



4521	Department stores	190	0.0000	0.1	0	-0.1	3.5	1	-2.5	Comparison
4529	Other general merchandise stores	4201	0.0010	3.1	5	1.9	77.0	17	-60.0	Varia
4531	Florists	1333	0.0003	1.0	1	0.0	24.4	8	-16.4	Convenience
4532	Office supplies, stationery and gift stores	2455	0.0006	1.8	2	0.2	45.0	14	-31.0	Comparison
4533	Used merchandise stores	1062	0.0003	0.8	1	0.2	19.5	10	-9.5	Comparison
4539	Other miscellaneous store retailers	6527	0.0016	4.8	0	-4.8	119.7	28	-91.7	Varia
5121	Motion picture and video industries	8942	0.0022	6.6	0	-6.6	164.0	6	-158.0	Convenience
5221	Depository credit intermediation	3164	0.0008	2.3	2	-0.3	58.0	16	-42.0	Convenience
5241	Insurance carriers	931	0.0002	0.7	1	0.3	17.1	2	-15.1	Comparison
5242	Agencies, brokerages and other insurance related activities	13210	0.0032	9.7	1	-8.7	242.2	54	-188.2	Comparison
5312	Offices of real estate agents and brokers	44711	0.0108	32.9	0	-32.9	819.9	108	-711.9	Comparison
5411	Legal services	18738	0.0045	13.8	1	-12.8	343.6	80	-263.6	Comparison
5412	Accounting, tax preparation, bookkeeping and payroll services	20094	0.0049	14.8	1	-13.8	368.5	62	-306.5	Comparison
6211	Offices of physicians	31665	0.0076	23.3	5	-18.3	580.7	178	-402.7	Convenience
6212	Offices of dentists	11693	0.0028	8.6	2	-6.6	214.4	56	-158.4	Convenience
6213	Offices of other health practitioners	27859	0.0067	20.5	4	-16.5	510.9	131	-379.9	Convenience
6231	Nursing care facilities	973	0.0002	0.7	0	-0.7	17.8	6	-11.8	N/A
6233	Community care facilities for the elderly	1099	0.0003	0.8	0	-0.8	20.2	7	-13.2	N/A
6239	Other residential care facilities	1344	0.0003	1.0	0	-1.0	24.6	5	-19.6	Destination
7111	Performing arts companies	4382	0.0011	3.2	1	-2.2	80.4	11	-69.4	Destination
7112	Spectator sports	827	0.0002	0.6	0	-0.6	15.2	3	-12.2	Destination
7121	Heritage institutions	543	0.0001	0.4	1	0.6	10.0	5	-5.0	Destination
7131	Amusement parks and arcades	311	0.0001	0.2	0	-0.2	5.7	1	-4.7	Destination
7132	Gambling industries	348	0.0001	0.3	0	-0.3	6.4	4	-2.4	Destination
7139	Other amusement and recreation industries	7890	0.0019	5.8	7	1.2	144.7	28	-116.7	Destination



7211	Traveller accommodation	4054	0.0010	3.0	15	13.0	74.3	34	-40.3	Destination
7212	Recreational vehicle (RV) parks and recreational camps	1762	0.0004	1.3	8	6.7	32.3	18	-14.3	Destination
7213	Rooming and boarding houses	307	0.0001	0.2	0	-0.2	5.6	0	-5.6	Destination
7223	Special food services	3670	0.0009	2.7	2	-0.7	67.3	14	-53.3	Comparison
7224	Drinking places (alcoholic beverages)	1126	0.0003	0.8	1	0.2	20.6	12	-8.6	Comparison
7225	Full-service restaurants and limited-service eating places	33608	0.0081	24.8	11	-13.8	616.3	137	-479.3	Destination / comparison
8111	Automotive repair and maintenance	16949	0.0041	12.5	1	-11.5	310.8	68	-242.8	Comparison
8112	Electronic and precision equipment repair and maintenance	1904	0.0005	1.4	1	-0.4	34.9	4	-30.9	Convenience
8114	Personal and household goods repair and maintenance	5243	0.0013	3.9	0	-3.9	96.1	19	-77.1	Convenience
8121	Personal care services	18310	0.0044	13.5	1	-12.5	335.8	95	-240.8	Comparison
8122	Funeral services	866	0.0002	0.6	1	0.4	15.9	4	-11.9	Destination
8123	Dry cleaning and laundry services	2467	0.0006	1.8	1	-0.8	45.2	9	-36.2	Convenience
8129	Other personal services	7859	0.0019	5.8	0	-5.8	144.1	30	-114.1	N/A

Source: Statistics Canada, Canadian Business Counts, December 2018; Statistics Canada, Census Profile, 2016.

Figure 38: List of Top Commercial Gap Sectors

Industry Groups	# of Businesses in Ontario	# of People Per Business in Ontario	Theoretical Capacity: Wawa	Actual Number in Wawa	Capacity (+/-): Wawa	Theoretical Capacity: Sault Ste. Marie	Actual Number in Sault Ste. Marie	Capacity (+/-): Sault Ste. Marie	Audience Type
Offices of real estate agents and brokers	44711	0.0108	32.9	0	-32.9	819.9	108	-711.9	Destination
Offices of physicians	31665	0.0076	23.3	5	-18.3	580.7	178	-402.7	Destination
Offices of other health practitioners	27859	0.0067	20.5	4	-16.5	510.9	131	-379.9	Comparison



Accounting, tax preparation, bookkeeping and payroll services	20094	0.0049	14.8	1	-13.8	368.5	62	-306.5	Comparison
Full-service restaurants and limited-service eating places	33608	0.0081	24.8	11	-13.8	616.3	137	-479.3	Comparison
Legal services	18738	0.0045	13.8	1	-12.8	343.6	80	-263.6	Comparison
Personal care services	18310	0.0044	13.5	1	-12.5	335.8	95	-240.8	Comparison
Automotive repair and maintenance	16949	0.0041	12.5	1	-11.5	310.8	68	-242.8	Comparison
Agencies, brokerages and other insurance related activities	13210	0.0032	9.7	1	-8.7	242.2	54	-188.2	Convenience
Health and personal care stores	13010	0.0031	9.6	1	-8.6	238.6	66	-172.6	Destination / comparison
Offices of dentists	11693	0.0028	8.6	2	-6.6	214.4	56	-158.4	Convenience
Motion picture and video industries	8942	0.0022	6.6	0	-6.6	164.0	6	-158.0	Convenience
Clothing stores	8274	0.0020	6.1	0	-6.1	151.7	59	-92.7	Convenience
Other personal services	7859	0.0019	5.8	0	-5.8	144.1	30	-114.1	Comparison
Grocery stores	8940	0.0022	6.6	1	-5.6	163.9	35	-128.9	Comparison
Other miscellaneous store retailers	6527	0.0016	4.8	0	-4.8	119.7	28	-91.7	Comparison
Personal and household goods repair and maintenance	5243	0.0013	3.9	0	-3.9	96.1	19	-77.1	Destination / comparison
Specialty food stores	4322	0.0010	3.2	0	-3.2	79.3	22	-57.3	Comparison
Electronics and appliance stores	3550	0.0009	2.6	0	-2.6	65.1	11	-54.1	Comparison
Performing arts companies	4382	0.0011	3.2	1	-2.2	80.4	11	-69.4	Varia

Source: Statistics Canada, Canadian Business Counts, December 2018; Statistics Canada, Census Profile, 2016.



## Detailed One-on-One Interview Analysis

A series of one-on-one reconnaissance interviews were conducted with the Regional EDO group in the Superior East Region to gain a qualitative understanding of the region's economy from their diverse perspectives. Interviews included economic development and community leaders from each of the 11 participating communities. These interviews were treated as a starting point to influence future engagements and a subsequent series of community workshops. They also helped to inform on strengths, opportunities, aspirations, risks, and results analysis. The interviews occurred during the month of February 2019, and in total 13 were completed, with multiple attempts to reach additional community leaders going unanswered or uncoordinated. The goal was to have completed 15 interviews in total. Results are presented in an aggregated format according to theme.

### **1. Overall, what is your general impression of the economy in the region and locally (if appropriate)?**

#### **a. The region overall:**

As a resource-based extraction economy, interview respondents commented on the cyclical boom and bust cycles of the regional economy. They referenced mining and forestry as the two major industries that perpetuate these cycles. There was palpable optimism for the near future about mining, with multiple mines beginning construction phases, entering environmental assessment or opening on the horizon.

#### **b. Locally:**

Optimism surrounding the strength of railway and mining activities were identified in Wawa, Dubreuilville and Chapleau.

Similar optimism was expressed surrounding community-owned projects in First Nations communities and partnerships between non-First Nation and First Nations partners.

