

# Smooth Rock Falls Tears, Sweat & Success



SMOOTH  
ROCK FALLS





# Presenters



Luc Denault  
CAO/Director of EcDev



Sue Perras  
Councillor





**Tears**





## Thirteen years ago...

- The Town was devastated, people lost hope and these negative impacts unrolled instantly
- Tembec pulp and paper mills closed
- Major direct and in direct job losses in town
- 40% loss in tax revenue overnight, equivalent to approximately \$670,000
- Housing prices went down and the Town struggled to provide existing service levels



SMOOTH  
ROCK  
FALLS

We want change!  
Are we ready for change?

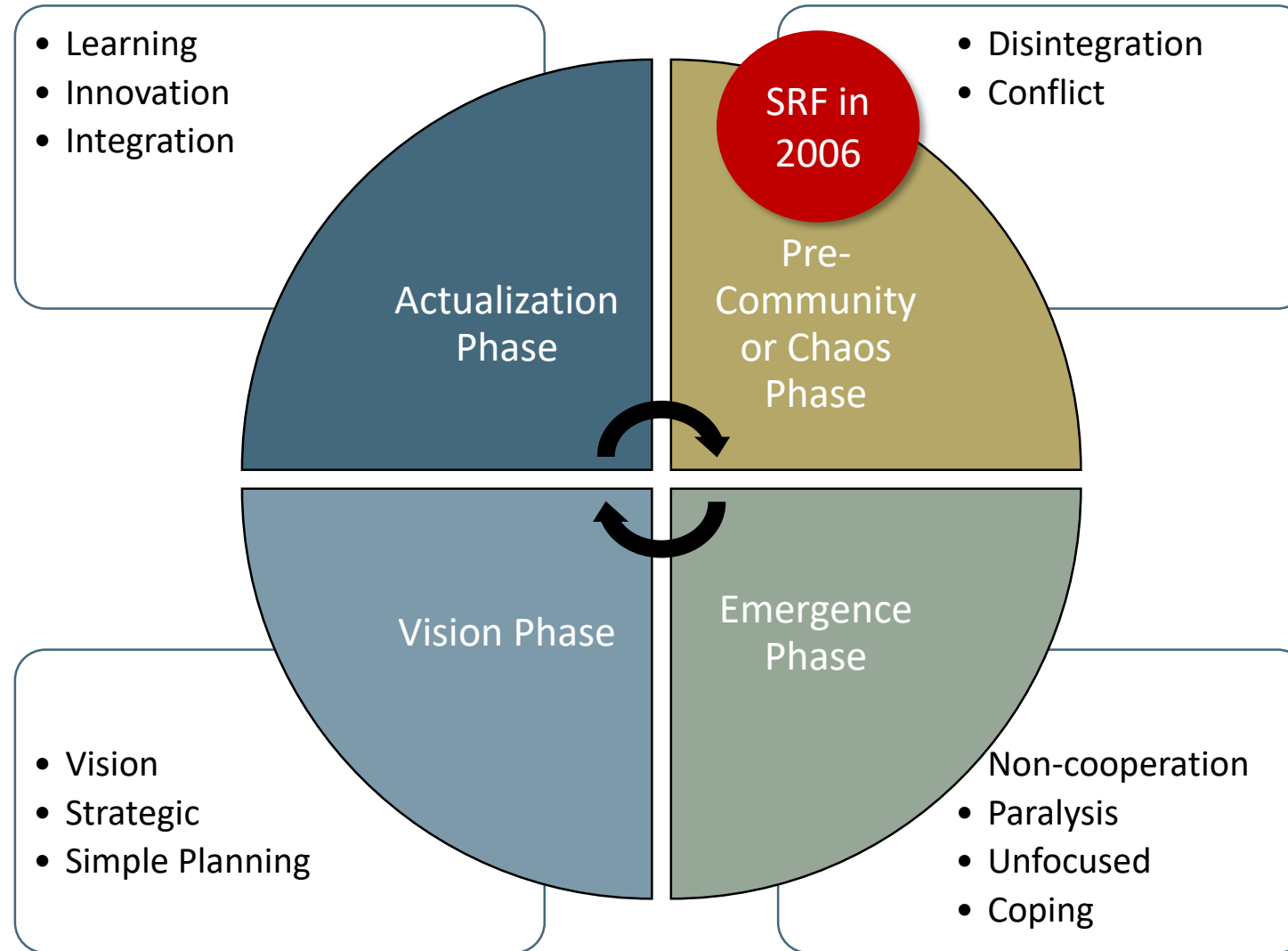




# What does it take to change?

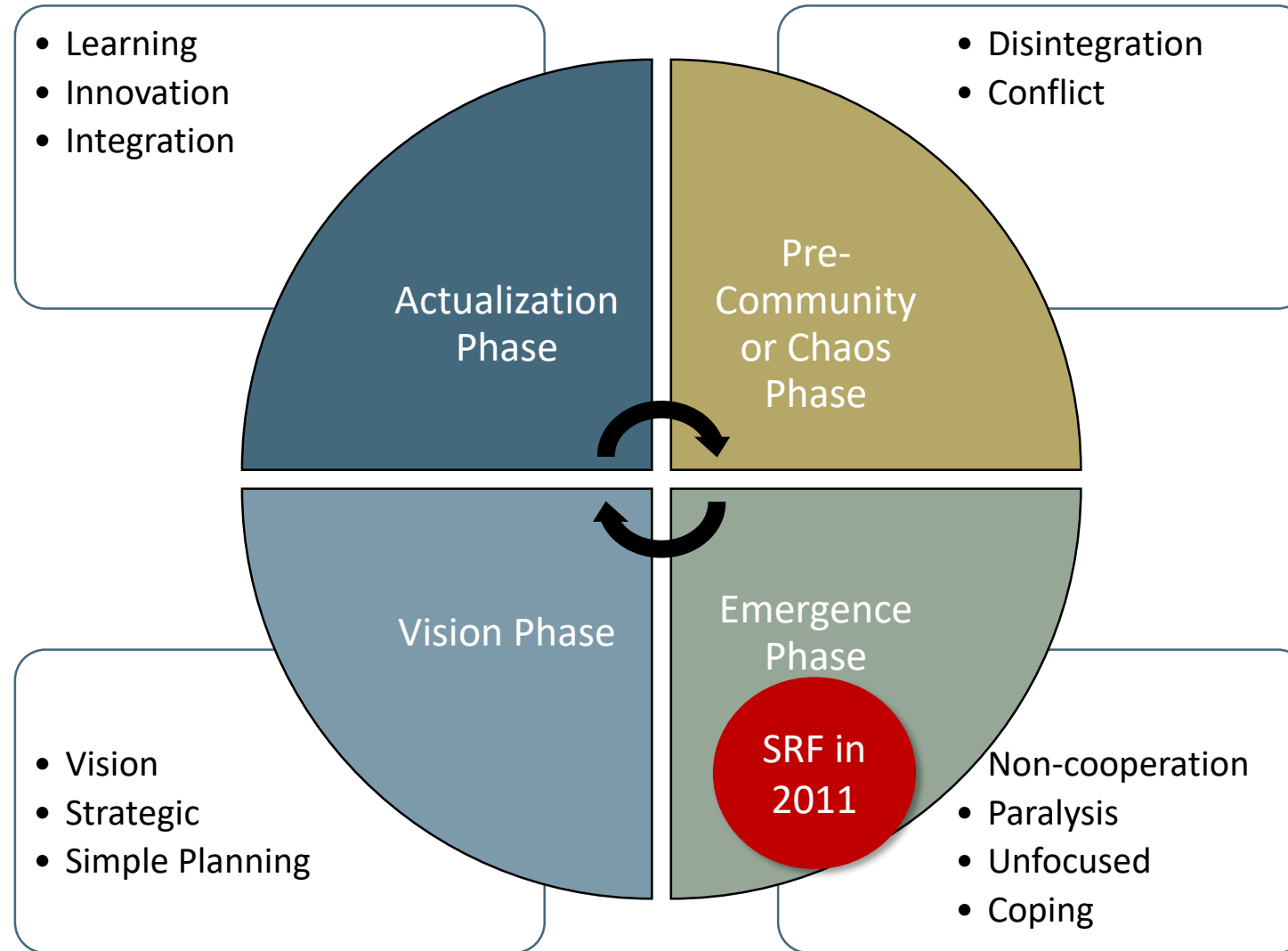
1. Willingness to learn
2. Willingness to change
3. Agreeing to change if we want a different outcome
4. Leading by example
5. Agreeing to one common vision
6. Understanding where we are so we can decide where to go
7. Understanding our collective roles in the overall plan

