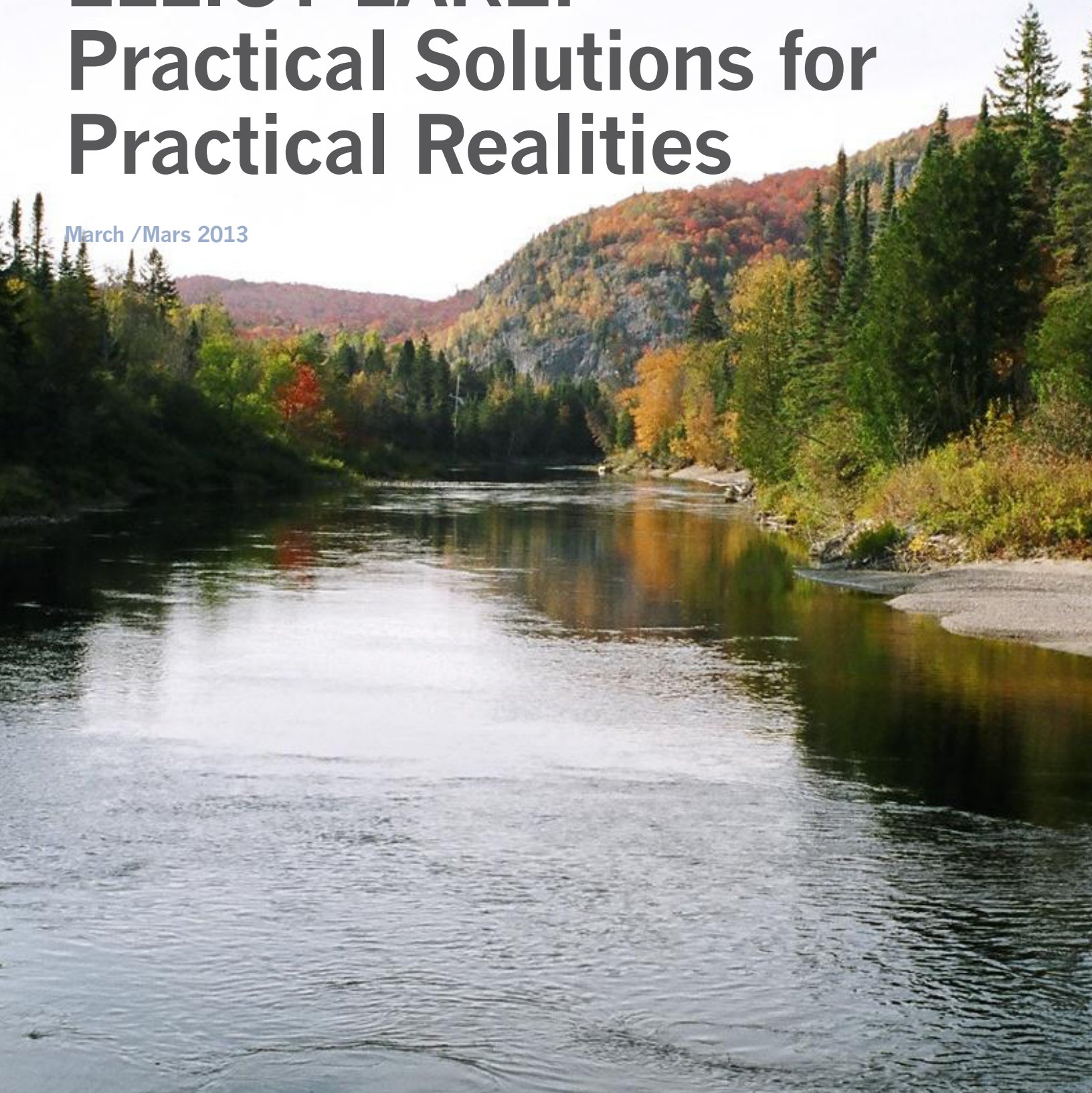


Elliot Lake Economic Development & Diversification Strategy

# ELLIOT LAKE! Practical Solutions for Practical Realities

March / Mars 2013









## Acknowledgments

urbanMetrics and BrookMcIlroy are pleased to submit this Economic Development and Diversification Strategy to the City of Elliot Lake. This document is the product of a year-long dialogue with the community. We are extremely grateful to the 500+ citizens and business owners in the community that stepped forward to share their thoughts about the past, present, and future. These insights have proven to be highly informative, and we applaud every member of the community that participated in our workshops, on-line surveys and round-table forums. This document reflects what can be best described as a “bottom-up approach” to community development. The citizens of Elliot Lake have, at every step along the way, informed this process. Residents, business owners and local community stakeholders have helped guided us toward the conclusions and recommendations contained herein. We are confident that Elliot Lake’s commitment to collaboration and public engagement are indeed the keys to its future. Over the past 12 months, the residents of Elliot Lake have clearly demonstrated there is a shared sense of purpose when it comes to the long-term economic health and well-being of the City, as well as the neighbouring communities along the North Shore.

The consultants would also like to formally acknowledge, in no particular order, the hard work and commitment of the following individuals who have contributed their time and local expertise to this effort.

### Economic Development Committee Members

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 Councillor Sandy Finamore  
 Councillor Chris Patrie  
 Mayor Rick Hamilton – ex-officio  
 Natalie Bray - Secretary

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## 1.0 Introduction

In May 2012, the *Elliot Lake Economic Development Advisory Committee* (EDAC), acting on the behalf of the City of Elliot Lake, retained the consulting services of *urbanMetrics* and *BrookMcIlroy*. The consultants were retained by EDAC to lead and prepare a 10-year Economic Development and Diversification Strategy. The last time an economic development strategy had been prepared in Elliot Lake was 1994. The economic landscape of Northern Ontario has changed since that time and a new strategy is in order to meet the challenges of today.

The initial focus of our mandate was to explore the possibilities of diversifying Elliot Lake's existing business environment, including the preparation of an implementation and monitoring plan for the community to execute.

This opportunity presented us with a formidable challenge. Tasked with developing an innovative plan that would also seek to turn the tide on population decline and job losses, the economy of Elliot Lake remained in our eyes a single-industry town propelled by Elliot Lake Retirement Living and its associated ventures. Going into this planning process, we were well aware of the rather pessimistic population projections recently published by the Minister of Finance for Algoma District, and moreover, a Northern Ontario Growth Plan which remained largely silent on many of the pressing and urgent issues pertaining to growth and funding access for small and medium-size northern municipalities such as Elliot Lake. We accepted the challenge with humility, and we were anxious to collaborate with the community on such important venture.

One month later, on the afternoon of June 23rd, 2012 the Algo Mall collapsed.

In the wake of this tragic event, a change in scope was felt necessary; our assignment was expanded to include a strategy to help revitalize the commercial heart of Elliot Lake, and to provide professional planning advice aimed at coordinating the redevelopment of Elliot Lake's downtown area. Our first formal visit ensued shortly thereafter. It was at this moment that we discovered the sheer, unbridled determination of Elliot Lake's citizens. We saw the passion that they had for their community. We were amazed by the number of local champions that stepped up to respond to a new reality: the disappearance of its main commercial, and indeed, *community* hub. Overnight, nearly 20% of the City's commercial space disappeared.

Now, nearly eight months later, we move toward the final delivery of this document. This process has been very rewarding and engaging. Through this document, the reader should be able to discern quite quickly that there is a single vector that aligns most of the initiatives contained within this plan. This vector is human capital. The people of Elliot Lake are the community's single greatest resource. And it is precisely this resource that will sustain and fuel the future well-being of this community. Human capital is the economic engine responsible for creating innovative partnerships, promoting the community to the outside world, welcoming visitors and guests, and above all, sustaining wealth and economic prosperity for generations to come.

The path to future economic success is however, not without its challenges. The single greatest challenge for Elliot Lake, as we see it, is the need to rebuild its entrepreneurial base. There needs to be a new culture - a new generation - of entrepreneurs; of risk takers. Entrepreneurialism however goes beyond business. It must exist at every level. It requires a shared spirit that touches everyone from City Council, City Staff, members of committees, local clubs and organizations, and the general public too. For this to happen, the leaders in the community, including elected officials, businesses, educators, faith leaders, and youth must believe that change is both desirable and achievable.

A second challenge confounding Elliot Lake is the need to clearly identify the appropriate champions to direct the marketing and branding of the community's best assets to outside investors and organizations. Champions also need to work closely with other levels of government to ensure that programs and infrastructure investment happens. Elliot Lake can no longer afford to miss investment opportunities. Champions seek out these opportunities and create social and economic wealth for the community. The population forecast may look unwelcoming to some, but reversing the downward trend line is not unrealistic. If Elliot Lake wishes to diversify its economic base and increase its total wealth, true champions will be measured by their ability to attract resources—both capital and human—from outside the community.

To address these challenges, we strongly believe that the mindset necessary to guide future development must be *investment pro-active*. Our empirical work combined with discussions with key stakeholders over the past eight months reveals that the community is brimming with market opportunities, yet many local investors simply do not see it, or they lack adequate knowledge of how to pursue these opportunities any further. A change in attitude is required.

Investment pro-active is the acknowledgment that economic development and diversification does not simply happen; it requires individuals and teams of people working collaboratively to initiate and build relations with the investment community as well as senior levels of government.

Our approach in addressing these challenges efficiently is to reform how and who governs economic development in Elliot Lake. This Economic Development and Diversification Strategy articulates the need to set up an arms-length Economic Development entity – one that is charged with a direct responsibility and clear mandate for guiding economic development in a pro-active manner. It will be the go-to agency for mobilizing prosperity in the community.

Beyond simply looking at investment and prosperity, Elliot Lake should also be interested in consolidating and improving many of the assets it has developed over the years. Most communities across Ontario recognize that strategies that aim to enhance the quality of place by creating attractive amenities are fundamental necessities that will help attract and retain business investment. With ever greater number of Canadians exiting the labour market and looking for a community in which to retire, creating deep and lasting “first impressions” has become the modus operandi to market the community and infuse a feeling of pride among the existing residents. The age-old concept of “place making” still rings true today. Promoting the notion of “place” with enriched environments, particularly those that support cultural, heritage and natural beauty are fundamentally important. Communities across Ontario have been investing in place making. Elliot Lake can no longer afford to allow its infrastructure or public places to slip any further into disrepair. It must make strategic investments in the community. Ultimately, the quality of community as defined by its infrastructure and the calibre of amenities, built or otherwise, will dictate the trajectory of investment and population growth going forward. Simply put, one will not happen without the other. If the community is not continuously investing in its own infrastructure, it is unrealistic for anyone to expect that outside investors should take a serious look at the City.

### **It's Time to Get Practical!**

The Economic Development and Diversification Strategy is built, first and foremost, on the strengths of the community. These strengths were identified by the residents and businesses of the community. These same strengths are the reason that people are drawn to Elliot Lake. They are the reason that people stay in Elliot Lake. These strengths are the very things that bind the community together. Having said that, we have not ignored the fact that there are shortcomings, obstacles and barriers that hold Elliot Lake back. These challenges are obvious to anyone who has spent time in the community. Fortunately, these challenges are manageable. They are challenges that can be addressed through careful actions by community leaders.

Throughout our consultations with the community and through our work with EDAC, we have put forward what we believe to be a plan of pragmatic, actionable items that will help City of Elliot Lake move forward. We are mindful too that Elliot Lake plays an important partnership role with other communities in the North Shore Basin. Our plan seeks to make the entire region more economically sustainable. Our plan seeks to build wealth and prosperity not only locally, but regionally.

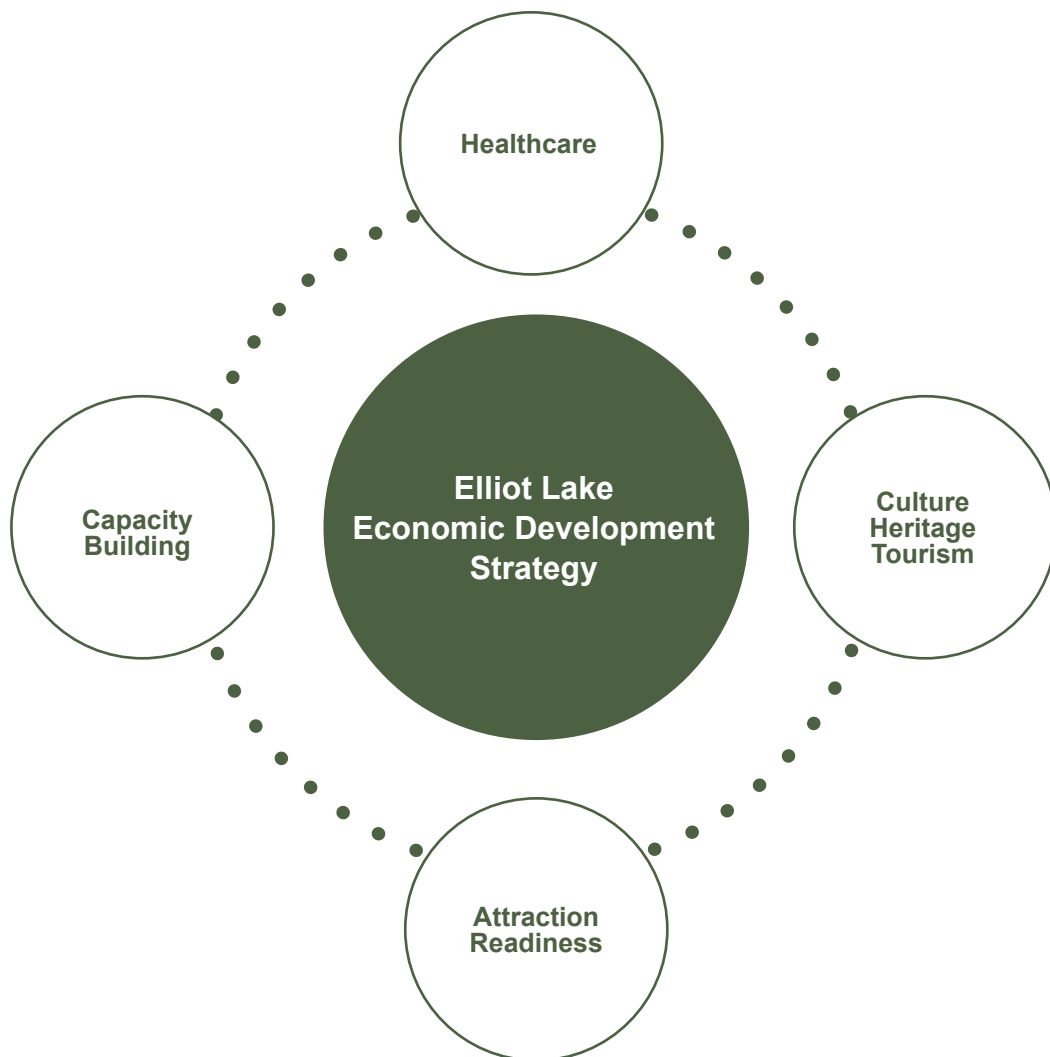
*Elliot Lake: Practical Solutions for Practical Realities!* delivers a pragmatic approach toward economic development anchored in four pillars and seven goals.

The four pillars at the centre of this strategy are:

- Healthcare
- Readiness & Attraction
- Capacity Building
- Cultural Heritage

The goals articulated in this Economic Development and Diversification Strategy are intended to lay the foundations for creating a more responsive, more pro-active structure to economic development.

We have identified SEVEN GOALS. The goals are intended to formalize economic development in the community. They seek to mitigate the ad-hoc nature of economic development practices which are currently at play, and replace them with a more structured approach. Clearly each of the goals is intended to achieve an improved competitive footing for Elliot Lake. The goals transcend simply bringing new companies to town. They are intended to improve the community as a whole and to make Elliot Lake even more special than it already is.



**Goal 1: Shape the Institutions of Tomorrow, Today.**

**Goal 2: Build a Network of Networks.**

**Goal 3: Nurture the Built Environment.**

**Goal 4: Be THE Catalyst for Private Investment.**

**Goal 5: Invest in Cultural Capital .**

**Goal 6: Make Aging in Place a Reality (not just a promise).**

**Goal 7: Seize Opportunities when they arise.**

### **1. Shape the Institutions of Tomorrow, Today**

Economies need robust, accountable and efficient institutions to flourish and to enable people to cooperate as a means of pursuing similar objectives modeled around success.

The concept of ‘institution’ entails that economic actors from within the existing communities – be it City Council, City Staff and Administration, The Elliot Lake Chamber of Commerce, key business leaders, volunteers, or local champions for community change – collaborate and work together to help strengthen the entire community by overcoming economic challenges and seizing economic opportunities as they present themselves. This involves:

- Integrating Economic Development in a Cohesive Format – with special attention to establishing an arms-length entity responsible for guiding and directing economic development.
- Keeping an Eye on the Competition – with a focus on ensuring that the needs of the City are addressed.
- Diversifying Resident-Attraction Programme – focus on developing an in-bound migration strategy targeting professionals rather than only seniors and retirees.

### **2. Building a “Network of Networks”**

The concept behind creating a “network of networks” is that social networks, including community champions, civic leaders, and new partners, come together to strengthen the community and leave it in a stronger position.

- Creating Wealth Together – focus on delivering a high quality of life
- Creating Partnerships – strengthening ties with surrounding communities

### **3. Nurture the Built Environment**

While the quality of institutions and strength of the networks is a gauge of social success, the quality of the built environment is the physical reflection of the community. Buildings, architecture, tight knit neighbourhoods and livable downtowns create a strong and lasting impression on people.

- Beautifying Nodal Points in the Town – with a focus on developing design standards in the downtown to the waterfront

### **4. Be THE Catalyst for Private Sector Investment**

Competition is the hallmark of any successful economy. Without competition, economic atrophy takes hold; businesses become complacent and fail to innovate. They fail to provide true value; they lose their edge with customers. Competition is also critical for consumers. Without competition in the marketplace buyers have no real way of understanding whether they are buying goods and services at fair prices, nor do they have any assurances they are getting the best quality of goods and services their money can buy.

