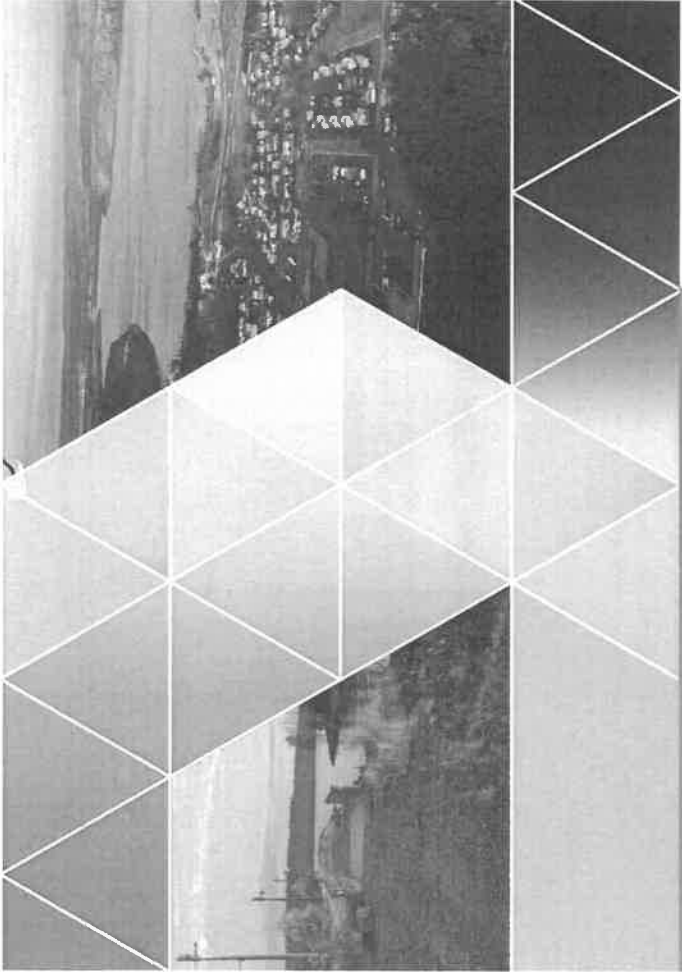


**AGENDA FOR THE COUNCIL MEETING OF
THE CORPORATION OF THE TOWNSHIP OF RED ROCK
FOR THE 959th REGULAR MEETING ON JUNE 20th, 2022 AT 7:00 P.M.**

1. Closed Session
2. Report from Closed Session
3. Preliminary Matters:
 - Item 3.1: Call to Order (7:00pm)
 - Item 3.2: Traditional Territory Acknowledgement & Moment of Silence
 - Item 3.3: Amendments to/Acceptance of Agenda RES
 - Item 3.4: Request/Receive Disclosures of Interest
4. Presentations or Deputations
 - Item 4.1: McSweeney & Associates – Strategic Plan
5. Minutes of Previous Council Meeting(s)
 - Item 5.1: Minutes of the June 13, 2022 Council Meeting (Open & Closed Session) RES
6. Correspondence
 - Item 6.1: Resolutions from other Municipalities RES(2)
 - Item 6.2: TBDSSAB – Update from the Board
7. Reports from Committees, Boards or Agencies
 - Item 7.1: Red Rock Public Library Board – May 10, 2022 Minutes RES
8. Reports from Administration
 - Item 8.1: Report from Director of Operations RES
 - Item 8.2: Report from Fire Chief RES (2)
 - Item 8.3: Report on Weight Room – Treadmill Purchase RES
9. By-laws
 - Item 9.1: Number 2022-1283 – to establish tax ratios RES
 - Item 9.2: Number 2022-1284 – to establish limits for property taxes RES
 - Item 9.3: Number 2022-1285 – to adopt optional tools RES
 - Item 9.4: Number 2022-1286 – to set and levy the 2022 tax rates RES
10. New Business
11. Unfinished Business
 - Item 11.1: Recreation Master Plan
 - Item 11.2: Business Recognition Program
 - Item 11.3: Recycling Options from Environmental Committee
12. Closed Session (if required)
13. Report from Closed Session
14. Confirming By-law (#2021-1287) RES
15. Adjournment



10 YEAR COMMUNITY DEVELOPMENT STRATEGIC PLAN



10 Year Community Development Strategic Plan for the Township of Red Rock

June 2022



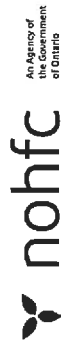
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McSweeney & Associates | June 2022



AKNOWLEDGEMENTS



Federal Economic Development
Agency for Northern Ontario



Agence fédérale de développement
économique pour le Nord de l'Ontario

The Township of Red Rock would like to recognize the support of NOHFC and FedNor for this project.

The views expressed in this document are the views of the Recipient and do not necessarily reflect those of NOHFC, FedNor or the Government of Ontario.

LAND ACKNOWLEDGEMENT

The Township of Red Rock hereby acknowledges that we are on the traditional territory of the Robinson-Superior Treaty and that the land on which we gather is home to the Red Rock Indian Band, the Anishinabek, and the Metis people.

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1. INTRODUCTION

The Township of Red Rock is a scenic community offering stunning vistas overlooking Lake Superior's Nipigon Bay, nestled between the towering cliffs of Red Rock Mountain and the rugged shores of Lake Superior.

Red Rock is located 110 km northeast along the Trans-Canada Highway to its closest large urban centre of Thunder Bay, and 8 km south off the Trans-Canada Highway (Ontario Highway 11/17) on Highway 628.

Red Rock has had its share of hardship with the loss of the Red Rock Pulp and Paper Mill in 2006, the loss of the Red Rock Public Elementary School in 2017 due to low enrolment, along with a declining and ageing population. Although it is located near the Trans Canada Highway it is not visible to those travelling along the highway. Red Rock has historically been a resource-based economy based on its location and available resources in the surrounding region and as a result, has seen booms and busts in its economy over the years.

Red Rock is a tourism destination, and for a small community, it has a lot to offer. Centred around the water, Red Rock offers access to a deep-water harbour, a fully serviced marina offering docking for 82 vessels, Lake Superior National Marine Conservation Area and the Red Rock Marina Interpretive Centre. It hosts three unique and long-running annual events that draw people from afar including the 'Live from the Rock Folk Festival', Red Rock Fish and Game Club Annual Trout Derby, and the Paju Mountain Run which includes a challenging 715 foot climb up Paju Mountain. There are accommodations available to stay in while visiting. Red Rock's location takes advantage of the regional beauty of the natural environment, as well as access to the amazing cultural and recreational attractions that northwestern Ontario has to offer.

Red Rock is also a 'fully-serviced community', and although it has a small population of approximately 900, it is a regional centre with two public schools, a community centre, a library, businesses, and housing, supporting the greater region.

The Township of Red Rock continues to look for new ways to reinvent itself, maintain its relevance and grow as a community.





10 Year Community Development Strategic Plan for the Township of Red Rock



10 Year Community Development Strategic Plan for the Township of Red Rock

2. PURPOSE OF THE 10 YEAR COMMUNITY DEVELOPMENT STRATEGIC PLAN

Red Rock is on the cusp of change. Positive impacts are beginning to happen for the community.

Superior Country (the local Destination Marketing Organization) is moving their year-round office from Nipigon into the Red Rock Marina Interpretive Centre at the beginning of June 2022. Not only does this move bring new staff into the community to support the local businesses, but it offers more local summer employment. Superior Country is a stamp location on the Lake Superior Circle Tour, which is a self-guided tour around Lake Superior. This will draw a greater number of tourists to Red Rock that might otherwise not have visited.

The former mill site and the Red Rock Inn were recently purchased. This is significant in that the mill site is 350 acres, half of the geographic size of the Township of Red Rock, and the Red Rock Inn is a historically noteworthy building in Red Rock.

Greenstone Gold Mines broke ground in 2021, one of a string of new mine projects coming online along Lake Superior's north shore. Greenstone Gold Mines is located 181 km, approximately 2 hours northeast of Red Rock. The families of the employees of Greenstone Gold Mines are potentially looking for a community-oriented location to live that is in close proximity to the mine. As a mid-way point between Thunder Bay and Greenstone Gold Mines, Red Rock is in a unique position to offer an attractive, well-rounded community.

The need for a 10 Year Community Development Strategic Plan is a key piece in the continued efforts of the Township to provide accountability and transparency to its residents and stakeholders while moving the community forward in a clearly defined and agreed upon direction and approach.

This new Community Development Strategic Plan lays out actions for success over the next ten years, in a manner that is sensitive to the quality of life and quality of place of Red Rock's residents, visitors, and stakeholders.

3. COMMUNITY VISION AND VALUES

In 2017 the Township of Red Rock established a mission, vision, and community values for the years between 2018 to 2022. The mission, vision and community values remain the same today and will strive to ensure that they are aspired to over the next ten years.

Mission Statement

The Township of Red Rock is a caring, inclusive community nestled as a Superior Treasure.

We are dedicated to providing services in a sustainable and responsible manner.

Vision Statement

We are a welcoming and safe community that provides all the amenities of an urban centre in a picturesque rural setting, with growth opportunities and a quality of life that is unique.

Community Values

- INCLUSIVE**
- PROGRESSIVE**
- INNOVATIVE**
- ACCOUNTABLE**
- PASSIONATE**



10 Year Community Development Strategic Plan for the Township of Red Rock



10 Year Community Development Strategic Plan for the Township of Red Rock

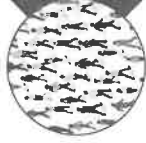
4. COMMUNITY GOALS AND STRATEGIC ACTIONS

Three connected goals emerged as the most prominent areas of focus for the Community Development Strategic Plan. These goals, along with the actions, are based on a comprehensive understanding of Red Rock based on the economy, input from businesses and stakeholders, as well as their collective aspirations.

As a result of extensive consultations and research, forty-three attainable and doable community actions were established, to be implemented from 2022 to 2032. The actions are the responsibility of various stakeholders in Red Rock including Red Rock staff and elected officials. To accomplish these actions both human and financial resources need to be in place. Without both resources in place, it will be a challenge to implement the strategic plan and fulfill the expectations of the community.

Three Community Goals

Strengths, Challenges, Opportunities, Aspirations and Results (SCOAR®)¹ (see Appendix 1 for the full SCOAR® analysis) was compiled after an extensive consultation process which included one-on-one interviews, an online survey, focus groups, a comprehensive document review, and the completion of a Situational Analysis. The SCOAR® was used as the fundamental basis to determine the three goals and came directly from input from the key community stakeholders.



Goal 1: Sustainably grow the population to continue to maintain the viability of Red Rock.



Goal 2: Sustainably grow the local economy to support residents and tourists/visitors.



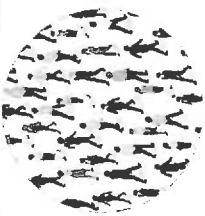
Goal 3: Continue to build a shared sense of community while maintaining its core values.

¹ A SWOT analysis has a "50%" focus on "negative" aspects of analysis. While a SOAR analysis emphasizes the positive, it fails to address barriers or challenges to economic growth that every community faces. Our SCOAR® Analysis provides greater balance than either SWOT or SOAR analysis.



10 Year Community Development Strategic Plan for the Township of Red Rock

Goal 1: Sustainably grow the population to continue to maintain the viability of Red Rock.



The challenge of having an aging and declining population is the strong potential for economic decline (i.e., business closures), reduced amenities (i.e., school closures), and decreased tax base (i.e., reduced services, crumbling infrastructure). With moderate population growth, Red Rock will continue to be a sustainable community and flourish with vitality and vibrancy.

Objectives and Actions

OBJECTIVE: To attract an increased number of housing opportunities for seniors, singles and families to live.

1. Complete an inventory of available houses and lots by identifying vacant serviced and unserviced lots. This will allow prospective developers and homebuyers to easily identify locations for residential building opportunities.
2. Where feasible, service residential building lots that are currently unserviced to be more enticing for new residential development.
3. Address the current lack of seniors' living facilities by researching the possibility of attracting an investor to build a seniors' living centre; and provide information on how residents could make their current homes more senior-friendly in order to allow them to stay in their homes for longer.
4. Assess current bylaws to determine if any can be amended to be more supportive of residential development.



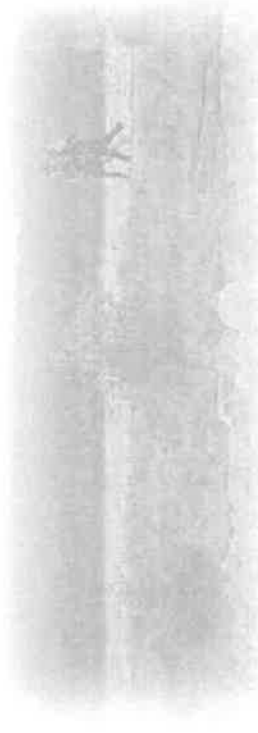
10 Year Community Development Strategic Plan for the Township of Red Rock

OBJECTIVE: To develop Red Rock's attractiveness in an effort to encourage families to move to Red Rock.

1. Develop programming for the community centre to make the best use of the space while increasing revenues for the community centre. Have a staff person in place to be responsible for the management and programming of the community centre.
2. Improve community outreach to better inform residents on what is taking place locally for residents to participate in.
3. Investigate the provincial policies around the new \$10/day daycare and determine how this initiative could be used to increase the number of daycare positions available in Red Rock.
4. Complete an information piece that markets the Township and highlights its assets to attract new residents.

OBJECTIVE: To improve internet connectivity in Red Rock.

1. Continue to work with local internet providers to improve internet connectivity to all homes and businesses in Red Rock.
2. Review opportunities to bring stronger Wi-Fi access to various locations in Red Rock and communicate where these Wi-Fi sites are located.



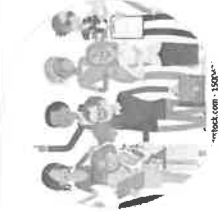


10 Year Community Development Strategic Plan for the Township of Red Rock



10 Year Community Development Strategic Plan for the Township of Red Rock

Goal 2: Sustainably grow the local economy to support residents and tourists/visitors.



A strong local economy, even in a small community, supports and strengthens the community. Without small businesses and entrepreneurs, local economies would not be able to function. Small business keeps local money local, provides local employment, boosts the tax base for the Township and keeps taxes lower for residents. Small business also brings money in from outside of Red Rock and helps to build a sense of community by having direct ties to the residents.

Objectives and Actions

Objective: To increase the number of businesses in Red Rock while helping retain the existing businesses.

1. Examine the ability to provide opportunities for local businesses that are struggling to support their business and connect them with regional support services that are available.
2. Develop a list of Red Rock businesses, keep the list current and provide this list in accessible locations to residents and visitors.
3. Work with local businesses to develop a 'shop local' campaign that encourages locals to support business in Red Rock.
4. Ensure that all Township publications (i.e., community profile) and the Township website have current information and data available.
5. Complete a target market analysis to best understand the types of business/industry that could be attracted to Red Rock.

OBJECTIVE: To continue to improve the aesthetics of Red Rock to make it an attractive location to do business.

1. Ensure that property standards bylaws are enforced.
2. Continue to support the volunteer 'beautification committee'.

3. Encourage local businesses to beautify their storefronts.

OBJECTIVE: To provide opportunities to support local entrepreneurship.

1. Work with the school board and local entrepreneur groups to encourage and assist local students and residents to start a business in Red Rock.

OBJECTIVE: To increase tourism into Red Rock by attracting tourists/visitors to Red Rock.

1. Initiate and implement the Red Rock RV Park Business Plan.
2. Working in partnership with relevant organizations to improve highway signage by determining strategic locations along the highway and developing a directional signage program for Red Rock.
3. Continuing to develop a relationship with Red Rock Indian Band and working collectively to share the Indigenous culture.
4. Develop, annually, a comprehensive list of tourism experiences in Red Rock and share this list with Superior Country and other locations that will share the information with visitors and tourists.
5. Complete and implement a communications plan using print, social media and electronic media to promote Red Rock's tourism assets.
6. Improve trail signage for the trail system within the Township including important information (i.e., the length of trails) and communicate the trail network through a mobile app, print brochure, and/or Township website.
7. Work closely with Superior Country to support the attraction of visitors and tourists to Red Rock.



10 Year Community Development Strategic Plan for the Township of Red Rock

Goal 3: Continue to build a shared sense of community while maintaining its core values.



As a small community in northern Ontario, the population of Red Rock is very reliant on each other, meaning the residents support, take pride in and understand the community. That is what small-town living is all about. As the population changes, the culture and the community also undergo change. Resistance to change and the unknown is often met with apprehension, yet change is inevitable.

Objectives and Actions

Objective: To develop a community identity that is consistent with the vision of the community.

1. Building off the engagement of this strategic plan, continue to work with the community to determine one identifying logo, message and vision and use these for marketing, signage, and front-facing community messaging.

Objective: To ensure that all newcomers and residents to Red Rock are informed of what is happening in the community, are welcomed to the community and have the opportunity to be engaged in the community.

1. Support the efforts of the Welcoming Committee that reaches out to all new residents moving into Red Rock.
2. Revamp the Recreation Committee or a committee similar to the Recreation Committee, a committee that was involved in organizing local events.



10 Year Community Development Strategic Plan for the Township of Red Rock

Objective: To better engage with the students in the schools in Red Rock and help them to be part of the community even if they do not live in Red Rock.

1. Provide opportunities for students to volunteer on community projects to help them complete their mandatory volunteer hours (i.e., building picnic tables, painting art murals, etc.)
2. Survey the students in the local schools, on an annual basis, regarding their needs in the community and determine the most appropriate and financially feasible projects and implement the projects.
3. Piggyback with existing partners that visit the local schools and engage with the students to determine opportunities where they can participate and become greater participants of Red Rock.

Objective: To increase the volunteer base in the community to support the needs of the community and to tap into the expertise of the residents.

1. Develop a central list of activities/organizations that need volunteers, including the skillsets required, and post this list in a central location (electronic and online) where residents can sign up to participate.

Objective: To establish a number of informal locations for residents and visitors to congregate and connect in Red Rock.

1. Plan and develop a leash-free dog park.
2. Work with local partners to develop a play structure that is located more centrally within the residential area.
3. Determine if there is an interest in a skatepark and work with residents and youth to develop and build the skatepark.
4. Work with the high school to determine if the high school community gardens are still being used by the high school. If not being used by the high school, transition them to the residents of Red Rock. Communicate the messaging around the use of the community gardens.
5. Develop an active recreation park for seniors offering activities that they can participate in (i.e., horseshoes, disc golf, etc.).
6. Continue to increase the number of park benches across the community.

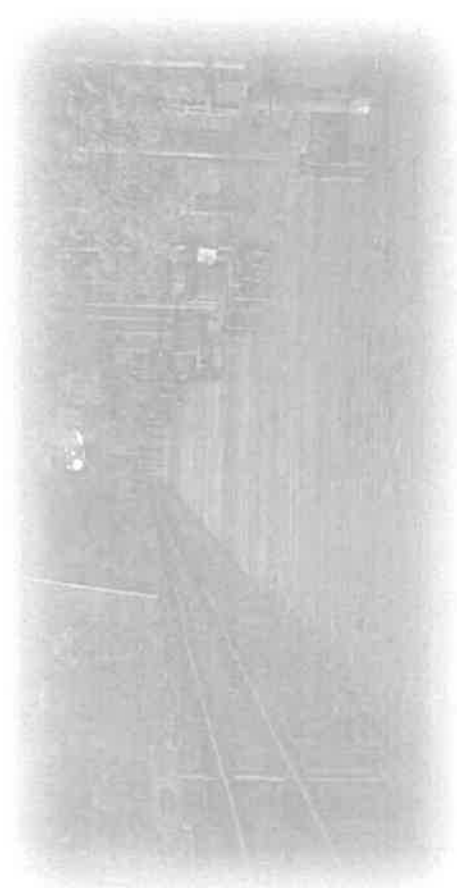


10 Year Community Development Strategic Plan for the Township of Red Rock

- Continue to update the Community Centre. Establish and offer relevant programs requested by the residents and ensure that there is space available for internal and external organizations/agencies to offer their services. Raise revenues through these activities to support the long-term success of the community centre.