# Community Lifecycle Matrix



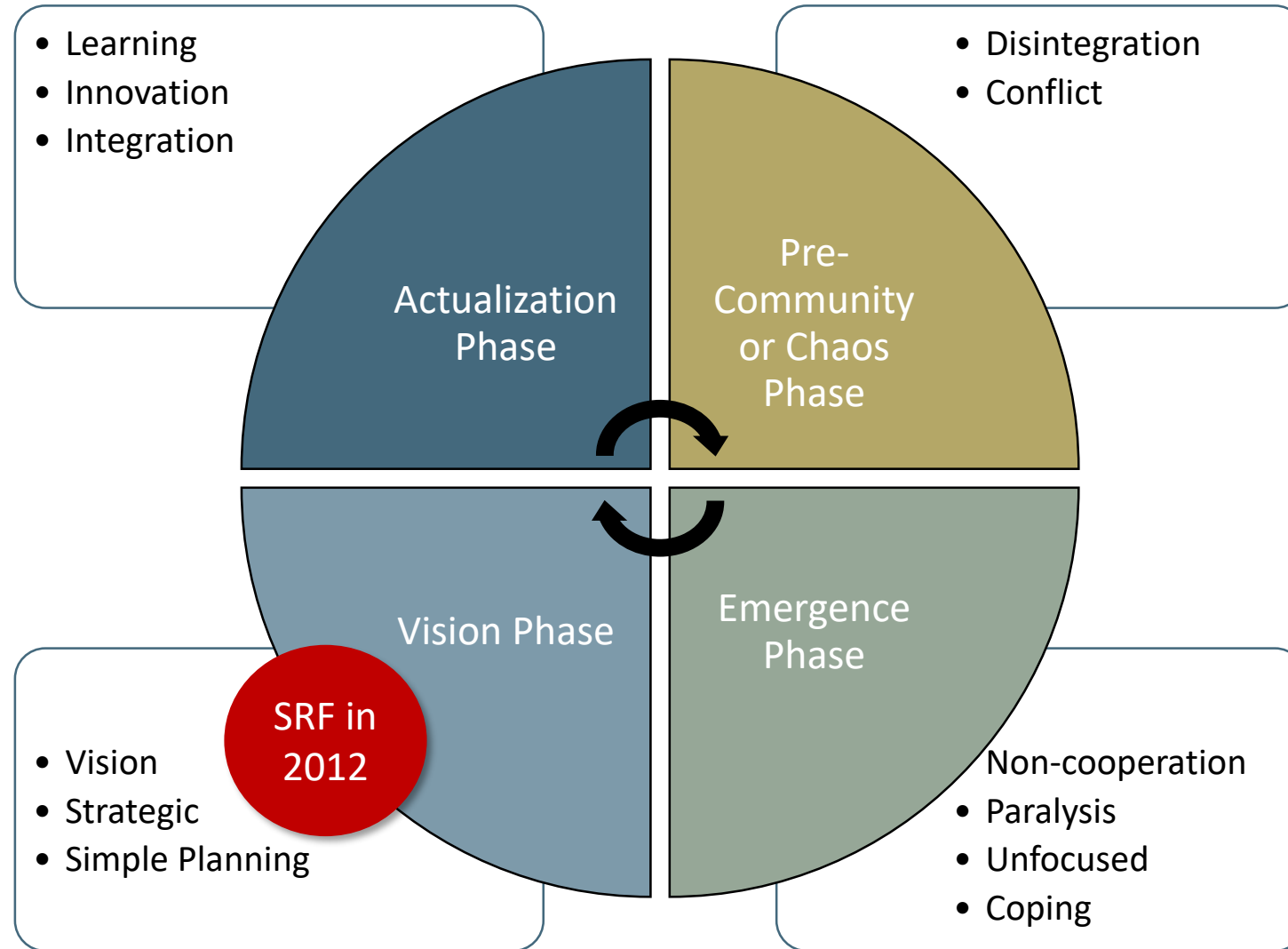


# Community Lifecycle Matrix