### **2. What strengths do you see as being important for the region's economy?**

#### **a. Are there any aspects or assets of the region that you think are undervalued that could be enhanced or leveraged differently?**

Tourism was a common answer to this question; respondents felt that tourism was not promoted adequately in the region and was an undervalued opportunity. Great access to lakes and trails is an asset that is undervalued. Cultural tourism was referenced as an opportunity area.

The forestry sector was also identified as a sector with underleveraged opportunities. Hardwood forestry assets and biomass were identified as major opportunity areas. Access to the rail lines was identified as a key asset in developing those opportunities.

Another opportunity area identified was health care provision.



**3. What are some of the biggest challenges for the regional or local economy and what needs to happen to help address them?**

Labour shortages are dire in the region, and they are in part caused by youth outmigration. Both were referenced multiple times as major challenges. These challenges were exacerbated by housing shortages which were identified as a major hurdle to development. Among those challenges was the recurrent theme that during times of economic upswing when mines or mills opened for business – such as the present – there is not enough rental housing stock to accommodate the demand those two industries create. On top of housing shortages, a lack of amenities and infrastructure gaps (banking, broadband, ageing roads, transportation) makes it difficult for Superior East communities to attract new residents.

Communication was another challenge that was identified in a few key areas. The need to work together on economic development initiatives and increase communication across the region was identified, as opposed to working in silos. Communications was also a recurring theme with regard to external marketing. It was felt by a few interview respondents that there was not enough being done to promote the region's communities.

There were sentiments that there might be a lack of understanding of the value of economic development among councils and communities.

Specific to First Nations communities, systemic social issues and lack of community capacity were referenced as a major barrier to development.

**4. When you think about other communities outside of the Region, are there any that stand out to you as success stories for economic revitalization that may have ideas or lessons applicable here? If so, where are they and what are they doing that is interesting to you?**

The most referenced communities outside the Superior East Region were:

Smooth Rock Falls – recently did a major marketing push (2017-2018) and put Town lands up for sale with significant incentives to develop. Lots of development came from it.

Marathon, Terrace Bay.

Kenora – diversified after the closing of its mill; has a lot of tourism at this point.

Elliot Lake – when the uranium mine closed, the Town focused its efforts to become a retirement community.

British Columbia and Manitoulin for best practices in Indigenous cultural tourism.

A commonality that was referenced among best practice communities was political support and good relationships with Council. Progressive, forward-thinking Councils were also referenced as essential to success.

**5. Are there opportunities or needs specific to First Nations that stand out as important for this Economic Development Strategy?**



Workforce readiness was the most ubiquitous response to this question. Workforce readiness was tied directly to wellness gaps in some First Nations communities and accessibility. Transportation to off-reserve employment opportunities and basic amenities was identified as a major gap. A need was also identified for better, more formalized communication between First Nation and non-First Nation communities.

**6. What opportunities are there for First Nations and non-First Nation communities to work together toward economic development objectives?**

Pic Mobert and White River have had some great collaborative partnerships already that were referenced throughout a number of interviews. These include acquiring the assets of the Domtar Mill and licenses of forest products, hydroelectric projects, housing and health care services.

The concept of locally-owned aquaculture came up a number of times. Moose Factory was an example. As well, Manitouwadge, within the region, has completed an aquaculture feasibility study. There was optimism about using aquaculture to address local food security issues as well as building a cluster and a sector. It is also quite successful in Manitoulin and Sudbury.

Some possibilities for beneficial partnerships that were discussed included housing developments and infrastructure service agreements.

**7. Looking forward, when you think about the region's economy 10 years from now, what does it look like? How has it changed for the better?**

Looking forward, visions for the region's economy in ten years' time included:

A strong, vibrant, diversified economy with strong regional partnerships and a regional approach to economic development.

First Nations have become strong economic units

New residents with emphasis on young families and increased cultural diversity.

Affordable, appropriate housing.

Improved amenities, infrastructure, and health services.



## Detailed Business Satisfaction Survey Analysis

A random sample business survey was conducted with listings of businesses in the following municipalities and participants, as obtained via Dunn & Bradstreet's Hoovers Business Intelligence tool:

Pic Mobert First Nation x1

White River x5

Wawa x20

Manitouwadge x6

Hornepayne x6

Dubreuilville x5

Chapleau x15

Michipicoten First Nation x4

In addition to the above communities, attempts were made to contact businesses in Chapleau Cree, Brunswick House First Nation, and Missanabie Cree First Nation via communications with each community to obtain business contact information. No businesses were able to be identified in Chapleau Ojibwe.

All told, 62 businesses participated at random in the survey out of 374 originally identified businesses, of which five indicated they operated in a First Nations community. All duplications of the same business-owner or business phone number were removed. The margin of error is +/-11%, 19 times out of 20.<sup>46</sup> The survey ran between February 20<sup>th</sup> and March 7<sup>th</sup>, 2019.

These results represent the findings.

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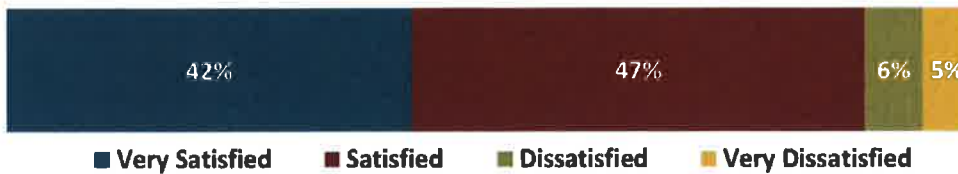
<sup>46</sup> The margin of error is a statistic value expressing the amount of random sampling error in a survey's results. When a survey is conducted there is always a possibility that what someone would answer would not conform to what we would assume based on the existing distribution of results. That is demonstrated by a margin of error, which tells us the probability that an individual response would reflect the rest of the overall sample.

Because this was a random sample survey, the margin of error to ensures the scientific validity of the results.

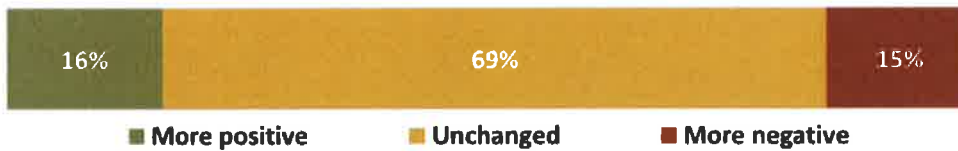


The combined overall satisfaction is very high at 89% . The net impact of changes over the past year is +1.

### Overall Business Satisfaction



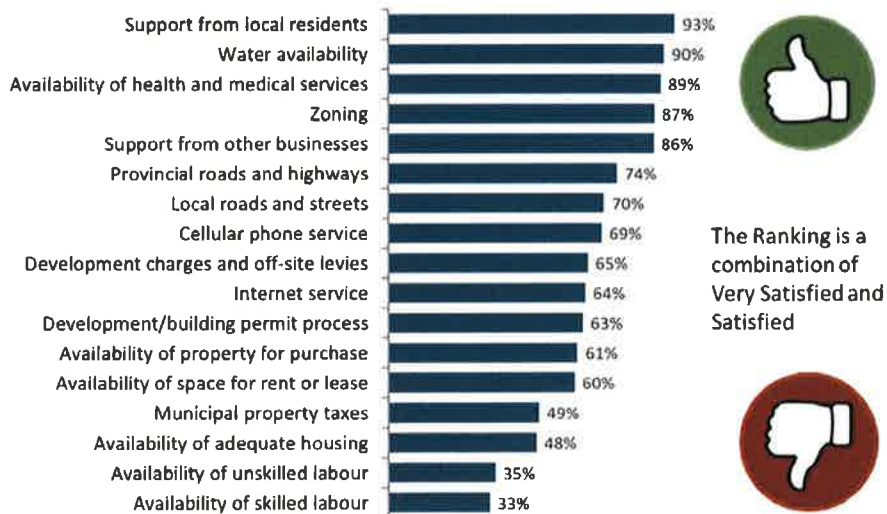
### Business Satisfaction Past 12 Months



Net Improvement score = % more positive (16%) - % more negative (15%) = +1

Respondents n=62

### Performance of Business factors



Respondents n=62 (note base sizes vary and excludes don't know)



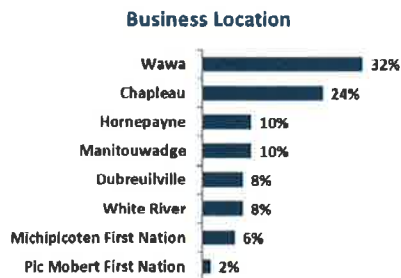
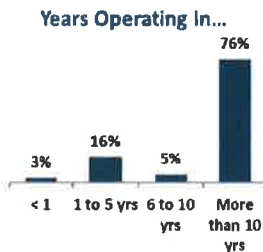