Objective: To have one permanent, shared location where all services provided by local agencies can be held in the community.

- Provide one official location in Red Rock that is available to agencies that provide services to the community and provide regularly scheduled timeslots (i.e., travelling vets, lawyers, local social services, etc.) so that they are consistent and available for residents.
- Regularly update the community notice boards, both electronic and/or print of activities that are taking place in Red Rock.



10 Year Community Development Strategic Plan for the Township of Red Rock

5. CORPORATE GOALS AND STRATEGIC ACTIONS

Municipal staff and elected officials of the Corporation of the Township of Red Rock work together to deliverable municipal services that support the local taxpayers. These services are completed to the best of their ability while being financially responsible. To continue to provide these services effectively and efficiently, eleven strategic actions have been developed for implementation over the next 10 years. These strategic actions were developed with the input of staff and elected officials, based on their insightful knowledge of the Corporation.

Objectives and Actions

Objective – To build an effective team (Council and staff) that is all working together and moving forward in the same direction.

- Establish a common corporate vision for which staff and elected officials can strive towards. Re-evaluate this vision at the beginning of each Term of Council and make changes if required to reflect the current direction.
- At the beginning of each Term of Council, to educate Council and staff on individual roles and responsibilities of Council and staff. Consider updates at other various times within the Term of Council if required.
- Keep lines of communication open between Council and staff by having project status updates that take place on a predetermined and consistent basis throughout Council's Term.
- Develop regularly scheduled team-building opportunities that are minimal cost but help to build the team.

Objective – To continue to communicate with residents on a consistent basis through multiple media options on key issues and successes of the Township.

- Keep residents informed of Township activities through a variety of communication options including:
 - The development of a Township website with current and up-to-date information.
 - The development and implementation of a regularly scheduled newsletter - print and/or online.



10 Year Community Development Strategic Plan for the Township of Red Rock

- c. The development and implementation of a social media plan.
2. After each municipal election, organize and implement an opportunity (i.e., open house/town hall) to introduce the new members of Council and provide an opportunity for residents to meet staff and understand the internal workings of the Township, including such things as ongoing and new projects. Continue to engage the community in an open forum as required.

Objective- To update policies and guidelines to ensure that they are current and relevant.

1. Educate staff and council on the current 'code of conduct' that was developed for staff and elected officials, to maintain transparency and to give employees a definitive guide on how they should work and act while performing their job.
2. Continually update job descriptions for all staff positions to clearly define roles and responsibilities. Keep these job descriptions current by updating them on a predetermined and consistent basis.
3. Continue to update all outdated bylaws so that the Township is working with bylaws that are relevant to today's requirements.

Objective - To engage staff and improve the decision-making process for annual Township budgets.

1. Staff to provide a three-year outline of annual staff training requirements to ensure that budget is available, that training is planned for and can be taken when it is needed to do their jobs safely and with the most current information. The three-year outline is to be updated on a predetermined and consistent basis (i.e., yearly or every two years).
2. Develop an annual capital budget with key staff and council members, that complements the operational budget.

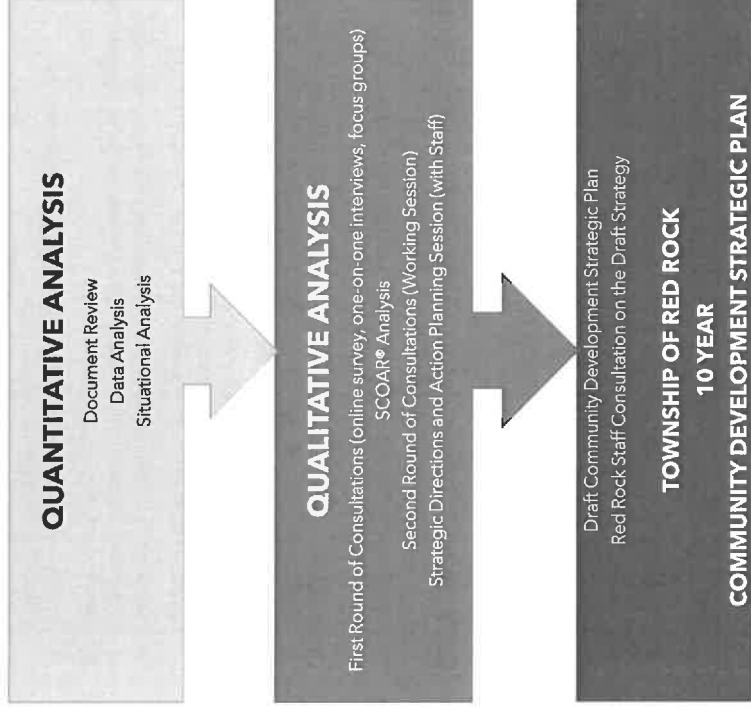


10 Year Community Development Strategic Plan for the Township of Red Rock

6. PROCESS FOLLOWED



The process followed to develop the 10 Year Community Development Strategic Plan was comprised of a document review and web searches, followed by a statistical analysis of the Township of Red Rock's economy and demographics that yielded a current socio-economic report. As well, a comprehensive consultation process was completed to better understand the community from the perspective of the community.





10 Year Community Development Strategic Plan for the Township of Red Rock

Document Review

The following documents were reviewed and provided background information on the Township of Red Rock:

- A Path Forward: SAGE Organizational Review for Township of Red Rock, Ontario, October 2020, SAGE Analytics
- Red Rock Park and Marina Phase II Feasibility Study Final Report, June 2003, Schollen & Company Inc.
- Adjusting our Sails, Final Report and Recommendations of the Red Rock Community Adjustment Committee, August 2007, Yvon Desroches
- Notice of Proposed Official Plan & Zoning Amendments, Corporation of the Township of Red Rock, June 2020
- Electric Vehicles in Rural and Remote Communities: Identifying Opportunities, Understanding Challenges, Dunsky Energy + Climate Advisors
- Official Plan for the Township of Red Rock, November 2011
- Township of Red Rock Ontario Port Assessment Study M-10-05, March 2010, Stephen Burnett
- Red Rock Township: Investment Attraction & Consulting Services, March 2009, Millier Dickinson Blais Inc.



10 Year Community Development Strategic Plan for the Township of Red Rock

Situational Analysis: Snapshot of Red Rock Economic Snapshot

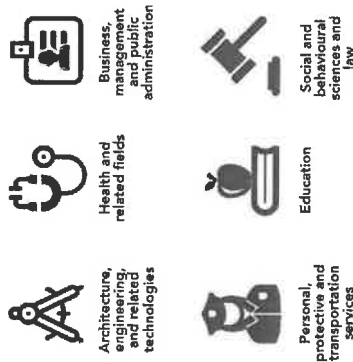


Educational Attainment

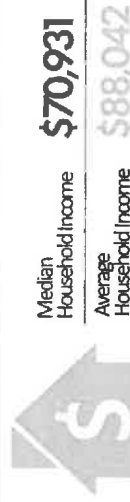
For the population aged 15-64



Top 6 Major Fields of Study



Household & Earnings



8% of Red Rock's population spends **30% or more** of household total income on shelter costs

Percent based on 15+ full-time employees who are under 65 years of age.

Source: Statistics Canada, Census of Canada, 2021, www150.statcan.gc.ca



10 Year Community Development Strategic Plan for the Township of Red Rock



10 Year Community Development Strategic Plan for the Township of Red Rock

Labour Force & Local Economy

Top 5 Employment Industries



Top 5 Employment Occupations



Entrepreneurship



All data based on McSweeney Super Demographics 2021 unless otherwise specified

Share of Employment by Services-Producing and Goods-Producing Sectors



Key Findings from Situational Analysis

Red Rock engaged McSweeney & Associates to assist with the creation of a report which would provide a better understanding of the current economic and business climate within Red Rock. This report, titled 'Situational Analysis - Red Rock', provides a more detailed analysis of Red Rock.

Population Data

Table 1 illustrates population changes in Red Rock and Ontario from 2001 through 2031 projections. Between 2001 and 2016, the Census population in Red Rock decreased from 1,233 to 895; a decrease of approximately 27.4% over 15 years. Projections for the next decade suggest a slower annual decrease compared to the previous 15 years, with a steady of Red Rock's population between 840 and 900 individuals.

Table 1: Population Change, Red Rock and Ontario, 2001-2031

Population	2001	2006	2011	2016	2021*	2026	2031
Red Rock Total	1,233	1,063	942	895	898	881	865
% Change	---	-13.8%	-11.4%	-5.0%	n/c*	-1.9%	-1.8%
Ontario Total	11,410,046	12,160,282	12,851,821	13,448,494	14,693,913	15,556,446	16,413,606
% Change	---	6.60%	5.70%	4.60%	n/c*	5.87%	5.51%

Source: Statistics Canada Census data, 2001, 2006, 2011, 2016; Manifold Super Demographics 2021.
*Manifold population estimates vs. Census data are not directly comparable.

2020 Age Profile Snapshot

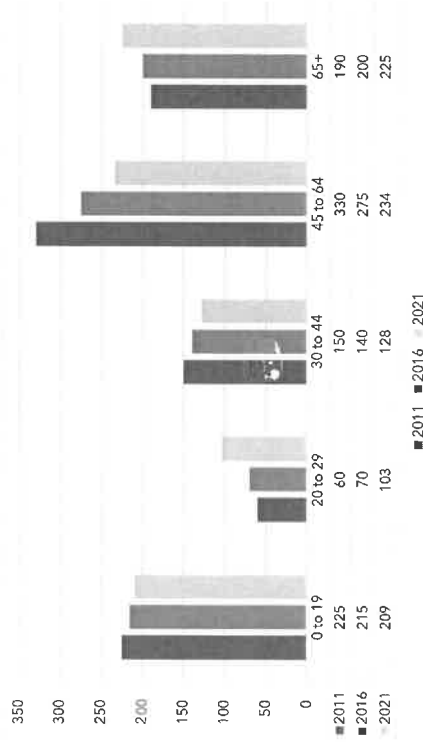
Age Group	Red Rock	Ontario
0-14	17.0%	15.5%
15-64	58.0%	66.2%
65+	25.1%	18.4%



10 Year Community Development Strategic Plan for the Township of Red Rock

The below Figure shows changes to Red Rock's age profile between the last two census periods and estimates for 2021. The most significant growth in the population from 2011 to 2021 came from young adults aged 20 to 29 years (60 residents in 2011 were between the ages of 20 and 29, compared to 103 in 2021).

Figure 1: Population by Age, Red Rock, 2011, 2016 & 2021

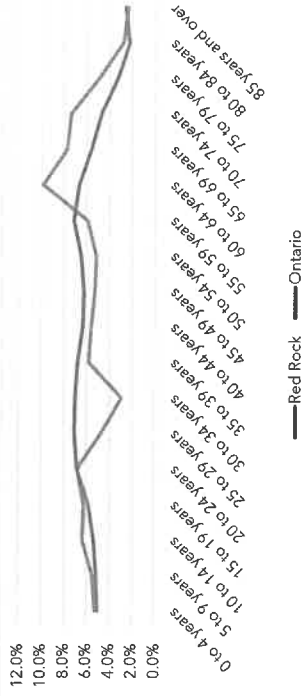


Next, the below Figure contrasts the age profile of residents in Red Rock to Ontario, in 2021. As can be seen, Red Rock has a slightly higher proportion of youths (0-24) but a smaller percentage of middle-aged adults (aged 25 to 59), compared to Ontario. Finally, the town has a higher proportion of mature adults and older residents (those 60+).



10 Year Community Development Strategic Plan for the Township of Red Rock

Figure 2: Percent Population by Age, Red Rock vs. Ontario, 2021



Source: McSweeney & Associates and Manifold Data Mining Inc. SuperDemographics 2021

Employment Income Data

With regards to employment income for all labour market participants, the following observations can be made²:

- Red Rock's median employment income in 2020 was \$44,325, 17.7% higher than in Ontario (\$37,648).
 - Average employment income for Red Rock residents in 2020 was \$49,118, 9.2% less than in Ontario (\$54,082).
- The below Figure compares the distribution of household incomes in Red Rock and Ontario. Approximately 27.2% of households in Red Rock earn over \$100,000 annually, compared to 37.0% in Ontario.
- Median household total income in Red Rock in 2020 was \$70,931, compared to \$83,780 in Ontario
 - Average household total income in Red Rock in 2020 was \$88,042, compared to \$109,708 in Ontario

² All income data uses the year previous; therefore 2021 data uses 2020 incomes.

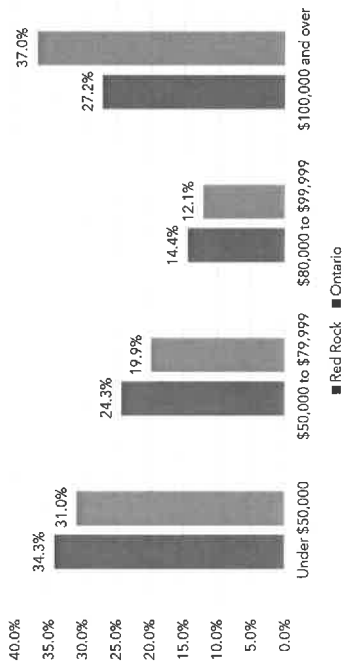


10 Year Community Development Strategic Plan for the Township of Red Rock

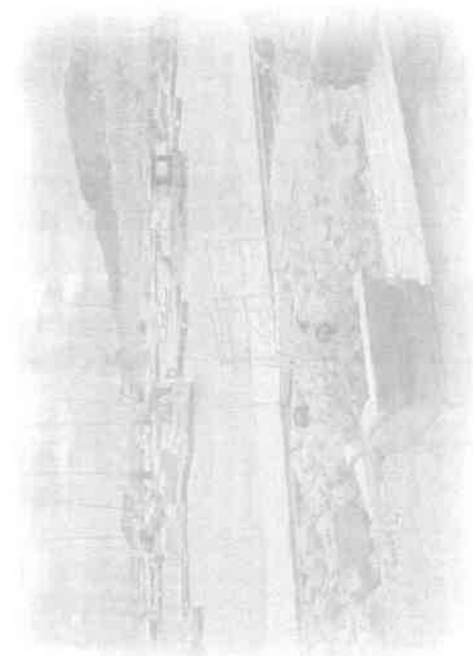


10 Year Community Development Strategic Plan for the Township of Red Rock

Figure 3: Household Income Levels by Percentage of Population, Red Rock and Ontario 2020



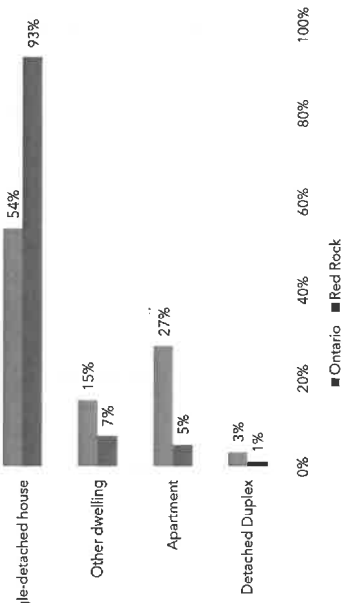
Source: Manifold Data Mining Inc. SuperDemographics 2021 (based on 2020 incomes).



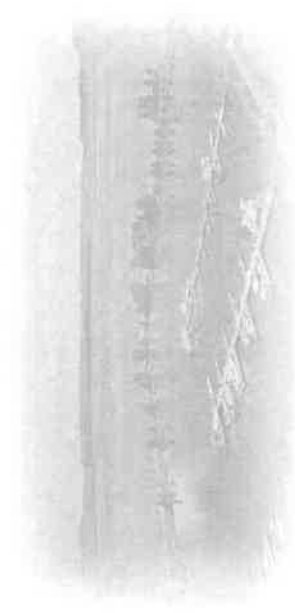
Dwelling Data

In Red Rock, single-detached housing represents over 9 of every 10 housing units (93% of total shelters, compared to 54% across all of Ontario)³. This lack of diverse housing supply was consistently discussed during the development of the Strategy.

Figure 4: Occupied Dwellings by Structure Type, 2020



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics. 2021



³ Please note, these figures amount to totals over 100% due to rounding.

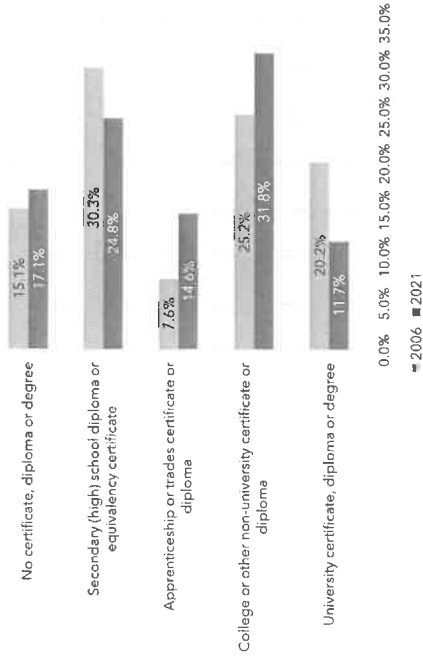


10 Year Community Development Strategic Plan for the Township of Red Rock

Education Data

The population with an 'apprenticeship or trades certificate or diploma' has grown the most over the past 15 years. Meanwhile, as can be seen in the below Figure, the share (i.e., the percentage) of the population with a university certificate, diploma or degree is decreasing, a potential reflection of the shift towards more trades-based positions of employment.

Figure 5: Educational Attainment for Red Rock ages 25 to 64, 2006 - 2021⁴



Source: Statistics Canada, Census data 2006 and 2016, and Market Data Intelligence SuperDemographics 2021. Population in image.

⁴ High school diploma or equivalent' includes persons who have graduated from a secondary school or equivalent. It excludes persons with a post-secondary certificate diploma or degree. Post-secondary certificate diploma or degree' includes 'apprenticeship or trades certificates or diplomas', 'College or other non-university certificates or diplomas' and university certificates diplomas and degrees. 'Apprenticeship or trades' includes Registered Apprenticeship certificates and trades certificate or diplomas



10 Year Community Development Strategic Plan for the Township of Red Rock

Staffing Data

Within Red Rock's labour shed⁵ the most prevalent positions are 'sales support occupations', 'professional occupations in education services', and 'paraprofessional occupations in legal, social, community and educational services.' Notably, none of the occupations with job counts above 10 saw a decrease in positions from 2020 to 2021, while nine occupations had increases in total jobs.

