NUCLEAR WASTE MANAGEMENT ORGANIZATION
SOCIÉTÉ DE GESTION DES DÉCHETS NUCLÉAIRES

Community Profile

CITY OF ELLIOT LAKE, ONTARIO

APM-REP-06144-0098

NOVEMBER 2014

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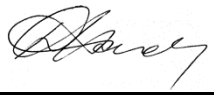
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Community Profile

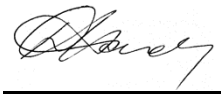
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Appendices

APPENDIX A: DATA TABLES

APPENDIX B: FINANCIAL DATA

Acronyms

APM	Adaptive Phased Management
ARIEL	Arts & Culture Roundtable in Elliot Lake
AWIC	Algoma Workforce Investment Committee
BR+E	Business Retention and Expansion
CFDC	East Algoma Community Future Development Corporation
CPR	Canadian Pacific Railroad
EA	Environmental Assessment
EACFDC	East Algoma Community Futures Development Corporation
ELATE	Elliot Lake Amateur Theatre Ensemble
ELNOS	Elliot Lake and North Shore Corporation for Business Development
ERP	Emergency Response Plan
FIR	Financial Information Return
MASL	Metres Above Sea Level
MNO	Métis Nation of Ontario
MNR	Ministry of Natural Resources
MPAC	Municipal Property Assessment Corporation
NAICS	North American Industry Classification System
NGO	Non-Governmental Organization
NWMO	Nuclear Waste Management Organization
OPP	Ontario Provincial Police
PEA	Preliminary Economic Assessment
PPS	Provincial Policy Statement
REO	Rare Earth Oxides
ToR	Terms of Reference
U308	Uranium Oxide

1.0 CONTEXT

This community profile has been prepared as part of the City of Elliot Lake's participation in the Nuclear Waste Management Organization's (NWMO) *Learn More* program. This program is offered to communities interested in exploring and potentially hosting the Adaptive Phased Management project, the deep geological repository and centre of expertise which is required as part of Canada's plan for the long-term management of used nuclear fuel.

The profile brings together information about the community, their history, their aspirations, and current conditions. The information contained in the profile is not an assessment of any kind; instead it is intended to paint a picture of the community as it stands today. Such a picture can be a helpful starting point for community discussions about how future projects might be implemented in the community, and the extent to which a project might contribute to the well-being of the community over the long term, including the Adaptive Phased Management project. The Adaptive Phased Management project will only be implemented in a community that has reflected upon whether the project will contribute to community well-being and, after a series of detailed studies have been completed to confirm the safety and appropriateness of a site, has expressed an informed willingness to host the project. Over time, communities in the surrounding area will also need to become involved in the learning process.

This profile is organized to describe the characteristics of the community through five different perspectives or 'lenses':

- Human: Skills, knowledge and essential services supporting the well-being of the community;
- Economic: Monetary or financial resources supporting the well-being of the community;
- Infrastructure: Basic physical infrastructure supporting the well-being of the community;
- Social: Social and community activities in which people participate and the resources drawn upon to support well-being; and
- Natural environment: Nature and the natural environment important to well-being.

The characteristics of the community are referred to as 'assets' throughout the report. This is intended to highlight their importance and pave the way for a broad and holistic discussion of how the community may be affected by the Adaptive Phased Management project, or other large project which the community may consider. This discussion of the characteristics of the community which support community life may also help the community identify other important aspects which should also be considered.

The information and data used to compile this profile was derived from a combination of sources, including:

- Publicly available documents and statistics;

- Data and information provided by the community; and,
- Insights derived from discussion with the Community Liaison Committees and through interviews with community leaders.

Although this profile contains references to other communities within the region, these references are intended only as a means to round out the community profile and provide some context for discussion.

The NWMO *Learn More* program encourages collaboration and shared learning involving the NWMO and the community throughout all stages of reflection and decision-making. NWMO efforts to learn about and understand the community, their aspirations and current conditions will continue throughout the duration of the City of Elliot Lake's involvement in the *Learn More* program.

1.1 Report Format

Please note that for the Statistics Canada data presented in this profile, the most recent census and National Household Survey data used are for 2011 (where available). In some instances, due to recent changes in how Statistics Canada conducts their data collection, 2006 data may also be used where necessary. In addition, some data has been derived from interviews in the community.

2.0 COMMUNITY PROFILE – CITY OF ELLIOT LAKE

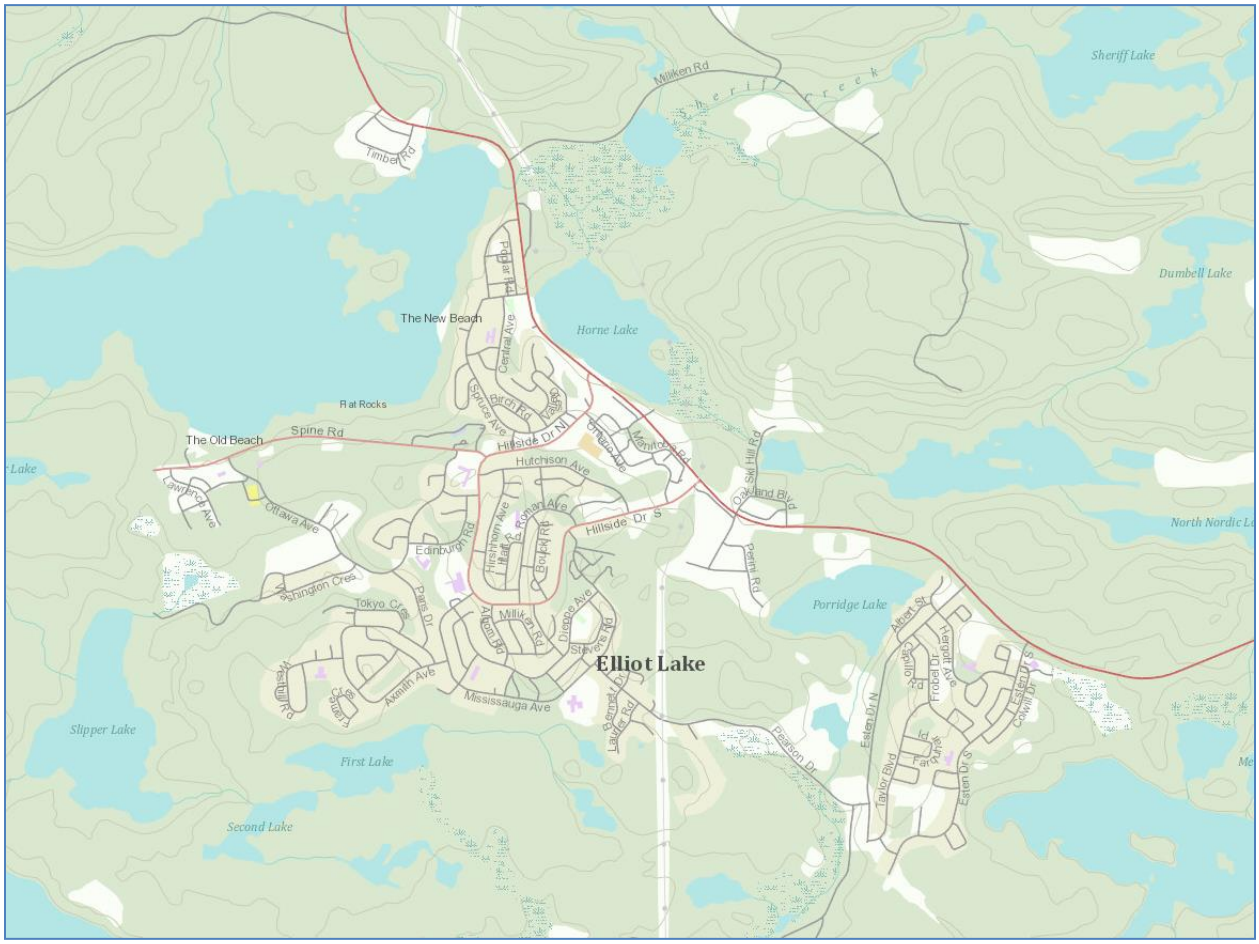
2.1 Overview

This community profile depicts the characteristics of the City of Elliot Lake.

2.1.1 Location

The City of Elliot Lake is located in the north shore area of Lake Huron, 27 km north of Trans-Canada Highway 17 and the North Channel of Lake Huron via Highway 108[1]. The City of Elliot Lake is south of Mississagi Park.

Figure 1 - Map of the City of Elliot Lake



[1] City of Elliot Lake Economic Development Office, 2008. The City of Elliot Lake 2008 Community Profile.

2.1.2 Land Size

The City of Elliot Lake covers 714.56 km² of land[2].

2.1.3 Vision and Strategic Plan

The residents of the City of Elliot Lake have presented their strategic goals and objectives and community visioning statements through the Official Plan, Strategic Plan and Economic Development and Diversification Strategy called 'Elliot Lake! Practical Solutions for Practical Realities'.

The City of Elliot Lake Official Plan is due for its five-year legislated review[3]. The current Official Plan expresses the community's view of itself as:

> *"A young, progressive community in a state of transition. While the loss of primary sector employment in the uranium mining industry created an employment exodus in the early 90's, Elliot Lake has rebounded as a community of leisure excellence, as a centre for Retirement Living, as a centre for environmental research and for drug and alcohol addiction treatment and as a community with a full range of commercial and community services. Elliot Lake will continue to diversify and strengthen its economic base. This Official Plan is intended to create opportunities to facilitate the transition and to guide land use decisions made by Council, the community and provincial Ministries over the next 20-year period"*[4].

The Official Plan states that the community objectives are:

- To encourage adequately serviced and quality development;
- To provide opportunities for economic development;
- To provide a balance between effective land use control and the flexibility to respond to changing market and housing conditions; and
- To sustain lifestyles and activities commensurate with a northern living environment[5].

The Official Plan further states that it:

> "*Builds upon the many attributes and amenities the community has to offer. These include a diverse and well maintained housing stock, an airport, modern health facilities, secondary and post-secondary educational services, local transit, a mature commercial base and four seasons recreation facilities, to name a few. Elliot Lake, juxtaposes an urban centred community of some 11,558 (2005) with a large and substantially undeveloped rural hinterland. As a community with a land area exceeding 75,000 hectares, it is the largest municipality in Algoma. Consequently it has the opportunity to offer a variety of residential living environments in both an urban and rural setting. The extensive land base encompasses a rich resource base for outdoor recreation,*

[2] Statistics Canada, 2013. Census Community Profile. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2013.
[3] City of Elliot Lake, 2006. Elliot Lake Official Plan.
[4] City of Elliot Lake, 2006. Elliot Lake Official Plan.
[5] City of Elliot Lake, 2006. Elliot Lake Official Plan.

mineral exploration and development, forestry, mineral aggregate extraction, tourism and wildlife conservation. The wise management of these resources constitutes a significant challenge to the community, as is the responsibility for remediation of past producing mines and tailings areas"[6].

