan.
- Implement the Plan. (for management to execute)
- Monitor Progress. (at regular intervals) Reassess the Strategic Plan. (many external factors affect the organization, conduct interim reviews)



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