

**ADDENDUM**

**REGULAR MEETING OF CITY COUNCIL**

**2010 01 25**

**4:30 P.M.**

**PART ONE – CONSENT AGENDA**

**3. APPROVE ADDENDUM AS PRESENTED**

Mover - Councillor S. Butland  
Seconder - Councillor O. Grandinetti

Resolved that the Addendum for the 2009 01 11 City Council meeting as presented be approved.

**5. COMMUNICATIONS AND ROUTINE REPORTS OF CITY DEPARTMENTS; BOARDS AND COMMITTEES**

(p) A News Release from the Chief of Police concerning Project Action for Building a Community that is Drug Free (ABCD) is attached at the request of Councillor Bryan Hayes for the information of Council

(q) **Hearing Date – Appeal of Boxing Day Question 2010 Municipal Election**  
A report of the City Clerk is attached for the information of Council.

Mover - Councillor J. Caicco  
Seconder - Councillor O. Grandinetti

Resolved that the report of the City Clerk dated 2010 01 25 concerning Hearing Date – Appeal of Boxing Day Question – 2010 Municipal Election be received as information.

(r) **Comments on the Proposed Growth Plan for Northern Ontario**  
A report of the Planning Division is attached for the information of Council.

Mover - Councillor S. Butland  
Seconder - Councillor F. Manzo

Resolved that the report of the Planning Division dated 2010 01 25 concerning Comments on the Proposed Growth Plan for Northern Ontario be accepted and the Planning Director's recommendation that City Council endorse the Joint Submission by the Large Urban Municipalities, the Sault Ste. Marie Economic Development Corporation's response, and the draft responses from the other four large urban municipalities in Northern Ontario be endorsed.

10.

**CONSIDERATION AND PASSING OF BY-LAWS**

**AGREEMENTS**

- (r) 2010-26 A by-law to authorize an agreement between the City and the Archaeological Services Inc. for services in connection with the Sault Ste. Marie Archaeological Site Potential Assessment project.

**OFFICIAL PLAN AMENDMENT**

- (s) 2010-25 A by-law to adopt Amendment No. 169 to the Official Plan (Mageran).



# SAULT STE. MARIE POLICE SERVICE

## NEWS RELEASE

**ORIGINATOR:** (NAME, ADDRESS, TELEPHONE)

CHIEF BOB DAVIES  
705-949-6300 EXT. 321

**CONTACT:** (NAME, ADDRESS, TELEPHONE)

Sergeant Lisa Kenopic  
Community Services/Media Relations  
705-949-6300 Ext. 333

**TO BE RELEASED:**

**DATE:** January 21, 2010

**TIME:** Immediate

**RE: ABCD INITIATIVE UPDATE**

<b><u>Education Partners</u></b>	<b><u>Police Partners</u></b>
Algoma District School Board (ADSB) Conseil scolaire catholique du Nouvel-Ontario (CSCNO) Huron-Superior Catholic District School Board (HSCDSB) Lake Superior State University (LSSU)	Anishinabek Police Service Batchewana First Nation Police Service Royal Canadian Mounted Police (RCMP) Sault Ste. Marie Police Service (SSMPS)

On the 16<sup>th</sup> of September 2009, police services and education partners announced a joint partnership to address the significant impact that drug use has in our community and our schools.

Project Action for Building A Community That is Drug Free (ABCD) is a community-based initiative which involves a 4-phase approach that is being rolled out over the 2009/2010 school year, and targeted at deterring drug use in our upper elementary and secondary schools.

The first and second phases of Project ABCD have been completed and phase three is under way. The goal of the first phase was to provide the school staff, students and parents and the general community with information regarding the implementation and goals of the project. Various activities were undertaken by the Algoma District School Board, the Huron Superior District Catholic School Board and the Conseil scolaire catholique du Nouvel-Ontario including letters to parents, training for staff and presentations to students. During this phase, partnered police agencies in conjunction with school officials performed enforcement at the various high schools throughout the city.

Since the commencement of the initiative, a total of 46 students have been arrested for drug related offences. Of those 46 students, 29 of them were diverted or warned for their behaviours under the Youth Criminal Justice Act and 17 were criminally charged. Charges included possession of a controlled drug or substance, possession

of a controlled drug or substance for the purpose of trafficking and various breach of court or other release document charges. During a two week enforcement blitz that began on the 16<sup>th</sup> of November 2009, 17 students were arrested. Of the 17 there were 9 diverted and 8 were charged criminally. These 17 are included in the overall Project ABCD initiative total of 46.

Phase two of Project ABCD is seen as the most crucial for long term success. This phase revolves around the implementation of an educational component by the school boards and participation from the students in dealing with this issue. Representatives from the HSDCSB, ADSB and CSCNO have met and agreed to research and develop educational components that will address the issue of drug use amongst students. The Student Senate and Trustees from each board have also agreed to make this project part of their mandate and develop programs for students to get involved with to help combat drugs in their schools.

The partnered Police agencies are now in phase three. This phase is designed to have the Police through the High School Liaison Officers provide continued support and enforcement throughout the remainder of the school year. Several smaller targeted enforcement initiatives will also be undertaken to reinforce the work that has already been done.

End.

**ORIGINATOR'S SIGNATURE:** \_\_\_\_\_

**IMMEDIATE DISTRIBUTION:**

CHIEF OF POLICE  
DEPUTY CHIEF OF POLICE  
O.I.C. ADMINISTRATION SERVICES  
C.E.R.B.

O.I.C. INVESTIGATION SERVICES  
O.I.C. PATROL SERVICES  
O.I.C. SUPPORT SERVICES  
TRAFFIC SERVICES

COMMUNITY SERVICES  
INFORMATION SERVICES  
PROFESSIONAL DEVELOPMENT  
TRAINING SERVICES



2010 01 25

Mayor John Rowswell  
and members of City Council  
Civic Centre

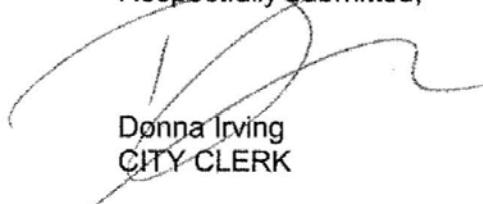
**RE: HEARING DATE - APPEAL OF BOXING DAY QUESTION  
2010 MUNICIPAL ELECTION**

Council was advised at its January 11<sup>th</sup> meeting by the City Solicitor that the Northern Retail Professionals Association (NRPA) has appealed to the Chief Electoral Officer, the wording of the question regarding Boxing Day retail shopping (by-law 2009-187) to be put on the ballot for the 2010 municipal election.

The Chief Electoral Office has now scheduled the Hearing for this appeal. The Hearing will be held on the morning of **Wednesday, February 17<sup>th</sup>, 2010** in City Council Chambers. Formal notice of the hearing is forthcoming from the Chief Electoral Office.

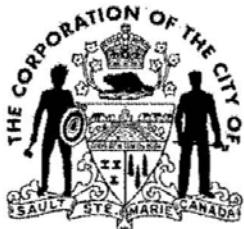
This report is provided for the information of Council.

Respectfully submitted,



Donna Irving  
CITY CLERK

*J. M. Frates*  
RECOMMENDED FOR APPROVAL  
Joseph M. Frates  
Chief Administrative Officer



2010 01 25

## **REPORT OF THE ENGINEERING & PLANNING DEPARTMENT**

### **PLANNING DIVISION**

**TO:**

Mayor John Rowswell  
and Members of City Council

**SUBJECT:**

Comments on the Proposed Growth Plan for  
Northern Ontario

On October 23, 2009, the Government of Ontario released the Proposed Growth Plan for Northern Ontario. The Province has requested comments on this draft plan by February 1, 2010.

At their January 11, 2010 meeting, City Council was presented with a staff report with preliminary comments on the Plan. The report noted that the Chief Administrative Officers and senior staff of the five large Northern Ontario urban municipalities would be meeting in Sault Ste. Marie on January 21 & 22, 2010 to discuss common interests. This meeting was also attended, in part, by David Lindsay, Deputy Minister, and Cal McDonald, Assistant Deputy Minister both of the Ministry of Northern Development, Mines and Forestry, Victor Severino, Assistant Deputy Minister of the Ministry of Energy and Infrastructure responsible for the Ontario Growth Secretariat, and senior staff from these Ministries and the Ministry of Municipal Affairs and Housing.

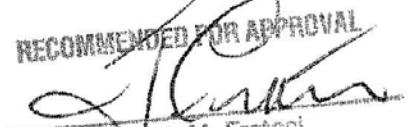
The CAO's agreed to prepare a joint submission from the five large urban municipalities outlining common interests and key priorities (attached). The Provincial officials were very supportive of this approach. All of the comments from City Council's earlier report have been incorporated into the joint submission. Individual reports from each of the municipalities have been attached to the joint submission as appendices.

The Sault Ste. Marie Economic Development Corporation has prepared a comprehensive response on behalf of our community which incorporates comments from a number of other local interest groups (attached).

### **Planning Director's Recommendation**

That City Council endorse the Joint Submission by the Large Urban Municipalities, the Sault Ste. Marie Economic Development Corporation's response, and the draft responses from the other four large urban municipalities in Northern Ontario.

DBM/pms

  
RECOMMENDED FOR APPROVAL  
Joseph M. Fratesi  
Chief Administrative Officer

REPORT\Comments on Proposed Growth Plan for Northern Ont.doc

2010.01.22

Victor Severino, ADM  
Ontario Growth Secretariat  
Ministry of Energy and Infrastructure  
777 Bay Street, 4<sup>th</sup> Floor  
Toronto, ON  
M5G 2E5

Cal McDonald, ADM  
Northern Development Division  
Ministry of Northern Development Mines & Forestry  
70 Foster Drive, Suite 200  
Sault Ste. Marie, ON  
P6A 6V6

**Comments on the Proposed Growth Plan for Northern Ontario:**

**Joint Submission by the Large Urban Municipalities**

On October 23, 2009 the Government of Ontario released the Proposed Growth Plan for Northern Ontario. The Province has requested comments by February 1, 2010.

The Proposed Growth Plan for Northern Ontario establishes a strategic framework and sets out policies and actions for how the Ontario Government will engage, support and work with Northern communities, businesses, Aboriginal communities and public sector partners over the next 25 years.

The framework is structured in five theme areas: Building Towards a New Economy, Investing in People and Progress, Forging a New Relationship with Aboriginal Peoples, Connecting and Strengthening Northern Communities, and Promoting Environmental Stewardship.

Within each theme the document proposes a set of actions that the Province, along with its partners, will undertake to achieve the vision of more prosperous, innovative and engaged communities across Northern Ontario.

This response has been prepared by the Chief Administrative Officers and senior staff of the five large urban municipalities in Northern Ontario. This letter provides general comments on the strength and weaknesses of the draft plan followed by specific comments for each theme and key priorities. Attached as an appendix are the specific responses from the five individual municipalities that have contributed to this effort.

## **General Comments**

While there are many positive aspects to the draft Northern Growth Plan, this response draws attention to four key successes.

- The Plan brings a focus to the problems and challenges of economic development in Northern Ontario, an area the size of France. The Province should be commended for this effort.
- The Plan also creates a forum to better coordinate the actions of the Provincial Ministries and public agencies with regard to their various responsibilities and initiatives in Northern Ontario.
- The Plan will be approved under the Places to Grow Act, 2005, which has mandatory review and reporting structures in place. This should assist with creating a long-term and consistent strategy for development in Northern Ontario despite changes in government.
- Unlike the Growth Plan for the Greater Golden Horseshoe, the NGP contains no land use planning policies. However, for some time, northern municipalities have requested that the Provincial Policy Statement and other Provincial policies which are binding on municipalities, be reviewed to allow for the economic and environmental differences between northern and southern Ontario. The NGP proposes to consider these circumstances as part of the next five-year review of the Provincial Policy Statement.

While there are many positives to the general intent of the Plan, it is recommended that the following components be incorporated.

- Although the document is a “Growth Plan”, the six guiding principles do not make any reference to growing the population, economy or assessment base in northern Ontario. At a minimum, the Plan should clearly state that the Province of Ontario commits to stabilizing these items and identify the role that northern Ontario will play as part of the solution to managing growth in Ontario and reducing the growth pressures in southern Ontario.
- To be successful, the Plan must facilitate relationships amongst municipalities, Ministry of Northern Development Mines & Forestry, Ministry of Economic Development & Trade, Ministry of Energy & Infrastructure and Ministry of Research & Innovation and other ministries.
- The Plan does not set out the historical problems of Northern Ontario such as population decline, lower education levels and incomes, poor and deteriorating infrastructure, high transportation costs, smaller tourism markets, limited manufacturing and continued dependence on the natural resources sector. The earlier Discussion Paper did identify some of these problems but the draft NGP does not show the linkages between the problems and how they will be resolved by the proposed actions. The Plan must be based on actions that are specifically designed to resolve these problems if it is to be successful.

- The Discussion Paper states "The Places to Grow Act, 2005, provides the means to set very specific goals and benchmarks to measure progress and success." There are no goals or benchmarks in the draft Plan. Although the Northern Growth Plan includes 117 specific actions, there is no timetable, budget commitments, implementation methodology or performance measures. Given the anticipated limited financial and staff resources that will be available over the next few years, it is critical to establish priorities for immediate implementation.
- Cities are central to the long-term success of Northern Ontario. During preparation of the Plan more than 80 events were held across Northern Ontario to gather input for the draft document. However no specific event was held for the five major urban municipalities (Greater Sudbury, North Bay, Thunder Bay, Timmins and Sault Ste. Marie) which are home to more than half of Northern Ontario's 808,000 residents. The draft Plan needs to recognize the five large urban municipalities as centres of growth and important partners for its implementation.
- There is no discussion on providing ongoing and sustainable funding to Northern Ontario communities. Given that the Province receives major revenues from the natural resources industry (i.e. the industrial tax base of Northern Ontario) a percentage of this funding should be redirected to Northern Ontario municipalities which are currently providing the services without the benefit of the revenues.

#### **First Theme -- Building Towards a New Economy**

- Northern Ontario's industrial sector is diverse, yet mainly mining and forestry are considered in detail in the Plan. There should also be references to advanced manufacturing, steel, emerging technologies and infrastructure requirements to support these industries.
- The Plan should seek opportunities for the decentralization of the Ontario Public Service to assist with creating resilient large urban municipalities throughout Northern Ontario.
- Historically, northern universities and other institutions have had difficulty in accessing research funding. Most of this funding is awarded on a competition basis and the larger southern Ontario institutions with a long history of research initiatives receive most of the funding. Specific funding programs need to be developed for northern institutions if they are to become research centres. It is recommended to establish and build on research and development institutions such as the Centre for Research and Innovation in the Bioeconomy in each of the five large urban municipalities.
- Funding the operation, development, expansion, marketing and upgrading of tourism facilities and infrastructure is required for this sector to remain viable in Northern Ontario.

- While the introduction of the Northern Growth Plan states "This Proposed Plan sets a new course for bold action" the document does not follow through on this ideal. The section on attracting investment deals with developing a strategy, aligning investment programs, engaging business, work with industry, etc. There are no initiatives proposed in this section that will immediately encourage new investment. As an example, the Province could choose to create a second and more favorable tax structure for Northern Ontario which would resolve many of the issues currently surrounding investment and business growth in Northern Ontario.
- There is a need to make Ontario's electricity rates more competitive given the disparity between Ontario's rates and those of neighbouring jurisdictions.
- There is a need to realize a coordinated branding and marketing campaign to ensure an accurate image of Northern Ontario's strengths and our competitive advantages.

### **Second Theme – Investing in People and Progress**

- The draft Northern Growth Plan focuses on using technology to deliver education to students throughout the region. There is no mention of the importance of expanding Northern Ontario universities and colleges both as an economic development initiative and as a means of developing an educated workforce which is more likely to remain in Northern Ontario. There is no discussion of simply increasing the variety of educational programs available in Northern Ontario to reduce the continuing outflow of postsecondary students to southern Ontario as was done with the Northern Ontario School of Medicine.
- Centres of excellence should be developed and supported in each of the five large urban municipalities.
- The Plan should include a reference and methodology for developing appropriate programs and incentives to encourage professionals (not just doctors) and skilled trades to locate in Northern Ontario. As Northern Ontario has an older workforce than the provincial average and very little in-migration, this problem will become a critical deterrent to economic growth in the next few years.
- As the workforce ages, the number of older residents that are not critically ill but do not have access to appropriate care in other accommodations will increase. This places a greater, expensive and unnecessary strain on northern health services and must be addressed. More supportive housing and long-term care facilities are needed in the five large urban municipalities.
- Lack of appropriate medical care continues to be a deterrent to workers relocating to northern Ontario and needs to be addressed.

### **Third Theme -- Forging a New Relationship with Aboriginal Peoples**

- Where the Province of Ontario requires consultation with First Nations, a meaningful process should be created that is similar to the environmental assessment method with required timeframes. There is no clear definition of what consultation means and no clear appeal process in place, should either party be dissatisfied with the outcome of the consultation. An immediate agreed to framework to define what consultation is required, and under what circumstances is critical to moving forward with significant economic development that has positive results for First Nations and other peoples.

### **Fourth Theme -- Connecting and Strengthening Northern Communities**

- The proposal to establish regional economic zones requires further information and consultation with stakeholders, specifically the five large urban municipalities.
- The proposal to establish regional service zones also requires further information and consultation. Municipalities cannot be expected to provide further services without agreement and committed funding.
- The recommendation to develop and implement a comprehensive transportation plan with identified priorities and intergovernmental funding is strongly supported. However, it is anticipated that the critical issues such as the Huron Central short line railway, deep water ports and the continued four-laning of Highways 11 and 17 can be addressed in advance of completing the comprehensive plan.
- The Plan should recognize the Ontario Northland Transportation Commission and re-establish its mandate as a catalyst for economic development. Without a Northern Rail Strategy, Northern Ontario will lose rail service to the northern U.S.
- Funding and incentives should be provided to support local Community Improvement Plans and the development of creative and vibrant cities.

### **Fifth Theme -- Promoting Environmental Stewardship**

- While it is critical to protect the natural environment, there needs to be a balance between economic development and environmental stewardship. Provincial land use and fiscal policies should be reviewed to recognize differences between Northern and Southern Ontario. With more flexibility and alignment of Provincial Policies, better environmental end states can be maintained or enhanced, while allowing economic development projects to be achieved.

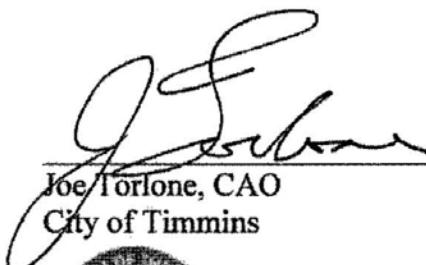
## **Conclusion**

Overall, the Provincial effort to create a long-term plan for growth in Northern Ontario is to be commended. However, the Plan must include priorities, specific initiatives, a timeframe for implementation and funding if any progress is to be made. Further, in many cases there is insufficient information on the proposed actions for meaningful dialogue and more consultation is required for some items. Following approval of the Plan, Provincial leadership and coordination among ministries is required to mobilize an immediate transition to the implementation stage.

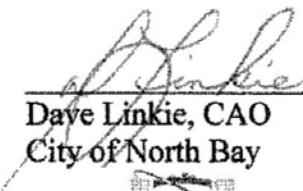
The five large urban municipalities have an important role to play in both implementing the Northern Growth Plan and addressing population growth pressures in the Greater Golden Horseshoe area. We strongly support the Growth Plan for Northern Ontario process and are looking forward to working with you to finalize the Plan and begin implementation in the near future.

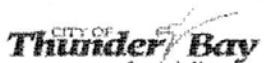
Respectfully submitted,

  
Joseph M. Fratesi, CAO  
City of Sault Ste. Marie

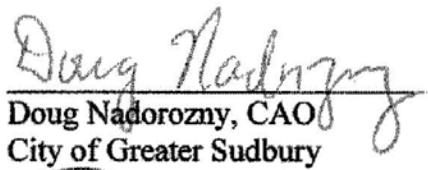
  
Joe Tortone, CAO  
City of Timmins

  
  
Tim Commisso, City Manager  
City of Thunder Bay

  
Dave Linkie, CAO  
City of North Bay





  
Doug Nadorozny, CAO  
City of Greater Sudbury



c.c.    Deputy Minister David Lindsay, MNDM&F  
          Deputy Minister Saad Rafi, MEI

**Proposed Growth Plan for**

# **NORTHERN ONTARIO**



*Sault Ste. Marie*  
**ECONOMIC  
DEVELOPMENT  
CORPORATION**

## **SSMEDC Response**

January 2010



## **SSMEDC Response - Proposed Growth Plan for Northern Ontario**

The Sault Ste. Marie Economic Development Corporation (SSMEDC) is working with its Destiny Sault Ste. Marie Steering Committee Partners (City of Sault Ste. Marie, Community Development Corporation for Sault Ste. Marie and Area, Sault Ste. Marie Innovation Centre, and the Sault Ste. Marie Chamber of Commerce), along with other community organizations and individuals, to provide a response to the Proposed Northern Ontario Growth Plan from the Ministry of Energy and Infrastructure and Ministry of Northern Development, Mines and Forestry. The goal of the response is to support the Province in strengthening its Plans of Actions while showcasing where the Growth Plan can align with Sault Ste. Marie priorities.

SSMEDC and City staff have met to discuss moving forward on appropriate submissions to the Province that will complement and reinforce the priorities for Sault Ste. Marie and to enhance this Growth Plan for Northern Ontario. The City of Sault Ste. Marie has prepared a high-end report, which will be provided to City Council for its consideration and approval. SSMEDC's CEO has had the opportunity to provide input as well and is incorporating the City input into SSMEDC's detailed response to the Province. This document will be forwarded to the SSMEDC Board of Directors for its review and consideration and will also be forwarded to the Destiny SSM partners for final review and consideration.

The SSMEDC has used the Growth Plan Survey Template for our detailed response.

## **Chapter 1: Introduction**

### **Vision for Northern Ontario**

It is the year 2036 and there's a new Northern Ontario.

Northern Ontario has a skilled, educated and healthy population that is supported by world-class resources, leading edge technology and modern infrastructure. Companies scan the world for opportunities to create jobs, attract investment and serve global markets.

Communities are connected to each other and the world, offering dynamic and welcoming environments that are attractive to newcomers. Municipalities, Aboriginal communities, governments and industry work together to achieve shared economic, environmental and community goals.

**Do you share this vision for Northern Ontario? What do you agree with?  
What would you change?**

The SSMEDC agrees with the above statements for Northern Ontario if this was a Quality of Life Strategy for Northern Ontario. However, since this is a Growth Plan, the SSMEDC suggests strengthening the language for the two vision statements and a third statement that would focus on growth in Northern Ontario.

The suggested revisions for the Vision Statements are as follows:

"Northern Ontario has a growing, skilled, educated, culturally diverse, and healthy population that is supported by world-class resources, leading edge technology and modern infrastructure and is resilient and progressive in the global economy."

It is important that Northern Ontario stakeholders (both public and private) that influence our economy be resilient to negative challenges and continue to be progressive in anticipating change to create new opportunities.

"Communities are connected to each other and the world, offering dynamic and welcoming environments that are attractive to newcomers. Municipalities, First Nation and Aboriginal communities, governments and industry have the economic development resources to work together to achieve shared economic, environmental and community goals that will lead to overall economic growth for Northern Ontario."

In order to be successful in shared economic, environmental and community goals, all stakeholders, in order to work together, require the necessary resources to ensure capacity and capabilities to be successful.

The suggested additional vision statement to be added:

"Northern Ontario and its communities will be: progressive and investment ready; effective in reaching out to target global opportunities for investment & trade; and an attractive home for new investments both private and public."

It is very critical that Northern Ontario has a specific vision for investment readiness and attraction. In order for economic growth to take place in Northern Ontario, economic events (investments) need to be generated to ensure success.

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#### **Who needs to be involved in order for this vision to be achieved?**

The SSMEDC understands the need to be consultative on Growth Plans in Northern Ontario, but it also knows that when you move to implementation of such a plan, you need the right stakeholders and drivers to ensure end results are achieved and key performance indicators met. The following is a broad listing of who should be involved in driving a Growth Plan for Northern Ontario, however, the Province needs to ensure they are strategic in identifying who will take the lead, who will be engaged as supporters and partners, who needs to be consulted and what control this group has, and those that need to know.

The SSMEDC suggests the following starting list of who needs to be engaged in the Growth Plan, though there are some that are missing:

- Province (Ministries and Crown Agencies – MNDMF, MEDT, MRI, OMAFRA, MNR, SERVICE ONTARIO, MOE, etc.)
- Federal Government (Departments and Agencies - Industry Canada including FedNor, DFAIT, Natural Resources Canada, Environment Canada, FedDev, Immigration, Service Canada, Export Development Corporation, Sustainable Development Technology Corporation, CANMET, etc.)
- Municipalities (Mayors, Councils, CAOs, Planners, Finance, etc).
- First Nations, Metis Nations of Ontario
- Economic Development Organizations, Boards and Staff, Enterprise Centres, Innovation Centres and Networks, Community Futures Development Corporations, First Nations Economic Development agencies
- Destiny Sault Ste. Marie
- Northern Ontario Associations and Networks
- Youth Associations

- School Boards, Universities and Colleges
- Chambers of Commerce
- Arts and Cultural Associations
- Private Sector – Multinationals
- Private Sector – Northern Ontario owned major employers
- Private Sector consortiums
- Private Sector support service firms (e.g., Accounting, legal, engineering, architectural)

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### **What are the priorities for the Growth Plan for Northern Ontario in your community?**

Sault Ste. Marie has prioritized its economic diversification strategies through Destiny Sault Ste. Marie ([www.destinyssm.com](http://www.destinyssm.com)). Destiny Sault Ste. Marie has identified its top seven strategies for the community. These have very specific alignments to the proposed Growth Plan for Northern Ontario and it would be our intention to ensure Sault Ste. Marie is aligned with the Province on shared economic development priorities for our community and region.

The SSMEDC has focused on where the Destiny SSM seven strategic priorities have aligned with the proposed Growth Plan:

#### Global Transportation and Infrastructure Strategy

1. Financial support from Province and Federal governments to support the CP-owned Webbwood short line – operated by Huron Central Railway – to ensure rail infrastructure improvements to Sudbury and Global Markets (\$33 million being requested to support Sault Ste. Marie's application for infrastructure) and major industrial employers, including Essar Steel Algoma and Domtar. Presently, this is Destiny's top infrastructure priority and applications have been submitted.
2. Sault Ste. Marie Private and Public Export Dock Development – Expansion of private sector export dock capacity in partnership with private sector (Essar Steel Algoma) and the establishment of a new non-profit export dock that would support broad private sector shipping opportunities to global markets. Essar Steel Algoma has made announcements on its plans to expand in Sault Ste. Marie, and this will depend upon the necessary infrastructure, such as transportation and energy. Again, Federal and Provincial governments can provide financial support for port infrastructure, which would support significant private sector investment expansion.
3. Sault Ste. Marie Industrial Lands to Support Industry Investment – Sault Ste. Marie is close to full commitments for the majority of its present serviced

industrial land, which was set aside and put in place in the early part of the decade. The City is moving forward on implementing its Industrial Land Strategy by securing further land and implementing the necessary servicing to support new investment attraction. The City would look to lead this initiative with Federal and Provincial aid.

4. Sault Ste. Marie Multimodal Hub – Sault Ste. Marie has completed a feasibility study and costing on establishing a multimodal facility in the community, which would have the capacity to handle containers by truck, rail, and port to connect with U.S. and Canadian markets. Containerization will be a required mechanism for transporting products in Sault Ste. Marie, and the North needs to support future infrastructure to enable this mechanism of transportation.

#### Tourism Strategy

1. Grow and Expand Tourism Attractions - Agawa Canyon Tour Train Revitalization Project is presently underway, and the NOHFC has supported this project in collaboration with the SSMEDC and CN Rail. SSMEDC has applied to the Federal government for additional funds to complete the tourism entertainment elements, with the goal of enhancing the visitor experience.
2. Tourism Gateway Project - Continue efforts to support the development of a major tourism destination attraction for Sault Ste. Marie as a Canada/U.S. border entry point.
3. Ensure sustainability and provide Provincial programs to support existing tourism attractions, including, but not limited to, Searchmont Ski Resort and the Canadian Bushplane Heritage Centre.
4. Continued programs to support community and corridor tourism infrastructure development, such as waterfront development, trails, tourism information centres, roadside amenities, entrance ways and downtown improvements. Sault Ste. Marie is moving forward on infrastructure programs that will support the continued expansion of its tourism waterfront. As well, Sault Ste. Marie continues to develop its downtown area by delivering the Community Incentive Program (from the Province) to support increased business and residential growth in the downtown core.
5. Develop the eco and adventure tourism sector. The Province could be instrumental in developing a new NOHFC program that would provide support, specifically to help develop this sector in Northern Ontario. Tree Top Adventures, just north of Sault Ste. Marie, is a good example of a new business that could be supported to grow. Providing programs to support the business' product development, marketing and human resources would help expand its capacity and increase its ability to attract more visitors.