## Priority Matrix

Community Factors	Satisfaction	Importance	Priority
Development charges and off-site levies	65%	5.64	1
Availability of unskilled labour	35%	2.70	2
Municipal property taxes	49%	3.25	3
Availability of adequate housing	48%	2.98	4
Availability of skilled labour	33%	1.71	5
Development/building permit process	63%	2.83	6
Availability of space for rent or lease	60%	2.35	7
Cellular phone service	69%	3.01	8
Local roads and streets	70%	2.83	9
Availability of property for purchase	61%	1.59	10
Zoning	87%	3.28	11
Support from other businesses	86%	2.92	12
Provincial roads and highways	74%	1.43	13
Internet service	64%	0.99	14
Support from local residents	93%	4.10	15
Water availability	90%	2.19	16
Availability of health and medical services	89%	0.19	17

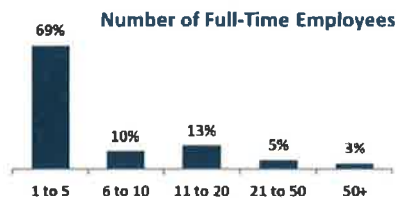
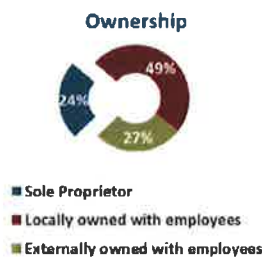


## Company Profile



**Primary target market**

Local	57%
Regional	26%
Provincial	3%
National	3%
International	11%

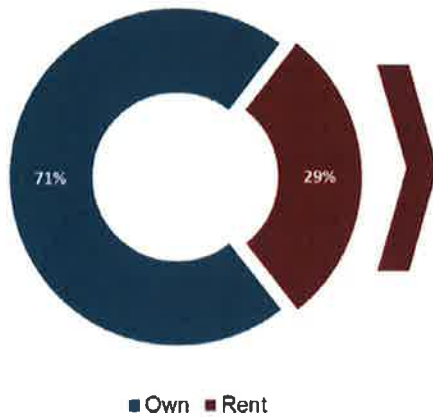


Respondents n=62



## Company Profile

### Own or Rent Business Property?



**Term of Lease\*:**

- Month to month = 2
- One-year term = 4
- Two-three year term = 4
- Four-five year term = 2
- More than 5 years = 3
- Don't Know = 3

**Lease expires\*:**

- Less than a year = 6
- 1 to 3 years = 5
- 4 to 5 years = 3
- Don't Know = 4

\*Based on a sample of 18 respondents

Respondents n=62

## Sales and Business Outlook



Respondents n=62



## Future Plans

Plans to...	% Yes	Follow up Questions (note small base sizes)
Expand within next 2 years	24%	<ul style="list-style-type: none"> <li>• 9 experience difficulties</li> <li>• 6 have reasons why current area may not be considered</li> <li>• 4 would like a follow up</li> </ul>
Relocate outside the area	5%	<ul style="list-style-type: none"> <li>• All 3 said more than 6 months from now</li> </ul>
Downsize	3%	<ul style="list-style-type: none"> <li>• 1 within next 6 months</li> <li>• 1 more than 6 months</li> </ul>
Close	5%	<ul style="list-style-type: none"> <li>• 1 within next 6 months</li> <li>• 2 more than 6 months</li> </ul>
Sell	13%	<ul style="list-style-type: none"> <li>• 1 within next 6 months</li> <li>• 7 more than 6 months</li> </ul>
Stay the same	79%	<ul style="list-style-type: none"> <li>• N/A</li> </ul>

Respondents n=62

## Triage Results

As an outcome of the survey, those businesses that chose to share their results with their municipalities or community leaders were flagged if they represented green or red flags. Out of 62 businesses surveyed, just above half (34) presented an opportunity for intervention.



Green Flag

= Businesses considering expanding = 15 businesses



Red Flag

= Businesses considering relocating, downsizing, selling, or closing = 19 businesses





# Community Workshop Summary

## Introduction

Three consultation workshops were held in February 2019 in Chapleau, Wawa, and White River. Members of the business community were invited to share their thoughts on the local economy. Workshops were broken into two sections: attendees first reflected on the prevalent strengths they perceived in the Superior East Region, followed by reflections on the challenges that they faced as business owners locally. Root causes of those challenges were identified and possible solutions were brainstormed.

Strengths and challenges were assessed for commonalities and the following broad themes were determined. The region's key strengths were: Natural Resources; Tourism; Rail & Road Infrastructure; and Strong Regional Networks.

Regional challenges were similarly broken down thematically. Those were: Infrastructure Gaps; Labour Shortages, Population Decline, Aging, and Youth Outmigration; and Housing.

At the completion of these workshops, these themes and results were presented to the Regional EDO Group for further discussion. Resulting from these discussions was a brainstorm session where the EDO Group identified its aspirational goals attached to these key themes. Aspirations were encouraged to be bold and imagined outside of common practical barriers.

The following is a summary of those key themes and a list of the resulting aspirations from the Regional EDO Group.

## Strengths

### Natural Resource Assets

A common theme throughout consultations was the abundance of natural resource assets in the region. These assets were important to natural resource industries such as forestry and mining extraction in a traditional sense, but were also recognized for their recreational and tourism opportunities.

Historically, hunting and fishing tourism has been well established in the Superior East Region, which is owing to the region's strong natural resource assets. Those assets were also linked with the natural beauty in the region, which stakeholders recognized as an under-leveraged opportunity for different tourist markets beyond those seeking hunting and fishing opportunities.

Currently, the region is experiencing a mining boom, and the optimism among Superior East communities as a result of this is palpable. Superior East communities are well aware that nearby ore and gold deposits are an asset to be capitalized upon when global market conditions allow.

Some opportunities that natural resource assets presented were value-added forestry, non-traditional forest products, such as health and wellness related products. These include native plants such as mushrooms, or wild herbs that would have been traditionally foraged that could be used for teas or other wellness products. Renewable resources or by-product industries, such as biomass, also presented an opportunity in this area.



Any discussion of the region's natural resource strengths would often go hand-in-hand with its inherent challenges. The boom-bust cycles of a natural resource economy are something Superior East communities are familiar with, and the difficulty that presented in being able to plan for the future when times of plenty had imminent expiration dates.

A discussion that was had throughout the workshops was that mines, forest mills and hydro dams often do not contribute to the municipal tax base of the communities they impact, as they are located outside municipal boundaries, but their activity places a significant strain on community and regional infrastructure. Heavy equipment and trucking of metals, for example, are major contributors to the deterioration of roads, which are already costly to maintain, or in some cases are provincially managed and outside the jurisdiction of municipalities to administer but impact a community's ability to travel regionally.

As this issue fell outside municipal jurisdiction, a potential solution that was discussed was undertaking a coordinated lobbying effort to address the provincial and federal policies that allow firms to locate outside of municipalities and forego local taxation in the first place.

Relatedly, there were discussions regarding the fact that mining workers had shift schedules that encouraged those workers to be transient and discouraged settlement in local communities. While an operational mine presented a theoretical influx of new residents who'd relocate to work there, in practice those workers would often take advantage of the intense 7-on-7-off schedule and fly to a permanent home during their week off, and participate in the common fly-in-fly-out (FIFO) or drive-in-drive-out lifestyle that some mining operations engage in. This limits their involvement with local communities and the local economy.

It was expressed that Superior East communities could be doing more to increase local quality of life to entice those workers to want to live locally. Discussions were had about attracting mine workers and their families, and the need for good jobs for both partners, plus amenities and recreation assets that would attract families to stay.

### Tourism

Tourism was a well-covered topic throughout consultations. As mentioned above, hunting and fishing tourism are already well established in Superior East's tourism sector. However, there was discussion about the word-of-mouth nature of those tourism experiences in the region, and how many tourists were repeat visitors who already knew where to go based on these casual communication channels. Any new tourists may not have sufficient resources to know where to go for outdoor experiences. Guided tours and experiences were then identified as a notable gap in the region's tourism offerings, which would make it easier for new visitors to explore the region; particularly with regard to attracting them year-round.

Evident opportunities were discussed in cultural tourism, ecotourism, and heritage. The region's abundant protected natural areas (provincial parks, nature reserves) and its rich cultural heritage combining Indigenous peoples and culture, and the area's unique French influence were recognized as underleveraged areas that should be explored further. It was felt that the region's provincial parks and conservation areas were great assets for visitor attraction, but it was understood that they were not being leveraged to their fullest extent, and those seeking nature experiences would engage with the communities minimally.