The City of Elliot Lake's Vision Statement states that:

> *"Elliot Lake is a beautiful community that values its natural environment and provides the modern services, amenities and technology to be fully connected to the world. Our diverse economy provides secure employment rooted in retirement living, cottaging, a vibrant retail sector, tourism and the strengths of the natural setting. People of all ages enjoy an active, affordable lifestyle with excellent health, educational, recreational and cultural services in a friendly and welcoming community"*[7].

The City of Elliot Lake Strategic Plan (2009) identifies valued features of the community as well as reasons for the need for change:

- ***"Valued Features of the Community:***
  - *Affordability - both the reality of affordable lifestyles and the perception that the community is affordable;*
  - *Sense of Community - "a small town feel with big city services" characterized by a friendly and welcoming community where all residents feel a strong sense of attachment while having access to high quality services and a unique quality of life;*
  - *Natural Environment - immediate access to the natural areas, lakes and trails that offer a wide range of recreational resources in a protected and sustainable environmental context;*
  - *Retirement Living - focused on housing and services for older adults and waterfront living;*
  - *Leadership - an innovative and aggressive government supported by strong community; leaders who demonstrate the vision, commitment and foresight to take on challenges and move the community forward; and*
  - *Quality of Life - a commitment to arts and culture and other leisure services that define a desired quality of life.*

- ***The Need for Change:***
  - *Lack of Economic Diversity - greater diversity is required from the local economy focused on services to retirees only; but this must be strategically focused on viable economic prospects;*
  - *Community Appearance - higher standards of development and maintenance for the downtown, parks and other community features needed to create a positive image;*
  - *Perceptions/Images of the Community - foster understanding and acknowledgment among residents and outsiders of the new and emerging Elliot Lake as a community that is progressive, proactive and prospering;*
  - *Retail Services - existing services must be expanded and enhanced;*

[6] City of Elliot Lake, 2006. Elliot Lake Official Plan.
[7] City of Elliot Lake, 2009. Elliot Lake Strategic Plan.

- *Limited Population Growth - population growth is necessary to support retail expansion and economic development; and*
- *Isolation - the City must overcome constraints of isolation and geographic separation with greater connectivity through improved technology"*[8].

The Strategic Plan identifies goals for Elliot Lake for the economy, growth, community services and Municipal administration:

- ***"The Economy:***
  - *To create an environment that attracts new business and retains and supports the growth of existing business;*
  - *To support initiatives that increase employment opportunities; and*
  - *To continue to pursue economic diversification in the local economy.*
- ***Planning and Managing Growth:***
  - *To plan for the future development of Elliot Lake's waterfront resources;*
  - *To ensure that municipal plans and policies are in place to effectively manage growth and the future development of the community; and*
  - *To take steps that will create a more attractive community.*
- ***Community Services:***
  - *To ensure residents have access to the best possible medical and health services; and*
  - *To foster an active, healthy and creative community with access to quality parks, recreation, arts and cultural service.*
- ***Municipal Infrastructure:***
  - *To maximize opportunities for intra-municipal mobility through the continued maintenance and further improvement and development of municipal infrastructure; and*
  - *To ensure that residents, business, and visitors have access to the full range of modern technology to make and maintain business and personal connections in Elliot Lake and abroad.*
- ***Municipal Administration:***
  - *To ensure all residents receive a high quality of customer service in their dealings with the municipality;*
  - *To ensure that the municipality has sufficient staff with appropriate support to provide efficient and effective municipal services; and*
  - *To ensure the continued long term financial viability of the municipality at the lowest possible cost to the taxpayer"*[9].

[8] City of Elliot Lake, 2009. Elliot Lake Strategic Plan.
[9] City of Elliot Lake, 2009. Elliot Lake Strategic Plan.

The City of Elliot Lake Economic Development and Diversification Strategy's (2013) provides an updated Vision Statement for Elliot Lake: ''Elliot Lake is an affordable community for families of all ages to live, work and grow. We are a resilient, enterprising and self-sustaining community that continues to cherish the amenities at our doorstep and the wilderness in our backyard. Come see what we love.[10]''

The City of Elliot Lake Economic Development and Diversification Strategy's also identifies 'Four Pillars' for strategic direction:

- Healthcare;
- Readiness and Attraction;
- Capacity Building; and
- Cultural Heritage[11].

Moreover, the Economic Development and Diversity Strategy has seven goals. The goals are intended to lay the foundation for creating a more responsive and pro-active structure to economic development in Elliot Lake[12]. The goals are:

- *"Shape the institutions of tomorrow, today;*
- *Build a network of networks;*
- *Nurture the built environment;*
- *Be the catalyst for private investment;*
- *Invest in cultural capital;*
- *Make aging in place a reality (not just a promise); and*
- *Seize opportunities when they arise"*[13].

2.2 Human Assets

2.2.1 Human Asset Indicators

This section provides a discussion of human assets in the City of Elliot Lake. Human assets include the skills and knowledge inherent in a community and the ability of a community to provide its residents with access to other skills, knowledge, and essential services that are fundamental to maintaining community well-being, or a desired standard of living. Human assets indicators include population size and demographics, skills and labour, education, and health and safety facilities and services.

[10] City of Elliot Lake, 2013. Elliot Lake Economic and Diversification Strategy. Elliot Lake! Practical Solutions for Practical Realities.
[11] City of Elliot Lake, 2013. Elliot Lake Economic and Diversification Strategy. Elliot Lake! Practical Solutions for Practical Realities.
[12] City of Elliot Lake, 2013. Elliot Lake Economic and Diversification Strategy. Elliot Lake! Practical Solutions for Practical Realities.
[13] City of Elliot Lake, 2013. Elliot Lake Economic and Diversification Strategy. Elliot Lake! Practical Solutions for Practical Realities.

2.2.1.1 Population Size and Demographics

Population Changes

Since the first Census Data was collected in Elliot Lake in 1956, the City has experienced periods of expansion and contraction, largely due to the boom and bust cycles commonly associated with resource extraction operations. Elliot Lake reached its peak population in 1986 with 17,984 residents. Over the past 15 years, the population of the City of Elliot Lake declined 16.5 percent (see Table 1). The population loss was the result of out-migration of skilled and young residents who are typically the most mobile. The population rate of decline in the City of Elliot Lake slowed by 2006 due to the City's success in rebranding itself as a retirement community. The population projection for 2026 in the City of Elliot Lake is 12,223[14]. Some people tend to work in North Shore communities and live in Elliot Lake and vice versa[15].

Table 1 - Population Change in the City of Elliot Lake[16] [17]

Year	Elliot Lake
1956	**3,791**
1961	**13,179** (+24.6%)
1966	**7,014** (- 46.8%)
1971	**9,093** (+29.6%)
1976	**8,849** (-2.68%)
1981	**16,723** (+89.0%)
1986	**17,984** (+7.5%)
1991	**14,089** (-21.7%)
1996	**13,588** (-3.6%)
2001	**11,956** (-12.0%)
2006	**11,549** (-3.4%)
2011	**11,348** (-1.7%)

[14] City of Elliot Lake, 2013. Elliot Lake Economic and Diversification Strategy. Elliot Lake! Practical Solutions for Practical Realities.

[15] Based on interview data.

[16] Statistics Canada, 1996 to 2011. Census – Community Profiles (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2013.

[17] Statistics Canada, 1956 to 1991. Census of Canada: Census Divisions and Subdivisions: Population, Occupied Dwellings, Private Households. Ottawa: Statistics Canada. Accessed December 2013 at the Toronto Reference Library.

The Census population in 1961 likely did not reflect the true population. There was a large population expansion with upwards of 20,000 to 30,000 permanent and transient residents living in the community between the Census years. Many people lived in trailers, camps and bunk houses and would not have been included in the census. There was also an increase between the 1976 and 1986 Census years with a peak of almost 18,000 people in 1986[18].

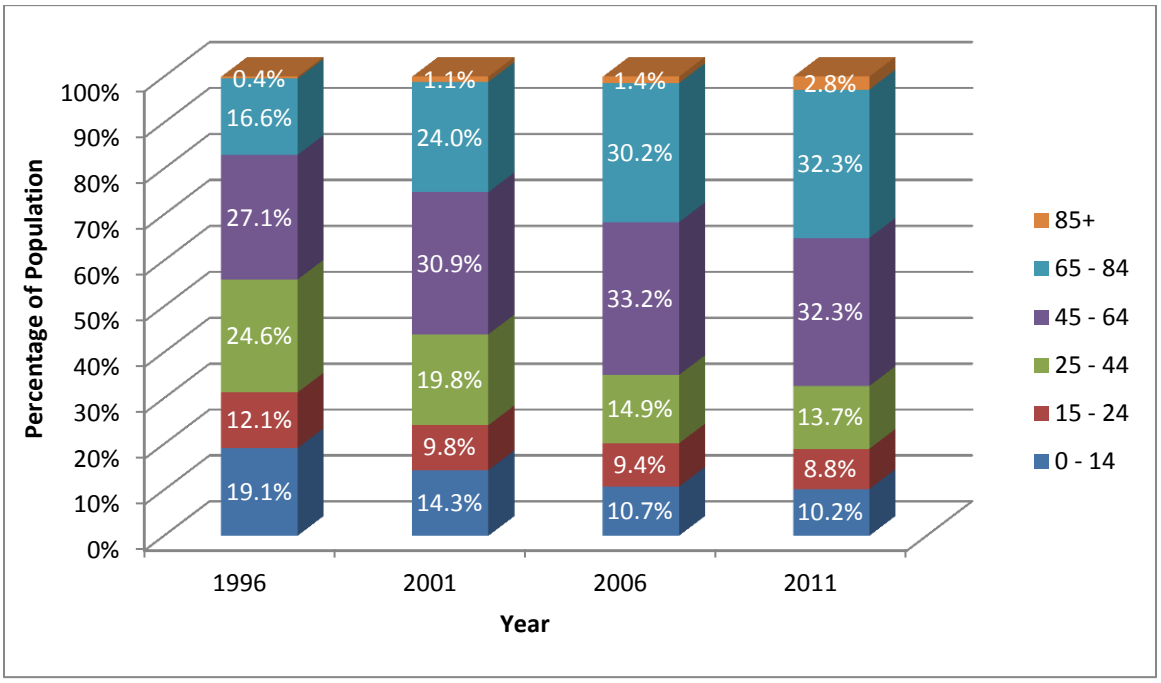
Age of Population

Figure 2 provides the age distribution from 1996 to 2011 for the City of Elliot Lake. The median age of the population of Elliot Lake in 2011 was 57.1, which is older than the median provincial (Ontario) age of 40.4[19]. Since 1996, the population has been aging in the City of Elliot Lake. As of 2011, 32.3 percent of residents are over the age of 65, up significantly from 16.8 percent in 1996. The number of seniors in the City of Elliot Lake above 85 years old has increased, from 0.4 percent in 1996 to 2.8 percent in 2011. The greatest shift occurred in the 65 to 84 age range and the 25 to 44 range. In 1996, 16.8 percent of the population was between the ages of 65 and 84, which increased to 32.3 percent in 2011. For the 25 to 44 demographic, the population dropped from 24.6 percent in 1996 to 13.7 percent in 2011.