- Diversifying the Real Estate Base by Inviting New Entrants into the Market – to generate innovation and competition in matters related to residential, institutional and commercial development.
- Kick-starting a Retail Recruitment Strategy – connect with franchises and identify opportunities.

## 5. Invest in Cultural Capital

Cultural capital can be defined as knowledge and skills that individuals deploy to ascend the social ladder. For instance, parents provide their children with cultural capital by transmitting the attitudes and knowledge needed to succeed in the educational system. What we draw from this definition is that healthy cultural environments need to transmit ideas and communicate to users their best assets in all aspects of culture and recreation.

- Developing Unified Programming for Culture and Arts – with a special focus on the history of Elliot Lake.
- Focusing on Recreational Activities and Conventions – to attract out-of-town dollars.

## 6. Make Aging in Place a Reality (not just a promise)

Ontario's population is aging. It is projected that the population over 65 will double in the next 16 years. This massive demographic change will create new challenges in the delivery of everyday services, including finding creative housing options and developing adequate services to support seniors.

- Building Partnerships with NOSM and Educational Institutions – to expand health care services in underrepresented or untapped areas
- Reaching Out to Pharmaceutical and Therapeutic Companies – attracting companies to use Elliot Lake as a testing grounds for cutting edge products
- Exploring the “Living Laboratory” – to make aging in place a reality
- Preparing the Path for Increased Demand in Non-Medical Care Services – prepare the labour market for shift in health care sector

## 7. Seize Opportunities When They Arise

Elliot Lake must be flexible and attentive to opportunities that may not be identified in the Northern Growth Plan or traditional economic development scenarios. This will require the cooperation of all stakeholders in the community and the political will to lead the community in new, bold directions. Opportunities of this nature are infrequent; the community of Elliot Lake must understand their import and examine carefully how to maximize the benefits.

- Engaging and formalizing the communication channels with the Nuclear Waste Management Organization (NWMO) – to ensure that information is disseminated objectively and that the process is transparent to the community.
- Ensure that all provincial and federal funding opportunities are communicated to the appropriate community partners. Programs come and go. It is essential that opportunities are put into the hands of people that can act within the prescribed deadlines.

## 2.0 A New Approach To Community Economic Development

The Economic Development and Diversification Strategy presented in this document has consistently placed local community participation at the centre of this process. This strategy is not about the consultant telling the community how to be a better community. This strategy is informed by the voice of the community. It is a reflection of what the community said it wanted, and how to get there. To be precise, many recommendations included in this strategy built directly upon ideas and opinions which canvassed through workshops, on-line feedback and roundtable discussions with Elliot Lake residents, including local business owners and community leaders.

### How is this document different?

The formulation of an Economic Development was traditionally a linear desktop exercise, typically developed with a single overarching goal in mind, landing a big investment. This notion of “chasing smokestacks” is no longer a viable pathway to sustainable, community economic development. Here’s why. An economic development strategy was typically prepared by a municipality to help fertilize the grounds so as to be “investment-ready” and to expand the commercial and industrial tax base. First and foremost, economic development was defined as a marketing effort designed to attract interest in a place. The notion of being “investment ready” reflects what can best be described as a technocratic response to economic development. An Economic Development Strategy was seen as a means of formalizing a particular message to outside business interests that the jurisdiction wanted and needed their businesses. For better or worse, this approach to economic development has largely fallen by the wayside. The professional practice of “economic development” has changed both out of necessity and by design. Today we live in a decentralized world of information. Economic development officers are no longer the “gate-keepers” of local information. The bigger change however, has been brought about by the emergence of small and medium size enterprise. Small businesses are now the primary engines of the economy. The retreat of large resource industries and manufacturing plants has tempered the need for direct marketing to captains of industry. Not only

has the message changed, so too has the audience. Modern economic development is now about capacity building. It is about human relations. It is about helping to pave the way for collaboration and partnership. It’s about working with your neighbours to arrive at a mutual position of strength.

It is often said that 70-80% of job growth comes from internal business growth.

Economic growth and job creation happen when small businesses become medium-sized businesses. And when medium-sized businesses become large businesses. Pragmatic economic development is predicated on the notion that residents, businesses and government can – and indeed must - work together to resolve economic log-jams, particularly those that serve to threaten prospects for future prosperity. Simply put, economic development is not about selling the community to investors, it’s about leading and promoting, positive, long-lasting community-based change.

To be clear, economic development is not something that just happens by chance, nor is it something that ebbs and flows with fluctuations in the regional and provincial economy. Economic development – as a local, community endeavour - is something that happens through good times and bad. It is a commitment to constantly strive toward a position of community health and prosperity. It is an activity which is carefully calculated. It’s flexible and responsive. It’s thoughtful and co-ordinated. And above all, it is always accountable. Economic Development requires a skilled practitioner (or team or practitioners) that have the ability to work with a broad array of stakeholders. Economic development is not simply a “liaison” between business and politicians. It is much more. An economic development office works for the entire community. It is fundamentally different than a chamber of commerce, a business improvement association or a board of trade. These organizations are important, but they are partners in economic development, not agents of economic growth.

### **Listen First. Then Respond.**

Fundamentally, a community based economic development office listens and responds to the needs of the entire community. It then charts an appropriate plan of action leading toward future community prosperity.

This was the framework in which it was decided to conduct Practical Solutions for Practical Realities! For us, sustained public engagement throughout the assignment achieved the following three goals:

- Conduct a Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T) analysis of community resources, governance, economic development initiatives and drivers;
- Reformulate a Vision Statement that would give the tone and tempo of the Economic Development and Diversification Strategy;
- Identify sectors with economic opportunities

### **SWOT**

At the outset of the research process, it was determined that conducting open public consultations would bring in a group of people that would contribute throughout the entire process and raise awareness of important local issues.

Our first assignment was to embark on a SWOT analysis of the community. More than 150 people attended three workshops. The attendees were asked to form small groups of 6-8 and elect a spokesperson to report back. A dozen questions were on the agenda engaging participants on economic conditions, local governance, and planning.

A similar exercise was conducted in round-table formats with community champions from the business community, educational institutions, health sector, trades, and arts & culture.

### **Vision Statement**

Opening remarks in a Strategic Plan must inescapably set the tone and tempo for the rest of the document. Elaborating a vision statement crafted to embody how the community perceives itself provides a sense of entitlement and ownership of the document. One of our tasks was to examine critically the existing vision statement and reformulate it in a statement that would capture the future direction of the community.

Here are some of the primary objectives achieved throughout the public engagement process:

- High-degree of fidelity throughout the eight (8) month process – more than 500 different people participated via email or in person;
- High-degree of public awareness of existing drivers, strengths and weaknesses of the local economy;
- Sessions hosted in both French and English;
- Development of a number of strategic actions in light of existing challenges.

### **Identifying Opportunities**

A second round of public meetings was held to engage residents and stakeholders in reviewing the material produced in the SWOT workshops. An additional component of this assignment was to identify economic opportunities that should be pursued by the community.

### **Economic Development and Diversification Strategy**

The strategy was founded on public consultation and also included a situation audit, a revised vision statement, goals and recommendations, and implementation & monitoring plans. While the initial mandate centred on diversifying the economic structure of Elliot Lake, the Strategic Plan focuses a great deal on capacity building. Economic development seen in this context draws on the need to develop the proper institutions and marketing approach to ensure that the local economy flourishes.

### 3.0 The Challenges of Northern Ontario: What's around the corner?

While the economy of southern Ontario experienced its share of difficulties with the loss of manufacturing jobs during the 2008 and 2009 economic recession, the economy of northern Ontario lost the bulk of its jobs in the primary sectors, the traditional economic foundations of the region. The much anticipated project dubbed the Ring of Fire, hailed as the engine to radically transform the entire economy is still in its feasibility stage and its success is far from guaranteed as it will largely depend on global factors such as international monetary policies, the finances of mining corporations, and, at home, on nurturing an equitable business relationship with aboriginal peoples.

The de-industrialization of North America is real and urges northern Ontario municipalities to imagine new innovative ways to re-ignite economies that once relied heavily on primary sector jobs. More often than not, these strategies have to be grounded at the local scale, as it has become no longer possible to attract the next big industry.

For the past twenty years, western economies shifted gradually toward service sectors jobs – professional, trade and health care jobs make up the bulk of jobs across the country. The threat for Northern Ontario lies in its inability to jump on that wagon and to establish the community infrastructure necessary to create sustainable jobs. A closer look, however, may simply suggest that the economy of northern Ontario economy is “locked in place” for the following three reasons:

#### Population

The Minister of Finance forecasted that the population of northern Ontario is expected to grow by 0.8% or 6,500 people over the time period 2011-2036. This statistic is revealing, for it also implies a number of sub-set issues that pose challenges to the economic structure as a whole.

- Natural increase is negative and inevitably erodes the population base
- Sectors creating large spin offs such as the construction industry are sluggish
- Outmigration of young people does not justify the provision of additional community and educational services

#### Age

The provincial age structure see a general shift toward an older age structure. For northern Ontario and Elliot Lake in particular, the statistical realities are the following:

- Aging population
- Decline of the share of 0-14 year olds (northeastern Ontario will have the lowest share of children by 2036 with 13.6 percent)

#### Skills

The outmigration of young individuals compounded with the people exiting the market to retire in Elliot Lake hardly justify the establishment of new educational institutions. Talent retention and attraction becomes a difficult feat to accomplish. What is at stake for northern communities and Elliot Lake in particular is the loss of specialized skills in the community – lawyers, accountants, veterinarians, insurance brokers, etc...Although the community has an army of dedicated volunteers, these people age too and may not be able to offer the same commitment as younger individuals.

The following section provides a situation audit of the community and relies on statistics and a literature review to lay the foundation for the Economic Development and Diversification Strategy.

## 4.0 Elliot Lake Situation Audit: Performance of the Local Economy

This section provides a description of the prevailing economic and market conditions that frame the current state of Elliot Lake within a regional context. Most precisely, it provides a review of the following:

- Historical population and population projections for Elliot Lake and the District of Algoma
- Labour Profile
- Housing market profile
- Socio-economic comparative analysis with benchmark communities

### Historical Population

The City of Elliot Lake was originally planned and developed as a mining town in the 1950s. Growth of the town occurred in fits and starts commensurate with uranium mining exploration and extraction. Whether it was foresight or folly, the City of Elliot Lake poured the foundation and infrastructure for a community that could support 30,000-35,000 persons. At its peak in 1986, the population according to Statistics Canada reached 18,000 inhabitants.

The withdrawal of major mining operations (notably Denison Mines and Rio Algom Mines) in the early 1990s jolted the community and put Elliot Lake in a precarious position. The municipality was faced with the stark reality of any boom-bust resource town: come up with something new or quickly wither away. This was the start of Elliot Lake version 2.0.

Over the past 25 years Elliot Lake's population has not only declined, it has also been radically transformed by virtue of its diversification plan centred on "Retiree Living". And while the community is significantly "smaller" than it was in 1986, the structure of the population base is now heavily dominated by retirees and seniors. This has profoundly changed everything about the town - socially, culturally, economically and even physically.

The following table provides an important snap shot of the dramatic changes that have taken place in the population since 1986.

### Population and Age Characteristics Elliot Lake 1986 vs 2011 (Compared to Ontario)

AGE GROUP	Elliot Lake 1986		Elliot Lake 2011		Net Change		Ontario 1996	Ontario 2011
	#	%	#	%	#	%	%	%
Under 15	5,700	30.0	1,155	10.2	(4,550)	(19.7)	20.3	17.0
15-24	3,160	16.6	995	8.8	(2,165)	(7.8)	16.8	13.4
25-34	4,450	23.3	675	5.9	(3,775)	(17.4)	17.4	12.6
35-44	2,575	13.5	880	7.7	(1,695)	(5.8)	14.5	13.8
45-54	1,640	8.6	1,605	14.1	(35)	5.5	10.4	16.0
55-64	1,010	5.3	2,060	18.1	1,050	12.8	9.7	12.7
66+	<u>530</u>	<u>2.5</u>	<u>3,985</u>	<u>35.1</u>	<u>3,455</u>	<u>32.3</u>	<u>10.9</u>	<u>14.6</u>
<b>TOTAL</b>	19,070	100	11,355	100.0	(7,715)	n.a.	100.0	100.0

Beyond the City of Elliot Lake proper, the North Shore area (the ELNOS Basin) contains a number of important communities that are connected directly with Elliot Lake.

The following table provides a summary of the population by age group for the ELNOS basin in 2011, including the City of Elliot Lake, Blind River, the North Shore, Spanish, Mississagi River, and Serpent River First Nation. Similar to the previous table, this table shows that Elliot Lake is uniquely oriented as a seniors community (i.e. 35% of the population of Elliot Lake is over 65 years old whereas, for comparative purposes, the neighbouring community of Blind River's population over 65 years is slightly over 15%).

	0-65 yrs	65 to 69 yrs	70 to 74 yrs	70 to 74 yrs	80 to 84 yrs	80 to 84 yrs	90+ yrs	Total
<b>Elliot Lake</b>								
<b>2011 Population</b>	7375.0	1,190	1,145	820	505	235	80	11350.0
<b>2011 Share of Algoma</b>	65.0	10.5	10.1	7.2	4.4	2.1	0.7	100.0
<b>Blind River</b>								
<b>2011 Population</b>	2850	250	160	140	85	45	15	3550
<b>2011 Share of Algoma CD</b>	80.3	7.0	4.5	3.9	2.4	1.3	0.4	100.0
<b>The North Shore</b>								
<b>2011 Population</b>	375	55	45	15	10	5	0	505
<b>2011 Share of Algoma CD</b>	74.3	10.9	8.9	3.0	2.0	1.0	0.0	100.0
<b>Spanish</b>								
<b>2011 Population</b>	550	45	35	25	20	10	0	695
<b>2011 Share of Algoma CD</b>	79.1	6.5	5.0	3.6	2.9	1.4	0.0	100.0
<b>Mississagi River 8 IRI</b>								
<b>2011 Population</b>	385	5	5	5	5	0	0	405
<b>2011 Share of Algoma CD</b>	95.1	1.2	1.2	1.2	1.2	0.0	0.0	100.0
<b>Serpent River 7 IRI</b>								
<b>2011 Population</b>	325	10	15	10	5	0	5	370
<b>2011 Share of Algoma CD</b>	87.8	2.7	4.1	2.7	1.4	0.0	1.4	100.0

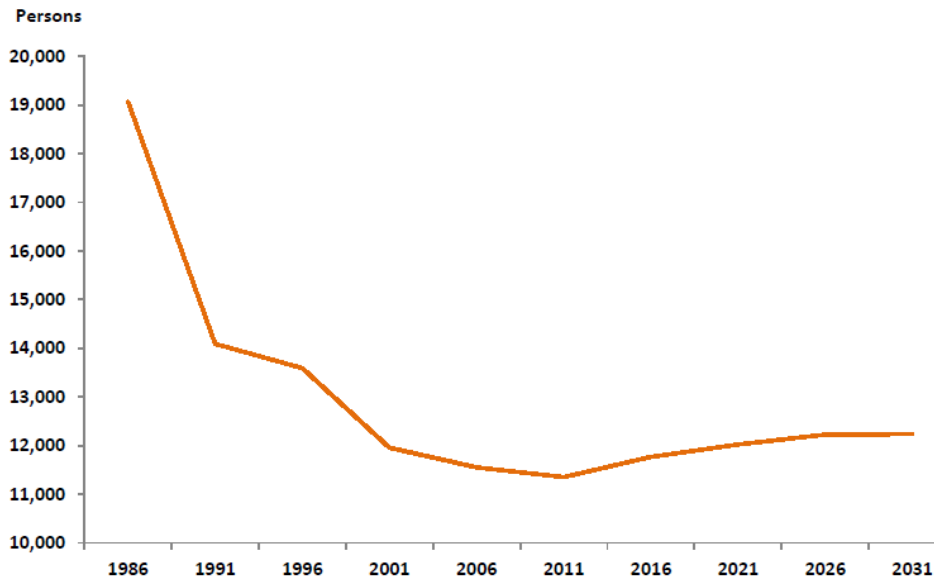
The share of population 65 and over is clearly the most significant and glaring feature of Elliot Lake’s socio-economic position. The rapid acceleration of retirees and seniors in Elliot Lake is a quantum demographic shift from only two decades ago. The corollary, of course, is that that youth and working age residents have shown a massive decline. This is evident in school enrollments in Elliot Lake (at both the elementary and secondary level) and in size and structure of the local workforce.

**Population Projections**

The following table provides population projections for the City of Elliot Lake until 2026. The table on the left provides a “reference” growth scenario for Elliot Lake which assumes that a modest level of growth will occur over the next 15 year-period. It is important to bear in mind that this level of growth assumes that the province of Ontario, particularly in Northeastern Ontario will experience a modest level of growth over the study period, and that job opportunities are available to attract new member of the workforce (particularly those between the ages of 25-44).

Elliot Lake	Total
2011 (Census)	11,350
2011 (forecast)	11,370
2012	11,597
2013	11,635
2014	11,675
2015	11,714
2016	11,764
2017	11,812
2018	11,861
2019	11,916
2020	11,967
2021	12,020
2022	12,065
2023	12,107
2024	12,149
2025	12,189
2026	12,223

**Elliot Lake - Historical and Forecast Population, 1986 to 2031**



Source: urbanMetrics inc. based on data from the Census of Canada

The following table provides population projections for neighbouring municipalities located in the ELNOS basin.