## Science & Technology

1. Long-term commitment and support for science, technology and innovation centres (e.g., Ontario Forest Research Institute, Sault Ste. Marie Innovation Centre, Invasive Species Centre, Algoma University Biosciences Convergence Centre, Sault College Energy Technology Centre etc.). Destiny Sault Ste. Marie has identified a number of projects that will support the Growth Plan for Northern Ontario. Partnering with the Province to access capital and program funds will be critical for the long-term success of these centres in the Sault.
2. Establish Sault Ste. Marie as a Centre for Health Infomatics by supporting the Sault Ste. Marie Innovation Centre, the Group Health Centre, Sault Area Hospital, Sault College, Northern Ontario School of Medicine and Algoma University in implementing a number of projects: the Northern Ontario Clinical Research Network, the Health Infomatics Research Institute, and to establish the Provincial Health Medical Record System and Back Office Support Service Centre in Sault Ste. Marie.
3. To Grow Sault Ste. Marie's information, technology, and knowledge-based sectors through specific niche opportunities: Digital media and Games – Algoma Games for Health Centre, a project of Algoma University and the Sault Ste. Marie Innovation Centre.

## Renewable Energy

1. St. Marys Paper Biomass Cogeneration Plan – Province to support expediting an agreement between the Ontario Power Authority (OPA) and St. Marys Paper. This initiative would support the company's long-term viability and competitiveness. The United States has implemented energy incentives and rebates to support its pulp and paper industry, and this positions the jurisdiction to be even more competitive.
2. Renewable Energy Projects – Sault Ste. Marie has established itself as the Alternative Energy Capital in North America, not only bragging about its wind energy projects, but new initiatives that are being developed in solar, municipal waste to energy, and bio-fuel production.
3. Generating New Business to Support Renewable Energy Technologies – Expanded NOHFC programs to support equity financing for innovation, commercialization and infrastructure to support renewable energy products for export, such as hydro, solar, wind hydrogen and bio-fuel. This would support Destiny SSM's intent to increase investment levels for the advanced manufacturing requirements for new business opportunities in the Sault.

4. Energy Competitive Advantage and Electrical Transmission Infrastructure – In the proposed Growth Strategy, the Province has identified the need to support transmission capacity in Northern Ontario in order to generate new energy projects supporting Ontario's demand for energy. This is required to support Destiny SSM's Renewable Energy Strategy, as Sault Ste. Marie has intentions to increase its renewable energy production and needs the transmission capacity, not only from Sault Ste. Marie to outside markets but also within our own City limits. The SSMEDC is in an application process with NOHFC on developing an energy/bandwidth infrastructure corridor to support a new area for Green energy production and industrial investment.
5. Developing Education and Training Centres that will support skills and labour pool development for the renewable energy sector. Sault College has developed a Technology Centre, in partnership with Brookfield Power and government agencies, to support skills training and research. Increasing the capacity of this centre into the areas of solar, municipal waste to energy, and bio-fuel technology is critical to support future skills requirement in the renewable energy sector.

#### Manufacturing Transformation and Advanced Technology

1. This is a new initiative for Sault Ste. Marie and it is Destiny's intent to examine the state of manufacturing in the city. Its intent is to also look at worldwide trends on where new opportunities are for creating a sector that would be resilient to global competition while also being niche focused and would produce profitable products that could be created using advanced manufacturing or unique technology. Destiny SSM, through the SSMEDC, will be carrying out a study on its existing manufacturing sector and identifying opportunities to transform this sector into a more diversified, niche-market, and globally resilient engine.
2. Value-Added Wood Opportunities – sustain and enhance forest product manufacturing with existing and new companies (e.g., Medium Density Fibre Board expansion, Dry Kiln, Engineered Wood Products, Flooring, housing components, etc.).
3. Support industry expansion and new business opportunities that will manufacture and assemble new products, such as bio refinery units, medical devices, recycling technology, gasification plant equipment, resin technology and solar panel assembly.
4. Value-Added Steel – Work with major steel industry companies – Essar Global and Tenaris – on increasing steel production in existing products and to attract new valued-added steel opportunities that would use these products. This may include wind towers, large diameter pipe, galvanizing and OEM parts.

### Immigration and Labour Development

1. Employee Recruitment – directly support employers in finding skilled labour and talent through Team Sault Ste. Marie, a consortium of employment agencies, economic development organizations, unions and human resource experts.
2. Labour Market Development – determine gaps (labour needs assessment) in the workforce and determine the best course on training development working in partnership. This is presently being championed by the Algoma Workforce Investment Committee (AWIC).
3. Attraction of Immigrants and Newcomers - The City of Sault Ste. Marie is taking the lead on a local immigration program strategy to enhance the Sault's capacity to welcome and attract new immigrants and newcomers to the community. This is an important strategy for Sault Ste. Marie that will increase its labour pool and population base. The Sault's demography is aging and immigration is critical for population growth and sustainability.

### Post Secondary Institute Economic Development

1. Post-Secondary Infrastructure – To support new and expanded facilities at Sault College and Algoma University to help their capacity to double student population base. Several infrastructure projects are underway as a result of strong support from the City, Provincial and Federal governments. Both institutions have long-term plans to continue their expansions with future projects. For instance, Sault College has a planned Stage 2 new campus completion, while Algoma University has plans for a new Royal Conservancy of Music Performing Arts Centre.
2. Post-Secondary Program Expansions – To develop and increase college and university programs that will support future labour force and professional development in Sault Ste. Marie, such as joint university and college programs, expansion of university honours programs, biosciences and college programs for renewable energy.
3. Student Recruitment – To promote and attract new students from external markets – including First Nations, Southern and Northern Ontario, and national and international markets – that would increase student populations significantly for our post secondary institutes.

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**Should there be other priorities for the Growth Plan for all of Northern Ontario than those proposed in the Growth Plan document?**

Yes, the SSMEDC has identified several other priorities that should be considered and put into the Growth Plan for Northern Ontario. The following is not in any particular order or priority.

Sault Ste. Marie would like to ensure that the Northern Ontario steel *industry* is recognized as a significant economic engine in the region, along with mining, forestry and tourism. The Province should provide strategic support to Essar Steel Algoma and Tenaris, as they would like to expand their production capability through strategic investments and infrastructure support from the senior levels of government. These are identified within Destiny SSM's Global Transportation and Infrastructure Strategy (e.g., port and rail), and the City of Sault Ste. Marie has moved forward on an immediate rail infrastructure application to the Federal and Provincial government.

Increase post-secondary student enrollments for Northern Ontario colleges and universities by developing Ontario policies that will support student enrollment to Northern institutes. Targets and incentives should be established to double or triple the post-secondary student enrollments to be distributed equally across Northern Ontario's institutes over the next 25 years. Provincial programs to support Northern student recruitment and directing Southern Ontario post-secondary education student demands northwards would be extremely helpful in building the student populations in the Northern post-secondary institutes. As well, distance education should be driven through a strategy that would support regional and remote post-secondary satellite campuses. This would ensure students living in rural and remote communities would have face-to-face access to post secondary faculty and academia. Whether they live in Fort Albany or in Kenora, students would have access to a community post-secondary centre. These centres could provide access to all of the post-secondary institute programs across Northern Ontario.

For *tourism*, there has been strong input from the tourism industry in Sault Ste. Marie to strengthen this component by ensuring a number of initiatives are clearly demonstrated in the Plan for Action: Access to capital programs, marketing, and incentives to motivate and inspire the private sector to increase its tourism investment and development, especially in product development, including eco and adventure tourism. As well, there's a focus on bringing back corridor infrastructure programs that support our community entranceways, highways, waterfronts and trails, all of which are instrumental in increasing tourism visitation to Northern Ontario. This should be supported by a strong visible Provincial team of tourism consultants that can specifically promote and market these programs to the tourism sector.

*Attraction of talent* and innovators will be critical in the future of Northern Ontario's economy. Communities continue their efforts to attract physicians, but it is also necessary to address the attraction of other professionals, whether it is a specialist engineer or an environmental lawyer. The Growth Plan needs to ensure we have a Plan of Action to reach out to find and source talent, not only based on the needs of the North but also on where we want to go in the future.

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**Can you suggest promising projects or initiatives that could be supported through the Plan?**

The SSMEDC has compiled a list of promising projects and initiatives that could be supported through the Growth Plan. There may be some duplication to some of the projects that were identified in the Strategic Priorities earlier on in this document, but it is worthwhile to repeat these projects. It is important that many of these initiatives would directly have an economic impact on Northern Ontario.

- *CP Rail Web wood Division Rail infrastructure upgrade* between Sault Ste. Marie and Sudbury to support industry expansion and retention, particularly at Essar Steel Algoma and Domtar. This is Sault Ste. Marie's top priority at present time and can be acted upon immediately in partnership with the Federal government.
- *Private and Public Deep Water Port Development* to be located west of Essar Steel Algoma. This will support expansion of Essar Steel Algoma, Tenaris Group, and provide other private sector access to shipping on the Great Lakes.
- *Sault Ste. Marie Multimodal Centre* (rail, road, air, and port) that would support future demand for containerization from the mid U.S. and Northern Ontario.
- *City Industrial Park and Land Development* that will provide increased industrial lands for private sector investment and development.
- *St. Marys Paper Cogeneration Plant*
- *Canadian Bushplane Heritage Centre* (Sustainability Plan and Provincial Operating Fund Agreement)
- *Sault Ste. Marie Tourism Gateway Project* – Regional Destination Tourism Attraction
- *Sault College Stage 2 Campus Construction*
- *Northern Ontario Clinical Research Network*
- *Sault Ste. Marie Innovation Centre* (Geomatics and Health Informatics Centre)
- *Algoma University Bio-Science Convergence Centre*
- Establish a Lead agency in Algoma District that would coordinate *Labour and Skills Development Strategies* in partnership with Employment Ontario
- *Northern Ontario Immigration Web Portal*

- Establish a *Wood value park* that would support engineered wood products, remanufacturing and dry kiln centre in Sault Ste. Marie
- *Eco-tourism business development* – develop an NOHFC Tourism program that would provide a grant for new and existing eco adventure tourism businesses in Northern Ontario. This program would support eligible costs in marketing, product development, and human resource expansion and training.
- *Waterfront and Trail Development* for Northern Ontario – re-establish a Northern Ontario program that will support upgrading and new infrastructure to support waterfront, trail and highway tourism development (e.g., roadside info/washroom centres – Michigan model)
- Provincial Government *Back Office and Contact Centre Support Services* - As a result of the new digital economy, the Province could diversify and relocate many of its government back office and contact centre support services to Northern Ontario. Sault Ste. Marie would like to work with the Province of find a solution for the E-Health initiative (Ontario Electronic Medical Management and Record Centre in Sault Ste. Marie). Working on the successful Group Health Centre medical record model and the ability of the Sault Ste. Marie Innovation Centre informatics expertise, Sault Ste. Marie believes it can be a solution and location that will support Ontario's network for medical health record management.

### Guiding Principles

Delivering this vision will involve the combined effort of governments and diverse partners across Northern Ontario, focused on six key principles:

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

**Do you agree with these guiding principles? Which principles do you particularly support? What would you change?**

Yes, we support all of the principles. The SSMEDC has some suggested changes that would strengthen the principles in the areas of increasing economic wealth, ensuring a competitive environment that will be resilient to negative global impacts, and to ensure that Northern Ontario stakeholders have the resources to implement this strategy.

Suggested change to 1

Creating a highly-productive region, with a diverse, globally competitive and resilient economy that offers a range of career opportunities for all residents and newcomers.

Suggested change to 4

Delivering a competitively-priced and complete network of transportation, energy, communications, social and learning infrastructure to support rural and urban communities.

The SSMEDC has two suggested new guiding principles:

1. Strengthen economic development partnership efforts that will increase community wealth (increased income), net job creation, and will retain and attract newcomers.
2. Ensure Northern Ontario's natural resources – minerals, forests and water – are not exported in their lowest values but will be exported as close to its end product that generates the most value and wealth for the region's economy. For example, round logs and copper plate would not be allowed to be exported but would be exported in value added products, such as furniture, specific paper products and copper tubing.

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• General Comments on the Proposed Growth Plan □

**What are your general comments on the Proposed Plan? What do you like? What would you like to change? What do you feel are the priorities for implementation?**

SSMEDC is generally positive about the Proposed Growth Plan for Northern Ontario. The Plan does recognize many of the ingredients required for positive economic development and growth: infrastructure, education and training,

economic sector development, innovation, community development, and promoting harmony and wealth sharing with our First Nations and Aboriginal peoples.

SSMEDC would like to see stronger statements supporting targeted growth benchmarks as to where we would like to be in five, 10, 20 and 25 years. As well, the Plan for Actions needs to tie back to those fundamental challenges that the North has to overcome to be successful in economic development and growth.

SSMEDC, from its experiences, knows that one must engage the key stakeholders and partners in the final formulation of the implementation plan to ensure the right leaders and the necessary resources are available to deliver on the implementation plan.

## **Chapter 2: Building Towards a New Economy**

Over the next 25 years, the North is positioned to become a knowledge-based economy, building on its traditional strengths and expanding in the areas of innovation and collaboration. This Chapter in the Plan outlines the Ontario Government's proposed Plan of Action to stimulate investment, innovation and employment for the various sectors in the North.

### **Mining**

#### **Plan of Action**

1. Through the Ontario Mineral Industry Cluster Council and other opportunities, strengthen Ontario's position as a leading global mining jurisdiction, maintain the competitive edge in Ontario operations and grow the northern mining cluster.
2. Invest in research and innovation (e.g., deep mining techniques, exploration and environmental technologies, mine closure and rehabilitation processes) to improve efficiency of Ontario operations. Implement "green" mining initiatives to improve energy efficiency and tailings management.
3. Link potential mine development with regional infrastructure planning.
4. Continue incentives to stimulate exploration investment in Ontario.
5. Undertake and maintain an inventory of mining supply and service companies in the North and implement an export strategy to expand into new domestic and international markets.
6. Amendments to the Ontario Mining Act will ensure environmentally sustainable mineral development stewardship, support Aboriginal participation in the mineral sector and increase timeliness and clarity in the regulatory processes (e.g., permitting), supported by a "one-window" approach for approvals.
7. Increase geoscience mapping to speed discovery of new mineral deposits.
8. Develop initiatives that increase public understanding of current exploration and mining practices, environmental impacts and the importance of minerals and metals to daily lives.

**Please comment on the Plan of Action for the mineral industry. Which action items do you particularly support and why?**

SSMEDC is supportive of the actions to support mining and mineral exploration. SSMEDC particularly supports continued incentives to stimulate exploration investment as the Algoma region has potential for mineral discovery. However, because of predominately private land ownership, exploration has not been as robust as other crown land mineral belts.

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**What is missing? What should be changed?**

SSMEDC suggests increased support for research and development on using different mineral products in conjunction with steel to create new products for the marketplace.

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**Who needs to be involved in order for these actions to be successful?**

- Ministry of Northern Development, Mines and Forestry
  - Mining Communities, both urban and rural areas
  - Economic Development organizations
  - Mining Companies
  - Exploration Companies
  - Prospectors and Developers
  - Canadian Institute of Mining Professionals
  - First Nations and Aboriginal Communities
  - Mining and Industrial Supply Companies
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## Forestry

### **Plan of Action**

1. Introduce a proposed new forest tenure and pricing system to provide more equitable access to forest resources for innovation and growth in forestry, bioeconomy and other forest-based industries. Examine opportunities to reduce regulatory burden and increase the availability of forest resource information.
2. Create a Forestry Cluster Council to support collaboration among industry, labour, communities, Aboriginal peoples, researchers, the education sector, other forestry organizations and government to contribute to strengthening and diversifying the industry.
3. Focus business supports on knowledge-intensive, value-added products and new markets, including forestry equipment, and supply and services. Increase use of innovative technologies to improve efficiency and product quality.
4. Pursue innovations to advance forest health, regeneration and new products.
  - a) Advance research and commercialization expertise in forest health; properties, use and regeneration of Ontario tree species; and climate change adaptation.
  - b) Work with industry to advance innovative uses of forestry biomass for bioeconomy markets.
  - c) Adopt innovations in the replanting and regeneration of Ontario's forests as part of a Crown forest renewal strategy.
5. Recognize wood as a renewable resource and increase its use in construction.
  - a) Showcase the use of wood in public building projects.
  - b) Market Ontario's high quality of wood and sustainable forest management practices through a "green" branding strategy and export initiatives linked to national and provincial trade initiatives.
  - c) Amend building codes and construction standards to allow for the use of wood in mid-rise construction.

**Please comment on the Plan of Action for forestry. Which action items do you particularly support and why?**

SSMEDC is concerned that not enough is being done at present time to ensure our existing forestry industry sector can survive. Presently, most of the major pulp paper and saw mills are either closed; employees have been laid off, or are on the verge of closing. The Province needs to revitalize these centres, work with the communities and private sector to make the best effort to get these plants back into production. The cost of closure for single-industry Northern communities is especially devastating.

In the proposed plan, the SSMEDC is supportive of a new forest tenure and pricing system that will ensure the sustainable management of our forests and see the trees going to the best use and to the most economic impact in supporting our local forestry communities, First Nations, and cities. This tenure system would take the responsibility of the sustainable forest license away from the private sector and would put it into a system that could enter into long-term contracts with the right business partners that would maximize the economic benefits for the region. As well, the SSMEDC appreciates the business supports for value-added forestry opportunities.

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**What is missing? What should be changed?**

SSMEDC believes several major issues are missing from this important economic sector plan. The forestry sector needs to see short and long-term cost reductions in their price of doing business in Northern Ontario to remain competitive with U.S. jurisdictions. One of the critical areas is the price of power and programs need to be put in place to ensure profitability of these mills. In Sault Ste. Marie, coming to a favourable agreement between St. Marys Paper and the Province could assist the company's competitiveness with the U.S. and other non-Ontario jurisdictions.

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**Who needs to be involved in order for these actions to be successful?**

- Ministry of Northern Development, Mines, and Forestry
- Ministry of Energy and Infrastructure
- Ministry of Finance
- Ministry of Environment
- Ministry of Natural Resources
- Ontario Forest Research and Innovation
- Natural Resources Canada - Canadian Forest Services
- Industry Canada and FedNor
- Major Forestry Companies
- Locally Owned Forestry Companies

- Forest Support Business (e.g., Harvesting, Reforestation, etc.)
  - Forest Industry Supply Companies
  - Forest Communities (Rural and City)
  - Economic Development Organizations
  - First Nations and Aboriginal Communities
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## Green Energy

### **Plan of Action**

1. The Province, working with the Ontario Power Authority (OPA) and Hydro One, will invest substantially to upgrade the transmission network and increase capacity for the development of renewable energy projects across Northern Ontario. \$2.3 billion in province-wide investment is already committed over the next three years, nearly half of which will be spent on projects which are in Northern Ontario or which help better integrate the northern grid with the remainder of the provincial system.
  - a) Projects will include the development of an east-west tie and improved north-south flow capacity, which will help resolve the 'Orange and Yellow Zone' designations that currently restrict grid connection in some areas.
2. Continue to implement the Green Energy Act tools to stimulate increased investment in the development of renewable energy by businesses and communities.
  - a) A new provincial feed-in tariff pricing system to provide guaranteed prices for power produced from renewable sources and to encourage the participation of a wider range of generators, including Aboriginal communities, co-ops as well as commercial developers.
  - b) Accelerated timeline guarantees will apply to major approvals processes to help reduce start-up costs.
  - c) Establishment of a Renewable Energy Facilitation Office (REFO) to help guide potential proponents through the necessary approvals processes.
  - d) Providing municipal support for associated infrastructure costs through the Municipal Renewable Energy Program.
  - e) Providing financial support in the form of grants to community groups to assist with developmental costs through the Community Energy Partnerships Program.
  - f) The domestic content requirements that are part of the feed-in tariff program will help to stimulate manufacturing and jobs, ultimately helping to establish Ontario as a home base for renewable energy investment and manufacturing.

3. Provide opportunities for Aboriginal communities to become involved in renewable energy development through new provincial policies and programs designed to build business capacity and facilitate economic partnerships.

  - a) The \$250 million Aboriginal Loan Guarantee Program will support Aboriginal participation in new renewable energy and transmission projects by guaranteeing up to 75 per cent of an Aboriginal community's equity share in a project. This will help to secure financing and lower their borrowing costs.
  - b) The Aboriginal price adder under the feed-in tariff pricing system will increase the return on investment for renewable energy projects with Aboriginal participation.
  - c) The Aboriginal Energy Partnerships Program will help to maximize participation of Aboriginal partners in renewable energy projects and build capacity at the community level through three streams: community energy plans to identify local energy needs and opportunities; feasibility studies, business case development and other soft project costs; and an Aboriginal Renewable Energy Network to assist communities in sharing knowledge and best practices.
4. Hydro One and the Ontario Power Authority will work together with remote off-grid communities and the Government of Canada to identify opportunities and assess the feasibility of alternative long-term solutions to diesel-generated power.

**Please comment on the Plan of Action for green energy. Which action items do you particularly support and why?**

This plan is positive as there is considerable potential for new electrical generation in Northern Ontario.

Sault Ste. Marie is supportive of the feed-in-tariff program that will support manufacturing jobs in Ontario. SSMEDC would hope that the NOHFC programs would be applicable to drive those manufacturing jobs into Northern Ontario centres like Sault Ste. Marie.

**What is missing? What should be changed?**

There should be mention of the Great Lakes Power grid (owned by Brookfield Power) as one of the largest privately-held power generation and distribution systems in the Province. Partnerships should be developed with Brookfield

Power to ensure connectivity between west and east and also support Brookfield's potential for future power generation from both hydro and wind resources.

Secondly, it is important that the Province puts programs in place that will support our major industries in Northern Ontario with competitive energy pricing. It will be difficult in the future for new investment in industry if competitive electrical rates are more lucrative in neighbouring jurisdictions, such as Manitoba, Quebec and the U.S. Competitive energy pricing is critical for future industrial development in Northern Ontario. Power generated in Northern Ontario from hydro facilities should be first used to support industrial energy clusters in Northern Ontario, for not only existing industry like Essar, Xstrada and Vale Inco, but new investment potential to attract high energy users at competitive rates. Future investment from firms that are high energy users – whether they are looking to expand blast furnaces, paper machines, engineered wood technology or custom milling – should be target opportunities for Northern Ontario because of our low cost hydro power and our natural resources.

The Northern Ontario Growth Strategy should focus on how it will develop cost competitive centres in Northern Ontario that would drive new investment to the North that require high energy demand businesses, including metallurgical sites, steel and value-added steel manufacturing, and data centres. The Province should look at strategies of generating new energy in Northern Ontario, such as competitive pricing and infrastructure, which would support energy projects and create Northern business centres for high energy users.

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#### **Who needs to be involved in order for these actions to be successful?**

- Ministry of Energy & Infrastructure
- Ontario Power Authority
- Ministry of Finance
- Ministry of Northern Development, Mines, and Forestry
- Ontario Hydro
- Northern Public Utilities
- Brookfield Power
- Major Power Users
- First Nations and Aboriginal Communities
- Rural communities and Cities

## **Bioeconomy □**

### **Plan of Action**

1. Through the Centre for Research and Innovation in the Bioeconomy, develop and implement a Northern Ontario Bioeconomy Plan aligned with Provincial bioeconomy initiatives and a bioproduct market analysis and development strategy including related manufacturing activities.

Please comment on the Plan of Action for the bioeconomy. Which action items do you particularly support and why?

SSMEDC supports this action but suggests that all of the Innovation Centres, including CRIBE, be part of the team to develop the Northern Ontario Bioeconomy Plan. Sault Ste. Marie's Science Enterprise Algoma, now a part of the Sault Ste. Marie Innovation Centre, has been engaged in bioeconomy activities for some time now. As well, the Innovations Initiative Ontario North (IION), which is our Northern Ontario Regional Innovation Network, should be a partner on this strategy development.

Secondly, that the Province continues to ensure the best end use of our wood fibre is maintained for those wood industries competing in today's marketplace (e.g., Flakeboard Medium Density Fibre Board and Melamine Plant) and that diversion of this fibre stream whether through speculative pricing increase or wrongful direction to a biofuel product is deterred.

### **What is missing? What should be changed?**

A key guiding principle for developing the bioeconomy in Northern Ontario is that bioproducts that would come from our resources should receive the highest value added before any of the resource is allowed to be exported.

### **Who needs to be involved in order for these actions to be successful?**

- Ministry of Northern Development, Mines & Forestry
- Ministry of Natural Resources
- Centre for Research and Innovation in the Bio-Economy (CRIBE)
- Science Enterprise Algoma (now converged with Sault Ste. Marie Innovation Centre)
- Northern Ontario Technology Centres
- Economic Development Organizations
- Post Secondary Institutes

- Rural communities and Northern Cities
- First Nations and Aboriginal Communities
- Stakeholders in the Biomass Resource (e.g., forestry, harvesting, etc.)
- Bio-fuel private sector (e.g., SITTM Technologies in Sault Ste. Marie)

## Agriculture and Aquaculture □

### Plan of Action

1. Increase farm production, freshwater aquaculture and value-added processing in Northern Ontario to respond to markets through initiatives for new farmers, export strategies for niche products and more flexible capital support. Increase participation of northern operations in business support programs such as the Canada-Ontario Growing Forward program.
2. Create district agricultural development plans identifying land improvement needs, regional storage and processing infrastructure, new markets, and research and training priorities with intergovernmental funding to support implementation. Collaborate with governments, communities and industry to increase access to competitive technologies and infrastructure.
3. Increase local markets through buy-local initiatives and public procurement.
4. Streamline regulations to facilitate farm start-ups while maintaining high food safety standards.
5. Work with industry and the federal government to expand agriculture and aquaculture research in the North to focus on sustainable food production and processing tailored to the region's environment and climate. Strengthen research, education and industry networks to speed adoption of innovative science and technology.

Please comment on the Plan of Action for agriculture and aquaculture.  
Which action items do you particularly support and why?

This is a positive step in supporting the agricultural sector in Northern Ontario. The approach to create district agricultural development plans is solid and will support such initiatives as buy-local and would see increased farm production and value-added processing.

### **What is missing? What should be changed?**

There needs to be increased incentives to support new farmers (entrepreneurial and training), farm expansion and equipment, and marketing support.

As well, for those small abattoirs (meat processing plants), the need to support the cost of Federal and Provincial food safety and inspection requirements through special programs for smaller types of operations will help them expand to new markets. This will support the ability to export food (safety inspections and certification) to U.S. markets.

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### **Who needs to be involved in order for these actions to be successful?**

- Ontario Ministry of Agriculture, Food, and Rural Affairs
- Ministry of Northern Development, Mines and Forestry
- Rural communities and Cities
- Economic and Community Development Organizations
- First Nation and Aboriginal communities
- Ontario Farming Association
- Co-operatives
- Local and Regional Farmers
- Grocery Chains

## Tourism and Cultural Industries

### Plan of Action

1. Establish a regional tourism approach in the North and work with the Ontario Tourism Marketing Partnership Corporation to implement a comprehensive northern tourism development strategy focused on high growth areas and linked to provincial and national marketing campaigns. Promote northern tourism strengths such as nature-tourism and Aboriginal tourism as part of provincial tourism efforts.
2. Facilitate partnerships that strengthen Northern Ontario's tourism experience by focusing on meeting consumer expectations on a global basis.
  - a) Create new, flexible and high quality products for domestic and international visitors (e.g., all-inclusive, inbound charter vacations).
  - b) Increase tourism research and information available to industry and communities for product development and investment attraction.
  - c) Strengthen collaboration with the postsecondary sector to deliver skills development in e-business, marketing, customer service and hospitality.
3. Invest in strategic public infrastructure to improve the competitiveness of the tourism industry and enhance the visitor experience.
4. Accelerate partnerships among digital media/cultural industries and post secondary sectors to develop a skilled workforce and attract investment in digital media and film/television productions.
5. Encourage regions and communities to undertake cultural planning linked to tourism, economic development and land use planning.

Please comment on the Plan of Action for tourism and cultural industries. Which action items do you particularly support and why?

Tourism Sault Ste. Marie (TSSM), a division of the SSMEDC, is very particular about this economic sector, and if it would have its way, it should engage a much larger role in the Northern Ontario Growth Plan. SSMEDC, through Tourism SSM, will be a significant stakeholder in supporting this area of the Growth Plan for Northern Ontario.

SSMEDC and TSSM support the need to develop and implement a tourism product and infrastructure development strategy for Northern Ontario. The North needs to deal with an aging and faltering tourist attraction base that requires an

injection of capital to keep it relevant. This should be done in a strategic fashion, not in a piecemeal basis. Also, SSMEDC/TSSM agrees with the need to invest in strategic public infrastructure. Providing the best way to link public infrastructure is with private sector developments to enhance tourism in the north.

SSMEDC/TSSM supports the plans to facilitate partnerships to strengthen Northern Ontario's tourism experience. If the intent is to broaden the product offerings to attract new market segments to the north from traditional and investment markets, this is critical to regain tourism visitation.