Some barriers that were identified to growing the tourism sector to its fullest potential included a lack of awareness of local assets across the region – both outside the region and within. It was acknowledged



that marketing and promotion efforts were inadequate, and efforts to promote the area were not necessarily well coordinated. The provincial Regional Tourism Organization 13 – Tourism Northern Ontario (RTO13) and Algoma Kinniwabi Travel Association, a not-for-profit tourism association representing tourism operators in the region, both engage in marketing and product development activities at a regional level. It was suggested that coordinating efforts to develop closer relationships with these organizations and utilize their marketing resources, and making better use of RTO13's product development programs, would be an efficient way forward in enhancing marketing efforts.

Another idea was increasing partnerships across the region and developing packaged experiences, where a visitor could purchase an itinerary of experiences that spanned across the region, including, for example, a festival in one community followed by a guided outdoor experience in or near another community.

To address internal knowledge gaps of tourism assets in the region, it was suggested that undertaking an asset mapping initiative for the Superior East Region would be a good place to start.

There was also some discussion about implementing an accommodation fee at hotels that would assist with paying for any further tourism efforts. This would have hotels in the region charge an extra tax to visitors which would be remitted to a regional destination marketing organization. The option was presented, but there were concerns with the logistics in implementing the fee and ensuring it was administered and executed fairly across the region.

#### Rail & Road Infrastructure

The Superior East Region benefits from access to Highway 17 (the Trans-Canada Highway), as well as the Canadian National and Canadian Pacific Railway lines. The rail network is invaluable for the shipment of goods from natural resource industries, as well as passenger transport.

Access to the railway line is also important for transportation accessibility. The Budd car from Sudbury to White River offers transport for those who may not have vehicle access or in the event of road closures.

Developing passenger train tourism was seen as an opportunity, but it was also acknowledged that communicating and working with CN or CP is difficult, as those companies are large and do not have a vested interest in passenger travel as much as freight.

#### Strong Regional Networks

An evident regional strength for Superior East is its good relationships and partnerships between municipalities, First Nations, and businesses. Its communities share common traits as they are all small and natural-resource based. That there are already formalized working relationships among the Regional EDO Group, the Regional Mayor's Group, and the Chief's Forum is evidence of a strong network.

There are working examples of First Nation and non-First Nation partnerships evident between White River and Pic Mobert First Nation, which potentially present a model that the rest of the region could mimic to grow each community's local economies. These partnerships span over a number of projects including health care services, and the ownership and management of the local sawmill.

To leverage regional networks, it was suggested that a paid position for a regional Economic Development Officer be created. The Regional EDO could focus on and champion projects that impact the region as a whole, and offer a coordinated effort toward tourism initiatives and housing. Some challenges with that solution included finding funding to pay the position's salary, attracting talent, and identifying where that EDO would best be based in the geographically large region.



## Challenges

### Infrastructure Gaps

There are a number of infrastructure gaps in the region that were referenced as disadvantages with regard to business and resident attraction. Broadband, cell phone coverage and public/regional transportation infrastructure all present obstacles to growing the region effectively. These gaps present a catch-22, as addressing them is crucial to growing the region, but they largely exist in the first place because of the region's low population density and lack of market for the larger companies that offer these services to justify development in the region.

A ubiquitous infrastructure gap that affects the entire region was broadband. The region is currently working toward addressing that gap with a coordinated strategy, so it is promising that the region will be adequately online in the near future.

With regard to transportation infrastructure, a challenge was that the regional roads are provincially administered, and when those roads need maintenance, the Province is slow to respond due to the priority classification of those highways. It was suggested that lobbying the provincial government to upgrade the highway classification would result in faster road maintenance and repairs.

### Population Decline, Labour Shortages, Aging & Youth Outmigration

At the core of many challenges was the phenomenon of population decline, which extends to labour force decline and, in a functional sense, labour shortages in the region. This is especially prevalent in moments of rapid economic growth as the region is currently experiencing with the health of the mining sector.

Ageing populations and youth outmigration are two simultaneous aggravating factors to the overall population decline. There is a sense that youth are not being encouraged to pursue careers or entrepreneurship paths that are relevant to the region's needs, and thus they have no reason to stay in their communities or return upon the completion of post-secondary education elsewhere.

Some solutions were to employ foreign recruitment to fill labour gaps, exploring ways to attract young families by improving the social aspects of communities, and addressing improving basic amenities such as health care, accommodations, education and food services that are essential in attracting people to live and stay in a community.

### Housing

The housing challenge in the Superior East Region is felt across its communities. There exists a housing shortage overall, but a "housing mismatch" was also described. The existing housing stock in Superior East communities is too old and inadequate for those seeking housing, and rental units are virtually unavailable. It was also noted that the housing that did exist was unaffordable, likely due to scarcity.

There have been challenges in attracting developers to build housing in Superior East's communities, as there would likely be a limited return on investment to develop at the smaller scale these communities require. On the financing side, it is difficult for home buyers to obtain mortgages on homes when the economic outlook is based on a boom-bust cycle, where a mine might be projected to operate for ten years, for example, versus a twenty-five-year amortization period on a house that would likely lose some of its value during a bust cycle.



There was a particular concern for seniors housing challenges, as the lack of affordability and inadequate housing stock made them vulnerable and was encouraging them to leave their communities.

Some solutions that were brainstormed included municipalities building rental units, encouraging co-location for seniors housing (i.e. seniors living as housemates, sharing resources and costs), and looking into community non-profit cooperative housing models.

Partnerships among communities and organizations also presented some promising possibilities. Collaboration among communities to attract a housing developer, for example, could result in the critical mass necessary to make building in the region attractive for developers. There was also discussion about collaboration to offer more attractive building incentives.

Finally, a solution that was offered was encouraging locally-driven entrepreneurship to make use of the local lumber supply, leading a local supply-chain effort to make housing and accommodation development less costly. The ready supply of lumber in the region presents an opportunity to explore lower-cost housing development options produced locally, as opposed to sourcing from outside the area.

## Other Opportunities

### Diversification

The need to diversify Superior East's economy beyond its natural resource extraction base was evident. Diversifying the economy would mean that the boom-and-bust cycle would be felt much less drastically and would make the region more resilient.

### Business Mentoring

To encourage entrepreneurship, and the success of entrepreneurial endeavours in the region, it was suggested that a mentorship program be developed. As starting a business comes with certain risks and challenges, a mentorship program would match a similar, successful business with a start-up to help new businesses ensure success.

### First Nations & non-First Nations Partnerships

This would encourage collaborative ownership structures between municipalities and First Nations communities for things like housing co-ops, or health care services. Working collaboratively across this cultural divide may address some key challenges that the region has historically felt by working in silos.

## Aspirations

**Housing** – Existing lots are filled with housing that meets the needs of the community based on a healthy mix of housing and the development of programs that promote revitalization of under-developed residential properties.

**Regional Economic Development Officer** – The Regional EDO would champion causes that are of mutual importance to the group. Some projects on their portfolio may include regional marketing and regional tourism packaging.

**Labour and Resident Attraction** – The region will have a sustainable population that consists of





appropriate talent that can become a part of the community.

**Broadband** – Continue to move toward sufficient and accessible broadband infrastructure.

**Environmental Sustainability** – That the region follows the Seven Generations principle. Environmental sustainability is considered as it relates to economic growth opportunities (such as biomass) and increasing sustainable practices in natural resources extraction processes.

**Diversification** – Ensuring there is growth in sectors that would not be directly tied to the boom-bust cycle. The growth of non-traditional sectors.

**Ensure our Diverse Heritages are Valued** – Maintain the region’s spirit of industry and its hard-working people; respect the First Nations culture and relationship with the land. Remember our history and where we came from as the region grows.

**Willingness to Work Together and Collaborate** – Maintain the Superior East Region’s collaborative spirit and seek out mutually beneficial partnerships.



**Council Report**

**From:** Melanie Pilon, Economic Development Officer      **Date:** REV - September 20<sup>th</sup>, 2019

**Subject:** Request to Travel – November 12<sup>th</sup> -15<sup>th</sup>, 2019

**Purpose:** To attend Canada’s Rural & Remote Broadband Conference. As lead of the Northeast Superior Regional Broadband Network (NSRBN) I have been invited to be a presenter and participate in a Q&A Session at the Conference. While not presenting, I would be an active participant in the conference.

**Recommendation:** It is recommended that I be authorized to travel to North Bay to attend and participate in the conference.