The presence of the older population of 65 and over indicates that older residents are retiring in the City of Elliot Lake. These residents will be largely drawing income from their pensions and will not be subject to changes in the regional economy. The presence of older population is also due to the success of the ongoing development of a retirement community in the City of Elliot Lake, as well as an out-migration of the younger population to southern Ontario[20]. Specifically, Elliot Lake Retirement Living has been actively soliciting retirees and they have been successful. Elliot Lake is the second oldest community (median age) in Canada, after Parksville, B.C., (58.2 years) which is a suburb of Nanaimo[21].

[18] City of Elliot Lake, 2013. Elliot Lake Economic and Diversification Strategy. Elliot Lake! Practical Solutions for Practical Realities.
[19] Statistics Canada, 2011. Census Community Profile (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2012.
[20] Employment Ontario and Algoma Workforce Investment Committee, 2011. Local Labour Market Plan for 2012: Trends, Opportunities and Priorities.
[21] Statistics Canada, 2011. Census Community Profile. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed Dec. 2013. Includes all communities over a population of 8,000.

Figure 2 - Total Population by Age of the City of Elliot Lake[22]



Mobility Status

Currently, City of Elliot Lake population levels are relatively stable. There are few net people moving in or out of the City of Elliot Lake. Population stability indicates that in recent years the City of Elliot Lake has not undergone large changes in the economy. Recently, residents are staying in the community for the long-term and are making the City of Elliot Lake their permanent home. Stability in a community is important because it shows that people have a stake in their community, serve as volunteers and help develop community quality of life. However, because of the number of seniors, there tends to be more frequent immigration and outmigration as they move to take advantage of less expensive housing. For example, some housing may be less expensive in other North Huron communities. After several years of living in Elliot Lake, for some retirees, the death of a spouse, critical illness or lack of funds sees them return to families in Southern Ontario. In addition, the community has higher number of older single women who experience affordability challenges[23].

As of 2011, most people lived at the same address from the previous year (Non-movers = 88.1 percent). Few people moved in the same census subdivision within that time period in the City of Elliot Lake (Non-migrants = 5.9 percent). In addition, a number of current residents (Intraprovincial migrants = 5.3 percent) migrated from elsewhere within the province in the previous year. Few people currently in the

[22] Statistics Canada, 1996 to 2011. Census – Community Profiles. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2013. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.
[23] Based on interview data.

City of Elliot Lake (Interprovincial migrants = 0.5 percent) moved from another Province in the year prior. Finally, a small number of residents (External migrants = 0.2 percent) moved to the City of Elliot Lake from another country in the previous year[24].

As of 2011, most people lived at the same address from five years previously (Non-movers = 63.4 percent). A small percentage of people moved in the same census subdivision within that time period in the City of Elliot Lake (Non-migrants = 15.9 percent). As well, a number of people moved from other parts of Ontario (Intraprovincial migrants = 18.2 percent). Also, few people (Interprovincial migrants = 2.1 percent) lived out of Province. Fewer people lived out of the country (External migrants = 0.3 percent)[25].

For a complete data table regarding mobility status, see Table A1 a) and b) in **Appendix A**.

2.2.1.2 Skills and Labour

Population by Occupation

Figure 3 illustrates the percentage distribution of the labor force by sector of occupation in Elliot Lake (labour force by occupation). In the past, many Elliot Lake workers were skilled in uranium mining and related services. However, these occupations declined considerably after the mines closed. In 2011, the top occupations in Elliot Lake were: sales and service (31.1 percent); education, law and social, community and government services (15.3 percent); trades, transport and equipment operators and related occupations (14.8 percent); and business, finance and administration services (13.6 percent)[26].

Thus, the occupation base has shifted to sales and service, health and government services to reflect the change in the economy from an earlier focus on resource extraction and related occupations. Sales and service occupations include tourism and retail related activities. Retail caters to the retirement community and is a strong commercial sector. However, the 2012 mall collapse has had a significant effect on retail jobs. The mall-related tenants who have remained in business have had to shift their operations and workers to alternate locations. Many retail workers experienced unemployment as a result of the mall collapse[27]. A site for a new mall has been located and construction is underway.

Occupations in social sciences, education and government indicate there are people with these occupations employed in leadership roles throughout the City of Elliot Lake. Health occupations relate to the hospital and care facilities that cater to the retirement community and are a major characteristic of the local economy. The presence of trades and transport occupations are a strength within the community. It is often hard for smaller, rural centres to source this sort of labour and it is available in

[24] Statistics Canada, 1996 to 2011. Census Community Profiles and NHS National Household Survey (2011)(Adapted from) Statistics Canada, www.statca.gc.ca Accessed July 2013. July 2013. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.
[25] Statistics Canada, 1996 to 2011. Census Community Profiles and NHS National Household Survey (2011)(Adapted from) Statistics Canada, www.statca.gc.ca Accessed July 2013. July 2013. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.
[26] Statistics Canada, 2011. NHS National Household Survey (2011)(Adapted from) Statistics Canada, www.statca.gc.ca Accessed July 2013. July 2013.
[27] Based on interview data.

Elliot Lake. People with leadership skills, management and capacity building experience are present in the community. Finance and administration data indicate that people with capital and financial knowledge and skills are also present. Elliot Lake has an adequate number of professionals and managers. There are doctors, accountants and lawyers but a declining number of teachers[28].

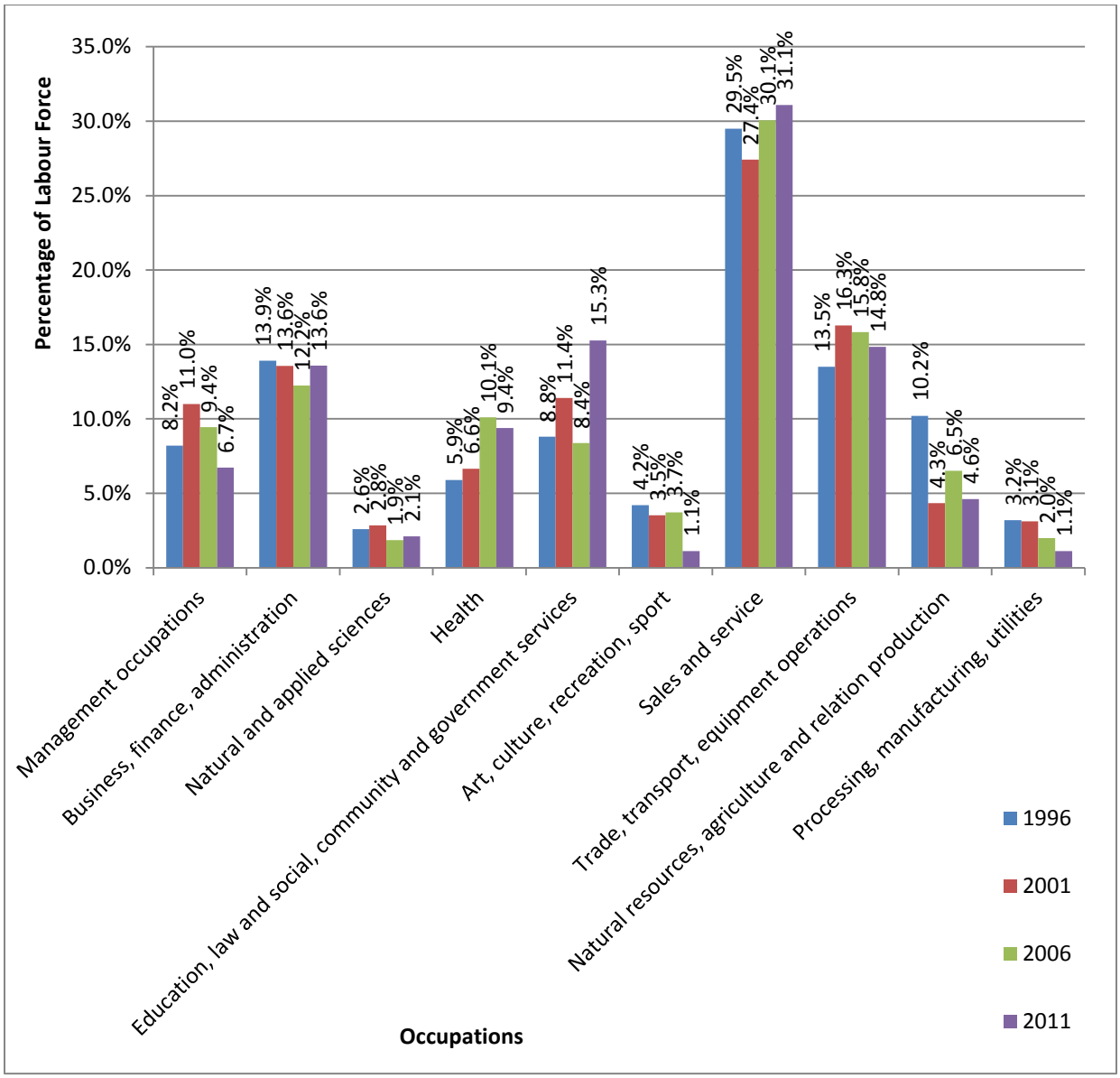
Moreover, the 2013 document entitled 'Elliot Lake Economic and Diversification Strategy - Elliot Lake! Practical Solutions for Practical Realities' states that: "Jobs within management, administration and service occupations have maintained their relative stability over the 30 year period. The occupation changes are also a reflection of the broader direction of the Ontario and Canadian economy. Strategic orientations should focus on creating value-added activities in the established sectors"[29].

Since the early 1990s, there has been a drop in occupations unique to primary industry. This resulted primarily from the closure of uranium mining operations in the area and the out-migration of mining related labour and support businesses. More recently, Elliot Lake has attracted a wide variety of service based industries due to various economic development initiatives in the City of Elliot Lake and in Algoma District.

[28] Based on interview data.

[29] City of Elliot Lake, 2013. Elliot Lake Economic and Diversification Strategy. Elliot Lake! Practical Solutions for Practical Realities.

Figure 3 – Labour Force by Occupation in the City of Elliot Lake[30]



[30] Statistics Canada, 1996 to 2011. Census Community Profiles and NHS National Household Survey (2011)(Adapted from) Statistics Canada, www.statca.gc.ca Accessed July 2013. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

Employment Ontario and Algoma Workforce Investment Committee commissioned a report entitled 'Trends, Opportunities and Priorities Report, January 2011'[31]. The report states that the City of Elliot Lake, as the major population centre of East Algoma, experienced fluctuations in several major occupational categories between 2001 and 2006. The health care sector grew substantially, adding 145 jobs, with gains focused particularly on the technical and related occupations as well as assistive occupations in support of health. A total of 85 jobs were added in the primary industry category, mostly in mining and forestry[32]. For example, as a former large employer, Denison Mines have become Denison Environmental which consults globally about tailings pond remediation. The social science, education, government services and religion occupational sector saw the disappearance of 105 occupations over the five year period, with major losses witnessed in the social services and occupations related to education and religion[33]. This can be accounted for by the out migration of young families and fewer numbers of school children.