SSMEDC/TSSM is not sure if OTMPC is the correct vehicle to facilitate this process as their main focus is marketing. Facilitating such a strategy could be done through a joint initiative of the Ministry of Northern Development, Mines and Forestry and the Ministry of Tourism. OTMPC would be one of the major stakeholders on a Northern Ontario steering committee or Northern Ontario Tourism Council.

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#### **What is missing? What should be changed?**

The overall Plan of action is very broad and reiterates many actions from the past. More specifics will be required in the implementation plan and specific targets and direction are required for moving the tourism industry forward in the north. Tourism is one of the largest industries in Ontario and gets little recognition compared to industries such as mining and forestry.

What is missing is the access to *capital programs and incentives* for motivating private sector tourism investment and development. This is critical for advancing the tourism industry in the north and creating a larger critical mass of offerings that will attract more tourists. In the robust tourism years of the 1980's into the early 90's there were a number of Provincial sources available for private operators to tap into that helped them diversify their product offerings, helped in marketing initiatives and provided incentive to upgrade their businesses. In the past, these programs included: TRIP, Destinations North, NORFUND and NORDEV, all of which spurred on significant tourism development in the north, with positive results in terms of job creation, increased tax base and job creation

Further, there should be similar funding programs that the public sector could access to enhance their own tourism infrastructure.

Also, what is required to support the above programs is a team of dedicated "*Provincial Tourism Consultants*" across the north that could work with private sector businesses as well as municipalities to better deliver these programs and ensure they are meeting the needs of the tourism industry. They could again be

an important liaison with the tourism industry and provide great intelligence back to the government for formulating policy.

The Province needs to recognize the significant opportunity for growth in the north for *sports tourism and meetings/conventions*. Many of the major cities have private sector developers investing tens of millions in new and upgraded accommodation facilities and in some cases like Sault Ste. Marie there has been a municipal investment in a sports/entertainment/convention centre (Essar Centre) which has driven hundreds of thousands of visitors and tens of millions of dollars into the community and region. Incentives to capture these types of offerings are critical to attract new tourists to our Northern cities.

There needs to be a way for these Northern communities to overcome the issue of distance from market to bring in these sports tournaments and conventions. The links to nature and the outdoors, combined with the first class and state of the art facilities, are compelling reasons for groups to hold functions in the north. However, *cost prohibitive airfares* are an impediment in growing this important market segment. This is a MAJOR opportunity for the North and should be given serious consideration for advancement.

In addition, consideration should be given to the operation of passenger rail access throughout the north; and from the north to Southern Ontario entranceways from Europe through Toronto. This provides alternative transportation and further connects northern and southern Ontario.

SSMEDC suggests change to the "regional" approach identified should also consider a "*Gateway approach*" to work with key border crossing cities and regions to rebuild the important U.S. market that has deteriorated significantly over the past several years. SSMEDC requests that the Growth Plan would recognize the City of Sault Ste. Marie as an important Gateway Designation for Ontario. Recognition should be given to traditional travel patterns from the U.S. into Ontario and consideration should be given to first developing "travel generating" attractions in these areas so as to provide compelling reasons for travel. Further marketing partnerships should be developed to address key markets in a tactical fashion, so that cities like Sault Ste. Marie could be linked with OTMPC, and perhaps the CTC to direct marketing initiatives to U.S. markets such as Michigan, Ohio, Illinois and Wisconsin. It is critical to recognize the difficulty in simply approaching marketing on a Pan-Northern basis, as the markets are different and the product offerings are different as one moves across Northern Ontario.

In order for funding programs to be developed to work with private and public sector tourism partners, the Ministry of Tourism and Ministry of Northern Development, Mines and Forests need to come to grips with who is leading the charge and to put back into place the Northern tourism consultants that have been missing for over a decade now. These funding programs need to be

flexible depending upon the venture and the degree of risk. These programs need not be only "grants" but could be combinations of forgivable contributions, repayable loans with low interest rates, or loan guarantees to support developers in accessing capital from traditional lending sources with confidence.

Municipal tourism offices and private sector partners need to work collectively to help develop the tourism product and infrastructure strategy identified, with assistance from the Provincial government. A Northern "Tourism Council" needs to be considered, not for marketing purposes (that is the OTMPC Northern Committee) but for Northern Ontario tourism strategy purposes. Rather one that can make high level recommendations back to the Provincial leaders as to opportunities that could be identified to move the tourism industry forward in the North.

An increase to funding programs that support cultural offerings such as visual and performing arts.

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#### **Who needs to be involved in order for these actions to be successful?**

- Ministry of Tourism
- Ministry of Northern Development, Mines and Forestry
- Ontario Tourism Marketing Partnership Corporation
- Ministry of Transportation
- Industry Canada and FedNor
- Canadian Tourism Commission
- City Tourism and Economic Development Organizations
- Rural Economic Development and Tourism agencies
- First Nation and Aboriginal Communities
- Travel and Sector Associations
- Private Sector Tourism Operators
- Public Sector Tourism Operators
- Non profit Sector Tourism Operators
- Northern Ontario Tourism Outfitters Association
- Accommodation Industry
- Food and Hospitality Industry
- Transportation Industry partners (e.g., Air Canada Jazz, etc.)

## Attracting Investment and Business Growth

### **Plan of Action**

1. Develop and implement a Northern Investment Strategy with comprehensive competitive intelligence for each market region, new market action plans for key industries and marketing strategies for niche products and services. This will include an emphasis on early involvement and rapid response for investment decisions.
  - a) Align provincial investment programs with Growth Plan priorities.
  - b) Engage business, community, scientific and Aboriginal leadership in economic development strategies through existing and new industry clusters and by restructuring the Northern Development Councils as technical working groups.
  - c) Focus on existing industry issues, business retention and time-sensitive opportunities for key growth industries.
  - d) Create business development, export, and labour market strategies for emerging sectors with strong growth potential and competitive advantages. Support partnerships among municipalities, Aboriginal communities and businesses to advance these strategies.
  - e) Strengthen relationships in key markets. Expand inbound and outbound trade missions and showcase northern investment opportunities.
  - f) Work with industry, labour, professional associations and communities to identify strategies to attract highly skilled workers for labour shortages.
2. Increase business support to sectors with significant competitive advantages and growth potential and to firms aggressively pursuing market expansion, research and development, and introduction of innovative technologies.
3. Increase public procurement opportunities through local procurement approaches.
4. Expand the role of Small Business Enterprise Centres to increase training and mentoring in business management and entrepreneurship, and to strengthen their networks among industry, economic development organizations, Aboriginal enterprises, and the research and education sectors.
5. Strengthen access to venture capital and angel investment through an expanded business angel network linked to northern research and innovation centres and with new mechanisms supporting co-investment and syndication.

6. Increase flexibility of business support programs to meet sectoral needs (e.g., access to capital for tourism) and examine alternatives to equity positions for Aboriginal enterprises.

Please comment on the Plan of Action for attracting investment and business growth. Which action items do you particularly support and why?

SSMEDC and Development Sault Ste. Marie, a division of the SSMEDC, has a biased opinion that this is the most important component of the Northern Ontario Growth Plan that will make a difference in whether Northern Ontario will succeed in economic growth and prosperity over the next 25 years.

SSMEDC is supportive of a Northern Investment Strategy and believes that this Plan of Action should be an ongoing activity as we have seen emerging economic sectors happening much more rapidly than carrying out studies to go after this sector. SSMEDC believes that an internal professional team can be created within the Ministry of Northern Development, Mines and Forestry that can carry out this mandate working with the critical stakeholders in Northern Ontario, including Ontario's North Economic Development Corporation, Community EDOs and Technology Centres.

Early involvement and rapid response for investment decisions are critical. SSMEDC even suggests that Investment Attraction and Marketing staff for the Province or the City Economic Development Agencies would have the ability to speak confidently on incentive expectations with proponents with set conditions to meet Provincial criteria and due diligence (e.g., Northern Ontario Heritage Board approval) by the Province.

SSMEDC supports the emphasis on business retention, and if we had a perfect world, a Northern Ontario team of three levels of government could have tackled the forestry challenge possibly with some foresight that could have put measures in place before the companies were forced to close their shops. Having an identifiable "go-to" team of specialists in the Province to deal with the most sensitive business retention issues would be extremely helpful for those industry and communities dealing with high stress and threat matters.

SSMEDC is excited about the Plan for Action to strengthen relationships in key markets. With the right resources and partnership between the Province, FedNor, and the City Economic Development Offices, the North should be showcasing Northern investment opportunities to hundreds of tradeshows and conferences, and should receive millions of viewer impressions about the investment, trade and tourism opportunities in Northern Ontario.

SSMEDC interprets the Plan for Action to increase business support to sectors with significant competitive advantages and growth potential and to firms aggressively pursuing market expansion, research and development, and introduction of innovative technologies as the Provincial initiative for incentive or business programs through the various government funding agencies. Increase, if it pertains to increasing the limits and the funding available is the critical elements that the SSMEDC is supportive of.

SSMEDC is supportive of increasing public procurement opportunities at the local level. This was extremely successful in the Sault with the Ontario Lottery Corporation tender process involved a local procurement component for its ticket printing. SSMEDC would endorse further Provincial actions in this area.

Enterprise Centre Sault Ste. Marie, the small business division of the SSMEDC, fully endorses this Plan of Action and is presently strengthening the integration of this program with the Sault Ste. Marie Economic Development Corporation. This will make it a very strong Provincial and Municipal partnership servicing the Sault Ste. Marie and Algoma region. Any effort that the Province can do to shore up the resources for these centres in the North is excellent. This may include daily updates on government programs, library resources, financial programs to support technology and outreach programs, Northern Ontario speaker series in partnership with ONEDC to inspire entrepreneurship, and economic sector development.

SSMEDC is supportive of the Province playing a role in developing a culture for venture and angel investment in Northern Ontario. The network idea has been attempted by FedNor with some mixed results; possibly entering into a partnership with the suggested partners may increase the profile of such a network in Northern Ontario.

On the final Plan for Action, the SSMEDC understands that flexibility is critical for business support programs to work with private sector needs. Private sector needs have to be precedent when it comes to levering business support programs as long as the principles, criteria and due diligence standards are adhered to.

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#### **What is missing? What should be changed?**

SSMEDC suggests the following missing items and changes should be considered in the Plan of Action:

1. This section needs to move towards more action items and implementation of investment attraction, trade and marketing. It presently consists of actions focusing on developing plans, strategies, engaging with targeted stakeholders, and creating mechanisms for alignment and business support tools. These are

all good, but we need a higher action plan to put teams of Northerners into the international marketplace to get on the radar screens. There is no mention on creating a public relations and networking platform for external outreach new markets, industry sectors, and just approaching individual companies and entrepreneurs to entice them to consider visiting Northern Ontario to look at their next business development opportunity.

2. There needs to be an emphasis for developing a partnership approach to implementing the investment marketing strategies. A team approach between the Province, Federal, and City Economic Development Agencies in reaching out to external markets – U.S., Europe, Asia and elsewhere – and industry sectors to attract new investment, joint ventures and strategic alliances is what is required. SSMEDC was supportive of the Go North initiative; however, economic

development colleagues were not engaged as partners when this very important initiative was established. In SSMEDC's opinion, this is where the \$19-million Go North strategy dropped the ball. The Ontario's North Economic Development Corporation, a partnership of the Northern City Economic Development Agencies, would love the opportunity to have \$19 million in capital to do external outreach to secure new investment to Northern Ontario.

3. Through these consultations, the use of a set of Northern Ontario tax incentives specific to Northern Ontario, clearly giving Northern Ontario a very strong position in enticing new investment was suggested. It has not shown up in the proposed Growth Plan at all. Is this the position of the Provincial government to not open this opportunity to Northern Ontario because this needs to be publically stated so we don't waste our time on this matter? However, if the Province is open to suggestion, Northern Ontario is very similar to other jurisdictions that were studied by the Province on best practices had tax incentives as part of the economic development strategies that successfully attracted new investment. Ireland was a good best case as the Celtic Tiger grew as a result of a 10-year strategy that melded post-secondary educational incentives (free tuition for Irish Youth), significant corporate tax reductions from 10 per cent to 30+ per cent, an infusion of European infrastructure funding (\$billions per year), and an aggressive Irish Investment Attraction Team that targeted the U.S. to bring home Irish descendants along with their Fortune 500 company. Northern Ontario needs these types of "bold actions" to make a difference. Otherwise we will be discussing the same challenges that we have today as we did 20 years ago. Remember Northern Development Councils had youth retention issues in the 1980s.

4. Inspiring venture capital and Angel investment does take a program that would match this investment or provide an incentive for people with money to look at becoming active in this arena. There have been similar programs in the past that have had mixed results. If the Province is interested in establishing a "Community model" for levering Angel Investment, the SSMEDC and SSM Innovation Centre would be prepared to lead this initiative. Setting up an Angel

Investment Fund of \$2 million, with a matching \$2 million forgivable contribution (flowed based upon business deal) from NOHFC, would be an interesting pilot. The Sault has interested Angel Investors that would participate in this pilot.

5. The Growth Plan, whether it is done through the top level strategy or through the implementation, needs to address increasing its financial and human resource capital to deliver on the Northern Ontario Growth Plan. SSMEDC believes that City, Rural, and First Nations communities would embrace an NOHFC program that would provide financial resources on a fair and reasonable partnership that would support economic development resources to support investment attraction and stimulate business growth. For Rural and First Nations communities, a program similar to the Municipal Economic Development Agency program should be brought back to support individual municipalities on accessing professional economic development staffing to support their community economic development priorities and community preparedness for either new investment or in some cases business retention. For the larger urban centres, an investment and marketing program that would increase the City's ability to reach out to foreign markets and target economic sectors will pay dividends. Over the past two investment attraction campaigns the SSMEDC in partnership with the City, Community partners, FedNor, and NOHFC got on the right radar screen and secure new plants to the Sault.

6. Ontario's North Economic Development Corporation is a partnership of the Northern Cities and has membership from the Northwestern Ontario Development Network. This group has recently launched its new website, Invest North, which showcased Northern Ontario, the five Cities and several industrial sectors that the North is looking to attract. This group is prepared and willing to work with FedNor and the Ministry of Northern Development, Mines and Forestry to undertake a major Northern Ontario Investment Attraction Campaign. This will support the individual Cities on their own target specific programs but will provide greater resources to cover more trade shows, conferences, marketing opportunities, familiarization tours (e.g., government investment and trade representatives, private sector and media), and specific niche and corporate approaches.

7. SSMEDC would finally like to suggest for this section, a very bold step to enhance investment attraction and business growth in Northern Ontario. It focuses on one of Northern Ontario's greatest assets for economic development – the Northern Ontario Heritage Fund Corporation. In the opinion of the SSMEDC, this agency is owned by the North as it is governed by Northern Ontario representatives. It is supported by the Province with confidence by both the political and bureaucracy and is slated to grow to \$100-million budget per annum. NOHFC is appreciated by the private sector, communities, First Nations, post-secondary institutes, economic development agencies, and others for the good work it has supported. It has a reputation on making a difference in the Northern Ontario economy. SSMEDC suggests that the Province of Ontario

boost the NOHFC budget to \$250 million per year to accelerate, entice and inspire new investment attraction and business growth that would be a much greater levels than anything that has ever been done in the past. This would give NOHFC unbelievable tools to partner with many of the Northern stakeholders to implement creative solutions that would see a net increase in business growth and job creation in Northern Ontario. It would not be simply a "keep up measure" to maintain the shrinking number of jobs in the resource sectors.

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### **Who needs to be involved in order for these actions to be successful?**

- Ministry of Northern Development, Mines, and Forestry
  - Ministry of Economic Development
  - Ministry of Research & Innovation
  - Industry Canada and FedNor
  - Department of Foreign Affairs and International Trade
  - Cities and Rural Communities
  - First Nations and Aboriginal Communities
  - Economic Development Organizations
  - Northern Ontario Colleges and Universities
  - Northern Ontario Technology and Research Centres
  - Private Sector Associations and Consortiums
  - Private Sector (Major Employers)
  - Business Support Services (e.g., infrastructure, utilities, transportation, industrial supply, etc.)
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## **Chapter 3: Investing in People and Progress**

Northern Ontario's most important resource is its people. Accessible health care and education are important building blocks and will build capacity for an adaptive and knowledge-based economy.

### **Health**

#### **Plan of Action**

1. Support initiatives to attract professionals to deliver services to populations who face accessibility barriers, including remote, Aboriginal and Francophone communities (e.g., Ontario's Underserviced Area Program, Health Career Promotion Program to train French-speaking professionals - Carrières en santé).
2. Build and retain a highly skilled sector by promoting health as a career opportunity, through participation in local training programs (e.g., Grow Your Own Nurse Practitioner) and expanded roles for health professionals (e.g., Physician Assistant).
3. Retain health professionals through continued support of professional development opportunities, (e.g., Allied Health Professional Development Fund, Nursing Education Initiative and education programs for northern physicians).
4. Continue to foster partnerships among key players such as the Northern Ontario School of Medicine, the Local Health Integration Networks, Aboriginal organizations, research centres and local service providers in order to build a more collaborative approach to innovative service delivery.
5. Strengthen the capacity of the North's broadband infrastructure network and prioritize investments in systems that reduce travel needs for care (e.g., Ornge Transport System, Telemedicine, e-Prescribing).
6. Support the development of local entrepreneurial skills and expertise through increased procurement of emerging innovations, particularly electronic delivery systems (e.g., Picture Archival System, Digital Diagnostics, Personal Digital Assistant (PDA) initiative).

**Please comment on the Plan of Action for health. Which action items do you particularly support and why?**

SSMEDC is supportive of the six components for the Plan for Action. The SSMEDC understands the importance of this component to support our population base and have the most important quality of life ingredient (health care) to attract future Northern citizens.

**What is missing? What should be changed?**

The Health Sector Plan of Action has received input that it is "light" in substance and ultimately further detail is required in the implementation of this part of the Growth Strategy to be effective and make a difference. Without strong health care services in Northern Ontario our ability to attract new investment and people will be hampered.

A suggestion is to look at setting up a pilot project where a new healthcare management system would support medium to high risk patients with access to a family physician and specialty network and healthy individuals and families can receive services from Nurse Practitioners with Physician oversight and support.

A suggestion to establish a Family Health Centre pilot comprised of multi-disciplinary health professionals including a social worker, nurse practitioner, doctor, pharmacist and dentist will serve as preventative health practice and will alleviate pressures off the hospital.

Establish Northern programs that support pre-screening and medicals to use for health prevention such as Diabetes, Cancer, other diseases, etc. that are particularly high in Northern Ontario.

Clinical Research and Health Informatics should be increased to support northern applications for our specific medical challenges (e.g., cancer, diabetes, vascular intervention, etc.).

In order to attract Physicians and Specialists, we need to put in place the "new" infrastructure (e.g., space, equipment, technology, bandwidth, etc.) that will support the innovation and technology to support new medical ways of patient care. This is one of the reasons we lose out to larger centres because the larger centres have the ability to finance new technologies that attract physicians and specialists.

Northern Ontario (Province – Ministry of Health) needs to engage in ensuring the expediting of foreign trained and educated physicians (certification) to Northern Ontario.

Sault Ste. Marie should be a Centre of Excellence in Clinical Healthcare and to establish the Ministry of Health Support Services Centre to facilitate the Ontario Medical Record platform, the coordination of medical warehousing, e-health, medication monitoring synchronization between pharmacies, clinics, and hospitals, public health immunization coordination (e.g., data, scheduling, Web and Call Centre appointment system, etc.). This initiative would be supported by the Sault Ste. Marie Innovation Centre, Group Health Centre, Sault College (e.g., technical course development and Nursing program), and Algoma University (e.g., Computer Science and I.T. programs).

Border cities have the advantage of accessing health provider partnerships, however, at this time, OHIP is not set up to compensate. Presently, patients must travel hundreds of miles to stay within Ontario, when in fact, the care they require could be obtained stateside within an hour or two. This speaks to the issue of keeping the patient close to their support base and especially the elderly or lower income persons who cannot always follow their loved one. There is a direct correlation to the cost vs. recovery time when the families can be with the patient who has to travel for care.

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#### **Who needs to be involved in order for these actions to be successful?**

- Ministry of Health
  - City of Sault Ste. Marie
  - Group Health Centre
  - Academy of Medicine
  - Ontario Medical Association
  - Sault College
  - Algoma University
  - Northern Ontario School of Medicine
  - Sault Ste. Marie Innovation Centre
  - North east and west Local Health Information Networks
  - Destiny Sault Ste. Marie
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## **Education**

### **Plan of Action**

1. Work collaboratively with postsecondary facilities and distance education providers to provide education programs tailored to northern industry and business needs.
  - a) Increase the accessibility of these programs through e-learning and distance education providers.
  - b) Explore ways to address specific Aboriginal and Francophone accessibility needs.
2. Invest in infrastructure to support distributive education and e-learning and a greater level of collaboration among the region's education providers.
3. Support the use of active and surplus school facilities for community programs and needs.
4. Encourage northern communities and local school boards to work together to increase student achievement (particularly among Aboriginal and Francophone populations), prepare northern youth for postsecondary education and training, and lay the groundwork for careers in fields that have strong growth potential in the North.
  - a) Promote key areas of sustainable career development potential.
  - b) Allow for locally produced courses and skills development opportunities to meet specific educational goals in the North.
  - c) Work with community organizations to expand literacy supports.
5. Strengthen collaboration among postsecondary facilities and industry to adapt apprenticeships, co-op programs and skills development initiatives to prepare students for market-relevant and emerging employment opportunities.

**Please comment on the Plan of Action for education. Which action items do you particularly support and why?**

SSMEDC is supportive of the Plan of Action for the Education component.

Ensuring that education programs are tailored to northern industry and business needs, present and future are critical to keep our young people employed in the new jobs to be created in Northern Ontario.

SSMEDC is supportive of distance education with new technology but should be balanced with face to face academia and instruction. Combining a strategy of distance education with the post secondary institutes along with a satellite campus structure in rural and northern remote communities would be the best "hybrid" to graduate our future post secondary students. Also it would support youth to remain in their own communities if they so choose.

SSMEDC is supportive of locally produced courses as niche program development should be reflect Northern Ontario resources and needs in order to increase our skills and productive competitiveness.

SSMEDC is supportive of promoting key areas of sustainable career development potential and this could be done through industry co-op placement, job shadowing, and could lead into the various internship programs that would create direct employment upon graduation.

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#### **What is missing? What should be changed?**

We need to support the establishment of an Aboriginal University and College in Northern Ontario. This should be done in collaboration with the post secondary institutes.

We need to invest in greater post secondary impact in order to be more equitable with Southern Ontario literacy levels.

Increased collaboration between College and Universities to develop joint degree and diploma programs. For example in Sault Ste. Marie, Algoma University and Sault College have jointly developed the Aviation Business Degree program. Further collaboration between our Northern Colleges and Universities can help create institutes with expertise that can be tapped into by all the institutes versus trying to compete with each other over the same programs and faculty.

Provide incentives for private sector to work with post secondary institutes on labour development opportunities and skills training for new and existing workers that will create a multi skilled workforce that can adapt to technology and global changes.

Provide incentives that will direct post-secondary education student demands from Southern Ontario to Northern Ontario colleges and universities. These incentives will be extremely supportive in building the student population in Northern post-secondary institutes.

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**Who needs to be involved in order for these actions to be successful?**

- Ministry of Training, Colleges, and Universities
- Ministry of Education
- Ministry of Northern Development, Mines, and Forestry
- Post Secondary Institutes (Universities and Colleges)
- Shingwauk Education Trust
- Cities and Rural Communities
- First Nations and Aboriginal Communities
- Private Sector
- Algoma Working Industry Committee
- Team Sault Ste. Marie
- Destiny Sault Ste. Marie

## **Research and Innovation □**

### **Plan of Action**

1. Establish a Northern Research and Policy Institute in partnership with universities, colleges, Aboriginal organizations and industry to focus on northern research priorities. This will provide linkages to national and international research initiatives in areas of innovation and emerging sectors, such as green energy, health and education.
2. Strengthen collaboration across the province among innovation centres, postsecondary facilities and industry to support research that advances innovation in key sectors, such as mining, forestry, energy, agriculture and bioeconomy.
3. Expand the role of Northern Innovation Centres, incorporating commercialization supports and collaborative partnerships into their mandates, ensuring their full integration into the proposed Ontario Commercialization Network. This could fulfill the role of an information utility network connecting all areas of the various northern research communities to a central shared bank of data through Geographic Information Systems (GIS).
4. Link the MaRS Discovery District in Toronto with a Northern Discovery Network to provide opportunities for increased mentorships, online and video-conference training, and placements.

**Please comment on the Plan of Action for research and innovation. Which action items do you particularly support and why?**

SSSMEDC supports all of the initiatives under this Plan for Action.

In particular, SSSMEDC supports expanding the resources for the Northern Ontario Innovation Centres. It was always the intent of the Ontario's North Economic Development Corporation and Innovation Initiatives Ontario North (IION) to support the existing Technology Centres in Northern Ontario. Increasing their capacity in working with our post secondary institutes and the Ontario Commercialization Network will enhance new opportunities for Northern Ontario.

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**What is missing? What should be changed?**

SSMEDC is more supportive of establishing a Northern Research and Policy Network amongst the Northern Universities versus an Institute which suggests a single location in Northern Ontario. As well if this network is to engage in

research and policy development for Northern Ontario, it should include partnerships with communities and economic development organizations.

SSMEDC suggests that there is a need to establish increased programs to support research, development and commercialization in Northern Ontario that can be used on top of the existing provincial and federal programs. This will increase the attractiveness of Northern Ontario for research in development especially working with our Research and Technology Centres in the North. Sault Ste. Marie has two major federal and provincial research institutes (Ontario Forest Research Institute, and the NRCAN Canadian Forestry Services) but has not had the ability to secure private sector investment in these areas of research and development. Increased funding programs through the NOHFC for enhancing the existing programs would be an incentive.

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#### **Who needs to be involved in order for these actions to be successful?**

- Ministry of Research and Innovation
  - Ministry of Northern Development, Mines, and Forestry
  - Ontario Forest Research Institute
  - Natural Resources Canada (Canadian Forestry Services)
  - Ocean and Fisheries
  - Sault Ste. Marie Innovation Centre
  - Algoma University
  - Sault College
  - First Nations and Aboriginal Communities
  - City and Rural Communities
  - Economic Development Organizations
  - Destiny Sault Ste. Marie
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## **Chapter 4: Forging a New Relationship with Aboriginal Peoples**

Increasing Aboriginal peoples' access to education and employment opportunities and building a new relationship among communities is vital for the North's future. Actions focus on working with Aboriginal peoples to create sustainable employment through increased partnerships, capacity-building and helping to increase Aboriginal students' educational attainment levels.

### **Aboriginal Economic Development**

#### **Plan of Action**

1. Increase economic development capacity of Aboriginal organizations.
  - a) Provide operational support for Aboriginal regional economic development agencies to increase outreach and training, and support strategic planning.
  - b) Facilitate training for Aboriginal economic development organizations and communities to participate in regional economic, infrastructure and labour market planning.
2. Create business opportunities for Aboriginal enterprises.
  - a) Increase opportunities for Aboriginal businesses through a provincial procurement strategy.
  - b) Encourage partnerships among municipalities and Aboriginal communities to meet local and regional business and labour market needs.
  - c) Create employment, training and business opportunities for Aboriginal enterprises in public infrastructure projects including winter roads, all-season roads and the Aboriginal Energy Partnerships program.
3. Expand opportunities for Aboriginal peoples to participate in local labour markets.
  - a) Increase Ontario internships, work exchange and summer experience opportunities and awareness of these programs in Aboriginal communities.
  - b) Continue to increase access to education and skills training in remote communities.
  - c) Work with Aboriginal communities to develop economic opportunities close to home while also working to provide supports for those people who relocate from remote First Nations to urban or rural communities.

4. Develop new approaches and mechanisms to build economic partnerships.
  - a) Develop alternative mechanisms (including working capital and micro capital) for Aboriginal enterprises to attain collateral and equity positions.
  - b) Work with the federal government and Aboriginal communities and municipalities to settle outstanding land claims to facilitate social and economic development.
  - c) Ensure eligibility within government programs for various forms of Aboriginal enterprises, including social enterprises and cooperatives.
5. In partnership with Aboriginal peoples and the federal government, examine capital programs to address immediate critical needs and develop a long-term investment plan for regional infrastructure (e.g., all-season roads) that maximizes benefits, employment and economic opportunities for Aboriginal peoples.

Please comment on the Plan of Action for Aboriginal economic development. Which action items do you particularly support and why?

SSMEDC supports this Plan of Action for forging a new relationship with Aboriginal Peoples. In particular it supports the provision of resources to support First Nation and Aboriginal Communities to access economic development resources to increase their capacity to participate in meaningful economic development partnerships. With increased economic development resources, First Nations communities could participate at a higher level in the various government programs such as the First Nations Forestry Program.

SSMEDC is also supportive of the Province's efforts to work with the federal government and First Nation and Aboriginal Communities to settle outstanding land claims and to ensure that First Nation consultation and resolution are mutually satisfied between the First Nation community and the senior levels of government.