**Analysis:** The Rural & Remote Broadband Conference has the potential to provide excellent networking opportunities that will assist the NSRBN and specifically Dubreuilville in the next two phases of our project; Phase 2: Securing Vendor partners (ISP) and Phase 3: Securing Funding. Additionally many of the planned sessions are geared towards furthering many of the recommendations stated in our Phase One: Final Report such as creating a regional ISP and revenue sharing models. By increasing the profile of the NSRBN project, we continue to build momentum for the project, increasing the likeness of success for this and other projects. Please find attached the complete conference schedule.

Please find attached a recent press release and agenda.

**Financial Impact:** The total financial impact is estimated to be \$1,311.80. The break-down is as follows:

- Registration – 0.00 – As I am a speaker I do not have to pay registration costs.
- On-Site Accommodations – Estimate - \$450.00
- Mileage – 710km x 0.54 return = \$766.80 – Estimate Based on Fluctuating Rate
- Meals Not Included in Registration - \$95.00
- Total - \$1,311.80

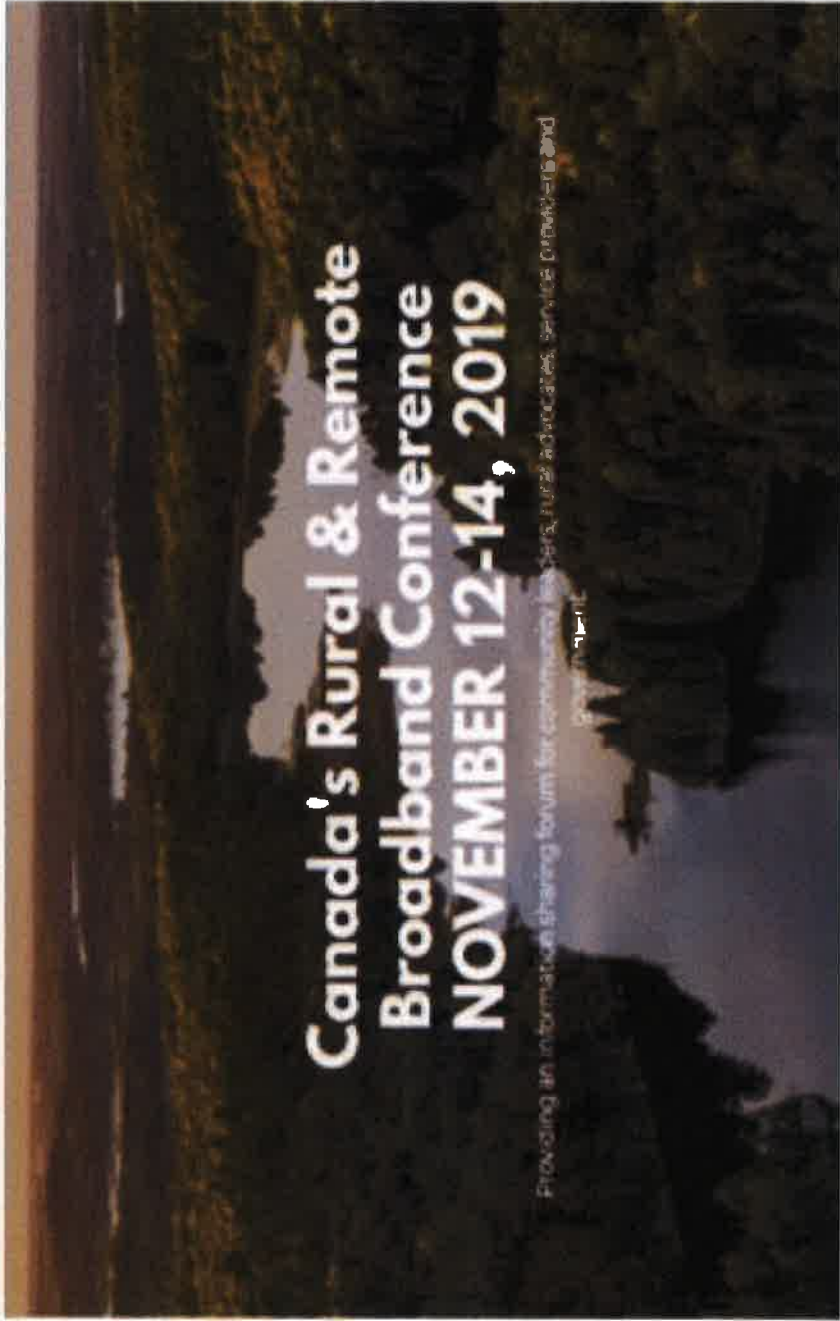
Melanie Pilon  
Economic Development Officer

Shelley B. Casey  
CAO-Clerk



**Melanie Pilon**  
Economic Development Officer  
Community and Economic  
Development Corporation of  
Dubreuilville

Join me as I present at  
**Canada's Rural & Remote  
Broadband Conference 2019**  
[www.bridgingthedigitaldivide.ca](http://www.bridgingthedigitaldivide.ca)



**Canada's Rural & Remote  
Broadband Conference  
NOVEMBER 12-14, 2019**

Providing an information sharing forum for community leaders, rural advocates, service providers and  
policy makers.

## Canada's Rural & Remote Broadband Conference Adds to Speaker Line Up with Leading Community Influencers from ROMA, OI, NSRBN and VCFN

**NORTH BAY, ON** – Canada's first annual Rural & Remote Broadband Conference is pleased to announce the latest line-up of rural community influencers who will engage with conference attendees in North Bay, Ontario, Canada on November 12<sup>th</sup>-14<sup>th</sup>.

**Caledon's Mayor Allan Thompson**, Chair of the Rural Ontario Municipalities Association (ROMA) will present on why he believes broadband services should be considered an essential service - just like electricity, education, and health care are in Canada. Mayor Thompson's perspectives have generated great interest in the matter (article [here](#)) underscoring how critical it is to bridge the digital divide. This will be a "must see" session that will ignite thoughtful discussion.

Information sharing and collaboration are key themes of the conference, and the latest additions to the Thursday morning Q&A sessions will not disappoint.

The first Q&A will be led by **Melanie Pilon**, Dubreuilville Ontario's Economic Development Officer. She is also co-chair of the Northeastern Superior Region Broadband Network (NSRBN) – a group of five First Nations and five municipalities who have come together to address the broadband gap that exists in their diverse region. The NSRBN project was recently awarded the Community Futures Ontario Award of Excellence for their efforts (see video [here](#)).

**Chad West**, Manager of IT from Nova Scotia's Municipality of County of Kings will provide an overview of the impressive Valley Community Fibre Network. Built in 2008, the VCFN is jointly owned by the towns of Berwick, Windsor, and Wolfville, the Municipality of the County of Kings, the Municipality of the District of West Hants, Acadia University, and the Nova Scotia Community College. In addition to its owners, the VCFN currently serves users from the educational, health, research, and business sectors.

Arguably one of Canada's best-known community broadband deployments, **Mitch Thomson** of the Olds Institute will provide his insights and lessons learned to date. Mitch is the Executive Director of Alberta's Olds Institute for Community & Regional Development. "OI" is recognized for the pioneering work it has done to develop community-based broadband services. They have created their own ISP and offer gigabit internet, IPTV and Voice Over internet Phone services. They retail electricity, natural gas and green energy to consumers in over 50 communities and use the profits from their social enterprises for community and economic development.

Check out the impressive roster of speakers [here](#) that include **The Honourable Victor Fedeli**, Ontario's Minister of Economic Development, Job Creation and Trade; **Chris Seidl**, Executive Director, Telecommunications for the Canadian Radio-Television and Telecommunications Commission (CRTC); and Chairman and Co-founder of the Intelligent Community Forum, **John G. Jung**.

**Register now as Early Bird registration for Public Sector and Community Leaders expires September 30<sup>th</sup>.** Please [click here](#) for registration packages and details.

## **ABOUT THE EVENT:**

The first annual Canadian Rural and Remote Broadband Conference will take place this November 12<sup>th</sup>-14<sup>th</sup> in North Bay, Ontario, Canada and will provide a tremendous information sharing forum for community leaders, rural advocates, service providers and government.

This summit presents a unique opportunity for stakeholders to come together and share their knowledge, experiences, and lessons learned on the challenges and realities of creating a sustainable and ubiquitous digital economy for the rural and remote regions of our country.

The agenda, [available here](#), is focused on educating and informing community leaders and related stakeholders about the challenges and options surrounding the implementation of broadband solutions in their regions and the evolving technological landscape, specifically in rural and remote areas.

**Who should attend?** This conference is essential for anyone looking to better understand rural and remote broadband challenges, engage with other stakeholders, and explore options to collaborate to find effective solutions.

The forum will be held at the North Bay Best Western Hotel and Conference Centre and will begin with a welcome reception on Tuesday, November 12, followed by two days of information sharing.

