

**THE CORPORATION OF THE CITY OF KENORA**

**BY-LAW NUMBER 39-2006**

**A BY-LAW TO AMEND BY-LAW NUMBER 19-2006 BEING A BY-LAW TO ESTABLISH THE TERMS OF REFERENCE FOR THE CITY OF KENORA ECONOMIC DEVELOPMENT COMMITTEE**

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WHEREAS Section 11(1)10 of the Municipal Act, 2001 as amended, authorizes a council of a municipality to pass by-laws with respect to Economic Development Services; and

WHEREAS the Council of the Corporation of the City of Kenora passed By-law No. 19-2006 on February 13, 2006, establishing the Kenora Economic Development Committee and adopting a terms of reference for the Committee; and

WHEREAS Council deems it necessary and expedient to amend the terms of reference;

NOW THEREFORE the Council of the Corporation of the City of Kenora hereby enacts the following:-

- 1. THAT** further to Council passing By-law No. 19-2006, dated February 13, 2006, establishing the City of Kenora Economic Development Committee, the terms of reference be amended to permit five (5) representatives of the business community; and further
- 2. THAT** Council amends By-law No. 19-2006 to reflect this change; and further
- 3. THAT** on or before November 30, 2006, the Economic Development Committee review the committee membership established in the Terms of Reference with consideration given to the inclusion of "community members at large".
- 4. THAT** this by-law shall come into force and be in effect from and after the final passing thereof.

**BY-LAW READ A FIRST AND SECOND TIME THIS 27<sup>th</sup> day of March, 2006**

**BY-LAW READ A THIRD AND FINAL TIME THIS 27<sup>th</sup> day of March, 2006**

**THE CORPORATION OF THE CITY OF KENORA:**

**per: \_\_\_\_\_ D. S. Canfield MAYOR**

**per: \_\_\_\_\_ J. L. McMillin CLERK**

**TERMS OF REFERENCE**  
**City of Kenora**  
**Economic Development Committee**  
**March 2006**

## **1.0 INTRODUCTION**

These terms of reference will set out the role of the new City of Kenora Economic Development Committee as it relates to economic development matters in the City of Kenora. The primary focus of the committee's activities will be to act as a catalyst in the restructuring and diversification of the local and regional economy. The committee will direct its efforts by:

- ❖ Investment prospecting, and the encouragement of new business location in Kenora;
- ❖ Supporting existing business expansion, and;
- ❖ Identification and creation of an investment climate for existing local small businesses and entrepreneurs in Kenora

The committee will work collaboratively with its municipal and First Nations partners, as well as the Provincial and Federal governments in creating a healthy and vibrant economy. The efforts of the committee will place a special emphasis on public-private sector partnerships, and conduct itself in a professional and business like fashion in carrying out its mandate.

## **2.0 BACKGROUND**

In the summer of 2005, Abitibi Consolidated announced the permanent closure of one newsprint machine in Kenora, removing 90,000 tonnes of capacity from the mill. At the same time, the company also announced that the second paper machine, with a capacity of 150,000 tonnes of newsprint annually, will be indefinitely idled. The company then engaged in discussions with the Provincial and Federal Governments, and unions, in search of ways to mitigate production costs.

In response to this announcement, the City of Kenora developed an "Action Plan" in an attempt to keep the mill open. An "Executive Steering Committee" was established with the following objectives:

- 1) To explore all reasonable options to restructure the mill to a viable, reconfigured operation, and;
- 2) To work with senior government officials to facilitate the delivery of the best possible employee adjustment programs to workers affected by job losses.

In addition, the City of Kenora moved quickly to hire an economic development officer, and establish an economic development budget. The "Action Plan" adopted by Council included a seven point economic development program that functioned both as the starting point for the work of the new EDO, and beginnings of an economic development plan for the City. The "Northern Star Action Centre" was also established, with financial assistance from Service Canada, to provide job placement and retraining to the affected mill workers.

On December 14<sup>th</sup>, 2005, Abitibi Consolidated announced the permanent closure of the Kenora mill, and impending layoff of all 365 workers. The “Executive Steering Committee” met, and charted a new course and new mandate. With the closure of the mill, the focus the committee would be to direct all available resources into restructuring and diversifying the local economy. The primary goals of the committee would be:

- 1) To develop an economic development plan for adoption by the City of Kenora, and:
- 2) To oversee the implementation of the plan.

The name of the new committee would be the *City of Kenora Economic Development Committee*.