#### What is missing? What should be changed?

SSMEDC encourages the Province to work with the federal government on increasing economic development support funding for First Nation and Aboriginal communities. Present resources for economic development resources are lacking and prevent many First Nation communities to take advantage of economic opportunities in a timely fashion.

There is a need for a more coordinated effort between senior governments, First Nations, and associated Aboriginal agencies, adequately address the needs required to work in partnership with rural communities, Cities, and the private sector. For example, the First Nations Forestry Programs do not have enough resources to increase the capacity of communities to take advantage of full forest management to economic development opportunities.

SSMEDC would encourage the introduction of economic development and cultural exchange events where First Nations, Aboriginal Communities, Communities, Private Sector can exchange experiences, outline needs, forge strategies, and resolve issues and expectations in a manner that would benefit all the stakeholders involved.

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#### **Who needs to be involved in order for these actions to be successful?**

- Ministry of Aboriginal Affairs
  - Ministry of Northern Development, Mines, and Forestry
  - Ministry of Forestry
  - Ministry of Energy and Infrastructure
  - Department of Indian Affairs
  - Industry Canada and FedNor
  - Natural Resources Canada -- Canadian Forestry Services
  - First Nations and Aboriginal Communities
  - Aboriginal Economic Development Agencies
  - Rural Communities and Cities
  - Economic Development Organizations
  - Chambers of Commerce
  - Private Sector
-

## Aboriginal Education and Skills Development

### **Plan of Action**

1. Continue implementation of Ontario's First Nation, Métis, and Inuit Education Policy framework to reduce gaps in student achievement.
2. Increase access to distributed learning and e-learning infrastructure for remote locations.
3. Increase the number of Aboriginal teachers in the provincial school system and professional development resources focused on Aboriginal students' needs.
4. Work with Aboriginal education representatives and communities and the federal government to develop harmonized standards and measurement tools for on-reserve and off-reserve schools to facilitate successful transition of students into provincial education and training activities.
5. Encourage and support partnerships among Aboriginal communities, postsecondary institutions, skills training providers and industry to respond to labour markets by providing appropriate education and training programs for Aboriginal peoples and removing barriers to access to these programs.

Please comment on the Plan of Action for Aboriginal education and skills development. Which action items do you particularly support and why?

SSMEDC is supportive of this Plan of Action. Particularly the SSMEDC supports partnerships that will enable First Nation and Aboriginal Youth to enter the labour market easier. One such special employment program is the Natural Resource First Nation Youth Employment Program (Northwestern Ontario). This provides Aboriginal youth with the experience of the natural resource industry. This program could be expanded to Northeastern Ontario.

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### **What is missing? What should be changed?**

First Nation and Aboriginal Communities need assistance in motivating and facilitating First Nation and Aboriginal Youth to appropriate Secondary and Post Secondary Institute programs in a combination of providing residence and transportation, or through distance education via satellite education campuses and e-learning. Youth need increased financial resources for tuition, travel and residence to support their ability to attain post secondary institutions.

Increase First Nation and Aboriginal Student Scholarships should be created to ease the financial burden of attending Post Secondary Institutes.

Support special educational initiatives such as the Shingwauk Education Trust being developed in Sault Ste. Marie.

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**Who needs to be involved in order for these actions to be successful?**

- Ministry of Training, Colleges & Universities
- Ministry of Education
- First Nations and Aboriginal Communities
- Secondary Schools
- Post Secondary Schools – Colleges and Universities

## **Chapter 5: Connecting and Strengthening Northern Communities**

Communities play a key role in achieving a healthy, prosperous future for Northern Ontario. Connecting these communities to each other and to the world will be a critical factor for the North's long-term success. Actions are directed at improved collaboration through regional economic planning and service delivery mechanisms, supporting a comprehensive infrastructure network of transportation, energy, communications, and promoting urban revitalization and a high quality of place in the North.

### **Regional Economic Planning**

#### **Plan of Action**

1. Establish regional economic zones in Northern Ontario as an inclusive, collaborative mechanism for long-term economic development, labour market, infrastructure, land-use, cultural and population planning, which will:
  - a) Engage urban, rural and Aboriginal communities, business, labour, economic development organizations, research and education sectors, service delivery organizations and other non-government organizations.
  - b) Reflect sector/corridor initiatives and the interconnection of urban, rural and Aboriginal communities in a regional plan that is comprised of:
    - An economic plan identifying key regional sectors, niche products, cultural planning and trade and export opportunities,
    - A regional capital plan identifying strategic community, transportation, information and communications technology, education, research and health infrastructure,
    - A service investment plan for key regional services and amenities,
    - A labour market development plan that attracts, retains and develops highly qualified personnel with market-relevant skills, supports participation of underrepresented groups and creates education and training strategies to meet anticipated workforce needs.
  - c) Develop implementation plans that coordinate collective actions and leverage investments through partnerships of the public and private sectors.
  - d) base capital investments and operational funding on an accountability framework, including a service level agreement, performance measures and regular monitoring and evaluation.

- e) Proceed with implementation of regional economic zones within a year. Establish a technical advisory group to examine approaches of other jurisdictions and provide input on proposed principles/models for regional economic zones in the North. Begin regional economic planning pilots among interested communities.
2. Invest in Geographic Information System community information networks to provide an inventory of regional assets and community/economic data.
  3. Introduce a leadership development program for northern community and business leaders (especially youth) to support new planning approaches.

**Please comment on the Plan of Action for regional economic planning.  
Which action items do you particularly support and why?**

This Plan of Action is a very important one as Communities are drivers in economic development and their collective efforts whether as a single partner or in a partnership with other community partners, will make a difference for the Northern Ontario Growth Plan. Putting in place programs that would build collaborative partnerships between communities would enhance regional economic development opportunities.

SSMEDC is supportive of ensuring there is continued long term planning to address the identified components that will support Northern Ontario's growth.

SSMEDC supports engagement of the various players to participate in strategic planning input. This has worked well for Sault Ste. Marie in a number of broad based community consultations such as RAPIDS, and the Building and Extraordinary Community plans.

SSMEDC supports sector and corridor initiatives that would interconnect urban, rural, and Aboriginal Communities in opportunities for economic development.

Building labour market development plans, along with appropriate allocation of resources to support implementation would be highly supported by the SSMEDC, Destiny Sault Ste. Marie, and Team Sault Ste. Marie. This Provincial support is needed in Sault Ste. Marie in order to support efforts of our industry, post secondary institutes, unions, and community partners working on the Algoma Working Industry Committee (AWIC).

SSMEDC is supportive of the Community Information Network (GIS) as this will ensure that current and relevant information for communities and regions in Northern Ontario is captured. Statistics Canada does not provide current information on communities under 100,000 population and only Thunder Bay and Sudbury have access to this intelligence. Sault Ste. Marie like many other northern communities would appreciate current data and information to not only track our efforts but to be used for investment attraction decisions.

SSMEDC is very supportive on the development of a leadership program especially for Northern youth so that they can develop the confidence and skills required to participate in planning our destiny for Northern Ontario.

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### **What is missing? What should be changed?**

SSMEDC is concerned about the Province's intent to set up regional economic zones if it will mean a new tier of bureaucracy. SSMEDC finds that the existing relationship the Province has with the entities it serves (e.g., Cities, rural municipalities, unorganized territories, economic development organizations, First Nations, Post secondary Institutes, etc.) is most appropriate. If the intent is to organize these relationships through regional economic zones and technical advisory groups, this will be extremely difficult and will have many conflicts. Communities have their priorities and if they are not the priorities of the regional economic zone there will be conflict.

SSMEDC does recognize that there may be specific areas where it makes sense to have regional or corridor plans that would address areas of commonality and connectivity such as transportation, broad band and cellular telecommunications, tourism corridor forestry cluster, transportation, and other economic development opportunities. The Province can be instrumental in supporting "*regional partnership consortiums*" to help design and deliver regional opportunities (specific tasks) that will benefit all the stakeholders involved.

One of the items missing and is critical for this Chapter is the need to ensure stakeholders have the necessary economic development resources to participate and be a driver in ensuring the Growth Plan for Northern Ontario is successful. SSMEDC does not want to be selfish, but financial resources are required for rural communities, First Nations and Aboriginal Communities to acquire the expertise they deem necessary to be engaged in the Growth Plan for Northern Ontario. The Province should create an *Economic Development Partnership Operating Program* (similar model to the former 1980/90Municipal Economic Development Agency program) for communities (e.g., rural communities, First Nations and Aboriginal Communities) to access. The Province would develop, based upon the final Northern Ontario Growth Plan, the program criteria/application, accountability/measurement reporting, and legal agreements. This program would have annual reviews but agreements would be for a reasonable period of time (five years). This would provide the human and financial resources to those communities that would otherwise not be able to participate in "connecting" or "strengthening" their community. This new program could be delivered through the NOHFC.

Recognize and support the efforts of those communities (e.g., Cities and rural communities) that have well established economic development strategies and

implementation teams (e.g., Destiny Sault Ste. Marie). These champion communities will be the applicants to those Growth Plan strategies that will assist in Northern Ontario's economic growth. Putting in place a strategic planning program that would enable communities to keep current on economic development strategies, implementation, and tracking (Growth Plan Tracking System) would enhance the Province's ability to track efforts by community partners in delivering on their respective Growth Plan responsibilities.

The Sault Ste. Marie Economic Development Corporation understands the importance of accountability and delivering upon Key Performance Indicators. SSMEDC has an accountability framework with the City of Sault Ste. Marie established to ensure City funds are being utilized to deliver on a number of economic development key performance indicators, three of the most important being job creation, property tax revenue, and economic development and diversification priorities for the City. The Province has identified that "base capital investments and operational funding should be carried out upon an accountability framework, including a service level agreement, performance measures and regular monitoring and evaluation". SSMEDC recommends we need key performance measures for any money being spent in the Growth Plan to ensure that it will make a difference. It might be a good time to explore and develop a *Northern Ontario Growth Plan Economic Impact Model* that might be appropriate to assist in decision making on funding critical projects for the Growth Plan. But this needs to be tempered with an understanding of where government funds would best be spent to ensure community priorities are being completed.

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#### Who needs to be involved in order for these actions to be successful?

- Ministry of Northern Development, Mines, and Forestry
- Industry Canada and FedNor
- Cities and Rural Communities
- First Nations and Aboriginal Communities
- Economic Development Organizations
- Small Business Enterprise Centres

## Regional Service Delivery

### **Plan of Action**

1. Initiate a review of northern service delivery to enhance planning, service delivery, and administrative effectiveness in incorporated and unincorporated areas:
  - a) Establish and work with a review team (with representation from northern municipalities, unincorporated areas, Aboriginal communities, and service delivery organizations) to examine service delivery mechanisms in the North and other jurisdictions; identify potential options and guiding principles; and prepare a plan for gaining broad northern input on proposed options.
  - b) Map the existing administration and delivery of public services (e.g., transportation systems, water supply and distribution, waste management, fire protection, emergency services, social services) in Northern Ontario.

**Please comment on the Plan of Action for regional service delivery. Which action items do you particularly support and why?**

SSMEDC believes this section on Regional Service Delivery should be an ongoing activity that is carried out by the Ministry of Northern Development, Mines and Forestry. SSMEDC suggests that this should not be part of the Northern Ontario Growth Strategy but is a regular service that the Province provides to the communities and citizens of Northern Ontario. It does not add value to a Northern Ontario Growth Strategy.

**What is missing? What should be changed?**

No comments.

**Who needs to be involved in order for these actions to be successful?**

No comments.

## Transportation

### **Plan of Action**

1. Develop and implement a comprehensive inter- and multi-modal transportation plan with identified priorities and intergovernmental funding for an integrated air, rail, marine and road network serving the North and linking to global trade corridors.
  - a) Include an innovation adoption strategy, job creation initiatives, and a corridors/connections strategy that realizes Northern Ontario's potential as a continental and trans-polar gateway for the global supply chain.
  - b) Continue investments in major northern highways including four-laning and passing lanes in priority area.
  - c) Increase use of waterways and ports for environmentally-responsible and efficient freight transportation and tourism development.
  - d) Invest in long-term strategic regional infrastructure and services, including northern airports, aviation service centres, short-line rail, ports and multi-modal freight facilities.
  - e) Improve access for Far North communities by expanding and realigning winter roads and developing permanent roads.

Please comment on the Plan of Action for transportation. Which action items do you particularly support and why?

SSMEDC is very supportive of this section as Sault Ste. Marie recognizes the importance of a competitively priced and strong transportation network to connect its industry and business community to world markets. Sault Ste. Marie has carried out a number of transportation studies to identify its priorities and has a well established Global Transportation Infrastructure Committee which engages the three levels of government, industry, transportation providers and economic development partners. This is a model that can be duplicated in other major centres as well as for pan Northern Transportation initiatives.

Sault Ste. Marie has identified an urgent transportation priority to upgrade and maintain the long-term viability of the CP Webbwood Rail division which is presently operated by Huron Central Railway. This rail transportation infrastructure is critical for several major industry partners (e.g., Essar Steel Algoma, Domtar, etc.) to get their products to market in a competitive manner.

## **Will the transportation action plan connect and strengthen Northern communities?**

Yes, if the Province in collaboration with the private sector and Federal government invest adequate funds in the necessary infrastructure funding to support maintaining viable transportation networks.

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## **What is missing? What should be changed?**

The Province should continue its efforts to support passenger rail service besides the freight. If possible, other service areas such as between Sault Ste. Marie and Sudbury should be investigated for additional passenger rail service (e.g., bus car service) to support quality of life attributes.

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## **Who needs to be involved in order for these actions to be successful?**

- Ministry of Transportation
- Ministry of Energy and Infrastructure
- Ministry of Northern Development, Mines, and Forestry
- Ministry of Economic Development
- Ministry of Finance
- Transport Canada
- Industry Canada and FedNor
- Cities and Rural Communities
- Major Industry (e.g., Essar Steel, Domtar, etc.)
- Economic Development Organizations
- Northern Ontario Airports
- Air Carriers (Air Canada, Porter, Bearskin, etc.)
- Rail Industry CP, CN, Huron Central, ONTC
- Trucking Industry (e.g., Provincial, Manitoulin, etc.)
- Port Authorities
- Private Dock Operators
- Shipping and Barge Operators (e.g., ACC, Purvis Marine)

## **Information and Communications Technology**

### **Plan of Action**

1. Expand broadband service to unserviced and underserviced areas as part of a federal-provincial ICT resources infrastructure plan to invest in next generation technologies, including ultra speed connectivity. Maximize investments and the reach of network expansions through public and private sector collaboration.
2. Enhance existing fibre corridors to establish high-access capacity points, north-south fibre interconnection and improved "last mile" capabilities, connecting homes and businesses.
3. Expand community networks – public Internet portals in schools, libraries and community centres – to broaden access to advanced web technologies.
4. Develop a post-connectivity strategy and new public-private partnerships to support access and usage of high-speed broadband and telecommunications technology. Include a state-of-the-network report with information on current capacity, future plans and market analysis/strategies for specialized ICT services.
5. Fully integrate Web 2.0 technologies to improve delivery of government services and prepare for next-generation technologies. Maximize use of technology through e-health, distance education and online learning initiatives.

**Please comment on the Plan of Action for information and communication technology. Which action items do you particularly support and why?**

SSMEDC supports this Plan of Action as there continues to be areas where broadband and cellular services are not connected. As Northern Ontario continues to grow into new industrial sectors such as digital media and gaming, advanced manufacturing, alternative energy projects, the need for strong I.T. services is required to maintain competitive advantages with other jurisdictions.

SSMEDC is supportive of fully integrating Web 2.0 technologies especially when it comes to providing government services. SSMEDC through its Enterprise Centre SSM is looking to increase its capabilities to provide on-line webinars and client servicing to reach out to remote areas on a daily basis.

### **What is missing? What should be changed?**

The Province should support the continued operations of the Broadband Networks such as AdNet. There was significant funding for capital projects, however, the organizations that helped set up the regional broadband networks did not have the ability to lever operational dollars to continue providing the service to the communities to complete the final gaps. This resource will be required in the future to support the Province on the delivery of this Plan of Action.

SSMEDC also sees the need to ensure there is IT knowledge sharing, training, and connectivity standards maintained across the North. Whether it is simply ensuring that all Northern Ontario video conferencing and e-learning centres (post secondary institutes) are working from the same platforms so that they can interact with each other or that are digital imaging systems are compatible within our hospitals and Health Centres.

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### **Who needs to be involved in order for these actions to be successful?**

- Ministry of Northern Development, Mines and Forestry
  - Line Ministries (e.g., Health, MCTU, etc.) that deliver services in Northern Ontario
  - Industry Canada and FedNor
  - Information Technology Managers
  - Cities and Municipalities
  - First Nations and Aboriginal Communities
  - Post Secondary Institutes
  - School Boards
  - Libraries
  - Hospitals
  - Technology and Research Centres
  - I.T. Businesses
  - Telecommunication companies
-

## **Quality of Place**

### **Plan of Action**

1. Encourage incorporation of quality of place principles to local planning, including downtown revitalization, brownfield remediation, promotion of parks, public open spaces, trails, and cultural amenities and preservation of heritage sites.
2. Research and develop alternative infrastructure solutions for small rural communities (e.g., water and wastewater treatment).
3. Encourage the use of existing tools (e.g., Planning Act and Municipal Act provisions) to support urban and rural planning objectives of the Growth Plan.
4. Consider the distinct circumstances of northern and rural communities in the next five-year review of the Provincial Policy Statement.

**Please comment on the Plan of Action for quality of place. Which action items do you particularly support and why?**

SSMEDC supports the Province to look at ensuring the Northern Ontario Growth Plan and the North's distinct circumstances are considered and measures adapted for the Provincial Policy Statement.

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### **What is missing? What should be changed?**

The Province needs to implement in its Plan of Action, financial resources for communities to take advantage of ensuring pristine and quality of life standards in their planning and development initiatives. There has been a long period of time where infrastructure dollars were available for parks and heritage sites. Recent infrastructure programs have been very helpful for downtown revitalization, waterfront and hub trail development. A Northern Ontario Quality of Life Program could be developed for communities to access provincial funding to support quality of life projects.

The proposed Plan of Action proposes to use existing tools (e.g., Planning Act and Municipal Act provisions) to support urban and rural planning objectives of the Growth Plan. SSMEDC is aware that one of Sault Ste. Marie's projects for the future is the capital expansion of Searchmont Resort. This resort is presently located in an unorganized area, and if it wishes to expand the real estate opportunities around the downhill ski operation to drive new revenues it is restricted to do so because of the lack of a governing municipal body that can underwrite an expanded sewer water service. Present Provincial standards

won't allow the Resort to connect other users to their system because of the liability if the resort should go into closure.

**Who needs to be involved in order for these actions to be successful?**

- Ministry of Municipal Affairs
- Ministry of Northern Development, Mines and Forestry
- Cities and Rural Municipalities
- Unorganized Territories
- Planning Boards

## **Chapter 6: Environmental Stewardship**

Northerners depend on the continued health of their natural environment for employment, recreation and quality of community life. The government is implementing many key policies to promote environment stewardship, such as Far North land use planning, Endangered Species legislation, Great Lakes Protection and a Climate Change Action Plan.

### **Environmental Stewardship □**

#### **Plan of Action**

1. Growth Plan development strategies undertaken by regions, communities and sectors will take into account environmental impacts and ecological values of Northern Ontario's land and natural resources to achieve a balance of social, environmental and economic objectives, consistent with legislative directions.
2. Measures to protect and preserve air and water quality, support green energy development and adapt to climate change will be included in regional economic, infrastructure and transportation planning.
3. Through the Ontario Centre for Climate Impacts and Adaptation Research, develop northern climate monitoring and research tools and adaptation strategies for use by communities and sectors to adapt to climate change.
4. Focus economic development efforts and industry support programs on encouraging the development and use of green technologies.
5. Ensure public buildings and infrastructure projects demonstrate leadership in green buildings and water and energy conservation.
6. Increase support for source water protection and drinking water quality initiatives (e.g., infrastructure for waste management, and water and wastewater treatment).
7. As part of the Open for Business initiative, ensure environmental approvals are harmonized with federal requirements and establish clear accountabilities for environmental protection.

Please comment on the Plan of Action for environmental stewardship.  
Which action items do you particularly support and why?

The Sault Ste. Marie Economic Development Corporation supports this Plan of Action.

### **What is missing? What should be changed?**

Although the SSMEDC is not familiar with the Ontario Centre for Climate Impacts and Adaptation Research, it is familiar with some of the work that is taking place in Sault Ste. Marie relating to the Ontario Forest Research Institute and the Natural Resources Canada Canadian Forestry Services Centre. Just north of the Sault is Turkey Lake, which is one of Canada's longest standing climatic records inventory, and we suggest that the OCCIAR could work and collaborate with our institutes in Sault Ste. Marie on this most important area. One of the greatest impacts from Climatic Change in Northern Ontario will be the impacts on our forests and waterways and in the Sault; we have very strong expertise in the forestry and with Ocean and Fisheries.

Finally, with the onset of Climatic Change, Invasive Species will become a major concern for Northern Ontario and to ensure the stewardship of our environment, the control of invasive species will be critical. In collaboration, the Provincial, Federal, and Municipal governments collaborated on a newly formed Invasive Species Centre that is in startup mode. This organization along with Algoma University and the Sault Ste. Marie Innovation Centre would be important partners on the Climatic Change issue for Northern Ontario. The SSMIC has the capability of developing the GIS capabilities to map Climatic Change events across Northern Ontario.

Recently there have been changes between the Province of Ontario and Municipalities on environmental approvals. This is an area of concern for future approvals on business development in communities in the North. More importantly municipalities were able to provide approvals in respectable time frames; this is a concern the SSMEDC has when this goes back to Ministry of Environment.

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### **Who needs to be involved in order for these actions to be successful?**

- Ministry of Environment
  - Ministry of Northern Development, Mines, and Forestry
  - Ministry of Natural Resources (Ontario Forest Research Institute)
  - Natural Resources Canada (Canadian Forestry Services)
  - Ocean & Fisheries
  - Invasive Species Centre
  - Algoma University
  - Sault Ste. Marie Innovation Geomatics Centre
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## **Chapter 7: Implementation**

The strategies of the Growth Plan are complementary and interconnected with a series of short, medium and long-term actions. Some strategies will be implemented in the near future to lay the foundation for longer-term directions. Others will be implemented over the course of several years. While the Growth Plan is a Province of Ontario document, implementation of the strategies will be a collective effort, involving all communities and all sectors of Northern Ontario. It will require a coordination of efforts from provincial, municipal and federal governments, Aboriginal communities and organizations, business and labour, the research and education sectors, and individuals.

### **Plan Implementation**

The strategies of the Growth Plan are complementary and interconnected with a series of short, medium and long-term actions. Some strategies will be implemented in the near future to lay the foundation for longer-term directions. Others will be implemented over the course of several years.

While the Growth Plan is a Province of Ontario document, implementation of the strategies will be a collective effort, involving all communities and all sectors of Northern Ontario. It will require a coordination of efforts from provincial, municipal and federal governments, Aboriginal communities and organizations, business and labour, the research and education sectors, and individuals.

### **What are the top priorities for implementation?**

#### **Considerations**

Before we look at top priorities for implementation for the Growth Plan, the SSMEDC has identified the matters that should be considered:

1. Ensure that priority and critical economic development projects that are in progress are not held up by the planning process to finalize the Growth Plan priorities and implementation. In particular the City of Sault Ste. Marie and the SSMEDC recognize the following immediate priorities that need to be addressed:
  - a) Securing provincial and federal infrastructure funding to ensure the long-term viability of the CP Webbwood Rail Division operated by Huron Central Railway.
  - b) Continued support to advocate on behalf of the SSMEDC to FedNor on support for the ACR Tour Train Revitalization project to complete the tourism product development on the NOHFC financially supported tourism rail cars.

- c) St. Marys Cogeneration Plant – working to an agreement that will support St. Marys Paper long term economic viability.
2. Add a Plan of Action for the Steel Industry to Chapter 2 Building Towards a New Economy. This would support continued growth of Essar Steel and Tenaris for Northern Ontario. For the Plan of Action the SSMEDC has the following suggestions:
- a) Develop and support critical infrastructure (e.g., rail, port, and serviced industrial land) that will support new and existing steel industry expansion, growth, and competitiveness.
  - b) Work with industry to advance innovative uses of steel in creating new products for the market place.
  - c) Pursue new business investment opportunities from a value added steel strategy that would support new investment and expansion.
  - d) Adopt environmental innovations to support and accelerate pollution abatement issues.
  - e) Focus business supports on reducing business costs (e.g., energy, equipment technology, etc.) to ensure competitiveness with other competing markets.
  - f) Increase support for research and commercialization opportunities with the possibility of establishing a steel research and testing facility.

**Who needs to be involved in order for these actions to be successful?**

- Ministry of Northern Development, Mines and Forestry
- Ministry of Economic Development
- Ministry of Research and Innovation
- Ministry of Energy and Infrastructure
- City of Sault Ste. Marie
- Sault Ste. Marie Economic Development Corporation
- Sault Ste. Marie Innovation Centre
- Sault College and Algoma University
- Brookfield Power
- Essar Steel Algoma
- Tenaris Group

3. SSMEDC is supportive of developing stronger and better relationships with our First Nation and Aboriginal Communities but is concerned that to resolve First Nation economic expectations on treaties signed by senior levels of government through a consultation process that engages others such as neighbouring communities and private sector would delay, put at risk good economic development projects, or deter future investors who are looking for a stable and consistent legislative jurisdiction to do business. The SSMEDC advocates the Province and Federal government need to take the lead role in addressing First Nation treaty matters and issues. In the meantime, the SSMEDC will continue to forge and create partnerships with our First Nations neighbours that bring mutually beneficial economic and tourism development opportunities to our respective communities.

4. SSMEDC suggests the Province should clarify its intent on establishing the regional economic zones as the SSMEDC believes the Province should maintain its priority relationships with Cities, Rural and First Nation Communities first and then develop project specific regional initiatives in collaboration with the regional partners on specific task forces.

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In regards to implementation of the Growth Plan, once the Plan of Action has been finalized and without getting into picking and choosing which of the 117 Action Items are to be prioritized, the SSMEDC suggests the following:

1. Review the critical issues and challenges that were identified in the Background document and put priority to these
2. Align these with the final Strategic "Pillars" and the Plans of Actions
3. Establish quantifiable Key Performance Indicators or End Outcomes (short, medium, and long term) that Northerners would like to achieve from the Plan of Action
4. Set up the Provincial Management (e.g., Political and Ministry Staff) Governance and Structure
5. Assess and Determine Provincial Resources: Political, Staffing, and Financial Resources for start up, operations, Line Ministry Budgets for Northern Ontario, New Capital to support Growth Plan Partner Initiatives (possibly use NOHFC with a broader mandate)
6. Complete the Implementation Framework (Interactive Project Management System with Gant Function) with clearly defined Provincial Actions and Line Ministry Responsibilities as well as the Growth Plan Partner Initiatives Program that would support "Champion Proponents" (e.g., applicants from communities,

First Nations, Post Secondary, private sector, etc.) that would drive and support Growth Mandate Plans of Action

7. Develop a Northern Ontario Technical Advisory Committee that would provide strategic advice, constructive criticism, and solution finding capabilities to support the Province, and align this Committee with the Northern Research and Policy Network team (measurement group)
  8. Implement, Test, Monitor, Research and Measure, and Report
  9. Public Relation Strategy to support Northern Growth Plan with Web site, Newsletters, Publications, Announcements, and Success stories.
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#### **How would you like to be engaged with the Plan's implementation?**

The SSMEDC understands the importance of ensuring that our community economic diversification strategy is well aligned with policy and strategies of senior levels of government. As well having shared economic development vision, principles, and plans efforts carried out at the local level will support the end results at the senior levels of government as well. With this in mind, the SSMEDC is prepared to support the Growth Plan in the following manner:

1. SSMEDC would be prepared to be a champion, partner, applicant, participant, strategic advisor, creator, constructive critic, and advocate for the Growth Plan.
  2. The SSMEDC is working on its 2010 to 2012 strategy and will be identifying key areas that it plans to be proactive in our local Destiny Sault Ste. Marie (Economic Diversification Strategy) as well as the Growth Plan for Northern Ontario.
  3. The SSMEDC through its CEO, Board, and Staff team is prepared to partner and provide support on the various technical or advisory committees required either for oversight or specific project based initiatives, either at the local, regional, or pan Northern Ontario level.
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#### **Other feedback or advice on improving the Proposed Plan before it is finalized**

As part of the preliminary research for the proposed Growth Plan for Northern Ontario, other jurisdictions were investigated on their best practices at what worked for successful economic transformation. The SSMEDC had the opportunity to understand the Irish model (The Celtic Tiger) as Sault Ste. Marie

developed a relationship with County Lough in Ireland and Newry Mourne in the Republic of Ireland. The SSMEDC even did staff exchanges with the Newry Mourne Enterprise.