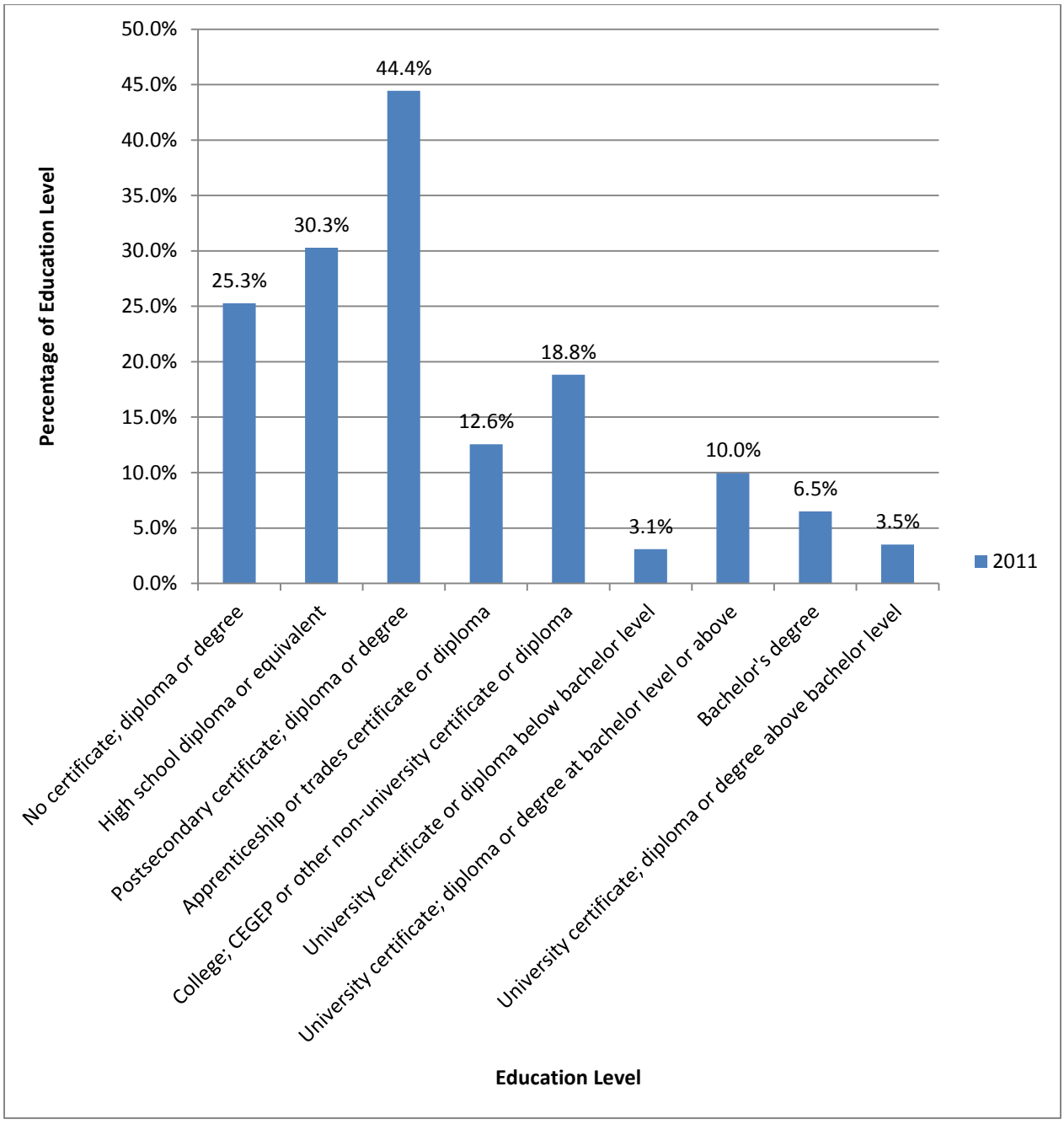
2.2.1.3 Education

Education and Training in Elliot Lake

Figure 4 illustrates levels of education and training in the City of Elliot Lake in 2011[34]. There were many residents without a high school diploma (25.3 percent in 2011 which represents a decrease from 32.0 percent in 2006). However, education levels may be influenced by the requirements of skilled occupations in the area that do not necessarily require academic certification (e.g. skilled training related primary industry and construction). This figure is also likely influenced by the immigration of retirees who did not require a higher level of education to earn a living. The percentage of residents with high school certificates in 2011 is 30.3 percent which is up from 24.4 percent in 2006. The percentage of residents having a university certificate, diploma or degree in 2006 was 8.1 percent and in 2011 the figure was 10.0 percent (for those with a certificate, degree or diploma bachelor's degree or above). There are many retirees with higher levels of education whom are no longer in the labour force[35].

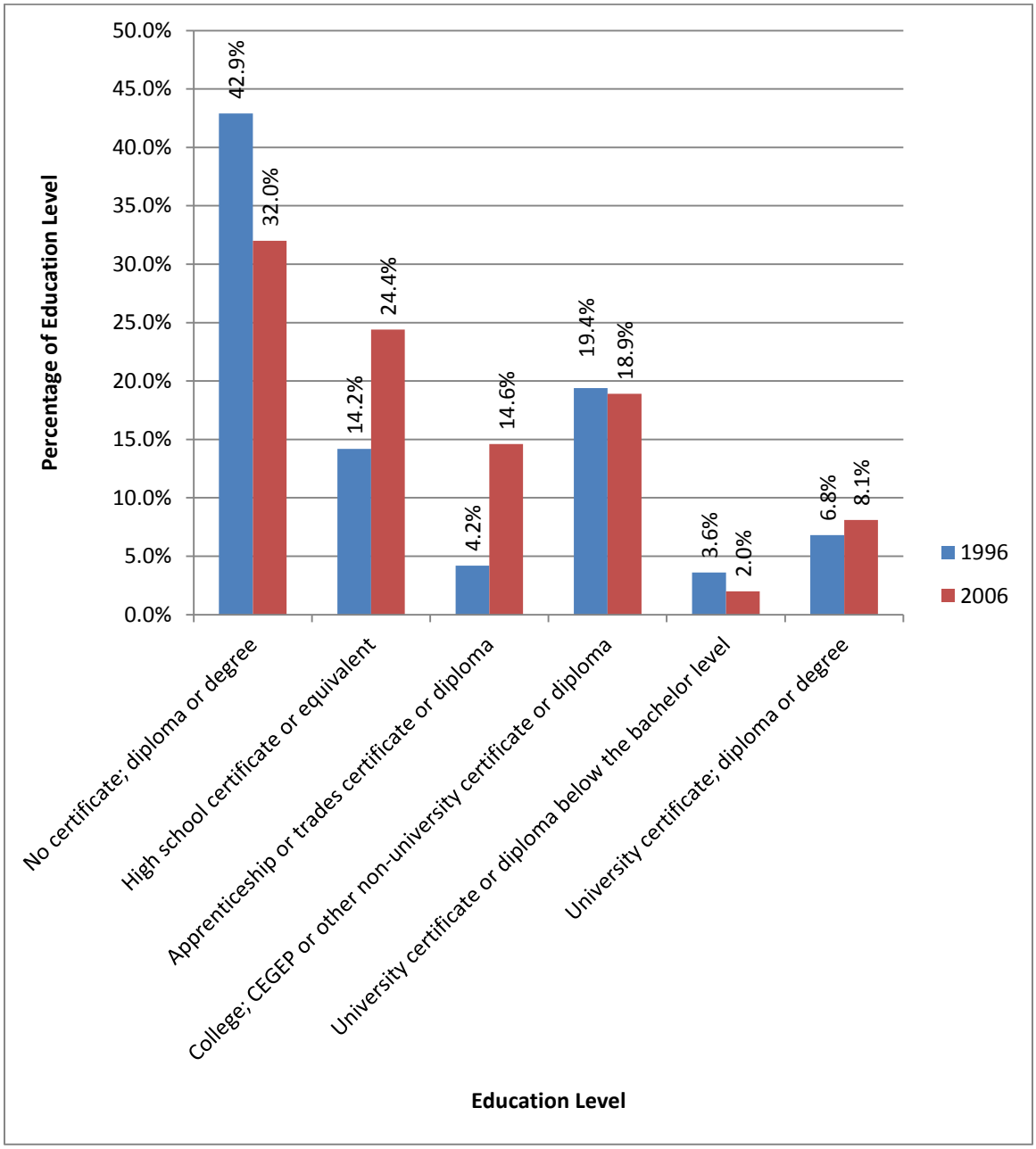
[31] Algoma Workforce Investment Committee, 2011. Trends, Opportunities, Priorities Report.
[32] Algoma Workforce Investment Committee, 2011. Trends, Opportunities, Priorities Report.
[33] Algoma Workforce Investment Committee, 2011. Trends, Opportunities, Priorities Report.
[34] Please note that data categories in each census year are depicted in a different manner except for 1996 and 2006.
[35] Based on interview data.

Figure 4 - Education and Training Attainment in the City of Elliot Lake (15+) in 2011[36]



[36] Statistics Canada, 2011. National Household Survey (NHS) Profile. 2011 National Household Survey (Adapted from) Statistics Canada, www.statca.gc.ca Accessed Aug 2013. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada, and reporting of overlapping categories in the figure. Postsecondary certificate; diploma or degree has the subcategories of: 1) Apprenticeship or trades certificate or diploma, 2) College; CEGEP or other non-university certificate or diploma, 3) University certificate or diploma below bachelor level and 4) University certificate; diploma or degree at bachelor level or above (which has its own subcategories of i) Bachelor's degree, and ii) University certificate; diploma or degree above bachelor level).