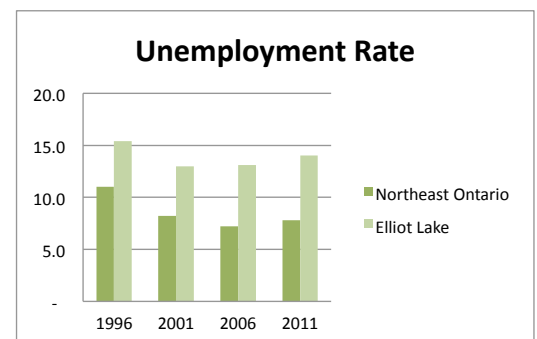
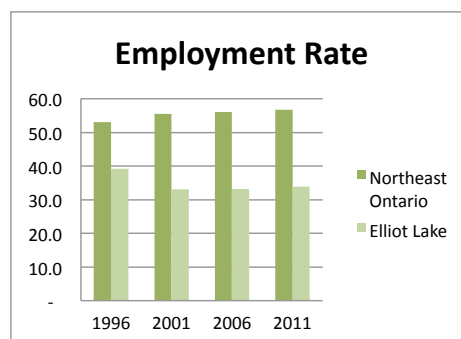
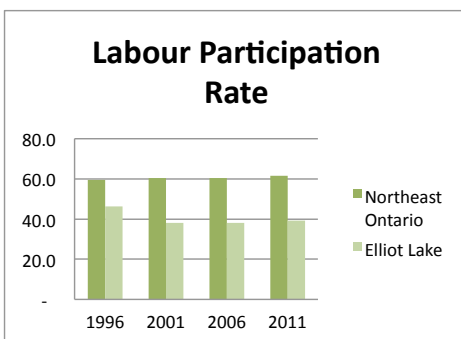
As we can see from the table, it is expected that the population of all these communities will slowly decrease over the study period. This trend-line assessment is in keeping with the Minister of Finance's population projections for Northern Ontario.

<b>Year</b>	<b>Blind River</b>	<b>The North Shore</b>	<b>Spanish</b>	<b>Mississagi River &amp; IRI</b>	<b>Serpent River First Nation</b>
<b>2011 (Census)</b>	3550	505	695	390	370
<b>2011 (forecast)</b>	3641	513	702	417	380
<b>2012</b>	3634	513	698	413	378
<b>2013</b>	3627	513	694	408	375
<b>2014</b>	3621	513	692	404	373
<b>2015</b>	3613	514	689	399	372
<b>2016</b>	3604	514	686	396	370
<b>2017</b>	3593	514	683	392	369
<b>2018</b>	3582	514	681	388	368
<b>2019</b>	3570	514	679	385	366
<b>2020</b>	3558	513	676	382	365
<b>2021</b>	3547	512	673	379	364
<b>2022</b>	3535	510	671	376	363
<b>2023</b>	3523	508	669	374	361
<b>2024</b>	3510	506	666	371	359
<b>2025</b>	3498	504	664	369	358
<b>2026</b>	3484	503	662	367	356

## Labour Profile

The following tables and graphs provide a detailed description of labour activities and the participation rate by age for the City of Elliot Lake. The following graphs provide a comparison with northeastern Ontario. While it is anticipated that the Ontario economy is recovering slowly from the employment losses stemming from the recession of 2008, the employment indicators of Elliot Lake – participation rate, employment rate and unemployment rate – display a generally lower performance compared with Northeastern Ontario as a whole.

Elliot Lake, 2006 Census	Total - Age groups	15 to 24 yrs	25 to 54 yrs	25 to 34 yrs	35 to 44 yrs	45 to 54 yrs	55 to 64 yrs	65 to 74 yrs	75 yrs and over
<b>Total - Labour force activity</b>	10,200	1,090	3,430	635	1,060	1,725	2,070	2,350	1,265
<b>In the labour force</b>	3,895	650	2,370	510	725	1,130	740	120	15
<b>Employed</b>	3,385	450	2,100	420	665	1,010	705	115	10
<b>Unemployed</b>	510	200	270	95	60	115	35	10	0
<b>Not in the labour force</b>	6,305.0	435.0	1,055.0	125.0	335.0	590.0	1,325.0	2,225.0	1,250.0
<b>Participation rate</b>	38.2	59.6	69.1	80.3	68.4	65.5	35.7	5.1	1.2
<b>Employment rate</b>	33.2	41.3	61.2	66.1	62.7	58.6	34.1	4.9	0.8
<b>Unemployment rate</b>	13.1	30.8	11.4	18.6	8.3	10.2	4.7	8.3	0



As we can see from the table below, the last fifteen years has yielded a significant shift in the number of jobs and distribution of occupations in Elliot Lake. It ought to be mentioned that while these occupations reflect the local workforce, individuals may in fact be employed outside the City of Elliot Lake. The closure or opening of large industrial or mining operations, for instance, would have tremendous impact on the total number of jobs.

The table describes three important occupational shifts over time. First, there is a growing number of occupations attributed to primary industries (mining, forestry) and healthcare. Second, while the total number of occupations decreased between 2001 and 2011, the ratio of occupations related to management; business, finance, and administration; as well as sales and service related occupations remained relatively constant. Third, the total number and share of occupations related to science and manufacturing has decreased significantly.

#### Key Observations:

- Occupations related to the primary industry increased by 50% between 2001 and 2011
- Occupations related to manufacturing dropped by 35% between 2001 and 2011
- Occupations related to health increased by 35% between 2001 and 2011
- The ratio of occupations related to sales and services versus total occupations increased by over 7% in 2011.

TOTAL LABOUR FORCE	2001	2006	2011f	2016f	2021f	2026f	2031f
All occupations	3685	3,385	3,391	3,448	3,523	3,582	3,585
Management occupations	405	340	341	346	354	360	360
Business, finance and administration occupations	500	420	421	428	437	444	445
Natural and applied sciences and related occupations	100	55	55	56	57	58	58
Health occupations	240	375	376	382	390	397	397
Occupations in social science, education, government service and religion	385	310	311	316	323	328	328
Occupations in art, culture, recreation and sport	130	120	120	122	125	127	127
Sales and service occupations	1045	965	967	983	1,004	1,021	1,022
Trades, transport and equipment operators and related occupations	595	520	521	530	541	550	551
Occupations unique to primary industry	160	220	220	224	229	233	233
Occupations unique to processing, manufacturing and utilities	125	60	60	61	62	63	64

Equally important is the change in the economic landscape, including the growth and decline of certain areas of businesses. The table above depicts the change in occupation by industry over a 30 year period. A number of observations should be highlighted:

- Jobs within management, administration and service occupations have maintained their relative stability over the 30 year period.
- The occupation changes are also a reflection of the broader direction of the Ontario and Canadian economy
- Strategic orientations should focus on creating value-added activities in the established sectors.

**Housing Market Profile**

Elliot Lake’s real estate market has undergone a massive transformation over the past twenty five years. The composition of the market has been radically transformed by the take up of retirees and seniors living in houses and apartments and other dwellings originally built to accommodate mining employees.

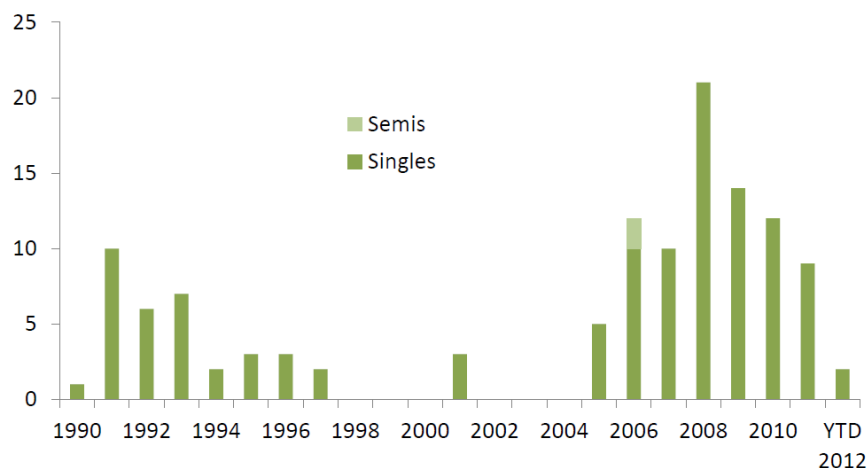
The closures of the Elliot Lake’s major mine operations created an immense stock of surplus units that took the market nearly 15 years to reposition. Elliot Lake Retirement Living (ELRL) played a central role in

attracting residents through its retirement living program as did the city’s cottage lot development programme which was intended to stabilize the housing market and maintain a healthy, critical mass of people living in the community commensurate with the infrastructure available. That being said, the cottage lot programme drives the real estate development economy and is subject to provincial regulations and approvals.

The real estate market in Elliot Lake is currently showing some signs of strain. In the past three years, the City has seen relatively few new housing starts. It should not, however, be inferred that there is no construction activity in Elliot Lake. To the contrary; the City of Elliot Lake issued an average of 45 building permits between 2008-2011 and construction of these units is still imminent. It is also important to point out that there are a number of large development projects that have, or will be breaking grounds in the coming months.

The completion of the Elliot Lake Centre for Development (formerly the White Mountain Academy) and the construction of the new Pearson Plaza, including a new municipal library will help bolster construction activities for the year 2012 and 2013.

**Elliot Lake Housing Starts, 1990-2012**



Source: urbanMetrics Inc. based on CMHC data

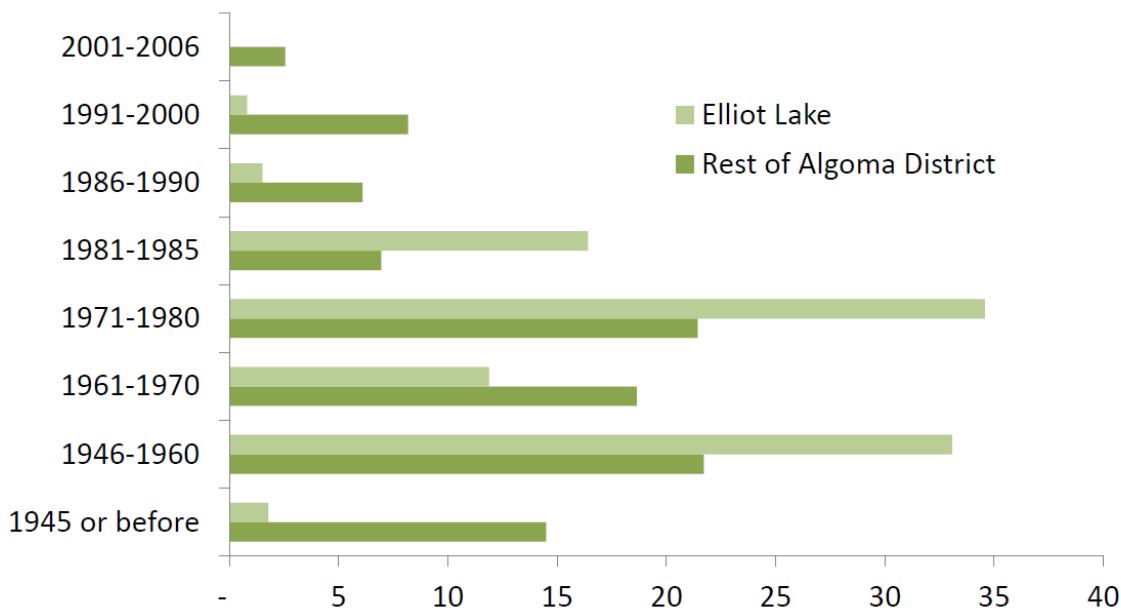
**Key Observations:**

- Housing starts peaked in 2008, coinciding with the release and sale of the cottage lots
- Few in-town housing starts and infill construction projects
- Construction costs far exceed housing market value

The following graph provides a comparative analysis of the Algoma District and Elliot Lake construction activity over the last 70 years. It depicts clear boom and bust cycles, attributable to the mining industry, but most relevant to today’s economic reality – the graph shows an almost non-existent construction industry in Elliot Lake since 1986. The erosion of the population base counts as a key factor in the sluggishness of the building industry.

On the labour side, trade professionals, professional guilds, and corporations tend to avoid unstable construction markets. The lack of certified tradespeople is an observation that could apply to many areas of Northern Ontario and is compounded by the fact that vocational schools tend to locate near bustling job environments. One lesson, however, we can draw from the recent construction booms is that labour is highly mobile and tends to follow capital investment.

## Period of Construction, Algoma District and Elliot Lake, 2006



Source: urbanMetrics Inc. based on Census of Canada

**SOCIO-ECONOMIC PROFILE COMPARISON**

It is important to remember that communities focussing on growth must invest time and effort in attracting the right combination of private capital, jobs, skills, and infrastructure which will allow for the economy to flourish. In addition, communities (regardless of their size) compete with each other in much the same way that corporations and nation-states compete for the attention of customers and direct investment. The following group of graphs provides a comparative analysis benchmarking Elliot Lake against ten other comparable sized municipalities across Canada.

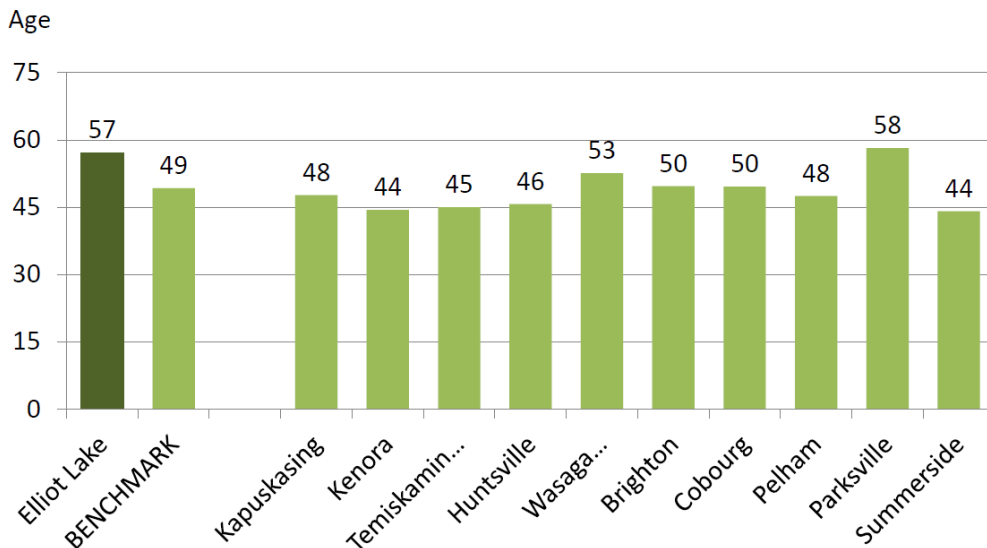
The recent economic history of Elliot Lake over the past 25 years shows a sustained effort to attract retirees to visit and ultimately re-settle permanently in the community. While the retiree programme spearheaded by Elliot Lake Retirement Living (ELRL) created successful spin-off effects in other sectors of the economy – construction, realty, and professional occupations, it was unable to attract private investors and create a robust labour market. Today’s economic reality brings new challenges. The concept of “Retirement Living” was a novelty twenty years ago. Through a combination of necessity and design retirement living, championed by ELRL established a strong position of leadership in this area.

Today, communities across Canada are now aggressively marketing themselves as the “must be” place for active retirement living. In other words, Elliot Lake is no longer the only game in town for seniors looking for a quiet and affordable alternative to city living.

The future economic direction of many municipalities rests on their strengths and history. The latest literature on local economic development emphasizes “diversification” and “creative economies” as the newest solutions to generate growth. Elliot Lake’s strategy should be somewhat cautious of the current literature; instead, at the heart of this economic development strategy should be a strong focus on acknowledging (a) what is achievable and (b) what is not achievable for the City of Elliot Lake. In undertaking such an exercise, it is crucial to review the socio-economic profile of other communities.

The benchmark communities selected anchor their development strategies through different approaches, focussing on creative strategies or policy-based solutions – Kenora and Timiskaming Shores invest in tourism and a strong public sector, while Parksville (BC) identifies itself as a retiree community, and Kapuskasing opted to invest in green energies and technologies.

**Median Age of Population**



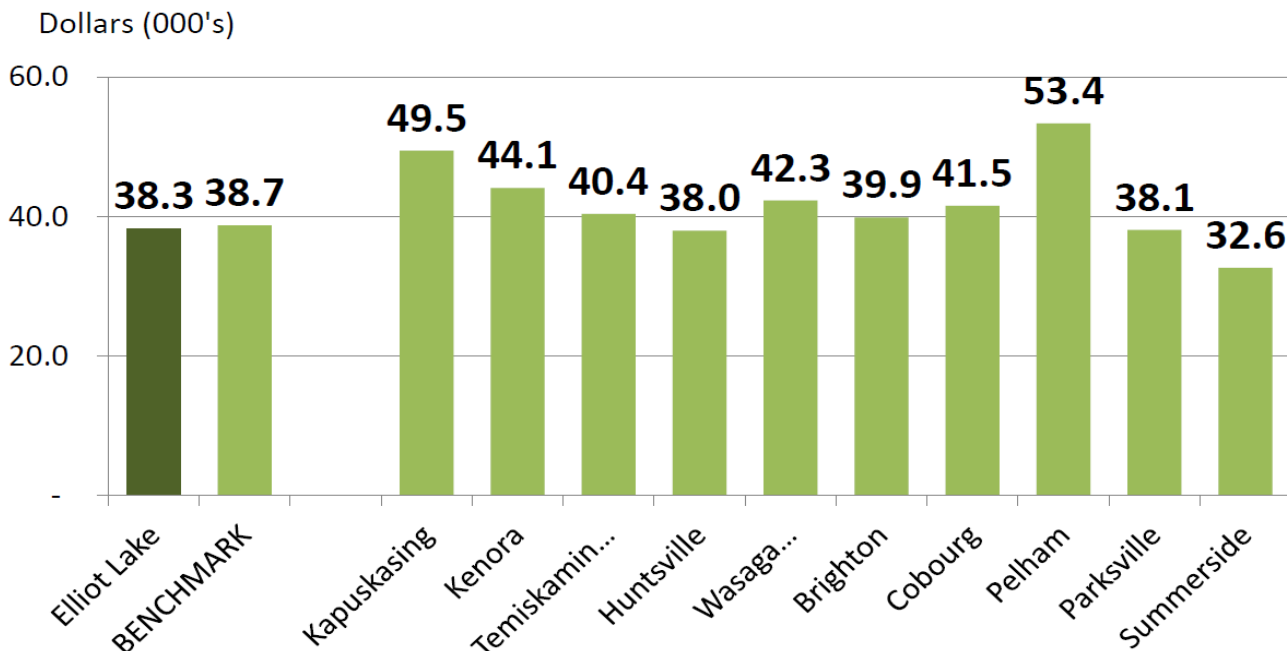
Source: 2011 Census of Canada

Parksville, with an average age of 58 years old, is the only community among this group with an older median age than Elliot Lake. Parksville also focuses on attracting retirees and furthering the tourism industry. The economic base is also heavily focussed on secondary and tertiary sector jobs.