The Irish strategy to transform their jurisdiction did not happen overnight but they did over time. They started out with 4 pillars (economic development) and then introduced a fifth pillar (social capital development) that led to Ireland becoming a great place for business investment (known as the Celtic Tiger). Those pillars were: Investing in their People (education – free post secondary tuition and investment); Reduction of Corporate Taxes (30% to 10%) along with progressive enterprise and entrepreneurial programs; EU funding was provided (\$2 Billion) for public infrastructure projects; and an International Investment Attraction Campaign that targeted patriot Irish citizens working in Corporate U.S.A. (Do Business in Ireland) was carried out. Later on a strategy was put in place which stimulated the development of social capital. All of these ingredients created the success of the Celtic Tiger. They received considerable profile throughout the 90s.

Later on the I.T. and dot com industry crashed affecting many of the new investments in Ireland that laid off or shutdown. The government had to reintroduce tuition fees, increase corporate taxes, and reduced their investment attraction programs to save money. Along with other emerging and competing markets such as India, Ireland has lost some of the profile (Celtic Tiger) that it had achieved, but they are much better off than where they were in the 1970s and 80s with double digit unemployment levels. Therefore it is important to ensure we have a "resilient" and diversified approach to our Growth Plan. Northern Ontario will adapt to economic sector and global downturns in the future.

If you consider the proposed Growth Strategy, we have the "pillars" to tackle the major issues affecting Northern Ontario's economy. The tools or stimulus for these "pillars" will be critical (e.g., financial capital, post secondary institute based on a northern funding model, stronger and more business incentive programs, long term capital infrastructure and project funding programs, etc.)

The challenge to the Province and to all of us as Northerners, our Growth Plan must aim for success in economic transformation/growth, wealth (new income to Northern Ontario communities and First Nations), quality of life (e.g., healthcare, environmental stewardship, etc.), and attract newcomers (immigration) to Northern Ontario that will see population stability and growth versus stagnation and decline. And this will take us 10 years or more to achieve but we must commit to do this.

5. The Province should complete its commitment in 2010 to have NOHFC's annual budget put to \$100 million. NOHFC could initiative planning to anticipate some of the top priority projects where it might be the lead instrument to support

Northern Ontario stakeholders (public, non-profit, private, private/public) in new opportunities as a result of the Growth Plan.

**Feedback provided by:**

*The Sault Ste. Marie Economic Development Corporation is a non-profit organization, funded by public and private partners, whose goal is to be the community's leader in supporting and promoting an environment that generates sustainable employment in a healthy, growing and diversified economy.*

Sault Ste. Marie Economic Development Corporation

99 Foster Drive, Sault Ste. Marie ON P6A 5X6, [www.sault-canada.com](http://www.sault-canada.com)

D. Bruce Strapp, CEO [b.strapp@ssmedc.ca](mailto:b.strapp@ssmedc.ca)

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Sault Ste. Marie Economic Development Corporation

Board of Directors Meeting

Monday, January 11, 2010

**Agenda Item 5.4 – SSMEDC's Response to Northern Growth Plan**

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Moved by: M. Bruno  
Seconded by: A. Giommi

Whereas the Sault Ste. Marie Economic Development Corporation (SSMEDC) expresses its gratitude to the Province of Ontario – specifically the Ministry of Energy and Infrastructure and Ministry of Northern Development, Mines and Forestry – for the opportunity to provide comment on the Proposed Growth Plan for Northern Ontario, Fall 2009; and

Whereas this plan was built on wide-ranging dialogues, which took place across Northern Ontario over the past three years, with SSMEDC CEO Bruce Strapp serving as the Chair of the Northeast Development Council and as a member on the Growth Plan Technical and Advisory Committee that provided strategic advice to the Provincial team; and

Whereas SSMEDC worked with Destiny Sault Ste. Marie, along with other community organizations and individuals, and invited participants to an event to provide additional input to the SSMEDC draft response document;

Be it resolved to accept and approve the CEO's prepared response to the Proposed Growth Plan for Northern Ontario, dated January 11, 2010 and that it be submitted to the appropriate Ministry with the support of the SSMEDC Board of Directors. CARRIED.

**City of North Bay**

**Report to Council  
DRAFT**

**Report No:** CAO 2010-

**Date:** January 25, 2010

**Originator:** David Linkie  
**Chief Administrative Officer**

**Subject:** Draft Northern Growth Plan – Joint Submission by the Five Large Urban Municipalities

**File No:** DRAFT

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**RECOMMENDATIONS**

1. That staff be directed to use Report No. CAO 2010 -\_\_ (update to CAO 2009-03), including appendices as the basis for a formal written submission regarding the Draft Northern Growth Plan, to be provided to the Ontario Growth Secretariat and Ministry of Northern Development & Mines on or before February 1, 2010; and
  2. Council endorses the recommendations as stated in Report No. CAO 2010-\_\_ by the CAO's of the Five Large Urban Municipalities in their letter to the ADM of the Ontario Growth Secretariat and the ADM of the Ministry of Northern Development Mines & Forestry dated January 22, 2010 (attached as Appendix A) and the submissions by each of the other four large urban municipalities (Appendix B) a, including the City's detailed input specific to the City of North Bay, regarding the Northern Growth Plan.
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**BACKGROUND**

The proposed Growth Plan for Northern Ontario (the Plan) was released by the Province of Ontario in October of 2009. The CAO prepared Report to Council CAO 2009-03 for Council in November 2009 for information purposes. The purpose of Report CAO 2009-03 was to provide North Bay City Council with preliminary staff comments in advance of the final date for public input.

A meeting of the Northern C.A.O.'s and other senior professional staff representing the five large northern cities took place January 20 to 22, 2010. The principle agenda item was to prepare a consensus position representing the interests and concerns of the cities relating to the Growth Plan for Northern Ontario.

The five CAO's representing Thunder Bay, Sault Ste. Marie, Sudbury, Timmins and North Bay met with the Deputy Minister of Ministry of Northern Development Mines & Forestry and the Assistant Deputy Minister of the Ministry of Energy and Infrastructure, Ontario Growth Secretariat. Following the meeting the five CAO's prepared a joint response to the Plan (Appendix A). Each City's individual response to the Province regarding the draft Northern Growth Plan is attached as Appendix B.

The City also had the opportunity to present the City of North Bay's specific comments and

priorities to the Provincial representatives present at the meeting. These are described below in this report for Council's consideration and endorsement.

## **ANALYSIS**

### **GENERAL COMMENTS**

The City of North Bay commends the Province for recognizing the need to develop a comprehensive strategy to grow the economy of Northern Ontario and enshrining the Plan through the *Places to Grow Act* legislation.

We acknowledge that the "proposed Growth Plan for Northern Ontario" is a draft document that will continue to evolve and be perfected prior to its final adoption.

The themes identified are generally appropriate however there is insufficient detail to be able to offer meaningful comment or unqualified support. The Plan should recognize several key employment and economic growth opportunities such as Advanced Manufacturing, Information and Communication Technologies (ICT), Aerospace/Aviation, and Alternative Energy. These are not yet identified in the Plan. They will be discussed in greater detail later in this report.

The Plan should clearly acknowledge Municipalities as an important partner and a distinct level of government as did the Growth Plan of the Golden Horseshoe.

Finally, the Plan needs clearly defined goals with related timelines and performance standards that are easily measured. The Plan overuses terms like "innovation" without any definition as to the nature of the innovative process, technology, or policy.

### **SPECIFIC COMMENTS**

#### **1) INTRODUCTION**

The introduction section does a reasonable job of succinctly describing Northern Ontario's past and a "snap shot" in time for current global circumstances. The introduction and plan advocate the need for bold action and calculated risk but does not define bold action strategies and calculated risks that will be necessary to overcome some of the North's unique challenges or to take advantage of our significant attributes.

All Northerners recognize both the historic benefit and future potential of our resource based industries but we can and will be more than that. The introduction overstates the need for innovation and value added extensions of historic resource based economies without an explanation of how and when it will evolve.

The Province, through their study undertaken by Deloitte and Touche, confirms opportunities in Advanced Manufacturing, Information and Communication Technology, Aviation, and Alternate Energy in Northern Ontario.

The Plan recognizes both the vastness and internal regional diversity of Northern Ontario but does not suggest or recommend or how they will be addressed. Much of the document's action plan seems to be based on existing Provincial policy and legislation. There are many opportunities to develop policy specific to Northern Ontario or to amend existing policy to account for its unique geography and physical environment.

## **2) BUILDING TOWARDS A NEW ECONOMY**

We concur with the Plan's contention that Northern Ontario is positioned to become a knowledge-based economy.

The discussion on emerging sectors should be broadened to include Advanced Manufacturing. The Province has promoted advanced manufacturing in other parts of Ontario but has yet to recognize its existence and growth potential in the North. The City of North Bay is currently preparing a Plan for lands adjacent to the City's airport for advanced manufacturing opportunities.

We would respectfully suggest that digital media is only one component of the larger Information Communication Technology (ICT) sector which continues to expand in Northern Ontario. There needs to be specific policies, targets and action plans to encourage the growth of this emerging sector.

The importance of creating commercialization of R &D in Northern Ontario which would support the private sector through innovation should be identified as an opportunity to be funded and implemented.

The Province, through both MNDM and MEDT, have identified the Aerospace/Aviation sector as having great growth potential within the larger urban centres in Northern Ontario. Most of the large Northern cities have invested and focused their resources in growing this sector. The Plan needs to acknowledge this emerging sector. The City of North Bay is preparing a Plan for a Airport Industrial Park to include aerospace/aviation companies as well as lands for supportive advanced manufacturing companies that are compatible.

i) **MINING**

Northern Ontario is home to many global Mining Engineering firms. These firms employ thousands of people both in the north and around the globe. The processes and equipment developed by these companies have been exported both nationally and internationally. While targeting traditional mining needs there is tremendous cross-over and growth potential for civil and structural applications.

The Plan needs to specifically recognize this important component of the mining industry.

The Plan of Action relating to Mining does not define the Province's role, nor does it contain the deliverables and time lines.

The Plan of Action should cross reference the need for northern post secondary educational institutions to enhance or develop curriculum that meets current mining industry needs and anticipates future changing needs.

We would further suggest that the Ontario Mineral Industry Cluster Council not be the only organization that the Province consults regarding the implementation of the Plan. The Canadian Institute of Mining and its Ontario affiliate chapters is a broad based technical society of professionals in the minerals, metals, and materials area.

ii) **FORESTRY**

We support the Plan of Action for forestry and look forward to the detail relating to implementation time lines and performance measures.

iii) **GREEN ENERGY**

We support the premise that this is a potential growth opportunity for Northern Ontario.

The Plan of Action for Green Energy should contain policy that is specific or unique to Northern Ontario. This draft of the Plan re-states existing Provincial Policy.

The cost of developing a "Green Energy" sector cannot be at the expense of existing energy users. Existing energy costs in Ontario are one of the more significant problems in keeping our industries competitive on a national and global stage.

A more holistic approach to energy needs to be considered. This is an area where the Province could incent business retention and expansion in Northern Ontario by establishing a different rate structure for energy that would help offset other higher costs of doing business associated with our climate and geography.

Investment in R & D and support of pilot conversion projects and research-based programming could be implemented through Nipissing University and Canadore College.

iv) **BIOECONOMY**

Most Northerners are unaware of the Centre for Research and Innovation in the Bioeconomy. While we support CRIBE as an important player it is critical that there be industry and government input and engagement from all regions of the north.

In many other countries the emerging bioeconomy sector has been lead directly by the government having jurisdiction. We look forward to more detail on the Province's role in ensuring that the Northern Ontario Bioeconomy Plan is developed in a timely fashion with input from all regions and stakeholders.

v) **AGRICULTURE AND AQUACULTURE**

We support the concepts raised in this section of the Plan and strongly encourage the Province to provide more detail in the Plan of Action as to the implementation strategy regarding "who-does-what", timing, and performance measures.

**TOURISM AND CULTURAL INDUSTRIES**

We support the issues raised in this component of the Plan.

Historically the Province has supported and participated in the establishment of regional tourism organizations. There needs to be a comprehensive strategy that is consistent across Northern Ontario. This strategy should result in organizations that are inclusive and have defined mechanisms and funding sources that ensure their on-going sustainability. This could be accomplished by: ensuring the north receives an equitable share of the tourism dollars that are to be distributed to the Regional Tourism Organizations that currently being established; ongoing Ministry of Tourism support of Ontario Tourism Marketing Partnership specifically the northern program (i.e. Ontario's Cities of the North and Attractions); and access to capital for implementation of product development programs.

vii) **ATTRACTING INVESTMENT AND BUSINESS GROWTH**

The Plan of Action, while containing laudable statements, requires much more detail.

We have concern about restructuring the Northern Development Councils as technical working groups.

We are encouraged by the acknowledgement that there needs to be an "emphasis on early involvement and rapid response for investment decisions." Current approvals processes are cumbersome and all too often result in conflicts between different

Provincial policies. There also needs to be consistent application of those policies at a local level.

The Province's highly regarded Business Retention and Expansion model is an appropriate vehicle for the Province to use to engage various partners such as municipalities, First Nation communities, and business and industry.

Historically the Province has relied on the Ministry of Northern Development and Mines (now includes Forestry) to largely function as the "one window" for Northerners in dealing with Provincial investment attraction and business growth. MNDM have been willing partners but cannot be expected to be all things to all organizations.

If the Province is serious about attracting investment and promoting business growth in Northern Ontario it is critical that Northerners have direct and unfettered access to key Ministries such as MEDT, MEI and MRI with senior staff from these Ministries possibly living and working in the north.

### **3) INVESTING IN PEOPLE AND PROGRESS**

One of the largest constraints to business growth in the north is the inability to attract and retain skilled trades and professionals.

Attraction strategies directed toward our immigrant population residing in Canada's large urban centres have been accepted as a contributing solution to the North's shortage of skilled labour and professionals. The Plan does not address this issue.

The Plan should define a clear commitment and action items supporting immigration initiatives targeted to the North.

The Plan of Action for immigration should detail how the Province will assist in both attracting qualified immigrants to the North and streamlining the processes for immigrants to gain required Provincial certification when their formal education / training was completed in a foreign country.

The Plan should consider: the opportunity for access to the MCI Newcomers Settlement Program an the CIC LINC program to bridge the gap in existing settlement services; pan northern immigration attraction and retention strategy including funding for an attraction campaign, the establishment of a northern access centre providing employment related programs such as accreditation, language labs, career bridge as well as a significant awareness campaign targeting employers and the general public throughout the North; and continued support of existing programs such as the immigration portals and business immigrant attraction program.

#### **i) EDUCATION**

We support the Plan of Action for education and its commitment to support enhanced Research and Innovation opportunities at the North's post secondary institutions, such as Nipissing University developing an Environmental Engineering Faculty and degree program – Canadore Colleges proposed Media Centre.

#### **ii) RESEARCH AND INNOVATION**

The Plan of Action for Research and Innovation has several noteworthy strategies but lacks relevant detail relating to timelines, budgets, and performance measures.

There should be a recognition of the role that municipalities and aboriginal governments can play in this area. Municipal and Aboriginal governments have a wealth of accurate historical data and information that is invaluable in research and can participate in providing practical applications for beta testing and new product development.

#### **4) FORGING A NEW RELATIONSHIP WITH ABORIGINAL PEOPLES**

While the Plan of Action for this topic has lofty ideas we do not see immediate and wide spread success until such time as the Provincial and Federal governments work co-operatively with local Aboriginal governments to greatly improve basic necessities such as housing, public infrastructure, medical and educational needs.

The Province has to improve its interaction with local First Nations governments.

Municipalities and First Nations can cooperate together towards a better economic environment where First Nation populations can contribute to labour market development initiatives and economic development opportunities.

Nipissing University and Canadore College have made formal commitments to aboriginal learning.

#### **5) CONNECTING AND STRENGTHENING NORTHERN COMMUNITIES**

The Plan uses the term "communities." If this is a reference to municipal government then this should be clearly stated.

##### **i) REGIONAL SERVICE DELIVERY**

A culture of collaboration already exists at the municipal level, both in local areas and between the five largest municipalities. There are structured relationships between the Mayors of the five large municipalities. Senior municipal administrative staff, and professional staff meet and work co-operatively on a routine basis. A good example of this is ONEDC which is an existing accepted cooperative model that has been adopted by all five cities.

This section has several references to new regional approaches. Regional approaches have been successfully practiced at a local municipal level for many years. The Plan needs to provide very specific information as to what is contemplated by this approach. Municipalities will be adverse to assuming roles that are the historic responsibility of the Province.

Creating regional clusters with lead municipalities for the purposes of regional service delivery should occur only after full disclosure and with the mutual consent of the municipal partners. Strategies, such as that contemplated in the Watertight – Expert Panel on Water and Waste Water would not be welcome by most Northern municipalities.

Progressive changes to Provincial policy and regulation will be most welcome. Northerners have demonstrated sound environmental stewardship for decades. "One-size-fits-all" policies in the Provincial Policy Statement (PPS) and Provincial legislation are major constraints to growth and development.

The growth plan has pushed land use policy discussion and recommendations to the upcoming Provincial Policy Statement (PPS) Review. It is recommended that the Growth Plan set the stage for a more flexible policy regime in the PPS for Northern Ontario. It is further recommended that the Growth Plan identify "Employment Lands" or industrial lands as special policy areas to address provincial policy conflicts.

As a result of Northern Ontario's topography, it is impossible at times to avoid sensitive environmental areas when planning and developing Employment Lands. North Bay experienced the effect of Provincially Significant Wetlands (PSW) on its industrially designated lands. Over 800 acres of industrially designated land was neutered because of the PSW Provincial Policy, having a real impact on employment growth and requiring the City to develop a new industrial park at the Airport.

Special policy areas should have accompanying policy which would spell out the process involved to facilitate the development of Employment Lands. Dispute resolution mechanisms can be developed to rule when there is a conflict between economic growth and Provincial environmental policy. The Planning Act should be amended to allow Northern municipalities to "have regard" to Provincial policy instead of the current "must be consistent."

The intent of the above recommendations would not be to ignore the natural environmental in land use decisions, but to put Employment Land planning and development on an equal policy platform with environmental policy. This allows for discussion and negotiation to take place and compromises to be achieved that allow projects to proceed where the impacts can be mitigated, maintained or enhanced the environmental end state.

ii) **TRANSPORTATION**

The Ontario Northland Transportation Commission (ONTC), a Crown Agency, was founded to facilitate economic growth in Northeastern Ontario. The Plan should recognize this valuable northern asset. The Plan should reflect ONTC as a Northern resource and re-establish its mandate as a development agency with adequate funding to ensure its on-going viability.

There is a real possibility for Northern Ontario to lose competitive rail service to the northern United States if a suitable east-west rail line through the north is not maintained to a suitable standard.

Northern Ontario is bisected by the Trans Canada Highway. This highway accommodates the national east-west movement of goods and people. It is a critical link for the safe and efficient transportation of commodities, residents, and visitors. Currently the Trans Canada Highway is appropriately four laned in most other provinces.

The Plan should identify the need for the Province and Federal Government to work together toward a four laning strategy for the Trans Canada Highway in Northern Ontario.

**6) PROMOTING ENVIRONMENTAL STEWARDSHIP**

Current Provincial Environmental Legislation is an impediment to Economic Growth. Application of a broad based Provincial standard for issues such as Provincial Significant Wetlands (PSW) create tremendous challenges in Northern Ontario where much of the land mass is covered with rock or wetland complexes.

We applaud the Plan of Action's recognition that it is important to achieve a balance of social, environmental and economic objectives. Current policy and legislation provides little flexibility as to how environmental protection or mitigation targets are achieved.

Often there are reasonable alternative strategies that would result in the same or improved environmental end states. These alternatives cannot be considered under strict and inflexible existing legislation, regulation, and policy.

The Province's effective "One Window" planning approach has been recently jeopardized by the adoption of the Endangered Species Act, 2007 without a clear approval process implemented.

## 7) IMPLEMENTATION

While most of the Plan of Action goals contained in this document are appropriate it is very difficult to comment on their value without significantly more detail relating to implementation timelines, clear delineation of the expected partners and their respective roles, projected funding, and a formal mechanism to track and evaluate the success of the implementation strategy.

We would respectfully suggest that in order to achieve wide spread support for the Plan, the Province needs to undertake meaningful consultation with the main stakeholders relating to the details of the implementation strategy prior to the final Growth Plan for Northern Ontario being adopted.

The Capital Investment component of the Implementation section references existing funding projects, and programs. We recognize the current financial crisis that is impacting all three levels of government. If the Plan is truly intended to provide vision and policy direction and align funding for the next quarter century, it will be important for all levels of government to commit new sources of funding to meet many of the goals. The Plan should provide some indication of this reality.

## OPTIONS

### Option 1

City Council could choose to reject the current proposed Growth Plan for Northern Ontario in its entirety.

The Plan contains many appropriate statements of intent, therefore this option is not recommended.

### Option 2

City Council could choose to provide unqualified support for the current proposed Plan.

As outlined in this report there are still several areas of concern that need to be addressed. In particular the Plan lacks any detail as to how, when, and by whom the action items will be implemented. If the Plan attempts to appease all the divergent special interests it will be doomed to fail in meeting its overriding goal of attracting sustainable investment and business growth.

From a municipal perspective it is concerning that the Plan seems to undervalue Municipalities

as a level of government and major partner.

In my opinion, most, if not all, municipalities would have no interest in taking over Provincial responsibilities in quasi regional government roles or regional service delivery providers.

Until such time as these issues are addressed, full Council support is premature.

### **Option 3**

Council could choose to accept this staff report (including appendices) as an update to CAO 2009-03 and as a formal submission to the Ministry of Energy and Infrastructure, Ontario Growth Secretariat and the Ministry of Northern Development & Mines before the consultation period concludes on February 1, 2010.

### **RECOMMENDED OPTION / FINANCIAL IMPLICATIONS**

Option 3 is the recommended option.

There are no significant financial implications to the City at this time.

Respectfully submitted,

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David G. Linkie  
Chief Administrative Officer

Personnel designated for continuance: D. Linkie

Copy for: J. Knox  
B. Rogers  
R. Evans  
I. Kilgour

Attachments: A copy of the Proposed Growth Plan for Northern Ontario is available in the Clerk's Department or online at [www.placestogrow.ca](http://www.placestogrow.ca).

File: Growth Plan RTC Jan 25





## Request for Decision Northern Ontario Growth Plan

Presented To: City Council  
Presented: Wednesday, Jan 13, 2010  
Report Date: Tuesday, Jan 05, 2010  
Type: Presentations

### RECOMMENDATION

For Information Only

### Signed By

**Report Prepared By**  
Kris Longston  
Senior Planner  
*Digitally Signed Jan 6, 10*

**Division Review**  
Paul Baskcomb  
Acting Director of Planning Services  
*Digitally Signed Jan 6, 10*

**Recommended by the Department**  
Bill Lautenbach  
General Manager of Growth and Development  
*Digitally Signed Jan 6, 10*

**Recommended by the C.A.O.**  
Doug Nadorozny  
Chief Administrative Officer  
*Digitally Signed Jan 7, 10*

### Supporting Documents

#### Supporting Documents

1. Northern Ontario Growth Plan Draft Report

doc pdf

## **1.0 Background and Purpose**

The Province of Ontario has recently released a proposed Growth Plan for Northern Ontario. This is the second "Growth Plan" in Ontario, initiated under the "Places to Grow Act", which became law in June 2005. The first plan was the Growth Plan for the Greater Golden Horseshoe in southern Ontario.

The Growth Plan for Northern Ontario differs significantly from its southern Ontario counterpart in that it is much less focused on land use planning and is more of a framework intended to set the northern Ontario economy on a strong, globally-competitive footing over the next 25 years.

The premise of the plan is based on the prediction that northern Ontario's population will stop declining and stabilize over the next 25 years. The goal of the proposed Growth Plan is to bring together the building blocks needed to prepare the region for shifts in the economy by growing Northern opportunities, strengthening its workforce, and enhancing northerners' quality of life (Ministry of Energy and Infrastructure, 2009).

The 25-year plan proposes policies, programs and actions, and calls on governments and their northern partners to realize a shared vision. Key actions include:

- Maximizing the economic benefit of increased mineral exploration and production and strengthening the mineral industry cluster;
- Strengthening partnerships among colleges, universities and industry to support research, and to educate and train northerners for careers in growing fields;
- Building a new relationship with Aboriginal people to increase participation in the future economic growth of Northern Ontario and achieve better health status for aboriginal communities;
- Developing complete networks to support stronger communities such as an inter-regional transportation network, enhanced broadband service, and a broader transmission network to increase capacity for renewable energy development;
- Creating regional economic zones to help communities plan collaboratively for their economic, labour market, infrastructure, land-use, cultural and population needs; and
- Encouraging development and use of green technologies and demonstrating leadership in green building, and water and energy conservation (Ministry of Energy and Infrastructure, 2009).

The framework of the Growth Plan for Northern Ontario is outlined through over 100 action items categorized under 5 major headings:

- Building Towards a New Economy;
- Investing in People and Progress;
- Forging a New Relationship with Aboriginal Peoples;

- Connecting and Strengthening Northern Communities; and
- Promoting Environmental Stewardship (Ministry of Energy and Infrastructure, 2009).

The Province is currently soliciting comments from northern Ontario residents, youth, First Nations communities, community leaders, business, industry and other experts who have the opportunity to help chart the future of the region by providing input on the proposed plan. After the commenting period, a final Growth Plan will be put forward to guide future policy development and infrastructure investments by the province (Ministry of Energy and Infrastructure, 2009). It should be noted, however, that the 5 major cities were not engaged as a group to address urban issues, even though this is where almost half of northern Ontario's population is concentrated.

While the Plan does provide a strong focus on northern Ontario and establishes a mechanism to coordinate initiatives, it lacks key information on priorities, timing and funding. Given the broad nature, 25 year timeframe and funding implications of the document, it is imperative that the Growth Plan be enhanced to identify issues, priorities and implementation strategies that are critical for the future growth and development of the major cities in northern Ontario.

On November 19<sup>th</sup> City of Greater Sudbury staff attended a public meeting on the proposed Growth Plan for Northern Ontario that was put on by Ministry of Northern Development, Mines and Forestry and the Ministry of Energy and Infrastructure. The purpose of the meeting was to solicit comments on the proposed plan, focusing on the positive aspects, the missing pieces and priorities for actions.

On December 3<sup>rd</sup>, the City of Greater Sudbury hosted a Regional Development Meeting to discuss opportunities for cooperation amongst the different interest groups to increase economic development and tourism in the area. This event attracted representatives from the surrounding municipalities, First Nations Communities and institutions including; Espanola, Killarney, French River, Elliot Lake, Manitoulin Island, Whitefish Lake First Nation, Whitefish River First Nation, Laurentian University, College Boreal, Cambrian College and many others. Included as part of this meeting, was a plenary session to recognize the importance of the Northern Ontario Growth Plan.

The purpose of this report is to summarize the issues and concerns put forward at these sessions regarding the Northern Ontario Growth Plan, outline areas of the Northern Growth Plan that would benefit from additional input from the City of Greater Sudbury, and to ensure that the Growth Plan objectives reflect those contained in the Greater Sudbury Economic Development Strategic Plan. These comments then need to be submitted to the Province prior to their February 1<sup>st</sup> deadline.

This report is structured such that the key components missing from the Growth Plan are identified first, followed by a review of key areas of the Growth Plan framework that need to be augmented to reflect the goals of the community.

## **2.0 Key Elements Missing from the Northern Growth Plan**

The proposed Northern Ontario Growth Plan is forward looking and broad in scope. It also shows a commitment from the Province to position northern Ontario at the forefront of tomorrow's economy, which will see increased globalization and a focus on green energy. There are, however, several key elements not mentioned in the Growth Plan that are of fundamental importance for the future of northern Ontario, including sustainable funding, increasing immigration and caring for an aging population.

### ***2.1 Sustainable Funding to Improve and Grow Communities***

The guiding principles of the Northern Ontario Growth Plan include the creation of a highly productive, self sustaining economy and improving quality of place. This is, however, very difficult for northern municipalities to accomplish without a consistent and sustainable source of funding for economic development and infrastructure. As with any sound commercial enterprise, the only way to improve quality and grow is to reinvest some of the revenue back into the business. This is currently not happening quickly enough in northern Ontario as the wealth generated by the forestry and mining industries isn't being reinvested back into the area.

Ontario's mining industry, 50% of which is located within the Sudbury Basin, sends hundreds of millions of dollars to the Federal and Provincial Treasuries. However, in urban locales such as Greater Sudbury, it is the municipality that delivers much of the infrastructure and services that allow mining companies to operate effectively and efficiently (Revenues, 2008). The strain on municipalities to provide infrastructure that benefits the mining industry is recognized by the Conference Board of Canada, which estimated that the City of Greater Sudbury requires an additional \$30 M annually to achieve long-term fiscal sustainability. This amount has been shown to be a fraction of the difference between what the mining industry pays to the Federal Provincial governments and what flows back into the community by way of Provincial transfer payments (Revenues, 2008).