Table 2: Staffing Patterns, Red Rock's Labour Shed, 2021

Occupation	Employed in Industry Group, 2020	Employed in Industry Group, 2021
Sales support occupations	66	67
Professional occupations in education services	52	52
Paraprofessional occupations in legal, social, community and education services	45	47
Service support and other service occupations	43	45
Office support occupations	44	44
Administrative and financial supervisors and administrative occupations	42	42
Professional occupations in law and social, community and government services	41	41
Professional occupations in nursing	34	35
Care providers and educational, legal and public protection support occupations	28	29
Sales representatives and salespersons - wholesale and retail trade	28	28
Service supervisors and specialized service occupations	27	27
Assisting occupations in support of health services	26	27
Technical occupations in health	23	23
Retail sales supervisors and specialized sales occupations	20	21
Specialized middle management occupations	20	20
Maintenance and equipment operation trades	15	16
Technical occupations related to natural and applied sciences	14	14
Transport and heavy equipment operation and related maintenance occupations	14	14
Professional occupations in business and finance	13	13
Occupations in front-line public protection services	13	13
Service representatives and other customer and personal services occupations	13	13
Professional occupations in health (except nursing)	11	12

Source: EMSI Analyst, 2021.3 - Employees and Self-Employed

⁵ Red Rock's labour shed is the area identified as reasonably similar to Red Rock while also being geographically close enough that employees (or employers) could expect to find job opportunities (or staff) within the area



10 Year Community Development Strategic Plan for the Township of Red Rock



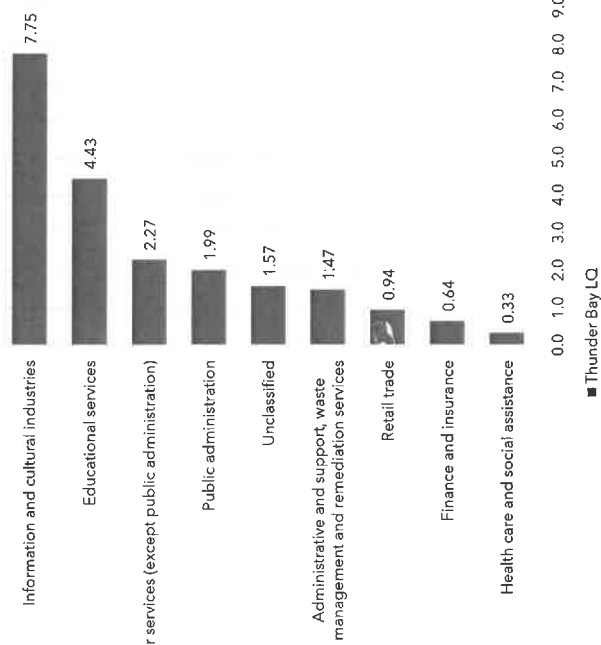
10 Year Community Development Strategic Plan for the Township of Red Rock

Location Quotient Relative to Thunder Bay Data

Location Quotients (LQ) are used to help to identify the strengths of the community by highlighting employment concentrations. This method compares the level of employment concentration (or specialization) in a relevant localized economy (i.e., Red Rock) to the level of employment concentration in one or more benchmark areas. In other words, does the local economy have proportionately more or fewer employees in specific industries than the benchmark area?

Scores above 1.25 indicate a high concentration relative to the benchmark. In this case, Thunder Bay is used as a benchmark with which to compare Red Rock's employment totals. As can be seen in the Figure below, in Red Rock, jobs in the information and cultural industries are 7.75 times more concentrated than they are in Thunder Bay.

Figure 6: Concentrated Sectors in Red Rock Relative to Thunder Bay, 2021



Source: Tomlinson & Associates Ltd. (2021), prepared for the Township of Red Rock, 2021. (CS: West-410-04-01-16-16-21)

Stakeholder Consultations



The consultation process was overwhelmingly successful. For a small community, the participation was extraordinary. From students in the local elementary school to police, to residents old and new, the interest in providing input was exceptional.

Input was gathered from representatives from the following: Township staff and elected officials; seasonal businesses; permanent businesses; local community organizations; regional service providers; local law enforcement; elementary and high school students; local residents; and tourism organizations.

Over 200 stakeholders participated throughout this process. The consultations consisted of confidential one-on-one phone interviews; an online survey open to the public; printed copies of the survey at the Township offices; focus groups and a strategic working session.

Interviews & Community Online Surveys

The interviews, community online surveys and the focus groups were based on 7 questions, five of which were asking for an assessment of the community: the strengths, challenges, and opportunities of Red Rock. There was a question about why residents appreciate living in Red Rock as well as how they see Red Rock 10 years from now.

One question was asking about the top 3 issues that need to be addressed in moving forward and the other question was with regards to supporting and attracting business.

An additional question was asked of those stakeholders that represented a regional organization and how they would assist Red Rock in moving forward.

One-on-one phone interviews

A total of twenty-five one-on-one phone interviews were conducted with key stakeholders. One-on-one interviews allow the stakeholders to provide confidential input that may or may not come out in the more public forums. There is greater time for in-depth discussion to delve deeper into specific issues that come up.

Community online survey

An online survey, located on the Red Rock website, was available to the public for the month of mid-January to mid-February 2022. The survey was also available in printed



10 Year Community Development Strategic Plan for the Township of Red Rock



10 Year Community Development Strategic Plan for the Township of Red Rock

APPENDIX 1

SCoAR® Analysis for the Township of Red Rock



The SCoAR® (Strengths, Challenges, Opportunities, Aspirations, Results) is a detailed analysis of the current situation involving statistical analysis of the local economy, regional competitive outlook, trends and forecasts, investment readiness assessment, strengths/weaknesses/opportunities review using the McSweeney exclusive SCoAR® analysis.

Natural beauty surrounding Red Rock

- Nature at front and back door
- The Town “wows you”
- Lake Superior, Nipigon Bay, Nipigon River and Red Rock Mountain
- Availability of outdoor activities including ice climbing, fishing, hunting, boating, hiking, etc.

The people

- Very accepting, friendly and helpful
- Safe place to live and raise children
- Willing to be part of the community and volunteer
- Pride about community (strong roots)
- Great Township staff

Affordability

- Can actually afford to buy a house
- Folks aren't “house poor” when they move to Red Rock



Location

- Offers small town benefits but still close enough to Thunder Bay and amenities (airport, shopping, etc.)
- Close access to Trans-Canada Highway (7 km)
- New farms are popping up nearby (in town and nearby towns), providing opportunity for fresh local food

Community amenities

- Two schools (high school and elementary)
- Community centre with a bowling alley, arena, and café; library, marina and interpretive centre; splash pad
- Ample water and sewer capacity for additional population
- Strong annual events (i.e., Folk Festival, Fishing Derby, etc.)

Unwillingness to embrace change

- Lack of foresight about the future
- Do not want to embrace growth and to see new development take place
- Lack of interest in implementing ideas to leverage opportunities
- Feelings of being “stuck in a rut”
- Longing for the time when the town was booming

Decreasing and aging population

- Lack of business opportunities, activities, etc. makes it difficult to keep young people and attract former residents back
- Burnout as people “give up” on improving quality of life as people move away

Lack of family-appeal

- Limited activities for kids (go to Nipigon/Thunder Bay for activities too often)
- Not many well-paying jobs available
- Limited recreational activities (amenities aren't functional right now)
- Not enough park space

Lack of housing for seniors and families

- Existing homes are not senior-friendly.
- Lack of appropriate seniors housing options.



10 Year Community Development Strategic Plan for the Township of Red Rock

- Limited developable land for new residential
- **Lack of industry/business**
 - No industry = no employment opportunities and no tax base (therefore, high taxes)
 - Lack of overall economic opportunities mean there's nothing to build off
 - Nowhere to shop, get gas, etc.

Revitalization of mill site

- Loss of Mill led to a lot of other businesses leaving
- Land is sitting vacant

Lack of awareness of Township from non-residents

- 10 Minutes off highway = virtually invisible from the highway
- Lack of signage on the highway
- Lack of identity for the Township

Culture of the community

- New residents not as engaged in the community
- As more new people move to Red Rock, residents do not know each other as they did
- Small town rivalry/lack of collaboration with other communities
- Lack of knowledge of skills available in Red Rock
- Experiencing volunteer burnout

Township resources

- Limited municipal finances/tax base
- Limited human resources (staff) to undertake all that needs to be done
- Struggling to complete a number of projects inherited from past councils

Lack of services available for at-risk demographic

- Medical, counselling, etc.
- Public transportation



10 Year Community Development Strategic Plan for the Township of Red Rock



Increasing tourism

- Hiking trails expanded with self-guided tours
- Increased number of tourism-based businesses
- Improved waterfront for swimming
- Summer tourism, especially an RV Park, would be enticing

Encouraging entrepreneurship

- Partnering with the schools and provincial organizations to encourage business start-ups for all ages
- Training programs for entrepreneurship
- Providing space for local businesses

Branding and marketing

- Establishing one brand that represents the community of Red Rock
- Market as the 'perfect place to work from home'
- Improved signage
- Marketing Red Rock's amenities

Additional programming for youth and seniors

- Sports and recreational programs
- Nature hikes - self-guided
- Fishing guides
- Renting community centre to a post-secondary institution

Creating a stronger business community

- Building closer partnerships between existing and new businesses
- Connecting businesses with Marina
- Attracting small business options (i.e., greenhouses; canoe, kayak rentals; gas station; food truck vendors; microbrewery, etc.)
- Leasing space for office-based businesses in the community centre

Addressing climate change

- Restoring waterfront to natural state to mitigate the effects of climate change



10 Year Community Development Strategic Plan for the Township of Red Rock

- Increased tree planting
 - Striving to be a carbon-neutral community
- Connecting and partnering**
- Partnering with Universities, and high schools to offer summer opportunities for kids (learn how to do water sports, jobs etc.)
 - Connecting with surrounding communities more (Dorion, Nipigon, etc.)



- To have an increased population while maintaining the beauty and serenity of Red Rock.
- To have increased awareness of Red Rock and what it has to offer for residents and tourists/visitors.
- To have sustainable growth in tourism in Red Rock.
- To have an improved economy with a greater number of businesses supporting residents and tourists/visitors.
- To have the mill site revitalized and used for something that residents support and that brings value to the community.
- To be engaged with Red Rock Indian Band and other nearby communities of Nipigon, Dorion, and to be working together on key projects that support the communities.



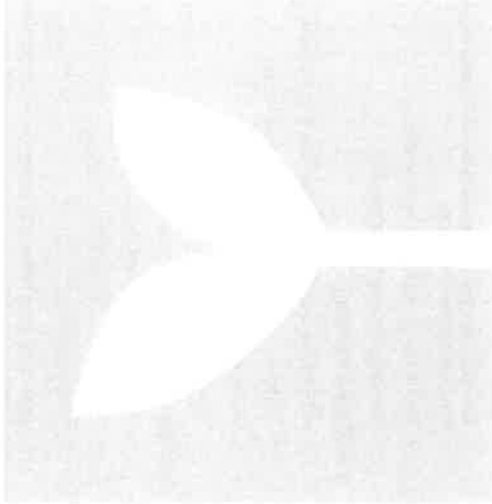
- Red Rock will be a thriving community. It will have maintained its peacefulness and beauty and will continue to be a safe place to live, raise a family and support seniors. There will be diverse housing options available for new residents wanting to live in Red Rock. The community will embrace change.
- Red Rock will have a stronger and sustainable economic base with more local job opportunities including offering business for residents as well as visitors/tourists. Locals will be supporting locals. There will be more variety and more unique businesses found in Red Rock. Entrepreneurship will be celebrated and supported.
- Red Rock will be a destination for tourists, offering outdoor activities that can take place in the natural beauty of the water and the mountain. There will continue to be events that bring visitors/tourists to the area. Red Rock will celebrate its history and culture. The community centre will be the hub of the community, with a diverse number of activities available for residents of all ages.



10 Year Community Development Strategic Plan for the Township of Red Rock

APPENDIX 2

Situational Analysis for Red Rock

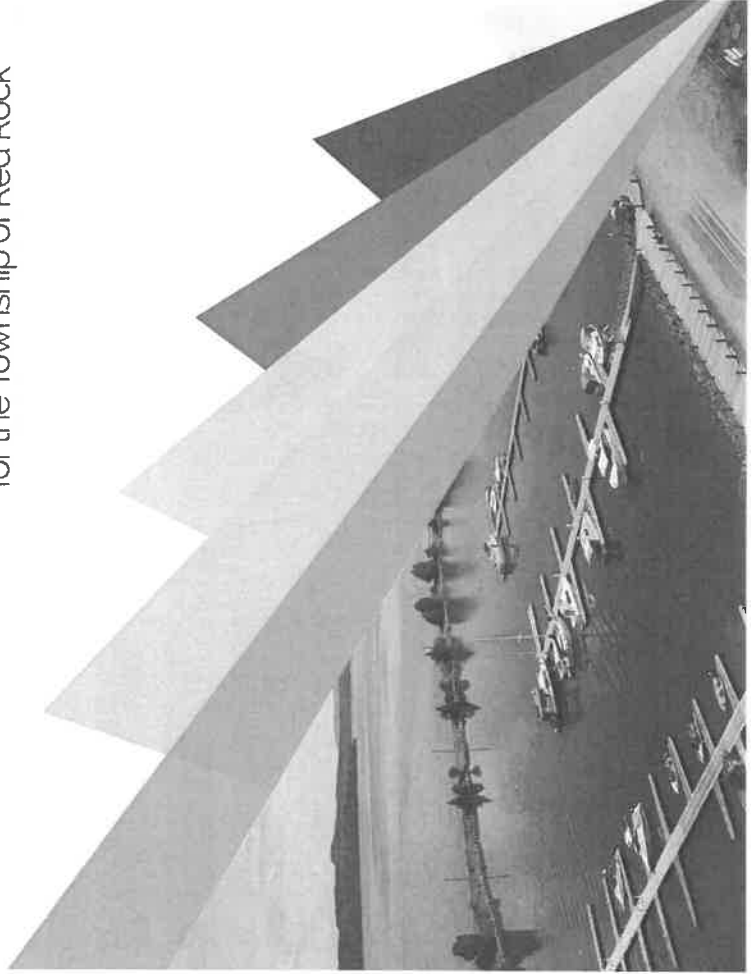




January 2022

SITUATIONAL ANALYSIS

for the Township of Red Rock



Situational Analysis for the Township of Red Rock

January 2022

Township of Red Rock Economic SNAPSHOT



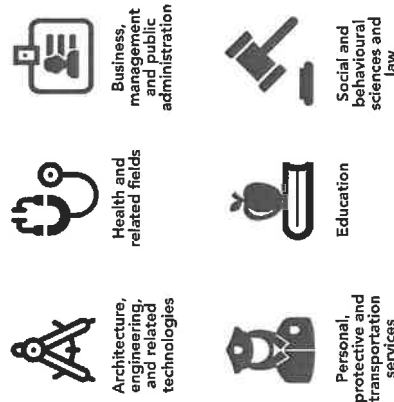
898 2021 Population 865 Projected Population 2031 -3.7% Population Growth 2021-2031 46 Median Age 17% Aged 0-14 58% Aged 15-64 25% Aged 65+

Educational Attainment

For the population aged 25-54



Top 6 Major Fields of Study



Household & Earnings



Reported aged 15+ with earnings who worked full time

8% of Red Rock's population spends **30% or more** of household total income on shelter costs

All data sourced from Manulife SuperDemographics 2021, unless otherwise specified

Township of Red Rock Economic SNAPSHOT



Labour Force & Local Economy

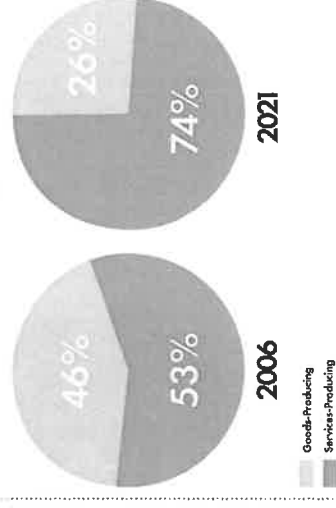
Top 5 Employment Industries



Top 5 Employment Occupations



Share of Employment by Services-Producing and Goods-Producing Sectors



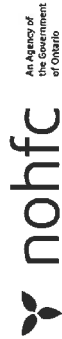
Entrepreneurship



All data sourced from Manulife SuperDemographics 2021, unless otherwise specified



ACKNOWLEDGEMENTS



Federal Economic Development
Agency for Northern Ontario

Agence fédérale de développement
économique pour le Nord de l'Ontario

The Township of Red Rock would like to recognize the support of NOHFC and FedNor for this project.

The views expressed in this document are the views of the Recipient and do not necessarily reflect those of NOHFC, FedNor or the Government of Ontario.

LAND ACKNOWLEDGEMENT

The Township of Red Rock hereby acknowledges that we are on the traditional territory of the Robinson-Superior Treaty and that the land on which we gather is home to the Red Rock Indian Band, the Anishinabek, and the Metis people.

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EXECUTIVE SUMMARY

The Township of Red Rock's (Red Rock) population has been in decline since 2001, due in large part to the closure of the kraft paper mill. The population is expected to stabilize over the coming decade, though recent initiatives including the enhancement of the waterfront area hint at the possibility of seeing growth above what projections suggest. Overall, though the average employment income in Red Rock is slightly less than provincial figures, the housing affordability is significantly better in Red Rock. As such, monthly rental and ownership fees are significantly more palatable in Red Rock. A potential challenge exists with regard to the level of diversity in existing dwelling structures, as the vast majority of structures in Red Rock are detached homes. This poses a potential challenge to renters and employers, because this can be a critical piece of infrastructure needed to sustain a diverse workforce.

Red Rock residents typically have education levels that match local needs well, with 9.7% holding apprenticeship certificates or degrees and 29.0% being college-educated. In an evaluation of major fields of study by gender, there are some notable disparities. Females represent approximately half of all post-secondary graduates in Red Rock but are still underrepresented in some trades and STEM fields. On the other hand, men are underrepresented in 'health-related programs' and 'education fields.'

In terms of the economic base analysis, the largest sub-sectors (by 2-digit NAICS) by the total number of businesses in Red Rock are 'real estate and rental and leasing,' 'health care and social assistance,' 'professional, scientific and technical services,' 'other services (except public administration),' and 'transportation and warehousing.'

Regarding employment, the three largest sectors in 2021 were 'educational services' (47 jobs), 'public administration' (25 jobs) and 'information and cultural industries' (15 jobs). Of these three sectors, 'information and cultural industries' has seen growth over the previous five years, up from 11 jobs in 2016 to its current total.

Concerning location quotient, a measure of local job concentration, positions within 'information and cultural industries' are notably concentrated within Red Rock as a percentage of the workforce, suggesting that this industry is poised to become an important sector locally.

Though local businesses typically rely on the majority of their goods being imported to fuel their businesses, they are also responsible for significant export sales, suggesting that they encourage significant local investment and spending that would otherwise not occur. Finally, through wages and sales, in total local businesses support over \$20 million in economic activity.



SITUATIONAL ANALYSIS for the Township of Red Rock

1. DATA SOURCES

Please note that every effort has been made to use the most current data available. There are four major sources of information for the remainder of this document:

- The 2001 to 2016 Census from Statistics Canada.
- Canadian Business Registry (CBR) – June 2021
- SuperDemographics 2021 from Manifold Data Mining Inc.
- EMSI Analyst 2021.Q3

Canadian Business Registry (CBR)

The major sources of information for the business registry are updated from the Statistics Canada survey program and from Canada Revenue Agency's (CRA) Business Number account files. This CRA administrative data source allows for the creation of a complete set of all business entities.

Manifold Projection Method

Production of 2021 Demographic data estimates is partially based on population statistics collected by the Statistics Canada Census Program. Manifold estimates demographic data annually, including population projections for 5 and 10 years in the future. Manifold methodologies are based on the following techniques:

- Enhanced cohort survival methods;
- Nearest neighbourhood and regression techniques; and
- Structural coherence techniques.

Manifold Data Sources include:

Statistics Canada	Real Estate Boards/Companies
Health Canada	Canadian Bankers Association
Regional Health Ministries	Bank of Canada
Citizenship and Immigration Canada	Canada Post Corporation
Regional School Boards	Consumer and business directories books
Flyer Distribution Association	Proprietary survey and research
Publication of hospitals, CMHC, BBM and partners	



SITUATIONAL ANALYSIS for the Township of Red Rock

EMSI Analyst

EMSI data brings the various snapshots of the Canadian economy together in a single picture. First, it aligns the geographies of the data from 2001 to the present, which means the Red Rock of 2001 is the same as the Red Rock of 2021. This results in geographically detailed data (down to the Census Subdivision level) that applies to today's economy.

The data is remarkably detailed, giving you information on 305 industry classifications using the North American International Classification System (NAICS) system and 522 occupations from Statistics Canada's National Occupational Classification (NOCs) classification system in over 4,300 integrated geographical areas. The data is updated twice a year, so users have the most current information possible. And to top it all off, it adds 10-year projections based on the CBR data so that it provides an idea of the future alongside the past and present.