Elliot Lake’s median income profile is quite similar to the benchmark (\$38,700). However, we notice that Elliot Lake and Parksville BC, both of which are focussed on retirement communities, posted two of the lowest overall median income levels across the sample. This is partly due to two factors: retirees tend to have lower disposable income than working individuals and working residents of Elliot Lake earn less on average than the provincial average.

Having said that, ELRL has made a concerted effort to target its advertising campaign to residents at an income level that would find Elliot Lake an appealing place to live. With increasingly more options before them, retirees exert more diligence in selecting a place to live and, as a result, Elliot Lake is now losing traction with some of the higher income bracket retiree groups. This trend is not likely to change over the short to medium term. There are, however, mitigating circumstances. The strength of the housing market in places such as Sudbury may provide heightened inducement for households approaching retirement (55-65) to “cash-out” of urban markets in favour of a smaller, amenity rich community such as Elliot Lake. This market reality provides reasonable safeguards and should ensure that Elliot Lake continues to grow and refresh its population base.

## Median Income of Full-Year, Full-Time Earners (2005 Dollars)



Note: Median income for full-year, full-time earners, all occupations.  
 Source: 2006 Census of Canada

## SUMMARY OF KEY FINDINGS

The following key findings provide an economic portrait of the City of Elliot Lake. They are divided in the following four categories:

### Demographic Profile:

The population projections prepared by the Ontario Minister of Finance forecast a population increase of 6,500 individuals across Northern Ontario over the next twenty-five year period (2011-2036). This is a very, very modest level of growth, representing less than 1% of total provincial growth.

Northeastern Ontario is projected to grow by 4,200 over this period. In no uncertain terms, achieving population growth will be a formidable challenge for Northern Ontario. For Elliot Lake, however, maintaining the current population levels or seeing small increase in population will require a concerted strategy to “recruit” potential individuals, particularly households with children (30-44 year olds), or households that will have children in the immediate future (25-30 year olds) .

- Elliot Lake is projected to have, at best, modest population growth over the next twenty-five years
- Modest levels of growth (in the order of 0.7%) will attract 4,100 to Northeastern Ontario, most likely this growth will be absorbed by existing economic hubs (i.e. Greater Sudbury, Sault Ste. Marie, Timmins, North Bay)
- Given the age profile of the community, achieving natural rates of growth is simply not a viable option. To grow, the city needs to attract families.

### Employment Profile:

The occupational composition of Elliot Lake resembles the general economic landscape of Ontario. It remains, however, anchored in two main poles of activity – public sector employment and jobs related to Elliot Lake Retirement Living. For instance, a large number of occupations relate to the secondary and tertiary sectors, while there are few occupations related to jobs within areas such as manufacturing and applied sciences.

- Elliot Lake’s employment rate is lower than provincial average,
- Elliot Lake’s unemployment rate is higher than provincial average;
- Over the past ten years (2001-2011), the total number of occupations declined from 3,685 to 3,391;
- The management and business, finance, and administration occupations have remained stable for that period (approximately 28% of total jobs);
- The health-related occupations increased by 50% (240 to 376);
- Occupations within primary industry increased from 160 to 220.

### Real Estate Market:

- Few housing starts over the past years; most of the new starts are related to the cottage lot programme;
- There have been virtually no new residential projects initiated in the town (infill)
- Construction costs far exceed market value (creates a weak incentive to build)

### **Comparison with Benchmark Communities:**

The personal finance website MoneySense provides Canadians with a host of advice ranging from real estate investment to saving and planning. One component of their website is to rate the 'Best Places to Retire' based on eight distinct criteria including: walkability, affordable housing, taxes, population growth, health, crime, climate and sport/hospitals universities. According to MoneySense, these core elements summarize the thought-process of retirees when it is time to make a decision on future living arrangements. Elliot Lake ranked 139th out of a total of 190 municipalities. What is most interesting is the polarized report card the City scored on the various indicators; it is among the top cities for walkability, affordability, low taxes, but among the worst for population growth, health, crime, climate, and sports/hospitals universities.

- The retirement business is increasingly competitive; various communities across Canada focus on retirees as an economic development strategy.
- The spending pattern of retirees is largely focussed on retail and consumer goods.

### **CURRENT STATE OF THE ECONOMY**

Despite the challenges of the local economy, it is important to remember that Elliot Lake is part of a larger regional economy anchored by Sault Ste. Marie and Sudbury. Both of these communities are expected to experience positive economic growth over the next decade. Fundamentally, the level of growth, on a regional scale, will be dictated by the strength of two key sectors: value-added and mining. This should suggest to the City of Elliot Lake a significant level of opportunities to create spin offs of the growing sectors in regional economies, but also to diversify existing markets to ensure their strengths and longevity.

This section of the Situation Audit focuses on the following six topics:

- Review of existing studies including a critical examination of the advantages and disadvantages of economic diversification
- Regional Economies and their priorities
- Policy environment with emphasis on Northern Growth Plan
- Strengths, Weaknesses, Opportunities, Threats (SWOT)
- Elliot Lake Competitive advantages & disadvantages
- Vision Statement

## REVIEW OF EXISTING STUDIES

The population projections for the Municipality of Elliot Lake show, at best, stagnant growth over the next 25 years. In the absence of traditional economic growth supported primarily by population growth, two key initiatives can be used to increase the municipality's total wealth:

**Export Development** – this initiative brings new money into the community. For example, the business development model could take three forms:

- attract a new business that sells products outside the community;
- attract visitors who then buy local products and services; and
- encourage existing businesses to sell their product and services outside of the community

**Import Substitution** – this initiative keeps the money in the community and takes the following forms: programs designed to encourage people and businesses to buy their goods and services locally rather than importing them from another community; and programs that assist would-be entrepreneurs or new business ventures that recognize the leakage and provide a product or service to stop it.

Export Development and Import Substitution development models can, if coupled with smart provincial and federal investment planning, provide the necessary means for communities to strengthen their existing base and identify emerging priorities for economic success. In an increasingly globalized economy where competition for jobs and investment is fierce, economic diversification is often touted as a robust solution to generate local growth.

## RISKS & REWARDS OF ECONOMIC DIVERSIFICATION

This section seeks to discuss some of the risks and rewards associated with economic diversification. It is generally presumed that economic diversification creates resilient economies and will enhance the prospects for growth for everyone. While this statement may be adequate, recent research shows that diversification also carries a certain amount of risks as well.

### Diversification versus Specialization and Prospects for Growth

In a study of the effects of economic diversification throughout Northern Ontario entitled Northern Ontario's Communities: Economic Diversification, Specialization and Growth, Statistics Canada researchers posed the following question: if a community's economy is diversified, did its employment grow?

- Between 1981 and 2001, amongst the 26 communities that economically diversified, twice as many experienced employment growth than experienced a decline in employment. Thus, if a community economically diversified, the odds were approximately two to one that the community's employment would also grow.
- On the other hand, amongst the 53 communities that specialized, the odds of employment growth were almost three to one. The odds of employment growth were higher amongst communities that economically specialized compared to those that economically diversified.
- Of the 41 communities that experienced employment growth, the odds favoured diversification on a 3 to 2 ratio. However, if a community's employment grew, there was no clear pattern of diversification or specialization.
- Although the relationship between job creation and diversification is quite weak, Northern Ontario communities that were diversified were more likely

to have employment growth. The emerging pattern, however, is that diversified economies are more robust in tougher economic times than specialized economies.

- The employment growth, however, tended to move toward specialized economies.

### **Obstacles to Economic Diversification**

The evidence discussed above highlights some of the potential benefits of diversifying the local economy. While it is established that economic diversification provides stability and sustainability, Elliot Lake faces a set of obstacles it will have to overcome that will lead to a path of economic growth.

- Opportunities in the local economy are limited and it is difficult to attract or retain highly educated workers.
- Diversification is usually associated with improvements to the cultural and digital economy. Realistically, it may be difficult for communities such as Elliot Lake to attract higher value jobs typical of the cultural and digital economy.
- Lack of economic linkages with other sectors or regions diminish the capacity of drawing on other sectors and regions to compensate for the declines in basic activities.

### **Potential of Economic Diversification**

Although upstream and downstream economic activities do not necessarily represent a diversification alternative because they are not creating new economic poles, this type of activity is most likely to accelerate community economic renewal and diversification.

- First option is to identify, explore and evaluate existing potential economic opportunities and focus on the ones which have the highest probability of expansion and success (re: improve what you do best!).
- Second option consists of the parallel and ongoing initiatives the community can undertake to create the necessary environment and business conditions that are conducive to economic expansion and direct business investment by private sector interests (re: added value).

Creating added value business activities means that the City should move away from exclusive dependence on any one dominant activity. But, this does not mean that vibrant activities should remain in isolation. For instance, there would be tremendous economic and community benefits in moving upstream and downstream in the retirement industry. For instance, opportunities exist to better exploit the linkages with **health, continuous education, entertainment, arts and culture, sports** and tapping in the **knowledge base** of the retirees in a more meaningful way. Other sets of attainable opportunities include developing a stronger presence in the new economy where industries grow fast such as **Information and Communication Technology** (ie. e-businesses, e-services, and e-government). Opportunities relating to attracting satellite campuses or higher education workshops and a creative pool of labour would create added economic benefits, but may not be feasible in the immediate future.

## REGIONAL ECONOMIES AND THEIR OBJECTIVES: THE CASE OF SAULT STE. MARIE AND SUDBURY

The economic prosperity of Elliot Lake is closely tied to its regional partners: including the communities within the ELNOS basin and Sudbury and Sault Ste. Marie.

Southern Ontario as a whole has also been a fertile ground for the marketing of Retirement Living and cottage lot development (new housing construction). Although Elliot Lake can benefit from growth in Sudbury and Sault Ste. Marie, it is also competing with other jurisdictions across the province that are looking to attract visitors and permanent residents.

In order to establish its own Game Plan for the future, Elliot Lake must remain cognizant of the economic development practices and programs taking place in nearby, competing communities, particularly Sault Ste. Marie, Sudbury, and surrounding communities.

### Sault Ste. Marie

Sault Ste. Marie (SSM) has invested considerably in making the municipality more attractive – whether it is through beautifying the downtown or by developing strong recreational assets. Here is a brief review of their latest strategic efforts:

**SSM Downtown Development Initiative** is a strategy based on a physical development plan which recommends selected improvements to public infrastructure and amenities, recognizes the development potential of key sites, and promotes improved public access to, and linkages between civic, commercial and tourist amenities, including urban design guidelines for Queen Street. The Downtown Development Initiative is also working with a Community Improvement Plan to stimulate private investment and redevelopment in parts of the downtown area.

The **John Rowswell Hub Trail** is a 25 km multi-use non-motorized trail system that connects many significant points of interest including the waterfront walkway, Bellevue Park, Algoma University, Sault College, the new hospital and Fort Creek Conservation Area.

This trail system provides access to all areas of the City and links together key cultural, historical, and natural areas of the community. In addition, community residents can use the trail as an alternative, environmentally friendly mode of transportation, decreasing auto-dependency within the City.

The Trail provides increased recreational opportunities for residents and visitors to Sault Ste. Marie and attracts many trail-using tourists to the City. As well, the trail serves to promote local, provincial and national cross-country running and cycling trials and competitions.

The purpose of the **Cycling Master Plan** update is two-fold. First, the updated plan provides general design considerations that should be utilized to make all roads and destinations within the community cycling friendly. Second, for preferred cycling routes, specific design standards are recommended.

The report contains a number of recommendations to provide education, enforcement, encouragement and engineering principles by which the City can use to develop safe cycling within the community. Some of the key recommendations include: reducing Queen Street, east of Pim Street to three lanes (an east lane, a west lane a continuous left turn lane) with bicycle lanes on both sides; improving and constructing paved shoulder lanes on Landslide Road between Third Line and Fifth Line; establish...

The **Clergue Park Waterfront Walkway Extension** project consists of a number of landscape and architectural features that reflect the City's nautical history and natural environment. Included in the design is a paving-stone walkway that runs along the shoreline, a separated bike path, two viewing platforms, as well as an entrance plaza along Russ Ramsey Way.

**Industrial Community Improvement Plan** for the City of Sault Ste. Marie; the goal of the Plan is to utilize a municipal tax rebate, for the purposes of attracting new industrial development and employment and to further diversify the local economy.

The growth of the **Algoma's Farmers' Market**; the City of Sault Ste. Marie wants to pursue the feasibility study of a permanent farmers' market in Downtown. To move the process forward, a steering committee had been formed which includes relevant stakeholders. It is noted that the DA has been a catalyst for moving this project to this stage in the process.

The **Economic Development Corporation of Sault Ste. Marie** (SSMEDC) works with a Strategic Plan that has a dual mandate:

1. To refocus the strategy toward having less focus on job creation and more emphasis on private sector productivity growth and local wealth generation as a more sustainable approach to employment and quality jobs; and
2. To increase strategic emphasis on investment attraction, export and trade development as a means to generate wealth in the community.

The diversification strategy builds on six pillars; each of which will be refined and implemented into detailed action plans that include public infrastructure projects and private investments.

- **Global Gateway and Infrastructure Strategy** is a multi-pronged effort to four-lane Hwy 17 to Sudbury, upgrade and expand bridges, expand industrial land development, and create digital economy links.
- **Knowledge-based development strategy** focuses

on supporting the growth of educational institutions, increase research projects, and foster products and services development for export.

- **Labour development strategy** seeks to create links between private businesses and educational institutions.
- **Tourism product stabilization and Development Strategy** aims at branding the "personality of Sault Ste. Marie" in various themes (Historical, Natural, Cultural Heritage, and Geographical).
- **Renewable Energy Strategy** looks at establishing new environmental technologies and strengthens Sault Ste. Marie's position as a "green" renewable energy centre.
- **Value-added Manufacturing Strategy** seeks to establish sector expertise and explore potential for raw products.

### Sudbury

The goal of the Greater Sudbury Development Corporation (GSDC) is to strengthen economic development and quality of life in the Sudbury area. The GSDC lends a special focus on environmental innovation – where the community's strong industrial presence is to be furthered through new technologies. The following five pillars have been identified to ensure the economic future of Sudbury:

- Mining
- Advanced Education
- Tourism
- Healthcare
- Arts & Culture

Sudbury has had considerable success in the past in developing niche markets and capitalizing on these strengths. Yet the item ranking number one in their strategy is quality of life which they feel is important to attract and keep talent in Sudbury. In order to achieve this, Sudbury bases its economic development strategy on three igniters aimed to create wealth.

- **Igniter #1:** Harness and support the entrepreneurial spirit needed for economic diversification...
- **Igniter#2:** Infrastructure must be improved...

- **Igniter#3:** A culture of community learning is the base for competing in the “new” global economy...

The role of each igniter is to assess the economic health of the community and to guide development toward responsible and sustained growth.

The GSDC identifies the following five engines and strategic actions that will guide the future growth of the community. The City of Elliot Lake should carefully review each of these items and determine how they could develop partnerships with public or private interests.

### **Engine #1: The best mining and mining supply & services in the world**

#### *Actionable items*

- Support the efforts of local business including SMEs to develop larger export market
- Deliver Strategic Export Marketing Programme (SEMP)
- Develop strategic partnerships (e.g. Potash, Oil Sands)
- Complete Mining Supply Value Added Study Report
- Conduct an inventory of what currently exists in the sector
- Rebrand Greater Sudbury’s mining and mining supply/services sector
- Develop integrated strategic marketing campaign with targeted marketing tactics, youth outreach efforts; explore other models (e.g. Sudbury Tourism Partnership)
- Enhance the sector’s networking opportunities; examine other models
- Establish “Team Sudbury” initiative

### **Engine #2: A leader in advanced education, research and innovation**

#### *Actionable items*

- Support and facilitate the development in downtown Sudbury of Laurentian University’s School of Architecture
- With local post-secondary institutions, conduct an environmental scan to identify opportunities as they relate to the expansion of post-secondary programmes
- Facilitate the development of a Research Hub
- Develop outward focused knowledge transfer strategies with industry
- Create a world class Faculty of Mining
- Accelerate incubation-to-commercialization lifecycle to increase patents, processes and market ready products developed in the Greater Sudbury
- Create and expand a network of shared specialized experts in technology adoption, intellectual property and commercialization
- Close the gap in the proportion of graduate spaces between Northeastern Ontario and the rest of the province

### **Engine #3: One of the best places to visit in Ontario**

- Explore historic downtown destination plan and waterfront development potential
- Support efforts to grow and strengthen the Sudbury Tourism partnership
- Develop new sources of revenue for tourism marketing
- Accelerate implementation of Destination Sudbury: 2015 long-term tourism strategy
- Focus efforts on product development to address existing gaps with market demand (e.g. culinary, trails, francophone)
- Develop and implement Sport Tourism Strategy
- Explore francophone and aboriginal tourism opportunities
- Develop, expand and upgrade facilities to attract more conferences and events

**Engine #4: The regional centre for health services expertise in northeastern Ontario**

- Create a multi-organizational/multi-disciplinary association to advocate for and collaborate on improving Greater Sudbury's Health related industry
- Develop joint community proposals and initiatives with senior government support that demonstrate local best practices and can be implemented across the province
- Analyze and explore gaps in areas of expertise that would enhance Greater Sudbury's ability as regional referral centre
- Continue Physician Recruitment Program and leverage lessons learned towards that attraction of other skilled health professionals
- Create complementary Health professionals retention strategy
- Support community efforts to address the Alternative Levels of Care (ALC) crisis both short and long term
- Recruit world class practitioners in niche areas consistent with northern and rural health

**Engine #5: A thriving and sustainable arts & culture community**

- Actualize the Arts & Culture Strategy within the community
- Create and adopt a Public Art Policy for Greater Sudbury
- Pursue development of a Signature Arts District
- Complete, utilize and maintain cultural inventory and mapping
- Embrace stronger linkages with tourism to support product development and to address venue and facility concerns
- Formalize support structures that encourage festivals and events celebrating Greater Sudbury's diverse culture
- Ensure ongoing effectiveness of arts & culture grant distribution
- Increase attraction and retention efforts to complement existing film, television and music industry partnerships

## 5.0 THE POLICY ENVIRONMENT FOR ECONOMIC DEVELOPMENT

In 2011, the Province of Ontario released the Northern Growth Plan, which develops a strategic framework that will guide decision-making and investment planning in Northern Ontario over the next 25 years. It is boldly stated at the outset that this Plan is an economic development plan, an infrastructure investment plan, a labour market plan and a land-use plan. It is also understood that Provincial investment and involvement as well as the continued collaboration of local stakeholders will champion the goals and objectives of this Plan. The Minister of Infrastructure and the Minister of Northern Development, Mines, and Forestry will jointly monitor the overall implementation of this Plan and assess progress by various ways, including diversifying the North's economic base, supporting education and skills development, and attracting business growth in Northern Ontario.