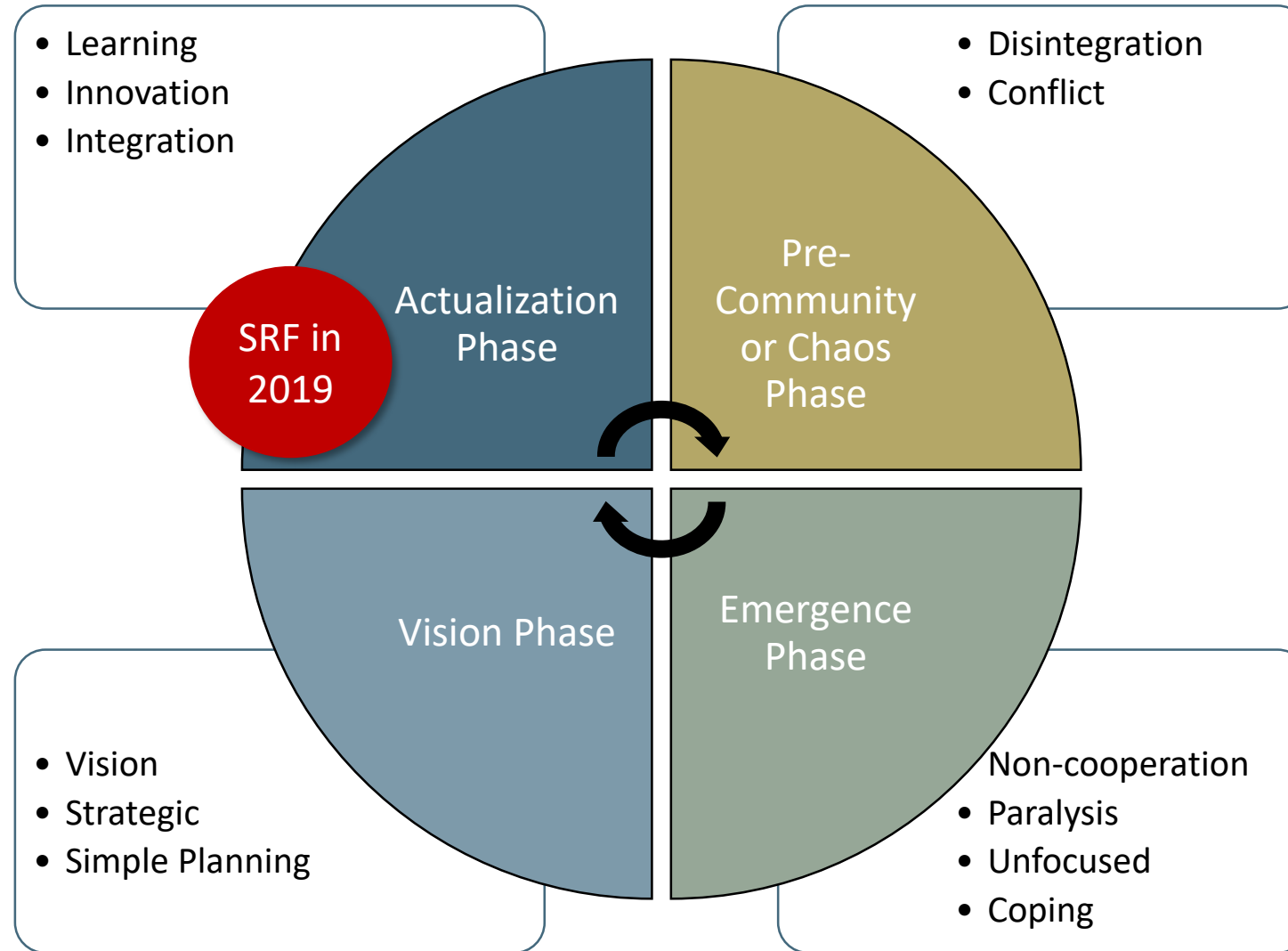




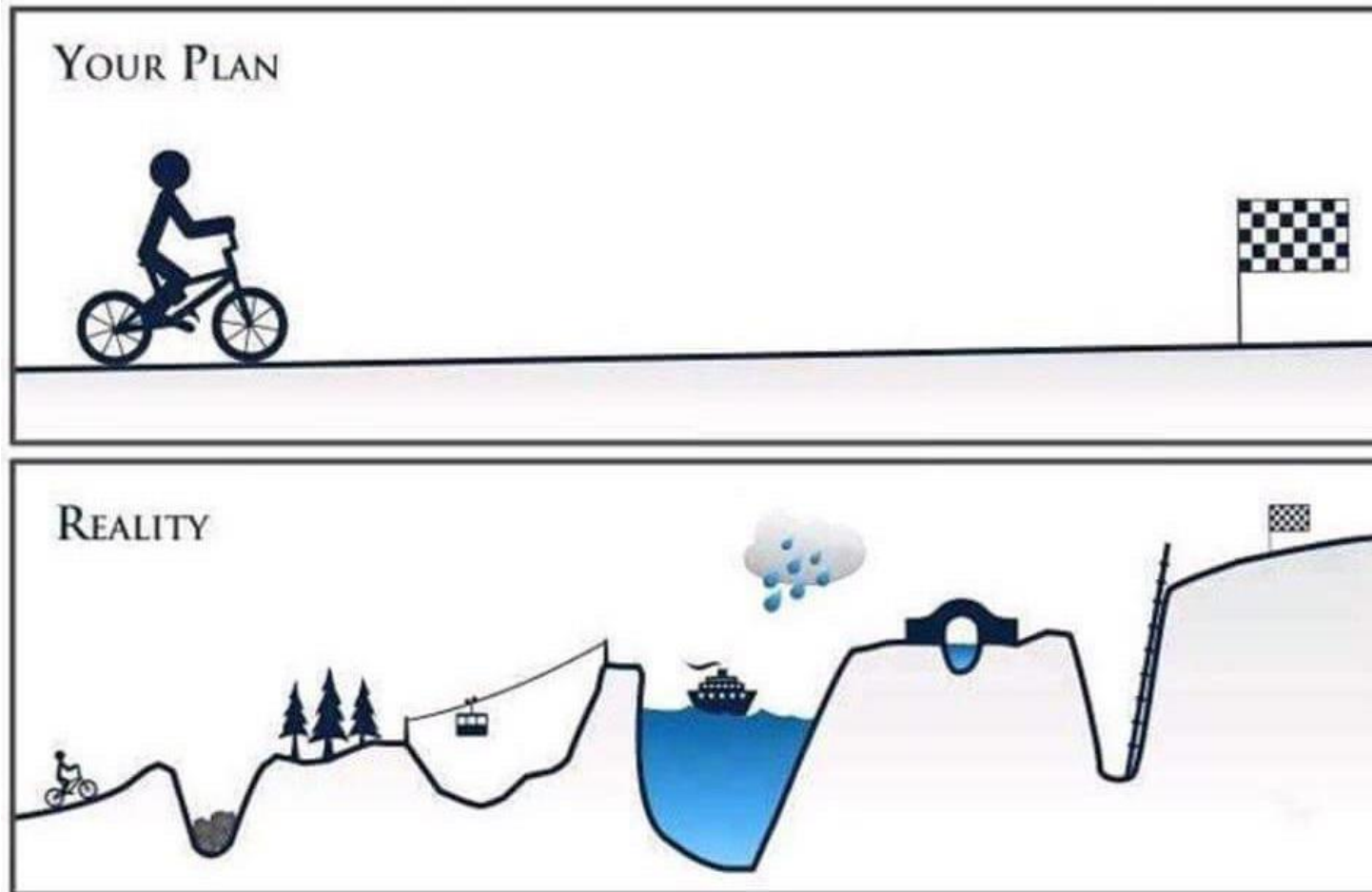
# Community Lifecycle Matrix



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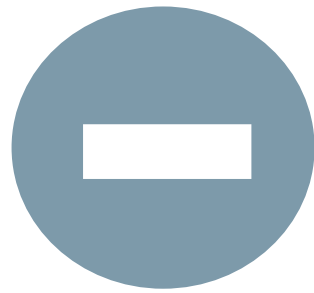
# The plan versus reality