EMSI Data Sources include:

Canadian Business Registry (CBR)
2001, 2006, and 2011, 2016 Census data
Survey of Employment, Payroll and Hours (SEPH)
Labour Force Surveys (LFS)
Canadian Occupational Projection System (COPS)
CANSIM Demographics
Post-secondary Student Information System (PSIS) Education Data



2. DEMOGRAPHIC ANALYSIS

2.1. Population Growth

This subsection illustrates the socio-economic characteristics of Red Rock. The wider economic landscape relevant to the town is explored by using the province of Ontario as a benchmark.

Table 1 illustrates population changes in Red Rock and Ontario from 2001 through 2031 projections. Between 2001 and 2016, the Census population in Red Rock decreased from 1,233 to 895, a decrease of approximately 27.4% over 15 years. Projections for the next decade suggest a slower annual decrease compared to the previous 15 years, with a steady of Red Rock's population between 860 and 900 individuals.

Table 1: Population Change, Red Rock and Ontario, 2001-2031

Population	2001	2006	2011	2016	2021*	2026	2031
Red Rock Total	1,233	1,063	942	895	898	881	865
% Change	---	-13.8%	-11.4%	-5.0%	n/c*	-1.9%	-1.8%
Ontario Total	11,410,046	12,160,282	12,851,821	13,448,494	14,693,913	15,556,446	16,413,606
% Change	---	6.60%	5.70%	4.60%	n/c*	5.87%	5.51%

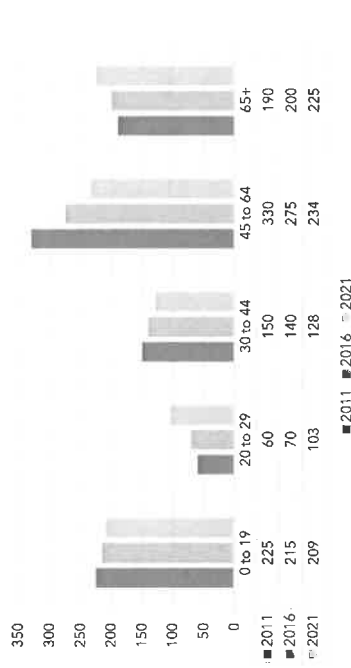
Source: Statistics Canada Census data, 2001, 2006, 2011, 2016, Municipal SuperCensus 2021
n/c indicates population change is not available for the specified year or table

Red Rock's Population is projected to be 865 in 2031



Figure 1 shows changes to Red Rock's age profile between the last two census periods and estimates for 2021. The most significant growth in the population from 2011 to 2021 came from young adults aged 20 to 29 years (60 residents in 2011 were between the ages of 20 and 29, compared to 103 in 2021).

Figure 1: Population by Age, Red Rock, 2011, 2016 & 2021



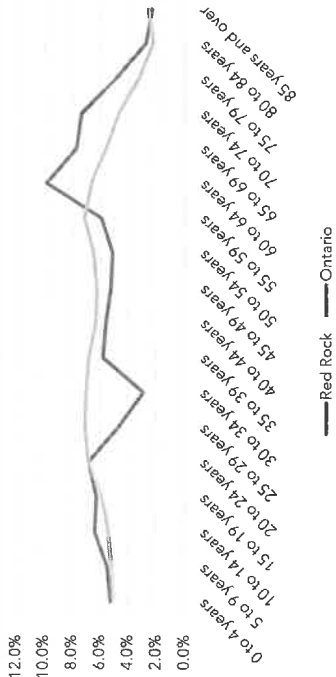
Source: McSweeney & Associates from Statistics Canada Census data, 2006, 2011 and 2016, and Municipal SuperCensus
The Report Demographics 2021

Figure 2 contrasts the age profile of residents in Red Rock to Ontario, in 2021. As can be seen, Red Rock has a slightly higher proportion of youths (0-24) but a smaller percentage of middle-aged adults (aged 25 to 59), compared to Ontario. Finally, the town has a higher proportion of mature adults and older residents (those 60+).



SITUATIONAL ANALYSIS for the Township of Red Rock

Figure 2: Percent Population by Age, Red Rock vs. Ontario, 2021



Source: McSweeney & Associates and Manifold Data Mining Inc. SuperData Analytics, 2021

Ultimately, Red Rock has a lower percentage of persons within the working-age group (15 to 65) compared to Ontario, due to a larger percentage of youth and older adult populations in the town.

Age Group	Red Rock	Ontario
0-14	17.0%	15.5%
15-64	58.0%	66.2%
65+	25.1%	18.4%



Red Rock's significant population of older adults leads to a higher median and average age of its residents, compared to Ontario

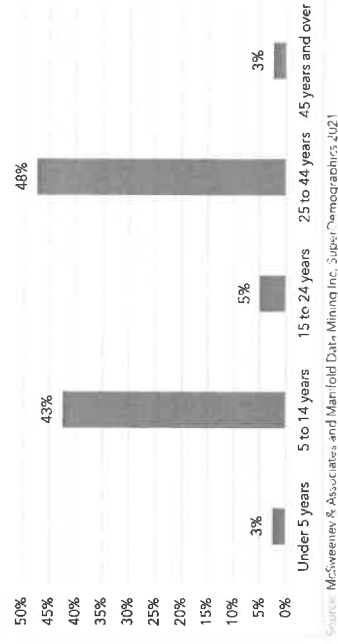


SITUATIONAL ANALYSIS for the Township of Red Rock

2.2. Immigration

Red Rock has a total immigrant population of 40 individuals. Of these residents, the majority were either aged 5 to 14 years (43%) or 25 to 44 years old (48%) when they immigrated to Red Rock.

Figure 3: Percentage Totals of Immigrants by Age at Point of Immigration, Red Rock



Source: McSweeney & Associates and Manifold Data Mining Inc. SuperData Analytics, 2021

Most of the immigrants to Red Rock emigrated from the United States (17 of 40; 43%). Table 2 presents total immigration figures by place of birth for all immigrants to Red Rock.

Table 2: Total Immigrants by Place of Birth, Red Rock, 2021

Place of Birth	Number of Immigrants	Percentage
United States	17	43%
Ukraine	4	10%
Netherlands	2	5%
Colombia	1	3%
El Salvador	1	3%
Guyana	1	3%
Haiti	1	3%
Jamaica	1	3%
Trinidad and Tobago	1	3%
Other European Countries	10	25%
Unknown	2	5%

Source: McSweeney & Associates and Manifold Data Mining Inc. SuperData Analytics, 2021



SITUATIONAL ANALYSIS for the Township of Red Rock

2.3. Income, Households and Affordability

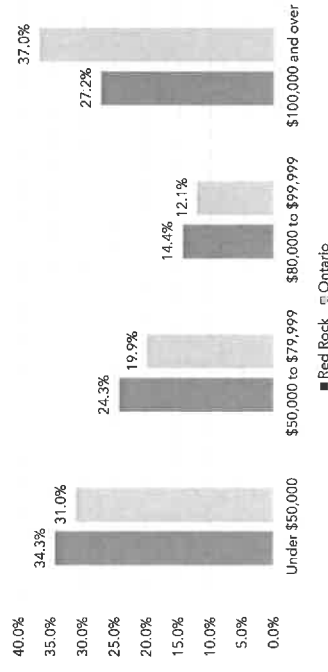
This subsection describes the income and housing costs faced by the resident population of Red Rock. Residents over 15 in Red Rock reported estimated median earnings of \$44,325 in 2020 (a 4.7% increase from 2006). With regards to employment income for all labour market participants, the following observations can be made¹:

- **Red Rock's median employment income in 2020 was \$44,325, 17.7% higher than in Ontario (\$37,648).**
- **Average employment income for Red Rock residents in 2020 was \$49,118, 9.2% less than in Ontario (\$54,082).**

Figure 4 compares the distribution of household incomes in Red Rock and Ontario. Approximately 27.2% of households in Red Rock earn over \$100,000 annually, compared to 37.0% in Ontario.

- Median household total income in Red Rock in 2020 was \$70,931, compared to \$83,780 in Ontario
- Average household total income in Red Rock in 2020 was \$88,042, compared to \$109,708 in Ontario

Figure 4: Household Income Levels by Percentage of Population, Red Rock and Ontario 2020



Source: Municipal and Municipalities, Population and Income Statistics, 2020

¹ All income data uses the year previous; therefore 2021 data uses 2020 incomes.



SITUATIONAL ANALYSIS for the Township of Red Rock

The above data notes that households in Red Rock earn less than their Ontario counterparts. However, total household income is not a complete measure of affordability. The remainder of this subsector assesses other markers of housing affordability, including suitability, adequacy, and type, to present a more complete picture of the quality of life of residents.

Shelter costs in Red Rock are considerably lower when compared to Ontario figures, offering residents a significantly more affordable lifestyle. Notably, average monthly shelter costs for owned dwellings is almost half (\$878 in Red Rock, compared to \$1,696 across Ontario) the provincial figure. To that end, significantly fewer Red Rock residents spend 30% or more of household income on shelter costs (8% of Red Rock residents do this, compared to 28% of Ontario residents). This suggests that Township residents face a significantly higher level of affordability relative to the provincial standard.

When looking at household suitability, fewer homes in Red Rock are considered not suitable (3%, compared to 6% at the provincial level), though more shelters are considered to be in need of major repair (12% in Red Rock compared to 6% across Ontario).

Table 3: Households Affordability, Suitability, and Adequacy, 2021

Housing Characteristics	Red Rock	Ontario	% Difference
Total number of private households	382	5,701,018	n/a
Median monthly shelter costs for owned dwellings (\$)	\$864	\$1,493	-72.8%
Average monthly shelter costs for owned dwellings (\$)	\$878	\$1,696	-93.2%
Average number of rooms per dwelling	6.3	6.3	n/a
% Rented	87%	70%	17.0%
% Owned	13%	30%	-17.0%
Median monthly shelter costs for rented dwellings (\$)	\$736	\$1,106	-50.3%
Average monthly shelter costs for rented dwellings (\$)	\$863	\$1,215	-40.8%
Spending 30% or more of household total income on shelter costs	8%	28%	-20.0%



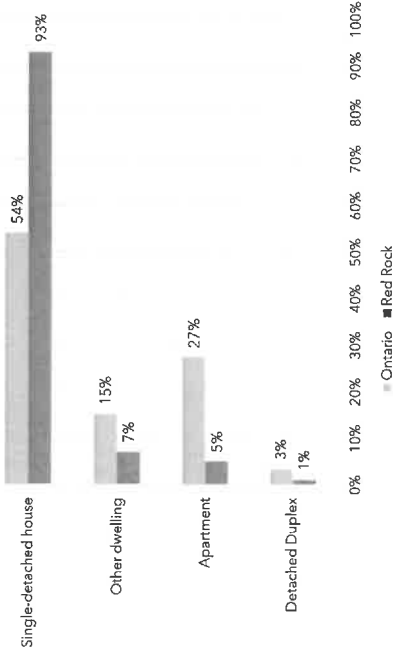
SITUATIONAL ANALYSIS for the Township of Red Rock

Housing not suitable ²	3%	6%	-3.0%
Major repairs needed	12%	6%	6.0%

Source: McSweeney & Associates Inc. (2021) Municipal Social Planning for Red Rock, Appendix 7/12

Lastly, when looking at occupied dwellings by structure type, Red Rock offers less housing diversity, compared to Ontario (see Figure 5). In Red Rock, single-detached housing represents over 9 of every 10 housing units (93% of total shelters, compared to 54% across all of Ontario).³

Figure 5: Occupied Dwellings by Structure Type, 2020



Source: McSweeney & Associates Inc. (2021) Municipal Social Planning for Red Rock, Appendix 7/12

² Housing suitability refers to whether a private household is living in suitable accommodations according to the National Occupancy Standard (NOS); that is, whether the dwelling has enough bedrooms for the size and composition of the household.

³ Please note, these figures amount to totals over 100% due to rounding.



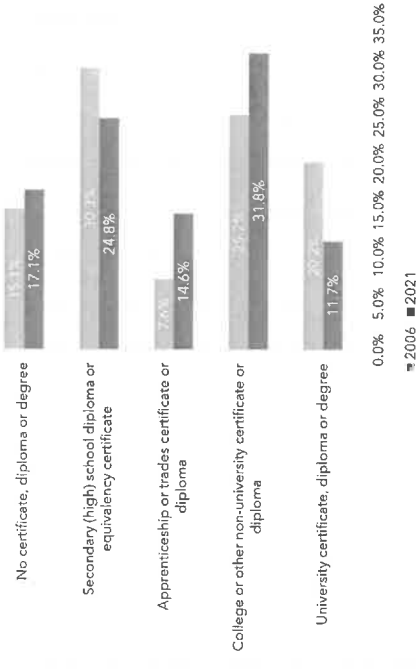
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2.4. Education, Skills and Training

This subsection reviews the level of education and major fields of study for residents of Red Rock over time and relative to Ontario. Figures 6 and 7 outline the education levels obtained by Red Rock residents ages 25-64. Of note, education attainment was unrecorded during the 2011 Census.

The population with an 'apprenticeship or trades certificate or diploma' has grown the most over the past 15 years. Meanwhile, as can be seen from Figure 6, the share (i.e., the percentage) of the population with a university certificate, diploma or degree is decreasing, a potential reflection of the shift towards more trades-based positions of employment.

Figure 6: Educational Attainment for Red Rock ages 25 to 64, 2006 - 2021⁴



Source: McSweeney & Associates Inc. (2021) Municipal Social Planning for Red Rock, Appendix 7/12
⁴ The 2011 Census did not record education attainment.

⁴ High school diploma or equivalent' includes persons who have graduated from a secondary school or equivalent. It excludes persons with a post-secondary certificate diploma or degree. Post-secondary certificate diploma or degree' includes 'apprenticeship or trades certificates or diplomas', 'College or other non-university certificates or diplomas', and university certificates diplomas and degrees. 'Apprenticeship or trades' includes Registered Apprenticeship certificates and trades certificate or diplomas



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Top 10 Major Fields of Study by Sex

Order	Females	Males
1.	Health professions and related programs	Mechanic and repair technologies/technicians
2.	Business, management, marketing and related support services	Construction trades
3.	Education	Personal and culinary services
4.	Public administration and social service professions	Business, management, marketing and related support services
5.	Family and consumer sciences/human sciences	Natural resources and conservation
6.	Interdisciplinary social and behavioural sciences	Engineering
7.	Computer and information sciences and support services	Engineering technologies and engineering-related fields
8.	Personal and culinary services	Parks, recreation, leisure and fitness studies
9.	Visual and performing arts	Precision production
10.	Agriculture, agriculture operations and related sciences	Transportation and materials moving



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3. ECONOMIC BASE ANALYSIS

This section investigates the local economy in the Township of Red Rock; that is, the jobs and businesses that drive the local economy. As such, the central focus of this section will be Red Rock as a place of work, benchmarked by the local economic shed and Ontario.



This section reports industry statistics related to exports, employment, and business growth for the local economy with the aim of uncovering key industries that either exist or are emerging in the region today.

The Statistics Canada "North American Industry Classification System" (NAICS) of classifying industries is used for this report. The largest groupings or aggregations of industries categories are called sectors, which are broken down into sub-sectors, which are then further broken down into Industries. An example of this breakdown follows:





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3.1. Employer Structure

This subsection illustrates the number and size of employers by industry in the town. The data in this section comes from Statistics Canada's Canadian Business Patterns dataset. Employers in this dataset include businesses in the Business Registry, which are all Canadian businesses that meet at least one of the three following criteria⁷:

- Have an employee workforce for which they submit payroll remittances to Canada Revenue Agency, or
- Have a minimum of \$30,000 in annual revenue, or
- Are incorporated under a federal or provincial act and have filed a federal corporate income tax form within the past three years.

Statistics Canada divides businesses into two major groupings:

1. Businesses with a determinate number of employees; and
2. Businesses with an indeterminate number of employees.

Businesses without employees correspond to the “indeterminate” employment category from the previous reference periods. During times of economic decline, there is a rise in the number of indeterminate businesses, as people set up business enterprises, which may or may not become active.

For economic development purposes, businesses with a determinate number of employees (one or more) are of greater interest than indeterminate businesses (which frequently are not active or have very low levels of economic activity). An increase in the number of indeterminate businesses can, however, signal potential new business start-ups.

According to the Canadian Business Registry, Red Rock had 20 businesses as of June 2021 that met the above criteria; 9 (45%) of which had employees. This would indicate that there is a strong start-up/home-based business culture in Red Rock, as 55% of businesses captured by the CRA are classified as such.

⁷ Please note that these are best seen as accurate approximations of businesses within the specified region, not as a definitive, exact number. There are likely local businesses that do not meet the above criteria or are missing from the list for a different reason (e.g., clerical error, home address distinct from business location, etc.), however this list is still quite accurate.



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The largest sub-sectors (by 2-digit NAICS) by the total number of businesses in Red Rock are:

- Real estate and rental and leasing
- Health care and social assistance
- Professional, scientific and technical services
- Other services (except public administration)
- Transportation and warehousing

The largest sub-sectors (by 2-digit NAICS) by the total number of businesses with employees in Red Rock are:

- Real estate and rental and leasing
- Health care and social assistance
- Professional, scientific and technical services
- Other services (except public administration)
- Construction
- Accommodation and food services

The largest industries (by 4-digit NAICS) by the total number of businesses in Red Rock are:

- Lessors of real estate
- Civic and social organizations
- Fishing
- Other specialty trade contractors
- Architectural, engineering and related services
- Traveller accommodation
- Full-service restaurants and limited-service eating places

The largest industries (by 4-digit NAICS) by the total number of businesses with employees in Red Rock are:

- Lessors of real estate
- Civic and social organizations
- Other specialty trade contractors
- Architectural, engineering and related services
- Out-patient care centres
- Traveller accommodation
- Full-service restaurants and limited-service eating places



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3.2. Job Posting Analysis

This subsection assesses available job posting data to measure posting duration, average salary data, necessary levels of education, and skills required by potential employers. The data in this section comes from EMSI Analyst's job posting dataset.

Of note, the geographic scope of this assessment is not Red Rock, but instead, Red Rock's labour shed. Red Rock's labour shed is the area identified as reasonably similar to Red Rock while also being geographically close enough that employees (or employers) could expect to find job opportunities (or staff) within the area. This area includes Red Rock, Nipigon, Dorion, and Lake Helen Indian Reserve 53A. The labour shed is used rather than just the Township because it is important to understand opportunities for residents not just with jobs directly in Red Rock, but all that is attainable.

To begin the assessment of job posting data⁸, Table 5 presents the top 10 industries in terms of unique job postings between November 2017 and November 2021 within the labour shed, as well as the median posting duration for those positions. Please note that these postings are unique rather than total; if a position is posted on multiple job boards, it will only be represented here once.

'Educational services' was the sector with the largest number of online job postings during this time (89 unique job postings) and the lowest median posting duration (8 days). A lower median posting duration suggests that positions were filled quickly, while a longer-than-average posting duration suggests that employers were unable to successfully fill the position. The posting duration tends to correspond to a relative number of skilled individuals within the labour shed. As such, this information suggests that there are many individuals with skillsets relevant to the educational services sector, while there is a similar lack of individuals (relative to available jobs) with skills in the 'construction' or 'transportation and warehousing' sectors.

⁸ It is important to note, with regard to the job posting data, that these totals only reflect jobs posted online. In many communities, especially smaller ones, many jobs are posted through physical flyers or word-of-mouth, meaning job posting analytics will not be able to capture them. As such, once again this information is best seen as an approximate assessment rather than a definitive figure.