Figure 5 - Education and Training Attainment in the City of Elliot Lake (15+) in 1996 and 2006[37]



[37] Statistics Canada, 1996 and 2006. Census – Community Profile. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2013. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

Table 2 - Education and Training Attainment in the City of Elliot Lake (2001)[38]

Level of Education	Age 20 – 34 (n= 1,230)	Age 35 – 44 (n= 1,575)	Age 45 – 64 (n= 3,680)
Less than a high school certificate	24%	29.2%	37.2%
High school certificate and/or some post-secondary	40.2%	22.9%	19%
Trades certificate or diploma	5.7%	16.2%	14.9%
College certificate or diploma	17.9%	22.2%	16.4%
University certificate, diploma or degree	12.6%	9.8%	12.2%

Local Schools

The schools within the City of Elliot Lake are part of the Algoma District School Board, Huron Superior Catholic District School Board, Le Conseil Scolaire de District Catholique du Nouvel-Ontario and Conseil Scolaire Public de Grand Nord de l'Ontario (see Table 2). The City of Elliot Lake has public elementary schools (Central Avenue Public School, Esten Park Public School), a Catholic elementary school (Our Lord of Fatima Catholic School), Our Lady of Lourdes French Immersion Catholic School and a French Catholic School, École Georges Vanier [39]. Elliot Lake schools have a variety of extracurricular programs available including Scouts, Beavers, Special Olympics training, and the City of Elliot Lake's Summer Fun Program[40]. Other activities include badminton, Zumba, Jewels of Harmony and community band 'Toot Suite'. In addition to student use, this school hosts a variety of user groups and youth groups and the City of Lake's Summer Fun Program[41]. There are some outdoor educational programs in Elliot Lake as well.

The City of Elliot Lake has a public secondary school (Elliot Lake Secondary School) and a public French secondary school (Villa Française des Jeunes)[42]. Elliot Lake Secondary School has added many practical life skills certificate courses that allow students to obtain job training in parallel to taking academic

[38] Statistics Canada, 2001. Census – Community Profile. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2013. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.
[39] City of Elliot Lake. Key Statistics. Accessed Online, July 2013. [http://www.cityofelliotlake.com/en/cityhall/keystatistics.asp].
[40] Algoma District School Board. Central Ave School. Accessed Online, June 2013. [http://www.adsb.on.ca/uploads/info/listings/CentralAvenuePublicSchool.pdf].
[41] Algoma District School Board. Esten Park School. Accessed Online, June 2013. [http://www.adsb.on.ca/uploads/info/listings/EstenParkPublicSchool.pdf]
[42] City of Elliot Lake. Key Statistics. Accessed Online, July 2013. [http://www.cityofelliotlake.com/en/cityhall/keystatistics.asp].

classes (e.g. chain saw certificate, food handling, hospitality / restaurant training). Elliot Lake Secondary School also sponsors co-op placements for 40 to 50 students[43]. Elliot Lake schools are linked to First Nations through sports activities and education activities. There are students from First Nations reserves attending Elliot Lake schools. Moreover, Elliot Lake Secondary School reaches out and supervises some independent learning for students on surrounding Reserves (e.g. Native resource and cultural planning programs). However, according to interviewees, school enrollment in Elliot Lake is dwindling and local residents are concerned about the closure of some schools[44] .

Table 3 - Schools in the City of Elliot Lake

	English				French			
	Public		Catholic		Public		Catholic	
	Elementary	Secondary	Elementary	Secondary	Elementary	Secondary	Elementary	Secondary
Central Avenue	X							
Esten Park (has French Immersion)	X							
Our Lord of Fatima			X					
Our Lady Of Lourdes (French Immersion)			X					
Georges Vanier							X	
Elliot Lake Secondary		X						
Villa Francaise des Jeunes						X		

Post-Secondary Education

The City of Elliot Lake has the following post-secondary institutions available: Contact North/Contact Nord- Laurentian University distance education centre and Villa Française des Jeunes Éducation des Adultes. Programs are offered through Contact North/Contact Nord which is Ontario's Distance Education and Training Network. These institutions work in partnership with Ontario's public colleges, universities and public essential skills and training providers to increase and improve online and distance

[43] Based on interview data.
[44] Based on interview data.

learning opportunities for Ontarians[45]. There are no formal training facilities (e.g. colleges and vocational institutes) located within the City of Elliot Lake and students have to go to surrounding regional hubs (e.g. Sudbury and Sault Ste. Marie).

Universities and colleges in the wider Algoma District are located in Sudbury (e.g. Laurentian University, Cambrian College, CTS Canadian Career College, Everest College, Boreal College) and Sault Ste. Marie (e.g. Algoma University, Sault College and Willis College).

Other Educational Opportunities

For adult residents looking to take courses, the following general interest and adult learning programs are offered in the City of Elliot Lake: Adult Education Centre and Learning in Retirement. Most of the schools in Algoma District offer after school and extra-curricular programs that include sporting activities and arts programs[46]. English and French language upgrading programs are available through the North Channel Literacy Council[47].

The City of Elliot Lake has high speed DSL internet and the community is a member of the NetCentral Community Communications Network, a non-profit organization that seeks to bring high speed internet and cell phone services to small northern communities. In June 2012, the City launched 'Wireless City' services to provide communications service to the lake shore area residents of Quirke, Dunlop and Popeye Lakes[48]. Moreover, the Elliot Lake Public Library provides residents with access to information and educational resources in digital or print form. The library is a meeting place for the community which has gallery and display space. The mission of the library is "to support the individual pursuit of knowledge by opening doors to a world of information, education and recreation, thereby enhancing the economic, social and cultural vitality of our community"[49].

2.2.1.4 Health and Safety Facilities and Services

Residents have access to local health and safety facilities and services.

Number of Clinics

There is one large 54 bed hospital and one smaller 10 doctor, hospital clinic in the City of Elliot Lake. The community also has two chiropractic practice and massage therapists as well as opticians. These facilities are well equipped and are able to assist with most medical matters except for more complex procedures.

[45] Contact North. Accessed Online, June 2012. [http://studyonline.ca/about-us].
[46] Algoma District School Board. Athletics. Accessed Online, June 2014. [http://www.adsb.on.ca/content/about/index.asp?cat=3421]. And based on interview data.
[47] Northern Literacy Networks. Accessed Online, July 2014. [http://www.northernliteracy.ca/index.php/en/about-us/about-us].
[48] City of Elliot Lake. Lakefront Internet and Telephone Service. Accessed Online, July 2014. [http://cityofelliotlake.com/en/cityhall/lakeshoreproperties.asp?_mid_=30870].
[49] Elliot Lake Public Library. Accessed Online, July 2013. [http://www.elliotlakelibrary.com/en/].

Access to Health Care Services and Clinics

Community access to health care facilities is important to quality of life. City of Elliot Lake residents have access to a variety of health care facilities in their immediate vicinity that can adequately provide services to the local population and potential future residents.

Located within the City of Elliot Lake, St. Joseph's General Hospital is an accredited facility serving a catchment area of 14,000 people. The hospital offers medical, surgical, obstetrical, pediatrics, chronic care facilities, cancer care, chemotherapy, dialysis and a 24-hour emergency department[50]. St. Joseph's General Hospital also serves people from both surrounding First Nations communities and smaller non-aboriginal communities along the north shore. Moreover, St. Joseph's Hospital has connections to the Northern Ontario School of Medicine in Sudbury.

The Family Health Team serves an important function in the community because it coordinates health care services for residents of Elliot Lake. The Family Health Team has approximately 10 doctors. The team previously had up to 13 doctors[51]. Other health specialists include a pharmacist, dietitian, social worker, registered nurses, nurse practitioners, registered practical nurses, respiratory therapist and a chiropodist[52]. The Family Health Team serves a 100 km radius including Aboriginal people on reserves. According to interviewees, doctors leaving Elliot Lake are moving to larger urban centres[53].

The Oak Drug and Rehabilitation Centre is accredited by St. Joseph's General Hospital, and offers withdrawal management and residential treatment programs for people from across Ontario and elsewhere. Rehabilitation treatment beds are available as private, semi-private and as ward units[54]. In addition, there is some evidence that the City of Elliot Lake serves as a centre for regional social and health assistance programs[55].

There are some gaps in the health care facilities in Elliot Lake including the need to strengthen the ability to deal with people in crisis. The health care system is good for early year seniors but not as strong for late year seniors. There are no heart surgeons or oncologists at St. Joseph's General Hospital[56]. For more complex procedures not offered by the St. Joseph's General Hospital, patients go to hospitals in Sudbury and Sault Ste. Marie. In addition, St. Joseph's General Hospital is almost 50 years old and the building and infrastructure is becoming dated[57].

[50] St. Joseph's General Hospital. Elliot Lake – Clinical Services. Accessed Online, July 2013. [http://www.sjgh.ca/portal/ClinicalServices.aspx].
[51] Based on interview data.
[52] The Family Health Team. About the Family Health Team. Accessed Online, July 2013. [http://elfht.com/About_Us.html].
[53] Based on interview data.
[54] St. Joseph's Hospital –The Oaks Centre. Accessed Online, July 2013. [http://www.sjgh.ca/portal/TheOaksCentre/tabid/71/Default.aspx].
[55] Based on interview data.
[56] Based on interview data.
[57] Based on interview data.

Hospital Bed Capacities and Usage

St. Joseph's General Hospital in the City of Elliot Lake has a capacity of 54 beds[58].

Health Care Professionals

St Joseph's General Hospital provides a range of therapeutic services including, occupational therapy, speech pathology, physiotherapy and dietary counselling as well as the following:

- Medial;
- Obstetrical;
- Intensive Care;
- Social Services;
- Surgical;
- Emergency Care;
- Pastoral Care; and
- Chiropody.

"The ambulatory care unit in the hospital runs Monday to Friday and consists of day surgery, specialist clinics, diabetes education and chemotherapy. Specialist clinics include: cardiology, cardiovascular surgery, gastroenterology, psychiatry, internal medicine, otolaryngology, ophthalmology, orthopaedics, nephrology and urology"[59]. There is '24-hour' coverage and medical staff includes 15 general practitioners and two general surgeons.

Specialists from out-of-town provide clinics on a monthly or as-needed basis. These services include: radiology, internal medicine, gastroenterology, gynaecology, cardiology, ophthalmology, urology, nephrology, dermatology, cardiovascular surgery, psychiatry, pediatrics and otolaryngology (ear, nose and throat).

Emergency Services and Plans

The City of Elliot Lake has adequate emergency services in place and is able to handle emergency situations. The City of Elliot Lake's current Emergency Response Plan (ERP) (Elliot Lake By-Law 05-15, as amended by By-Law 06-104) was developed in order to facilitate a timely and effective mobilization of resources in order to respond to an emergency[60]. The Plan states that every official, municipal department and agency should be ready to carry out assigned responsibilities in an emergency and is expected to be familiar with those responsibilities. The ERP was prepared to provide key officials, agencies and departments of the City of Elliot Lake with important emergency response information

[58] City of Elliot Lake. St. Joseph's General Hospital. Accessed Online, July 2014. [http://www.cityofelliotlake.com/en/cityservices/stjosephshospital.asp].
[59] City of Elliot Lake Physician Recruitment. Accessed Online, July 2013. [http://physicianselliotlake.com/en/facilities/].
[60] City of Elliot Lake. Emergency Response Plan. Accessed Online July 2013. [http://www.cityofelliotlake.com/en/resources/ElliotLakeERP.pdf]

related to arrangements, services and equipment, and roles and responsibilities during an emergency. The Plan identifies services that are critical to public safety:

- Police fire and ambulance;
- Water supply;
- Wastewater;
- Electricity supply and natural gas;
- Transportation;
- Broader health sector; and
- Telecommunications[61].