Without the large commercial and industrial tax base that benefits southern Ontario, municipalities in the north are forced to rely primarily on residential property taxes and

transfer payments from the Province. The only revenues coming in to municipalities from the mining industry are property taxes, which have been steadily declining over the years as underground infrastructure is exempt from municipal assessment (Revenues, 2008). The current funding arrangement is not sustainable, especially in cities like Greater Sudbury, which is geographically larger than many southern Ontario Municipalities combined, but with only a fraction of their municipal tax base.

Lack of consistent, sustainable funding to improve deteriorating infrastructure and revitalize northern municipalities is the biggest impediment to achieving the goals and plans of action highlighted in the Northern Ontario Growth Plan. However, there are clear ways that the Plan can remedy this imbalance and allow the north to be economically and socially self sustaining, namely:

- Allocating a percentage of the mineral and forest revenue generated in the Northern Ontario Growth Plan Area to the municipalities in which the industries are located to create long term sustainable funding for municipal infrastructure and community development. This includes:
  - i. Recognizing the fact that it is the municipalities that provide the roads, water, sewer and other services that facilitate both the labour force and resource development for mining and forestry operations, while the economic return to the municipalities is only a fraction of that enjoyed by the Provincial and Federal Governments;
  - ii. Recognizing that there is currently a disconnect in Ontario legislation regarding how municipalities are compensated for resource extraction within their boundaries and that the Mining Act must be amended to ensure an appropriate level of revenue sharing for municipalities across the entire mining and resource sector; and
  - iii. Recognizing that precedents have already been established for a more equal process to allow municipalities to share in the wealth generated from the extraction of the mineral resources found within their boundaries (i.e. Peace River Regional District in British Columbia, Raglan in the Nunavik Territory of northern Quebec and the Voisey's Bay Project in Newfoundland and Labrador).

## ***2.2 Increase Immigration in northern Ontario***

One of the fundamental underpinnings of the Northern Ontario Growth Plan is the expectation that the population will stabilize after declining for more than a decade. The plan credits this change with strong population growth among Aboriginal communities and a decrease in rate of people leaving the region. While this is encouraging news, the primary focuses of the Northern Ontario Growth Plan must also be growing the population of the north by way of immigration and the ability to relieve some of the growth pressures in southern Ontario through intensification in the north.

A community's capacity to sustain the size of its labour force can be measured as a ratio of the current population aged 0-14 to the current population aged 50-64. In effect, the measure compares the population poised to enter the labour force over the next 15 years to the one preparing to exit the labour force over a similar time frame. A ratio greater than one implies that a community's labour force will remain capable of supporting growth in the economy, whereas a ratio below one suggests a long-term contraction in the size of the economically active population in relation to young and retired individuals (Federation of Canadian Municipalities, 2009). Greater Sudbury's labour force replacement ratio was in decline between 2001 and 2006 and now stands at 0.85, meaning that there will not be sufficient workers entering the job market in Greater Sudbury to grow the economy (Federation of Canadian Municipalities, 2009). Immigration is an integral part of the solution for addressing local labour force shortages (Federation of Canadian Municipalities, 2009).

A growing proportion of knowledge workers are coming into Canada as newcomers. In many cases, these workers do more than fill occupational gaps, they contribute new perspectives and knowledge drawn from other places and they can enhance northern Ontario's innovative capacity (Social Planning Council of Sudbury, 2009). From 1996 to 2006, the immigrant population in Greater Sudbury decreased by 14% to 7%. This is well below the provincial average where immigrants make up 28% of the population (GSDC, 2009).

In 2006, there were 124 immigrant landings in Greater Sudbury and the visible minority population in the City was 2.1%. By comparison, Regina, another northern community with a similarly sized population, had 834 immigrant landings and a visible minority population of 7% (Federation of Canadian Municipalities, 2009). One could infer from the relatively small number of immigrant landings in Sudbury and the low visible minority population that additional work needs to be done to make northern Ontario and Greater Sudbury an attractive and welcoming destination for immigrant populations.

The Ontario Ministry of Citizenship and Immigration states that Ontario welcomes more than half of all immigrants to Canada and also that immigration is vital to Ontario's future. In recognizing the benefits of immigration the Ministry provides many programs and services to help newcomers settle, build their careers, further their education, and become a vital part of the community (Ministry of Citizenship and Immigration, 2007). While the links between immigration and economic growth are recognized by the Province, there is currently no mention of immigration in the Northern Ontario Growth Plan. This situation needs to be addressed in the Growth Plan by:

- Acknowledging that immigrants play a key role economically, socially, and culturally in making northern Ontario strong and prosperous;
- Allocating funding to the five major urban centres to develop and implement immigration attraction strategies;
- Funding programs to make the City of Greater Sudbury and the other major urban centres welcoming and diverse communities for immigrants (i.e. expanding on the proposed Bridge Training Facility for Laurentian University);
- Including the need for skilled labour in the mining and forestry sectors as part of the Provincial Nominee Program;
- Funding labour force integration training for northern Ontario employers (specifically cultural intelligence and sensitivity training);
- Funding the development of retention programs for international students studying at northern Ontario post secondary institutions; and
- Funding to develop programs to attract the business class of immigrants to northern Ontario and connect them with local industries and businesses in need of succession planning strategies.

### ***2.3 Impacts of an Aging Population***

Another key issue that is absent in the Northern Ontario Growth Plan, is a strategy to deal with the aging population. The Province of Ontario in its "Aging at Home Strategy" acknowledges that

*"Ontario's population is aging - recent estimates project the seniors' population to double in the next 16 years. It is therefore becoming vitally important to ensure that there are resources available to assist those who wish to remain at home." (Ministry of Health and Long-Term Care, 2009)*

The City of Greater Sudbury and northeastern Ontario currently have a higher population of elderly adults than the rest of the province, 16.3% vs. 13.5% (North East Local Integration Health Network, 2009). This summer, the impacts of the aging population in Greater Sudbury were felt during an ALC (alternative level of care) crisis in the City's hospital where emergency rooms were filled and surgeries cancelled due to a lack of beds. Many of these beds were occupied by seniors who were not critically ill but did not have access to appropriate levels of care to meet their needs (i.e. supportive housing, assisted living, and nursing homes).

The lack of a strategy aimed at meeting the housing, income and mobility needs for an aging population is a rather glaring omission for a document such as the Northern Ontario Growth Plan, especially given its 25 year planning horizon. That being said the situation can be addressed in the Growth Plan by:

- Acknowledging that the health of an aging population is a fundamental issue confronting the economic prosperity of northern Ontario;
- Acknowledging that part of the solution to solving the ALC issue in northern Ontario lies in identifying the gaps in service delivery to this segment of the population and then developing and funding the programs needed to fill these gaps; and
- Developing and funding programs for affordable supportive housing and transportation for the elderly.

### **3.0 Strengthening and Enhancing the Northern Ontario Growth Plan**

The following sections deal with proposed improvements and modifications to the Northern Growth Plan to better focus the plans of action and address specific concerns of the City of Greater Sudbury.

#### ***3.1 Mining and Forestry***

Mining and Forestry are two of the oldest and most established industries in northern Ontario. However, the new global reality brings with it higher energy prices, the need to access the India-China nexus of growth and the give and take of job gains and losses as companies shift resources to minimize their cost structures. Successful regions will be those that compete less on cost and more on high skills and advanced manufacturing processes and technologies, to attract new businesses (GSDC, 2009). Greater Sudbury's rich mining history is the spring board for gaining world class recognition for mining and supply services. The future must lead to an expanding array

of businesses in Greater Sudbury and the surrounding area which will collaborate and compete to provide innovative and essential products and services to mining operations around the world (GSDC, 2009).

The Northern Growth Plan must take the necessary steps to ensure this future for northern Ontario and Greater Sudbury by:

- Recognizing Greater Sudbury as a leader in manufacturing cost-effective equipment and tools for deep mining, including mine safety, and innovative processing of natural resources;
- Supporting and enhancing the existing mining industry while also helping the City of Greater Sudbury maintain its status as a world class centre of mining excellence;
- Developing a strategic export marketing program for mining technology and services;
- Recognizing the impacts of globalization and global procurement practices on the mining industry and committing to develop strategic partnerships with other Canadian mining operations (e.g. Potash, Oil sands) to advance the mining and mining supply/services sector for northern Ontario;
- Recognizing that incentives to encourage more processing in Ontario's resource-based municipalities are crucial to bolster the mining industry and that northern Ontario municipalities would benefit from investments that expand the commercial life of the mines and protect the ample and relatively modern smelting and processing facilities that are already in place;
- Enacting programs and initiatives to see that resources which are extracted in northern Ontario are also processed and refined in northern Ontario; and
- Recognizing that there is a need to pursue economic development opportunities in northern Ontario municipalities beyond resource extraction and processing such as fabricating and manufacturing.

### **3.2 Green Energy**

The Province has made Green Energy a key pillar of its Northern Ontario Growth Plan. The recognition of the immense capacity for wind energy development in northeastern Ontario and the opportunities for Aboriginal communities in a green energy future that includes solar, biomass, and geothermal energy are an excellent starting point.

Additionally the investment in transmission line improvements will also open up the north for green energy development.

Many of the Green Energy Plan of Action items identified in the Northern Ontario Growth Plan, however, are already in place with the passing of the Green Energy Act, apply province wide and are not unique to northern Ontario. That being said, there are opportunities for the Growth Plan to be strengthened to realize this vision of northern Ontario becoming a focal point for the Green Energy industry of the future by:

- Locating the Renewable Energy Facilitation Office (REFO) in northern Ontario;
- Expanding on the domestic content requirements that are part of the feed-in tariff program by providing grants through the Northern Ontario Heritage Fund Corporation to renewable energy equipment manufacturers to establish in northern Ontario. This action would ensure the creation of a green energy industry in the north and recognize northern Ontario as a logical choice for green energy manufacturing due to the close proximity to wind resources along the north shores of Lake Huron and Lake Superior, the availability of biomass from the forestry industry and the prospects of geothermal with the mining industry;
- Positioning the newly created Green Energy Industry in northern Ontario to service the needs of the northern United States as that country moves toward a green economy; and
- Establishing a Green Energy Research and Policy Institute in Greater Sudbury affiliated with post secondary educational institutions in the north. This will ensure that there would be research and development linked to an emerging Green Energy manufacturing industry in northern Ontario.

### ***3.3 Tourism***

Northeastern Ontario and Greater Sudbury in particular are blessed with superior natural assets and a unique geological history which serve as an outstanding vacation destination. Exceptional major attractions such as Science North and Dynamic Earth, along with Greater Sudbury's reputation for environmental stewardship and outdoor recreation activities make it a world class tourist destination (GSDC, 2009).

In spite of these assets, tourism volume in northern Ontario has remained static for a number of years, particularly for those regions that rely on U.S. visitors (Lloyd Research & Haynes Marketing, 2008). The Northern Ontario Growth Plan can help northeastern Ontario achieve its tourism potential by:

- Acknowledging the need for up-to-date and timely market research and information, along with new methods of obtaining market data, is a priority to effectively plan for the future;
- Funding the enhancement of existing and the development of new world class attractions to create a critical mass of tourism opportunities;
- Funding the improvement of organizational capacity and effectiveness within the tourism sector, including building on the successes of Science North and Dynamic Earth as a provider of tourism consultation services;
- Funding strategic partnerships that contribute to the growth and sustainability of the tourism industry in northeastern Ontario and Greater Sudbury. While also focusing on existing gaps with market demand (e.g. culinary, trails, francophone and cruise ships visiting the north shore and Little Current);
- Funding the development of francophone and aboriginal tourism opportunities;
- Funding the development, expansion and upgrading of facilities and infrastructure to attract more conferences and events; and
- Implementing the recommendations of the "*Discovering Ontario: A Report on the Future of Tourism*" by Greg Sorbara and the Ontario Tourism Competitiveness Study.

### **3.4 Health**

The Northern Ontario Growth Plan recognizes that access to quality healthcare in a timely manner is of crucial importance to the development and prosperity of northern Ontario. Much has been done to improve the health of northern Ontario residents by way of the establishment of the Northern Ontario School of Medicine, the Northeastern Ontario Regional Cancer Centre and the Adult Regional Cardiac Program in Greater Sudbury. The Northern Ontario Growth Plan presents the opportunity to expand on these recent healthcare accomplishments by:

- Recognizing the City of Greater Sudbury's role as a regional health and referral centre and maximizing the opportunities for health services and expertise;
- Creating a multi organizational/multi disciplinary association to advocate for and collaborate on improving northern Ontario's health related industry;
- Identifying and filling gaps in areas of health care expertise that would enhance Greater Sudbury's ability as a regional referral centre; and

- Supporting community efforts to address the Alternate Levels of Care crisis in both the short and long term.

### ***3.5 Education***

Lower levels of literacy and education in Greater Sudbury compared to the provincial average make it difficult for the area to weather fluctuations in the economy. Referring to the Talent Index – a measure of the proportion of the population with a Bachelor's Degree or higher – Greater Sudbury at 14.3% ranks well below the provincial average of 22.8% (Greater Sudbury Development Corporation, 2009).

To address this issue, the Growth Plan needs to focus on closing the gap in the proportion of graduate spaces between northeastern Ontario and the rest of the province so graduates do not have to leave the area to continue their studies. Also complicating the education issue is the fact that northern Ontario Universities are often at a disadvantage in accessing research funding when compared to the larger southern Ontario Universities that have a long history of research initiatives. The Northern Ontario Growth Plan can address this by:

- Funding additional centres of learning, non-traditional learning, lifelong learning and apprenticeship programs in northern Ontario, specifically the proposed Laurentian University School of Architecture in downtown Greater Sudbury;
- Expanding E-learning programs while understanding that they are not a panacea for solving the issue of distance learning;
- Funding the establishment of a Green Energy Technology Research Hub and Green Energy trade schools in northern Ontario and Greater Sudbury in particular, as with a university and two colleges, it is the centre of higher education in northern Ontario;
- Funding the creation of a world class Faculty of Mining; and
- Funding the development and advancement of Centres of Excellence where critical mass can be achieved and areas of expertise exist (i.e. Sustainable Energy Centre at Cambrian College, mining and occupational health).

### ***3.6 Transportation***

The Northern Ontario Growth Plan recognizes the importance of transportation in linking the vast areas of northern Ontario to each other and to their key markets. The four laning of Hwy 69 is an excellent improvement to transportation issues in northern Ontario; however improvements still need to be made. To ensure that there is an

adequate transportation network in place to support the growth and development of northern Ontario, the Growth Plan should provide:

- A plan for improving transportation networks between Sudbury and Sault Ste. Marie, including preserving the Huron Central rail link between Sudbury and Sault Ste. Marie, as this is the closest border crossing to the United States for northeastern Ontario;
- An understanding that the frontiers of mineral exploration are further north and of the need for a plan to improve highway, rail and air links between Sudbury, Sault Ste. Marie, North Bay and Timmins in order to efficiently develop the natural resources of these areas and points further north;
- A plan for improving passenger rail linkages between Greater Sudbury and southern Ontario, including better scheduling and moving the terminal to a strategic location; and
- A focus on making rail and marine shipping a priority, including the establishment of a deep water port along the north shore of Lake Huron.

### ***3.7 Information and Communications Technology***

The Northern Ontario Growth Plan is clear on the need to extend broadband internet service to all northern Ontario, which is a fundamental requirement for the region to compete in the global economy. What is absent from the Plan, however, is a commitment to continue to develop, expand and improve Geographic Information Systems (GIS) in northern Ontario. The Northern Ontario Growth Plan could address this by:

- Funding GIS applications, data collection and innovation initiatives to provide an excellent web accessible base of information for investors, visitors and industries interested in northern Ontario.
- Promoting partnerships and information sharing between municipalities and other entities. This could include providing, through the Ministry of Natural Resources, digital products such as up to date aerial photography, digital terrain modeling, etc.

### **3.8 Quality of Place**

One of the most important features of the Northern Ontario Growth Plan is its commitment to quality of place. Improving the urban centres of northern Ontario is a key requirement to attracting and retaining people who will drive the future economy.

Part of improving quality of place is developing a thriving and sustainable professional and arts & culture community. Not only does a growing arts, culture and professional sector provide jobs and increase tourism, it also adds to quality of life and attracts talented people to those occupations that will nurture economic growth in the region. The creative class is composed of people who are paid to think for a living including people working in technology, arts & culture, professional, educational and health occupations (GSDC, 2009). Greater Sudbury's creative class as a percent of workforce is, at 26%, well below the 30%+ seen in similarly sized southern Ontario municipalities (GSDC, 2009).

The Northern Ontario Growth Plan is somewhat silent on the need to grow the creative class community in northern Ontario, and can be greatly improved by:

- Providing incentives and funding for Research Chairs in educational sectors and making other investments in talent in northern Ontario;
- Providing funding to position Greater Sudbury as the music, film and television industry leader of northern Ontario and to increase attraction and retention efforts to complement existing film, television and music industry partnerships;
- Strengthening the arts and culture sector through increased resources for infrastructure improvements and sustainability; and
- Providing funding to create and implement public art policies and to develop signature arts districts in the major urban centres in northern Ontario.

Another aspect of "Quality of Place" that needs to be a focus of the Northern Ontario Growth Plan is the revitalization of downtowns in the urban centres and the adaptive reuse of brownfield sites. Many northern Ontario municipalities, including Greater Sudbury, already have Community Improvement Plans, under Section 28 of the Planning Act, in place to address downtown revitalization, public art, neighbourhood improvements, affordable housing, and brownfield redevelopment.

Lacking in these Community Improvement Plans are the funding resources necessary to realize them quickly and on a large scale. An infusion of capital from the Province, as part of the Northern Ontario Growth Plan, into these existing Community Improvement Plans would create the critical mass needed to make cities in the north socially,

culturally and economically viable. The Province is in the position to provide an immediate kick start to redevelopment initiatives in northern Ontario by providing funding to municipalities to increase the level of incentives offered in their Community Improvement Plans. To achieve this, the Northern Ontario Growth Plan should be modified by:

- Acknowledging that the creation of affordable supportive housing for seniors is an excellent fit with downtown revitalization objectives and programs that are currently in place within many northern Ontario cities in the form of Community Improvement Plans under Section 28 of the Planning Act. And further, that these existing programs would benefit from direct Provincial funding to provide additional incentives to drive development; and
- Committing to inject Provincial funding into municipal Community Improvement Plans to provide an immediate and sustainable boost to downtown revitalization, public art, neighbourhood improvements, brownfield redevelopment and affordable senior's housing creation.

## **4.0 Summary**

Through the Northern Ontario Growth Plan, the Province is committed to implementing an economic growth strategy for northern Ontario. The plan outlines numerous points of action that will involve collaboration between the Province, municipalities, aboriginal groups, industry and other stakeholders to ensure the prosperity of the north over the next 25 years.

That being said, the reality is that the Northern Ontario Growth Plan lacks key information on priorities, timing, funding, monitoring and most importantly implementation measures.

To address the gaps in the Northern Ontario Growth Plan the City of Greater Sudbury has outlined a number of areas in the Plan that would benefit from improvement to achieve the social and economic success it envisions. The City has also identified crucial elements that have not been addressed in the plan, namely; assuring sustainable funding for northern Ontario communities via the equal sharing of resource revenues, increasing immigration to grow northern Ontario and providing a concrete plan to meet the needs of an aging population.

The City of Greater Sudbury is encouraged by the efforts that have gone into the creation of such a broad and comprehensive document and welcomes this opportunity to work side by side with the Provincial Government to realize the vision of the Northern Ontario Growth Plan.

## **5.0 Recommendation**

It is anticipated that more comments on the proposed Growth Plan may be forthcoming from Council and other parties, which may necessitate some modifications to this report. As a result this report is presented for the information of Council at this point. However, once the report is finalized it will be brought back to Council in 2 weeks with the recommendation:

*That Council submit this report to the Province of Ontario and request that the proposed Growth Plan for Northern Ontario be amended by including and addressing the issues and points outlined in this report.*

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220 Algonquin Boulevard East, Timmins, ON, P4N 1B3  
[www.timmins.ca](http://www.timmins.ca)

**DRAFT**  
Comments on the Proposed Growth Plan for Northern Ontario



By

The Corporation of the City of Timmins

In Collaboration with

The Timmins Economic Development Corporation

January 19, 2010



Development and Community Services Department  
Telephone: (705) 360-2624  
Fax: (705) 360-2678

## BACKGROUND

The Ontario Government has recently released the 'Proposed Growth Plan for Northern Ontario'. This will be the second Growth Plan in Ontario – the first being the 'Growth Plan for the Greater Golden Horseshoe' – initiated under the "Places to Grow Act", which became law in June 2005.

The Proposed Growth Plan for Northern Ontario was prepared in collaboration between the Ministry of Northern Development, Mines and Forestry and the Ministry of Energy and Infrastructure. This Growth Plan differs greatly from its southern Ontario Counterpart in that is less driven by land use planning objectives and policies and is more of a 25-year economic framework intended to help position the region's economy to meet the challenges of the twenty-first century.

The framework is structure into five theme areas: (1) Building Towards a New Economy; (2) Investing in People and Progress; (3) Forging a New Relationship with Aboriginal Peoples; (4) Connecting and Strengthening Northern Communities; and (5)Promoting Environmental Stewardship.

The Growth Plan's Vision for Northern Ontario in 2036 is that:

"Northern Ontario has a skilled, educated and healthy population that is supported by world-class resources, leading edge technology and modern infrastructure. Companies can scan the world for opportunities to create jobs, attract investment and serve global markets. Communities are connected to each other and the world, offering dynamic and welcoming environments that are attractive to newcomers. Municipalities, Aboriginal communities, governments and industry work together to achieve shared economic, environmental and community goals".

To achieve this vision, the Growth Plan sets out the following six (6) high-level guiding principles:

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



Development and Community Services Department

Telephone: (705) 360-2624

Fax: (705) 360-2678

The following is a review of the 'Proposed Growth Plan for Northern Ontario' by the City of Timmins. The review will first highlight the strengths and gaps of the Plan. Afterwards, a detailed review of the five themes of the Plan will be provided. Finally, a set of next steps will be outlined to help provide guidance to the Province on how to strengthen the Growth Plan for Northern Ontario.

## STRENGTHS

While there are many positive aspects to Proposed Growth Plan, the review draws attention to the following key successes:

- The Province should be commended for this massive undertaking to create a Growth Plan that recognizes that Northern Ontario has unique strengths and weaknesses much different from that of Southern Ontario. This is truly a dynamic and important initiative for Northern Ontario.
- The Growth Plan for Northern Ontario will be approved under the Places to Grow Act, 2005, which has mandatory review and reporting structures in place. This should assist with creating a long-term and consistent strategy for development in Northern Ontario despite changes in government.
- The Northern Growth Plan has a 25-year horizon. This will allow all Partners to work towards achieving the Northern Growth Plan's Vision as it will provide coordination, funding and investment opportunities.
- The Growth Plan is forward looking, comprehensive, and acknowledges the need to position the vast region's economy at the forefront of the 21<sup>st</sup> Century. The proposed Plan covers areas such as but not limited to 'Green Energy', 'Bioeconomy', Research and Innovation', 'Climate Change', 'Sustainable Resource Development' and 'Transitioning to a Greener Economy', which are issues only increasing in importance over time.
- The Proposed Growth Plan is based on extensive consultation.

## GAPS

No one document is all-encompassing. However, there are four key areas omitted from the Northern Growth Plan that should be included to ensure that Northern Ontario will be better suited to meet the challenges and opportunities of the 21<sup>st</sup> century economy. They are as follows:

- The Plan does not set out the historical problems of Northern Ontario such as population decline, lower education levels and incomes, poor and deteriorating infrastructure, high transportation costs, smaller tourism markets, limited manufacturing and continued dependence on the natural resources sector. The earlier Discussion Paper did identify some of these problems but the draft NGP does not show the linkages between the problems and how they will be resolved by the proposed actions. The



Development and Community Services Department  
Telephone: (705) 360-2624  
Fax: (705) 360-2678

Plan must be based on actions that are specifically designed to resolve these problems if it is to be successful.

- The implementation section of the draft has significant shortcomings. The Plan of Actions are very high level and require more detail so more meaningful comments can be provided. A detailed implementation plan should include priorities, timetable, real performance measures, identification of lead on Plan and individual initiatives and a monitoring. Without a complete and detailed implementation section the Plan will simply be a set of good intentions.
- There is no mention of the importance of increasing immigration to Northern Ontario. Promoting immigration to the North is an important component of attracting skilled labour, investment and growing the North.
- Finally, the Plan does not adequately address the issue of accessibility and the aging population of the Northern region. Most communities in the North have a significantly higher percentage of older adults (+ 55 years) and individuals with disabilities in their populations than the Province's average. Moreover, there are limited dedicated resources for these communities to provide essential services in accessible manners to ensure they can enjoy a high quality of life within their communities. The Plan should acknowledge this trend and outline strategies to increase the likelihood that individuals with disabilities and the aging population can stay within their communities and enjoy a high level of services.

## DETAILED REVIEW

The following table outlines comments raised by the City of Timmins related to the various sections of the Northern Growth Plan. The comments are based on both Timmins and Northern Ontario perspectives. However, the comments are not meant to be all encompassing as numerous municipalities, agencies, and stakeholders throughout the Northern Ontario will have or will submit comments in regards to the Proposed Growth Plan for Northern Ontario. The City has reviewed several prepared comments from various municipalities and local organizations. The City of Timmins supports their input provided and their respective viewpoints. More importantly, the City of Timmins looks forward to continue working with all our various Partners throughout Northern Ontario in ensuring that we develop a Growth Plan that is FOR Northern Ontarians and BY Northern Ontarians.



Development and Community Services Department  
Telephone: (705) 360-2624  
Fax: (705) 360-2678

**CITY OF TIMMINS REVIEW OF PROPOSED NORTHERN GROWTH PLAN**

Heading	Comments
<b>1 Introduction</b>	
Vision	<ul style="list-style-type: none"><li>• Although Northern Ontario Growth Plan would imply "growth", the vision does not convey this underlying message. The Vision should include a commitment to see Northern Ontario, or at least the major urban centres, as growing in population and assessment.</li></ul>
<b>2 Building Towards a New Economy</b>	<ul style="list-style-type: none"><li>• Action Plan misses a fundamental component, being a commitment to reduce energy costs, particularly electricity, to ensure competitiveness of region in attracting and retaining energy-intensive processing facilities.</li><li>• Action Plan should also include the introduction of legislation that would require minerals extracted from Ontario be processed in Ontario.</li><li>• Province should implement a sustainable funding mechanism to assist host communities to deal with eventual mine disruptions and closure (perhaps a share of mineral value being extracted and processed from within the municipality).</li><li>• Whether it is through the Ontario Mineral Industry Cluster or via MNDMF staff, there is a need to heavily promote industrial mineral deposits in Northern Ontario. Emphasis should be placed on bolstering the knowledge and potential of Industrial Minerals. Industrial Minerals are not usually prospected in Northern Ontario and they tend to be smaller mining operations but the potential for job creation is there. Increasing the amount of geosciences research on industrial deposits in the North could</li></ul>



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Telephone: (705) 360-2624

Fax: (705) 360-2678

	<p>become a very valuable asset to the communities and the province.</p> <ul style="list-style-type: none"><li>• There is also a need to ensure that land and area in the North including the Far North are available for mineral exploration and development. This will help the aboriginal communities by providing jobs and investment for the region.</li><li>• Tailing regulations may need to be altered given the impact of climate change. Research should be done in this area and changes to the current regulations may need to be done.</li><li>• There is a need to examine why forestry and mining road regulations are different. Mines are forced to adhere to a higher standard for roads located in remote areas. The regulations may be in place because of weight restrictions but the road construction used for both should be the same standard. Currently mining firms are forced to pay more for remote roads.</li><li>• There is a need to continue with exploration incentives and raise them to be more competitive with Quebec to attract more investment.</li><li>• The Ontario Geological Survey should try to maximize investment with the Federal Government from the Geological Survey of Canada. They should also try to work with Post Secondary institutions to suggest research topics to students to increase the knowledge base of deposits in the North.</li></ul>
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Fax: (705) 360-2678

- There is the potential to develop a deep mining centre of Excellence with Kidd Xstrata being the “classroom”.
  
- The Kamiskotia site in Timmins could be used as a showcase to highlight the efforts of reclamation.
  
- Post-Secondary and research institutions should be approached to research new ways to utilize tailings bacteria destruction, or organic carbon to lock down acid regeneration.
  
- There is a need to continue to fund geoscience initiatives like Discover Abitibi. This also attracts private sector investment in government programs. Continue to fund exploration mapping in lower than 51 area and negotiate with First Nations to work in the area north of 51.
  
- There is a need to ensure that the permitting process is timelier. Timeframes for review and comments should be clearly stated to facilitate the approval process and provide greater clarity for investors.
- A stronger emphasis should be placed on developing and maintaining secondary / value-added industry from Mining (e.g. metallurgical processing facility). We need to encourage this type of investment perhaps through special incentives or tax breaks.
- The government should help with the development of the resource industry in the North by investing in infrastructure (e.g. roads, rail, etc).