SITUATIONAL ANALYSIS for the Township of Red Rock

Table 5: Unique Job Posts and Median Posting Duration, Nov 2017-Nov 2021, Labour Shed⁸

Description	Job Posts	Median Posting Duration
Educational services	89	8 days
Administrative and support, waste management and remediation services	51	32 days
Professional, scientific and technical services	36	38 days
Transportation and warehousing	30	49 days
Finance and insurance	21	14 days
Health Care and Social Assistance	21	30 days
Public administration	18	14 days
Accommodation and food services	14	21 days
Construction	12	69 days
Retail trade	12	43 days
Total (all industries)	628	22 days

Source: EMSI Analyst's Job Postings Dataset

Median advertised salary data was only available for 'educational services', 'administrative and support, waste management and remediation services', and the total across all job postings. Due to data privacy rules, salaries for other industries were unable to be ascertained. Across all job postings, median overall salaries of \$33.91 suggest an annual salary for full-time staff (35 hours per week) of \$61,716. Considering Ontario's minimum wage was \$14.25 in October 2020, even the lowest salary data available (\$18.03/hr) is significantly above that. Available median advertised salary data, therefore, suggest that many of the jobs posted in the labour shed offer sustainable, living wages.

Table 6: Median Advertised Salary by Sector, Nov 2017-Nov 2021, Labour Shed

Description	Median Advertised Salary per hour
Educational services	\$56.37
Administrative and support, waste management and remediation services	\$18.03
Professional, scientific and technical services	N/A
Transportation and warehousing	N/A

⁸ Job postings are sorted by sector based on the employer's industry, not the specific job occupation. That is, an administrative position within a public administration body (e.g., Township of Red Rock) would be classified as public administration, not administrative services.



SITUATIONAL ANALYSIS for the Township of Red Rock

Finance and insurance	N/A
Health Care and Social Assistance	N/A
Public administration	N/A
Accommodation and food services	N/A
Construction	N/A
Retail trade	N/A
Total (all industries)	\$33.91

Over three out of every four jobs posted online within the labour shed requested no specific level of education among applicants, suggesting that the necessary skills can be taught outside of the school environment. For the remaining positions, a *bachelor's degree or higher* was the most sought-after educational attainment, being asked for in 14% of total job postings.

Table 7: Education Qualifications of Job Postings, Nov 2017-Nov 2021, Labour Shed

Description	Percentage of Postings
No education listed	76%
Bachelor's degree or higher	14%
High school or GED	9%
Associate's degree	5%

Source: EMSI Analyst 2021_Q3
All Totals are Normalized to the Labour Shed

Table 8 presents the top hard and soft skills as well as the top qualifications requested on job applications. As can be seen, soft skills are most consistently required. Specifically, while four soft skills (*communication, leadership, management, and customer service*) were noted more than 20% of the time, no qualifications were asked for more than 3% of applications and the only hard skill requested more than 20% of the time was *project planning* (22%).

Table 8: Top Skills Required by Percentage of Postings: Nov 2017-Nov 2021, Labour Shed

Hard Skills	Percentage of Postings
Project Planning	22%
Bilingual (French/English)	14%



SITUATIONAL ANALYSIS for the Township of Red Rock

Cardiopulmonary Resuscitation (CPR)	10%
Mental Health Knowledge	7%
Social Work	7%
Soft Skills	Percentage of Postings
Communication	37%
Leadership	24%
Management	24%
Customer Service	24%
Teamwork	17%
Qualifications	Percentage of Postings
CDL Class B License	3%
Registered Practical Nurse (RPN)	2%
Security Clearance	2%
Certified Manager of Animal Resources (CMAR)	2%
Product Certification	1%

3.3. Employment Profile

Between 2016 and 2021, the local economy of Red Rock essentially maintained itself, decreasing very slightly from 131 jobs in 2016 to 127 in 2021. Over those five years, Red Rock's local employment (%) growth was slightly lower than Ontario's (1%). Table 9 indicates the percentage job growth, between 2016 and 2021, by sector. Note that negative numbers are indicated by red text.

Of note, Red Rock's information and cultural industries sector grew by 31%, from 11 positions in 2016 to 15 in 2021. This growth comes at a time when the provincial sector contracted by 6% over the same period, a significant difference and a data point that suggests this industry is of interest to the township moving forward.



SITUATIONAL ANALYSIS for the Township of Red Rock

Table 9: Employment Growth by Sector, Red Rock, and Ontario, 2016-2021

NAICS	Description	Jobs in Red Rock 2016	Jobs in Red Rock 2021	Red Rock % Change	Ontario % Jobs Change
61	Educational services	53	47	-12%	4%
91	Public administration	26	25	-4%	6%
51	Information and cultural industries	11	15	31%	-6%
44-45	Retail trade	15	14	-7%	-2%
52	Finance and insurance	<10	<10	N/A	6%
56	Administrative and support, waste management and remediation services	<10	<10	N/A	3%
62	Health care and social assistance	<10	<10	N/A	8%
81	Other services (except public administration)	<10	<10	N/A	5%
X0	Unclassified	<10	<10	N/A	N/A
11	Agriculture, forestry, fishing and hunting	0	0	N/A	8%
21	Mining, quarrying, and oil and gas extraction	0	0	N/A	4%
22	Utilities	0	0	N/A	6%
23	Construction	0	0	N/A	6%
31-33	Manufacturing	0	0	N/A	-2%
41	Wholesale trade	0	0	N/A	-2%
48-49	Transportation and warehousing	0	0	N/A	16%
53	Real estate and rental and leasing	0	0	N/A	-4%
54	Professional, scientific and technical services	0	0	N/A	13%
55	Management of companies and enterprises	0	0	N/A	23%
71	Arts, entertainment and recreation	0	0	N/A	24%
72	Accommodation and food services	0	0	N/A	-25%
Total		131	127	-3%	1%

Source: ENR Analysis, 2021 Q3



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To understand how each subsector supports employment, Table 10 presents 2021 job count data at a 4-digit NAICS level. For these industries, the first two digits correspond to the "parent" industry in Table 9, while the latter two digits note a more specific industry classification.

Table 10: Employment Totals by Industry, Red Rock, 2021

NAICS	Description	Jobs in Red Rock 2021
6111	Elementary and secondary schools	47
9130	Local, municipal and regional public administration	25
4451	Grocery stores	14
5112	Software publishers	<10
5191	Other information services	<10
5221	Depository credit intermediation	<10
5222	Non-depository credit intermediation	<10
5614	Business support services	<10
5617	Services to buildings and dwellings	<10
6221	General medical and surgical hospitals	<10
6231	Nursing care facilities	<10
6239	Other residential care facilities	<10
8111	Automotive repair and maintenance	<10
8121	Personal care services	<10
8131	Religious organizations	<10
8132	Grant-making and giving services	<10
8141	Private households	<10
X000	Unclassified	<10
Total		127

Source: EMSI report, 2021 Q3 - Employees and Full Employees

Staffing Patterns

Using staffing patterns, we can assess the occupations most frequently employed in the above sectors. As with Subsection 3.2, we will use labour shed data for this assessment. This is done to provide analysis on the availability of labour within a viable commuting distance. That is, for businesses in Red Rock that fall under the relevant sectors, the available labour supply would include individuals employed throughout the labour shed.



SITUATIONAL ANALYSIS for the Township of Red Rock

Table 11 therein presents staffing patterns for the 'education services', 'public administration', 'information and cultural industries', 'retail trade', 'finance and insurance', 'administrative and support, waste management and remediation services', 'health care and social assistance', and 'other services (except public administration)' sectors. This table presents all occupations with over 10 jobs in 2021.

Within the labour shed the most prevalent positions are 'sales support occupations', 'professional occupations in education services', and 'paraprofessional occupations in legal, social, community and educational services.' Notably, none of the occupations with job counts above 10 saw a decrease in positions from 2020 to 2021, while nine occupations had increases in total jobs.

Table 11: Staffing Patterns, Labour Shed, 2021

Occupation	Employed in Industry Group, 2020	Employed in Industry Group, 2021
Sales support occupations	66	67
Professional occupations in education services	52	52
Paraprofessional occupations in legal, social, community and education services	45	47
Service support and other service occupations	43	45
Office support occupations	44	44
Administrative and financial supervisors and administrative occupations	42	42
Professional occupations in law and social, community and government services	41	41
Professional occupations in nursing	34	35
Care providers and educational, legal and public protection support occupations	28	29
Sales representatives and salespersons - wholesale and retail trade	28	28
Service supervisors and specialized service occupations	27	27
Assisting occupations in support of health services	26	27
Technical occupations in health	23	23
Retail sales supervisors and specialized sales occupations	20	21
Specialized middle management occupations	20	20
Maintenance and equipment operation trades	15	16
Technical occupations related to natural and applied sciences	14	14
Transport and heavy equipment operation and related maintenance occupations	14	14
Professional occupations in business and finance	13	13
Occupations in front-line public protection services	13	13
Service representatives and other customer and personal services occupations	13	13
Professional occupations in health (except nursing)	11	12

SOURCE: EMS, Analysis, 2021.3 - Employees and Salaries Report



SITUATIONAL ANALYSIS for the Township of Red Rock

3.4. Location Quotient Analysis

An economic base analysis is an analysis of how the local economy functions. It does not provide solutions to economic problems but instead provides useful information required for decision-making about economic strategies.

The overall economic base analysis helps determine which economic activities "bring money in", and where money might be "leaking out". While the actual flow of money in and out of the community would be the most accurate means of describing the economic base of the area, data or statistics for this form of cash flow analysis are not readily available. As such, a proxy for cash flow is required, and the most common substitute is employment which uses an economic base analysis tool called "Location Quotient Analysis". This method compares the level of employment concentration (or specialization) in a relevant localized economy (i.e., Red Rock) to the level of employment concentration in one or more benchmark areas. In other words, does the local economy have proportionately more or fewer employees in specific industries than the benchmark area?

"Benchmarking" employment in Red Rock to Ontario, and Canada provides information on:

- The extent to which the labour shed is producing all of the goods or services required for consumption locally (this potentially identifies opportunities to replace the imports with locally provided goods and services).
- Whether the labour shed economy is producing goods or services over quantities required for local consumption, indicating a high degree of development and specialization (or industry concentration) that results from the goods or services being consumed by non-residents.

The location quotient method is a "first cut" analysis that requires interpretation of the results, but it will point to the economic sectors that deserve more thorough and in-depth analysis and "street-level" validation. A location quotient of between 0.75 and 1.25 generally indicates the local economy is self-sufficient in that industry. A 1.0 would indicate the exact same proportion of that industry's jobs to all local jobs as to that of the benchmark, in this case, Ontario and Canada. A location quotient of less than 0.75 usually indicates a lack of self-sufficiency, requiring the importation of goods or services, as there is insufficient local employment to produce the required goods/services. A location quotient of greater than 1.25 usually indicates the industry has more local employment than is required to sustain the needs of the community. Therefore, it will export its goods or services and bring money into the community.

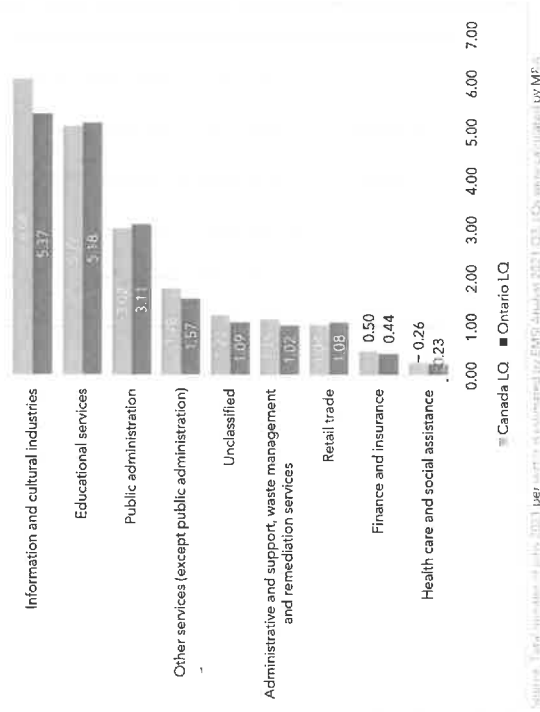


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3.4.1. Location Quotient Analysis by Sector

Location Quotients (LQ) are used to help to identify the strengths of the community by highlighting employment concentrations. Scores above 1.25 indicate a high concentration relative to the benchmark. Figure 9 illustrates the employment concentrations (LOs) by industry, relative to Ontario and Canada.

Figure 8: Concentrated Sectors in Red Rock, 2021



Source: Total number of jobs 2021 per sector is estimated by EMSI Analyst 2021 Q3. LQs were calculated by MP4.

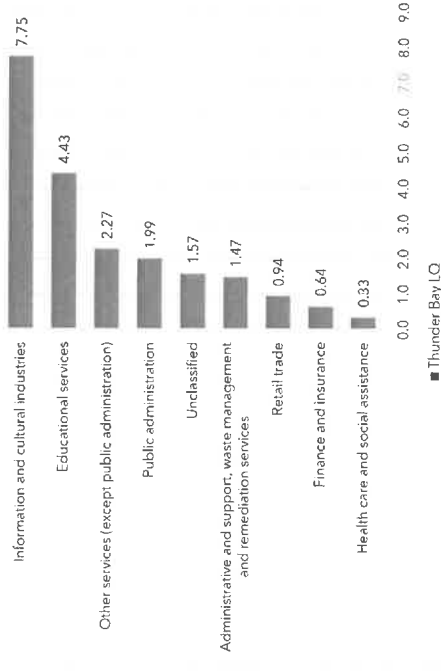
The location quotients at the highest NAICS level (sectors) indicate that Red Rock has specializations/labour concentrations in information and cultural industries, educational services, public administration, and other services (except public administration).

Through discussions with Red Rock staff, it became clear that while provincial and national benchmarks are useful, a more relevant location quotient measure would be assessed against Thunder Bay data. This is done to reflect economies that are more similar and localized. As can be seen in Figure 9, once again 'information and cultural industries' stands out as a significantly more concentrated industry locally compared to Thunder Bay.



SITUATIONAL ANALYSIS for the Township of Red Rock

Figure 9: Concentrated Sectors in Red Rock Relative to Thunder Bay, 2021



Source: Total number of jobs 2021 per sector is estimated by EMSI Analyst 2021 Q3. LQs were calculated by MP4.

3.5. Shift-Share Analysis

Shift-share analysis compares the local employment growth/decline of regional jobs by occupation to the employment growth/decline of that occupation within Canada, as well as the job growth overall for Canada. More specifically, this tool examines the job growth/decline by attributing growth, stability, or decline in particular occupations over time due to three distinct forces:

- Canadian economic growth: regional job growth/decline that is attributable to the growth, stability, or decline of the entire Canadian economy.
- Industry growth: regional job growth/decline that is attributable to the growth, stability, or decline of that particular economic activity and its relevant industry in the Canadian economy (with the economic growth component removed).
- Local economic growth: local job growth/decline that is attributable to the local economy because it is growing/declining more or less quickly than jobs in the larger economy (with the Canadian economic and industry growth components removed).



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3.5.1. Shift-Share Analysis

This subsection examines occupations with the largest employment shifts associated with local factors. Table 12 presents employment changes of these occupations across national, industry and regional/local effects. An example of how to interpret the data follows the table.

Table 12: Shift-Share Analysis: Industries, Red Rock, 2021-2028

Description	2021 Totals	2028 Totals	Occ. Mix Effect	Nat'l Growth Effect	Expected Change	Local Effect
Business, finance and administration occupations	19	21	-1	1	0	2
Natural and applied sciences and related occupations	<10	<10	0	0	0	1
Health occupations	<10	<10	0	0	0	0
Occupations in education, law and social, community and government services	44	45	0	2	3	-2
Occupations in art, culture, recreation and sport	<10	<10	0	0	0	1
Sales and service occupations	27	26	0	1	1	-2
Trades, transport and equipment operators and related occupations	10	11	0	1	0	1
Natural resources, agriculture and related production occupations	<10	<10	0	0	0	0
Occupations in manufacturing and utilities	<10	<10	0	0	0	0
Unclassified	<10	<10	0	0	0	0
Management occupations	<10	<10	0	0	0	-1
Total	127	131	-1	5	4	0



SITUATIONAL ANALYSIS for the Township of Red Rock

Business, finance and administration occupations are projected to grow by 2 jobs between 2021 and 2028. This may be attributed to the following:

National Economy	Industry Effects	Local Competitiveness
The overall growth in the national economy is projected to lead to one additional local job over that time.	The overall employment decline in the relevant industries nationally is projected to lead to a decrease of one job in that occupation class from 2021-2028	Thus, no new jobs in the occupation class in the Township of Red Rock can be attributed to non-local factors. As such, 2 jobs can be attributed to a "local growth effect".

The shift-share analysis identified the following occupations in Red Rock to have local economic growth, considering national and industry growth/decline:

1. Business, finance and administration occupations
2. Natural and applied sciences and related occupations
3. Occupations in art, culture, recreation and sport
4. Trades, transport and equipment operators and related occupations

Meanwhile, the shift-share analysis identified the following occupations in Red Rock to have local economic decline, considering national and industry growth/decline:

1. Sales and service occupations
2. Occupations in education, law and social, community and government services
3. Management occupations

As with other sections of this report, it should be noted that these projections reflect current realities and do not take into account local projects. As such, local initiatives not taken into account by these projections may lead to revised estimates and realities that see larger job growth through the next decade.



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3.6. Supply Chain and Export Data

Understanding supply chain gaps means knowing where the money is leaking out of the region. The most straightforward way to support growing businesses or establish a cluster is to understand when key employers are forced to procure supplies from outside of the community. Certain raw materials will always be imported, however, understanding gaps in required services and specific niche industries, will help facilitate recruitment and attraction of additional services to the region. The following table illustrates industries that already exist, and which could be further attracted into the economy to reduce leakage.

Table 13: Supply Chain Gaps Analysis, Red Rock

Regional requirements from:	Estimated Import Value	% Imported from outside of Red Rock
Retail trade	\$269,128	96.13%
Information and cultural industries	\$517,708	90.29%
Finance and insurance	\$247,835	94.67%
Educational services	\$899,626	96.72%
Health care and social assistance	\$122,328	92.78%
Other services (except public administration)	\$546,953	97.08%
Public administration	\$1,569,844	93.52%

Source: EMSI 2021 Q3 based on regional import and export tables from 2017.

Similarly, measuring export data allows for an assessment of the value that goods created locally produce in sales external to the township. As can be seen in Table 14, in total, exported local goods were valued at \$14.4 million, a significant value. Goods and services with the highest exported values were 'educational services' (\$5.3 million) and 'public administration' (\$5.1 million).

Table 14: Export Data, Red Rock

Industry	Exports
Retail trade	\$557,709
Information and cultural industries	\$1,618,809
Finance and insurance	\$463,761
Educational services	\$5,332,685
Health care and social assistance	\$417,785
Other services (except public administration)	\$918,787
Public administration	\$5,112,598



SITUATIONAL ANALYSIS for the Township of Red Rock

Total \$14,422,134

Source: EMSI 2021 Q3 based on national import-export tables from 2017.

Finally, an overall view of relevant local sectors helps provide a picture of the state of each sector. Specifically, Table 15 presents job, wage, and sales data for each of the above sectors. As can be seen, in 2021 these industries were responsible for 131 local jobs, wages of \$6.3 million and gross sales of \$15.8 million.