# How did we do this?



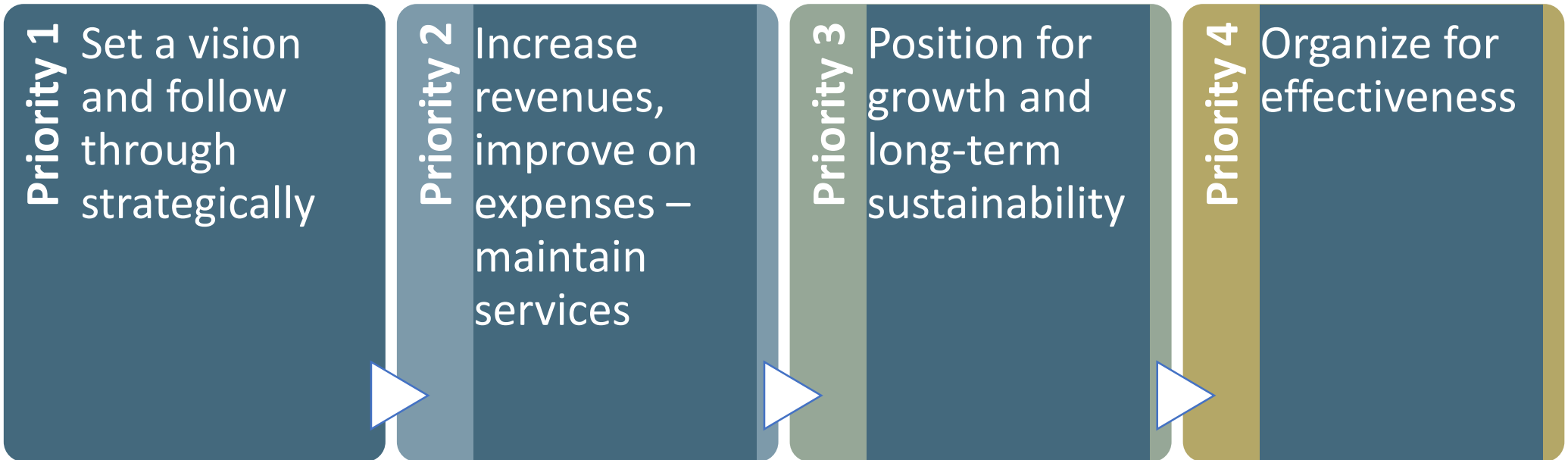
Reactive Management

Proactive Management





# From reactive to priority management



**Priority 1** Set a vision and follow through strategically

**Priority 2** Increase revenues, improve on expenses – maintain services

**Priority 3** Position for growth and long-term sustainability

**Priority 4** Organize for effectiveness



# From reactive to priority management







Sweat





# A financially sustainable community

– foundation of SRF's 20-year plan





# A financially sustainable community

- it's all about balance

Build and maintain a sound long-term fiscal plan

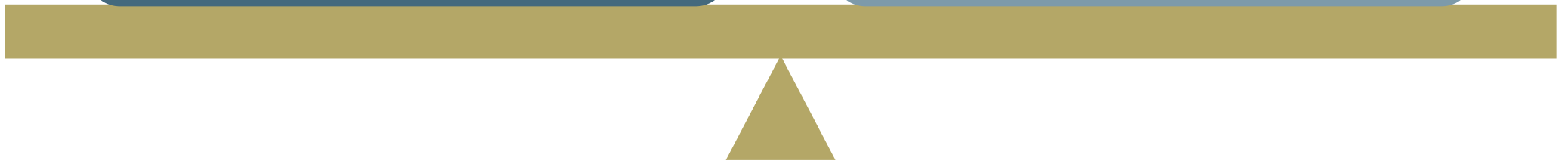
Achieving the most from expenditures

Essential programs and services are properly funded and managed

Becoming more financially sustainable while meeting citizen requirements

Fostering economic development with an appropriate fiscal environment

Increasing revenue while balancing community fiscal reality







# Strategic goals

**1. Economic  
Leadership**

**2. Fiscal  
responsibility  
+sustainability**

**3. Culture**

**4. Collaboration**



# Identify & manage risk





## One of our risks

Risk	Tolerance	Impact	Management Strategy
The Town may experience financial losses in connection with economic development activities	Moderate	Moderate	<ul style="list-style-type: none"><li>• Quarterly reporting</li><li>• Feasibility assessment</li><li>• Detailed financial forecasts</li><li>• 3<sup>rd</sup>-party investors</li></ul>



SMOOTH  
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FALLS

# Risk Identification & Management Strategies

## Adopted as part of the 20 Year Plan

Risk	Tolerance	Impact	Management Strategy
The Town may experience financial losses in connection with economic development activities, including (i) limited value received from ongoing economic development activities; and (ii) losses on investment in specific initiatives.	Moderate	Moderate	<ul style="list-style-type: none"><li>• Investment in economic development based on approved annual plan, with annual reporting on outcomes achieved.</li><li>• Sufficient due diligence and feasibility assessment prior to investment in specific initiatives. This includes ensuring appropriate funds are allocated to legal and third party advisors.</li><li>• Development of sufficiently detailed financial forecasts for economic development initiatives with quarterly monitoring and reporting to Council.</li><li>• Involvement of third party investors to syndicate financing and ensure an appropriate sharing of risk.</li></ul>