Police services in the City of Elliot Lake are provided by the City of Elliot Lake detachment of the Ontario Provincial Police (OPP). The OPP detachment has a complement of 15 full-time dedicated uniformed officers (and three officers with shared duty policing the local highways)[62].

The City of Elliot Lake Fire Service has a combined Fire Department comprising nine full-time and 25 part-time firefighters. They have a fully equipped fire hall with two fire pumpers and several rescue vehicles.

Ambulance services are provided by the Algoma District Services Administration Board. The helicopter-landing pad is located at the Elliot Lake airport for emergency transportation to other centres[63]. A helicopter provides emergency transfers to other centres such as Sudbury and Sault Ste. Marie.

2.2.2 Summary of Human Assets

The following summarizes our findings for human assets in the City of Elliot Lake.

2.2.2.1 Priorities and Key Issues

The City of Elliot Lake has a long history of mining projects, specifically uranium mining, and the presence of established mining infrastructure. Residents have had to go through a series of population adjustments so they are resilient (e.g. Mine closures and the Algo Centre Mall closure).

There is also a skilled local workforce related to health services, education and mining. Newer residents tend to be seniors with a broader diversity of skills and training and they are less familiar with mining and radiation and do not participate in the labour force. The labour force has become narrower due to the strengthening and greater presence of skilled health care and social service of occupations.

Key issues facing the City of Elliot Lake are the need to grow and diversify the local economy, as well as to attract younger workers and families. As well, expanding local educational and professional development opportunities is a priority. The large number of seniors has resulted in special challenges for local government such as the OPP having a dedicated seniors' response unit and the need to provide senior specific health and human services.

[61] City of Elliot Lake. Emergency Response Plan. Accessed Online July 2013. [http://www.cityofelliotlake.com/en/resources/ElliotLakeERP.pdf]
[62] City of Elliot Lake Economic Development Office, 2008. The City of Elliot Lake 2008 Community Profile.
[63] City of Elliot Lake Economic Development Office, 2008. The City of Elliot Lake 2008 Community Profile.

In terms of mobility status, few people are moving in or out of the area. People are content with their current residences and there is a sense of permanence in the community. Because of the number of seniors, there tends to be immigration and outmigration of seniors as they move to take advantage of less expensive housing and the area's amenities.

2.2.2.2 Community Aspirations

As seen in the community vision statement, the City of Elliot Lake aspires to enhance the quality of life and economic opportunities in the area. In particular, the City of Elliot Lake has a specific focus on leveraging their natural outdoor setting for the benefit of both residents and tourists. The City of Elliot Lake aspires to see more growth and investment and to be more entrepreneurial and business friendly while carefully maintaining local business assets. More recently, the community realigned its needs to further balance an economy which is presently geared to seniors by attracting new industries and professional services. Additional cottage lot development is also seen to be an opportunity for development and attracting skilled housing related trades. The City of Elliot Lake hopes to maintain a well-planned, moderate growth rate in the coming years with a focus on ensuring appropriate infrastructure development and improvement. The extent to which the City of Elliot Lake realigns its strong retirement focus will be a matter of discussion in the community. Achieving new industries that are complimentary to the Retirement Living focus is seen to be important.

In terms of education levels, many residents are capable of applying their skills and training to the resource activities in the area and beyond. Fewer residents have university degrees, and the rate is below the provincial and national figures. Retirees that have moved to Elliot Lake have high education levels, but are not part of the labour force. The number of skilled trades persons and people with college diplomas is a strength.

Educators are capable of providing special education and French immersion schooling options. There are online training programs available, however, there are no colleges and universities in the area and students have to go to larger regional centres. St. Joseph's General Hospital has connections to the Northern Ontario School of Medicine in Sudbury. A desire has been expressed to attract post-secondary programs to the area, including both universities and a college trade school. The goal is to ensure that a variety of local opportunities exist for residents in all stages of life: from youth to working adults to retirees. The City of Elliot Lake aspires to be a complete community with economic stability and solid prospects for future growth.

In addition, in terms of health facilities and professionals, the City of Elliot Lake aspires to attract a senior's clinic, a francophone clinic and a nurse practitioner clinic.

2.2.2.3 Capabilities and Capacities within the Community

Though there has been a long history of resource extraction in the area, the presence of skilled labour has steadily declined in the City of Elliot Lake since the closure of mining operations in the late 1980s to mid-1990s and outmigration of people with these occupations. The potential resumption of mining activities in Elliot Lake creates the possibility that skilled labour and secondary support businesses would return to the area. Many employees working in primary resource fields were able to find other work

within the region, but a concerted effort to attract workers would be essential for large scale economic development to proceed.

The overall level of education among residents of the City of Elliot Lake is in keeping with the area as a whole and towns of a similar size. School programs for children are adequate for current populations. The Elliot Lake Secondary School and Villa Française des Jeunes can accommodate larger student bodies and the quality of education is good with both academic and innovative practical life skills programs for students. The schools also teach students from First Nations reserves.

The retail sector in the City of Elliot Lake is currently facing challenges as a result of demographic and economic pressures in the region and due to the collapse of the Algo Centre Mall. However, while challenged, the existing retail sector combined with reinvestment following the mall collapse promises to renew retail services. As well, the quality and variety of outdoor nature-based activities is another strong factor in attracting skilled labour.

The health services in the City of Elliot Lake are capable. St. Joseph's General Hospital has state of the art equipment, however the building infrastructure is aged.

In recent years, having shifted the focus from being a mining town to a retirement community, Elliot Lake has put significant effort into improving services to support the aging population.

2.3 Economic Assets

2.3.1 Economic Asset Indicators

The following section depicts the City of Elliot Lake's economic assets. Economic assets include the monetary or financial related resources that people use to achieve their livelihood objectives. It includes the availability of cash or equivalents to individuals and the community as a whole gained from private or public sector sources, and the availability of financial related services that allow individuals and communities to manage their finances and wealth. Economic asset indicators include employment, business activity, income, tourism, economic development services, and governance and municipal finances.

2.3.1.1 Employment

Labour Force Activity

Table 4 shows labour that force activity in the City of Elliot Lake and the participation rate have decreased since 1996[64]. There was a decrease in the employment rate since 2006 (33.2 percent) with the 2011 rates at 31.6 percent. There was an increase in the unemployment rate since 2006 (13.2 percent) with the 2011 rates at 16.6 percent. These unemployment rates were higher than the provincial average of 8.3 percent[65].

[64] Statistics Canada, 1996 to 2006. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2012.
[65] Statistics Canada, 2011. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed July 2013.

Table 4 - Labour Force Activity in the City of Elliot Lake[66]

Parameters	1996	2001	2006	2011
Total Population 15 years and over	10,930	10,250	10,205	9,990
Employed	4,275	3,355	3,385	3,150
Participation rate (%)	46.2	38	38.2	37.8
Employment rate (%)	n/a	33.1	33.2	31.6
Unemployment rate (%)	15.3	13	13.2	16.6
Full time employment	2,045	1,750	1,830	2,390
Part time employment	2,975	n/a	n/a	1,080

A report was submitted to the City of Elliot Lake and the Retirement Living corporation entitled 'The Economy of Elliot Lake: The Challenge of Revival' by Econometric Research Limited, 2007. The paper provides an analysis of the effects of the Retirement Living based model in Elliot Lake. The paper states that the City of Elliot Lake "has the potential to attract more investment, create more jobs and sustain a steady growth plan. This potential is anchored on a positive assessment of its future based on an already successful strategy of diversification that needs to be deepened, augmented, regulated and stabilized.[67]"

However, the paper also indicates that labour force activity in Elliot Lake is limited. For instance, the 2001 participation rate In Elliot Lake was half of the Ontario rate. In addition, the unemployment rate was also high despite the low participation rate[68]. Moreover, there is large proportion of experienced labour force in Elliot Lake due to a non-typical population that has high proportions of old aged people[69]. The paper questions Elliot Lake's ability to have sustainable economic performance in a remote location and be able to sustain levels of consumption to meet the demands of an aging population[70].

Employment Industry Sector

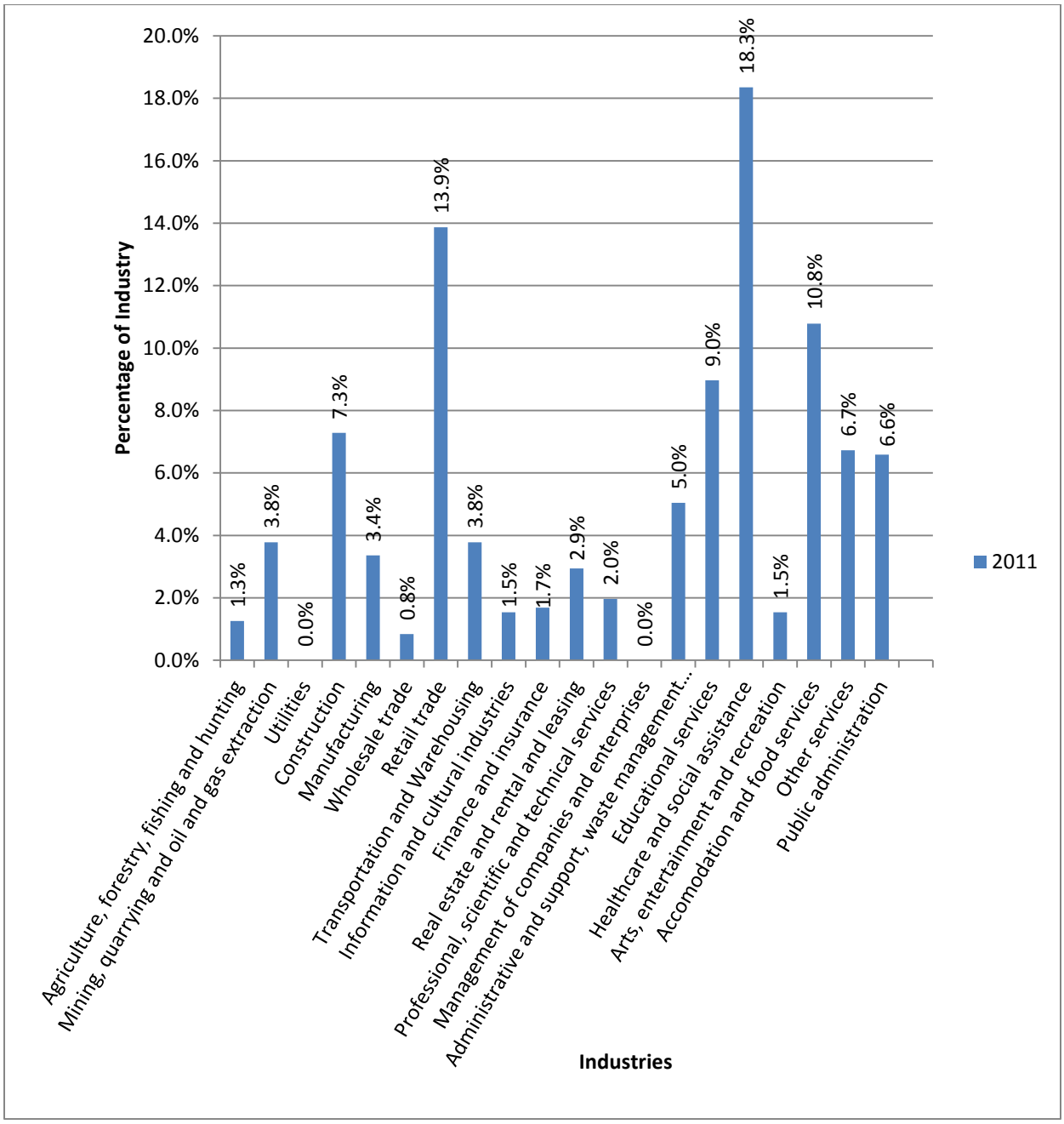
Figure 6 depicts the percentage distribution of labour force by industry in Elliot Lake according to the North American Industry Classification System (NAICS). The top industries in 2011 in the City of Elliot Lake were health care and social assistance (18.3 percent), retail trade (13.9 percent), accommodation and food services (10.8 percent), educational services (9 percent) and construction (7.3 percent) (see Figure 6)[71]. Between 1996 and 2006, there was an increase in health care and social services, business services and retail trade and a decline in agricultural and resource based industries (see Figures 7 and 8). The decline of agricultural and resource based industries started in 1996 indicating the effects of the mine closures.