While the Northern Growth Plan is silent on population projections for the next twenty years, the Minister of Finance establishes a low population growth rate for Northern Ontario, punctuated with population decline in smaller municipalities and marginal gains in regional municipalities such as Thunder Bay, Sault Ste. Marie, and Sudbury. It was not anticipated that Elliot Lake would experience population growth over the next twenty years; this data also confirms the population projections we established for the next twenty-year period.

The Northern Growth Plan identified eleven emerging sectors as areas of competitive advantages for Northern Ontario:

- advanced manufacturing;
- agriculture, aquaculture and food processing;
- arts, culture and creative industries;
- digital economy;
- forestry and value-added forestry-related industries;
- health sciences;
- mineral sector and mining supply and services;
- renewable energy and services;
- tourism;
- transportation, aviation and aerospace;
- water technologies and services.

Based on the economic base analysis and a review of economic publications, of those eleven sectors, the Municipality of Elliot Lake demonstrates a potential in a variety of emerging sectors; arts, culture and creative industries, mineral sector, forestry and value-added forestry-related activities, health sciences, and tourism (understood broadly).

The arts, culture and creative industries in Elliot Lake is a successful area that can expand its reach by attracting a wider audience. It is not anticipated that permanent employment will be created out of this industry; the Growth Plan creates objectives to retain local cultures and promote the expansion of cultural activities through information and communication technology. Events and festivals celebrating local elements offer the best opportunity to entice individuals to visit. Events and festivals also promote opportunities in the fields of administration and event management, skill sets which may be valuable for younger individuals.

The forestry and value-added forestry-related industries is strongly tied to maximizing the value of timber resources and optimizing the use of unused fibre. Although Northern Ontario experienced seismic economic shocks in the forest industry, often leading to the collapse of entire communities, the forestry sector provides two main opportunities with the continued high demand for timber and forest products, and the value added forest products. As a matter of fact, the Food and Agriculture Organization of the United Nations predicted a 56 percent increase in global industrial timber demand between 1993 and 2010. Even though news content is moving apace to digital formats, demand for paper and pulp is also strong and expected to outstrip supply despite significant increases to paper and pulp capacity globally.

In addition, Northern Ontario can offer opportunities in secondary product manufacturing such as engineered wood, specialty papers, and pre-fabricated buildings and components. The Growth Plan recognizes the need to support initiatives to develop synergies in the bioeconomy, including uses of forestry biomass and collaboration

between paper pulp and mill operators and bio-refineries in Northern Ontario and the chemical, energy, plastics and automotive industries.

The Health Sciences sector currently plays a vital role for Elliot Lake, but it is tacitly understood that the potential of this segment of the economy remains, at present, relatively untapped. The highly unique structure of the population provides business opportunities on a variety of planes. At this moment, the Growth Plan focuses on leveraging the expertise in health delivery systems and technology into new business, to identify opportunities for developing biopharmaceuticals and promoting cross-sector collaboration, and investing in health sciences research and development. Additional opportunities currently exist; collaboration between training institutions and local health providers should be given careful consideration; collaboration between health-related companies and the Municipality should also be explored.

**Mineral Sector and Mining Supply and Services;** while the Growth Plan defines the objectives of this sector as being anchored in marketing, creating value-added resource opportunities, expanding mining supply and services industry, and improving process, mining activities in this specific case should be interpreted in a broader scope and include the project currently being advanced by the Nuclear Waste Management Organization (NWMO). It is well understood that the Municipality of Elliot Lake is presently working with NWMO to investigate approaches for managing Canada's spent nuclear fuel. Although the Plan does not explicitly discuss NWMO, it recognizes that collaboration between partners – whether governmental or private – will be instrumental to expand the employment base and bring wealth to smaller communities across the north.

Tourism, defined as 'people traveling outside their immediate environment' is more than likely to sustain the existing retail base of Elliot Lake and create opportunities in spin off sectors such as hospitality, recreation and leisure. The City of Elliot Lake has a well-established tourism base and could leverage some of the potential to make the area more attractive to visitors. The Growth Plan identified the need to target investments in strategic public infrastructure to improve competitiveness of the tourism industry and enhance the visitor experience. Elliot Lake has already developed areas of expertise in a number of these sectors. When the municipality finds time appropriate to elaborate a tourism strategy it will be important to showcase how current assets can be consolidated and packaged.

The implementation of the Northern Growth Plan makes the assumption that, beyond provincial and federal governments, community organizations and local businesses will be the driving forces at the local level with respect to economic plans and community planning. In order to be 'investment ready' and create development opportunities, the municipality should be identifying local champions to define project areas, attainable economic goals, and implement city initiatives.

## 6.0 TAKING STOCK: ELLIOT LAKE STRENGTHS, WEAKNESS, OPPORTUNITIES THREATS (SWOT)

A SWOT assessment, based on direct input from the general public and the local business community, is a key component of any economic development strategy. A SWOT analysis provides an ‘on-the-ground’ audit of existing and anticipated economic conditions. Public perceptions (which include the business community and elected officials) are highly informative, and provide up-to-date information on where resources and energies ought to be deployed going forward.

In this context, a SWOT assessment has been conducted in two distinct phases over a one month period was undertaken with the general public and business stakeholders to examine Elliot Lake’s ability to support the attraction, retention, and expansion of businesses, the creation of jobs, and its capacity to deliver on economic development activities. The workshop sessions were attended by over 500 people and include comments received during focus groups and public consultation sessions. These consultations were designed to be fully inclusive and engaging allowing residents to make their voices heard using an electronic polling system.

In addition to the workshops, residents and business owners were invited to carry on the discussion on-line. Over the course of October, November and December 2012 in excess of 530 individuals participate in our on-line engagement process. The results of our engagements are summarized in **Appendix A & B**. The following discussion provides a summary of the sentiments brought forward by concerned citizens and members of the business community in Elliot Lake.

### STRENGTHS

Every economic development strategy must build and capitalize on the unique attributes and strengths of the local economy in a way that will lead to economic growth and stability and generate upstream and downstream business opportunities. Of the 216 who provided an answer to this question, all except a handful highlighted the following two strengths:

**Sense of Community:** The respondents highlighted ‘community’ and variations on this theme as the best asset of the municipality. This result is not surprising; the heat maps highlighting ‘where people wanted to live in the future’ unanimously identified Elliot Lake as the destination of choice. The term community also embraced concepts of affordability, human capital, and family values. Viewed from an economic development perspective, portraying a strong sense of community is essential to building the local capacity and institutions required for economic growth.

**Natural Environment:** Another recurring theme was the natural environment and its related potential in the fields of tourism, recreational and healthy living, and outdoor activities. Elliot Lake boasts a unique outdoor environment with a number of amazing lakes, recreational trails, and an underexploited ski-hill. Having said that, it seems from the respondents that the natural environment is a bonus, a feature of the lifestyle of Northern Ontario, and perhaps not a terrific business opportunity. As a matter of fact, when asked if the municipality was using effectively its strengths to promote economic development, the conversation marginalized the natural environment and its assets and instead deplored the strong involvement of Retirement Living and Cottage lots in the local economy.

### WEAKNESSES

**Lack of jobs:** One of the challenges of Elliot Lake is to create new employment opportunities. The long term forecast shows that the municipality could be facing a labour shortage as a large segment of the working population will exit the labour market in the next few years. Replacements will be required. The job prospects for today, however, are different. Few employers expressed an interest in expanding their businesses; fewer had succession plans.

**Lack of retail options:** The retail landscape in Elliot Lake fails to serve the needs of the population pushing the latter to find goods and services in larger centres or sometimes in smaller communities with better location. Consequently, the municipality experiences considerable retail

leakage that goes beyond the items unavailable in Elliot Lake. Local residents take advantage of the better commercial capacities outside the community and inherently create 'opportunity-lost' scenarios for local merchants and hurt the commercial tax base.

**Remoteness limits investment opportunities:** Remoteness from the highway can be interpreted as an advantage for the peace and quietness it can offer. The counterweight to this argument is that remoteness from Highway 17 considerably reduces the opportunities for Elliot Lake to attract commercial chains and reduces the catchment area of potential investors.

**Single-industry municipality:** In some respects, the municipality of Elliot Lake reinvented itself from a mining community to a retirement community, threading similar economic challenges – lack of diversity in the employment sector and lack of higher educational institutions.

Limited services in the health care sector: Although sufficient health care practitioners and doctors are in the area, the needs of the aging population will be changing over the years to come and may need to rely on specialized services in larger centres, which require leaving the community for a short amount of time. The housing needs for assisted living and nursing homes will likely increase in the future years, but the market conditions do not seem appropriate at this time to justify building a new facility.

## OPPORTUNITIES

Economic opportunities can range from structural shifts to an entire economy to continual improvements and increments of established business models. The opportunities presented here offer a healthy mix of options requiring policy and funding support, yet that could provide Elliot Lake with a renewed appearance.

**Leverage culture and arts:** The cultural profile of a community is important to satiate the artistic interests of its residents. As it stands, Elliot Lake currently provides a mix of cultural and artistic events of high calibre, but could improve its approach by better marketing festivals and

events in order to attract out of town visitors.

**Leverage human capital:** Elliot Lake abounds in entrepreneurial expertise and has a vast labour force. These two qualities provide the potential to share knowledge, to improve expertise in the workplace, and strengthen existing businesses.

**Leverage natural environment:** the quality of life of Elliot Lake resides within the uniqueness of its natural environment – beaches, outdoor experience, lakes, trails – and related sports and leisure activities. It was mentioned several times that in order to better capitalize on those assets, improvements should be made to marketing and the coordinating of a 'true' tourist programme.

**Pursue cottage lot development:** Many respondents highlighted that the cottage lot programme had been successful in attracting new residents and in developing an improved image for the community. Further efforts could contribute to developing cottage lots, perhaps by focusing on a different housing form or type but one that would marry residential and natural environment.

**DufourSki-Hill:** Dufour ski hill is a natural and underused asset. Additional research should be conducted to determine the potential to improve management, promote base development, and promote the ski operation as an economic development tool.

**Nuclear Waste Management Operation (NWMO):** The opportunity to host a state of the art containment facility for Canada's spent nuclear fuel is an economic opportunity that would certainly provide a major boost to the community. It has the potential to be an economic catalyst unlike any other opportunity presently in-sight. The scope and complexity of the project would certainly attract a myriad of professional, technical and skilled jobs to the region. Should geological conditions be favourable, NWMO has the potential to transform the town.

## THREATS

The measure of success for any economic development strategy depends on how well a municipality capitalizes on opportunities while managing internal and external threats facing the Municipality. The following discussion lays out key threats facing Elliot Lake in developing a robust economy.

**Jobs:** It is often assumed that jobs are lacking in Elliot Lake. Job opportunities may not respond to the skill set of individuals or the jobs available may not provide a satisfying level of income.

**Lack of diversification:** An imminent threat to the economic landscape is the lack of economic diversity. The economic sector of Elliot Lake rests almost exclusively on attracting new residents through Retirement Living. The public perception is that there is a lack of private sector activity existing beyond the retail sector.

**Retail sector fails to meet demand:** The range of retail goods in the municipality fails to meet the immediate needs of residents. The retail leakage shakes the health of the retail landscape by constantly confronting shoppers with out-of-town alternatives that provide a well-rounded set of retail options.

## 7.0 ELLIOT LAKE COMPETITIVE ADVANTAGES AND DISADVANTAGES

This section lists competitive advantages and disadvantages of the community in a 'potpourri' format. The data presented stems from workshops with key stakeholders, one-on-one interviews, and public consultation sessions. The objective is to have a better understanding of the limits and opportunities of the community.

### **Advantages:**

- Affordable housing market
- Low residential taxes
- Accessibility to water
- Many hobby groups and volunteer organizations
- Accessible health care services
- Quality hotel and golf course
- Many community champions

### **Disadvantages:**

- New housing starts are slow
- Little interest in business expansion
- Lack of formalized business succession planning
- Retail Leakage is unaddressed
- Low entrepreneurial spirit
- Unable to attract outside private capital
- Absence of high education facilities
- Youth retention
- Increasing competition for retirees

## 8.0 NEW VISION STATEMENT FOR ELLIOT LAKE

Vision statements evoke the character of a community; they unify people, highlight common interests and desires. As a centerpiece exercise of the public consultation process, the community worked together to develop a vision statement that would be a constant reminder of Elliot Lake's community priorities.

Elliot Lake residents were asked to provide comments and feedback about the existing vision statement which was embedded in the Strategic Plan (2009):

*Elliot Lake is a beautiful community that values its natural environment and provides the modern services, amenities and technology to be fully connected to the world. Our diverse economically provides secure employment rooted in retirement living, cottaging, a vibrant retail sector tourism and the strengths of the natural setting. People of all ages enjoy an active, affordable lifestyle with excellent health, education, recreational and cultural services in a friendly and welcoming community that is home to all residents.*

Over 500 people expressed their opinions on the content of the vision statement. It was determined that a new, shorter vision statement be crafted as a means to galvanize the community around a common purpose: sharing Elliot Lake with outsiders. It was determined that the new vision statement should focus less on promoting seniors and retiree living, instead focusing on families and commerce. The notion of natural wilderness coupled with modern conveniences was a feature that residents believed were truly the hallmarks of Elliot Lake.

Here is the final version that was selected by Elliot Lake Residents:

*"Elliot Lake is an affordable community for families of all ages to live, work and grow. We are a resilient, enterprising and self-sustaining community that continues to cherish the amenities at our doorstep and the wilderness in our backyard. Come see what we love."*

*To review the other short listed statements refer to Appendix C.*

## 9.0 THE DAYS AHEAD: A PRAGMATIC APPROACH TO ECONOMIC DEVELOPMENT IN ELLIOT LAKE

In 2013, the City of Elliot Lake stands at a crossroads. This is neither a cliché, nor a statement intended to grab local headlines. It is the stark reality faced by everyone connected with Elliot Lake, whether they are residents, or would-be residents; business owners, or would-be business owners; politicians or would be community leaders. The way forward for Elliot Lake is complicated, and uncertain. But, if navigated properly, the community can take strong, pro-active steps in the short and medium term to help solidify its long-term economic well-being.

Since the total collapse of the City's uranium sector about twenty years ago, Elliot Lake - with a tremendous amount of hard work - has successfully reinvented itself as a popular senior's retirement destination in Northern Ontario. Today, the word Elliot Lake has become - for better or worse - synonymous with one thing: old people. This isn't a value judgment, it is simply a fact. The most recent census (2011) clearly demonstrates that Elliot Lake has staked out its claim of being "the most elderly" place in Ontario; and second oldest in the country.

Elliot Lake's economy finds itself at the proverbial crossroads for two reasons:

- it can continue on the path forward by attracting a single constituent to town – retirees and seniors (55+); or
- it can re-brand itself as a community that aspires to be more than a senior's destination by reaching out to a broader audience.

The good news is that Elliot Lake can take what it has learned over the past 15 years, and apply these same skills and principles to a broader market. If Elliot Lake doesn't do this, we will see the quality of life that people have come to enjoy run the risk of being substantively and quickly degraded by virtue of the community's inability to take care of itself. There is a clear and present lack of young workers. There is also a lack of local skills, trades and professions that are fundamentally necessary to support a community in the order of 10,000-15,000 people.

Although many locals may not see it, Elliot Lake is brimming with market opportunities, most of which revolve around the untapped opportunities to provide important personal services and quality of life improvements to residents. Having said that, it has become clear - through observations and community dialogues – that Elliot Lake has grown complacent over the past decade with respect to community improvements and economic growth.

Fundamentally, Elliot Lake is rapidly losing its entrepreneurial esprit de corps. The reasons for this are plenty, however, demographics play a huge and obvious role. With fewer than 2,825 or 25% of its population under the age of 35, Elliot Lake simply lacks the critical mass of young would-be entrepreneurs needed to help create jobs. Without entrepreneurs, without risk takers, investment, construction and job growth simply will not happen in Elliot Lake.

Elliot Lake needs to continually ask itself: where do we want to be 10 years from now? And, are we doing the right things today to ensure that our best asset, our young people stay or return to Elliot Lake? Said another way: **who will be left to keep the town's lights on?**

Discussions with high school students and educators in Elliot Lake have proven to be very informative to our thinking. The prevailing attitudes among 16 and 17 years olds about Elliot Lake are exceedingly low. The overwhelming sentiment suggests that the vast majority of graduates will quickly leave Elliot Lake, with little or no intention to ever return other than to visit family and friends. Virtually none of the students that we talked to expressed any intent whatsoever in moving back to Elliot Lake at any point in the future. While part of this may be chalked up to typical "teen-angst", the lack of opportunity, and the need to pursue personal interests and career ambitions outside Elliot Lake is a reality that cannot be overlooked by community leaders. Most students simply don't see Elliot Lake as a place to earn a decent living, nor do they see it as an environment conducive to success, be it business, artistic or the realization of other long term career aspirations.

Compounding this issue, the economy of Elliot Lake is also faltering due to a lack of pervasive competition. The town's economy is predicated on Retiree Living, however the entire "retirement lifestyle" business sector revolves around the actions and decisions of a single business entity, Elliot Lake Retirement Living. The creation and success of ELRL has been much discussed. This company has been highly successful and the municipality (and indeed the entire North Shore Basin) owes a great deal of gratitude for its efforts over the past twenty years. Nonetheless, competition in the senior's space is desperately and sorely needed.