Table 15: Jobs, Wages, and Sales for Red Rock Industries, 2021

Industry	Jobs	Wages	Sales
Retail trade	16	\$327,494	\$787,341
Information and cultural industries	16	\$660,395	\$1,797,620
Finance and insurance	<10	\$118,747	\$615,036
Educational services	50	\$2,918,115	\$5,567,437
Health care and social assistance	<10	\$214,253	\$484,109
Other services (except public administration)	11	\$389,993	\$1,220,537
Public administration	31	\$1,657,493	\$5,352,862
Total	131	\$6,286,491	\$15,824,943

Source: EMSI 2021 Q3



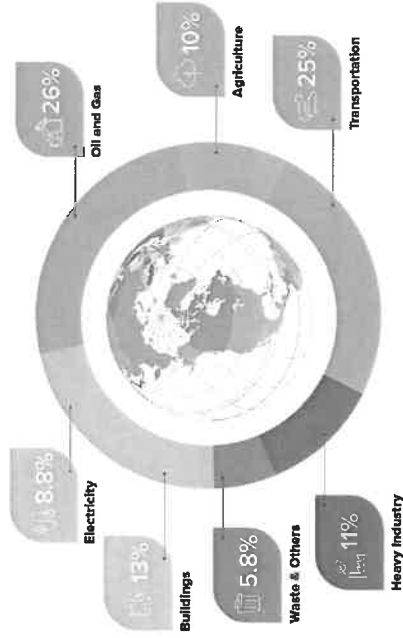
APPENDIX 3

Today's Situation on Climate Change

Climate change has become a significant issue in today's situation. When referring to climate change, it is referred to as the phenomenon of human-accelerated global warming: an average global temperature rises without precedent in the planet's normal climatic cycle. Climate change has also come to serve as a proxy for referring to changes in other global systems as a result of human activities. Human activities, such as agriculture, deforestation, energy production and use, pollution, and more all have impacts on the earth.

Climate Change in Canada

In Canada, oil and gas, transportation, and buildings are the top three sources of emissions. Domestic and international experts have increased scrutiny on Canada's lack of climate action, highlighting that we have the worst record of all G7 countries.



The impacts of this inaction are broad and can be observed in the increasingly severe and frequent extreme climate events occurring all over the world. In 2021, there were several record-breaking extreme climate events in Canada alone. British Columbia experienced massive flooding in November with experts describing the incident as possibly the most damaging and costliest in Canadian history. Conversely, drought

Opportunities

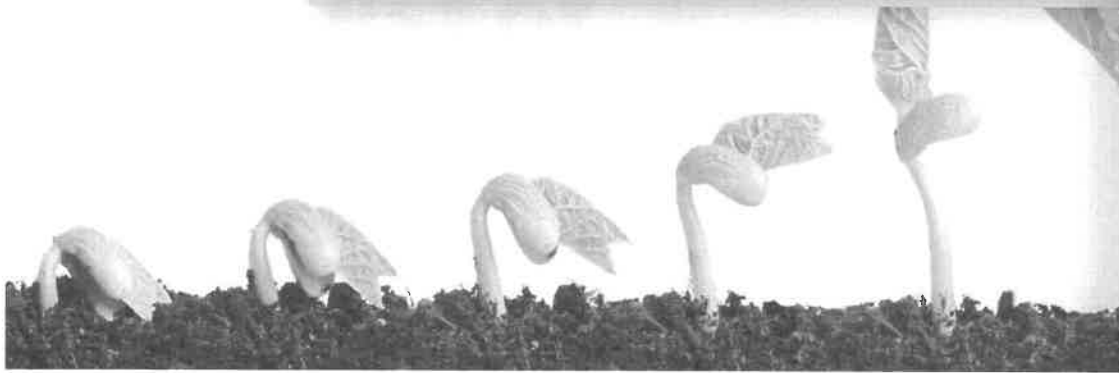
Despite the many unanswered questions and the stark realities faced by all, a changing climate presents some opportunities for positive change. The urgency of the situation makes it difficult to perceive these opportunities, but communities which are proactive in their approach to reducing their environmental impacts are increasingly perceived as desirable places to live by young and new Canadians alike.

Rethinking how communities are designed and how they ought to develop can be transformative not only for the quality of life of residents but for the long-term sustainability of the local economy. A brief list of potential areas to explore for the long-term prosperity of communities follows:

- Develop a Climate Action Plan and/or an Integrated Community Sustainability Plan to understand the ecological context and impact of the community and to develop strategies for hazards likely to occur in the community.
- Build partnerships with neighbouring communities, including First Nations.
- Circular economies and eco-industrial parks.
- Nature-based solutions (e.g., living versus manufactured fences, renaturalization).
- Expanding public transit internally and with neighbouring regions.
- Expanding pedestrian-only zones and infrastructure.
- Natural asset management and stewardship.
- Adopt green energy solutions, such as single-home and community geothermal.
- Facilitate retrofitting homes and municipal buildings.

Township of Red Rock 10-Year Community Strategic Plan

Red Rock Council Meeting-June 20, 2022



Why a Strategic Plan?





By failing to prepare you are preparing to fail"



Yogi Berra



Why a strategic plan?



It's about continuing to build on a strong foundation for the community.

It's about engaging with your community, listening to them and understanding their needs.

It's about having clear direction and focus and allows the Township to be strategic with its resources.





Process Followed



QUANTITATIVE ANALYSIS

Document Review | Data Analysis | Situational Analysis



QUALITATIVE ANALYSIS

Online survey, one-on-one interviews, focus groups | SCOAR®
Analysis | Working Session | Strategic Directions and Action
Planning Session

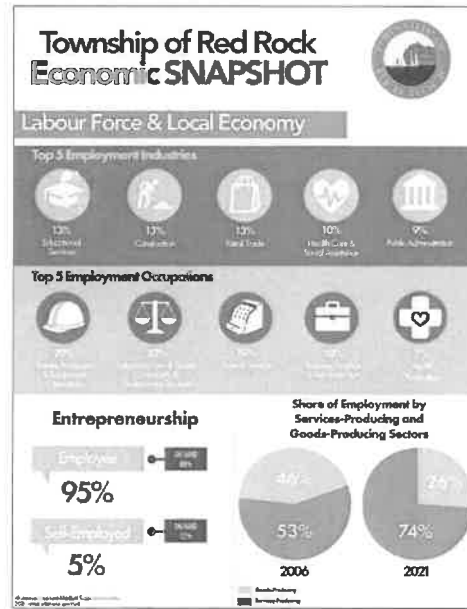
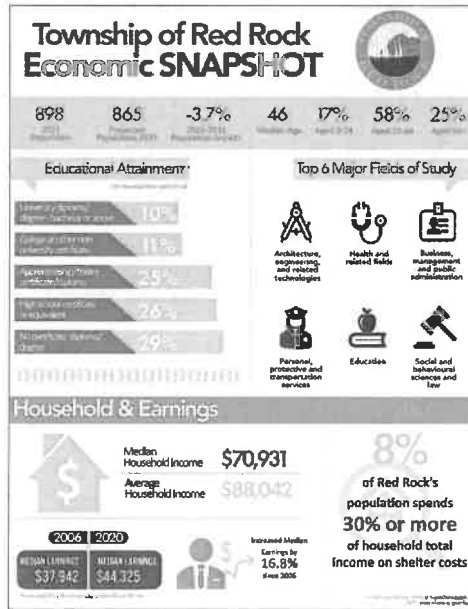


**TOWNSHIP OF RED ROCK 10 YEAR
COMMUNITY DEVELOPMENT STRATEGIC PLAN**





Data Review and Analysis



Community Engagement



Why Red Rock Great?

- Small family feel
- Close
- No pretense
- is a great place to live
- great schools
- sense of community
- Beautiful
- great views
- great people
- great food
- great shopping
- great nightlife
- great weather
- great history
- great culture





Community Engagement



One on One Interviews = **25**
 Online Survey = **77** respondents
 Focus Groups = **40** participants
 Working Session = **40** participants

**over
200**



What We Heard - SCOAR

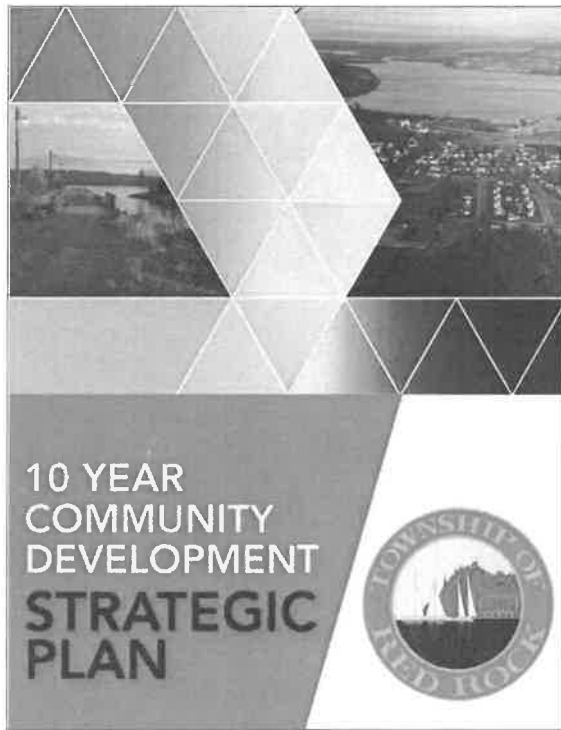


®





Corporate Engagement



The Community Development Strategic Plan is based on a comprehensive understanding of the Township, its economy, businesses and stakeholders, as well as their collective aspirations.

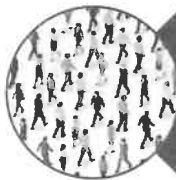
Strategic Plan





Strategic Goals & Priority Actions

COMMUNITY



Goal 1: Sustainably grow the population to continue to maintain the viability of Red Rock.



Goal 2: Sustainably grow the local economy to support residents and tourists/visitors.



Goal 3: Continue to build a shared sense of community while maintaining its core values.





Goal 1: Sustainably grow the population to continue to maintain the viability of Red Rock.



- An aging and declining population is potential for economic decline (i.e., business closures), reduced amenities (i.e., school closures), and decreased tax base (i.e., reduced services, crumbling infrastructure).
- With population growth, Red Rock will continue to be a sustainable community.



3 objectives and 10 actions



Goal 1: Sustainably grow the population to continue to maintain the viability of Red Rock.



To attract an increased number of housing opportunities for seniors, singles and families to live.





Goal 1: Sustainably grow the population to continue to maintain the viability of Red Rock.



To develop Red Rock's attractiveness in an effort to encourage families to move to Red Rock.



4
actions

17



Goal 1: Sustainably grow the population to continue to maintain the viability of Red Rock.



To improve internet connectivity in Red Rock.



2
actions

18



Goal 2: Sustainably grow the local economy to support residents and tourists/visitors.



- A strong local economy supports and strengthens the community.
- Small business keeps local money local, provides local employment, boosts the tax base for the Township and keeps taxes lower for residents.
- Small business brings money into the economy from outside of Red Rock.

4 objectives and 16 actions



Goal 2: Sustainably grow the local economy to support residents and tourists/visitors.



To increase the number of businesses in Red Rock while helping retain the existing businesses.

5
actions



Goal 2: Sustainably grow the local economy to support residents and tourists/visitors.



To continue to improve the aesthetics of Red Rock to make it an attractive location to do **business**.

3
actions



Goal 2: Sustainably grow the local economy to support residents and tourists/visitors.



To provide opportunities to **support local entrepreneurship**.

1
action





Goal 2: Sustainably grow the local economy to support residents and tourists/visitors.



To increase tourism into Red Rock by attracting tourists/visitors to Red Rock.

7
actions

23



Goal 3: Continue to build a shared sense of community while maintaining its core values.



- Residents of Red Rock are reliant on each other.
- Residents support, take pride in and understand the community.
- As the population changes, the culture and the community also undergo change.
- Resistance to change and the unknown is often met with apprehension.

6 objectives and 16 actions

24





Goal 3: Continue to build a shared sense of community while maintaining its core values.



To develop a community identity that is consistent with the vision of the community.



1
action



Goal 3: Continue to build a shared sense of community while maintaining its core values.



To ensure that all newcomers and residents to Red Rock are informed of what is happening in the community, are welcomed to the community and have the opportunity to be engaged in the community.



2
actions



Goal 3: Continue to build a shared sense of community while maintaining its core values.



To better engage with the students in the schools in Red Rock and help them to be part of the community even if they do not live in Red Rock.



3
actions



Goal 3: Continue to build a shared sense of community while maintaining its core values.



To increase the volunteer base in the community to support the needs of the community and to tap into the expertise of the residents.



1
action



Goal 3: Continue to build a shared sense of community while maintaining its core values.



To establish a number of informal locations for residents and visitors to congregate and connect in Red Rock.

7
actions



Goal 3: Continue to build a shared sense of community while maintaining its core values.



To have one permanent, shared location where all services provided by local agencies can be held in the community.

2





COMMUNITY OVER 10 YEARS 13 OBJECTIVES 42 ACTIONS



Strategic Goals & Priority Actions

CORPORATE - INTERNAL





Corporation of Township of Red Rock Objectives and Actions



To build an effective team (Council and staff) that is all working together and moving forward in the same direction.

4 actions



Corporation of Township of Red Rock Objectives and Actions



To continue to communicate with residents on a consistent basis through multiple media options on key issues and successes of the Township.

2 actions





Corporation of Township of Red Rock Objectives and Actions



To update policies and guidelines to ensure that they are current and relevant.



3
actions



Corporation of Township of Red Rock Objectives and Actions



To engage staff and improve the decision-making process for annual Township budgets.



2
actions



CORPORATE OVER 10 YEARS 4 OBJECTIVES 11 ACTIONS



THANKS!

Any questions?



THE CORPORATION OF THE TOWNSHIP OF RED ROCK

958th REGULAR MEETING OF COUNCIL

JUNE 13th, 2022

Present: Mayor: D. Robinson
Councillors: C. Todesco
G. Muir
S. Park
Chief Administrative Officer: M. Figliomeni
Municipal Secretary: W. Odahl
Regrets: M. McDonald

ONE: CLOSED SESSION

1.1 Resolution to Close the Meeting

Resolution #1

Moved by: Councillor Todesco
Seconded by: Councillor Muir

BE IT RESOLVED THAT Council move into Closed Session at 6:30pm under the authorities as printed in the Agenda.

CARRIED

Council entered Closed Session.

Resolution #2

Moved by: Councillor Park
Seconded by: Councillor Todesco

BE IT RESOLVED THAT Council approves the Closed Session minutes for the June 8, 2022 Special Meeting of Council.

CARRIED

Resolution #3

Moved by: Councillor Park
Seconded by: Councillor Todesco

BE IT RESOLVED THAT Council rise from Closed Session at 6:57pm and report in Open Session.

CARRIED

The open session re-convened at 6:58pm.

TWO: REPORT FROM CLOSED SESSION

Council approved the Closed Session minutes for the June 8, 2022 Special Meeting of Council. Council also discussed the Fire Chief position and selected the recipient of the 2022 High School Bursary via a random lottery wheel. Mayor Robinson and Councillor Park both declared a conflict of interest regarding the School Bursary.

THREE: PRELIMINARY MATTERS

3.1 Call to Order

Mayor Robinson called the meeting to order at 7:00p.m.

3.2 Traditional Territory Acknowledgement & Moment of Silence

Mayor Robinson read aloud the following land recognition and then proceeded in a moment of silence:

“Council of the Township of Red Rock hereby acknowledge that we are on the traditional territory of the Robinson-Superior Treaty and that the land we gather on is home to the Red Rock Indian Band, the Anishnaabek and the Metis People.”

CARRIED

3.3 Acceptance of the Agenda

The Agenda was approved with the following resolution:

Resolution #4

Moved by: Councillor Muir

Seconded by: Councillor Park

BE IT RESOLVED THAT the Agenda for this Regular Meeting of Council on June 13, 2022 be approved, as presented.

CARRIED

3.4 Disclosures of Interest

In response to Mayor Robinson’s request, no members disclosed interests in matters before Council this evening.

FOUR: PRESENTATIONS OR DEPUTATIONS

CAO Figliomeni gave a brief update on the 2022 proposed budget to Council. He noted that Council has participated in a budget education session prior to the budget being presented at this meeting. He also stated that the budget includes a 2% increase to the levy.

FIVE: MINUTES OF PREVIOUS COUNCIL MEETINGS

5.1 Minutes of the May 16, 2022 Meeting of Council

Council approved the minutes of the May 16, 2022 Council meeting with the following resolution:

Resolution #5

Moved by: Councillor Muir

Seconded by: Councillor Park

BE IT RESOLVED THAT the minutes from the regular meeting of Council on May 16, 2022, be approved.

CARRIED

5.2 Minutes of the June 8, 2022 Special Meeting of Council

Council approved the Open Session Minutes of the June 8, 2022 Special Council Meeting with the following resolution:

Resolution #6

Moved by: Councillor Todesco

Seconded by: Councillor Park

BE IT RESOLVED THAT the Open Session Minutes for the June 8, 2022 Special Meeting of Council, be approved.

CARRIED

SIX: CORRESPONDENCE

6.1 Red Rock Mountain Trail Volunteer Cleanup Day

CAO Figliomeni noted that the Trail Cleanup Day is a Township project that is being taken on by Superior Adventure.

6.2 Red Rock Indian Band – Thank You

Council posed no questions or discussions on the correspondence.

6.3 TBDSSAB – Ontario Renovates Program

Mayor Robinson requested the information be made available through the Township's social media and website. Councillor Todesco asked how the program is carried out throughout communities, to which the CAO responded that it is an application process.

6.4 MNP Digital – Website and Online Service Review

Council posed no questions or discussions on the correspondence.

6.5 2022 Candidate Information Session

Councillor Todesco requested an electronic taping of the session. CAO Figliomeni stated that that the session will take place in person if the 3 communities partaking in the session get more than 10 registrants, otherwise it will be held via Zoom.

SEVEN: REPORTS FROM COMMITTEES, BOARDS OR AGENCIES

None

EIGHT: REPORTS FROM ADMINISTRATION

8.1 Report on Administrative Activity

CAO Figliomeni noted that Deputy Clerk Cameron has completed the full Municipal Administration Program, made up of 4 units.

CAO Figliomeni also stated that Courtney Van Horne started her position of Recreational Program Coordinator Intern in the office on June 13, 2022.

Resolution #7

Moved by: Councillor Muir
Seconded by: Councillor Todesco

BE IT RESOLVED THAT the report on Administrative Activity be received.

CARRIED

NINE: BY-LAWS

9.1 By-law 2022-1280

Resolution #8

Moved by: Councillor Muir
Seconded by: Councillor Todesco

BE IT RESOLVED THAT By-law number 2022-1280, being a by-law to adopt the estimates of all sums required for the year 2022, be passed.

CARRIED

9.2 By-law 2022-1281

Resolution #9

Moved by: Councillor Park
Seconded by: Councillor Muir

BE IT RESOLVED THAT By-law number 2022-1281, being a by-law to authorize the borrowing and pledging of security, be passed.

CARRIED

TEN: NEW BUSINESS

No items of New Business were brought forward.

ELEVEN: UNFINISHED BUSINESS

CAO Figliomeni shared a draft survey that was submitted by the Environmental Committee on recycling in the Township. After discussions, it was decided that the survey would be consolidated and be made available electronically and in paper format for the public.

Council approved the donation of 1 year fitness membership to the Welcoming Committee's "Red Rock Offers" event with the following resolution:

Resolution #10

Moved by: Councillor Todesco

Seconded by: Councillor Park

BE IT RESOLVED THAT the Township of Red Rock donates a 1 year fitness membership for a door prize to the "Red Rock Offers" street fair.

CARRIED

TWELVE: CLOSED SESSION

Council did not go into Closed Session.

THIRTEEN: REPORT FROM CLOSED SESSION

There was no report from Closed Session.

FOURTEEN: CONFIRMING BY-LAW

Resolution #11

Moved by: Councillor Todesco

Seconded by: Councillor Park

BE IT RESOLVED THAT By-law 2021-1282, to confirm the proceedings of this evening's meeting, be passed as circulated.

CARRIED

FIFTEEN: ADJOURNMENT

There being no further business to conduct, Mayor Robinson declared the meeting adjourned at 7:24p.m.