Please [click here](#) for registration packages and details. **Early Bird registration is available for Public Sector and Community Leaders until September 30<sup>th</sup>.**

### **Thank you to the following sponsors for their support of this inaugural event!**

Calix – Founding Sponsor

Cartt.ca – Media Sponsor

Clearcable Networks, Planview Utility Services Limited and UTS Consultants (OEC Group of Companies), Ontario North Consulting, Fonex, Telonix Communications Inc., Gosfield North Communications, Canadian Communications Systems Alliance (CCSA), and TVC Communications Canada.

For more information, or if you wish to be a sponsor of this important event, please contact Amedeo Bernardi at [amedeo@amedeobernardi.ca](mailto:amedeo@amedeobernardi.ca).

# Canada's Rural & Remote Broadband Conference Agenda

Tuesday, November 12, 2019

5:00pm - 9:00pm Registration

7:00pm - 9:00pm **Welcome Reception**  
*We invite you to mingle with conference delegates, enjoy some finger foods and refreshments from the bar.*

Wednesday, November 13, 2019

7:00am - 8:30am Registration and Breakfast

Breakfast sponsored by:  
**TVC Communications Canada**

8:30am - 8:45am Conference Introductions

**Amedeo Bernardi**  
President  
Amedeo Bernardi Consulting Inc.

8:45am - 9:15am **Keynote – Why the Rural Digital Divide Matters More than Ever**  
*This session will explore the rural digital divide and how investment in Broadband is a key factor in addressing economic development, rural outmigration and community well-being.*

**Victoria Smith**  
Senior Manager Strategic Initiatives  
Strathcona (BC) Regional District

9:15am – 9:45am **Broadband Technological Solutions for Rural and Remote Communities – PART 1: The Evolution of Broadband Technologies, Speeds and Capacity Challenges in Rural and Remote Areas.**

**Rob McCann**  
President, Hamilton Technology Centre  
Founder, Clearcable Networks

9:45am - 10:00am Break

Break sponsored by:  
**Ontario North Consulting**

10:00am – 10:30am **Broadband Technology Solutions for Rural and Remote Communities – PART 2: Managing the User Experience**  
*What happens inside your institution, business or residence?*

**Stephen Eyre**  
AVP, Calix Cloud & Smart Home and Business Solutions

10:30am - 11:15am **Keynote - Smart Cities & Intelligent Communities**  
*How rural and remote communities can maximize their urban planning models.*

**John G. Jung**  
Executive Director ICF Canada (Toronto)  
Chairman & Co-founder Intelligent Community Forum (NYC)

11:15am - noon **Economics of Rural Broadband: An Interactive Session**  
*A global to local perspective of rural broadband market successes and failures. Options and strategic trade-offs.*

**Dr. Reza Rajabiun**  
Research Fellow  
Ted Rogers School of Information Technology Management  
Ryerson University

noon - 1:30pm	<b>Lunch and Keynote: The Honorable Victor Fedeli, Ontario Minister of Economic Development, Job Creation and Trade</b>	Lunch sponsored by: <b>OEC Group of Companies</b>
1:30pm - 2:30pm	Panel Discussion: Government's Role in Addressing the Challenges of the Rural Digital Divide <i>Developing government policy that supports Broadband development in non-urban regions. A conversation between government and private sector.</i>	Moderated by: <b>Greg O'Brien</b> Editor-In-Chief Cartt.ca
2:30pm - 3:30pm	Panel Discussion: First Nations Broadband Connectivity <i>Opportunities and challenges of new models, partnerships and Duty to Consult obligations.</i>	Moderated by: <b>Mike Marcolongo</b> OMAFRA
3:30pm - 3:45pm	Break	Break sponsored by: <b>Ontario North Consulting</b>
3:45pm - 4:15pm	<b>Broadband as an Essential Service</b> <i>Should broadband services be treated the same as the provision of clean water, electricity, health care, education and postal services?</i>	<b>Allan Thompson</b> Chair, Rural Ontario Municipal Association (ROMA) Mayor, Town of Caledon
4:15pm - 5:15pm	Panel Discussion: Collaborating to Build a Stronger Rural and Remote Broadband Ecosystem. <i>Discussion between various organizations that have established or are in the process of establishing Broadband projects.</i>	Moderated by: <b>Ron Pickett</b> President RDM Management Group
5:15pm - 5:30pm	Day Wrap-up	<b>Amedeo Bernardi</b> President Amedeo Bernardi Consulting Inc.
6:30pm - 8:30pm	<b>Dinner and Keynote: Chris Seidl, Executive Director, Telecommunications CRTC</b>	Dinner sponsored by: <b>Calix</b>

## Thursday, November 14, 2019

7:00am - 8:30am	Breakfast	
8:30am - 8:45am	Introduction to the Day <i>Summary of the remainder of the conference and updates.</i>	<b>Amedeo Bernardi</b> President Amedeo Bernardi Consulting Inc.
8:45am - 9:30am	<b>Community Models for Addressing Connectivity Challenges and Related Funding Options.</b> <i>Brief overview of the various community models -- open networks to private networks, rev sharing, municipal and utility-led deployments. Discussion of potential funding options to consider.</i>	<b>Laura Bradley</b> General Manager YorkNet

9:30am – 10:00am	Q&A #1 <i>Ontario's Northeast Superior Region Broadband Network</i>	<b>Melanie Pilon</b> Economic Development Officer Community and Economic Development Corporation of Dubreuilville
10:00am – 10:30am	Q&A #2 <i>Nova Scotia's Valley Community Fibre Network</i>	<b>Chad West</b> Manager of IT Municipality of County of Kings Kentville, Nova Scotia
10:30am - 10:45am	Break	Break sponsored by: <b>Ontario North Consulting</b>
10:45am – 11:15am	Q&A #3 <i>Alberta's O-NET Project</i>	<b>Mitch Thomson</b> Executive Director Olds Institute for Community & Regional Development
11:15am – noon	Project Lifecycle: From Initiation and Design to Permitting and Construction <i>Best practices that can be adopted by communities for planning and delivering broadband projects.</i>	<b>Nick Riddell</b> Program Manager – UTS Consultants, an OEC Company <b>David Bernardi</b> Manager – Business Excellence & Analytics – OEC
noon - 1:15pm	<b>Lunch and Keynote: Matt Stein, CEO Distributel and President &amp; Chairman of the Canadian Network Operators Consortium (CNOC)</b>	
1:15pm – 1:30pm	Conference Closing Remarks	<b>Amedeo Bernardi</b> President Amedeo Bernardi Consulting Inc.

Topics and times subject to change.

Founding Sponsor



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**Council Report**

**From:** Melanie Pilon, Economic Development Officer      **Date:** September 23<sup>th</sup>, 2019

**Subject:** Request to Travel -- September 26<sup>th</sup>, 2019, returning on September 27<sup>th</sup>, 2019.

**Purpose:** To attend Northern Ontario Business Awards & Gala event being held in Sault Ste. Marie. As Economic Development Officer (EDO), I have been invited to attend the event as an opportunity to network and meet influential people in northern Ontario by CDEC Board Member and local entrepreneur Patrice Dubreuilville.

**Recommendation:** It is recommended that I be authorized to travel to Sault Ste. Marie to attend and participate in the event.

**Analysis:** The Northern Ontario Business Awards & Gala event has the potential to provide excellent networking opportunities that will assist the NSRBN and specifically Dubreuilville. Both government officials, program officers and high ranking entrepreneurs and investors will be in attendance making this a worthwhile event to attend. By increasing the profile of the NSRBN project and the community, we continue to build momentum for our projects and the community.

Please find attached a recent press release and agenda.

**Financial Impact:** The total financial impact is estimated to be \$361.44. The break-down is as follows:

- Registration – 0.00 – Provided by Pat as an in-kind contribution.
- Accommodations – \$126.00 + Tax
- Mileage – 436km x 0.54 return = \$235.44 – Estimate Based on Fluctuating Rate
- Meals Not Included in Registration - \$25.00
- Total - \$361.44

**Melanie Pilon**  
**Economic Development Officer**

**Shelley B. Casey**  
**CAO-Clerk**



## 2019 NOBA Agenda

### **NOBA Networking Reception**

**Wednesday, September 25, 2019**

The Machine Shop

83 Huron St, Sault St Marie, ON

5:00 pm-8:00 pm

### **NOBA Awards Dinner & Gala**

**Thursday, September 26, 2019**

Quattro Hotel & Conference Centre

229 Great Northern Rd. Sault St Marie, ON

5:00pm Registration

TOWNSHIP OF DUBREUILVILLE

ADMINISTRATIVE POLICIES AND PROCEDURES

C-18

Section of Manual  - C -	Effective Date  September 24, 2019
Subject  GOVERNING PERSONAL CELL PHONE USAGE AT WORK	
Department  All	Resolution No. 17-349 Nov. 8/17 No. 18-105 No. 19-XXX  By-law No.