The City of Elliot Lake and its partners, such as ELNOS and The Chamber of Commerce play an important role in ensuring that new assets, new real estate and new infrastructure all designed to support an aging population base are developed by a broad range of development interests, not just ELRL. Ontario has a huge pool of innovative developers and businesses engaged directly in the senior's real estate development market. Such operators, if active in Elliot Lake, would up the ante in terms of what people can get in Elliot Lake. In essence, they would provide something that is clearly missing in Elliot Lake; choice and a clear and well defined continuum of care.

## LESSONS FROM THE PAST

The collapse of the Algo Mall and hotel in June 2012, briefly propelled Elliot Lake into the national spot light. The tragedy that occurred remains a painful memory for the community. Having said that, the community resolve to bounce back is ushering in a new period of large, heavy construction, and paves the way for a major face lift for the downtown. Over the past six months the signs of community action and redevelopment have abounded with the extensive site preparation of the future Pearson Plaza, the demolition and removal of the Algo Mall, and major office space building retrofit of the former White Mountain Academy, now the Elliot Lake Centre for Development.

This momentum must continue.

Over the past six months, since the collapse of the mall, redevelopment efforts and general economic direction for the Municipality of Elliot Lake have come from, and continue to be championed by, ad-hoc committees made up of engaged members of the business community and hardworking volunteers. While this formula has been successful, the economy in Elliot Lake remains very fragile; out-of-town investors often shy away from markets in Elliot Lake, which has the effect of reducing local innovation and competition.

Traditionally, economic development focussed on attracting jobs, the pursuit of private capital, capacity building and forging new partnerships with senior levels of government (provincial and federal).

The history of Elliot Lake, since its inception in the 1950s, has been driven by the private sector. Mining operations laid the foundation of the town; including its economic and social fabric. Large mining interests (Dennison and Rio), in essence were the champions for change and development. Like other resource towns the presence of high value commodities provided the "business case" for economic development to happen. And, as a reaction, the labour force - whether skilled or unskilled - simply followed employment opportunities into remote places where they, and their families, could prosper. The tax base expanded. Schools and churches were built. Shopping centres and recreation facilities were opened. Hospitals and airports were erected. More houses and apartment building were built to support more growth. The legacy of all of these investments has proven to be assets required for the economic transition to retiree living. The question now needs to be asked: what assets are being built in this period of "retiree living" that will lay the foundations for the next economic transition?

Two observations should be highlighted about Elliot Lake's economy. First, this type of economy was mainly based on production. The task of economic development centred on facilitating and coordinating investments. The structure and architecture of local and regional economies have changed a lot in the last thirty years; the new economy is largely focussed on what people do, what they create, and the infrastructure they use to share these activities and artifacts.

Economic development strategies of today focus primarily on marketing, branding, and on developing expertise in public relations and capacity building. These observations should not be interpreted as meaning that production-type jobs in the forestry sector or in a factory do not exist in Elliot Lake; rather we are highlighting the prevailing trajectory of Elliot Lake's economic landscape, and most probable future scenarios. It is well understood, for example, that Elliot Lake is not well positioned for large scale industrial development; it is relatively remote from Highway 17 (the TransCanada Highway), and it does not have a large, skilled workforce ready to work. These are realities that Elliot Lake ought to accept and embrace.

As alluded to earlier, the central premise of this strategy is to understand what is achievable in terms of economic development for Elliot Lake, and what strategies should be deployed to get there. Taking into account the existing economic climate, the existing strengths and opportunities, and, at the same time being fully cognizant of the looming threats and weaknesses that exist for Elliot Lake, this section provides, what we believe to be a robust framework and concrete list of, actionable items to help advance business growth, investment, and employment opportunities in the City of Elliot Lake.

## 10.0 GOALS, OBJECTIVES AND ACTIONS

**Elliot Lake! Practical Solutions for Practical Realities!** is an economic development approach anchored in the economic realities of the community and the broader Algoma region in which it sits. The approach is driven by concrete actions and a vision that is grounded in, and indeed built around, the principles of pragmatism.

By its very definition, pragmatism shies away from grand visions; instead, it focuses on improving strengths, it focuses on collaboration and discussion, it focuses on finding practical solutions and achievable goals.

This approach also requires a method of measuring the success (and failures) which often differ from established standards. Traditionally, quantitative measures – such as the number of jobs, the amount of private investment, value of building permits issued, etc. – have been heralded as the best tools to help evaluate the success of development strategies. The development strategy of Elliot Lake, however, focuses its attention on building capacity through institutions and formal and informal networks, consolidating pre-existing strengths and expanding partnerships both internally and externally. Expecting quantitative results at the outset may somewhat overshadow the tasks at hand. The success of the strategy can be measured by ensuring that the proper foundation exists to allow all economic actors to flourish in their day-to-day business activities.

An implementation plan for the strategy is included in Appendix A. The implementation plan establishes priorities (High-Medium-Long range). High priority actions should be addressed and achieved within the first three years (2013-2015), medium priority actions should be addressed in year 2 (2014) and completed by year 7 (2020), long range actions will take time to achieve successfully, but must be addressed at the outset of this Plan.

### GOAL 1: SHAPE THE INSTITUTIONS OF TOMORROW, TODAY

Economies need robust, accountable and efficient institutions to flourish and to enable people to cooperate as a means of pursuing similar objectives modeled around success.

The concept of ‘institution’ entails that economic actors from within the existing communities – be it City Council, City Staff and Administration, The Elliot Lake Chamber of Commerce, key business leaders, volunteers, or local champions for community change – collaborate to strengthen the entire community and resist economic challenges while taking advantage of economic opportunities.

This strategy provides key insights in three distinct ‘arenas’. Taken as a whole, these arenas constitute the foundation of a strong, sustainable economy, and will contribute toward the overall asset base of the municipality. In turn, these institutions should stimulate private investment and build local capacity.

- Integrate Economic Development in a Cohesive Format
- Keeping an Eye on Competition
- Diversify People-Attraction Programme

These three objectives will ensure that the community launches on a path bringing cohesion and sustainability that can rally all economic actors.

#### **Strategic Objective 1: Integrate Economic Development in a Cohesive Format**

At present, economic development in Elliot Lake is undertaken by organizations such as ELRL, ELNOS, the Chamber of Commerce, ad-hoc committees, and volunteers. While their collective efforts have contributed a great deal to the people of Elliot Lake by ensuring that resources are allocated to specific projects, economic sustainability must be founded on a core group of individuals who are committed to a Strategic Plan, and invest time and effort in implementing it.

An arms-length entity such as an Economic Development Corporation would benefit the municipal government and would vastly improve, and indeed formalize the linkages between the business community, municipal government, provincial and federal interests and outside interests of business and investors that may or may not be aware of the market opportunities available to them in Elliot Lake. We view this as an essential service. If executed properly, and given the appropriate operation resources, this type of entity would enable the City to promote social innovation, attract under-represented labour, identify new business opportunities (including specific companies and sectors), and ultimately promote Elliot Lake as more than simply a residential destination for retirees and seniors.

#### **ACTIONS:**

1. Establish an Economic Development Corporation governed by a board of directors.
2. Initiate a series of workshops to identify who should be involved, the governance structure, the funding partners, the roles & responsibilities of each constituent member.
3. Develop a strategic plan for the Economic Development Corporation with an implementation and monitoring plan.

#### **Strategic Objective 2: Keeping an Eye on Competition**

Throughout our community workshop sessions and business roundtable discussions, the theme of competition recurred on a continual basis. The participants insisted that Elliot Lake must remain competitive to offer a quality of life for its residents and to ensure that business leaders can market the best assets of the municipality. It is important for Elliot Lake to keep an eye on its competitors – specifically on the actions and initiatives being undertaken in other northern municipalities and on municipalities with a similar economic profile and objectives – if it wants to succeed in simply maintaining its current levels of service.

#### **ACTIONS:**

1. Advocate for a balanced tax policies. KPMG’s recent report to the City of Elliot Lake (2012) compared the residential tax assessment of Elliot Lake against several other Northern communities. The report highlighted, in very stark terms, laid out the impacts and consequences associated with a decision by Council in 2010 to lower its municipal tax levies on households. This decision has placed the City’s municipal finances in difficult straits. The municipality is faced with the tough decision to increase taxes, or begin down the hard road of severe service delivery cuts. Efforts should be made to redress the assessment levels. It must be noted that property taxation is one of many attributes factoring in deciding over a choice of residence. However, without healthier municipal finances, Elliot Lake will struggle deeply in terms of being competitive with other jurisdictions offering a similar product.
2. Advocate for the return of professional ranks within City Administration. In its comparative analysis, most of the selected communities used by KPMG have at least one professional engineer, one professional city planner, and an Economic Development Officer on staff to preserve the public interest and to ensure that highest standards are met. These professions add value to city projects, private investment, and minimize the potential costs related to project mismanagement. In line with KPMG’s assessment of Elliot Lake’s current financial position, it is not financially feasible for the Municipality to hire three professional staff at this point in time because of the low level of development occurring in Elliot Lake. It would be possible, however, to create a Review Committee of “professionals of record” that would meet on a regular basis to review and comment on ongoing development projects to ensure timely delivery and professional acumen is applied to key decisions with impact on the public interest.

### Strategic Objective 3: Diversify People-Attraction Program

Elliot Lake developed a significant level of expertise in attracting newcomers to the municipality. More specifically, Elliot Lake Retirement Living (ELRL) has garnered tremendous expertise in marketing and branding Elliot Lake as a welcoming environment for retirees to live and resettle. At this stage, Elliot Lake needs to broaden the message to other people. It needs to attract young people. It needs to attract workers. It needs to diversify—at every level – its residential base.

#### ACTIONS:

1. Develop an Immigration Strategy. Canada is home to 250,000 new Canadians each and every year; and as of 2011, all net growth to the labour force occurs through immigration. Even more stunning, according to Statistics Canada, by 2026, all growth in population will be achieved through immigration. Up to this point, provinces have usually led the branding and marketing strategies of immigration programmes, showcasing their individual strengths as a mean to entice new Canadians to settle there. In Ontario, regional settlement programmes are rapidly gaining currency. For instance, [immigrationNorthernOntario.com](http://immigrationNorthernOntario.com) provides a web portal designed to showcase the assets and merits of various communities across the north to new Canadians. The City of North Bay and the County of Huron have both developed immigration strategies showcasing the municipalities' strengths. We believe that Elliot Lake MUST reach out to new and recent Canadian immigrant audiences. New and recent immigrants provided the entrepreneurial capacity and the labour skill requirements needed to help backfill certain segments of the economy and labour market that are absent, and which are likely to compound as the population of Elliot Lake continues to advance in age. If the City of Elliot Lake wants to not only survive but actually thrive, Elliot Lake MUST position itself as a welcoming and friendly community to all ages – one that openly communicates the merits

of life in Elliot Lake to new and recent Canadians. We believe this Action item is of paramount importance as Elliot Lake stands at the crossroads.

2. Invest in “Free-advertising”. Produce a series of YouTube videos to showcase the area and residents, the development of the Pearson Plaza and other endeavours happening in Elliot Lake. More than this, the action is a tool to promote investment attraction and should also promote home grown talent through story telling.

#### GOAL 2: BUILDING A “NETWORK OF NETWORKS”

The concept behind creating a “network of networks” is that social networks, including community champions, civic leaders, and new partners, come together to strengthen the community and leave it in a stronger position.

A “network of networks” has three basic social functions: bonding, bridging and linking. Bonding refers to reinforcing relationships between individuals, while bridging refers to the ability to develop new relationships within the community. The final function, linking, refers to the capacity to leverage resources and to transform the community. In essence, the purpose behind a “network of networks” is for the community to demonstrate its ability to access resources, organize events, and develop economic partnerships. For these reasons, developing a social network with surrounding communities and partners is crucial to discover new resources and to take full advantage of existing ones.

For Elliot Lake, the ability to develop a network that produces results will facilitate local economic development goals and objectives, but will also contribute positively motivating entrepreneurs to invest in the community.

Building a strong network in Elliot Lake has two main objectives:

- Create wealth together
- Develop collaborative partnerships

It is through these two objectives that Elliot Lake will market the assets of the community and signal to economic partners that it is actively pursuing business opportunities.

### **Strategic Objective 1: Create Wealth Together**

For Elliot Lake to be a welcoming environment for the business community and to not only offer but actually deliver a high quality of life, sustained efforts will be required in organizing events that cater to the broader public, in reaching out to groups with mutually beneficial interests, and in building the local knowledge base. This is crucial to remind everyone that Elliot Lake is an attractive place to visit, that it always has something exciting to offer and that business opportunities are there for the taking if approached in a pragmatic way.

The task at hand is complex. Elliot Lake is off the beaten path and requires, for all intents and purposes, a detour for motorists. The community must, however, draw people and private investment to the community. To do this, “pride of place” must be the countervailing force that engages action.

### **ACTIONS:**

1. Host an Annual Homecoming Week: Tell our Story by organizing a homecoming event that would celebrate the history and the people of Elliot Lake. (i.e. visit [www.homecomingscotland.com](http://www.homecomingscotland.com) as a prime example of homecoming event). Homecoming provides the opportunity to create an economy around the production of memorabilia goods and to reach out to ex-pats to market the assets of the community.
2. Host an Annual Business Leaders Round-Table: Building on the efforts of the Chamber of Commerce, identify most influential business leaders and create an annual forum to share common goals or projects, to stimulate business ventures and foster open, honest dialogue to establish how local business can work together to improve the business climate in Elliot Lake. The annual round table, co-ordinated by the Economic Development Corporation would create and implement a series of small scale projects, partnerships aimed to further develop the business community.
3. Grow Elliot Lake Speakers Series: Organize a “speakers-series” where business leaders come together to talk about ideas to grow Elliot Lake, to share knowledge with young entrepreneurs, and to promote partnerships within the business community.
4. Develop a young leaders professional network for the region. This network is meant for young minded professionals (under 40) who wish to cultivate social and professional networks, for the purposes of deeper engagement in the community. The core purpose of this network is to bring together committed peers in a progressive environment to help foster a common sense of purpose in advancing professional/career development in Elliot Lake.
5. Develop Elliot Lake Reconnect! Elliot Lake Reconnect is an opportunity to connect the community of Elliot Lake and ex-residents through a centralized website providing discussion forums, employment opportunities, events, etc.. The objective is to showcase the level of activities and opportunities happening in Elliot Lake by creating the very first social links necessary for ex-residents to consider moving back to the community.
6. Reach out to Northern Ontario Angel Network. The NOA is acting as a catalyst to establish angel investment groups and create a gateway through which to facilitate connections between entrepreneurs and investors. Elliot Lake should take advantage of this opportunity by nurturing its relationship with the organization.

## Strategic Objective 2: Create Partnerships

The Province of Ontario released the Northern Growth Plan in 2011. This Plan identifies key investment sectors, geographic areas of investment, and eligibility for funding for the next twenty five years. The City of Elliot Lake was not identified in this Plan as a potential area for growth. In order to protect its own well-being, Elliot Lake needs to forge stronger linkages with key municipalities identified as centres for growth.

The City of Elliot Lake boasts tremendous natural assets, a state-of-the-art health care facility, and the foundations for a livable downtown. The mandate for all community champions in Elliot Lake will be to reach out, to establish partnerships, and promote the City as an open canvass for innovative investments that enhance the long-term wellbeing for everyone.

### ACTIONS:

1. Partnering with our “Big Sisters”. Create partnerships and seek involvement with the Economic Development Corporation of Sault Ste. Marie and the Development Corporation of Greater Sudbury. Both Sault Ste.Marie and Sudbury should experience some levels of growth in the next twenty five years; the development of the Ring of Fire, for example, is expected to generate billions of dollars in extraction and value added spin-off impacts.
2. Partnering with our “Big Brothers”. Create partnerships with Economic Development Corporation in the ELNOS basin and beyond (Blind River, North Shore, Spanish, Thessalon, Espanola). This form of partnership could take the form of a consortium of smaller municipalities formally dialoguing at a quarterly round-table to advance initiative of mutual interest.
3. Partnering with our Aboriginal Neighbors: The future economic wellbeing of Elliot Lake will depend in part on increased economic and political partnerships with the Serpent River and Mississagi First Nations. Create an Economic Development Council comprised of representatives of the Economic Development organisations of the three communities that will meet on a regular basis to discuss and implement mutually beneficial economic development projects.
4. Join a sister-city programme: Sister-city programme brings community leaders together and can provide a forum for discussing challenges and opportunities. As the retirement business become more competitive over the next few years, creating linkages with cities with similar economic objectives could prove mutually beneficial.
5. Link up with Sault Ste.Marie Innovation Centre (SSMIC)! SSMIC provides data-sharing as a tool for local economic development. Elliot Lake could learn tremendously how to the use of existing, readily available information to identify profitable investment sectors.

### **GOAL 3: NURTURE THE BUILT ENVIRONMENT**

While the quality of institutions and strength of the networks is a gauge of social success, the quality of the built environment is the physical reflection of the community. Buildings, architecture, tight knit neighbourhoods and livable downtowns create a strong and lasting impression on people. Moreover, people see themselves as by-product of their physical environment. For Elliot Lake, this is especially important for two reasons. First, attracting new residents to the community is a carefully orchestrated exercise in terms of creating impressions. Potential residents or tourists visiting the community for the first time must be convinced, in a relatively short period of time, that Elliot Lake is a place of choice to live, not only to visit. Second, people tend to congregate in social spaces to talk or stroll, to people-watch, and thus, having strong communal points of interaction is of utmost importance for people to live healthy social lives.

On a larger scale, urban planning has a large role to play by ensuring that the built environment is managed as a public asset – one that is not only inviting for residents and visitors, but also for future investment.

#### **Strategic Objective 1: Beautification of Nodal Points**

improving strategic areas and developing a long-range planning programme with project schedules and development goals is essential to ensure the community can remain physically attractive for years to come. The type of projects should range from design guidelines to waterfront development, from investigating the financial feasibility of base development at Mt. Dufour Ski Hill, to a managed process to bring more housing into the downtown area. Even though developing a series of highly engaging projects is the end goal, the collaborative process leading to that point ensures that funding partners and stakeholders work together and develop and strengthen common interests around the public good.