Mayor

Chief Administrative Officer/Clerk



Legislative Services
Michael de Rond
905-726-4771
clerks@aurora.ca

Town of Aurora
100 John West Way, Box 1000
Aurora, ON L4G 6J1

May 31, 2022

Delivered by email
sylvia.jones@ontario.ca

The Honourable Sylvia Jones
Solicitor General of Ontario
Ministry of the Solicitor General
25 Grosvenor Street, 18th Floor
Toronto, ON M7A 1Y6

Dear Solicitor General Jones:

Re: Town of Aurora Council Resolution of May 24, 2022
Motion 10.3 - Councillor Thompson; Re: Mandatory Firefighter Certification

Please be advised that this matter was considered by Council at its meeting held on May 24, 2022, and in this regard, Council adopted the following resolution:

Whereas municipal governments provide essential services to the residents and businesses in their communities; and

Whereas the introduction of new provincial policies and programs can have an impact on municipalities; and

Whereas municipal governments are generally supportive of efforts to modernize and enhance the volunteer and full-time fire services that serve Ontario communities; and

Whereas the Association of Municipalities of Ontario (AMO) believes in principle that fire certification is a step in the right direction, it has not endorsed the draft regulations regarding firefighter certification presented by the Province; and

Whereas municipalities and AMO are concerned the thirty-day consultation period was insufficient to fully understand the effects such regulations will have on municipal governments and their fire services; and

Whereas fire chiefs have advised that the Ontario firefighter certification process will create additional training and new costs pressures on fire services; and

Whereas the Ontario government has not provided any indication they will offer some form of financial support to deliver this service; and

Whereas AMO, on behalf of municipal governments, in a letter to Solicitor General Jones dated February 25, 2022, made numerous comments and requests to address the shortcomings in the draft regulations;

- 1. Now Therefore Be It Hereby Resolved That the Town of Aurora does hereby support AMO's recommendations; and**
- 2. Be It Further Resolved That the Town of Aurora does hereby call on the Solicitor General of Ontario to work with AMO, municipal governments and fire chiefs across Ontario to address the concerns raised so that municipalities can continue to offer high quality services to their communities; and**
- 3. Be It Further Resolved That a copy of this Motion be sent to the Association of Municipalities of Ontario (AMO), the Ontario Small Urban Municipalities (OSUM), and all Ontario municipalities for their consideration.**

The above is for your consideration and any attention deemed necessary.

Yours sincerely,



Michael de Rond
Town Clerk
The Corporation of the Town of Aurora

MdR/lb

Copy: Association of Municipalities of Ontario (AMO)
Ontario Small Urban Municipalities (OSUM)
All Ontario municipalities



Legislative Services
Michael de Rond
905-726-4771
clerks@aurora.ca

Town of Aurora
100 John West Way, Box 1000
Aurora, ON L4G 6J1

May 31, 2022

Delivered by email
justin.trudeau@parl.gc.ca
karina.gould@parl.gc.ca

The Right Honourable Justin Trudeau, P.C., M.P.
Prime Minister of Canada
80 Wellington Street
Ottawa, ON K1A 0A2

The Honourable Karina Gould, P.C., M.P.
Minister of Families, Children and Social Development
House of Commons
Ottawa, ON K1A 0A6

Dear Prime Minister Trudeau and Minister Gould:

Re: Town of Aurora Council Resolution of May 24, 2022
Motion 10.1 - Councillor Humfries; Re: Private Member's Bill C-233 "Keira's Law"

Please be advised that this matter was considered by Council at its meeting held on May 24, 2022, and in this regard, Council adopted the following resolution:

Whereas violence against women is a Canadian public health crisis that demands urgent action; and

Whereas one in four women experience domestic violence in their lifetime. One woman or girl is killed every other day, on average, somewhere in our country; and

Whereas the most dangerous time for a victim of abuse is when she separates from her partner. According to research from the U.S. Centre for Disease Control and Prevention, when there is a history of coercive control, violence and a recent separation, a woman's risk of domestic homicide goes up 900 times; and

Whereas the current Canadian court system is not equipped to protect women. According to the National Judicial Institute, there is no mandatory education for Judges on domestic violence. Judges need education on what constitutes domestic violence or coercive control. A formal education program would ensure

another line of defense for victims, as well as preventing violence and abuse before it happens; and

Whereas the COVID-19 pandemic has only exacerbated the domestic violence crisis. Women's shelters and crisis centres have reported a marked increase in requests for services this year. The concerns for children are significant. According to recent research from The Children's Hospital of Eastern Ontario, doctors have seen more than double the number of babies with serious injuries as this time last year. These include head injuries, broken bones or in some cases death. Institutions across the country are reporting a similar trend; and

Whereas, according to Article 19 of the UN Convention on the Rights of the Child, children must be protected from "all forms of physical or mental violence, injury or abuse, neglect or negligent treatment, maltreatment or exploitation, including sexual abuse, while in the care of parent(s), legal guardian(s) or any other person who has care of the child." Our current family justice system often fails our children in this regard; and

Whereas, in worst case scenarios, children are killed by a violent parent. As reported by the Canadian Domestic Homicide Prevention Initiative, recent separation and domestic violence are the two biggest risk factors for domestic violence related child homicides; and

Whereas custody disputes are an additional risk factor. Each year in Canada, about 30 children are killed by a parent. Mothers are responsible about 40 per cent of the time, often due to postpartum depression or mental illness. In the 60 per cent of cases where fathers are the murderers, anger, jealousy or post-separation retaliatory revenge are the usual motivations; and

Whereas Keira's Law is named after four-year-old Keira Kagan, who was killed while in the custody of her father, in 2020; and

Whereas many cases of domestic violence are inappropriately labelled as "high conflict" in the family court system. According to research by Rachel Birnbaum, a Social Work Professor at the University of Western Ontario who specializes in child custody, approximately one third of cases called "high conflict" by the court had substantiated evidence of valid concerns about domestic violence. These cases must be recognized and treated differently by judges; and

Whereas voting in favour of "Keira's Law", contained in Private Member's Bill C-233, will not only protect victims of violence and children, it will save lives by

amending the *Judges Act* to establish seminars for judges on intimate partner violence and coercive control;

- 1. Now Therefore Be It Hereby Resolved That Aurora Town Council calls upon the House of Commons to support Member of Parliament Anju Dhillon's Private Member's Bill C-233, that will raise the level of education on domestic violence and coercive control for federally appointed Judges; and**
- 2. Be It Further Resolved That a copy of this resolution be sent to: The Right Honourable Justin Trudeau, Prime Minister of Canada; The Honourable Karina Gould, MP, Minister of Families, Children and Social Development; The Honourable Candice Bergen, Interim Leader of the Conservative Party of Canada; Yves-Francois Blanchet, MP, Leader of the Bloc Quebecois; Jagmeet Singh, MP, Leader of the New Democratic Party; MP Tony Van Bynen; and MP Leah Taylor Roy; and**
- 3. Be It Further Resolved That a copy of this resolution be circulated to all Ontario municipalities and the Federation of Canadian Municipalities (FCM).**

The above is for your consideration and any attention deemed necessary.

Yours sincerely,



Michael de Rond
Town Clerk
The Corporation of the Town of Aurora

MdR/lb

Copy: Hon. Candice Bergen, M.P., Interim Leader of the Conservative Party of Canada
Yves-François Blanchet, M.P., Leader of the Bloc Québécois
Jagmeet Singh, M.P., Leader of the New Democratic Party of Canada
Tony Van Bynen, M.P. Newmarket—Aurora
Leah Taylor Roy, M.P. Aurora—Oak Ridges—Richmond Hill
Federation of Canadian Municipalities (FCM)
All Ontario municipalities



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Update from the Board

TBDSSAB Board Newsletter | June 15, 2022

In this issue:

[Message from the Chair](#)

[Next Meeting](#)

[Spotlight: TWOMO Call for Nominations](#)

[Board Meeting Reports](#)

[Feedback](#)

Message from the Chair

Please find below the May 2022 issue of Update from The Board – the monthly newsletter from the Board of Directors of The District of Thunder Bay Social Services Administration Board. The purpose of this newsletter is to keep our municipal stakeholders informed about TBDSSAB activities by providing an overview of TBDSSAB Board information and reports following all monthly meetings.

Please circulate to members of your respective Municipal Councils.

At the May Board meeting, the Board was presented with updates regarding housing and homelessness funding and projects, Canada-wide Early Learning Child Care, and first quarter operational, strategic plan, and financial reports. Links to the full reports are included in this newsletter.

In other news, TBDSSAB is pleased to announce the Call for Nominations for a Board member to represent the Territory without Municipal Organization (TWOMO). The TWOMO election will take place the same day as the Municipal Election, October 24, 2022. Call for nominations closes August 19. More information about the election is included in the spotlight below.

With restrictions now lifted across the province, TBDSSAB offices remain mask-friendly spaces for visitors. Please refer to the TBDSSAB website for service hours at your local office:

www.tbdssab.ca/about/service-area

Thank you, and stay safe.

Lucy Kloosterhuis

This edition of *Update from the Board* covers TBDSSAB's regular monthly meeting on **May 19, 2022**, as well as key initiatives taking place in this time span.

Our aim is to provide an overview of TBDSSAB Board information and reports in a timely manner following all monthly meetings.

Next Meeting

The next Board meeting will be held:
Thursday June 16, 2022 at 10am



The Board meeting is scheduled to take place in person. For more information about community participation options, please visit the [Board Meetings page](#) on our website.

Spotlight: Call for Nominations

The District of Thunder Bay Social Services Administration Board (TBDSSAB) is seeking nominations for representation of the Territory without Municipal Organization (TWOMO)* to represent Area 7.

Nominee Qualifications

You may be eligible to be a DSSAB Board member representing the TWOMO* if you are a Canadian citizen and at least 18 years old, and:

- A permanent resident of the TWOMO*; or
- An owner or tenant of property in the TWOMO*; or
- The spouse or partner of an owner or tenant of property in the TWOMO*.

Nomination Deadline is August 19, 2022. For details on eligibility, please visit: www.tbdssab.ca/twomo22

Call for Nominations

Attention: Residents and property owners in the Territory without Municipal Organization (TWOMO)* within the District of Thunder Bay.

The District of Thunder Bay Social Services Administration Board (TBDSSAB) is seeking nominations for representation of the TWOMO* to represent Area 7.

Important Dates

- NOMINATION PERIOD: Ends: August 19, 2022
- NOMINATES VOTED: August 22, 2022
- ELECTION DAY: October 24, 2022

CONTACT
Deputy Returning Officer
Claree Clark
807-786-2105
EA.tbhoag@tbdssab.ca

***Territory without Municipal Organization includes any area in the District of Thunder Bay that is a former incorporated municipality and that is not a First Nations community.**

For a full list of TWOMO areas, please visit tbdssab.ca/twomo22

[Click here to download the Call for Nominations flyer \(PDF, 1MB\)](#)

Board Reports: Regular Board Meeting, May 19, 2022

COCHI OPHI—Ontario Housing Benefit Amendment 2022-23

Download: [Report 2022-26](#) (PDF)

The Board was provided with information related to the continuation of the Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI), and approved the proposed Investment Plan for the 2022-23 funding year. [READ MORE](#)

Projects In Difficulty—Update

Download: [Report 2022-27](#) (PDF)

The Board was provided with information on the status of the Not-for-Profit Community Housing Provider Projects in Difficulty and information on those which are of concern. [READ MORE](#)

Housing Services Act 2011—Regulatory Amendments

Download: [Report 2022-28](#) (PDF)

The Board was provided with information on the regulatory changes to the *Housing Services Act, 2011* as announced by the province of Ontario on March 31, 2022. [READ MORE](#)

Red Rock Public Library
Regular Meeting
May 10, 2022

*The 412th regular meeting of the Red Rock Public Library Board was held on
Tuesday May 10, 2022.*

Present:

Acting Chairperson:	Darquise Robinson
Board Members:	Marilyn Young Denise Maidment Joanne Boudreau Cheryl Hendricken
Secretary/Librarian:	Nancy Carrier
Absent with regrets:	Anne Lockwood

1. The meeting was called to order at 5:01 p.m.
Acting Chairperson read the Respect and Acknowledgement Declaration, followed by a moment of silence.
2. The agenda was approved and there was no declaration of pecuniary interest.
3. The Minutes of the meeting held on April 12, 2022 were approved.

Resolution #1:

Moved by: Marilyn Young

Seconded by: Joanne Boudreau

Be it resolved that: the minutes of the meeting held on April 12, 2022, be approved as circulated.

CARRIED

Business arising from minutes:

- Through the Connecting Public Libraries Initiative, 111 locations in unserved and underserved communities in Ontario will have an opportunity to improve their high-speed internet connectivity. The Red Rock Public Library was invited to participate in

this initiative. More information was requested and questions answered, in order to allow Board to make an informed decision to accept or decline the invitation to participate in the initiative.

Resolution #2:

Moved by: Denise Maidment

Seconded by: Joanne Boudreau

Be it resolved that: The Red Rock Public Library Board wishes to decline participation in the Connecting Libraries Initiative.

CARRIED

- CEO attended a Networking meeting on the afternoon of May 10th, 2022. CEO provided a summary of topics discussed at meeting.

Correspondence: none

4. The Statement of Operations and Cheque Register for April 2022 was available for discussion.

Resolution #3:

Moved by: Denise Maidment

Seconded by: Joanne Boudreau

Be it resolved that: the cheques numbered 1086 to 1091, manual cheque #21 in the amount of \$7804.02 and dated May 9, 2022, be approved for payment.

CARRIED

5. The Librarian's report, dated May 10th, 2022, and covering the month of April 2022 was presented and discussed.

New Business:

- The CEO presented the Red Rock Public Library 2021 Annual Report to Board for discussion

Resolution #4:

Moved by: Denise Maidment

Seconded by: Marilyn Young

Be it resolved that: the Red Rock Public Library Board accepts the Red Rock Public Library 2021 Annual Report, as presented by CEO.

CARRIED

- The Library is traditionally closed for 1 week in July in order to reduce staffing budget expenses and allow a holiday for staff. The CEO recommended the following days for the July Week –Long Closure. Closed July 3rd to July 9th. Reopening at 2 pm on Monday July 11th.

Resolution #5:

Moved by: Marilyn Young

Seconded by: Denise Maidment

Be it resolved that: The Red Rock Public Library Board approves the annual July closure to take place from July 3rd- July 9th, reopening Monday July 11th.

CARRIED

- The CEO presented an updated Red Rock Public Library Community Information Policy for Board approval.

Resolution #6:

Moved by: Denise Maidment

Seconded by: Marilyn Young

Be it resolved that: The Red Rock Public Library Board approve the Community Information Policy, as presented.

CARRIED

6. The next meeting date was discussed.
Motion was made to adjourn the meeting.

Resolution #7

Moved by: Joanne Boudreau

Seconded by: Denise Maidment

Be it resolved that: The meeting was adjourned at 5:38 p.m. and the next meeting will be held on Tuesday, June 14, 2022 at 5:00 p.m.

CARRIED

PUBLIC WORKS MONTHLY REPORT

June 20, 2022

WATER DISTRIBUTION

1. Work for both the Water Main Relining Project and the Brompton Street Rebuild started at the end of May. Public Works has been assisting with both projects to various degrees. Dept. staff have been mainly involved with the relining project so far. Both projects are well underway at this point, with the main relining at final completion stage.
2. The water service line for marina docks and the fuel kiosk building is need of repair before it can be turned on for the season. A locate request was submitted to perform the excavation for repair some time ago, however, G-Tel has yet to mark locates for the area by the park entrance. G-Tel has been contacted since, and is saying they are weeks behind with locate requests at this time.

WASTEWATER COLLECTION

1. Lift Station drawings have been submitted to Automation Now to begin the planning stages for station upgrades. OCWA will be overseeing the administration of this project.

RECREATION CENTER

1. The Rec Center is being monitored from Public Works staff on a regular basis over the work week since the facility closed on April 3rd. The facility continues to be cleaned 3 times per week for lobby area, washrooms and Weight Room.

MARINA CENTRE & PARK

1. The Marina Park was opened for the season on May 20th. There are currently 3 staff members working at the marina, with another student to be added at the end of June.
2. Public Works has performed a number boat launches for some of the larger boat patrons, and has more scheduled assisted launches booked in the upcoming weeks. There has definitely been a substantial increase in boater activity to kick off the summer season at the lake front.

3. Public Works have completed a number of tasks in preparation for the season at marina, including installation of staging and launch docks, minor dock repairs, grading and drainage work.

There is one repair to dock A that will require divers to repair broken chain that anchors the head of the dock to weights on the lake floor. Currently, the gangway leading to the dock is at a significant angle because the first section of dock has drifted. A contractor from Thunder Bay has been contacted for an estimate for repairs.

4. Overhead Electric will be coming to repair the entrance beacon and replace a photo control for the break wall lights the week of June 20th.

GENERAL

1. Public Works efforts have been concentrated mainly on aiding with details for the Brompton, Newton & Stadler projects.
2. Secondary road grading has been started, but will need to be completed in the upcoming weeks.
3. Public Works has started addressing spring potholes on streets. More attention for street repairs is intended once project work lightens.
4. New brushes have been installed on the street sweeper attachment for the Bobcat. Sidewalk and street sweeping will continue as priorities permit. Contactor options for street sweeping have not been easy to find. Taranis offered a proposal for street sweeping for Nipigon, the cost would be at least 3X the normally budgeted amount for this service, they could not commit to a timeline when the work could be done.
5. A service tech from Toromont Cat. is scheduled to come evaluate the condition of the turn table for the mow board on the 2001 Cat 140H grader. Although still functional, it is fully expected that maintenance work will be required to restore the turn table to better working condition.
6. The '94 Freightliner garbage truck is due for an annual inspection in July. We are aware that the condition of the compactor is in poor condition.
7. The next Public Works Dept. Safety Meeting has been scheduled for last week in June. The topic for this meeting has not been decided.
8. Regular checks are being performed monthly for standby power at both the Rec Center and Municipal Shop.

RED ROCK VOLUNTEER FIRE DEPARTMENT



RRFD Monthly Report to Council

Prepared June 13,2022 for Council Meeting scheduled on
June 20, 2022

Training Meetings

April 4/2022
Auto Extrication
13 Members
3.0 Hrs

April 18/2022
Ladders
12 Members
2.5 Hrs

April25/2022
Search and Rescue
13 Members
3.0 Hrs

May 2/2022
MNR
12 Members
2.5 Hrs

May 16/2022
Hydrants
14 Members
2.5 Hrs

May 30/2022
SCBA & PPE
13 Members
2.5Hrs

Call Outs

April 6/2022
Medical Assist

April 19/2022
Fire Alarm

April 21/2022
MVA (Motor Vehicle Accident)

May 24/2022
Mutual Aid for Structure Fire in Nipigon

Total Calls to Date 12

Special Training

Nothing to report

Fire Prevention

Nothing to report

Public Relations

Nothing to report

Personnel

Regular Department Strength: 26

Present Strength: 25

Comm. Desk Operators: 2 (included in present strength)

Fire Prevention Officer: 1 (included in present strength)

Junior Fire Fighter: 2 (included in present strength)

CFO Activity

* Mail, Email and Phone Calls

* Vehicle/Equipment and hall monthly maintenance

*Continue to apply to host courses at our hall so members can meet the new Certification

*Monitoring the weekly Duty Crew

*Registered members for online training

*Update the Fire Dept Emergency Contact List

*Continue working on updating the Fire Dept Guidelines

*Prepared the Fire Dept Level of Service

*Cleaning and organizing of the Fire Hall

*Continue working with Jamie Meyers from the OFMEM regarding the Mobile Live Fire Training Unit that will be held at the Red Rock Fire Hall July 7-10/2022. Completing all the document needed for the and safety plans for the training.

