



Schreiber/Terrace Bay Community Adjustment Partnership



COMMUNITY ADJUSTMENT PLAN

Funding Provided by:

- Ministry of Training, Colleges, and Universities
- Ministry of Northern Development and Mines
- Township of Schreiber
- Township of Terrace Bay

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EXECUTIVE SUMMARY

The report has been developed by the Schreiber/Terrace Bay Community Adjustment Partnership (STBCAP) to provide a detailed plan to assist with the social and economic situation in the outlined region. It focuses mainly on joint projects between Schreiber and Terrace Bay and does not include specific townships initiatives (ex. Terrace Bay highway commercial property project or Schreiber branding project) being conducted by the relevant community development officers. This plan could be integrated into an overall community development strategy with insertion of specific municipal and community group plans (ex. older adult feasibility study). This plan is not meant in anyway to diminish the activities of specific community development projects, volunteer groups, or potential partnerships with current organizations and companies.

The STBCAP was established in November 2005 as a result of the initial layoffs of 160 workers at the Neenah Paper mill in Terrace Bay. The STBCAP committee was created with members from throughout the two townships with backgrounds in economic development, municipal governance and administration, related government bodies, healthcare, education, private business, and community representation. The committee held initial meetings to develop the process by which addressing the social/economic decline in the region as a result of the forestry crisis; however had to face more immediate issues with the temporary shutdown of the Neenah Paper mill in February 2006, which resulted in approximately 450 workers being laid off.

The statistics for the region have identified a significantly negative downward trend in the overall economic and social structure of the communities. Population figures continue to decline and enrolments at the schools are decreasing annually. Regional employment has decreased over 10% in the past year as a result of downsizing at the mill and although there are no statistically valid methods of measurement, the increase in available housing indicates a significant amount of out-migration. Tourism statistics have also indicated a dip in the number of visitors to the region, which may be attributed to the perceived state of the townships as a result of the shutdown of the mill or the high value of the Canadian dollar in comparison with the American dollar. It is difficult to absolutely be sure what the main cause of the visitor drop-off is.

Although the situation appears to be quite negative, there is reason for optimism. The newly established Terrace Bay Pulp Inc. may have a lower workforce than its predecessor, but it is a perceived as a great deal healthier and may be able to withstand the economic pressures being felt throughout the forestry industry. Some segments within the local economy have seen growth and increased employment including healthcare and with potential projects identified in this plan and through municipal planning the opportunity for diversification could be realized.

The STBCAP developed this plan through two public forums in March/April 2005 with over 10% of the population in attendance and the hard work and dedication of its subcommittee volunteers in the areas of lifestyle development, community enhancement, industry attraction, workforce development, energy, health, and marketing that have contributed over 600 hours of volunteer time in the first four months of existence. Projects have been conducted to address issues in economic development training, the declining real estate market, healthy living of residents, and the recruitment of health professionals.

Some of the projects now proposed for the immediate future include:

- Feasibility study on cottage lot development on Hays Lake
- Terrace Bay Regional Gateway project
- Community greeting handbook
- Business Retention and Expansion project
- Targeting of wind turbine manufacturers
- Feasibility study on wind power
- Energy audits on municipal buildings
- Energy efficiency and conservation workshops
- Health professional recruitment and retention
- Targeting of the European tourism market
- Four season best picture competition
- Investment attraction/community video
- Redesign of the township websites

This document outlines possible next steps and complementary funding sources for the outlined projects. This process is short and long-term in scope and if specific projects are deemed a fit with municipal resources, implementation should have a positive effect on the social and economic situation of the townships. It will be the responsibility of the STBCAP staff to drive implementation in line with municipal goals. However, the dedication of the strong volunteer base of the townships will be sought to assist with all levels of project development.

1.0 BACKGROUND

1.1 Establishing the STBCAP

The Schreiber/Terrace Bay Community Adjustment Partnership (STBCAP) was established in November 2005 as a result of the layoff of 160 employees at the Neenah Paper Mill. The program was completed through the finalization of funding for a one year budget and the hiring of the STBCAP Coordinator and STBCAP Assistant. Funding was received for the program through the Ministry of Training, Colleges and Universities, the Ministry of Northern Development and Mines and the Townships of Schreiber and Terrace Bay. A committee of concerned stakeholders was developed and held its first meeting on November 29, 2005 (See Appendix 1 for a copy of the STBCAP Committee).

1.2 Deliverables

STBCAP was created with the following deliverables (dates were flexible):

1. Hire a Coordinator and assistant to administer and provide support to the Community Adjustment Process (November 01, 2005)
2. Review prior socio-economic impact analyses to identify from past experiences the impacts on the area economy, community infrastructure, social development and services, education and training, and labour force changes. (October 31, 2005)
3. Immediately (no later than November 15, 2005) convene a forum to receive input from all potential stakeholder groups, such as but not limited to:
 - (a) Business owners and operators (business community, Chamber of Commerce)
 - (b) Protective services (police, fire, ambulance)
 - (c) Medical services (medical practitioners, dentists, hospital)
 - (d) Public sector services (municipal, MNDM, CFDC, FedNor, NOHFC, Trillium)
 - (e) Educational sector (schools, school boards, colleges, universities, literacy groups, advocacy groups, NOSTB)
 - (f) Social service sector (NOSP, Ontario Works, transition houses, food bank, self help groups, home support agencies)
 - (g) Financial sector (financial institutions, investment dealers, insurance agents)
 - (h) Community volunteer and action groups (recreation, CSI, sports groups, seniors' groups, charitable and service organizations)
 - (i) Faith communities (churches and affiliated groups)

To develop areas of concern, interest and opportunities and establish the Community Adjustment Committee core group.
4. Subsequently, hold a public forum to convey information, receive further input and solicit volunteers for sub-committee participation. (December 15, 2005)

5. Address community support mechanisms and programs needed by displaced workers and their families by identifying and sourcing new or expanded needs, (i.e. low income housing, expanded mental health services) as well as means of maintaining level of community social services. (January – May 2006)
6. Formulate strategies to reduce family and youth out migration or draw new residents. (January – September 2006)
7. Formulate strategies to maintain quality lifestyles for remaining families in the event of significantly reduced population and funding (i.e. school services, medical, dental, recreational, sports, financial services). (January – September 2006)
8. Formulate strategies to maintain quality lifestyles for seniors in face of family dispersion, reduced community volunteerism, burnout of volunteer base, informal home support volunteer reduction. (January – September 2006)
9. Identify areas of concern in volunteer services, charitable organizations and service clubs in face of reduction of volunteer population, burn-out and reduction of disposable income base. (January – September 2006)
10. Formulate protective services plans to maintain community safety standards in event of reduced policing service funding, vacant dwellings, loss of trained fire-fighters etc.). (January – September 2006)
11. Devise methods to identify and provide educational and training opportunities to develop and retain a skilled local labour force. (January – September 2006)
12. Develop and evaluate an inventory of potential joint, and/or individual community economic development initiatives. (January – September 2006)
13. Identify and pursue realistic opportunities for the creation of new and sustainable jobs to diversify the local economy. (January – September 2006)
14. Research and implement initiatives that will diversify the economy from the traditional resource-based industries and pursue value-added and energy generation industries. (January – September 2006)
15. Source out and pursue federal and provincial support in order to mitigate the local economic impact, restore investor confidence and assist in bringing the economic opportunities identified to fruition. (January – September 2006)
16. Formulate strategies to deal with service maintenance issues caused by property tax revenue reductions in the Industrial/Commercial/Residential assessment base. Services could include municipal services, social services, medical services, policing, recreation, education etc. (January – September 2006)
17. Solidify, through communication and cooperation, the supportive community structure of the two communities. (October 2005 – September 2006)

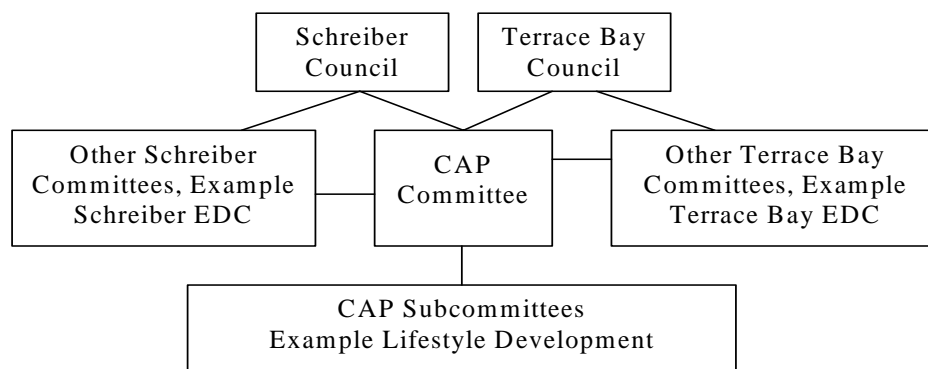
See appendix 2 for a copy of the budget for the STBCAP project from Nov 2005 – Oct 2006.

1.3 Further Action

Initial committee meetings were held to solicit stakeholder feedback on developing a process for community adjustment. Previous research conducted in the area served as a guide for what has been examined in the area and potential projects. Statistics were gathered to aid in allowing committee members to make informed decisions. Potential projects were identified by the committee and plans were developed to hold a public forum to receive resident input.

As a result of heavy advertising and a worsening situation at the mill (temporary shutdown on February 22, 2006 put the remaining 450 employees out of work); the first public forum held in Terrace Bay received an excellent response from the two communities with approximately 200 residents in attendance. The first public forum was held on March 30, 2006 with the intent of informing residents of the Community Adjustment process and seeking resident ideas to improve the social and economic situation in the region. Residents completed a brief survey and identified strengths and weaknesses of the townships and proposed and rated potential projects.

The second public forum was held in Schreiber with approximately 100 residents in attendance whereby the results of the brief survey and resident ratings of potential projects were announced (see Appendix 3 for a copy of the Public Forum Statistics). An action plan developed by the STBCAP Committee was also recommended seeking resident feedback. The main theme behind the plan was gaining volunteer support to research potential projects. Seven subcommittees were then developed in the areas of: Health, Marketing, Energy, Industry Attraction, Community Enhancement, Lifestyle Development, and Workforce Development. Residents volunteered their time to serve on these subcommittees (see Appendix 4 for a copy of the Subcommittee Ad) and were given examples of terms of reference, confidentiality agreements, and research methods for them to develop a process for governance. The organizational structure with the subcommittees was the following:



In September 2006, subcommittee volunteers presented some of their recommended projects to the STBCAP committee. Some projects were implemented immediately, like assisting with the development of the marketing plan for health professional recruitment, whereas the majority of projects were long-term in scope for developing and implementation. Throughout the process, the respective town councils have been updated and whenever necessary, asked for feedback and approval for funds or support. A public forum was held on March 27, 2006 and received a good turnout from residents with the intent of receiving feedback on potential projects. A joint council meeting was held on October 4, 2006 whereby both councils agreed to support the STBCAP projects in principal with future presentations by STBCAP staff regarding requested funds.

1.4 Funding Received and Leverage

The following table outlines the funding amounts received from government and township sources. *Note: in-kind or non-financial contributions are designated by IK.*

Activity	Government Funder	Government Funding	Schreiber Amount	Terrace Bay Amount
STBCAP Startup – wages for hiring Coordinator and Assistant and operating expenses	MTCU, NOHFC	\$137,500	IK	IK
Community Economic Development Training - 2 day instruction by Alberta consultant (funding and \$75 entry fee)	Superior North CFDC	\$3,575	\$0	\$0
Real Estate Information Session to Educate Area Home Sellers	Superior North CFDC	IK	\$100	\$100
Northern Communities Investment Readiness program for contractor costs of development of a real estate database and mapping tools	NCIR Program	\$7,500	\$1,250	\$1,250
Schreiber Active Living 2006 – costs in bringing 2 certified trainers to Schreiber to educate residents on healthy living.	Ministry of Citizenship Immigration	\$21,000	\$3,000	\$0
Health Professional Recruitment Tour marketing materials and expenses incurred in traveling for 2 residents to travel to Southern Ontario tradeshow	Ministry of Health and Long-term Care	\$3,000	\$1,000	\$1,000
STBCAP Extension – wages for hiring Coordinator, Assistant and operating expenses (* NOHFC not yet confirmed)	NOHFC MTCU Service Can	\$50,000* \$45,000 \$42,800	\$2,100	\$2,100
TOTAL		\$310,375	\$7,450	\$4,450

1.5 Specific STBCAP Actions Conducted

Activity	Relation to Deliverables	Status	Outcome	Start Date	End Date
Hired Coordinator and Assistant	#1	Complete	Achieved requirements of Schedule A	Nov. 17	Nov. 23
Committee Formed	#3	Complete	Achieved requirements of Schedule A	Nov. 24	Nov. 29
Review previous socio-economic analyses	#2	Complete	Provided background knowledge and potential areas of improvement	Nov. 29	Dec. 14
Member discussion	#3	Complete	Held individual meetings with committee members and regional stakeholders	Nov. 29	Dec. 14