The objective behind beautifying certain areas is primarily to reinforce the current economic drivers, most notably – the development efforts of Elliot Lake Retirement Living, the Cottage Lot Program and the entire industry focussing on attracting festivals, tournaments and short-term events – to ensure they remain competitive.

#### **ACTIONS:**

1. Develop a Downtown Strategy. The downtown strategy must ensure that this area remains the focal point of growth and redevelopment in the community. The strategy should examine public realm amenities, private realm amenities, and specific sites of interest and create focal public spaces. A key thrust for the Downtown Strategy ought to be creating a village atmosphere that includes more housing, better pedestrian integration, and improved traffic circulation.
2. Implement urban design and landscape standards on HWY 108 and Hillside Drive. Final product should include detailed drawings and an implementation schedule. Improvements to the public realm should coincide with public infrastructure expenditures.
3. Revisit Spine Road Community Master Plan and develop an implementation plan with a focus on economic development.
4. Create an inventory of unused physical assets, assess the structural integrity and develop a plan to re-use or convert them.
5. Conduct financial feasibility analysis to revamp the management and expand the facilities of Mt. Dufour.

## **GOAL 4: BE THE CATALYST FOR PRIVATE SECTOR INVESTMENT**

Competition is the hallmark of any successful economy. Without competition, economic atrophy takes hold; businesses become complacent and fail to innovate. They fail to provide true value; they lose their edge with customers. Competition is also critical for consumers. Without competition in the marketplace buyers have no real way of understanding whether they are buying goods and services at fair prices, nor do they have any assurances they are getting the best quality of goods and services their money can buy.

Competition must be the catalyst for every economic development decision made in Elliot Lake. The community needs to ensure that it is fully engaging the power of the private sector – not just those players already in Elliot Lake, but those that have a proven track-record of success in other jurisdictions.

One of the key mandates for any future entity promoting investment and business growth in Elliot Lake must be ensuring a full and robust canvassing of the market has been undertaken. This is particularly true when public tax dollars are at stake, or issues have a direct impact on the public interest. For instance, Economic Development Corporation must be steadfastly committed to creating a business landscape in Elliot Lake that promotes competition at every turn. If the City wants to be a leading location for investment, it must provide leadership in private sector engagement.

### **Strategic Objective 1: Diversify the Real Estate Base by Inviting New Entrants into the Market**

Notwithstanding the closure of the uranium mines the City of Elliot Lake remains a single resource town. Retirement lifestyle living continues to be the main calling card for Elliot Lake. The success of virtually every business in Elliot Lake is inextricably linked to the business success of Elliot Lake Retirement Living and its ability to grow (or simply to stabilize the market) in terms of customers and composition.

While ELRL plays an important and indeed vital role, the City of Elliot Lake must engage other business players into the local real estate economy. The province of Ontario has a rich and dynamic pool of highly sophisticated real estate developers that are building a myriad of innovative projects.

Elliot Lake needs investment. Many of its buildings, particularly in the downtown are showing signs of strain, while others simply lack the architectural presence needed to convey the message of Elliot Lake being a community on the rise.

At this juncture, it is fundamentally important for everyone in the community to ensure that these sophisticated developers with a proven track record for success are invited to the table, and are encouraged to consider business opportunities in Elliot Lake.

### **ACTIONS:**

1. **Lead Asset Renewal Projects.** Elliot Lake must take leadership in the area of asset renewal. Similar to the successes of the Waterfront Revitalization and Mining Monument, the community must look for under-utilized real estate assets which can be transformed to advance the public interest and to make Elliot Lake an even more attractive Place.
2. **Ensure that City-owned Real Estate is used strategically!** The City owns a number of valuable assets. Through a series of open and well executed bid processes, the City should canvass and engage the private sector for ideas and business proposals that would add value to these resources.
3. **Collaborate with Private Land Owners in Downtown Elliot Lake!** There are several properties in the downtown that detract from the overall quality of experience. The Economic Development Corporation should work in close partnership with these land-owners to help unlock their value. Such a role would include direct marketing assistance, tax relief/

rebates to off-set improvements, or proactive planning interventions to assist with redevelopment, community engagement, etc.

### **Strategic Objective 2: Kick-start a Retail Recruitment Strategy**

A lack of retail was identified as the single most common concern by Elliot Lake residents. This basic lack of retail choice was also viewed as one of the main impediments to economic development in Elliot Lake. It is clear that one of the measures of success of any community is the quality of its retail base. Commercial areas act as the “hub of the community”. The health of the retail sector is bellwether for the economy as a whole. Moreover, it has been mentioned just how important having a good foundation of retailers, services and restaurants is for economic development. When people consider moving to Elliot Lake, the quality, availability and convenience of local goods and services is one of the lenses through which a decision to move often made.

There can be no doubt that the community must be stronger and more proactive role in attracting new retail interests to town. The retail landscape in Elliot Lake is clearly showing some signs of strain. And, while the business community still maintains a healthy balance of independent and chain operators, it is believed that many of the older independent merchants appear to be at risk, and more importantly lack any clear succession plan. Many will simply shut down once the owner/operator retires or can no longer afford to keep the lights on. It is believed that the City must intervene promptly and help ensure that competition and new rounds of investment in the retail and service sector are made.

### **ACTIONS:**

1. Play a lead role in Franchisee Recruitment. Elliot Lake should have direct representation at major franchisee shows in Ontario. It is critically important that the community promote and sell itself as a logical place for franchisers and franchisees to build (or at least start) their retail and service networks. At present there is nobody “selling” Elliot Lake.
2. Be the Catalyst for 40,000 square feet of new commercial space! urbanMetrics estimates that the local economy could support an additional 40,000 square feet of commercial space, mostly in the area of personal, professional and business services. This target must be championed by the Economic Development Corporation to ensure that (1) the downtown remains viable, and (2) that it continues to be the preferred location of all new commercial investment.

### **GOAL 5: INVEST IN CULTURAL CAPITAL**

Academic circles define cultural capital as knowledge and skills that individuals deploy to ascend the social ladder. For instance, parents provide their children with cultural capital by transmitting the attitudes and knowledge needed to succeed in the educational system. What we draw from this definition is that healthy cultural environments need to transmit ideas and communicate to users their best assets in all aspects of culture and recreation. The Situation Audit shows a stable employment profile for arts, culture, and recreation and sports related-professions over the projected period to 2031. Even though this sector is not expected to grow by any great measure, displaying and promoting cultural capital through festivals, tournaments, outdoor activities, etc...constantly reminds users of the creative capacities that exist in Elliot Lake. Culture becomes, so to speak, the creative outlet for the municipality, and creates an added value in other areas of the economy. The goal to Invest in Cultural Capital focuses on two strategic objectives:

### **Strategic Objective 1: Develop Unified Programming for Culture and Arts**

Creating an annual thematic series for cultural and art programming will develop a seamless message that is easy to brand and market.

#### **ACTIONS:**

1. Organize heritage days and tours for visitors to Elliot Lake.
2. Work with arts groups to encourage the use of public spaces for events and festivals.

### **Strategic Objective 2: Focus on Recreational Activities and Conventions**

Vying to attract recreational activities provides the municipality with out-of-town dollars and showcases the area to the external public. Most important, reaching out for conventions and sporting tournaments will provide the organizers with a keen understanding of areas for improvement – whether it is infrastructure, marketing, or accommodation.

#### **ACTIONS:**

1. Expand the capacity to attract tournaments and festivals (minor hockey, baseball and other sporting events) and investigate drawbacks.
2. Seek to attract small scale conventions surrounding existing strengths (outdoor, health, or retirement related)
3. Seek opportunities to co-sponsor events and learning sessions with clubs and associations.

### **GOAL 6: MAKE AGING IN PLACE A REALITY (NOT JUST A PROMISE)**

Ontario's population is aging. It is projected that the population over 65 will double in the next 16 years. This massive demographic change will create new challenges in the delivery of everyday services, including: finding creative housing solutions and on developing adequate services to support seniors. An important cornerstone of the Provincial strategy now being pursued by the Ministry of Health and Long-Term Care revolves around the notion that every Ontarian can 'age in place'. As such, it will become important to ensure that there are real and tangible resources and networks available to assist people to remain in the comfort of their home. The provincial government acknowledges the pressing need to diversify community living options with home care and community support services, and allocated funding to enable people to live independent, healthy lives.

Twenty percent of the funding that Local Integrated Health Network (LHINs) receives will be earmarked for innovative projects that improve the delivery of services. This represents a unique opportunity for Elliot Lake to become a "pivot for policy-development", developing a service delivery model, to examine different funding approaches and to integrate various segments of the health-care continuum.

Many of the opportunities around health care are premised on creating partnerships with research institutions, training centres, and working in collaboration with pharmaceutical companies to further develop the "nuts and bolts" of a resilient independent-living community. In very real terms, Elliot Lake could become a living laboratory for community-based programming services and senior's focussed care.

The main obstacle for Elliot Lake will be to identify the potential funding partners and identify the appropriate community champions responsible for the initiative. This type of project could only be developed and realized through the commitment and hard work of a full-time economic development practitioner, supported by a team of community resources.

Here are four strategic objectives that should be pursued to enable Elliot Lake to diversify its presence in the health care space.

### **Strategic Objective 1: Build Partnerships with NOSM and Educational Institutions**

Strengthen relationship with Northern Ontario School of Medicine and local health providers. The local hospital is home to a successful residency programme, but more can be achieved. Opportunities exist to expand health-care delivery in other areas such as bio-medical physics, kinesiology, etc...

#### **ACTIONS:**

1. Create a group of delegates to lobby NOSM for added medical and healthcare presence in Elliot Lake.

### **Strategic Objective 2: Reach out to Pharmaceutical and Therapeutic Companies**

Although a great share of the pharmaceutical industry and testing is located in Montreal, Elliot Lake presents itself as a viable alternative, as it would provide for a “control population” that is relatively isolated.

#### **ACTIONS:**

1. Attend medical and pharmaceutical tradeshows to create linkages with industry experts and showcase the attributes of Elliot Lake.
2. Reach out to private laboratories to promote the case of Elliot Lake.

### **Strategic Objective 3: Explore the ‘Living Laboratory’**

Identify actors and partners to develop a framework for the “living laboratory”. Aging in place is the strategy of choice for long-term care, and as such provides opportunities in a wide variety of sectors – including: financial planning, community services, health and wellness, housing, transportation, legal matters, etc...

#### **ACTIONS:**

1. Develop ‘living laboratory’ as a pilot project and connect with LHIN and associated funding partners to attract resources and create linkages with community champions.
2. Join and participate actively in the [www.seniorsinfo.ca](http://www.seniorsinfo.ca) collaborative online resource to further the network and enable Elliot Lake to become an industry leader.
3. Organize a ‘Retirement and Lifestyle Expo’. This is an exhibition displaying everything relating to planning for retirement, retirement living and lifestyle issues. This expo would be designed to be as interactive as possible with product demonstrations, stage performances, information seminars and attractions.

### **Strategic Objective 4: Prepare the Path for Increased Demand in Non-Medical Care Services**

Non-medical care services such as housecleaning, meal preparation, shopping assistance will be in high demand in the next years. Currently, there are gaps in the labour force for such task; it is also quite possible that Huron Lodge may have to look for solutions to expand its current offer.

**ACTIONS:**

1. Make the necessary connections with training institutions, stakeholders, and service providers to ensure the formation of employees in the non-medical care services.
2. Conduct a review of service delivery, identify gaps and opportunities and liaise with funding agencies. (ie. Québec Social Economy provides a key example of affordable non-medical care services – [www.chantier.qc.ca](http://www.chantier.qc.ca))
3. Liaise with other organization and provincial representative to develop a central network for non-medical care services providers.

**GOAL 7: SEIZE OPPORTUNITIES WHEN THEY ARISE**

While there are opportunities for economic development that can be easily identified, Elliot Lake must be flexible and attentive to opportunities that may not be identified in the Northern Growth Plan or traditional economic development scenarios. This will require the cooperation of all stakeholders in the community and the political will to lead the community in new, bold directions. Opportunities of this nature are infrequent; the community of Elliot Lake must understand their import and examine carefully how to maximize the benefits.

**Strategic Objective 1: Engage and maintain formalized communications with the Nuclear Waste Management Organization(NWMO)**

The Nuclear Waste Management Organization is conducting a search for a location of its proposed Deep Repository for spent nuclear fuel rods. Elliot Lake has expressed interest in the project and at the time of writing, has entered Stage 3 of this process along with a number of communities across Canada. Elliot Lake is unique among these communities because of its background in uranium mining and, more recently, environmental

management of low grade uranium waste. The proposed repository would provide Elliot Lake with long term economic stability and the ability to attract young professionals and their families to the community. This is a unique opportunity that will not be duplicated and must be investigated thoroughly for the immense benefits it could bring to the community.

**ACTIONS:**

1. Develop and implement with the assistance of NWMO a public education programme on the impacts – economic, social, and cultural – of locating the deep repository in Elliot Lake.
2. Form a Community Liaison Committee which will act as information disseminator and coordinator of the project.
3. Develop a working relationship with other communities in the ELNOS area who have expressed interest in the project to coordinate efforts and maximize the opportunity for all the communities involved.
4. Remain vigilant about provincial and federal funding programs. Programs and funding applications need to be shared and disseminated to the appropriate partners within the community. The City of Elliot Lake cannot afford to miss important funding opportunities because of a lack of organization, co-ordination or knowledge.

# IMPLEMENTATION PLAN

## GOAL 1: SHAPE THE INSTITUTIONS OF TOMORROW, TODAY

Action	Partners/Community Champions	Priority	Measure
<p><b>Strategic Objective 1: Integrate Economic Development in a Cohesive Format</b>                      At present, economic development in Elliot Lake is undertaken by organization such as ERL, ELNOS, the Chamber of Commerce, ad-hoc committees, and volunteers. While their collective efforts have contributed a great deal to the people of Elliot Lake, economic sustainability must be founded on a core group of individuals responsible for <i>pro-actively</i> seeking out investment opportunities.</p>			
<p>1. Establish an Economic Development Corporation</p>	<p>Major local drivers should provide input – City of Elliot Lake, ELNOS, ERL, Chamber of Commerce, Health providers, Education providers.</p>	<p>High</p>	
<p>1.1 a initiate a series of workshops to identify: who should be involved, the governance structure, funding partners, the roles and responsibilities of each constituent members</p>		<p>High</p>	<ul style="list-style-type: none"> <li>• Creation of an Economic Development Corporation responsible to guide economic development</li> <li>• Implementation of the EDC office and personnel</li> <li>• Implementation of EDC’s strategy for economic development</li> </ul>
<p>1.2 Hire the necessary personnel to head Economic Development Corporation</p>		<p>High</p>	
<p>1.3 Develop a Strategic Plan reflecting the needs of the Economic Development Corporation</p>		<p>High</p>	

<p><b>Strategic Objective 2: Keeping an Eye on Competition</b>          During our public consultation sessions, many insisted that Elliot Lake must remain competitive to offer a quality of life for its residents and to ensure that business leaders can market the best assets of the municipality. It is important for Elliot Lake to keep an eye on its competitors – if it wants to succeed in simply maintaining its current levels of service.</p>			
Action	Partners/Community Champions	Priority	Measure
1. Advocate for a balanced tax policies	City of Elliot Lake	High-Medium	Benchmarking with similar communities
2. Advocate for the return of professional ranks within City Administration – the group of professions include: professional planner, professional engineer and development officer to ensure that industry standards are met	City of Elliot Lake and committees	High	Creation of formal review committees establishing roles and responsibilities

<b>Strategic Objective 3: Diversify People-Attraction Programme</b> Elliot Lake developed a significant level of expertise in attracting newcomers to the municipality, garnering tremendous expertise in marketing and branding Elliot Lake as a welcoming environment.			
Action	Partners/Community Champions	Priority	Measure
1. Develop an Immigration Strategy – if the City of Elliot Lake wants to thrive, Elliot Lake must position itself as a welcoming community to all ages.	Economic Development Corporation, ERLR, City of Elliot Lake	Long range	<ul style="list-style-type: none"> <li>• Development of a strategy</li> <li>• Development of a marketing programme</li> <li>• Implementation of the strategy</li> </ul>
2. Invest in “free-advertising” by producing a continuing series of YouTube videos to showcase the area and residents and the development occurring throughout the municipality	Economic Development Corporation	Long range	<ul style="list-style-type: none"> <li>• Number of videos produced on an annual basis</li> <li>• Number of years in production</li> <li>• Number of visitors</li> </ul>

## GOAL 2: BUILDING A “NETWORK OF NETWORKS”

<b>Strategic Objective 1: Create Wealth Together</b> For Elliot Lake to be a welcoming environment for the business community and to deliver a high quality of life, sustained efforts will be required in organizing events that cater to the broader public, in reaching out to groups with mutually beneficial interests, and in building the local knowledge base.			
Action	Partners/Community Champions	Priority	Measure
1. Host an annual homecoming week	Economic Development Corporation	High	<ul style="list-style-type: none"> <li>Number of people participating</li> <li>Economic Impact in quantitative and qualitative terms</li> </ul>
2. Host an annual business leaders round-table	Chamber of Commerce and Economic Development Corporation	Medium	<ul style="list-style-type: none"> <li>Number of participants</li> <li>Rating feedback from participants</li> </ul>
3. Grow Elliot Lake speakers series	Chamber of Commerce	Medium	<ul style="list-style-type: none"> <li>Number of participants</li> <li>Rating feedback from participants</li> </ul>
4. Develop a young leaders professional network for the region	Economic Development Corporation in collaboration with neighbouring development corporation (Blind River, Spanish, Espanola, SRFN, North Shore)	Medium	<ul style="list-style-type: none"> <li>Number of participants</li> <li>Number of annual events</li> <li>Rating feedback from participants</li> </ul>
5. Develop Elliot Lake Reconnect	Economic Development Corporation	High	<ul style="list-style-type: none"> <li>Number of visitors on website</li> <li>Level of activities on blogs</li> </ul>
6. Reach out to Northern Ontario Angel Network (NOA)	NOA and Economic Development Corporation	Medium	<ul style="list-style-type: none"> <li>Value of investment</li> </ul>
7. Develop an awareness programme in conjunction with local school boards to promote City's history, its employment opportunities and promote community building	Economic Development Corporation and local school boards	Medium	<ul style="list-style-type: none"> <li>Production of marketing material</li> </ul>

<b>Strategic Objective 2: Create Partnerships</b>				
The Province of Ontario released the Northern Growth Plan in 2011 and identified key investment sectors and eligibility for funding for the next twenty five years. The City of Elliot Lake was not identified in this Plan as a potential area for growth. In order to protect its own well-being, Elliot Lake needs to forge stronger linkages with key municipalities identified as centres for growth.				
<b>Action</b>	<b>Partner/Community Champions</b>	<b>Priority</b>	<b>Measure</b>	
1. Partnering with our "Big Sisters"	Economic Development Corporation	Long range-High	<ul style="list-style-type: none"> <li>Number of sectors where partnerships are created</li> <li>Economic value of partnerships in jobs and added dollars to the community of Elliot Lake</li> </ul>	
2. Partnering with our "Big Brothers"	Economic Development Corporation	Long range-High	<ul style="list-style-type: none"> <li>Number of sectors where partnerships are created</li> <li>Economic value of partnerships in jobs and added dollars to the community of Elliot Lake</li> </ul>	
3. Partnering with our aboriginal neighbours	Economic Development Corporation and the City of Elliot Lake	Long range-High	<ul style="list-style-type: none"> <li>Number of joint projects established</li> <li>Economic value of the partnership in jobs and added dollars to the community</li> </ul>	
4. Join a sister-city programme	Economic Development Corporation and City of Elliot Lake	Long range	<ul style="list-style-type: none"> <li>Identify communities with similar profile for mutual benefits</li> </ul>	
5. Link up with Sault Ste. Marie Innovation Centre (SSMIC)	Economic Development Corporation and City of Elliot Lake	Medium	<ul style="list-style-type: none"> <li>Develop research capacity</li> <li>Identification of the number of development projects</li> </ul>	

### GOAL 3: NURTURE THE BUILT ENVIRONMENT

#### Strategic Objective 1: Beautification of Nodal Points

Improving strategic areas and developing a long-range planning programme with project schedules and development goals ensures the community can remain physically attractive for years to come. Beautification of the key nodes reinforces current economic drivers and stimulates the business activities in the downtown.