**POLICY OVERVIEW**

The Corporation of the Township of Dubreuilville cell phone policy offers general guidelines for using personal cell phones during work hours.

The purpose of this policy is to help us all get the most out of the advantages cell phones offer our corporation while minimizing distractions, accidents, and frustrations improper cell phone use can cause.

This policy applies to all Senior Employees, the Administrative Assistant, the Office Clerk, the Infrastructure Assistant, the Recreation Assistant, the Fire Chief, in addition to all other municipal employees who do not receive compensation for cellphone use for work related purposes.

**CELL PHONE USE GUIDELINES**

The following are the Corporation of the Township's basic guidelines for proper employee cell phone use during work hours. In general, cell phones should not be used when they could pose a security or safety risk, or when they distract from work tasks.

- Never use a cell phone while driving.
- Never use a cell phone while operating equipment.
- Do not use cell phones for surfing the internet or gaming during work hours.
- Do not use cell phones during meetings.
- Do not use cell phones to record confidential information.
- Ensure cell phone during work hours is always warranted and work related.

We realize that cell phones can be great tools for our employees. We encourage employees to use cell phones:

- For making or receiving work calls in the appropriate place and situation to do so.
- For other work-related communications, such as text messaging or emailing, in appropriate places and situations.
- To schedule and keep track of appointments.
- To carry out work-related research.
- To keep track of work tasks.
- To keep track of work contacts.

## **COMPENSATION**

Compensation will be paid every three (3) months as per initial Council report dated October 23, 2017, and Resolution 17-349 dated November 8, 2017, as well as negotiated terms of employment.

- \$45 per month for the CAO-Clerk
- \$25 per month for the Treasurer / Tax Collector and the Infrastructure Superintendent
- \$15 per month to the Administrative Assistant, Office Clerk, Infrastructure Assistant and the Recreation Assistant.

Compensation will also be paid every three (3) months to the Fire Chief at a rate of \$25 per month per annual budget.

## **DISCIPLINARY ACTION** (*Refer to disciplinary policy*)

Improper use of cell phones may result in disciplinary action. Continued use of cell phones at inappropriate times or in ways that distract from work may lead to having cell phone privileges revoked.

This also applies to all other municipal positions that do not receive compensation.

Cell phone usage for illegal or dangerous activity, for purposes of harassment, or in ways that violate the corporation confidentiality policy may result in employee termination.

## ADMINISTRATIVE POLICIES AND PROCEDURES

Section of Manual -F-	Effective Date September 24, 2019
Subject FIREFIGHTERS ALLOWANCE	
Department Fire Department	Resolution No. 18-005 No. 19-XXX By-law No. Repealed No. 01-214

**Purpose:** To establish a system to issue yearly allowances to the Dubreuilville Volunteer Firefighters.

**Policy:** 1. A fixed amount shall be allocated within the yearly municipal budget estimates for the purpose of issuing yearly allowances to the Dubreuilville Volunteer Firefighters.

2. The allocated funds shall be distributed amongst the firefighters on a point system described as follows:

a) All firefighters, including the appointed Deputy Fire Chief and the Fire Prevention Officer, as well as the Captains, shall accumulate one (1) point for attendance for each of the following activities:

- Emergency Call
- Practice
- Prevention Visits
- Other

Two (2) points for the following activities:

- Training (2 points per day)
- Inspections

b) The Fire Chief shall be eligible to accumulate the same points mentioned above for these activities beyond regular work week hours only. (This statement is for a full-time Fire Chief Position. Otherwise, the Fire Chief is to collect the same as the other firefighters, being considered on a volunteer basis.)

c) On a yearly basis, the points accumulated by all members of the Fire Department, shall be totalled. The amount allocated in the Municipal Budget shall be divided by the points to establish the amount of dollars every point represents and the members shall each be disbursed an allowance based on their accumulated points for associated activities presence.

Captains who accumulated more than 12 points (calls and practices only), will receive a \$300.00 bonus on their yearly allowance.

In addition to this allowance, the appointed volunteer Fire Chief shall receive a yearly allowance of \$7,500.00, paid bi-weekly. The appointed volunteer Deputy Fire Chief and Fire Prevention Officer will receive a yearly allowance of \$2,000.00 each, which will be paid quarterly. Captains will receive a yearly allowance of \$500.00, which will also be paid quarterly. These amounts may be subject to readjustment from time to time at the discretion of Council.

## Council Board Report



Visa

9.1 LISTA

Vendor : 1372101 to ZOOCAS01  
Fund : 1 GENERAL FUND

Date Range: 26-Sep-2019 to 26-Sep-2019  
Sequence by: Cheque No  
Fund No. Masked: No

Vendor Name	Cheque No.	Cheque Date	Purpose	Amount Allocated to Fund
Algoma Office Equipment	974	26-Sep-2019	Admin - Photocopies - Jul15 to Aug14/2019	467.21
Algoma Power Inc.	975	26-Sep-2019	Hydro - August 2019 - Campground	4,041.33
Best Western Crossroads Motor Inn	976	26-Sep-2019	Fire Department - Travelling Expenses - Rooms -	1,293.90
Canada Post Corporation	977	26-Sep-2019	Water & Sewer - Supplies Postage - Register Let	606.87
CTRL2MARKET (1887486 Ontario Inc.)	978	26-Sep-2019	John Deere - Supplies Gas - Sep12/2019	1,035.03
Donald L. Davidson Fuels Ltd.	979	26-Sep-2019	Garage - Supplies Fuel - Sept16/2019	0.50
Lacroix Enterprises Ltd.	980	26-Sep-2019	Strongman 2019 - Liquor Order	788.05
Minister of Finance	981	26-Sep-2019	OPP Service - July 2019	9,286.00
ONTERA	982	26-Sep-2019	A/R - Library - Internet Service - September 2019	73.39
Pragmatic	983	26-Sep-2019	Admin - Conference Call - August 2019	8.15
Relais Magpie Relay - Patrice Dubreuil	984	26-Sep-2019	Strongman - Rooms for Athletes & Band	2,219.30
Staples Business Depot	985	26-Sep-2019	Admin - Supplies Office & Buying Equipment- St	276.38
TBAYtel	986	26-Sep-2019	Cell Phone Usage - September 10 to October9/2	22.60
Pepco Corp.	987	26-Sep-2019	Arena - Supplies - Toilet & Hand Paper & Garbag	527.43
<b>Total:</b>				<b>20,646.14</b>

## Council Board Report



9.2 List B

Vendor : 1372101 to ZOOCAS01  
Fund : 1 GENERAL FUND

Date Range: 13-Sep-2019 to 25-Sep-2019  
Sequence by: Cheque No  
Fund No. Masked: No