Activity	Deliverables	Status	Outcome	Start	End
Develop Regional Statistics Package	#2	Complete	Information gathered will provide a more accurate picture of townships	Dec. 14	Mar. 30
CED Training	#12, #17	Planning complete Training Conducted March 9/10	Increase knowledge base of locals economic development	Jan. 12	Mar. 10
NCIR Application for Investment Readiness	#12, #15, #16, #17	Complete – the Application was submitted on Mar 2 *Funding Approved	Develop database to inventory and promote all classes of real estate and make communities more attractive to investors	Feb. 16	Mar. 2
CIAF Application for Recreation	#8, #15	Complete – the application was submitted	Develop means to increase seniors participation in healthy activities	Feb. 16	May. 5
CURA grant	#14, #15, #17	Ongoing – seeking project ideas, with University	Develop a research alliance with the University to examine how to diversify region	Feb. 16	May. 4, 2007
1 st Public Forum	#4	Complete	Opportunity for the public to provide feedback on future direction	Mar. 30	Mar. 30
Develop Sub-Committees	#4	After Public Forum - Complete	Volunteer participation – 7 subcommittees, approximately 8-10 volunteers on each	Mar. 30	Apr. 7
Subcommittee sign up	#4	Complete	Public received notice in mail out of Public Forum results and had a chance to decide what/how many committee's they would like to be on	Apr. 18	April 21
NCIR Application for Investment Readiness	#12, #15, #16, #17	Approved	Begin gathering database of inventory of all available real estate to promote area and be market ready for investors	Apr. 24	Mar 2006
Real Estate Information Session	#12, #16	Complete	Inform the residents who must leave to seek employment, ways to market their homes to potential out of town buyers and rebuild population - Turnout of 50-75 persons with 4 real estate professionals	Apr. 27	May 11
Schreiber CIAF Application Submitted to the Ministry of Citizenship and Immigration	#7, #8, #11	Complete	Terrace Bay was unable to develop a project; however Schreiber submitted a project involving a trainer customizing different training sessions for seniors, youth, women, and mens/advanced.	Feb. 16	May 26

Activity	Deliverables	Status	Outcome	Start	End
NCIR Real Estate Database – Contractor Hiring	#12, #15, #16, #17	Complete	This involved the development and posting of position ads and terms of reference and then holding interviews for the two applicants. One contractor was selected and a contract to begin work has begun	May 29	June 13
NCIR Real Estate Database – Conduct of Project	#12, #15, #16, #17	Complete – Oct 27	CAP is supervising the conduct of the project and will assist by gathering required project materials	June 14	Oct. 27
Energy Sub – Energy Audits	#7, #11, #13, #14, #16	Ongoing	Energy Subcommittee suggested seeking government funding for township wide energy audit on major buildings. CAP researching who has had audits done	June 8	-
Real Estate House Staging Workshop	#6, #8, #12	Ongoing	Discussions with Thunder Bay certified house stagers to develop a seminar to educate home sellers.	June 12	-
Regional Econ. Development Project	#7, #11, #13, #14, #16	Ongoing	Meetings with regional CAP and EDOs to develop a regional strategy and projects.	June 26	-
Advertise for Subcommittee	#4	Ongoing	Advertising for more subcommittee volunteers, especially in Schreiber	May 4	-
Schreiber Commercial Map	#12, #13, #14, #15, #16	Ongoing, in partnership with Schreiber EDO	Industry Attraction subcommittee looking for a map outlining the status of all properties on the highway of Schreiber for potential Brownfield redevelopment	June 14	-
European Tourism Market	#7, #11, #13, #14, #16	Ongoing - Approved in principle by joint council meeting on Oct 4, 2006	Marketing subcommittee considering target marketing and want to see research on European market and best fit with this region	June 21	-
Health Professional Recruitment Tour	#5, #6, #7, #9, #11, #12, #13, #14, #15, #17	Complete - Attended from Sept 17 – 21 with final report at joint council meeting on October 4, 2006	Health subcommittee suggested CAP Coordinator accompany Dr. Zawada on Health Professional Recruitment tour in S. Ontario and update marketing tools	July 19	Sept 29

Activity	Deliverables	Status	Outcome	Start	End
Hays Lake Cottage Lot Development	#6, #7, #8, #12, #13, #14, #15, #16	Ongoing - Approved in principle by joint council meeting on Oct 4, 2006	As endorsed by CAP, the lifestyle development subcommittee has proposed that a feasibility study be undertaken on cottage lot development	August 18	-
Business Retention and Expansion Study	#5, #6, #11, #12, #13, #14, #15, #16	Ongoing - Approved in principle by joint council meeting on Oct 4, 2006	As endorsed by CAP, the workforce development subcommittee has proposed that a BR&E study be undertaken on the current situation	August 18	-
Community Greeting Group	#6, #7, #8, #9, #12, #17	Ongoing - Approved in principle by joint council meeting on Oct 4, 2006	As endorsed by CAP, the community enhancement subcommittee has proposed a community greeting group to welcome new residents and introduce them to local businesses and services	August 18	-
Target European Tourism Market	#6, #12, #13, #14, #15,	Ongoing - Approved in principle by joint council meeting on Oct 4, 2006	As endorsed by CAP, the marketing subcommittee has proposed developing a plan to partner with an international tourism marketing company to target the European tourism market	August 18	-
4 Season Best Photo Competition	#6, #12, #13, #14, #15, #16	Ongoing - Approved in principle by joint council meeting on Oct 4, 2006	As endorsed by CAP, the marketing subcommittee has proposed developing a 4 season photo competition to build a database to replace current low quality photos.	August 18	-
Area Marketing & Investment Attraction Video	#6, #12, #13, #14, #15, #16	Ongoing - Approved in principle by joint council meeting on Oct 4, 2006	As endorsed by CAP, the marketing subcommittee has proposed creating an area marketing video to be used for investment attraction, tourism, labour recruitment, etc.	August 18	-

Projects recommended by the subcommittee and endorsed by the STBCAP committee were presented to the public on September 27th 2006 and to council in a joint meeting on October 4, 2006. Council approved the projects in principle with future presentations by STBCAP staff regarding requested funds.

2.0 REGIONAL STATISTICS AND TRENDS

2.1 Population and Household Information

The total population of both communities decreased approximately 29% during the time period of 1991 to 2001 as reported by the 2001 Census (see table 2.1.1 below). See Appendix 4 for more statistics provided by the Census

Table 2.1.1 – Population Perspective

Community	1991	1996	2001	Estimated 2005	Total Population Decline (since 1991)	2001 Households	2005 Households
Schreiber	1,903	1,790	1,450	1,313	45%	734	726
Terrace Bay	2,477	2,325	1,950	1,889	31%	876	903
Both Communities	4,380	4,115	3,400	3,202	37%	1,610	1,629

Source: Statistics Canada and Municipal Affairs and Housing

However, in the absence of current census information, the current population of both townships as estimated through municipal measures is approximately 3,200. This is quite significant as it shows a 37 percent decrease in the overall population of both communities from 1991 to 2005. Furthermore, the population figure for Terrace Bay is believed to be even lower although it hasn't been statistically measured recently. This is due to the layoff of 160 persons by Neenah Paper in 2005 and subsequent downsizing of operations with the startup of Terrace Bay Pulp Inc.

2.2 Population Characteristics

The population characteristics of the two communities closely resemble other small towns in Northwestern Ontario being more skewed to the senior's age bracket. This is viewed to be even more significant now as the senior population continues to grow and the youth leave due to layoffs of the primary industries in the region based on tenure and a lack of career opportunities.

Table 2.2.1 – Schreiber Population Distribution

Age characteristics of the population	1996			2001		
	Total	Male	Female	Total	Male	Female
Total - All persons	1,790	935	850	1,450	735	710
Age 0-4	125	60	65	85	45	35
Age 5-14	280	155	125	195	95	100
Age 15-19	125	65	60	115	60	60
Age 20-24	115	55	60	60	30	35
Age 25-54	820	445	370	660	345	305
Age 55-64	135	70	60	125	60	60
Age 65-74	125	50	70	110	50	65
Age 75 and over	70	30	45	90	40	55
Average age of the population	33.9	33.2	34.7	38.5	39	38
%ages 15 and over	77.3	77	78.2	81	81	80.4

Source: Statistics Canada

Table 2.2.2 – Terrace Bay Population Distribution

Age characteristics of the population	1996			2001		
	Total	Male	Female	Total	Male	Female
Total – All persons	2,325	1,175	1,150	1,950	980	970
Age 0-4	170	75	95	90	45	45
Age 5-14	365	170	195	295	140	155
Age 15-19	180	100	75	160	80	75
Age 20-24	140	70	65	70	40	35
Age 25-54	1,130	585	545	980	490	480
Age 55-64	175	90	80	165	95	75
Age 65-74	115	50	60	125	60	65
Age 75 and over	50	25	30	70	25	50
Average age of the population	32.9	33.3	32.6	39.7	40.5	38.8
% of the population ages 15 and over	76.9	78.7	74.7	80.3	81.1	79.4

Source: Statistics Canada

The number of births in the two communities has steadily decreased from a high of 19 in 01/02 to 7 in 04/05, whereas the number of deaths in the two communities has remained somewhat stable since 2001. The table below shows some relevant healthcare statistics.

Table 2.2.3 – Healthcare Statistics

	2000/2001	2001/2002	2002/2003	2003/2004	2004/2005
Births	16	19	14	11	7
Deaths					
Newborn	0	0	1	0	0
Acute	3	12	10	15	13
Chronic	2	6	5	4	3
Total Deaths	5	18	16	19	16

Note: exempt births/deaths outside of hospital Source: McCausland Hospital

2.3 Senior’s Population

The census information on the senior’s population does not precisely illustrate how much this age group makes up the overall population. As the table below illustrates, the senior population makes up a significant portion of the resident base of the townships.

Table 2.3.1 – Senior’s Population (Data Collected in 2006)

Senior's Age Group	Terrace Bay	Schreiber
55 – 60	147	105
60 – 65	111	
65 – 70	82	98
70 – 75	63	
75 – 80	45	75
80 – 85	11	
Total	459	278

Source: Schreiber Chimo Club and Terrace Bay Superior Seniors Club
 Note: Terrace Bay data includes unorganized communities of Rosspoint and Jackfish

2.4 Income Statistics

The best measure of income remains to be the 2001 Census, which published the following results:

Table 2.4.1 – Household Income

	Schreiber		Terrace Bay		Ontario Average	
	1996	2001	1996	2001	1996	2001
Average total income of persons with income	31,285	37,231	34,951	43,934	27,309	35,185
Household family income (couples)	71,191	76,846	81,587	90,951	64,434	66,476
Household family income (lone-parent)	35,998	28,924	35,330	39,910	32,417	33,724

Source: Statistics Canada

The above table shows the two communities have a higher household average than the Ontario amount, with the family income for couples being significantly higher than the Ontario average, especially in the case of Terrace Bay. The following table also shows the total labour for each township, which illustrates the dependence of Terrace Bay on the forestry industry (almost 50 percent of jobs were in the manufacturing sector) and Schreiber on the services sector.

Table 2.4.2 – Breakdown of Employment Sector for 2001

	Schreiber			Terrace Bay		
	Total	Male	Female	Total	Male	Female
Total - Experienced labour force	720	385	335	1,035	585	450
Agriculture and other resource-based industries	25	15	10	20	20	0
Manufacturing and construction industries	135	120	15	505	435	70
Wholesale and retail trade	145	60	85	70	30	40
Finance and real estate	20	0	20	25	0	25
Health and education	100	15	85	110	20	90
Business services	140	130	10	95	60	35
Other services	155	35	120	215	25	190
	Schreiber			Terrace Bay		
	Total	Male	Female	Total	Male	Female
Total - Experienced labour force	720	385	335	1,040	590	450
Management occupations	80	45	35	55	35	20
Business, finance and administration occupations	65	10	55	85	10	75
Natural and applied sciences and related occupations	10	0	0	55	55	0
Health occupations	10	0	10	30	10	20
Social science, education, government service and religion	40	0	40	50	10	40
Art, culture, recreation and sport	10	0	10	10	0	0
Sales and service occupations	220	45	175	240	25	215
Trades, transport and equipment operators and related occupations	205	195	10	285	255	30
Occupations unique to primary industry	10	10	0	10	10	0
Occupations unique to processing, manufacturing and utilities	65	65	0	205	180	25

Source: Statistics Canada 2001 Census

2.5 Social Welfare Statistics

Instances of social welfare cases are relatively low for the area and have decreased over the past five years. This drop in figures may relate to the amount of residents who have left the area to seek employment as a result of the permanent closure of Inmet Mine in 1999 or an overall reduction in service offering by the relevant government program.

Table 2.5.1 – Instances of Welfare Cases

As of:	Schreiber	Terrace Bay
December 31, 2000	19	17
December 31, 2001	17	18
December 31, 2002	16	15
December 31, 2003	16	11
December 31, 2004	8	9
December 31, 2005	10	10
Source: Ontario Works		

The numbers of unemployment caseloads specific to the townships of Schreiber and Terrace Bay were not made available because the area is classified under Northern Ontario. To achieve realistic figures for the area, a personal survey of the area would have to be compiled.

Layoffs from primary industries have been found to have a significant effect on the regional economy due to out-migration of workers and their families and a downturn on the service industries that support them.

2.6 Major Employer Information

Throughout the region, the major employers have shown a reduction in staffing numbers. Although some sectors have shown a more drastic decrease than others whereas some have shown a slight improvement, overall employment figures continue to decline.

Table 2.6.1 – Annual Employment of Major Employers

Organization	00/01	01/02	02/03	03/04	04/05	05/06
Kimberly-Clark/Neenah Paper Inc/Terrace Bay Pulp Inc.	497	487	487	450	323	259
Canadian Pacific Railway	181	181	181	181	181	181
Hospital	68	68	67	69	72	83
Municipal Government – Terrace Bay	58	52	50	52	49	48
Municipal Government - Schreiber			49	51	52	39
Superior Greenstone School Board	35	36	33	31	33	32
Superior North Catholic School Board	17	17	17	18	18	18
Total	856	841	884	852	728	660
Source: Relevant Organization Officials or Human Resources Departments						
Note: Amounts include all levels of employees (full, part-time, seasonal), except pulp mill info does not include management and salary personnel						

The major employer in the region continues to be the pulp mill which has seen its ownership shift from Kimberly-Clark to Neenah Paper Inc. to Terrace Bay Pulp Inc. under Buchanan Forestry Products. Over the previous 10 years (as represented in the following table) the KC/Neenah/Terrace Bay Pulp mill has seen approximately a 54 percent decrease in its overall employment of union members. It is estimated that residents of Terrace Bay make up 70% of total mill employment with Schreiber comprising approximately 30% of company workforce.