**Success**



# Financial highlights

## Declared a debt free position in 2013

\$12.5M invested in infrastructure	Tripled reserves from \$1.4M to \$3.2M	163% increase in other revenues over 2010	Reduced tax arrears from \$1.3M to \$180,000/year	Average residential taxes per household \$1,321
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Provincial FIRs are positive

2018 cash position \$4M



# Capital projects

\$1 million Fleet

\$2.5 million  
Buildings/Equipment

\$9 million  
Roads/Water/Sewer



no  
per,





# Marketing played a pivotal part

## Results 2017

- 201 stories in newspapers, online blogs, radio shows and televised news
- 29 million reached worldwide

## Results 2018

- 52 stories in newspapers, online blogs, radio shows and televised news
- 14 million reached worldwide



# Marketing played a pivotal part

## Results 2017

- Over 2,500 inquiries
- Major investors from Toronto to BC appeared at Town Hall 3 days after launch

## Results 2018

- 8 days after launch, Over 2,200 website visits, 84% were newcomers
- 158 direct leads



## Results since 2017...

81 properties sold

- 71 residential
- 9 commercial
- 2 multi-unit income property

Over 175 leads

- 104 residential
- 71 commercial

34 new families

- Approximately 7.7% population growth
- Ontario, Quebec, Nfld, and BC





The  
über  
story



A photograph of the Aurora Borealis (Northern Lights) in a dark forest at night. The aurora is a vibrant green, glowing band across the sky, with some darker, wispy clouds visible. The foreground is a dark, snowy or grassy field, and the trees are silhouetted against the light. The overall scene is serene and majestic.

**More sweat,  
more success**



# Key future building blocks to attraction

Industrial park

Seniors housing

Waterfront development

Residential housing

More road upgrades

Multi-Rec Centre

Town Hall

Community daycare





**Top 5 things  
you can do**





# How to attract people and investors to Northern Ontario

#1 Get your house in order, position yourself for success

#2 Agree to one common vision, everyone pulls in the same direction

#3 Promote what you have – people want it

#4 Believe in your plan but...  
Be willing to course correct

#5 Take a chance, not everything is going to work





Questions?



A wooden dock made of weathered planks extends from the foreground into a calm lake. The dock has a simple railing on both sides. In the background, there is a dense forest of trees, some with bare branches and some evergreens, under a cloudy sky. Large rocks are visible on the shoreline. The overall scene is serene and natural.

**Merci!**  
**Thank you!**