Vendor Name	Cheque No.	Cheque Date	Purpose	Amount Allocated to Fund
Frito Lay Canada	4968	13-Sep-2019	Strongman - Chips for Weekend	318.58
Algoma Public Health	4969	25-Sep-2019	3rd - Quarter - Levy 2019 - July to September 20	5,180.25
Algoma Insurance	4970	25-Sep-2019	Strongman - Insurance 2019	972.00
Bouchard, Suzanne	4971	25-Sep-2019	Admin - Cell Phone Usage - July to September 2	145.00
B. Casey, Shelley	4972	25-Sep-2019	Admin - Cell Phone Usage - July to September 2	145.00
Cyr, Alain	4973	25-Sep-2019	Strongman - Mileage - Pick-up someone at Airpo	364.80
DECHAMPLAIN, FRANCIS	4974	25-Sep-2019	Public Work Department - Cell Phone Usage - Ju	75.00
DESGAGNES, BRANDON	4975	25-Sep-2019	Recreation Department - Cell Phone Usage - Jul	45.00
Dixon Electric	4976	25-Sep-2019	Arena - Supplies - Breaker Final Assembly	75.35
Eighty-Five Electric	4977	25-Sep-2019	Complexe - Labour - Fix Sign	857.67
Graph X Design	4978	25-Sep-2019	Strongman - Junior 2019 - Clapet à main & Glaci	4,788.32
J. Provost Contracting Ltd.	4979	25-Sep-2019	Water Distribution - Water Service Replacement	339,359.39
Justin, Leclair	4980	25-Sep-2019	Deputy Chief - Jul to Sept 2019	785.00
Kresin Engineering Corporation	4981	25-Sep-2019	Water Distribution - Misc Service Professional - V	7,294.41
Lacroix Enterprises Ltd.	4982	25-Sep-2019	Strongman - Kool-Aid Banana & Ice Blue & Wate	6,189.82
Laird Signs	4983	25-Sep-2019	Complexe - Fire Route Sign	45.17
Minister of Finance	4984	25-Sep-2019	Public Work Department & Pavillon - Advertisizin	300.00
Minister of Finance	4985	25-Sep-2019	Admin - Purchase of MTO Books	78.54
Noel, Raymond	4986	25-Sep-2019	Fire Department - Travelling Expenses - Mileage	593.52
North Superior Broadcasting Ltd	4987	25-Sep-2019	Strongman - Radio Publicity	788.74
Pilon, Melanie	4988	25-Sep-2019	Economic Development - Travelling Expenses - I	247.38
Pinel, Steeve	4989	25-Sep-2019	Fire Department - Captain Service - Jul to Sept 2	125.00
Gendron, Nathalie	4990	25-Sep-2019	Admin - Cell Phone Usage - Jul to Sept 2019	45.00
RAYMOND, REJEAN	4991	25-Sep-2019	Recreation Department - Cell Phone Usage - Jul	12.50
Reach Edmonton Council / CMNCP	4992	25-Sep-2019	Admin - Travelling Expenses - Registration - CSv	225.00
Robin, Bélanger	4993	25-Sep-2019	Fire Department - Captain Service - Jul to Sept 2	125.00
Sigouin, Patrick	4994	25-Sep-2019	Fire Chief - Cell Phone Usage - July to Septemb	1,713.72
Sonier, Stéphanie	4995	25-Sep-2019	Prevention Officer Service - Jul to Sept 2019	500.00
Stevens, Davis	4996	25-Sep-2019	Fire Department - Captain Service - Jul to Sept 2	125.00
Town of/Canton de Dubreuilville	4997	25-Sep-2019	Strongman - Interact - User Fees - 22 Transactio	1,411.00
TREMBLAY, BRIGITTE	4998	25-Sep-2019	Admin - Cell Phone Usage - Jul to Sept 2019	45.00
Trickey et AI Tax Team Inc.	4999	25-Sep-2019	A/R & Tax Sale - Roll # 23000	113.00
<b>Total:</b>				<b>373,089.16</b>



## **By-Law No. 2019-45**

### ***Being a By-law to confirm the proceedings of the Council of the Corporation of the Township of Dubreuilville at its special meeting held on September 24, 2019.***

WHEREAS Section 9 of the Municipal Act, 2001, S.O. 2001, Chapter 25, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

WHEREAS Section 5(1) of the Municipal Act, 2001, S.O. 2001, Chapter 25, provides that the powers of a municipal corporation are to be exercised by its Council; and

WHEREAS Section 5(3) of the said Municipal Act provides that the powers of every Council are to be exercised by by-law; and

WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Township of Dubreuilville at the September 24, 2019 meeting be confirmed and adopted through a confirmatory by-law;

**NOW THEREFORE BE IT RESOLVED THAT** the Council of the Corporation of the Township of Dubreuilville enacts the following as a By-Law:

1. The actions of the Council of the Corporation of the Township of Dubreuilville in respect of each recommendation and in respect of each motion and resolution passed, and other action taken by Council at the September 24, 2019 meeting is hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this By-Law.
2. That where no individual by-law has been or is passed with respect to the taking of any action authorized in or by the above-mentioned minutes or with respect to the exercise of any powers by the Council in the above-mentioned minutes, then this by-law shall be deemed for all purposes to be the by-law required for approving and authorizing and taking of any action authorized therein or thereby, or required for the exercise of any powers therein by the Council.
3. That the Mayor and the CAO-Clerk of the Corporation of the Township of Dubreuilville are hereby authorized and directed to do all things necessary to give effect to the said action of the Council or to obtain approvals where required and, except where otherwise provided, the Mayor and the CAO-Clerk are hereby directed to execute all documents necessary on behalf of the Corporation of the Township of Dubreuilville and to affix the Corporate Seal thereto.



4. That this By-law shall come into force and take effect upon the passing thereof.

READ a first, second and third time and be finally passed this 24<sup>th</sup> day of September, 2019.

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MAYOR

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CAO-CLERK



**By-Law No. 2019-46**

***Being a By-law to authorize the execution of  
an employment agreement between the  
Corporation of the Township of Dubreuilville  
and its Treasurer / Tax Collector.***

WHEREAS the Council of the Corporation of the Township of Dubreuilville deems it necessary to enter into an employment agreement with its Treasurer / Tax Collector for establishing the working conditions and fringe benefits for its employee;

BE IT THEREFORE RESOLVED THAT the Council of the Corporation of the Township of Dubreuilville enacts as follows:

1. That the Mayor and the CAO-Clerk be and are hereby authorized to execute an employment agreement with the Treasurer / Tax Collector of the Corporation of the Township of Dubreuilville effective January 1, 2019.
2. That the employment agreement attached hereto and marked as Schedule 'I' be and shall form part of this By-law.
3. That By-Law No. 2017-22 therefore be and is hereby repealed.
4. That this By-law shall come into force and take effect upon the passing thereof.

READ a first, second and third time and be finally passed this 24<sup>th</sup> day of September, 2019.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CAO-CLERK



**By-Law No. 2019-47**

***Being a By-law to authorize the execution of an employment agreement between the Corporation of the Township of Dubreuilville and its Infrastructure Superintendent.***

WHEREAS the Council of the Corporation of the Township of Dubreuilville deems it necessary to enter into an employment agreement with the Infrastructure Superintendent for establishing the working conditions and fringe benefits for its employee;

BE IT THEREFORE RESOLVED THAT the Council of the Corporation of the Township of Dubreuilville enacts as follows:

1. That the Mayor and the CAO-Clerk be and are hereby authorized to execute an employment agreement with the Infrastructure Superintendent of the Corporation of the Township of Dubreuilville effective January 1, 2019.
2. That the employment agreement attached hereto and marked as Schedule 'I' be and shall form part of this By-law.
3. That By-Law No. 2017-48 therefore be and is hereby repealed.
4. That this By-law shall come into force and take effect upon the passing thereof.

READ a first, second and third time and be finally passed this 24<sup>th</sup> day of September, 2019.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CAO-CLERK



**By-Law No. 2019-48**

***Being a By-law to authorize the execution of  
an employment agreement between the  
Corporation of the Township of Dubreuilville  
and its CAO-Clerk.***

WHEREAS the Council of the Corporation of the Township of Dubreuilville deems it necessary to enter into an employment agreement with its CAO-Clerk for establishing the working conditions and fringe benefits for its employee;

BE IT THEREFORE RESOLVED THAT the Council of the Corporation of the Township of Dubreuilville enacts as follows:

1. That the Mayor and the Deputy-Mayor be and are hereby authorized to execute an employment agreement with the CAO-Clerk of the Corporation of the Township of Dubreuilville effective January 1, 2019.
2. That the employment agreement attached hereto and marked as Schedule 'I' be and shall form part of this By-law.
3. That By-law No. 2017-23 therefore be and is hereby repealed.
4. That this By-law shall come into force and take effect upon the passing thereof.

READ a first, second and third time and be finally passed this 24<sup>th</sup> day of September, 2019.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
DEPUTY-MAYOR



10.5

## By-Law No. 2019-49

### *Being a By-law to appoint a Fire Chief for the Corporation of the Township of Dubreuilville's Volunteer Fire Department.*

WHEREAS pursuant to Section 6 (1) of the Fire Protection and Prevention Act, 1997, S.O. 1997, c.4, as amended, the Council of the municipality for which a fire department is established, shall appoint a fire chief for the fire department; and

WHEREAS it is deemed expedient to appoint a Fire Chief;

NOW THEREFORE BE IT RESOLVED THAT, the Municipal Council of the Corporation of the Township of Dubreuilville enacts as follows:

1. That Patrick Sigouin be appointed as Fire Chief for the Dubreuilville Volunteer Fire Department for the Corporation of the Township of Dubreuilville on a permanent basis effective October 1, 2017; and
2. That the Fire Chief's salary be set at \$7,500.00 per annum paid bi-weekly; and
3. That the Mayor and the CAO-Clerk are hereby authorized to sign this by-law and affix the corporate seal thereto; and
4. That this by-law shall remain in force from year to year until it is repealed; and
5. That this by-law be deemed to have taken effect on October 1, 2017; and
6. That By-Law No. 2009-06 appointing Suzanne Lord as Fire Chief be repealed in part, as the established job description for the fire chief remains in effect until revised and replaced; and
7. That By-Law No. 2017-46 therefore be and is hereby repealed.

READ a first, second and third time and be finally passed this 24<sup>th</sup> day of September, 2019.

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MAYOR

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CAO-CLERK