Table 2.6.2 – KC/Neenah/TB Pulp Annual Full-Time Employment for Union Members

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Operations	357	359	321	319	318	332	323	325	309	227	180
Maintenance:											
Millwrights	54	53	47	47	47	45	45	44	34	24	24
Pipefitters	35	34	32	32	30	30	30	28	22	14	12
Welders	10	8	7	7	7	7	7	7	7	6	5
Electricians	32	33	30	30	30	30	30	31	30	20	16
Instrument Mechanics	22	21	19	19	18	17	18	18	17	10	8
Oilers	11	11	10	10	10	10	9	9	8	8	2
Auto Mechanics	11	10	9	9	9	9	8	6	6	5	5
Crane Operators	2	2	1	1	1	1	1	1	1	1	0
Machinists	7	7	7	7	7	7	7	7	5	3	2
Sheet Metal Mechanics	5	5	4	4	4	3	3	3	3	2	2
Masons	2	2	0	0	0	0	0	0	1	0	0
Painter	1	1	1	1	0	0	0	0	0	0	0
Carpenters	9	9	7	5	6	6	6	6	5	3	3
Labourers	0	1	0	0	0	0	0	2	2	0	0
Total Maintenance	201	197	174	172	169	165	164	162	141	96	79
Total Employees	558	556	495	491	487	497	487	487	450	323	259

Source: Various Human Resources Department

Canadian Pacific Railway is the second major employer in the area and the company has maintained a constant hiring level. It is difficult to accurately determine the total number of employees that live in the area due to the differing areas of responsibility for CPR employees.

Table 2.6.3 – Canadian Pacific Railway Full-Time Employment

Trade	Annual Employment
Signals and Communications	13
Engineering Services – Nipigon Region	16
Engineering Services – Heron Bay	16
Bridges and Structures	8
Mechanical Services	2
Management and Staff	4
Running Trades	122
Total CPR Employees in Area	181

Source: CPR Administration

McCausland Hospital and the healthcare sector has produced stable employment over the past 5 years and even demonstrated a modest level of growth. This is expected to continue with the anticipated provincial government approval of the long-term care facility and future projects in this segment.

Table 2.6.4 – McCausland Hospital Annual Employment

	2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006
Doctors	4	4	4	4	4	3
Nurses	14	14	14	14	16	17
Non Union	17	17	17	19	19	21
SEIU	33	33	32	32	33	42
Total	68	68	67	69	72	83

Source: McCausland Hospital Administration

The municipal government has had to reduce costs due to a declining tax base, which has resulted in some full-time jobs not being replaced and an increased use of part-time employees or volunteers.

Table 2.6.5 – Municipal Government Full-Time Employment

Township	2001	2002	2003	2004	2005	2006
Schreiber – F/T			20	19	17	17
Schreiber – P/T			29	32	35	22
Schreiber - Seasonal			28	19	19	20
Terrace Bay – F/T	26	21	23	22	19	19
Terrace Bay – P/T	32	31	27	30	30	29

Source: Respective Municipal Treasurers

Employment in the field of education continues to remain stable, even though overall student enrolment has decreased over the past 5 years (see Education section).

Table 2.6.6 – Education’s Annual Employment

Year	St. Martin Catholic School	Holy Angels Catholic School	Terrace Bay Public School	Schreiber Public School	Lake Superior Highschool
2005/2006	8.5	10	11	5.5	18
2004/2005	8.5	9.5	10	5	18
2003/2004	8.5	9.5	7	5	19
2002/2003	8.5	8.5	9	5	19
2001/2002	8.5	8.5	12	5	19
2000/2001	8.5	8.5	11	5	19.5
1999/2000	8	8.5	12	5	20

Source: Associated School Boards and Principals

2.7 Taxable Assessment Information

The taxable assessment for the two communities appears to have remained unchanged over the past four years as illustrated by the following tables.

Table 2.7.1 – Schreiber Taxable Assessment

SCHREIBER	2001		2002		2003		2004	
Property Class	Taxable Assessment	Municipal Taxes	Taxable Assessment	Municipal Taxes	Taxable Assessment	Municipal Taxes	Taxable Assessment	Municipal Taxes
Residential	36,367,183	873,858	35,702,730	883,286	33,222,002	928,326	32,394,480	983,591
Residential/Farm	86,300	2,074	N/A	N/A	N/A	N/A	N/A	N/A
Commercial Occupied	4,597,047	297,804	4,591,960	297,474	4,340,088	302,048	4,443,560	323,633
Commercial Tenant	31,500	2,041	N/A	N/A	N/A	N/A	N/A	N/A
Commercial Excess	19,200	871	311,000	14,103	251,760	12,265	253,195	12,908
Commercial Vacant	593,070	26,894	292,700	13,273	311,800	15,190	300,600	15,325
Multi-Residential Occupied	568,000	21,095	N/A	N/A	N/A	N/A	N/A	N/A
Multi-Residential Tenant	490,000	18,198	1,058,000	39,293	479,000	20,093	493,000	22,471
Industrial Occupied	3,000	121	N/A	N/A	N/A	N/A	N/A	N/A
Total	42,755,300	1,242,956	41,956,390	1,247,429	38,604,650	1,277,922	37,884,835	1,357,928

Source: Ministry of Municipal Affairs Annual Financial Information Returns

Table 2.7.2 – Terrace Bay Taxable Assessment

TERRACE BAY	2001		2002		2003		2004	
Property Class	Taxable Assessment	Municipal Taxes	Taxable Assessment	Municipal Taxes	Taxable Assessment	Municipal Taxes	Taxable Assessment	Municipal Taxes
Residential	56,353,335	1,086,005	56,469,035	1,088,235	54,552,155	1,051,294	51,339,680	1,040,681
Multi-Residential	2,798,000	147,744	2,798,000	147,744	1,386,000	73,186	1,377,000	76,391
Commercial Occupied	5,549,360	269,851	5,563,815	270,554	5,363,255	260,801	5,224,020	265,816
Commercial Excess	N/A	N/A	N/A	N/A	38,390	1,307	38,800	1,382
Commercial Vacant	79,850	2,718	85,395	2,907	32,000	1,089	33,200	1,183
Industrial Occupied	25,180	1,157	25,180	1,370	24,500	1,333	24,100	1,372
Industrial Excess	3,936,300	1,370	3,936,300	149,865	2,581,900	98,300	N/A	N/A
Large Industrial Occupied	29,281,500	1,592,607	29,281,500	1,592,607	29,817,600	1,621,765	29,817,600	1,697,004
Large Industrial Excess	N/A	N/A	N/A	N/A	N/A	N/A	2,581,900	102,860
Total	98,023,525	3,101,452	98,159,225	3,253,282	93,795,800	3,109,075	90,436,300	3,186,689

Source: Ministry of Municipal Affairs Annual Financial Information Returns

However, these statistics are somewhat misleading as property values have decreased and the population has declined during this time, which has been offset by an increase in the tax rate across the different property classes. The reduction in taxable assessment from \$98.1 million in 2002 to \$93.8 in 2003 for Terrace Bay was quite significant as it resulted in cutting of municipal expenditures and increases in other tax rates.

The above statistics show the significant dependence of Terrace Bay on the pulp mill for municipal taxes in the large industrial occupied property class (approximately \$1.7 million in 2004 or 53 percent of total taxes).

2.8 Education Information

Education enrolments at the public school level have shown a dramatic overall decrease in Schreiber and Terrace Bay with the only school being exempt from the reduction in enrolment being the Holy Angels Catholic School.

Table 2.8.1 – Annual School Enrolments

Year	St. Martin Catholic School	Holy Angels Catholic School	Terrace Bay Public School	Schreiber Public School	Lake Superior Highschool
2006/2007	52	121	104	40	181
2005/2006	67	137	110	54	202
2004/2005	74	133	122	63	215
2003/2004	87	144	127	66	230
2002/2003	103	137	128	61	249
2001/2002	100	136	142	71	244
2000/2001	94	135	162	80	265

Source: Associated School Boards and Principals

Table 2.8.2 – Highschool Graduate Migration

Year	Total Grads	Left - University	Left - College	Returned to High School	Became Employed
2005	39	11	19	5	4
2004	59	15	34	2	8
2003	67	9 (OAC)	5 (OAC)	42 (Grade 12)	11 (Grade 12)
2002	57	8 (OAC)	2 (OAC)	37 (Grade 12)	10 (Grade 12)

Source: Lake Superior Highschool

Highschool graduates have traditionally leaned towards the trades and going to College as opposed to a University education.

2.9 Tourism Information

The Terrace Bay tourism office provides a reliable measure of some of the tourist traffic that travels through the area. Tourist office statistics (See Table 2.9.1 below) show a significant fluctuation in the number of total visitors per year during the measured months.

Table 2.9.1 – Tourist Information Centre (May 15 – October 8) Visitor Totals

Year	Total Visitors
1999	13001
2000	12267
2001	10543
2002	16045
2003	15143
2004	12756
2005	13419
2006	10638

Source: Terrace Bay Tourist Information Centre

However, it is important to note that this total amount only represents Tourist Information Centre visitors for the months of May to October inclusively and does not capture the total number of visitors to the region that do not stop at the visitor office. Additionally, 2001 is affected negatively due to highway construction in front of the tourism centre.

The Ministry of Transportation has also tracked the highway traffic and developed the following statistics:

Table 2.9.2 - 2005 Highway Traffic Totals – CPR Overhead Bridge (within Terrace Bay)

Annual Average Daily Traffic (total for 365 days)	3110 (1,135,150)
Summer Average Daily Traffic	4265
Winter Average Daily Traffic	3670
Source: Ministry of Transportation	

Table 2.9.3 - 2002 Highway Traffic Totals – CPR Overhead Bridge (within Terrace Bay)

Annual Average Daily Traffic (total for 365 days)	3375 (1,231,875)
Summer Average Daily Traffic	4450
Winter Average Daily Traffic	2500
% of traffic short and long trucks	20%
Source: Ministry of Transportation	

Table 2.9.4 - 2002 Highway Traffic Totals – Sawmill Creek (19 km East of Terrace Bay)

Annual Average Daily Traffic (total for 365 days)	2140 (781,100)
Summer Average Daily Traffic	2900
Winter Average Daily Traffic	1475
% of traffic short and long trucks	20%
Source: Ministry of Transportation	

Table 2.9.4 is the most accurate measure of highway traffic and Tables 2.9.2 and 2.9.3 represent the amount of local traffic. Additionally, the annual recreational visitor market was estimated at 235,000 persons in 1999 by a report prepared by Quadra Consulting Group and William L. Lee & Associates.

Once again in relation to businesses in the area that depend on transport truck traffic, the figures collected representing traffic just from tourism is not a realistic total. There is a high volume of transport trucks that pass through the areas on a daily basis coming from both directions, which are destined not only for this area, but for other places as well. You must take into consideration the location of the two townships being right on Highway 17, which is the main highway through the area connecting southern Ontario to northern Ontario.

3.0 SITUATION ANALYSIS

Note: the following information is based on feedback from residents at the public forum as well as the STBCAP Committee, previous research studies and the STBCAP staff. Residents were asked to outline all of the strengths and weaknesses of the two communities and to propose potential opportunities for the townships and the region. Threats and visible macroeconomic trends have been identified by the STBCAP staff.

3.1 Strengths

The main strengths cited by residents are: healthcare, scenery, affordable housing, low crime rate, and friendliness of residents. These are advantages over other areas of the country that the communities can build on to market towards specific sectors.

Table 3.1.1 – Strengths Cited by Residents

- Access to healthcare professionals and hospital
- Natural beauty and scenery
- Access to low priced housing
- Safe communities – low crime
- Friendly people
- Access to water
- Close location to the highway
- Experienced work force
- Clean air and environment
- Outdoor recreation options
- Access to schools
- Access to local golf course
- Recreation and sport facilities
- Active service clubs
- Nearby wildlife
- Access to excellent library resources
- Excellent township growth potential
- Good religious base
- Four seasons facilities
- Access to volunteers

3.2 Weaknesses

The main weaknesses cited by residents are: lack of diversification, few young people, limited shopping opportunities, poor highway condition/infrastructure, and isolation from major markets. These are disadvantages that the communities must try to address or decrease, if possible, with its economic and social planning.

Table 3.2.1 – Weaknesses Cited by Residents

- Lack of diversification
- Few young people
- Limited shopping opportunities
- Poor highway condition/infrastructure
- Isolation from major markets
- Lack of senior apartments
- Lack of available jobs
- Perceived lack of marketing
- Declining overall population
- No via rail passenger train service
- No Public transportation
- Lack of government services
- Declining tax base
- No programs for toddlers/teens
- Cold winter conditions
- Very little input from government
- Unexploited tourism sector
- Dry goods services limited
- Taxes too high
- Limited curriculum choices

3.3 Opportunities

After outlining the various strengths and weaknesses of the area, participants at the Public Forum were asked to define some of the potential initiatives and opportunities that fit into the assessment criteria.