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Telephone: (705) 360-2624  
Fax: (705) 360-2678

	<ul style="list-style-type: none"><li>• The Mining Act office should be located in Timmins, since we have an expertise in mining and first nation relationship building.</li></ul>
	<ul style="list-style-type: none"><li>• Action Plan should also include the introduction of legislation that would require raw timber harvested from Ontario be processed (at least milled) in Ontario.</li></ul>
Forestry	<ul style="list-style-type: none"><li>• Province should implement a sustainable funding mechanism to assist host communities to deal with eventual forestry disruptions and closure such as municipal revenue sharing.</li><li>• Establishing a Forestry Cluster Council may be a valid approach but there is concern over an added level of bureaucracy. Consider using existing organizations and stakeholder groups to work towards strengthening and diversifying the industry.</li><li>• Provide provincial incentives to fund projects that commit to using wood products from Northern Ontario.</li><li>• Consider a one-time transfer of Crown Timber reserves (at no cost) on municipally owned lands to the municipality to encourage increased access (subject to proper forest management practices) to timber reserves for other entrepreneurs, especially valued added companies.</li><li>• Tenure reform is critical and should be done sooner versus later. Many new ventures are quashed because existing tenure relationships prevent</li></ul>



	<p>efficient access to fiber, typically species that are not in demand by the prime tenure holder. Smaller to medium-sized wood using facilities tend to remain open during these times but do not have adequate access to fiber when good times return as these resources go to larger forest industry as it ramps up capacity to meet North American demand. Smaller, diversified business, with local input to allocation of forest resources provide for sustainable, diverse communities (e.g. Ottawa Valley).</p> <ul style="list-style-type: none"><li>• We should look for changes in how the endangered species act is implemented, accept forest management Plans as enough for permitting and speed decisions at the five year or ten level Plan.</li><li>• Support to develop a Forest Inventory would be good for forestry as well as wildlife planning.</li><li>• Technology has the capacity to improve the quality of information and the quality of work. Training in applications and access to capital to adopt the technology is the limiting factor. The technology is expensive to adopt and the return on investment is not necessarily attractive despite the better job or better environment created by the adoption. Margins for contractors are negligible to make technology adoption practical. Assistance to reduce the switching costs is required to stimulate this change.</li><li>• “Advance research and commercialization expertise in forest health; properties, use and regeneration of Ontario tree species; and climate change adaptation”. The point above requires funding. The MNR currently has a research lab in Sault Ste. Marie that focuses on this. Funding for this initiative and to Regional Science groups already existing in Thunder Bay and Timmins could make significant advances. This could also support green products and Environmental Stewardship initiatives and / or an Institute that specializes in a few of these initiatives in our area. Invasive species is a</li></ul>
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Fax: (705) 360-2678

valid concern that deserves consideration. Funding should be put into this type of research.

- “Work with industry to advance innovative uses of forestry biomass for bioeconomy markets.” Access to financing and access to fibre remain critical stumbling blocks to this initiative.
- “Adopt innovations in the rePlanting and regeneration of Ontario’s forests as part of a Crown forest renewal strategy.” Ontario’s past management systems were effective and should be re-explored. Reliance on natural regeneration techniques should be a concern, particularly if it is being applied on the more productive sites where investment to establish conifer is required. This is the area that will suffer with a lack of forest product profitability. Good forest management requires profitable forestry. Forest management is about balance, managing for future opportunity, appropriate mix and range of wildlife habitat, tree species mix, age mix etc. and targeting the appropriate harvest and renewal strategy on the appropriate site. Understanding these decision points are the critical information requirements for foresters.
- Innovations in replanting may assist in reducing the typically higher costs of artificial regeneration (site preparation, tree Planting, tending). Opportunities for mid rotation thinning should be considered as this has potential for creating jobs and creating desirable response from forest, improving future wood quality and product opportunities. However, timber values in Ontario remain sufficiently low causing investment in the forest to be rare.
- Since the private sector does not ‘own’ the forest resources, the potential to



	<p>benefit from the investment in replanting is not there. Accordingly, the Province should pay for replanting.</p>   <ul style="list-style-type: none"><li>• “Amend building codes and construction standards to allow for the use of wood in mid-rise construction.” They should also tie this to Forest Certification (e.g. FSC, CSA or etc).</li><li>• The marketing of “green” – i.e. Certifications for the wildlife and fisheries gains made by sustainable forests, the tourist opportunities created by access, carbon credits for planting private land, and others are missing from the forestry section.</li></ul>
Green Energy	<ul style="list-style-type: none"><li>• Action Item 2.c is very important to help attract investment. The City of Timmins feels it is optimally located to have the Renewable Energy Facilitation Office. Such government jobs provide for a strong stabilizing force for Northern Ontario communities like Timmins.</li><li>• Action Plan should also provide for attractive funding opportunities to encourage more off-grid power development (e.g., solar, water, geothermal, etc.) to support not only communities that are off-grid but also for parts of on-grid communities as well as site specific developments.</li><li>• Energy must be seen as an economic development tool rather than as an extractable resource. To that end, the government of Ontario should</li></ul>



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Telephone: (705) 360-2624

Fax: (705) 360-2678

	<p>implement preferred rates for heavy industry for Northern Ontario.</p> <ul style="list-style-type: none"><li>• Large, energy-intensive operations rely on affordable power rates. The Government of Ontario will continue to see energy-intensive industries along with resources and jobs, leave our province and move to other jurisdictions if it does not address the increasing cost of power. With the government providing incentives to southern Ontario manufacturing industry, we assert that similar forms of support should be provided to the industries in the north. At minimum, there is a need to reduce hydro rates in the Province of Ontario to make us more competitive in relation to Quebec and Manitoba.</li></ul>
Bioeconomy	<ul style="list-style-type: none"><li>• Education is required in terms of educating the public and business regarding what the bioeconomy is and what bio products are.</li><li>• "Through the Centre for Research and Innovation in the Bioeconomy" [CRIBE]: CRIBE is in Thunder Bay and we must ensure that all communities have both input into the "Plan", and access to the funds CRIBE controls.</li><li>• The opportunities to participate in the bioeconomy must not be clustered or centralized in one or two large urban Northern municipalities. Each of the 5 major centres should be encouraged and supported in establishing a niche.</li><li>• The Province of Ontario should be acting immediately to establish a Centre of Excellence for the Bio-economy in Timmins. Northern College is a growing post-secondary institution that would be well-positioned to launch research Plans in conjunction with such a Centre. This would attract jobs, high-skill professionals, and hands-on research that we could all be part of here in the northeast. This Centre of Excellence could and should collaborate with</li></ul>



	<p><b>CRIBE in the northwest</b></p> <ul style="list-style-type: none"><li>• The only action Plan identified in this section states "a Northern Ontario Bioeconomy Plan aligned with Provincial bioeconomy initiatives". A report on what exactly these initiatives are should be provided. Currently, initiatives range over several ministries and departments.</li><li>• It appears the government's strategy is to replace coal at Nanticoke and Atikokan power Plants, which relies upon the production of wood pellets in Northern Ontario and subsequent shipment to the coal Plants from all over the north. It is important that we develop bio-energy Plants at the local level to maximize the utilization of wood.</li><li>• We assert that Northern Ontario should be producing its own power. Moreover, shipping the biomass south has its own environmental impacts and greenhouse gas emissions. In the long term, producing the fuel and the power in Northern Ontario may in fact be greener when the full-cost of environmental accounting is completed. Our communities must get an opportunity to use the wood basket for the generation of community bio-energy as well. We should not ship the wood or wood pellets out as a "commodity" to any market.</li><li>• Northern Ontario must avoid agreeing to long-term contracts for the pellet supply. This will limit the control of our resources over time and is not the best use of our wood.</li><li>• A study must be initiated in the north and draw from other best practices to ensure a successful "bioproduct market analysis and development strategy" is completed. There must be opportunity for consultation and input. The</li></ul>
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	<p>Northern perspective is a very different perspective than the south. This cannot be a study that is driven by the needs in the south for the supply of bioproducts manufactured there using raw Northern resources.</p> <ul style="list-style-type: none"><li>• The focus on "including related manufacturing activities" must be on establishing the manufacturing facilities in the north so that we are shipping out finished products, not shipping our raw-products to the south for processing.</li></ul>
Agriculture and Aquaculture	<ul style="list-style-type: none"><li>• As with any new markets, we have to ensure that the regulatory framework is not so onerous as to exclude the small players. As regulations evolve business must have an opportunity to provide input before the regulations are enacted through organizations like the Small Business Agency of Ontario, Northern chambers of commerce, etc.</li></ul> <ul style="list-style-type: none"><li>• There is no mention of research institute for agriculture or aquaculture. The Plan should encourage the creation of a Northern Agriculture / Aquaculture Centre of Excellence / Council, similar to other sectors of the economy that will be responsible for researching opportunities to increase food production in the Northern Ontario / colder climates, to create value added initiatives and to strengthen sustainability and livelihood of farming in Northern Ontario / colder climates.</li></ul> <ul style="list-style-type: none"><li>• The City suggests investigating feasibility of using local waterways and abandoned mining open pits for aquaculture opportunities.</li></ul>



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	<ul style="list-style-type: none"><li>• In the past, the Ministry of Agriculture removed staff from Northern Ontario. The province should look to create new positions in the North.</li> <li>• There is a need to promote agri-tourism initiatives in the North to attract farmers from other international locations to farm in Northern Ontario.</li></ul>
	<ul style="list-style-type: none"><li>• Tourism is very important component to an economy but still ancillary to major industry.</li> <li>• Action item 1 should specifically reference recreational and sports tourism as Northern tourism strengths.</li> <li>• Important to attract visitors to the North and find ways to ensure return visits – Get them to come not only once, but twice, three times and so on.</li></ul>
<b>Tourism and Cultural Industries</b>	<ul style="list-style-type: none"><li>• Implement specific legislation to allow Northern municipalities to promote seasonal residential development on water bodies that have adequate lake capacity, including the surplus waterfront lots held by the Crown (similar legislation as passed for Elliot Lake).</li> <li>• There is a need to provide capital funding to build more tourist facilities. There is also a need to provide capital investment to current facilities to upgrade and expand them to allow us to attract more sport and recreational</li></ul>



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Fax: (705) 360-2678

	<p>tourism.</p>
<b>Attracting Investment and Business Growth</b>	<ul style="list-style-type: none"><li>• Develop and implement an aggressive coordinated marketing and branding campaign, between the Province and Northern Municipalities and Businesses, to portray a more accurate image of Northern Ontario and its value to businesses, residents and visitors (e.g., building upon the "Go North" marketing effort).</li><li>• Re-consider the concept of introducing enterprise or tax incentive zones and / or an incentives tool box for Northern Ontario to encourage investment and growth.</li><li>• Need to introduce tailored programs and incentives that direct immigrants (particularly investment immigrants) to the North.</li><li>• Consider locating new government jobs and / or relocating existing government jobs (including back-office jobs) to help stabilize local economies in Northern Ontario.</li><li>• Plan of Action #1a) Align provincial investment programs with Growth Plan Priorities. Does aligning existing Northern Ontario funding streams to the priorities of the Plan mean that all funding (NOHFC, etc.) must forward only those ideas included in the Plan? If so, it may remove the ability for communities to be innovative in their own region; such a policy would continue to foster the spirit of creating projects to match funding envelopes instead of funding good community/region based projects based on their inherent value.</li></ul>



- |  |  |
|--|--|
|  | <ul style="list-style-type: none"><li>• Plan of Action #3: Increase public procurement opportunities through local procurement. This recommendation is appreciated and fully supported; however it must be noted that this policy is contrary to existing government policy, as demonstrated by programs such as OntarioBuys and OECM.</li></ul> |
|  | <ul style="list-style-type: none"><li>• Businesses must know the “rules of engagement” for investing in the far north. Business and economic development is a tool for driving social development. It is important to not stifle economic development in the areas in which it is so clearly needed.</li></ul>                                   |
|  | <ul style="list-style-type: none"><li>• Strategies must be customized to Northern Ontario and must be considered unique in Ontario.</li></ul>  |
|  | <ul style="list-style-type: none"><li>• Focus on growing new industries and on retaining existing industries. Should develop supports to help retain the industries that were / are dependent on mining (e.g. adapt to mine closings, improving global reach, etc).</li></ul>  |
|  | <ul style="list-style-type: none"><li>• Work to eliminate development barriers (e.g. transportation issues, high cost of power, four laning, and lack of access of university education in Timmins).</li></ul>   |

### 3 Investing in People and Progress

#### Health

- Plan needs to recognize the importance of realizing accessible communities and offering needed services to our aging population and persons with disabilities.



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- Build upon the Northern Ontario Medical School concept to ensure that needed medical equipment and experts are provided in major urban centres.
  
- There is a need to make the Timmins and District Hospital a regional facility.
  
- There is a need to work with Foreign Educated Professionals to ensure that they can integrate their degrees with Ontario standards in a much timelier fashion. Perhaps working through the Northern Ontario medical school and/or Northern College and universities to fast track their Ontario educational needs via special programs. Maybe something can be done to ensure these professionals are not lost to other jurisdictions.
  
- Should also add the health-related focus of the "Aboriginal Workforce Placement Initiative: Making Aboriginal Employment Work for You", an INAC program, as a successful project.
  
- Plan should recognize that retention is a blend of both professional opportunity and lifestyle opportunity, which means that cultural, educational, and recreational opportunities need to be supported.
  
- Provide incentivizes to OMA members to partner in more and in broader-scoped service-delivery collaborations.
  
- Should establish and fund local "centres of excellence" in diagnostic and



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Fax: (705) 360-2678

	<p>treatment services specific to capacities of the communities/institutions (i.e. build on the substantial diagnostic imaging services available in Timmins and make them more readily available to more of the North East).</p> <ul style="list-style-type: none"><li>• Plan should set out to develop a broad, sustainable and focused health research capacity related to northern health research and development (e.g. activities that would expand and build on the work of the Centre for Rural and Northern Health Research, and distribute capacity to other centres outside Sudbury and Thunder Bay).</li></ul>
	<ul style="list-style-type: none"><li>• Need to educate Northerners for tomorrow's jobs. Important to outline a transition Plan for individuals seeking to upgrade current skills or leaving labour intensive careers to work in the knowledge-based economy being developed in Northern Ontario.</li></ul>
Education	<ul style="list-style-type: none"><li>• Need to highlight adaptive re-use Plans for surplus school facilities (blue field developments) and how it aligns with priorities of the Growth Plan.</li> <li>• Need to provide for e-learning and other innovative delivery mechanisms in Northern Ontario communities to retain youth. However, we caution that in the present draft of the Plan, too much focus is on e-learning. Admittedly, this is an important component of the strategy to connect communities and invest in people, but it simply cannot replace the growth needed for post secondary education institutes in Northern Ontario and, particularly, in Timmins.</li> <li>• Important to recognize and leverage community colleges and encourage continued partnerships with universities to offer courses / programs in the North, which will help to retain our youth.</li></ul>



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	<ul style="list-style-type: none"><li>• Consider offering free tuition to Northern residents who attend university in the North.</li> <li>• Literacy rates in Ontario are typically lower in Northern Ontario and literacy issues tend to be more prominent in Aboriginal populations. There is no talk in the Plan of working with the Ministry of Education, MTCU, and Ministry of Culture. They should be consulted, provide input and support the Plan. There is a lack of detail surrounding the Plan and financial supports backing the goal of preparing “Northern youth for postsecondary education and training”.</li> <li>• Action Plan #5 – Strengthen collaboration among postsecondary facilities and industry to adapt apprenticeships, co-op programs and skills development initiatives to prepare students for market-relevant and emerging employment opportunities.</li></ul>
Research and Innovation	<ul style="list-style-type: none"><li>• Centre of Excellence for Timmins might focus on Forestry, Agriculture and Aquaculture innovations to deal with colder climate environment and possibly mine rehabilitation/closure (e.g. “green mining activities”).</li> <li>• Leadership from the Province in terms of assisting in the identification and implementation of Centres of Excellence / Clusters to be focused on the main urban centres in Northern Ontario.</li> <li>• As stated throughout this document, Northern Ontario should have connected and collaborating centres of excellence / innovation in each of the five urban centres. Currently, Timmins is the only major urban centre without an English language university and/or research institute. However,</li></ul>



	<p>it should be noted that research can be supported and be taking place in advance of the establishment of an English-speaking university through the college networks.</p>
<b>4 Forging a New Relationship with Aboriginal Peoples</b>	
<b>Aboriginal Economic Development</b>	<ul style="list-style-type: none"><li>• This section should go after 'Aboriginal Education and Skills Development'.</li><li>• Alternative means for aboriginal businesses to borrow money should be provided for if they cannot get funding from federal government, since they cannot borrow against their home located on reserve.</li></ul>
<b>Aboriginal Education and Skills Development</b>	<ul style="list-style-type: none"><li>• There is a current disconnect with Aboriginals and we must ensure that what we want in terms of training and job creation for this population is the same as what they want. There is definitely a need for a better understanding of aboriginal culture in Ontario. Education and Awareness about aboriginal culture are also required for non-aboriginal cultures if the Province is to forge a new relationship with Aboriginal Peoples.</li><li>• Plan must recognize that many Aboriginals do not possess high school education and this is a priority before any college level or trades training are encouraged.</li><li>• Educational medium should be designed with aboriginal culture in mind (oral tradition vs. visual / technical medium).</li><li>• More clarity must be provided in terms of what consultation with aboriginals mean and how successful engagement can be achieved.</li></ul>



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<b>5 Connecting and Strengthening Northern Communities</b>	
Regional Economic Planning	<ul style="list-style-type: none"><li>• We have concerns regarding the possibility of creating another level of bureaucracy (and associated costs). If this concept proceeds, consideration should be given to expanding the role of existing Ministry divisions/programs (e.g. MNDMF – Regional Economic Development Branch).</li><li>• Concerned with the creation of rigid economic development zones, which will not work for all partnership and project opportunities. In recent years, Timmins and other communities in Northeastern Ontario have worked in partnership to achieve common goals with various partners based on project parameters and needs. (e.g. Discover Abitibi Project, ONE GIS Project, Regional Dispatch Services)</li><li>• Should develop and coordinate marketing campaign for the various economic zones</li></ul>
Regional Service Delivery	<ul style="list-style-type: none"><li>• Regional service delivery is worth exploring but it should not create another level of bureaucracy and should be fiscally sound.</li></ul>
Transportation	<ul style="list-style-type: none"><li>• The development of a deep sea port should seriously be considered in the Far North, from both a business feasibility standpoint as well as economic development initiative.</li><li>• Important to strengthen and prioritize key transportation links between the major urban centres in Northern Ontario (road, rail, airports). In other words, major investment should be put into the existing infrastructure such as roads, ONTC rails, bridges and so on.</li></ul>



	<ul style="list-style-type: none"><li>• Important to maintain level of service and viability of O.N.R. services such as bus and rail to Northern Ontario to ensure competitiveness of region.</li> <li>• Should provide incentives to encourage competitiveness in regional airline services.</li></ul>
	<ul style="list-style-type: none"><li>• Important to identify gaps and to fill any gaps in terms of telecommunications technology and infrastructure in Northern Ontario</li> <li>• Should continue to support regional organizations like NEOnet.</li></ul>
<b>Information and Communications Technology</b>	<ul style="list-style-type: none"><li>• Should ensure that infrastructure being implemented is up-to-date (e.g. Web 2.0 vs. Web 3.0, which is starting to be made available).</li> <li>• Full connectivity in Northern Ontario will assist with the delivery of education programs, business development and productivity, and with the delivery of health related programs.</li></ul>
<b>Quality of Place</b>	<ul style="list-style-type: none"><li>• Ensuring and Marketing Northern Ontario's high quality of life is a vital component to attracting and retaining highly skilled individuals.</li> <li>• Important to provide funding assistance to deal with fundamental infrastructure challenges (e.g. piped infrastructure, processing Plants, roadways, facilities) to ensure that our communities remain attractive, vibrant and accessible.</li></ul>



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	<ul style="list-style-type: none"><li>• Downtown revitalization is a critical element of ensuring high quality of place and helps to support culture and the arts.</li> <li>• Providing for affordable supportive housing for seniors and persons with disabilities is also an important element to ensuring high quality of place.</li></ul>
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## 6 Promoting Environmental Stewardship

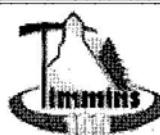
<b>Climate Change</b>	<ul style="list-style-type: none"><li>• Realistic benchmarks should be created for these headings.</li></ul>
<b>Protecting Endangered Species and Ecosystems</b>	<ul style="list-style-type: none"><li>• Important that the objectives in each of the various headings does not impede economic development in Northern Ontario.</li></ul>
<b>Land Use Planning in the Far North</b>	<ul style="list-style-type: none"><li>• Action Item 1 clearly speaks to importance of developing an approach that establishes a reasonable balance between economic development and environmental stewardship, consistent with legislation. However, it may be more important to amend legislation to reflect the unique context of Northern Ontario. A good start would be to have Northern Ontario municipalities “have regard to” as opposed to “be consistent with” the Provincial Policy Statement. Such a change would realize a better balance between economic growth and environmental interests.</li></ul>
<b>Sustainable Resource Development</b>	<ul style="list-style-type: none"><li>• Fresh water is a vital resource that is only increasing in consumption and demand while supply continues to decrease. More focus should be paid on this vital resource to Northern Ontario.</li></ul>
<b>Protecting the Great Lakes</b>	
<b>Providing Safe Drinking Water</b>	
<b>Transitioning to a Greener Economy</b>	



<b>7 Implementation</b>	
<b>Capital Investment</b>	<ul style="list-style-type: none"><li>• Implementation Section needs to be much more encompassing than two pages.</li><li>• Northern Ontario residents should have more opportunities to provide input once implementation section is further refined to ensure the Growth Plan is for Northern Ontario and by Northern Ontario.</li><li>• Need to identify source and amount of funding for next 25 years.</li><li>• It should be clearer whether the \$3 billion and \$3.5 billion identified in this section is new money allocated for the Growth Plan.</li></ul>
<b>Policy Alignment</b>	<ul style="list-style-type: none"><li>• Very important to ensure that Provincial Policies and Legislation reflect the objectives of the Northern Growth Plan and Northern Ontario's context. For instance, Provincial Policy Statements, MOE Land Use Compatibility Guidelines, Endangered Species Act, Green Energy Act, and so on.</li><li>• Also, the MOE Land Use Compatibility Guidelines between industrial and sensitive land uses need to be reviewed to properly take into consideration the land use situation of many Northern Ontario mining communities. The guidelines require that a minimum setback of 300 metres be established between Class III industrial uses (e.g. mining) and sensitive land uses (e.g. residential dwellings). However, a number of abandoned sites being re-explored for open-pit mining activities have residential development (former mine town sites) within this 300 metres setback, since they both co-existed before these guidelines were developed. Currently, there are neither provisions in the guidelines relating to these situations nor any resources for the Municipality – the approval authority – to assess whether permitting mining development within the Province's 300 metre setback guideline is in</li></ul>



	<p>the public's best interest and safety. Through the Northern Growth Plan, such issues as the one described above should be resolved through Policy Alignment with the Growth Plan for Northern Ontario.</p>
	<ul style="list-style-type: none"><li>• Need to also establish hierarchy in terms of how this piece of legislation interacts with other possible "competing legislation" (both Provincial and Federal) like the Far North Act, Boreal Initiative, Species at Risk Act, Mining Act, and others.</li></ul>
Performance Measures and Monitoring	<ul style="list-style-type: none"><li>• None identified in Plan. Important that list be developed with input of residents of Northern Ontario.</li><li>• Important to identify a detailed implementation / work Plan that includes short term (quick wins), medium term and long term goals / initiatives along with priorities, benchmarks, performance indicators, and funding mechanisms.</li><li>• Recognize that Plan will provide a decision-making framework for 25 years, but it should be reviewed, with public input, every 5 years (as is the case for the PPS).</li><li>• Recognize that the Growth Plan, and associated Actions, is still a high level document. Ongoing consultation with municipalities is vital to the success of this initiative as the "devil is in the details".</li></ul>



Appendix A"

**RESPONSE TO THE PROPOSED GROWTH PLAN FOR NORTHERN ONTARIO**

City of Thunder Bay / the Municipal Perspective

January 2010

**DRAFT**

## Response to the Proposed Growth Plan for Northern Ontario



**City of Thunder Bay**

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**City of Thunder Bay**

**Response to Northern Ontario Growth Plan (NOGP)**

**Introduction and Guiding Principles**

In October 2009, the government of Ontario (Ministry of Energy and Infrastructure and Ministry of Northern Development, Mines and Forestry) released the Proposed Growth Plan for Northern Ontario. The Northern Ontario Growth Plan (NOGP) was developed after consolidating input from over 2500 Northerners through a series of meetings, conferences and workshops held across the Region.

The 25 year NOGP plan is designed to develop the region's economy to compete in a global market while building a stronger and more sustainable North. Its vision will depend on collaboration and partnership with governments at all levels and their northern partners. Over the past few months, the Province has been receiving input from Northern Ontario residents, youth, Aboriginal peoples, community leaders, business and industry.

The NOGP consists of five major themes or "chapters" which are presented as follows:

- Building towards a new economy
- Investing and people and progress
- Forging a new relationship with aboriginal peoples
- Connecting and strengthening Northern Communities
- Promoting Environmental Stewardship

There are a series of subsections within each chapter as well as a plan of action (set of recommendations) at the conclusion of each section.

**Review Process**

Working in conjunction with the Community Economic Development Commission, (CEDC) City administration has reviewed the recommendations that accompany each chapter and developed a well considered response that is consistent with the City's strategic plan and

economic development priorities. Comments are specific to those areas and recommendations that are applicable and relevant to the City directly with a view to providing responses that speak to tangible and deliverable actions and outcomes. This draft response document is being provided to City Council for their review and approval following which any additional changes will be incorporated and the final document will be submitted to the Province.

In the course of the examination of the NOGP document, the review team also studied the responses prepared by other organizations such as Northwestern Ontario Municipal Association (NOMA) as well as the response document submitted by the Thunder Bay Regional Research Institute related to the Health Sector. The documents were reviewed to determine consistency of themes and recommendations. Responses to specific areas that are aligned with the City's response are acknowledged as such in the body of this document. However, it is not the intent of this document to repeat or to emulate any specific response and the City acknowledges the Province's commitment and responsibility to assimilate all of the responses in preparing the final plan.

The City continues to be absolutely committed to working in partnership with the Province of Ontario to develop the region's economy for the benefit of Northern Ontario and all its residents. The overall tone of the City's response is supportive and collaborative while at the same time addressing identified omissions and shortcomings of the NOGP in a specific and constructive manner.

### **General Comments**

- The City of Thunder Bay recognizes and supports the Province of Ontario's acknowledgement that a comprehensive economic and growth plan is required for Northern Ontario.
- Northern Ontario is an economy in transition. Much progress has been made since 2000 in adjusting to this new reality. In order for the North to realize its economic potential it is imperative that funding agencies fully integrate the NOGP into their approval processes to address the needs concerns of business, particularly related to strategic infrastructure to grow the economy of Northern Ontario.
- Northern Ontario needs a unique identity and distinct brand that should position it as an "economic powerhouse" within the Province. As such, its role in Ontario's overall economic development strategy needs to be clearly defined. Northern Ontario should provide Ontario with a distinct competitive advantage in terms of attracting economic investment and jobs to the Province. The NOGP should clearly articulate the overall competitive advantage of Northern Ontario to the Province.
- As a "growth plan" under the Places to Grow Act 2005, the plan should include measurable goals or targets by which implementation can be guided and progress can be regularly evaluated i.e. job creation, population growth, etc.
- This same comment has been consistently identified in all the submissions reviewed by the City. The NOGP should address the role that Northern Ontario can play in assisting the Greater Golden Horseshoe in dealing with its population growth pressures over the

next 25 years. A notable omission of the NOGP relates to immigration as it relates to Northern Ontario and the role Northern Ontario can play in assisting the Province overall in the area.