[66] Statistics Canada, 1996 to 2011. Census Community Profiles and National Household Survey (NHS) Profile (2011) National Household Survey (Adapted from) Statistics Canada, www.statca.gc.ca Accessed July 2013.
[67] Econometric Research Limited, 2007. The Economy of Elliot Lake: The Challenge of Revival.
[68] Econometric Research Limited, 2007. The Economy of Elliot Lake: The Challenge of Revival.
[69] Econometric Research Limited, 2007. The Economy of Elliot Lake: The Challenge of Revival.
[70] Econometric Research Limited, 2007. The Economy of Elliot Lake: The Challenge of Revival.
[71] Statistics Canada, 1996 to 2006. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed July 2013.

With an aging population and the 'Retirement Living' focus, an increasing number of jobs in the City of Elliot Lake are linked to geriatric care management and associated health services. Retail and service jobs tend to dominate. Accommodation and food services include employment at a hotel (Hilton Hampton Inn) and several restaurants. Construction activity indicates there is development serving the forestry sector and there have been construction opportunities due to cottage development in the City of Elliot Lake.

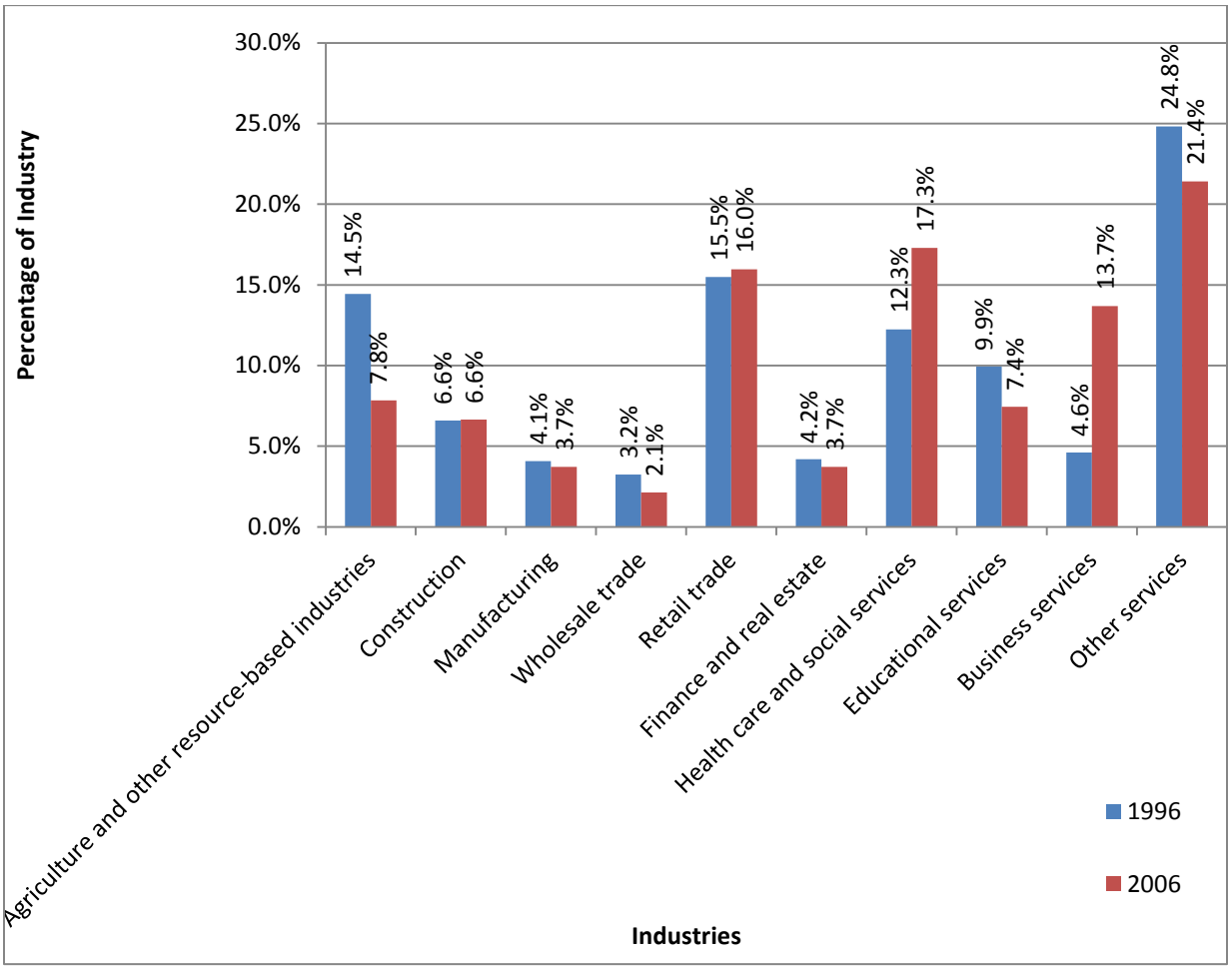
There are other industries that are less prevalent although still present in the City of Elliot Lake. Mining and quarrying, as well as the manufacturing sector, are largely linked to other mining activities in Ontario. The strength of public administration, and to a lesser extent, finance/insurance and real estate industries indicate that the City of Elliot Lake is well situated to deal with capital investments and management opportunities.

Figure 6 – Labour Force by Industry (NAICS) in the City of Elliot Lake (2011)[72]



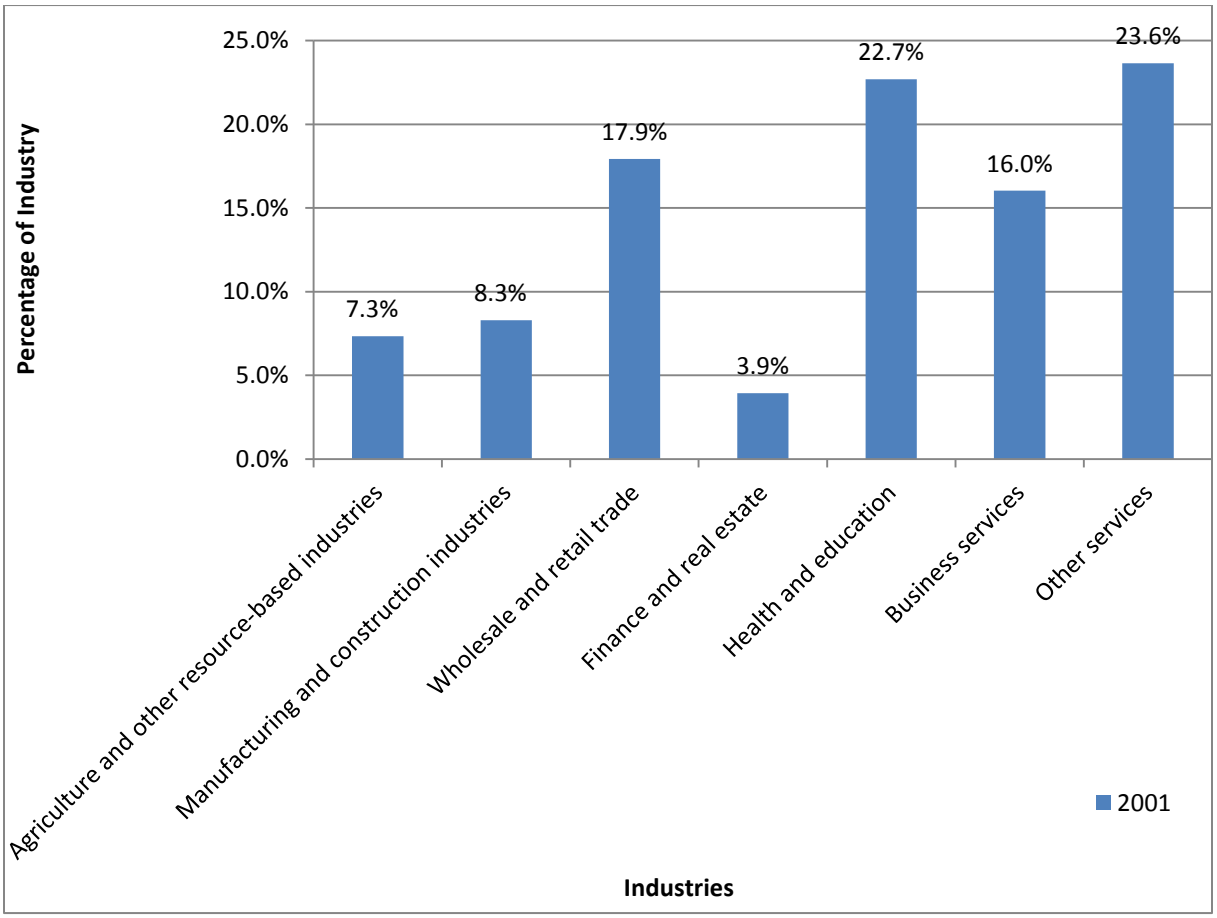
[72] Statistics Canada, 2011. National Household Survey (NHS) Profile. 2011 National Household Survey (Adapted from) Statistics Canada, www.statca.gc.ca. Accessed July 2013. Please note that the list of industry categories was expanded in the 2011 NHS survey beyond the categories that were used in the previous censuses. Therefore, a direct comparison between 1996, 2001, 2006 and 2011 data is not possible. Different categories were also used in the 2001 Census. Please note that instances of 0% relate to no data reported in this category from Statistics Canada.