Table 3.3.1 – Opportunities Cited by Residents

- Wind power
- Marketing area as a senior retirement
- Cottage lot development
- Shared town services
- Municipal employee training
- Recycling plant
- Plasma gasification
- Wood value-added business
- Day or longer tourism activities
- Specialty education (art, music, hockey)
- OSB plant
- Build something for a tourist stop
- Retreat centre
- Attract industry
- Tourist train (Agawa Canyon)
- Tim Horton's
- Join Manitoba
- Enhance parks / rec. facilities, functions
- More signage of local heroes (Terry Fox, Charlie Simmer)
- Water power
- Market to bus tours
- Department store (Walmart)
- Bio Tech research
- Snowmobile promotion
- Rebuild/refurbish railway equipment
- Political influence to expand energy opportunities
- Marine conservation
- Form partnerships with government & business
- Coffee house
- Artisan training centre
- Website development
- Training centre (snowshoes, canoes)
- Theme (brand) for each area
- Skills assessment/temp agency
- Senior activity centre
- Recycled glass manufacturer
- Marina/Waterfront development
- Via Rail passenger train
- Trades training
- Pellet plant
- Market seasonal homes
- Mineral exploration
- Eco tourism
- Nuclear generation
- Health services centre / training
- Secure golf course
- Mill start-up
- Real estate marketing
- Empty house time share
- Wildlife reserve
- Tourism
- Sunken logs recovery
- Assisted living
- Canoe trail (Steel River)
- Build/operate "local" steam/peddle cars to explore area
- Methane from landfill (recycle)
- Indoor swimming pool
- Fish farm
- Amalgamate elementary schools
- Sawmill/plywood mill
- Wood value added – pallet/trusses
- Mount Gwynne/Death Valley
- Improve downtown
- Cottage industry
- Billboards
- Antique market
- Walking trail from here to Geraldton
- Trail rides (stables)
- Support retail business
- Skilled labour for tertiary business
- Rocks quarry
- Outfitters

- Oil refinery
- Market to Europe
- Laundromat
- Hydroponics greenhouse
- Go cart track
- Farmer/craft market
- District chemotherapy centre
- Community discovery packages
- Business creating things from granite in the area
- Blueberry marketing (creative agriculture)
- Aguasabon river project
- More government services
- Market our facilities
- Inventions
- Hiking trails
- Furniture manufacturing
- Elder hostel/education for seniors
- Convert homes into B & B's
- Casino
- Bottled Water
- Air service

3.4 Threats

Some of the threats to the overall business and social climate that the communities may face include the continued hardships of the forestry industry, rising energy costs, and high Canadian dollar as compared to the US dollar. These threats should be considered in the development of economic development strategies and possible means of taking advantage of the situation, example focusing on energy efficiency, must be evaluated.

- Continued hardship of the forestry industry
- Rising energy costs in fuel and electricity
- High Canadian dollar and subsequent overall reduction in tourism
- Declining overall population as a result of urban migration and relocation for jobs
- Continued decline of the US economy and with it reduced 'over the border' tourism
- Continued shift of national and municipal economy towards service-based industry

4.0 SUBCOMMITTEE FEEDBACK

The following information is provided by the seven subcommittees that were created as a result of the two public forums. See Appendix 6 for a copy of the subcommittee memberships. This information has been used to develop the next section – action plan for the two communities.

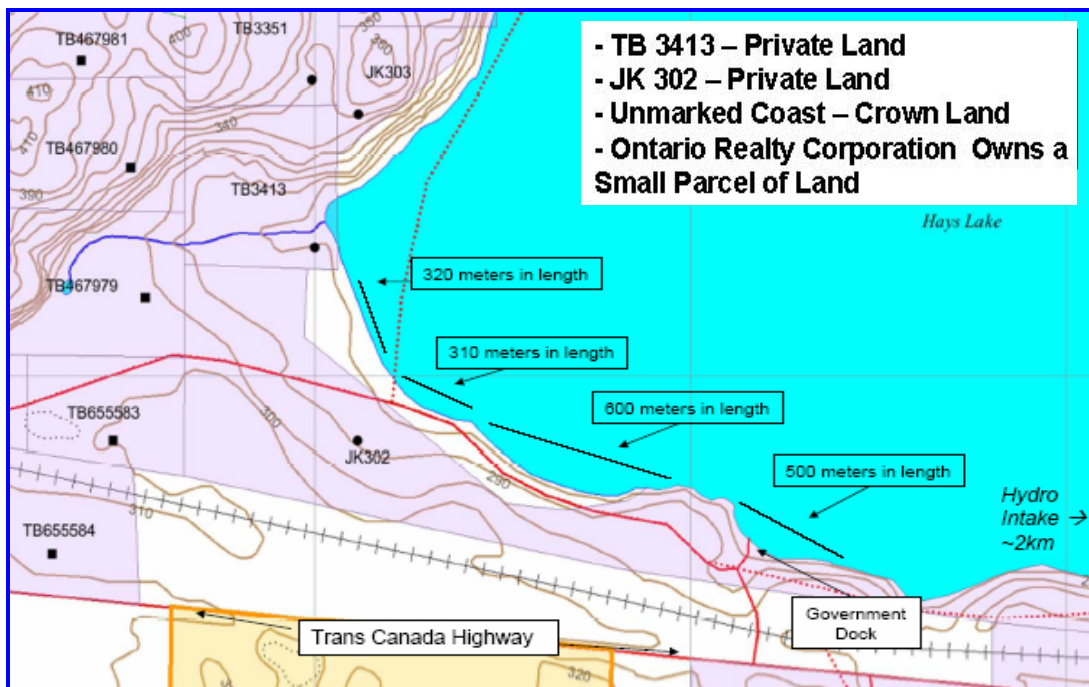
4.1 Lifestyle Development Subcommittee

4.1.1 Feasibility Study on Cottage Lot Development on Hays Lake

Estimated Timeline: 3-5 Years

Background

From the public forum, cottage lot development was identified as a significant project to be examined for the region. However, the Ministry of Natural Resources has been hesitant to encourage this type of development outside of Township boundaries. For this reason, Hays Lake has been identified as a possible location to be studied for development. Hays Lake is centrally located between the two townships and although it would be located in Terrace Bay boundaries, it would clearly benefit both communities. Hays Lake has excellent fish and game stocks, good road access, most of the area is clear-cut, and it is an under-utilized area. However, some problems with the area that would definitely need to be examined include: issues regarding ownership of real estate, Ontario Hydro water intake at the Southern end of the lake, the necessary environmental assessment and possibility of sunken logs floating to the surface.



If approximately 1200 meters of shoreline were used as an estimate of land, it could provide 18 cottage lots (with a conservative 200 foot frontage). Therefore, using an estimate of construction costs of \$72,000/lot x 18 lots would result in an investment of \$1,296,000 and taxes.

*** It is recommended that the Townships of Schreiber and Terrace Bay conduct a feasibility study on cottage lot development for Hays Lake.** The project would begin with Terrace Bay being designated as the lead partner, since the development would be within its boundaries, and different stakeholders would have to be contacted for feedback before the study could be developed (Private real estate owners, MNR, Ontario Realty Corporation, etc). Previous studies have indicated the area as a potential development site and different parcels of land in the Western portion of the lake would fit a combination of cottage lots and a public boat launch area. Funding for the study could come from the municipalities, private sector, and provincial and federal sources like FedNor waterfront funding in the Northern Ontario Development Fund.

Next Steps:

- Approach MNR about developing a land use study for the area around western Hays Lake
- Approach private sector land owners about study involving their land
- Approach Ontario Realty Corporation about study involving land available for sale
- Develop the study with feedback from all stakeholders
- Funding source: FedNor – waterfront development funding similar to Atikokan

4.1.2 Development of Terrace Bay Regional Gateway Project

Estimated Timeline: Over 5 Years

Background

As per the Terrace Bay Regional Gateway Feasibility Study in February 2000, a development has been designed for the area of Danny’s Cove. This project would involve the construction of a marina, waterfront centre, cottage lots, and other similarly themed private businesses. Presentations have been given to subcommittee members on the expected benefits of this project and it makes sense for Terrace Bay, with some obvious spillover benefits for Schreiber. However, the project does have some significant issues to be addressed in the form of the potential fit with the National Marine Conservation Area proposal and whether or not the suggested land is available.



- Artist rendering of adventure centre

*** It is recommended that the Township of Terrace Bay actively pursue this project with the listed issues in mind.** The project can be discussed with local and regional stakeholders and if land becomes available and the NMCA is established, the project could be moved into the development and feasibility planning stages.

Next Steps:

- Approach private sector with the plans to see if the land is available
- Examine possible partnerships with the NMCA
- Develop the project
- Funding source: NOHFC and FedNor – waterfront development funding similar to Atikokan

4.1.3 Other Actions Conducted by the Lifestyle Development Subcommittee

- Presentation by Terrace Bay Community Development Supervisor on Regional Gateway Project and necessary next steps
- Presentation by Parks Canada staff on the National Marine Conservation Area
- Discussion and letter writing initiatives for National Marine Conservation Area

4.2 Community Enhancement Subcommittee

4.2.1 Development of a Community Greeting Handbook

Estimated Timeline: 3-6 months

Some of the newer residents of the two communities have indicated that they found moving to the area quite difficult to find information and become familiarized with small town living. A handbook greeting and educating new residents to the area would be a welcome addition to the municipal government offering and build on the information promoted by the township websites. With the opening of Terrace Bay Pulp Inc, it is expected that their will be an influx of new residents seeking information on the area while moving here or in making their decision to move.

*** It is recommended that the two townships develop a community greeting handbook for new residents.** The target area could be from Rosspoint to Jackfish and outline different municipal services, volunteer opportunities, and attractions available. The handbook could outline different contact people that people interested moving to the area may need to become familiar with. This initiative could be led by a group like the Aguasabon Chamber or a Township community group and involve partnerships with businesses and the municipalities. New residents can be surveyed as to what information they could not readily find about the area and an 'editor' can collate the information from different sources to develop the handbook. The Print Shop has quoted that 100 booklets, 5.5x8.5, full colour front cover 1-side, inside sheets black ink on white bond, coil bound would be approximately \$250 for a 20 page handbook and \$400 for a 50 page handbook. Costs could be covered by the municipalities or utilize business advertising or a coupon system.

Next Steps:

- Benchmark other communities and develop outline of information to be included
- Gather information – websites, townships, and personal contact with residents/businesses
- Develop rough draft and pre-test on the subcommittee and new residents
- Seek feedback from councils and finalize project
- Funding source: Private businesses (advertising?) and townships

4.2.2 Other Actions Conducted by the Community Enhancement Subcommittee

- Research and discussions with relevant personnel regarding the establishment of a welcome wagon for the two communities
- Research into the beautification activities of the two communities
- Research into celebration activities for the reopening of the mill
- Research into the “Communities in Bloom” funding competition

- Research into possible township performances or concert in the park ideas
- Research into offering more government services for the area (example – Service Canada)
- Discussion with municipal Community Development staff regarding township initiatives

4.3 Workforce Development Subcommittee

4.3.1 Development of a Business Retention and Expansion Project

Estimated Timeline: 1-2 years

The economies of Schreiber and Terrace Bay have incurred incredible hardship over the past year and the impact on the business community is not fully known. The workforce development subcommittee has found it difficult to clearly identify needs in the area and where businesses may be looking to expand or are suffering. A survey of this type was being conducted in a condensed form by the Aguasabon Chamber of Commerce, but funding could be secured to hire a contract position coordinator and utilize the Ontario Governments online BR&E database resources. Business feedback can be solicited easily by asking a sample of local business owners and determining what they would be able to contribute as to time limitations.

*** It is recommended that the two townships secure funding for a Business Retention and Expansion Study on the region.** The Townships would develop a proposal for funding through the Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) to hire a coordinator and develop this project. It would focus on customizing a survey for local businesses and seeking volunteers to assist with meeting business representatives and administering the survey.

Next Steps:

- Seek a presentation from OMAFRA
- Seek feedback from the business community
- Shape the project through the establishment of a steering committee
- Apply for government funding assistance
- Hire a Coordinator and begin training and outlining milestones
- Conduct the project – survey creation, pre-test, survey delivery, evaluation, etc
- Funding Source: OMAFRA RED program and possibly Invest in Canada CISP program

4.3.2 Other Actions Conducted by the Workforce Development Subcommittee

- Research into viability of English second language training – currently offered
- Research into viability of customer service training – currently offered
- Research into trades succession training for the region (ex. furnace repair) – under the auspices of Superior North CFDC
- Information package on training courses researched by the Schreiber Training Centre
- Research into viability of development of a hockey school – quite difficult to implement
- Research into specialized computer training – online options available
- Presentation from Superior North CFDC general manager regarding courses offered

4.4 Industry Attraction Subcommittee

4.4.1 Targeting of Wind Turbine Manufacturers for the Townships

Estimated Timeline: 1-2 years

The wind energy industry in Northwestern Ontario is in the early stages of incredible growth. Projects are in various stages in Thunder Bay, Shuniah, Pays Plat, Marathon, Wawa, and Sault Ste. Marie. Demand for wind turbine blades is incredibly high and this industry seems an excellent fit for the townships. The townships have access to land, transportation, and available labour and are situated in the centre of numerous wind projects. This industry could serve as an excellent secondary industry to railway and forestry. Contact with current wind turbine producers has shown interest in the region and demand is not currently being met as turbines are being shipped from North Dakota and Gaspé Bay, Quebec to service the Northwestern Ontario region at high transportation costs.

*** It is recommended that the townships of Schreiber and Terrace Bay develop a plan to target wind turbine manufacturers with the goal of establishing such a capacity in the area.** This can be achieved through more detailed contact with manufacturers about potential partnerships and identifying their needs for information. Community profiles and marketing materials to attract investment can be developed based on feedback from producers and wind power developers. Funding would mostly be used through municipal funds and private sector partnerships.

Next Steps:

- Develop a study on attractive investment partnerships and industries that match the resources and strengths of the region, possibly use wind turbine manufacturing as example of how to approach and meet the needs of a selected industry
- Determine the information needs of site selectors
- Gather information and identify shortfalls in infrastructure or materials
- Develop a method to approach prospective manufacturers
- Funding Source: NCIR Go North program, FedNor

4.4.2 Other Actions Conducted by the Industry Attraction Subcommittee

- Research into the status of highway property in the townships – ongoing
- Research into the sunken log retrieval economy in the region – being done by first nations
- Research into developing an in-town cottage industry – ongoing
- Research into transportation industry and possible warehouse depot – ongoing
- Presentation by a local expert on pellet plant factories
- Presentation by a local expert on tire recycling plants
- Presentation by a local expert on development of Energy By Motion technology

4.5 Energy Subcommittee

4.5.1 Feasibility Study on Wind Power

Estimated Timeline: 3-5 years

Wind power was given the highest support from residents at the public forum and its potential for the area is quite visible with projects being developed in Thunder Bay, Shuniah, Pays Plat, Marathon and Sault Ste. Marie. Private investors have visited the region to examine crown and private land and the potential is clearly evident. Possible benefits would include revenues for the municipalities through increasing the tax base, land lease payments, and possible jobs in construction, maintenance, administration and/or public education. Possible constraints include the time, paperwork and cost involved in the project. This project builds on work by the industry attraction subcommittee and the potential for manufacturing the wind turbines if a service agreement is in place.