Action	Partners/Community Champions	Priority	Measure
1. Develop a downtown strategy	Economic Development Corporation; Downtown Revitalization; Elliot Lake Chamber of Commerce	High	<ul style="list-style-type: none"> <li>• Completion of downtown strategy</li> <li>• Identification of funding strategies</li> <li>• Implementation of the plan</li> </ul>
2. Implement urban design and landscape standards on HWY 108 and Hillside Drive	Economic Development Corporation; Downtown Revitalization; City of Elliot Lake	Medium	<ul style="list-style-type: none"> <li>• Completion of design strategy</li> <li>• Implementation of detailed plans dovetailing with public realm improvements</li> </ul>
3. Revisit Spine Road Community Master Plan	ELRL; Economic Development Corporation; City of Elliot Lake	Medium	<ul style="list-style-type: none"> <li>• Completion of Master Plan</li> <li>• Preparation of land</li> <li>• Marketing of sellable assets</li> </ul>
4. Create an inventory of unused physical assets	Economic Development Corporation; City of Elliot Lake	High	<ul style="list-style-type: none"> <li>• Quantification of assets</li> <li>• Assessment of structural integrity</li> <li>• Retrofit of the space</li> </ul>
5. Conduct financial feasibility analysis to revamp the management and expand the facilities of Mt.Dufour	Economic Development Corporation; City of Elliot Lake	Medium	<ul style="list-style-type: none"> <li>• Conduct feasibility study and determine best options</li> </ul>

**GOAL 4: BE THE CATALYST FOR PRIVATE SECTOR INVESTMENT**

<p><b>Strategic Objective 1: Diversify the Real Estate Base by Inviting New Entrants into the Market</b>                  The current economic drivers play an important and indeed vital role for the community; the City of Elliot Lake must engage other business players into the local real estate economy. The province of Ontario has a rich and dynamic pool of highly sophisticated real estate developers that are building a myriad of innovative projects. Elliot Lake needs to reach out and attract investment to stimulate existing markets.</p>				
Action	Partners/Community Champions	Priority	Measure	
1. Lead Asset Renewal Projects and develop a land strategy	Economic Development Corporation and the City of Elliot Lake	Medium	<ul style="list-style-type: none"> <li>• Categorize assets</li> <li>• Develop plan</li> </ul>	
2. Ensure that City-owned real estate is used strategically	City of Elliot Lake and Economic Development Corporation	Long range	<ul style="list-style-type: none"> <li>• Issue RFP for development proposals</li> <li>• Canvass business community for a catalogue of ideas</li> </ul>	
3. Collaborate with private land owners in downtown Elliot Lake	Economic Development Corporation and Elliot Lake Chamber of Commerce; Downtown Revitalization	Long range	<ul style="list-style-type: none"> <li>• Identification of improvement areas</li> <li>• Implementation of solutions plan</li> </ul>	

**Strategic Objective 2: Kick-Start a Retail Recruitment Strategy**

Vibrant commercial areas act as the “hub of the community”. The health of the retail sector is bellwether for the economy as a whole. When people consider moving to Elliot Lake, the quality, availability and convenience of local goods and services is one of the lenses through which a decision to move often made.

<b>Action</b>	<b>Partners/Community Champions</b>	<b>Priority</b>	<b>Measure</b>
1. Play a lead role in franchisee recruitment	Economic Development Corporation	High	<ul style="list-style-type: none"> <li>• Attend franchise tradeshow</li> <li>• Identify franchisees and investors</li> </ul>
2. Be the catalyst for 40,000 square feet of new commercial space	Economic Development Corporation; Downtown Revitalization; City of Elliot Lake	Long range	<ul style="list-style-type: none"> <li>• Identify suitable locations</li> <li>• Identify partners to develop commercial properties</li> </ul>

## GOAL 5: INVEST IN CULTURAL CAPITAL

<p><b>Strategic Objective 1: Organize Culture in Themes</b>                  Creating an annual thematic series for cultural and artistic organizations will develop a seamless message that is easy to brand and market.</p>			
Action	Partners/Community Champions	Priority	Measure
1. Organize heritage days and tours for visitors to Elliot Lake	Arts and Culture Clubs, Economic Development Corporation	Medium	<ul style="list-style-type: none"> <li>Number of people participating in guided heritage walks.</li> </ul>
2. Work with arts groups to encourage the use of public spaces for events and festivals	Elliot Lake Chamber of Commerce, City of Elliot Lake, and Economic Development Corporation	Medium	<ul style="list-style-type: none"> <li>Number of visitors and number of events.</li> </ul>
<p><b>Strategic Objective 2: Focus on Recreational Activities and Conventions</b>                  Vying to attract recreational activities provides the municipality with out-of-town dollars and showcases the area to the external public. Most important, reaching out for conventions and sporting tournaments will provide the organizers with a keen understanding of areas for improvement – whether it is infrastructure, marketing, or accommodation.</p>			
Action	Partners/Community Champions	Priority	Measure
1. Expand the capacity to attract tournaments and festivals (minor hockey, baseball and other sporting events) and investigate drawbacks	Economic Development Corporation; Elliot Lake Minor Associations	Medium-High	<ul style="list-style-type: none"> <li>Number of participants visiting Elliot Lake</li> <li>Number of tournaments</li> </ul>
2. Seek to attract small scale conventions surrounding existing strengths (outdoor, health, or retirement related)	Economic Development Corporation; Major economic drivers	Medium-High	<ul style="list-style-type: none"> <li>Number of conventions</li> <li>Number of participants</li> </ul>
Seek opportunities to co-sponsor events and learning sessions with clubs and associations	Economic Development Corporation	Medium	<ul style="list-style-type: none"> <li>Number of co-sponsored events</li> </ul>

**GOAL 6: MAKE AGING IN PLACE A REALITY (NOT JUST A PROMISE).**

<p><b>Strategic Objective 1: Build Partnerships with NOSM and Educational Institutions</b>                  Strengthen relationship with Northern Ontario School of Medicine and local health providers. Opportunities exist to expand health-care delivery in other areas such as bio-medical physics, kinesiology, etc...</p>			
Action	Partners/Community Champions	Priority	Measure
1. Create a group of delegates to lobby NOSM for added medical and healthcare presence in Elliot Lake	Economic Development Corporation	High	<ul style="list-style-type: none"> <li>Establish formal relationship with NOSM and local health providers</li> </ul>
<p><b>Strategic Objective 2: Reach out to Pharmaceutical and Therapeutic Companies</b>                  Elliot Lake presents itself a sensible option to conduct testing as the City provides a “control population”</p>			
Action	Partners/Community Champions	Priority	Measure
1. Attend medical and pharmaceutical trade shows to create linkages with industry experts and showcase the attributes of Elliot Lake	Economic Development Corporation	High	<ul style="list-style-type: none"> <li>Number of contacts and partnerships created</li> </ul>
2. Reach out to private laboratories to promote the case of Elliot Lake	Economic Development Corporation	Medium-High	<ul style="list-style-type: none"> <li>Number of partnerships and contacts created</li> </ul>

<p><b>Strategic Objective 3: Explore the ‘Living Laboratory’</b>                      Aging in place is the strategy of choice for long-term care, and as such provides opportunities in a wide variety of sectors including: financial planning, community services, health and wellness, housing, transportation, legal matters, etc... Coordinating these needs require planning and a strategy – Elliot Lake is in a position to develop a ‘state of the art’ model to guide future generations in how they approach retirement planning.</p>				
Action	Partners/Community Champions	Priority	Measure	
<p>1. Develop ‘living laboratory’ as a pilot project and connect with LHIN and associated funding partners to attract resources and create linkages with community champions.</p> <p>2. Join and participate actively in the <a href="http://www.seniorsinfo.ca">www.seniorsinfo.ca</a> collaborative online resource to further the network and enable Elliot Lake to become an industry leader.</p>	<p>Economic Development Corporation; City of Elliot Lake; LHIN</p> <p>Economic Development Corporation; SAGE</p>	<p>High</p> <p>Medium</p>	<ul style="list-style-type: none"> <li>• Access to funding</li> <li>• Number of pilot projects</li> <li>• Expanding the portal network</li> <li>• Improve the visibility of Elliot Lake through the Collaborative Seniors Portal Network (CSPN)</li> </ul>	
<p>3. Organize a ‘Retirement and Lifestyle Expo’. This is an exhibition displaying everything relating to planning for retirement, retirement living and lifestyle issues. This expo would be designed to be as interactive as possible with demonstrations, stage performances, information seminars and attractions.</p>	<p>Economic Development Corporation; City of Elliot Lake; ELRL</p>	<p>Medium-High</p>	<ul style="list-style-type: none"> <li>• Number of attendees</li> <li>• Spin off effects on the local economy</li> </ul>	

<b>Strategic Objective 4: Prepare the Path for Increased Demand in Non-Medical Care Services</b> Non-medical care services such as housecleaning, meal preparation, shopping assistance will be in high demand in the next years. Opportunities exist to expand training and the labour force of this sector of the economy.				
Action	Partners/Community Champions	Priority	Measure	
1. Make the necessary connections with training institutions, stakeholders, and service providers to ensure the formation of employees in the non-medical care services	Economic Development Corporation	Medium-Long range	<ul style="list-style-type: none"> <li>Formalize connections</li> <li>Number of trained individuals</li> <li>Number of local jobs created</li> <li>Retention rate in Elliot Lake</li> </ul>	
2. Conduct a review of service delivery, identify gaps and opportunities and liaise with funding agencies	Service Providers and Economic Development Corporation	Long range	<ul style="list-style-type: none"> <li>Implementation of recommendations</li> </ul>	
3. Liaise with other organization and provincial representative to develop a central network for non-medical care service providers	Service Providers and Economic Development Corporation	Long range	<ul style="list-style-type: none"> <li>Number of stakeholders contributing to the network</li> <li>Number of projects developed</li> </ul>	

**GOAL 7: Seize the Opportunities When They Arise**

<p><b>Strategic Objective 1: Engage in Formalizing the Communication Channels with the Nuclear Waste Management Organization (NWMO)</b>                  The Nuclear Waste Management Organization is conducting a search for a location of its proposed Deep Repository for spent nuclear fuel rods. Elliot Lake has expressed interest in the project and at the time of writing, has entered Stage 3 of this process along with a number of communities across Canada. Elliot Lake is unique among these communities because of its background in uranium mining and, more recently, environmental management of low grade uranium waste. The proposed repository would provide Elliot Lake with long term economic stability and the ability to attract young professionals and their families to the community. This is a unique opportunity that will not be duplicated and must be investigated thoroughly for the immense benefits it could bring to the community.</p>				
Action	Partners/Community Champions	Priority	Measure	
1. Develop and implement with the assistance of NWMO a public education programme on the impacts – economic, social, and cultural – of locating the deep repository in Elliot Lake.	Economic Development Corporation	High	<ul style="list-style-type: none"> <li>Develop public education programme</li> <li>Host consultation sessions</li> <li>Number of attendants</li> </ul>	
2. Form a Community Liaison Committee which will act as information disseminator and coordinator of the project.	Community Liaison Committee and Economic Development Corporation	High	<ul style="list-style-type: none"> <li>Establish a Committee</li> <li>Develop a communication strategy</li> </ul>	
3. Develop a working relationship with other communities in the ELNOS area who have expressed interest in the project to coordinate efforts and maximize the opportunity for all the communities involved.	Elliot Lake Economic Development Corporation and neighbouring communities' Economic Development Corporations	High	<ul style="list-style-type: none"> <li>Number of meetings with other communities</li> </ul>	

**Asset Map: Elliot Lake Community Infrastructure****Health Care****St. Joseph's General Hospital Elliot Lake**

70 Spine Road  
Elliot Lake, ON  
P5A 1X2  
Contact: Mike Hukezalie, Chief Executive Officer

**Elliot Lake Family Team Health**

31 Nova Scotia Walk  
Elliot Lake, ON  
P5A 1Y9  
Contact: Jeff Moulson, Chief Executive Officer

**Business****Elliot Lake Chamber of Commerce**

100 Highway 108  
Elliot Lake, ON  
P5A 2T1  
Contact: Todd Stencill, General Manager

**ELNOS Corporation for Business Development**

31 Nova Scotia Walk, Suite 306, 3rd floor  
Elliot Lake, ON  
P5A 1Y9  
Contact: William B. Elliott, General Manager

**East Algoma Community Futures Development Corporation**

Lakewood Place  
P.O. Box 398  
1 Industrial Park Road East  
Suite 106  
Blind River, ON  
P0R 1B0  
Contact: Shawn Heard, General Manager

**Municipal Government****City of Elliot Lake – City Hall**

45 Hillside Drive North  
Elliot Lake, ON  
P5A 1X5  
Contact: Rob deBortoli, Chief Administrative Officer

**Elliot Lake Retirement Living****Elliot Lake Retirement Living**

289 Highway 108  
Elliot Lake, ON  
P5A 2S9  
Contact: Richard Kennealy, General Manager

**Arts & Culture & Clubs**

Beta Sigma Phi  
63 Laurier, Ontario  
P5A 2T9  
Contact: 705-848-8516

**Club Richelieu**

P.O. Box  
Elliot Lake, ON  
P5A 2J6  
Contact:

**Elliot Lake Lions Club**

P.O. Box 741  
Elliot Lake, ON  
P5A 2R5  
Contact: 705-848-8263

**Elliot Lake Masonic Lodge**

Spruce Avenue  
Elliot Lake, ON  
P5A 2J9  
Contact:

**Kinsmen**

P.O. Box 346  
Elliot Lake, ON  
P5A 2J8  
Contact: 705-848-6653

**Kiwanis Club**

1 Charles Walk  
Elliot Lake, ON  
P5A 2A2  
Contact: 705-848-5666

**Knights of Columbus/Chevaliers de Colomb**

46 Ontario Avenue  
Elliot Lake, ON  
P5A 1Y1  
705-848-0975

**Loyal Order of the Moose**

26 Oakland Boulevard  
Elliot Lake, ON  
P5A 2T1  
Contact: 705-848-7938

**MADD Elliot Lake**

P.O. Box 5  
Elliot Lake, ON  
P5A 2J6  
Contact: 1-800-665-6233

**Royal Canadian Legion Branch 561**

P.O Box 483  
Elliot Lake, ON  
P5A 2J9  
Contact: 705-848-2712

**Rotary Club**

P.O Box 111  
Elliot Lake, ON  
705-848-3661

**Recreation**

**Stone Ridge Golf Course**

71 Nordic Mine Road  
Elliot Lake, ON  
P5A 2S9  
Contact: Alan Crocker, Director of Golf

**Mont Dufour Ski-Hill**

10 Ski Hill Road  
Elliot Lake, ON  
Contact: 705.848.6655

**Community Development**

**Elliot Lake Centre for Development**

99 Spine Road  
Elliot Lake, ON  
P5A 3S9  
Contact: generalinquiry@elliottlakecd.com

**North Channel Literacy Council**

255 Highway 108 North, Unit 313  
Elliot Lake, ON  
P5A 2T1  
Contact: 705-578-3200

**Counselling Centre of East Algoma**

Centre de counselling d'AlgomaEst  
9 Oakland Blvd., Suite 2  
Elliot Lake, ON  
P5A 2T1  
Contact: Shelley Watt Proulx, MSW, RSW, Executive Director

**Algoma Public Health**

50 Roman Avenue  
Elliot Lake, ON  
P5A 1R9  
Contact: 705-848-2314

**The Oaks Centre**

9 Oakland Boulevard, Suite 2  
Elliot Lake, ON  
P5A 2T1  
Contact: 705-461-8601

**Maplegate – House for Women**

Contact: Melody Rose, Executive Director  
705-461-7977

**Seniors Action Group of Elliot Lake (SAGE)**

Contact: information@sage-elliottlake.ca