- The City of Thunder Bay recognizes and supports the important role of the Northern Ontario Heritage Fund Corporation (NOHFC) particularly related to funding strategic investments in a growing Northern Ontario economy. The City strongly supports the planned increase in provincial funding to the NOHFC to \$100 million per annum effective with the 2010/2011 fiscal year.
- In general, the NOGP should place more recognition on the importance of large urban centres like Thunder Bay. Because Thunder Bay is strategically positioned as the largest and closest urban centre to Western Canada, the City and Northwestern Ontario overall, provides a unique economic advantage to the Province, e.g. transportation linkages.
- In view of the opportunities identified Northern Ontario in the plan, it is essential that there needs to be clear and distinct decision making capability and policies that empower the region. The NOGP should ensure that the decisions made are in the best interest of the region.
- The City of Thunder Bay supports the proposal by NOMA that a Northern Ontario Growth Secretariat should be developed to oversee the implementation of the Northern Ontario Growth Plan.
- The Plan needs to be more specific in terms of how and where strategic capital infrastructure and economic development related investments will be made. For example, are there specific initiatives that can be developed to ensure that this region realizes the full mining potential of the “Ring of Fire” including the major chromium deposit which is the subject of significant private sector investment interest today to the global mining sector.
- The Plan doesn’t speak to any specifics related to the issue of affordable housing in the communities of Northwestern Ontario.
- With a goal to continue to develop the City of Thunder Bay as a major urban centre, the NOGP should provide specific initiatives to support this outcome. This might be accomplished by utilizing some of the principles that have been successfully implemented in the Greater Golden Horseshoe Growth Plan, such as a “designated growth centre” designation for Thunder Bay’s two major downtown areas.
- Overall, the creation of a Regional Economic Zone(s) with specific financial incentives focused on optimizing the evolving /transitioning economy of Northern Ontario is seen as a very promising initiative. This should be instituted specifically to ensure that Northern Ontario’s valued added job creation and investment opportunities of the resource are optimized. In a recent article in the Toronto Star, Dr. Livio Matteo states that *“The patterns of economic history may be about to repeat themselves in Ontario’s north, providing an economic boost for the entire province. Ontario’s north is still a vast storehouse of forest and mineral wealth, and continued growth in the economies of China, India and Brazil will eventually generate an upturn in resource prices which will spark a boom in resource commodities.”*

#### **Comments on Specific NOGP Areas**

## **1. Building Towards a New Economy**

### **Mining Recommendations:**

The CEDC is already actively involved in the development and maintenance of an inventory of mining supply and service companies as outlined in *recommendation #5.* (*“Undertake and maintain an inventory of mining supply and service companies in the North and implement an export strategy to expand into new domestic and international markets.”*) The “ONEDC” (Ontario Northern Economic Development Corporation) which is a coalition of the Northern cities of Thunder Bay, Timmins, North Bay, Sudbury and Sault Ste. Marie, has already hired a consultant to compile the inventory.

### **Forestry Recommendations:**

The City supports all recommendations related to the Forestry sector.

From the City’s perspective, it is important to reinforce the emerging growth of the Forestry industry as a “value added “component of Northern Ontario’s economy. The example of “Global Sticks “, a global company that has created 70 new jobs and is building a new 60,000 square foot wood production facility in the Oliver Paipoonge area, could be used as an example to highlight a” value added “forestry company investing in the region.

\*The City supports the creation of a “Forestry Cluster Council” as outlined in *recommendation #2.* (*“Create a Forestry Cluster Council to support collaboration among industry, labour, communities, Aboriginal peoples, researchers, the education sector, other forestry organizations and government to contribute to strengthening and diversifying the economy.”*)

The City fully supports the recognition of wood as a renewable resource as stated in *recommendation # 5* with a view to increasing its use in construction. (*“Recognize wood as a renewable resource and increase its use in construction: a) Showcase the use of wood in public building projects, b) Market Ontario’s high quality of wood and sustainable forest management practices through a “green” branding strategy and export initiatives linked to national and provincial initiatives, c) Amend building codes and construction standards to allow for the use of wood in mid-rise construction”*) We will look for opportunities to align with this particular initiative as it relates to City building projects; e.g. building of the new Waterfront, Mary JL Black library and EMS facility.

The City Planning Department and the Chief Building Official are supportive of the appropriate amendments to the Building Code that would allow for the use of more wood in building projects including increasing the number of building stories for wood construction British Columbia (i.e. similar to 6 stories).

### **Green Energy Recommendations:**

The City is supportive of the Community Energy Partnerships Program, as stated in recommendation # 2, subsection "e". ("*Providing financial support in the form of grants to community groups to assist with developmental costs through the Community Energy Partnership Program.*") The Corporation and its owned facilities are actively pursuing opportunities for renewable energy projects and Thunder Bay Hydro is currently developing a business strategy for this program.

The City recognizes the economic and environmental significance of green energy and is fully committed to the pursuit and implementation of partnerships that will facilitate the development of clean and renewable energy.

#### **Bioeconomy Recommendations:**

All of the recommendations are fully supported by the City. The support and growth of the bioeconomy is critical to the future of Thunder Bay. Major inroads have been made in the effort to create a meaningful cluster, particularly in the area of Magnetic Resonance Imaging (MRI) research as well as with the development of the Centre for Research in the Bio economy (CRIBE) in Thunder Bay. The recent announcement of the Thunder Bay Regional Research Institute, encompassing the creation of 200 new jobs by Tornado Medical Inc. is based upon "the growing reputation of Thunder Bay as a Research Centre of Excellence.

#### **Tourism and Cultural Industries Recommendations:**

The City supports all of the recommendations and recognizes that tourism is of fundamental and growing importance to the quality of life in Thunder Bay and Northern Ontario.

With regard to establishing a regional tourism approach as stated in recommendation # 1, ("*Establish a regional tourism approach in the North and work with the Ontario Tourism Marketing Partnership Corporation to implement a comprehensive northern tourism development strategy focused on high growth areas and linked to provincial and national marketing campaigns. Promote northern tourism strengths such as nature-tourism and Aboriginal tourism as part of provincial tourism efforts.*") the City is actively working to develop destinations and attractions as part of diversifying the economy.

Overall, the recommendations of the Northern Growth Plan align with the Provincial Tourism, Competitiveness Strategy. Tourism Thunder Bay has advocated for the realignment of the Regional Tourism Organizations (RTO's) to assume a consumer first focus on commonality of visitor experience, markets and travel corridors, rather than the tradition regional geospatial boundaries. Tourism Thunder Bay also believes in a rationalization of regional tourism marketing organizations that reduces administrative duplication and ensures the proper resources are allocated to product development, industry education and marketing in a collaborative framework. This realignment will result in the elevation of the quality of the region's tourism products and position Northwestern Ontario as a premium destination in the global tourism

environment. Thunder Bay's tourism economy, based on its strategic objective to become known as one of Northern America's best outdoor cities, will see enhanced benefit as a regional partner and gateway city in a new RTO model with a significant focus on unique outdoor experiences. The increase in profile and reputation will increase tourism investment and lead to an impact in the City's urban segments including convention and sport tourism attraction.

The City recognizes the specific importance of developing a regional focus for tourism, including having the waterfront development as a major gateway for tourism. Opportunities exist to attract new tourism investments and experiences such as Great Lakes cruise ships.

#### **Attracting Investment and Business Growth Recommendations:**

The City is particularly interested in the Northern Investment Strategy as stated in recommendation # 1 (*"Develop and implement a Northern Investment Strategy with comprehensive competitive intelligence fro each market region, new market action plans for key industries and marketing strategies for niche products and services, This will include an emphasis on early involvement and rapid response for investment decisions."*)

However, the concept requires further refinement to ensure that it is in alignment with both the City and the CEDC's strategic and economic development priorities as well as the CEDC's ongoing efforts to attract business and investment to the region.

With reference to the Northern Development Council as stated in subsection "b" (*"Engage business, community, scientific and Aboriginal leadership in economic development strategies through existing and new industry clusters and by restructuring the Northern Development Councils as technical working groups."*) of the same recommendation, the City questions the effectiveness of the existing Northern Development Councils and is not supportive of developing more advisory or technical groups that do not lead to clear and concise action being taken on the Northern Ontario economy.

Recommendation #2 (*"Increase business support to sectors with significant competitive advantage and growth potential and to firms aggressively pursuing market expansion, research and development, and introduction of innovative technologies."*) speaks to increasing business support to sectors with competitive advantages that are growing and aggressively seeking expansion, development and innovative technologies: This appears to be in close alignment with the CEDC's 2008 -2009 Business Retention and Expansion Project which was finalized in June 2009 and provided an in depth analysis of the issues, concerns, barriers and opportunities for business located in the region.

Increasing public procurement opportunities, as stated in *recommendation # 3 (“Increase public procurement opportunities through local procurement approaches.”)* is strongly supported by the City.

With reference to expanding the role of the Small Business Enterprise Centres, \* follow up and feedback is required from Karen Honan, Manager of the Enterprise Centre, to develop a response statement.

With regards to increasing the flexibility of business support programs and examining alternatives to equity positions for Aboriginal enterprises as stated in *recommendation #6 (“Increase flexibility of business support programs to meet sectoral needs e.g. access to capital for tourism, and examine alternatives to equity positions for Aboriginal enterprises.”)*, \* input is required from Karen Honan and also from Aboriginal Liaison Officer, Anna Gibbon, in order to develop a response statement.

## **2. Investing in People and Progress**

### **Health Recommendations:**

In recent years, the Health Sector has emerged as a key driver for Thunder Bay’s local economy. The Thunder Bay Regional Research Institute (TBRRI) shared their response document, “*Suggested Revisions to the Northern Growth Plan*”, and the City agrees that the Health recommendations overall in the NOGP need to be more comprehensive and integrated. The City strongly supports the health enterprise approach as outlined in the TBRRI document and acknowledges that a coordinated strategy to leverage the strengths and align the goals of the regional partners in this model is required to ensure the region’s long term economic sustainability.

As a major urban centre in Northern Ontario Thunder Bay has been able to create new economic development synergies and clusters. It is important to reinforce the importance of the relationship between the health and research sectors that is providing direct job creation benefits to the City.

With respect to *recommendation # 3 (“Retain health professionals through continued support of professional development opportunities, e.g. Allied Health Professional Development Fund, Nursing Education Initiative and education programs for northern physicians.”)* regarding the retention of health professionals through the continued support of professional development opportunities, the City has been successful in this area and fully supports this recommendation.

### **Education Recommendations:**

With respect to *recommendation #1 (“Work collaboratively with post secondary facilities and distance education providers to provide education programs tailored to northern industry and business needs. a) Increase accessibility of these programs through e-learning and distance*

*education providers. b) Explore ways to address specific Aboriginal and Francophone accessibility needs.”*) education and training is a key success factor for a strong Northern Economy and the City is fully supportive of the recommendations.

#### **Research and Innovation Recommendations:**

Regarding recommendation # 1 (“*Establish a Northern Research and Policy Institute in partnership with universities, colleges, Aboriginal organizations and industry to focus on northern research priorities. This will provide linkages to national and international research initiatives in areas of innovation and emerging sectors, such as green energy, health and education.*”) which speaks to the development of a **Northern Research and Policy Institute**, the City needs greater clarification on the specific role of the Institute and its value to the economic growth for Northern Ontario.

The City submits that Northern Ontario be empowered with decision making capability to ensure that the direction of the NOGP is optimized for the benefit of the region as well as for the province.

With reference to recommendation # 3 (“*Expand the role of Northern Innovation Centres, incorporating commercialization supports and collaborative partnerships into their mandates, ensuring their full integration into the proposed Ontario Commercialization Network. This could fulfill the role of an information utility network connecting all areas of the various northern research communities to a central shared bank of data through Geographic Information Systems (GIS).*”) which speaks to expanding the role of the **Northern Innovation Centres**, the City fully supports that initiative and is willing to explore the concept of a northern innovation centre being located in Thunder Bay for the purpose of collaborating and information sharing.

#### **3. Forging a New Relationship with Aboriginal Peoples**

The City supports all recommendations in principal and will work in partnership with the appropriate agencies and organizations wherever the initiative is relevant to the Corporation’s mandate and strategic plan.

#### **4. Connecting and Strengthening Northern Communities**

##### **Regional Economic Planning Recommendations:**

This sections recommendations present a number of very interesting strategic directions and proposals for regional economic planning. The City expresses some caution regarding the potential the final NOGP to be considered merely a “plan to develop plans.” In order to address this and provide objectives that are specific and quantifiable, clarification is required around the structure of these various proposals. For example, who is responsible for the development of a

given plan, what are the time frames attached to it and what are the anticipated key outcomes that are deliverable?

With reference to the development of regional economic zones as identified in *recommendation #1 (e) ("Proceed with implementation of regional economic zones within a year. Establish a technical advisory group to examine approaches of other jurisdictions and provide input on proposed principles/models for regional economic zones in the North. Begin regional economic planning pilots among interested communities.")* the City generally supports this concept and recognizes its alignment with the recommendations in the Roseheart report. This specific type of economic stimulus is particularly needed in Northern Ontario and initiatives like this will create synergies with development partners and stimulate the private sector to get involved.

It is also recognized that in order for urban centres in Northern Ontario to flourish, initiatives must be developed which will focus on retaining young people in the community. Urban amenities such as arts, culture and recreational facilities are critical to retention and overall quality of life. Such amenities should be part of a mixed use area in order to develop communities and neighbourhoods that are vibrant, active and as a result, attractive to young people as a place to live and work.

The Province could contribute to a strategy to improve and increase amenities in Northern Ontario urban centres by applying the principles that were utilized to develop the GTA and the Golden Horseshoe, area especially in regard to "densifying" downtown urban areas. With the development of similar initiatives in the North, the major communities in Northern Ontario will continue to grow as urban centres.

Overall, this section of the NOGP is of particular interest to the City of Thunder Bay. Recommendation 1 a-e, inclusive, speaks to new Regional Economic Zone(s) being established along with the development of specific elements of a "regional plan". The recommendations do not go so far as to propose a new regional governance structure for Northern Ontario, however, some higher order decision making structure is implicit in the recommendation in our view. The City of Thunder Bay supports the recommendation in principle, however, any discussion of municipal restructuring would need to be closely and carefully considered with all municipal partners.

### **Regional Service Delivery Recommendations:**

In regard to the review of northern service delivery, the City of Thunder Bay's response is that clarification is required on the review process. Is it a top down initiative which will be directed by the Province or will there be a mechanism for consultation with the Northern communities? In the case of the latter, it should be recognized that such a process would likely be very time

consuming and may take time away from other economic development activities and priorities in the Region.

Consistent with the position taken by NOMA, any consideration of Regional Service Delivery should be secondary and subsequent to the development of the regional economic plan.

### **Transportation Recommendations:**

The City strongly supports any strategy that results in a more coordinated approach to transportation in Northern Ontario. Thunder Bay is the largest urban centre in Northwestern Ontario. It should be recognized that the City represents the key "hub" for linkages and connectivity as part of a integrated national transportation network.

For further analysis of this issue, it is important to map out Northern Ontario's existing transportation network relative to its opportunities and gaps. Currently, there is not a comprehensive strategy that integrates Northern Ontario's transportation system with a broader system or network.

The transportation system of Canada is undergoing enormous change in response to rapidly evolving Global trade patterns and emerging new trading patterns with developing BRIC countries including Brazil, Russia, India and China. The region must reinvest in its transportation infrastructure in order to ensure its rightful place in the evolving supply chains, Gateway corridors and particularly the Mid Continent Corridor and NOSCO interfaces. It is critical for Northern Ontario to create and enhance new linkages, including Centreport (Winnipeg) wherein Thunder Bay is singled out in the provincial enabling legislation as the Eastern terminus of Centreport.

### **Information and Communications Technology Recommendations:**

The City acknowledges that having an effective and seamless information and communication technology system is critically important in a global economy. Locally owned and operated Thunder Bay Telephone is a leader and key economic driver in this sector and provides a wide range of technology solutions to customers in Thunder Bay and the region. (Check with Don Campbell for additional response.)

### **Quality of Place Recommendations:**

Northern communities have many attractive characteristics that contribute to quality of life and quality of place. One of the more notable attributes are the community values that lend themselves to working collaboratively to develop partnership based solutions to deal with economic challenges. To that end, northern communities have developed the capacity to demonstrate that they can and have proven to be true centres of innovation. For example, Northern Ontario economic development professionals have worked with the private sector to

create awareness among groups and businesses which have helped them identify new markets. Markets for goods produced in Northern Ontario are "next door" and include Manitoba, Saskatchewan and Alberta, in addition to Ontario and Northern and Midwest USA.

Northern Ontario has an abundance of resources that the rest of the world wants and needs in a new Global economy. We possess the resources which build nations particularly with respect to the developing BRIC countries. As Gordon Pitts, Globe and Mail business writer recently stated in his new book "Stampede-The Rise of the West; Canada will remain a vital source of globally scarce commodities".

In summary, it is important to stress that the long held view that Northern Ontario needs assistance is not in fact reality and to recognize that a City like Thunder Bay "really does have things happening." To reiterate the City's commitment to being a full partner in the solutions that are implemented, the following is a short selection of community profiles. The following profiles highlight successful business initiatives that brought the City, the Province and the Federal Government together to create new opportunities in the North.

#### **Addendum # 1: Business Profiles**

##### **1) Thunder Bay Oil Sands**

Thunder Bay Oil Sands Consortium (TBOSC) is a group of 22 companies located in Thunder Bay offering significant capability and capacity in the design, manufacture, repair and installation of a broad range of products fabricated from metal. The member companies represent over 500,000 square feet of production facilities and a workforce of approximately 800 highly skilled trade's people.

TBOSC was formed in 2007 when over 20 metal trade companies located in Thunder Bay joined forces to market their services to Western Canada. The companies focus on their individual strengths with a commitment to working together. The Consortium companies have provided decades of quality service in a variety of sectors such as mining, gas transmission as well as pulp and paper.

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## 2) Thunder Bay Regional Research Institute

Incorporated in 2007, the Thunder Bay Regional Research Institute (TBRRI) is Canada's newest health research centre with a unique mission to improve the quality of healthcare through excellence in patient centred research. Scientists and clinicians work with academic and industry partners to develop molecular imaging and advanced diagnostic technologies in the areas of; 1) advanced guided intervention, 2) advanced detection devices and 3) probe development and biomarker exploration.

TBRRI performs research in partnership with the Thunder Bay Regional Health Sciences Centre. The Institute has secured over 50 million dollars in government and industry partner funding and established a Board of Directors and executive leadership team that include some of the most respected health research minds in Canada. The City of Thunder Bay in 2006 provided the TBRRI will receive \$5.0 million in funding tied to specific job creation targets over the next five years.

Excerpts from the TBRRI Suggested Revisions to the NGP document:

"TBRRI alone has created more than 50 new positions in its first two years of operation and is on target to create 229 full time jobs by 20125 with an annual compensation of \$12.8 million. The overall community impact is estimated at \$25.6 million using a conservative economic impact multiplier of two."

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*TBRRI performs research in partnership with the Thunder Bay Regional Health Sciences Centre. The Institute has secured over 50 million dollars in government and industry partner funding and established a Board of Directors and executive leadership team that include some of the most respected health research minds in Canada.*

Excerpt from the TBRRI Suggested Revisions to the NGP document:

*“ TBRRI alone has created more than 50 new positions in its first two years of operation and is on target to create 229 full time jobs by 2015 with an annual compensation of \$12.8 million. The overall community impact is estimated at \$25.6 million using a conservative economic impact multiplier of two..”*

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

BY-LAW 2010-26

**AGREEMENTS:** (P.2.1.) A by-law to authorize an agreement between the City and the Archaeological Services Inc. for services in connection with the Sault Ste. Marie Archaeological Site Potential Assessment project.

**THE COUNCIL** of the Corporation of the City of Sault Ste. Marie, **ENACTS** as follows:

1. **EXECUTION OF DOCUMENTS**

The Mayor and the Clerk are hereby authorized for and in the name of the Corporation to execute and affix the seal of the Corporation to an agreement in the form of Schedule "A" hereto dated the 25<sup>th</sup> day of January, 2010 and made between the City and the Archaeological Services Inc. for services in connection with the Sault Ste. Marie Archaeological Site Potential Assessment project.

2. **SCHEDULE "A"**

Schedule "A" hereto forms part of this by-law.

3. **EFFECTIVE DATE**

This by-law takes effect on the day of its final passing.

**PASSED** in open Council this 25<sup>th</sup> day of January, 2010.

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MAYOR – JOHN ROWSWELL

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CITY CLERK – DONNA IRVING

on/staff/by-laws/2010/2010-26/Planning/Agreement/Archaeological

**NOTICE**

THIS IS A DRAFT DOCUMENT. This document has not been enacted by City Council. It may not be enacted at all AND if enacted, it may not be in the form of the DRAFT copy.

CITY SOLICITOR

SCHEDULE "A"

AGREEMENT

**AGREEMENT** made in duplicate this 25<sup>th</sup> day of January, 2010

**BETWEEN:** The Corporation of the City of Sault Ste. Marie  
99 Foster Drive  
Sault Ste. Marie, Ontario  
P6A 5N1

hereinafter referred to as the "Client"

and Archaeological Services Inc.  
528 Bathurst Street  
Toronto, Ontario  
M5A 2P9

hereinafter referred to as the "Consultant"

**WHEREAS** the Client has requested the Consultant to perform the services set out in Article II hereof in connection with the Project (as hereinafter defined) and the Consultant has agreed to perform such services on and subject to the terms and conditions of this Agreement;

**NOW THEREFORE IN CONSIDERATION** of the mutual promises hereinafter contained, the Client and the Consultant agree as follows:

**Article I - DEFINITIONS:**

The terms defined in this Article I shall for all purposes of this Agreement have the meanings herein specified unless the context otherwise specifies or requires:

(a) Project shall mean:

"Sault Ste. Marie Archaeological Site Potential Assessment"

## **Article II - CONSULTING SERVICES:**

The Consultant shall perform the services in connection with this Project as set out in the scope of services proposal received by the City of Sault Ste. Marie on December 8<sup>th</sup> 2009 and outlined in Appendix 'A' attached.

## **Article III - FEE BASIS:**

The total fee for the Project shall be \$39,675 including all disbursements but excluding applicable taxes.

## **Article IV - EXPENSES AND DISBURSEMENTS:**

The Consultant shall be reimbursed for all expenses properly incurred in connection with the Project, at cost, including applicable taxes. These shall include, without limitation, items such as travel, lodging, printing, courier and long distance telephone charges.

## **Article V - PAYMENT OF FEES AND EXPENSES:**

Payment of fees and expenses for services performed by the Consultant shall be made within 30 days of the invoice being received by the Client. Billing will be the following basis:

- (a) 25% upon contract approval
- (b) 50% upon completion of Final Archaeological Potential Zones (through Task 5-8)
- (c) 15% upon completion of Draft Final Report (through Task 8)
- (d) 10% upon completion of Final Report (Task 9).

## **Article VI - GENERAL TERMS AND CONDITIONS**

### **1. Co-operation**

- (a) The Client shall give due consideration to all drawings, reports, proposals, advice and other information provided by the Consultant, and shall make any decision which is required within a reasonable time so as not to delay the work of the Consultant.
- (b) The Client shall, at the request of the Consultant, provide the Consultant with all information documents and background reports relating thereto, except insofar as the Consultant is expressly required to furnish the same under the terms thereof.

**2. Fee for Additional and Special Services**

Fees for Additional Work or Special Services provided by the consultant hereunder, if any, shall be arranged for under separate contract.

**3. Compensation for Extra Work and Disbursements**

If it shall become necessary for the Consultant to undertake any additional work, beyond those required and covered under this contract and as set out in Appendix A, the Client shall pay to the Consultant a fee for such charges or extra work calculated on a time basis, provided that prior to the commencement of such charges or extra work, the Consultant shall notify the Client in writing of this intention to carry out such extra work and that the Consultant shall keep separate cost records in respect to such charges or extra work and provided that prior to the commencement of such changes or extra work, written approval of the Client is obtained. The Consultant shall also be compensated for any travel expenses beyond those contemplated in this contract and as set out in Appendix A, provided that prior written approval of such expenses has been given by the Client.

**4. Abandonment or Suspension**

If the Project or any part thereof is abandoned at any stage prior to completion, at the request of the Client, or if any stage of the Consultant's work is unduly delayed for reasons beyond their control, the Client shall pay to the Consultant a fee for his completed services from the inception of the work calculated on the basis of the detailed budget provided by the Consultant dated December 8<sup>th</sup> 2009.

**5. Ownership of Documents**

Upon early termination of this agreement and settlement of accounts, or upon completion of the consultant's obligations under this agreement, all information, data, material sketches, plans and documents assembled or prepared by the consultant or its employees, whether in paper or computer format or otherwise for the purpose of this agreement shall thereupon become the sole property of the Client.

## **6. Insurance**

The Client will accept the insurance coverage specified in this clause as the limit of liability of the Consultant.

### **(a) Professional Liability Insurance**

The Insurance Coverage shall be in the amount of \$1,000,000.

When requested the Consultant shall provide to the Client proof of Professional Liability Insurance carried by the Consultant.

### **(b) Change in Coverage**

It is understood and agreed that the coverage provided by these policies will not be changed or amended in any way nor cancelled by the Consultant under (60) days after notice of such change or cancellations has been personally delivered to the Client.

## **7. Limits of Liability**

In undertaking this work, Marshall Macklin Monaghan Limited is released, indemnified and is held harmless by the City of Sault Ste. Marie and its partners in this assignment, from any and all claims, liabilities, costs and expenses arising out of or based upon:

- (a) any misstatement or omission in any material, information or representation supplied or approved by the City of Sault Ste. Marie or its partners; or
- (b) any other matter related to or arising out of this agreement, except to the extent finally determined to have resulted from the negligence, willful misconduct or fraudulent behaviour of Archaeological Services Inc.

In no event shall Archaeological Services Inc. be liable to the City of Sault Ste. Marie or its partners whether the claim be in tort, contract or otherwise, for an amount in excess of the professional fees paid by the City of Sault Ste. Marie for this engagement to Archaeological Services Inc. during the period commencing from the date of the offer of services, to the terms and conditions of this engagement.

## **8. Arbitration**

- (a) All matters in difference between the parties hereto in relation to this Agreement may be referred to arbitration under the laws of the project location.
- (b) No person shall be appointed or act as arbitrator who is in any way interested, financially or otherwise, in the conduct of the work on the Project or in the business or other affairs of either the Client or the Consultant.
- (c) The award of the arbitrator shall be final and binding upon the parties.

## **9. Assignment**

- (a) If a party to this Agreement who is an individual should desire to bring in a partner or partners, or if a party which is a partnership should desire to bring in a new partner or partners to share the benefit and burden to this Agreement, he or it may do so, but shall promptly notify the other party of such action and obtain his/her approval in writing before continuing work under this contract.
- (b) Except as aforesaid neither party shall assign this Agreement without the consent in writing of the other.

## **10. Confidential Data**

The Consultant shall not divulge any specific information identified as confidential, communicated to or acquired by him, or disclosed by the client in the course of carrying out the Services provided for herein. No such information shall be used by the Consultant on any other project without approval in writing of the Client.

## **Article VII - DATE OF COMING INTO FORCE**

This Agreement shall be deemed to have come into force on January 25<sup>th</sup> 2010.

**IN WITNESS WHEREOF** the parties hereto have executed this Agreement on the date first above appearing.

CLIENT:

THE CORPORATION OF THE CITY OF SAULT STE. MARIE

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MAYOR JOHN ROWSWELL

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CITY CLERK DONNA IRVING

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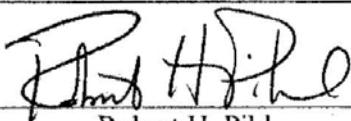
January 25, 2010

DATE

CONSULTANT:

ARCHAEOLOGICAL SERVICES INC.

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Robert H. Pihl

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January 14, 2010

DATE



THE CORPORATION OF THE CITY OF SAULT STE.MARIE

**BY-LAW 2010-25**

**OFFICIAL PLAN AMENDMENT:** A by-law to adopt Amendment No. 169 to the Official Plan (Mageran).

THE COUNCIL of The Corporation of the City of Sault Ste. Marie, pursuant to section 21 of the Planning Act, R.S.O. 2000, chapter P.13 and amendments thereto, ENACTS as follows;

1. By-law 2010-7 is hereby repealed.
2. The Council hereby adopts Amendment No. 169 the Official Plan for the Sault Ste. Marie planning area in the form attached hereto.
3. Subject to any referrals under the Planning Act, this by-law shall come into force on the date of its final passing.

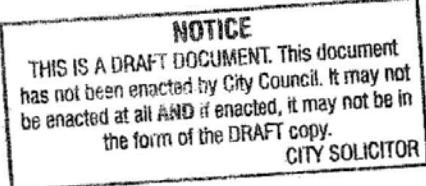
**PASSED** in open Council this 25<sup>th</sup> day of January, 2010.

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**MAYOR – JOHN ROWSWELL**

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**CITY CLERK – DONNA IRVING**



**AMENDMENT NO. 169  
TO THE  
SAULT STE. MARIE OFFICIAL PLAN**

**PURPOSE**

This Amendment is an amendment to the Text of the Official Plan as it relates to the Rural Area Designation.

**LOCATION**

1R11390, Part 1, Section 12, in the former Township of Parke, located on the east side of Airport Road, approximately 762m north of its intersection with Point Aux Pins Drive. Civic No. 574 Airport Road.

**BASIS**

This Amendment is necessary in view of a request to permit an Recreational Vehicle Resort containing not more than 8 trailers (RV's) with year round access.

The proposal does not conform to the existing policies of the Official Plan as they relate to the Rural Area designation.

Council now considers it desirable to amend the Official Plan

**DETAILS OF THE ACTUAL AMENDMENT & POLICIES RELATED THERETO**

The Official Plan for the City of Sault Ste. Marie is hereby amended by adding the following paragraph to the Special Exceptions section:

"Special Exceptions"

115. Notwithstanding the Rural Area policies of the Official Plan, the property described as 1R11390, Part 1, Section 12, in the former Township of Parke, located on the east side of Airport Road, approximately 762m north of its intersection with Point Aux Pins Drive may be used to permit a Recreational Vehicle Resort containing not more than 8 trailers (RV's) with year round access.

**INTERPRETATION**

The provisions of the Official Plan as amended from time to time will be applied to this Amendment.