*** It is recommended that the townships develop a project to measure the potential for wind energy in the region.** This project would involve interaction and networking with private investors, engineering companies, and the relevant government agencies (ex. MNR). Testing would involve identifying likely sites for wind power and partners, erecting 60m anemometers to measure the wind for a period of 1-2 years while conducting the environmental assessment and determining grid connection points and land agreements. If deemed to be feasible, the project organizational structure would be determined and a service agreement with OPA (20 years at 11 cents kw/h) would be solicited. Funding could be achieved through the Green Municipal Fund and/or FedNor as well as municipal government and private sector.

Next Steps:

- Approach MNR about process of developing this project
- Seek private sector partnerships and identify attractive sites
- Determine if a wind potential pre-feasibility study should be conducted through private investors or municipal resources
- If viable, conduct the feasibility study and testing of specific locations with the erecting of testing towers (60m in height and approximate costs of \$45,00 per tower) and collection of data on wind speeds for a minimum of one year
- If viable, seek a service agreement with Ontario Power Authority or other means of selling the potential power
- Develop further partnerships and financing models for the project
- Seek turbine manufacturing capability for the townships
- Funding Source: Green Municipal Fund, FedNor, NCIR Go North Program

4.5.2 Energy Audits on Municipal Buildings

Estimated Timeline: 1-2 years

Energy audits on municipal buildings were examined 8 years ago and Terrace Bay implemented recommended changes with a 6 year payback period. However, recent advances in the field of energy (ex. solar hot water heating and compact fluorescent lighting) have made this another attractive option to investigate. Terrace Bay did not utilize any government funding in the past

and with possible funding from Natural Resources Canada (NRCAN) and the Northern Ontario Heritage Fund Corporation (NOHFC) the payback period could be drastically reduced. The benefits of examining ways of increasing energy efficiency is quite clear as energy pricing will only continue to rise in the near future.

*** It is recommended that the townships undertake an energy audit on all municipally owned buildings.** This would involve applying for funding from the NRCAN and NOHFC funding sources as a partnership. If successful, certified energy auditors (ex. Cook Engineering and AMEC in Thunder Bay) would conduct a detailed analysis of the township buildings and provide a report on suggested changes and resulting efficiencies. NRCAN and NOHFC can then be approached for implementation funding and if deemed feasible the changes can be made.

Next Steps:

- Further research the process of applying for funding – NRCAN and NOHFC
- Identify municipal buildings that fit the criteria of the project and need auditing
- Develop funding proposals, identify regional consultants, and conduct audits
- If viable, conduct recommended energy changes if they fit with township resources
- Funding Source: Green Municipal Fund, NRCAN and NOHFC

4.5.3 Energy Workshops

Estimated Timeline: 3-6 months

Workshops can be held educating residents on renewable energy sources, the merits of conservation, and regional professionals that can be contacted. The Schreiber Training Centre has investigated bringing in experts from the region (ex. Franks Alternative Energy) and they are interested for sometime in the Spring. This project will demonstrate the commitment of the municipal governments to energy efficiency and assisting residents reduce energy costs.

*** It is recommended that the townships work together to develop an energy workshop to be held at the Schreiber Training Centre.** The workshop will involve educating residents on the energy field and utilize the knowledge of regional experts to serve as liaisons. The Ontario government can also be contacted for resources to be given out to participants. Funding sources include the Superior North CFDC local initiatives program, and the federal government Rural Partnerships program – the Networking Initiative.

Next Steps:

- The Schreiber Training Centre is the lead on this project and assistance could be offered
- Funding Source: Networking Initiative program, municipalities, entry fees?

4.5.4 Other Actions Conducted by the Energy Subcommittee

- Presentation on regional energy cooperatives
- Research into residential house retrofitting with passive solar technology
- Research into Energy Star status for products
- Research on the potential advantages/disadvantages of clean coal technology
- Research into the biofuel industry and biodiesel residential generator products
- Research into geothermal heating technology

- Research into residential passive solar considerations
- Analysis of energy consumption profile of the two townships

4.6 Health Subcommittee

4.6.1 Health Professional Recruitment/Retention

Estimated Timeline: 6-12 months

The local healthcare industry is facing increased labour pressures in the recruitment and retention of family physicians, nurses, and specialists (ex. x-ray technicians). With an aging population, the townships may need to take a more active role in assisting the local and regional healthcare industry. The main recruiting tool by local healthcare is the recruitment tours held in Southern Ontario (Ottawa, Kingston, London, Hamilton, and Toronto) in late September, in Sudbury in early November, and in Thunder Bay in early February. These tours involve tradeshow format presentations to current medical students and area professional by various community liaisons. Due to the highly competitive nature of recruitment, marketing materials used by the townships involved are becoming incredibly more sophisticated and professional.

*** It is recommended that the townships take a more active role in the recruitment of health professionals for the area.** This is a necessary project that will involve assisting in the planning and delivery of the marketing plan towards potentially receptive health professionals. The townships may be asked for funds to conduct specific marketing initiatives. An example of this was the partnership formed with McCausland Hospital in updating marketing materials for the September 2006 recruitment tour attended by Dr. Annabella Zawada and Sean Irwin.

Next Steps:

- Determination of the level of interest the townships feel is necessary in the healthcare sector
- Creation of a retention and recruitment committee
- Operational review of current retention and recruitment methods
- Development of the North Shore Health Professional Retention and Recruitment Plan
- Conduct of the plan and sourcing of funding available for outlined options
- Funding Source: FedNor, municipalities, public sector

4.6.2 Other Actions Conducted by the Health Subcommittee

- Research into the assisted living industry and funding options
- Research on the surveying the need for assisted housing in the area
- Examination and updates on current local and regional health services
- Research on the possible establishment of a health professional recruitment/retention group
- Possible partnerships with Lakehead University on studying regional gaps in healthcare

4.7 Marketing Subcommittee

4.7.1 Target European Tourism Market

Estimated Timeline: 3-6 months

Research has been conducted on the European tourist market and it has been shown to be an excellent fit with the offerings of the region. The German and Dutch markets were directly researched and found to be attractive. Through examining German websites, it was found that some tourist operators from Canada have German websites and market directly to international customers. Similar website types were researched and one was identified as an excellent fit with the area. Contact was made and the following information was gathered. Their office is open year round, on a full time basis and offers toll free calling in North America. Essentially, they are similar to a travel agent, but they only sell Canada, and only adventure/experiential travel products. The company has been operating for over 9 years and in 2005 served over 1500 clients. About 35% of clients are American, 40% Canadian, and the rest are European/UK and Australian. Telephone and email conversations were held with the managing partner and he agreed that there is immense potential in this area. He suggested a direct partnership with the townships, or outfitters, or a tourism association whereby his company would market the tourism package that was developed and manage sales for a commission.

*** It is recommended that STBCAP develop a plan to seek the feedback of local outfitters and the hospitality industry of developing a partnership with an international tourism marketing business.** This project could involve a partnership with the hospitality and tourism industry as well as nearby communities. It is a risk, but one with minor costs that could benefit the tourism industry a great deal based on the plan developed by CAP. Funding would have to come from the municipalities and the hospitality industry through donations, possible guides and discounts for the company when it comes to the region. A similar initiative was conducted years ago by Terrace Bay with minimum financial contributions (advertising in European magazines) and a limited response was received.

Next Steps:

- Presentation by a representative from the North of Superior Tourism Association (NOSTA)
- Determine how the plans of NOSTA parallel this project
- If deemed viable, meet with regional stakeholders including the hospitality industry which is estimated at 20 hotels, 15 restaurants, and 5 outfitters
- Development of a marketing arrangement beneficial to all parties
- Funding Source: municipalities, private sector

4.7.2 Four Season Best Picture Competition

Estimated Timeline: 6-12 months

Most of the pictures shared by the two communities are too low of quality to be used in developing print materials (ex. Health Professional Recruitment brochure). With advances in digital photography most modern cameras now have the capability to produce excellent high quality images. Caribou Artisans has demonstrated the capabilities of local photographers and these strengths can be leveraged.

*** It is recommended that the townships of Schreiber and Terrace Bay develop a local four season best picture competition.** The project could involve a partnership with Superior North CFDC (held a similar initiative 10 years ago), and involve introductory photography classes before each season, advertising of the event and collecting and awarding prizes to locals. This would develop a database for the townships (and local businesses) of 2 formats of images – one original high quality for print products and one lower file size for website promotion. Funding can be achieved through a Superior North Local Initiatives grant and private business donations.

Next Steps:

- Discussion of the project with regional economic development staff that have carried out similar initiatives
- Discussion with digital photography experts on the conduct of the project
- Determining of project lead – Superior North CFDC? – conducted a similar initiative
- Development of contest guidelines, submission requirements, timelines, and prizes
- Conduct of the project and creation of a digital photo database for mainstream usages
- Funding Source: Superior North CFDC, private Sector, municipalities

4.7.3 Investment Attraction/Community Video

Estimated Timeline: 6-12 months

With the changing situation in the townships, it was proposed that a new marketing video may be developed to advertise the area. This has been discussed with township economic development individuals, Superior North CFDC and residents. Previous marketing videos included one by Superior North CFDC and partners 15 years ago and a North Shore slideshow 10 years ago. All of past materials seem out of date in content (references to thriving mill, terrace bay airport, etc) and technology (VHS) this could be an excellent fit with the current situation of the townships. A similar initiative was recently conducted by Aylmer Township, which they used to target an ethanol plant investment and were funded through the NCIR program.

*** It is recommended that the townships of Schreiber and Terrace Bay, with regional partnerships as identified, develop a community video.** The video will involve a professional production company taking various clips over a year (four seasons) to be spliced for the following video intents: township marketing, economic development/investment attraction, tourism, and specialized workforce recruitment. Potential partners include: Pays Plat, Provincial Parks, College video department, regional video production companies, Terrace Bay Pulp Inc, Canadian Pacific Railway, and McCausland Hospital. Potential funding sources could include: private industry, municipal governments, NOHFC and FedNor. This project should be conducted in cooperation with the Best Picture Competition and potential development members include STBCAP, Superior North CFDC, Caribou Artisans, and various community groups.

Next Steps:

- Solicit quotes from possible video professionals throughout the region
- Discussion with potential private and public sector partners
- Conduct of a more detailed request for quotation based on partner needs
- Conduct of the project and development of video database for all parties
- Funding Source: municipalities (other marketing budgets), private/public sector

4.7.4 Redesign of Township Websites

Estimated Timeline: 6-12 months

The marketing subcommittee has benchmarked the Schreiber and Terrace Bay websites against other township websites throughout Ontario and Canada. It was determined that the township websites may not be presenting information to the public in the most efficient or effective manner. Some of the features of other websites were: main page diversion – providing options at the onset to make website searching quicker, quick links, use of local artists in the overall theme, and overall ease of use.

*** It is recommended that the townships of Schreiber and Terrace Bay develop a plan to redesign the township websites with public feedback and the goal of a shared main page.** This can be achieved through a ‘hands on’ redevelopment of the websites with a professional website developer creating the shell of the website with areas that can be updated by designated municipal staff. This would be a means of simplifying the township websites and possibly using local artists/photographers to assist in the marketing of the sites. The use of a common first page between the two townships can be investigated to build a partnership between the two communities. This would then enable the current website addresses and a new common address to be directed to one site and then branch off to the two websites of Schreiber and Terrace Bay. Project development would include organizing a steering group of dedicated residents to determine the theme and features of the website so that none of the valued current functions of the websites are lost. Funding would mostly be used through municipal funds and possibly utilize current marketing initiatives like the Schreiber Identification project and the Terrace Bay Highway commercial property.

Next Steps:

- Organize a website redesign steering committee made up of local stakeholders
- Solicit quotes and suggestions for improvement from regional website developers
- Develop a plan for revision and budget with feedback from the steering committee to be presented to both town councils for approval
- If approved, move forward in developing project with the developer with the intent of presenting to council for final approval
- Funding Source: municipalities (other marketing budgets)

4.7.5 Other Actions Conducted by the Marketing Subcommittee

- Presentation on the current marketing materials and initiatives conducted by the townships
- Presentation from Pays Plat representative regarding potential partnerships
- Discussion on the history and meaning of the township slogans and branding
- Discussion on targeted marketing initiatives (ex. retiree marketing, real estate marketing)
- Research into regional theme marketing in Ontario and Canada
- Research into Canadian RV market
- Analysis of European tourism markets in eco-tourism and hiking for optimum fit with area
- Provided feedback on the Health Professional Recruitment Tour marketing plan

5.0 COMMUNITY ADJUSTMENT ACTION PLAN

The community adjustment action plan has been developed based on the feedback of the subcommittees and the recommendations of the STBCAP committee. This plan will outline all of the recommended projects for implementation or further research for the townships of Schreiber and Terrace Bay. This plan is not meant to diminish the activities of specific community development projects, other volunteer groups, or potential partnerships with current companies and organizations.

5.1 Short-term (Over the Next Year)

The outlined projects have been generally estimated for completion timelines by STBCAP staff.

Short-term (less than a year)

- Community greeting handbook (3-6 months)
- Energy workshops (3-6 months)
- Target European tourism market (3-6 months)
- Health professional recruitment/retention (6-12 months)
- Four season picture competition (6-12 months)
- Area marketing video (6-12 months)
- Redesign of township websites (6-12 months)

These short-term projects could feasibly be completed by STBCAP staff if a one year extension is approved by the different funding partners.