*Meeting with the Nipigon Fire Dept

*Continue working on recruitment and retention for our Fire Dept

*Continue discussions with other Fire Chief's in and around our area regarding the new certification and try to arrange more training between Fire Dept

*Starting to put together training plan for the members of the Fire Dept to meet the new certification that will come into effect on July 1/2022

*Completed application for 6 members to attend training at Fire Con 2022 in Thunder Bay

Recommendations/Comments for Council

Chief, Deputy and Officers recommend Graham Hettrick be appointed probationary Firefighters



end of June



From :
Paul Toonders
797 Barrydowne Road
Greater Sudbury, ON P3A 3T6 CA
paul@akfit.com
(705) 560-1550
Tax #: 133144709RT0001

To :
Township of Red Rock
Whitney Odahl
42 Salls Street
Red Rock, ON P0T2P0 CA
admin@redrocktownship.com
(807) 886-2245

Quote # QUO-0583
Date: June 9, 2022
Expiration Date: July 10, 2022

Our price

1 ×	Spirit XT685 Platform Treadmill Light commercial	\$3,198.00
		(-\$100.00) \$3,098.00

1 ×	Shipping Fee	\$350.00
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Subtotal	\$3,448.00
HST (\$3,448.00 @ 13%)	\$448.24
Total	\$3,896.24

Quote status : Proposed



NOW WITH BLUETOOTH FTMS

CONNECTS WITH



AND MORE!



The XT685 is our flagship X Series model and features large 3" diameter rollers with a 22" wide belt. This model utilizes a non-folding frame design and waxed deck system which is designed for maximum durability to stand up to the rigors of frequent running. With a long list of premium features and weighing in at 269 lbs, the XT685 is comparable to treadmills at much higher price points.

FEATURES

- Oversized 9" bright blue backlit LCD screen with separate Muscle Activation Profile and HR % Profile LED displays
- Quick Speed and Incline keys to save time and make workouts more efficient
- Remote Handlebar Toggles for both speed and incline allow for secure workout changes without taking your hands off the side handlebars
- Contact and wireless heart rate monitoring options make your workouts more effective (chest strap transmitter included)
- Spacious 22" x 60" workout area with powerful 4.0HP motor and wax deck system
- Adjustable cooling fan and dual speakers with audio jack for comfort and entertainment
- Bluetooth compatible with SPIRIT FIT App to monitor and record your workout data

XT685 TREADMILL





9" Blue Backlit LCD

Muscle Activation Profile

Tablet Friendly Reading Rack

Accessory Tray

Incline Toggles

Program Keys

Adjustable Cooling Fan

Quick Keys

Handlebar Toggles ON/OFF

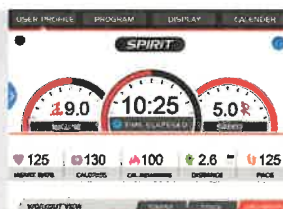
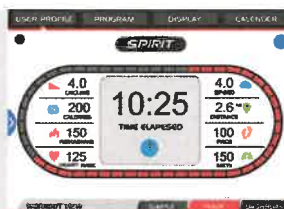
Handpulse Grips

Speed Toggles

Heart Rate % Profile

Integrated Speakers

Audio Input Jack



- Sync Your Workouts
- Multiple User Profiles
- Program Selection
- Track Your Workouts
- 3 Different Displays

EQUIPMENT SPECIFICATIONS

Console	9" Blue Backlit LCD, Heart Rate % Profile, Muscle Activation Profile, Tablet Friendly Reading Rack, Adjustable Fan, Speakers w/3.5mm Audio Jack, Bluetooth SPIRIT FIT App
Programs	Manual, Hill, Fat Burn, Cardio, Strength, Interval, Calories, Fusion, User 1-2, HR 1-2
Heart Rate	Contact & Telemetric, Heart Rate Transmitter Strap Included
Speed/Incline	0.5 - 12 mph / 15 Levels
Handlebar Toggles	Yes, Speed & Incline
Drive Motor	4.0 HP
Deck	1" Waxed Deck
Belt	22" x 60"
Rollers	3.0" (Crowned)
Frame	Non-Folding, Heavy-Gauge High Strength w/ Durable Powder Coat Paint
Dimensions	78" x 32" x 56"
Product Weight	269 lbs.
Max User Weight	425 lbs.

WARRANTY INFORMATION

Residential Warranty: Frame/Motor/Deck: Lifetime, Parts: 10 years, Labour: 1 year
 Commercial Warranty (Non-Dues Paying Facility): Frame: Lifetime, Motor: 5 Years, Deck/Parts: 3 years, Labour: 1 year



SALES: 1-888-707-1880 |



SALES@DYACO.CA |



WWW.SPIRITFITNESS.CA

Mid July



From :
Paul Toonders
797 Barrydowne Road
Greater Sudbury, ON P3A 3T6 CA
paul@akfit.com
[\(705\) 560-1550](tel:(705)560-1550)
Tax #: 133144709RT0001

To :
Township of Red Rock
Whitney Odahl
42 Salls Street
Red Rock, ON P0T2P0 CA
admin@redrocktownship.com
(807) 886-2245

Quote # QUO-0583-2
Date: June 9, 2022
Expiration Date: July 10, 2022

Our price

1 x	Shipping Fee	\$350.00
-----	---------------------	----------

1 x	Spirit CT800 Light Commercial Platform Treadmill	\$4,798.00 (-\$200.00) \$4,598.00
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Subtotal	\$4,948.00
HST (\$4,948.00 @ 13%)	\$643.24
Total	\$5,591.24

Quote status : Proposed



NOW WITH BLUETOOTH FTM

CONNECTS WITH



ZWIFT



FTMS



OPTIONAL EQUIPMENT

Extended Handrails
TV Bracket (TV not included)

CT800 TREADMILL

The CT800 commercial treadmill has a reputation for reliability and value that meets your space and budget needs. Weighing in at 360 lb and backed by an impressive warranty, this machine is truly heavy-duty and packs a load of premium features that keep clients happy. The top control panel boasts a simple and intuitive design with direct speed and incline buttons, multiple storage options for water bottles, phones, and other accessories, as well as a built-in fan that helps keep users cool. The ergonomically positioned hand pulse sensors let users easily monitor vital stats, while a variety of built-in programs allow nearly endless workout customization to suit a wide range of fitness levels.

CT800 TREADMILL

- Bright white multi-window LED console is easy to read and simple to use
- Direct speed and incline buttons make workouts more efficient
- Contact and wireless heart rate options to help keep clients in their safe and effective training zone
- Dual-drive motor cooling fans to protect and extend the life of the motor and control board
- Maintenance-free deck system provides hassle-free use for thousands of miles
- Spacious 22" x 60" running deck to accommodate users of all sizes
- Multi-ply commercial belt for superior belt life





CT800 CONSOLE FEATURES

The electronics in the CT800 are designed to provide simple and intuitive operation. The console features a large easy-to-read display with a variety of program options for users of all fitness levels, an integrated fan to keep clients cool, and a USB port with multiple storage tray options to help keep their devices charged. The addition of direct speed and incline buttons make all workouts more efficient and interval training workouts a breeze.

EQUIPMENT SPECIFICATIONS

Console	white multi-window LED displays (18-character message center, profile matrix, incline, and speed), direct incline and speed buttons, cooling fan, USB charging port, Bluetooth FTMS (connects to fitness apps), C-safe
Programs	manual, interval, 5k, 10k, HIIT, hill, fat burn, cardio, Gerkin Protocol Fit Test, 6 military readiness tests (Army, Navy, Air Force, Marines, PEB, Coast Guard), 2 HR, custom
Heart Rate	contact and Bluetooth compatible (chest strap sold separately)
Speed/Incline	0.5 – 12 mph / 0 – 15%
Power	120 volts (NEMA 5–15P electrical cord); 15-amp circuit recommended
Drive Motor	4.0 HP DC drive with grade H insulation
Deck	maintenance-free, 1" thick, double-sided
Belt	22" x 60", commercial multi-ply
Rollers	commercial grade 3.0"
Storage	reading rack, cell phone ledge, large water bottle storage, and multiple accessory trays
Frame	heavy-gauge high-strength steel with durable powder-coat paint
Dimensions	85" L x 36" W x 61" H
Product Weight	380 lb
Max User Weight	450 lb
Options	extended handrails, TV bracket

WARRANTY INFORMATION

Commercial Warranty (Non-dues Paying Facilities) – Lifetime frame, 5 years motor, deck and parts, and 2 years labour

THE CORPORATION OF THE TOWNSHIP OF RED ROCK
BY-LAW NUMBER 2022-1283

**Being a by-law to Establish Tax Ratios
for Prescribed Property Classes**

WHEREAS the Corporation of the Township of Red Rock is required to establish tax ratios pursuant to s.308 of the Municipal Act, 2001, S.O. 2001 c.25, as amended (hereinafter referred to as the "Act");

AND WHEREAS the tax ratios determine the relative amount of taxation to be borne by each property class;

AND WHEREAS the property classes have been prescribed pursuant to Section 7 of the Assessment Act, R.S.O. 1990, c.A.31, as amended (hereinafter referred to as the "Assessment Act").

NOW THEREFORE the Council of the Corporation of the Township of Red Rock hereby enacts as follows:

1. That for the taxation year 2022, the tax ratio for property in:
 - a) the residential property class is 1;
 - b) the multi-residential property class is 1.3361
 - c) the commercial property class is 1.1
 - d) the industrial property class is 2.63
 - e) the pipelines property class is 1.3460
 - f) the farm property class is .25; (or as determined by upper or single tier council).
 - g) the managed forests property class is .25;
2. This by-law shall come into force and take effect immediately on the date of final passing.

ENACTED AND PASSED IN COUNCIL this 20th day of June, 2022, as witnessed by the corporate seal of the Corporation and the hands of its proper Officers duly authorized in that behalf.

THE CORPORATION OF THE
TOWNSHIP OF RED ROCK

Mayor

Chief Administrative Officer/Clerk

THE CORPORATION OF THE TOWNSHIP OF RED ROCK

BY-LAW NUMBER 2022-1284

**Being a by-law to Establish Decrease Limits
for Certain Property Classes**

WHEREAS the Corporation of the Township of Red Rock may limit tax decreases for a taxation year pursuant to s.330. of the Municipal Act, 2001, S.O. 2001 c.25, as amended (hereinafter referred to as the "Act") in order to provide for the recovery of foregone revenue resulting from the application of s.329 of the Act;

AND WHEREAS this by-law shall only apply to properties in a property class to which Part 1X of the Act applies;

AND WHEREAS for the purposes of this by-law the commercial classes shall be considered a single property class and the industrial classes shall be deemed to be a single property class;

AND WHEREAS limits to tax decreases for any class may only be established in order to recover all or part of the foregone revenue in respect of the same property class;

NOW THEREFORE the Council of the Corporation of the Township of Red Rock hereby enacts as follows:

1. That pursuant to Section 330 of the Municipal Act, for the taxation year 2022, tax decreases for property in the following classes shall be limited at:
 - a) the multi-residential property class - 100%;
 - b) the commercial property class - 100%;
 - c) the industrial property class – 100%;
2. This by-law shall come into force and take effect immediately on the date of final passing.

ENACTED AND PASSED IN COUNCIL this 20th day of June, 2022, as witnessed by the corporate seal of the Corporation and the hands of its proper Officers duly authorized in that behalf.

THE CORPORATION OF THE
TOWNSHIP OF RED ROCK

Mayor

Chief Administrative Officer/Clerk

THE CORPORATION OF THE TOWNSHIP OF RED ROCK

BY-LAW NUMBER 2022-1285

Being a By-law to Adopt Optional Tools for the purpose of administering limits for eligible properties within the meaning of Section 331 (New Construction) for the Commercial, Industrial and Multi-Residential Property Classes

WHEREAS the Corporation of the Township of Red Rock (hereinafter referred to as "The Municipality" may, in accordance with section 329 (1) of the *Municipal Act, 2001*, S.O. 2001 c.25, as amended, (hereinafter referred to as "*the Act*") modify the provisions and limits set out in section 331 of *the Act*, with respect to the calculation of taxes for municipal and school purposes payable in respect of property in the Commercial, Industrial and Multi-Residential property classes;

AND WHEREAS The Council may pass a by-law to adopt the provisions of Section 329.1 of *the Act* whereby a "floor" or minimum uncapped tax percentage applies to eligible properties in one or more of the capped classes;

AND WHEREAS this Bylaw shall only apply to properties in any of the Commercial, Industrial and Multi-Residential property classes to which Part IX of *the Act* applies;

AND WHEREAS in this Bylaw, "uncapped taxes" means, the taxes for municipal and school purposes that would be levied for the taxation year but for the application of Part IX of *the Act*;

AND WHEREAS the Council has reviewed the provisions of Section 329.1 of *the Act* and hereby deems it necessary and appropriate to adopt optional tools for the purpose of providing minimum amounts for properties subject to the provisions of Section 331 for the Commercial, Industrial and Multi-Residential property classes;

NOW THEREFORE, THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF RED ROCK HEREBY ENACTS AS FOLLOWS:

1. THAT paragraph 8 of Subsection 329.1 (1) of *the Act* shall apply to the Commercial, Industrial and Multi-Residential property classes for 2022.
2. AND THAT for all properties that become eligible within the meaning of subsection 331 (20) of *the Act*, the taxes for municipal and school purposes for the year or portion of the year shall be the greater of,
 - i) The amount of the taxes determined for the property for 2022 under subsection 331 (2), and
 - ii) The amount of the uncapped taxes for the property for 2022 multiplied by one hundred percent (100%).
3. This Bylaw may be cited for all purposes as "Township of Red Rock 2022 New Construction Bylaw".
4. This by-law shall come into force and take effect immediately on the

date of final passing.

ENACTED AND PASSED IN COUNCIL this 20th day of June, 2022, as witnessed by the corporate seal of the Corporation and the hands of its proper Officers duly authorized in that behalf.

THE CORPORATION OF THE
TOWNSHIP OF RED ROCK

Mayor

c/s

Chief Administrative Officer/Clerk

DRAFT

THE CORPORATION OF THE TOWNSHIP OF RED ROCK

BY-LAW 2022-1286

**Being a By-law to Set and Levy the
Rates of Taxation for the year 2022**

WHEREAS it is necessary for the Council of the Township of Red Rock pursuant to the Municipal Act to raise certain sums for the 2022 taxation year;

AND WHEREAS all property assessment rolls on which the 2022 taxes are to be levied have been returned and revised pursuant to the provisions of the Assessment Act subject to appeals at present before the District Court and the Ontario Municipal Board;

AND WHEREAS "Residential/Farm Assessment", "Multi-Residential Assessment", "Commercial Assessment", "Industrial Assessment", "Pipeline Assessment", as defined in the Assessment Act as amended by the Fair Municipal Finance Act, 1997 and further amended by Regulations thereto, have been determined on the basis of the aforementioned property assessment rolls;

AND WHEREAS the sums required by taxation in the year 2022 for general purposes are to be levied by the Area Municipalities as directed by By-law.

AND WHEREAS the sums required by taxation in the year 2022 for education purposes are to be levied by the Municipality as directed by the Province and pursuant to tax rates established;

AND WHEREAS the tax ratios on the aforementioned property for the 2022 taxation year have been set out in By-law Number 2022-1283 of the Township of Red Rock;

AND WHEREAS the sub-class tax rate reductions on prescribed sub-classes on the aforementioned property for the 2022 taxation year have been set out in By-law Number 2022-1284 respectively of the Township of Red Rock.

AND WHEREAS the tax rates on the aforementioned property classes and property sub-classes have been calculated pursuant to the provisions of the Municipal Act and the manner set out herein.

NOW THEREFORE the Council of the Township of Red Rock hereby enacts as follows:

1. The Point in Time date for modification of the Frozen Assessment Listing for processing of the 2022 final taxation bills for commercial, industrial and multi-residential properties is established as: Jan. 1, 2022.
2. (a) For the year 2022, in the Township of Red Rock, the Municipality

shall levy upon the Residential/Farm Assessment, upon the Multi-Residential Assessment, upon the Commercial Assessment, upon the Industrial Assessment, upon the Pipeline Assessment, the rates of taxation per current value assessment for general purposes set out in Schedule "A" attached hereto and which forms part hereof.

- (b) For the year 2022, in the Township of Red Rock, the Municipality shall levy upon the Residential/Farm Assessment, upon the Multi-Residential Assessment, upon the Commercial Assessment, upon the Industrial Assessment, upon the Pipeline Assessment, the rates of taxation per current value assessment for education purposes set out in Schedule "B" attached hereto and which forms part hereof.
3. For payments in lieu of taxes due to the Township of Red Rock under the Municipal Act:
 - a) the actual amount due to the Township of Red Rock will be based on the assessment rolls and the rates of taxation for the year 2022.
 4. Payments of all amounts directed to be levied on property assessment pursuant to the provisions of this By-law and payments in lieu of taxes due to the Township of Red Rock under the Municipal Act, amounts established in this By-law shall become due and payable in the amounts and at the times as follows:
 - a) 50% of levy amount no sooner than the 21st day following the date of final billing.
 - b) Balance of levy amount on October 20, 2022.
 5. This by-law shall come into force and take effect immediately following third reading.

Read a first and second time

this 20th day of June, 2022

Read a third time and finally passed

this 20th day of June, 2022.

Mayor

Chief Administrative Officer/Clerk

**SCHEDULE "A" TO BY-LAW 2022-1286
TOWNSHIP OF RED ROCK
2022 GENERAL PURPOSE TAXATION RATES AND LEVY
MUNICIPAL**

<u>PROPERTY CLASS</u>	<u>ASSESSMENT</u>	<u>TAX RATE</u>	<u>LEVY</u>
Residential	30,881,000	3.753677%	\$ 1,159,173
Res. Exempt			\$ -
Managed Forest	166,700	0.938419%	\$ 1,564
Multi- Residential	826,000	5.015288%	\$ 41,426
Commercial	1,324,100	4.129045%	\$ 54,673
Commercial Vacant Land	121,000	2.890331%	\$ 3,497
Industrial (incl. Hydro)	625,700	9.872171%	\$ 61,770
Industrial Vacant Land	0	6.674895%	\$ -
Industrial Excess Land	76,200	6.910520%	\$ 5,266
Pipeline	2,203,000	5.052449%	\$ 111,305
Sub-Total	36,223,700		1,438,675
MUNICIPAL PIL			
Residential PIL (Mto & MNR)	1,711,900	3.753677%	\$ 64,259
Comercial PIL (PO,LCBO,WTP)	126,500	4.129045%	\$ 5,223
Indust PIL (Mill Dump)	73,000	9.872171%	\$ 7,207
Total PIL	1,911,400		76,689
General Purpose Levy Per OPTA			\$ 1,515,364
Railway - CN	0 acres	80.00	\$ -
- CP	106.13 acres	110.00	\$ 11,674
			\$ 11,674
Total Municipal Taxes	38,135,100		\$ 1,527,038

**SCHEDULE "B" TO BY-LAW 2022-1286
TOWNSHIP OF RED ROCK
2022 EDUCATION PURPOSE TAXATION RATES AND LEVY
EDUCATION**

<u>PROPERTY CLASS</u>	<u>ASSESSMENT</u>	<u>TAX RATE</u>	<u>LEVY</u>
Residential	30,881,000	0.0015300	\$ 47,248
Res. Exempt	0	0.0015300	\$ -
Managed Forest	166,700	0.0003825	\$ 64
Multi- Residential	826,000	0.0015300	\$ 1,264
Commercial	1,324,100	0.0088000	\$ 11,652
Commercial Vacant Land	121,000	0.0088000	\$ 1,065
Industrial	604,200	0.0088000	\$ 5,317
Industrial Vacant Land	0	0.0088000	\$ -
Industrial Excess Land	76,200	0.0088000	\$ 671
Hydro	21,500	0.0098000	\$ 211
Pipeline	2,203,000	0.0088000	\$ 19,386
Sub-Total	36,223,700		86,877
EDUCATION PIL			
Commercial PIL (PO+WTP)	126,500	0.0098000	\$ 1,240
Residential PIL	0	0.0088000	\$ -
Indust PIL (Mill Dump)	73,000	0.0088000	\$ 642
Total PIL	199,500		1,882
Total Education per OPTA			\$ 88,759
Railway - CN	0 acres	15.43	\$ -
- CP	106.13 acres	15.43	\$ 1,638
			\$ 1,638
Total Education Tax	36,423,200		\$ 90,397