### 3.0 ROLE OF THE COMMITTEE

The role of the Economic Development Committee is to advise Council on a wide range of community economic development matters as they relate to the growth and development of the City of Kenora. Concurrently, the Committee will oversee a wide range of initiatives and activities designed to strengthen and diversify the economy. Generally, the Committee will advise and assist with the following:

- a) The preparation of an economic development plan for adoption by Council, including the procurement of resources required for the completion of the plan;
- b) Undertake a community adjustment/labour force analysis;
- c) The provision of small business development and counseling services;
- d) Work with the Provincial and Federal governments in the development of a broad range of community economic development programs;
- e) Conduct outreach work, community partnerships and business opportunities with other municipalities and First Nations in the region;
- f) Promote Kenora as an investment opportunity in the recruitment and relocation of businesses and industry;
- g) Pursue “footloose” government activities for location in the Kenora area;
- h) Research business opportunities in the forestry, mining and tourism sectors of the economy;
- i) Undertake and facilitate projects designed to further broaden and diversify Kenora’s tourism industry, including First Nations partnerships, and new events and venues required to develop Kenora into a regional/national tourist destination;
- j) Promote Kenora, and the Lake of the Woods region, as a “four season” tourist destination;
- k) Partner with Abitibi Consolidated to pursue the highest and best use for the assets remaining after the closure of the Kenora mill
- l) Make recommendations and/or reports to Council on matters regarding the work or duties of the Committee on a regular basis, including strategies, submissions and communications that would further Kenora’s and partner interests;
- m) Hosting of forums to raise community awareness on a wide range of community economic development issues, including; how other communities cope with economic downturns, energy costs in Ontario, etc.

- n) Prepare, and execute, a communication strategy with respect to the activities of the Committee, and economic development initiatives in the Kenora area.

In fulfilling its mandate, the Committee shall also investigate alternative forms of governance that may enhance its ability to carry out its duties. This may include, but not be limited to, the establishment of a community development corporation as set out in the Municipal Act, or an economic development authority/commission with extended powers to provide financial incentives to enhance growth opportunities for business and industry.

#### 4.0 COMMITTEE MEMBERSHIP

The Economic Development Committee shall consist of 15 members, as appointed by the Council of the City of Kenora. City staff will act as a resource to the Committee in all matters relating the duties of the Committee. Membership on the Committee shall be comprised of:

- Two (2) members the Council of the City of Kenora
- One (1) member of the Council of the Township of Sioux Narrows – Nestor Falls
- Economic Development Officer
- City Planner
- Chief Administrative Officer
- Representative of Grand Council Treaty #3
- Representative of Lake of the Woods Business Incentive Corp.
- Representative of Chamber of Commerce
- Representative of the Kenora District Labour Council
- Five (5) Representatives of the Business Community
- Ministry of Northern Development and Mines (ex-officio)
- Ministry of Natural Resources (ex-officio)
- Industry Canada/FedNor (ex-officio)
- Service Canada (ex-officio)

The Committee members shall annually elect a Chairperson and Vice-Chairperson of the Economic Development Committee. The Chairperson shall set the meeting agenda, preside over all duly called meetings and generally ensure the committee is fulfilling its mandate. The Vice-Chairperson shall perform the duties of the Chairperson in his/her absence. The Economic Development Officer shall be the primary resource person of the Committee, and the City Planner shall act as the Secretary of the Committee.

The Economic Development Committee may establish such sub-committees and it sees fit in carrying out its duties. Membership on a subcommittee shall include a minimum of three (3) Economic Development Committee members, and other appointments as required. The sub-committee shall be chaired by a member of the Economic Development Committee, and provide reports on its activities at the regularly scheduled Committee meetings.

## 5.0 MEETINGS AND ADMINISTRATION

Regular meeting dates are to be established by the Committee at the first meeting. The location and frequency of meetings will be at the discretion of the Committee.

The City of Kenora will provide sufficient resources and staff for conducting the business of the Committee. This will include, but not be limited to; taking meeting minutes, assisting the Chairperson in developing an agenda, the circulation of meeting notices and minutes and the advertisement and organization of public meetings.

The City of Kenora will also provide professional and administrative support in any media releases, reports and recommendations developed by the committee.

Members of the Economic Development Committee, who are unable to attend the regular monthly meeting, are required to report their absences to the Chair prior to the meeting date. Members having three (3) consecutive unexcused absences shall be deemed to have resigned from the Committee and shall be replaced by City Council in the manner prescribed.

## 6.0 COMMUNICATIONS AND ADDITIONAL RESOURCES

The Chairperson of the Committee shall be key contact and spokesperson for the Committee, as well as reporting the work of the Committee back to the City of Kenora Council.

## 7.0 TERM OF COMMITTEE

The term for membership on the Committee shall be concurrent with the term of Council. Members shall be appointed by Council, and Council may replace members on the Committee at any time. Council may be requested to amend the Terms of Reference for the Committee at any time, or they may be amended subsequent to the election of a new Council.