5.2 Long-term (Beyond the Next Year)

Long-term (over a year)

- Business retention and expansion project (1-2 years)
- Target wind turbine manufacturers (1-2 years)
- Energy audits on municipal buildings (1-2 years)
- Feasibility study on Hays Lake (3-5 years)
- Feasibility study on wind power (3-5 years)
- Regional gateway project (up to 5 years)

These long-term projects could feasibly be started by CAP staff and the related municipal staff over the next year, once again dependant on a funding extension received.

5.3 Matrix of Projects to Related Funding Sources

This matrix is not intended to illustrate funding programs that will absolutely fund this type of project, but rather to outline possible sources of funds that may parallel the goals of a project and should be further investigated for fit. Private sector includes: specific businesses, the Aguasabon Chamber of Commerce, respective trade unions, etc.

Project	Funder #1	Funder #2	Funder #3
BR&E Program	OMAFRA - RED	FED - CISP	Municipalities
Picture Competition	SNCFDC – LI	Private Sector	Municipalities
Energy Audits	NRCAN	NOHFC	Municipalities
Energy Workshop	Networking Initiative	Private Sector	Municipalities
Wind Power Study	GMF	FedNor	Municipalities
Marketing Video	Municipalities	Private Sector	
Greeting Handbook	Municipalities	Private Sector	
Hays Lake Study	NOHFC	FedNor	
Redesign of Websites	FED - CISP	Municipalities	
Target EU Tourists	Municipalities		
Health Pro Recruitment	FedNor	Municipalities	
Wind Turbine MFG	NCIR Go North	Municipalities	
Active Living 2007	MCI - CIAF	Municipalities	
Diversification Strategy	CURA		

* Active Living 2007 would involve some type of healthy living program for residents

* Diversification strategy would involve a partnership with Lakehead University to undertake a study on possible resource diversification for the region.

Funding Programs and/or Agencies

- NOHFC – Northern Ontario Heritage Fund Corporation
- OMAFRA – RED – the Rural Economic Development Program administered by the Ontario Ministry of Agriculture, Food, and Rural Affairs
- CISP - Community Investment Support Program from Invest in Canada
- GMF – the Green Municipal Fund
- NRCAN – Natural Resources Canada
- Networking Initiative – administered by the Canadian Rural Partnerships
- NCIR Go North – Northern Communities Investment Readiness initiative
- SNCFDC LI - Superior North CFDC Local Initiatives grant
- Ministry of Citizenship & Immigration – Communities in Action Fund
- FedNor – Federal Economic Development Initiative in Northern Ontario
- CURA - The Community-University Research Alliance administered through SSHRC

Other Funding Programs to be investigated for Fit

- The Ontario Trillium Foundation
- Service Canada – formerly HRSDC
- IRAP - Industrial Research Assistance
- New Horizons for Seniors program
- Bell Canada Community Economic Development Tech Assistance program

6.0 CONCLUSION

The STBCAP program was established with the intent of assisting with the social and economic decline of the region as a result of layoffs at the Neenah Paper mill. Since that time, more jobs have been lost, but the economic situation could realistically be deemed to be more secure with the creation of Terrace Bay Pulp Inc.

The next stage of this project could be viewed as the most important. This plan has provided research and potential directions for the two communities, now their respective town councils must decide which projects are a best fit and how to dedicate limited township resources. The volunteer base of the communities has contributed immensely to the conduct of the process of community adjustment. However, with the extent of activities required for project development, volunteer feedback may be required more than ever.

APPENDIX 1 – STBCAP COMMITTEE

Name	Title / Organization	Telephone #
CORE COMMITTEE		
Sean Irwin	Coordinator / Chair	824-1448, 823-0054
Don McArthur	Schreiber Mayor	824-2711, 27
Mike King	Terrace Bay Mayor	825-3315
Lila Cresswell	Schreiber Clerk-Treasurer	824-2711, 25
Dick Beare	Terrace Bay CAO	825-1152
Carmen Wheeler	Ontario Works	(800) 766-2103
Chrysta Burns	Neenah Paper HR	825-9802
Don Brosseau	CP Railway representative	824-3005
Mario Audet	CEO McCausland Hospital	825-3273, 150
Barb Spadoni	Catholic School Board	825-3209, 21
Dave Tamblyn	Public School Board	825-3253
Emma Smeltzer	High School Student Rep	825-9255
Joan Clark	Superior Seniors Terrace Bay	825-9041
Irene Borutski	Chimo Seniors Club Schreiber	824-2308
Pam McKeever	Schreiber Community Rep	824-3164, 824-2657
Michael Moore	Terrace Bay Community Rep	825-4561, 825-3774
STAFF		
Leanne Roberts	STBCAP Adjustment Officer	824-1448, 229-6202
EX OFFICIO		
Terry Walker	Adjustment Advisor (MTCU)	800-236-8817
Jeff Dicaire	MNDM	229-1154, 825-3410
Elaine Anderson	FedNor	(807) 766-1807
Bob Hancherow	Superior North CFDC	825-4505, 229-3100
Dan Brenzavich	Schreiber Economic Dev	824-4638
Dean Main	Terrace Bay Community Dev	825-9721
Heather Brown	Municipal Affairs/Housing	(800) 465-5027
Jeff Bonnema	Ministry of Natural Resources	(807) 825-3404
Madge Richardson	Chair - Labour Adjustment, NSTB	(888) 800-8893
Claude Montfort	OPP - Schreiber/Terrace Bay	824-2333
Jason Nesbitt	Investor's Group	824-2220
Marg Scott	North Superior Training Board	(807) 346-2943
Mary Lucas	Thunder Bay Social Services	(807) 766-2103
ALTERNATES		
Doug Roberts	Superior Seniors Terrace Bay	825-3644
Marlene Bottomley	Schreiber Township Treasurer	824-2711, 23
Sue Bouchard	McCausland Hospital	825-3273
Margaret Hartling	Terrace Bay Treasurer	825-1154
Joy Magee	Principal St. Martin School	(807) 825-3255
Dan McGrath	Canadian Pacific Railway	824-2930
Dale Randa	Ministry of Natural Resources	(807) 887-5000

APPENDIX 2 - STBCAP BUDGET - NOV 2005 – OCTOBER 2005

	Nov/05-Oct/06 Budget
REVENUES	
NOHFC (Terrace Bay)	(27,500)
MTCU	(110,000)
Miscellaneous Revenue	
Total Revenues	(137,500)
NOHFC	
Wages & Benefits (52 weeks)	30,500
MTCU	
Wages & Benefits (excluding NOHFC)	55,000
Travel	5,000
Office Expenses	
Supplies/Stationery/Printing	10,000
Rent/Utilities	12,000
Telecommunications/technology	10,000
Advertising	5,000
Community Consultation/Forum/Info	5,000
Meeting Expenses/Honoraria	5,000
Total Expenses	137,500

* **Note:** both Terrace Bay and Schreiber are responsible for in-kind contributions (meeting space, admin, reporting, etc) of \$10,000.

APPENDIX 3 - PUBLIC FORUM STATISTICS

Attendance

Overall attendance has been estimated at over 300 persons for the two public forums. The 1st public forum had approximately 200 people with 77% from Terrace Bay, 17% from Schreiber, and 6% from other places. The 2nd public forum had approximately 100 people with 57% from Terrace Bay, 34% from Schreiber, and 9% from other places. The attendances at both forums are estimated higher than the sign-in lists indicate because some people did not sign-in and there were approximately 20-30 committee members from the Townships at each meeting.

Table 1.1 - Thursday, March 30, 2006 - Sign-In Sheet Attendance of 1st Public Forum

	Terrace Bay	Schreiber	Jackfish	Marathon	Rosspport	Thunder Bay	Total
Responses	119	26	4	2	2	1	154
Percentage	77.3%	16.9%	2.6%	1.3%	1.3%	0.6%	100%

Table 1.2 - Thursday, April 6, 2006 - Sign-In Sheet Attendance of 2nd Public Forum

	Terrace Bay	Schreiber	Jackfish	Marathon	Rosspport	Total
Responses	43	26	3	2	2	76
Percentage	56.6%	34.2%	4.0%	2.6%	2.6%	100%

Initial Survey Statistics

Of the 300 estimated residents that attended, approximately 166 completed the Initial Survey (some people did not complete every question and some people attended the public forum again in Schreiber and as a result did not complete a new survey).

Table 2.1 - Township of Residence?

	Schreiber	Terrace Bay	Jackfish	Rosspport	Total
Responses	40	116	6	4	166
Percentage of Total	24.1%	69.9%	3.6%	2.4%	100%

The majority of respondents were from Terrace Bay; however the percentage was less than the total sign-in attendance.

Table 2.2 - How long have you lived in the Township?

	1	2 to 5	5 to 10	10+	Total
Responses	6	4	2	143	155
Percentage of Total	3.9%	2.6%	1.3%	92.3%	100%

The majority of residents that attended the public forum have lived in their Township for over 10 years. This is notable, as supported later in Table 2.7 - Reasons for Staying, that it shows most of those in attendance were retired or nearing retirement age.

Table 2.3 - How would you rate the quality of life of your Township?

<i>(1=Poor, 5=Excellent)</i>	1	2	3	4	5	Total
Responses	3	9	23	63	64	162
Percentage of Total	1.9%	5.6%	14.2%	38.9%	39.5%	100%

Respondents rated their Township mainly as either Excellent (40%) or Very Good (39%). The lower ratings were mostly produced by residents that indicated they were considering leaving in Table 2.4, which may show a bias against the Township due to a lack of jobs.

Table 2.4 – Are You Considering Leaving in the Next Six Months?

	Yes	No	Total
Responses	43	122	165
Percentage of Total	26.1%	73.9%	100%

Respondents generally answered that they were not “considering” leaving over the next six months. This, coupled with the significant amount of responses in Table 2.6 that they were unaffected by the current downturn (14.3%), may show that those in attendance were motivated to attend since they will be here and changes will affect them in the future.

Table 2.5 – If Planning on Leaving, What Are Your Reasons?

Reasons	Responses	Percentage of Total
1. Need to move to find work	24	37.5%
2. Worry about quality of life declining	18	28.1%
3. To be close to family that has moved away	8	12.5%
4. To be close to more lifestyle options	12	18.8%
Other (Ex. job security and high taxes)	2	3.2%
Total	64	100%

The main reason stated for planning on leaving, as was expected, is due to the respondents need to find work (38%), followed by the worry that quality of life will decline (28%). This could be important to the municipal government as maintaining residents in the area could be achieved by preserving the current level of service or promoting increases in service to the public.

Table 2.6 – Do You Feel Fully Informed of Residential Real Estate Listing Options?

	Yes	No	Total
Responses	52	79	131
Percentage of Total	39.7%	60.3%	100%

The majority of respondents felt they are not fully informed of the residential real estate options for listing their house. This is significant as it may give further direction for the CAP and the municipal governments as to an important project in the short-term.

Table 2.7 – If Planning On Staying, What Are Your Reasons?

Reasons	Responses	Percentage of Total
1. Not affected by the current downturn	31	13.0%
2. I am retiring here	65	27.3%
3. I think the area will turn around soon	38	16.0%
4. I have too much invested to leave	60	25.2%
5. I have family here	39	16.4%
Other (Ex. can't sell home, business owner)	5	2.1%
Total	238	100%

The main reasons people are planning on staying in the area are wishing to retire here (27.3%) and having too much invested to be able to leave (25.2%). The main question may be if the too much invested refers to being unable to sell their homes.

Table 2.8 - What Are The Best Ways To Get Information To You?

Mode of Communication	Total Responses	Average Rating
Website (Schreiber or Terrace Bay)	119	6.75
Mailbox Flyers	153	7.97
Schreiber/Terrace Bay News	145	5.83
Chronicle Journal	142	5.94
CFNO Radio	151	7.33
CBC Radio	132	5.05
Shaw Cable	133	5.59
Public Notice	148	7.06

The most effective means of reaching respondents was through mailbox flyers (7.97), CFNO Radio (7.33) and a Public Notice (7.06). This is quite significant to CAP and the Municipalities as it shows the most cost effective ways to reach the general public. Also, it is notable that the Township website did not receive many responses as related to the other forms of advertising. This may indicate an even lower overall rating for the website as a means to reach residents.

See Table 3.1 – Extended Information on Best Ways to Reach the Public for individual ratings for each advertising medium.

Table 2.9 – Would You Serve On A Subcommittee?

	Yes	No	Total
Respondents	78	69	147
Percentage of Total	53.06%	46.94%	100%

The majority of respondents indicated that they would serve on a subcommittee. This is significant as a low response would limit the number of potential subcommittees available for the CAP Committee to recommend being established.

STRENGTHS SUGGESTED		
#	Strength	Times Mentioned
1	Access to Healthcare Professionals & Hospital	10
2	Natural Beauty and Scenery	10
3	Access to Low Priced Housing	10
4	Safe Communities - Low Crime	10
5	Friendly People	10
6	Access to Water	9
7	Close Location to the Highway	8
8	Experienced Work Force	8
9	Clean Air and Environment	8
10	Outdoor Recreation Options	8
11	Access to Schools	6
12	Access to Local Golf Course	5
13	Recreation and Sport Facilities	5
14	Actives Service Clubs	5
15	Nearby Wildlife	5
16	Access to Excellent Library Resources	5
17	Excellent Township Growth Potential	5
18	Good Religious Base	5
19	Four Seasons Facilities	4
20	Access to Volunteers	4
21	Highspeed Internet	4
22	Overall Transportation Options	4
23	Close Proximity to Slate Islands and High Caribou Population	4
24	Overall Geographic Location	3
25	Abundant Wind Resources	3
26	Vacant Land and Buildings	3
27	Community Spirit	3
28	Access to Airport Facilities	3
29	Close Proximity to Two Provincial Parks	3
30	Protection Services (OPP and Fire)	3
31	Excellent Communities to Raise Families	3
32	Tourism Options	3
33	Knowledgeable Seniors	3
34	Rising Artisan Population	3
35	Good Recreation Program Staff	3
36	Access to Natural Resources	3
37	Amount of Township Services	3

38	Clean Water	3
39	Well Maintained Infrastructure	2
40	Interesting History	2
41	Excellent Potential Waterfront Sites	2
42	High Disposable Incomes	2
43	Access to Potential Mineral Deposits	2
44	Basic Services	2
45	Affordable and Natural Recreation	2
46	Close Knit Community	2
47	Access to Options Within Walking Distance	2
48	Government Office	2
49	Curling Facilities	2
50	Access to Distance Learning Services	2
51	Annual Events - Drag Races	2
52	Variety of Businesses	2
53	Proximity to Large Urban Area and International Airport	2
54	Personal Health Care Services	1
55	Large Wood Supply	1
56	Small School Class Size	1
57	Commercial Services	1
58	Large Land Base	1
59	Childcare and Kids Services	1
60	Senior/Youth Programs	1
61	Shape of Downtowns	1
62	Swimming Pool	1
63	Local Talent	1
64	Access to Bakery Facilities	1
65	Eastern Gateway to Heritage Coast	1
66	Nearby Lighthouses	1
67	Tourist Attraction - Aguasabon Gorge	1
68	Nearby Private Campgrounds	1
69	Close Electrical Power	1
70	Diverse Age Groups in Townships	1
71	Access to Ski Hill	1
72	Access to Arena Facilities	1
73	Nearby Provincial Snowmobile Trails	1
74	Community Newspaper	1
75	Nearby Car Dealerships	1
76	Good Radio Broadcasts with Local Content	1

77	In the Centre of Canada	1
78	Access to Funding Agencies - (NOHFC, FedNor, Credit Union, etc)	1
79	Distance Between the Municipalities	1
80	Properties with a View of the Lake	1
81	Reasonable Size of Population Base	1
82	Financially Stable Communities	1
83	Nearby Canoe Routes	1
84	Access to Beautiful Beaches	1
85	Access to Respite Care (Hospital Gives Regular Caregivers Time Off)	1
86	Access to Palliative Care (Terminal Patients)	1
87	Affordable Taxes	1
88	High Level of Education of the General Population	1
89	Multi-Cultural Communities (Bilingual)	1
90	Growing Medical Community (Dentists, Doctors, Optometrists)	1

WEAKNESSES SUGGESTED		
#	Weakness	Times Mentioned
1	Limited Shopping Opportunities	10
2	Lack of Diversification	9
3	Few Young People	8
4	Poor Highway Condition/Infrastructure	7
5	Isolation from Major Markets	6
6	Senior Apartments	4
7	Lack of Jobs	4
8	Lack of Marketing	4
9	Declining Population	4
10	No Via Rail	3
11	No Public Transportation	3
12	Lack of Government Services	3
13	Declining Tax Base	3
14	No Programs For Toddlers/Teens	3
15	Cold Winter Conditions	3
16	Very Little Input from Government	3
17	Unexploited Tourism Sector	3
18	Dry Goods Services	2
19	Taxes Too High	2
20	Limited Curriculum Choices	2
21	High Hydro Rates	2

22	No Night Life	2
23	High Oil Costs	2
24	Too Few Volunteers	2
25	Not Part of Southern Ontario Government	2
26	Lack of Specialty Trades	2
27	Lack of Communication Between Councils	2
28	Not Enough Signage	2
29	Lack of Northern Incentives	2
30	Hours of Business Limited	2
31	Lack of Outfitters/Suppliers	2
32	Closed Airport	2
33	Reliance on Government	2
34	Problems from Separate Municipalities	2
35	No Waterfront Infrastructure	2
36	Internet Service in Rosport	1
37	Low Population	1
38	Supportive Housing	1
39	More Town Support for Advertising	1
40	Promotion Material of Hospital Services	1
41	More Medical Staff	1
42	Website Expansion - Housing	1
43	Lack of Sidewalks, Trails, Paths For Healthy Living	1
44	Underutilized Recreation Facilities	1
45	No Recreation and Potential Business Packages	1
46	Lack of Church Clergy	1
47	High Cost of Groceries	1
48	High Cost of Transportation	1
49	High Recreation/Snowmobile/Hunting/Fishing Fees	1
50	Fluctuating Gas Prices	1
51	Limited Programs for the Disabled	1
52	Low Current Community Spirit	1
53	Lack of Communication of Services Available	1
54	Too Easy Access to Drugs/Alcohol	1
55	Lack of Access to Specialists/Drugs	1
56	Long Distance of Travel	1
57	Lack of Community Vision	1
58	Lack of Entrepreneurs	1
59	Distance Between Towns	1
60	Financial Over-Extension	1

61	Shortage of Value-Added Industry	1
62	No Senior Centre in Terrace Bay	1
63	Lack of Marine Services	1
64	Lack of Seniors Transport Out of Area	1
65	Smell of Mill	1
66	No Movie Theatre	1
67	Lack of Socialization Opportunities	1
68	Distance from Medical Culture	1
69	Town Rivalry	1
70	Lack of Social Workers	1
71	No Fast Food Variety	1
72	No Breakfast/Late Night Food Service	1
73	Difficult to Attract Doctors	1
74	Lack of Foresight When Times Are Good	1
75	Resistance to Change	1
76	Lack of Investment Readiness	1
77	Terrace Bay Water Issues	1
78	Lack of New Communications	1
79	Limited Camping Areas	1
80	Long Wait Time to See Doctors	1

IDEAS PROPOSED			
	Idea/Project Area	Votes	Percentage of Total
1	Wind Power	71	10.73%
2	Marina/Waterfront Development	55	8.31%
3	Marketing Area as Senior Retirement	49	7.40%
4	Via Rail Passenger Train	37	5.59%
5	Cottage Lot Development	30	4.53%
6	Trades Training	27	4.08%
7	Shared Town Services	22	3.32%
8	Pellet Plant	19	2.87%
9	Municipal Employee Training	19	2.87%
10	Market Seasonal Homes	16	2.42%
11	Recycling Plant	15	2.27%
12	Mineral Exploration	15	2.27%
13	Plasma Gasification	14	2.11%
14	Eco Tourism	13	1.96%
15	Wood Value-Added Business	12	1.81%
16	Nuclear Generation	11	1.66%
17	Day or Longer Tourism Activities (longer than a few hours)	11	1.66%
18	Health Services Centre/Training	11	1.66%
19	Specialty Education (art, music, hockey)	10	1.51%
20	Secure Golf Course	10	1.51%
21	OSB Plant	9	1.36%
22	Mill Start-Up	9	1.36%
23	Build Something for a Tourist Stop	9	1.36%
24	Real Estate Marketing	7	1.06%
25	More Signage of Local Heroes (Terry Fox, Charlie Simmer)	7	1.06%
26	Empty House Timeshare	7	1.06%
27	Attract Industry	7	1.06%
28	Wildlife Reserve	6	0.91%
29	Tourist Train (Agawa Canyon)	6	0.91%
30	Tourism	6	0.91%
31	Tim Horton's	6	0.91%
32	Sunken Logs Recovery	6	0.91%
33	Join Manitoba	6	0.91%
34	Assisted Living	6	0.91%
35	Enhance Parks/Rec. Facilities, Functions	5	0.76%
36	Canoe Trail (Steel River)	5	0.76%

	Idea/Project Area	Votes	Percentage of Total
37	Retreat Centre	4	0.60%
38	Build/Operate "Local" Steam/Peddle Cars to Explore Area	4	0.60%
39	Water Power	3	0.45%
40	Methane from Landfill (Recycle)	3	0.45%
41	Market to Bus Tours	3	0.45%
42	Indoor Swimming Pool	3	0.45%
43	Department Store (Wal-Mart)	3	0.45%
44	Cottage Industry (Training Program, Home Based)	3	0.45%
45	Bio Tech Research	3	0.45%
46	Amalgamate Elementary Schools	3	0.45%
47	Snowmobile Promotion	2	0.30%
48	Sawmill/Plywood Mill	2	0.30%
49	Rebuild/Refurbish Railway Equipment	2	0.30%
50	Wood Value Added - Pallet/Trusses	2	0.30%
51	Political Influence to Expand Energy Opportunities	2	0.30%
52	Mount Gwynne/Death Valley	2	0.30%
53	Marine Conservation	2	0.30%
54	Improve Downtown	2	0.30%
55	Form Partnerships with Government/Private Business	2	0.30%
56	Fish Farm	2	0.30%
57	Coffee House	2	0.30%
58	Billboards	2	0.30%
59	Artisan Training Centre	2	0.30%
60	Antique Market	2	0.30%
61	Website Development	1	0.15%
62	Walking Trail from here to Geraldton	1	0.15%
63	Training Centre (Snowshoes, Canoes)	1	0.15%
64	Trail Rides (Stables)	1	0.15%
65	Theme (Brand) for Each Area	1	0.15%
66	Support Retail Businesses	1	0.15%
67	Skills Assessment/Temp Agency	1	0.15%
68	Skilled Labour for Tertiary Business	1	0.15%
69	Senior Activity Centre	1	0.15%
70	Rocks Quarry	1	0.15%
71	Recycled Glass Manufacturer	1	0.15%
72	Outfitters	1	0.15%
73	Oil Refinery	1	0.15%
74	More Government Services	1	0.15%

	Idea/Project Area	Votes	Percentage of Total
75	Market to Europe	1	0.15%
76	Market our Facilities	1	0.15%
77	Laundromat	1	0.15%
78	Inventions	1	0.15%
79	Hydroponics Greenhouse	1	0.15%
80	Hiking Trails	1	0.15%
81	Go Cart Track	1	0.15%
82	Furniture Manufacturing	1	0.15%
83	Farmer/Craft Market	1	0.15%
84	Elder Hostel/Education for Seniors	1	0.15%
85	District Chemotherapy Centre	1	0.15%
86	Convert Homes into B&B's	1	0.15%
87	Community Discovery Packages	1	0.15%
88	Casino	1	0.15%
89	Business Creating things from Granite in the Area	1	0.15%
90	Bottled Water	1	0.15%
91	Blueberry Marketing (Creative Agriculture)	1	0.15%
92	Air Service	1	0.15%
93	Aguasabon River Project	1	0.15%
	Total	662	100%

IDEAS SUGGESTED – NO VOTES	
#	Idea/Project Area
1	Promote Growth of Commercial Areas
2	Government Grants to Promote Business
3	Resource Centre to Promote What's in Town
4	Encourage Local Initiatives
5	Control own Assessment Taxes for Region
6	Fill Retail Spaces
7	More Assistance for Kayaking Clubs
8	Facilities for Surfers
9	Develop Aguasabon for Tubing
10	Fall Fair (Rides, Cotton Candy, etc)
11	Music Festivals
12	Develop a Teen Centre
13	Building Materials
14	Educational Centre of Excellence
15	Technology Investment
16	Winter Sports
17	Buy the Mill
18	Buy Aguasabon Hydro Station
19	More Special Events/Activities
20	More Promotion of Events (Christmas in July)
21	Promotion of Towns (State of the Art)
22	Tech Sector Business Opportunity - Use Lake Superior
23	Raffle Houses
24	Hydro and Danny's Cove Marina
25	Study on Upgrading Mill Roads and Hwy Road
26	Hotel/Casino
27	Develop Accessible Municipal Camping Areas
28	Regional Golf Package
29	Mass Beautification
30	Seniors Home
31	Slate Island/Lake Superior
32	Handicap Access
33	Outdoor Amphitheatre
34	Corrections Centre
35	Eco Specialty School
36	2 Communities Market Big Business - Neenah
37	White Water Rafting on Steel River

38	Centre of Canada - Storage Facility
39	Create Theme - Worlds Largest?
40	Promote Outward Bound Wilderness Trips
41	Phone Centre
42	Forestry Industry
43	Beachcombing
44	Fishing - Commercial/Sports
45	Gravel Mining
46	Mineral Exploration Training
47	Entrepreneur Centre
48	Internet E-Commerce Training
49	Mega Landfill
50	Ethanol Plant
51	Airport Development in Tourism Complex
52	Bio Diesel Plant
53	Fish Hatchery
54	Transport Truck Stop
55	Creative Agriculture Using Old Mines
56	Youth Outdoor Education Centre
57	Collect Beach Stones for Sale
58	English Language School
59	Pave Snowmobile Trail Between Schreiber/Terrace Bay
60	Buy Chestnut Canoe Co
61	4 Season Tourism
62	Personal Interviews with Local Businesses
63	More Joint Town Hall Meetings
64	Make Schreiber Look Like Little Italy
65	Improve Look of Towns
66	Plant Flowering Trees
67	Market to the South
68	Large Fish Derby (Like Rossport) catch/release
69	Cultural Museum - Mining, Hockey, Mill, Trapping, etc
70	Stables - Classes, Camp Week
71	Business Cooperate in Extending Hours
72	Regional Transit Sharing
73	Regional Market Place
74	Incorporate Recreation and Skills Development (Artisan)
75	Cycling Trails
76	Tree Nursery

TENTATIVE ACTION PLAN

Grouping into Subcommittees

Energy

- Wind Power
- Plasma Gasification
- Nuclear Power
- Capturing Methane from Landfill
- Tidal Power
- Bio Diesel
- Oil Refinery

Lifestyle Development

- Waterfront/Marina Project
- Cottage Lots
- Seasonal Homes
- Empty House Timeshares
- Golf Course Growth
- Trail Expansion

Industry Attraction

- Recycling Plant
- Mineral Exploration
- Wood Pellet Factory
- Wood Value-Added
- Investment Readiness
- OSB Plant
- Tim Horton's
- Sunken Logs Recovery
- Build/Operate Local Steam/Peddle Cars
- Fish Farm
- Tree Nursery
- Casino

Community Development

- Passenger Train Service?
- Share More Town Services?
- Township Improvement/Beautification
- Special Events Planning
- Increase Physical, Social, Cultural Activities in the Area
- Increase Public Sector Presence
- Wildlife Reserve
- Amalgamate Elementary Schools
- Partnerships w/ Government/Business
- Walking Trails – Schreiber-Terrace?
- Senior Activity Centre

Workforce Development

- Trades Training
- Municipal Employee Training
- Cater to Alberta Labour Needs
- Labour Market Survey
- Specialty Education
- Skill Development
- Artisan Training Centre
- Seniors Workshops/Education

Marketing

- Township Branding Strategy
- Market to Retirees
- Real Estate Marketing
- Design a Welcome Committee
- Local Promotional Package
- More Signage of Local Heroes
- Market to Bus Tours
- Snowmobiling Promotion

Health

- Doctor/Nurse/Specialist Recruitment
- Health Services Centre
- Assisted Living
- Family Health Team
- Tele-Health

Projects for Other Committees

- Eco-Tourism
- Day or Longer Tourism
- Mount Gwynne – Death Valley

APPENDIX 4 – SUBCOMMITTEE AD

Energy Subcommittee

This group of volunteers will examine current advances in the field of energy, how they fit with Government Priorities, and most importantly – how the Townships can utilize funding to develop energy projects. Types of energy projects that the committee could research and evaluate include: 1) Wind Power, 2) Plasma Gasification, 3) Nuclear Power, 4) Capturing Methane from the Landfill, 5) Tidal Power, and 6) Bio Diesel.

Lifestyle Development Subcommittee

This group of volunteers will examine seasonal activities and those involving land uses near Lake Superior. Types of Lifestyle Development projects that the committee could research and evaluate include: 1) Waterfront and Marina Projects, 2) Cottage Lots, 3) Seasonal Home Projects, 4) Golf Course Growth, and 5) Trail Expansion.

Workforce Development Subcommittee

This group of volunteers will examine training issues and ways to better meet the labour needs of the area and other regions. Types of Workforce Development projects that the committee could research and evaluate include: 1) Trades Training Development, 2) Municipal Employee Training, 3) Cater to Alberta Labour Needs, 4) Labour Market Survey, 5) Specialty Education and 6) Skill Development.

Community Development Subcommittee

This group of volunteers will examine ways to improve the communities and increase the activities offered to residents as well as respond to issues of importance. Types of Community Development projects that the committee could research and evaluate include: 1) Examine Sharing More Town Services, 2) Town Improvement/Beautification, 3) Special Events Planning, 4) Increasing Physical, Social, and Cultural Activities in the Region, and 5) Increasing of Public Sector Presence.

Industry Attraction

This group of volunteers will examine ways to cater to and attract new business or industries to the region. Types of Industry Attraction projects that the committee could research and evaluate include: 1) Recycling Plant, 2) Mineral Exploration, 3) Wood Pellet Factory, 4) Wood Value-Added, and 5) Investment Readiness.

Marketing

This group of volunteers will examine ways to market the Townships including what types of residents or business to target, how to reach them and how to respond to the marketing needs of other subcommittees. Types of Marketing projects that the committee could research and evaluate include: 1) Design a Marketing Plan with Specific Brand for the Communities, 2) Marketing to the Retiree, 3) Real Estate Marketing, 4) Design a Welcome Committee, 5) Design a Promotional Package, and 6) More Signage of Local Heroes.

Health

This group of volunteers will examine ways to assist the Healthcare Services in the Townships. Types of Health projects that the committee could research and evaluate include: 1) Doctor/Nurse/Specialist Recruitment, 2) Health Services Centre, 3) Assisted Living, 4) Family Health Team, and 5) Tele-Health.

If Interested In Volunteering on a Subcommittee or Learning More,
Please Complete the Following:

Desired Subcommittee: _____

Your Name: _____

Phone#: _____ Best Time to Contact You: _____

Email Address: _____

*For More Information, Contact Community Adjustment Through
Sean Irwin or Leanne Roberts at 824-1448, 9:30-4:30 Monday to Friday*

COMMENTS: _____

APPENDIX 5 – ADDITIONAL 2001 CENSUS DATA

Common-law Status						
	Schreiber			Terrace Bay		
	Total	Male	Female	Total	Male	Female
Total - Population 15 years and over	1,175	595	580	1,565	795	770
Not in a common-law relationship	1,065	540	525	1,450	740	710
In a common-law relationship	100	50	50	115	55	60
Legal Marital Status						
	Schreiber			Terrace Bay		
	Total	Male	Female	Total	Male	Female
Total - Population 15 years and over	1,165	590	575	1,565	795	770
Single	370	220	150	390	225	165
Married	620	310	310	925	465	460
Separated	35	15	20	65	30	35
Divorced	70	40	30	90	55	35
Widowed	85	10	75	90	20	70
Language(s) First Learned and Still Understood						
	Schreiber			Terrace Bay		
	Total	Male	Female	Total	Male	Female
Total - All persons	1,450	740	710	1,940	980	960
English only	1,205	600	605	1,695	845	850
French only	50	30	20	155	85	70
Both English and French	10	0	10	25	10	15
Other languages	185	105	80	65	45	20
Mobility Status - Place of Residence 1 Year Ago						
	Schreiber			Terrace Bay		
	Total	Male	Female	Total	Male	Female
Total population 1 year and over	1,435	725	710	1,940	980	960
Lived at the same address 1 year ago	1,270	630	640	1,735	870	865
Lived within the same province/territory 1 year ago, but changed address	170	100	70	195	105	90
Lived in a different province/territory or country 1 year ago	0	0	0	10	10	0
Mobility Status - Place of Residence 5 Years Ago						
	Schreiber			Terrace Bay		
	Total	Male	Female	Total	Male	Female
Total population 5 years and over	1,355	680	675	1,855	930	925
Lived at the same address 5 years ago	980	505	475	1,370	695	675
Lived within the same province/territory 5 years ago, but changed address	350	165	185	460	215	245
Lived in a different province/territory or country 5 years ago	20	0	20	25	15	10

Immigration Characteristics						
	Schreiber			Terrace Bay		
	Total	Male	Female	Total	Male	Female
Total - All persons	1,440	735	715	1,935	980	960
Canadian-born population	1,320	670	650	1,875	940	935
Foreign-born population	130	70	60	60	40	20
Immigrated before 1991	120	65	55	60	40	20
Immigrated between 1991 and 2001	10	0	0	0	0	0
Non-permanent residents	0	0	0	0	0	0
Aboriginal Population						
	Schreiber			Terrace Bay		
	Total	Male	Female	Total	Male	Female
Total - All persons	1,445	735	710	1,940	980	960
Aboriginal identity population	80	25	55	170	110	60
Non-Aboriginal population	1,370	715	655	1,770	870	900
Visible Minority Status						
	Schreiber			Terrace Bay		
	Total	Male	Female	Total	Male	Female
Total population by visible minority groups	1,450	735	710	1,935	980	955
Visible minority population	10	10	0	30	20	10
Chinese	0	0	0	0	0	0
South Asian	0	0	0	20	10	10
Black	10	10	0	20	10	10
Filipino	0	0	0	0	0	0
Latin American	0	0	0	0	0	0
Korean	0	0	0	0	0	0
Japanese	0	0	0	0	0	0
Visible minority, n.i.e	0	0	0	0	0	0
Multiple visible minorities	0	0	0	0	0	0
All others	1,440	730	710	1,910	965	945
Religion						
	Schreiber			Terrace Bay		
	Total	Male	Female	Total	Male	Female
Total - Religion	1,445	735	710	1,935	980	955
Catholic	875	425	450	965	520	445
Protestant	465	240	225	730	300	430
Christian Orthodox	0	0	0	10	0	10
Christian, n.i.e.	0	0	0	10	0	10
Muslim	0	0	0	0	0	0
Jewish	0	0	0	0	0	0
Buddhist	20	10	10	0	0	0
Eastern religions	0	0	0	0	0	0
Other religions	0	0	0	0	0	0
No religious affiliation	85	60	25	215	155	60

Selected Family Characteristics	Schreiber	Terrace Bay
Total number of families	415	585
Number of married-couple families	300	435
Average number of persons in married-couple families	3.2	3
Number of common-law couple families	60	70
Average number of persons in common-law-couple families	2.7	2.6
Number of lone-parent families	50	85
Average number of persons in lone-parent families	2.1	2.8
Number of female lone-parent families	30	60
Average number of persons in female lone-parent families	2.2	2.7
Number of male lone-parent families	20	20
Average number of persons in male lone-parent families	2.5	2.8
Median family income, 2000 (\$) - All census families	73,969	86,803
Median family income, 2000 (\$) - Couple families	76,846	90,951
Median family income, 2000 (\$) - Lone-parent families	28,924	39,910
Selected Household Characteristics	Schreiber	Terrace Bay
Total - All private households	590	765
Households containing a couple (married or common-law) with children	210	260
Households containing a couple (married or common-law), no children	160	235
One-person households	165	180
Other household types	60	95
Median household income, 2000 (\$) - All households	57,497	77,754
Median household income, 2000 (\$) - One-person households	38,960	35,178
Median household income, 2000 (\$) - Two-or-more-persons households	73,099	86,845
Number of rented dwellings	110	105
Average gross monthly payments for rented dwellings (\$)	455	447
Number of owner-occupied dwellings	480	660
Average monthly payments for owner-occupied dwellings (\$)	684	766
Selected Occupied Private Dwelling Characteristics	Schreiber	Terrace Bay
Total number of dwellings	590	760
Number of owned dwellings	475	660
Number of rented dwellings	110	105
Number of dwellings constructed before 1991	575	765
Number of dwellings constructed between 1991 and 2001	15	0
Average value of dwelling (\$)	71,916	77,526

School Attendance	Schreiber			Terrace Bay		
	Total	Male	Female	Total	Male	Female
Total population 15 years and over attending school full time	135	60	75	145	65	80
Age group 15-19 attending full time	105	55	50	115	45	70
Age group 20-24 attending full time	15	0	15	30	15	15
Total population 15 years and over attending school part time	10	0	10	55	40	15
Age group 15-19 attending part time	0	0	0	10	10	0
Age group 20-24 attending part time	10	10	0	10	0	0

Highest Level of Schooling	Schreiber			Terrace Bay		
	Total	Male	Female	Total	Male	Female
Total population aged 20-34	205	90	115	250	120	130
% of the population aged 20-34 with less than a high school graduation certificate	11.9	11.1	13	3.9	0	7.7
% of the population aged 20-34 with a high school graduation certificate and/or some postsecondary	45.2	50	39.1	49	70.8	30.8
% of the population aged 20-34 with a trades certificate or diploma	4.8	0	0	9.8	8.3	19.2
% of the population aged 20-34 with a college certificate or diploma	28.6	33.3	34.8	15.7	8.3	26.9
% of the population aged 20-34 with a university certificate, diploma or degree	11.9	0	17.4	17.6	20.8	19.2
Total population aged 35-44	335	185	150	405	225	180
% of the population aged 35-44 with less than a high school graduation certificate	31.3	35.1	26.7	18.8	24.4	13.9
% of the population aged 35-44 with a high school graduation certificate and/or some postsecondary	31.3	24.3	46.7	35	24.4	47.2
% of the population aged 35-44 with a trades certificate or diploma	16.4	32.4	0	20	22.2	13.9
% of the population aged 35-44 with a college certificate or diploma	14.9	8.1	23.3	23.8	22.2	25
% of the population aged 35-44 with a university certificate, diploma or degree	3	0	0	3.8	6.7	0
Total population aged 45-64	280	155	125	520	255	265
% of the population aged 45-64 with less than a high school graduation certificate	33.3	38.7	24	34.6	27.5	41.5
% of the population aged 45-64 with a high school graduation certificate and/or some postsecondary (46)	24.6	25.8	28	20.2	11.8	28.3
% of the population aged 45-64 with a trades certificate or diploma	21.1	32.3	12	21.2	31.4	9.4
% of the population aged 45-64 with a college certificate or diploma (47)	14	0	32	14.4	13.7	15.1
% of the population aged 45-64 with a university certificate, diploma or degree	5.3	6.5	8	8.7	13.7	0

APPENDIX 6 – SUBCOMMITTEE MEMBER LISTS

Meeting minutes are also forwarded to Sean Irwin - CAP Coordinator, Leanne Roberts - CAP Officer and the two Community Development Officers – Dean Main and Anthony Friedrich.

LIFESTYLE DEVELOPMENT

Name
CAP – Mike Moore
Doug/May Caldwell
Deb Brazeau
Vivian Alexander
Jon MacDonald
Ken Courneya
Jody Davis - CHAIR
Barb Lalonde
Duncan MacKay

COMMUNITY ENHANCEMENT

Name
CAP – Joan Clark
Rita McBride
Eleanor Gould
Joanne Moore
Betty Hanley - CHAIR
Barb Lalonde
Margaret Gander
Nancy Houston
Kim Figliomeni

INDUSTRY ATTRACTION

Name
CAP – Don McArthur
Bob Hopper - CHAIR
Peter Monks
Mike Gould
Danny Goedhard
Bill Sadowick
Ken Courneya
Tom Ballentine
CAP – Mike Moore

ENERGY

Name
CAP – Sean Irwin
Judy Bedard
Danny Goedhard - CHAIR
Ted Hanley
Mike Gould
Mary Pat Russell
D’Arcy Wilson
Laurie Knutson

HEALTH

Name
CAP – Mario Audet - CHAIR
Dr. Annabella Zawada
Evelyne Leblanc
Nancy Wilson
Mary Clara Papineau
Sue Bouchard
Dora Trach
CAP - Dick Beare

MARKETING

Name
CAP - Sean Irwin - CHAIR
Charles Kneipp
Mary Lucas – Thunder Bay
Marilyn Turcotte
Janet Adey MacDonald
CAP - Lila Cresswell
CAP – Mike Moore
Mike Squier
Mary Lynn Dingwell

WORKFORCE DEVELOPMENT

Name
Deb Brazeau - CHAIR
Betty Stuttard
Diane Rennette
Jeanette McBride
CAP – Leanne Roberts