Figure 7 – Labour Force by Industry (NAICS) in the City of Elliot Lake (1996 and 2006)[73]



[73] Statistics Canada, 1996 to 2006. Census Community Profiles. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2012. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

Figure 8 – Labour Force by Industry (NAICS) in the City of Elliot Lake (2001)[74]



2.3.1.2 Business Activity

Major Employers

A significant portion of the private sector employers cater to the private health care services, retail trade and resource extraction industries in the City of Elliot Lake. The largest primary industry in the area is the Cameco Refinery in Blind River (Elliot Lake residents are also employed there) and the secondary economic opportunities are significant economic drivers. Local forestry companies ship pulp and sawn logs to the Domtar Mill in Espanola. Carmeuse Lime and Lafarge Canada (located in The Township of The North Shore) are also significant private sector employers in the wider area.

The retail sector is also an important backbone of the region in terms of employment opportunities; however, the sector is facing a number of challenges. The loss of the Algo Centre Mall has affected retail sector jobs in the City of Elliot Lake[75].

[74] Statistics Canada, 2001. Census Community Profiles. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2012. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

On the positive side, even though Elliot Lake is distant from Trans-Canada Highway 17, tourism traffic passing through the region provides some support for the retail sector in the City of Elliot Lake, particularly in the summer[76]. Moreover, transportation jobs are prevalent (e.g. buses for school children and trucking).

There is leadership in the business community. However, there have been few new businesses recently locating in Elliot Lake. Through economic development organizations, there are funds available for investment. Equipment sales and repair businesses in Elliot Lake provide technical support for the logging industry and forestry. The Espanola - Domtar Mill has a dominant presence in the region as an employer including Elliot Lake[77]. In addition, Denison Environmental Services was founded in Elliot Lake and has headquarters in the community. The company has offices across Canada and they export knowledge of mine remediation internationally[78]. Denison employs approximately 50 people[79].

Air Bravo employs 90 people with 10 people working at a base hangar in Elliot Lake[80]. Air Bravo has nine aircrafts, offers charter passenger services, and operates cargo and air ambulance services out of the Elliot Lake Airport. The Elliot Lake Charter Service offers Algoma area miners bi-weekly charter services to mining jobs north of Red Lake. They are under contract to Ornge as an air ambulance service and also offer medical transfer services[81].

More employment opportunities could possibly be available in the future as Pele Mountain filed an updated Preliminary Economic Assessment (PEA) in July 2012 for the Eco Ridge Mine Rare Earths and Uranium Project that is considering the resumption of mining activities in the area. This would lead to the renewal of the production of critical rare earths and uranium[82]. The PEA was prepared by Roscoe Postle Associates after years of exploration and pre-development work and indicates that Eco-Ridge has the potential to achieve viable commercial production of REO (rare earth oxides) and U3O8 (uranium oxide). The anticipated life of the mine is 11 years with a potential to be extended to 25 years[83]. In 2012, a drill program for mineral resources was enacted. In 2013, uranium resources were discovered and the company is preparing to transition the project into the licensing and feasibility process[84].

Table 5 depicts the major private employers located in the City of Elliot Lake.

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[75] Based on interview data.
[76] Based on interview data.
[77] Based on interview data.
[78] Denison Environmental Services. About Us. Accessed Online. Dec. 2013. [http://www.denisonenvironmental.com/aboutus.html].
[79] Based on interview data.
[80] Based on interview data.
[81] Based on interview data.
[82] Pele Mountain Resources. News release. Accessed Online, July 2012. [http://pelemountain.com/news-release.php?id=721].
[83] Pele Mountain Resources. News release. Accessed Online, July 2012. [http://pelemountain.com/news-release.php?id=730].
[84] Pele Mountain Resources. New release. Accessed Online July 2013. [http://pelemountain.com/news-release.php?id=754].

Table 5 - Major Private Sector Employers in the City of Elliot Lake[85]

Name	Sector	Location
AJ Bus Lines	Transportation	Elliot Lake and Blind River
Foodland	Retail	Elliot Lake
No Frills	Retail	Elliot Lake
Prestige Glass	Manufacturing – Export	Elliot Lake
McDonald's Restaurant	Food Services	Elliot Lake
Tim Horton's	Food Services	Elliot Lake
Canadian Tire	Retail	Elliot Lake
H.R. Fabris Industries	Logging/Forestry	Elliot Lake
Hampton Inn	Accommodation/Hospitality	Elliot Lake
Denison Environmental Services	Mining	Elliot Lake
Air Bravo	Aviation	Elliot Lake
Cyr Rejean Logging	Logging/Forestry	Elliot Lake
Hi Rail Leasing	Transport/Trucking	Elliot Lake

In addition to the private sector employers listed in Table 4 above, the new Pearson Plaza is scheduled to start building construction in 2014 and will also be a major employer. The 80,000 sq ft plaza will have many stores and services.

Public sector employment currently represents a large source of opportunity for jobs (Table 5). There is a substantial amount of employment in health care services, which serves the retirement community in the City of Elliot Lake. In fact, healthcare and geriatric care are two of the primary economic drivers as the hospital, health centres and retirement homes employ a significant proportion of the local workforce.

Elliot Lake Retirement Living

Elliot Lake Retirement Living is a non-profit corporation that rents housing to seniors in Elliot Lake. Elliot Lake Retirement Living offers a variety of apartments, semi-detached and detached homes, as well as townhouses in an assortment of styles to suit various lifestyles and budgets. Retirement Living owns approximately 1,500 housing units and is a major landlord[86]. Retirement Living has diversified the product line to include 'cottage living'. It currently directly employs 17 people and generates $12-$14 million in annual income[87] .

[85] Based on interview data.
[86] Based on interview data.
[87] Based on interview data.

Table 6 - Major Public Sector Employers in the City of Elliot Lake[88]

Name	Sector	Location
Algoma District School Board	Education	Elliot Lake
Le Conseil Scolaire de District Catholique du Nouvel-Ontario	Education	Elliot Lake
Huron Superior Catholic District School Board	Education	Elliot Lake
St. Joseph's Hospital / Manor Long Term Care	Health Care	Elliot Lake
City of Elliot Lake	Municipal Government	Elliot Lake
Huron Lodge	Social Services	Elliot Lake
Elliot Lake Retirement Living	Non-Profit Retirement Housing	Elliot Lake
Canada Post	Federal Government	Elliot Lake
Family Health Care	Health Care	Elliot Lake

Small, Medium and Large Businesses

The City of Elliot Lake has all the amenities and businesses that are needed in a resource based industry community. The former uranium industry operations were supported by institutions and supply chain operations (e.g. equipment repair and rental, fuel and tire suppliers). Capacity exists in the public and private sector to support economic growth. Furthermore, there is room for expansion in other resource extraction activities.

There are many other businesses that include grocery stores, financial institutions/planning, insurance, furniture stores, convenience stores, various retail and service stores, automotive, contractors/electrical, restaurants and cafes. Financial institutions include Royal Bank, TD Canada Trust, Bank of Nova Scotia, Bank of Montreal, CIBC, and Northern Credit Union. Table 7 provides an overview of some additional businesses. Please note that this listing is not meant to be exhaustive.

[88] Based on interview data.

Table 7 – Some Additional Businesses in the City of Elliot Lake[89]

Name	Sector	Location
Brisebois Construction	Construction/Mining	Elliot Lake
Algoma Radon Testing	Contractors	Elliot Lake
Algoma Diamond Drilling and Mining	Construction/Mining	Elliot Lake
Edward Jones	Financial	Elliot Lake
Denison Environmental Services	Consulting	Elliot Lake
ELNOS Corporation	Financial	Elliot Lake
Canada Brokerlink (Ontario) Inc. Insurance	Financial	Elliot Lake
Investors Group	Financial	Elliot Lake
KJ Beamish Construction Co.	Construction	Elliot Lake
Retirement Living	Service	Elliot Lake

The City of Elliot Lake has sold out several hundred cottage lots. Phase II of the cottage lot development project is being considered for development[90].

The mall was a focal point of social life for retirees. Its absence has generated some changes in terms of where people shop and a leakage of retail funds out of the community. Some shopping is done in Espanola, Sudbury or Sault Ste. Marie, particularly for purchases of clothes and larger items. Elliot Lake's distance from the Trans-Canada Highway is a challenge for retail businesses. There is no flow-through retail traffic as Highway 108 is the only way into the community and there is competition from businesses in Espanola, Sault Ste. Marie and Sudbury. However, there are some retail businesses that are doing well. For instance, the Canadian Tire is performing well and pharmacists in Elliot Lake find the business climate to be good[91].

People along the North Shore tend to do their shopping in Elliot Lake when they visit the community for sporting events and entertainment. Yet, Algoma residents tend to make major purchases outside of their communities. Elliot Lake includes Blind River and the North Shore communities and the First Nation reserves as its retail catchment area[92].

[89] City of Elliot Lake. Business Directory. Accessed Online, June 2013. [http://business.cityofelliotlake.com/Modules/Module.aspx?P=bf2f1a82-12d6-460f-95ed-3e00d82d8fa0&Lang=EN&_mid_=100].
[90] Based on interview data.
[91] Based on interview data.
[92] Based on interview data.

2.3.1.3 Income

Median household/Family Income

The City of Elliot Lake is a fairly affluent community. However, there are residents on social assistance. Retirees are spending money on homeworkers, medicine and other supports. Some seniors are on fixed incomes and have little disposable income[93].

According to the 2011 National Household Survey, City of Elliot Lake residents 15 years and over had a median personal income of $24,446 (before tax), up from $20,111 in 2006. Median household income before tax was $41,773 in 2011, up from $36,366 in 2006. Families had a median income of $51,904, an increase from $46,223 in 2006. For the employed population who worked full year, full time jobs in 2011 the median employment income was $43,247, an increase from $38,256 in 2006. As well, 19.8 percent of individuals were identified as low income (LIM-AT)[94]. See **Appendix A**, Table A2 to A4 for detailed statistics.

2.3.1.4 Tourism

Tourist Attractions

The City of Elliot Lake has made a concerted effort to market the natural attributes of the area through outdoor recreation. Local websites (e.g. tourismelliotlake.com) advertise numerous tourist activities in the area.

The City of Elliot Lake is located in a wilderness setting, and caters to residents and tourists who enjoy outdoor recreational activities, such as boating and fishing, hunting (popular game includes black bear, moose, deer, partridge and rabbit), swimming, cross-country skiing, skiing (Mt. Dufour Skill Area) snowshoeing, ice-fishing, hiking, ATVing, bird watching and nature viewing[95]. The City of Elliot Lake wishes to make Mt. Dufour a year-round facility. The City of Elliot Lake also offers beaches within city limits and has one of Ontario's few four season multi-use trails. There is a Fire Tower Lookout just outside of the City which is a replica of an old-fashioned fire ranger's lookout station.

The Stone Ridge Golf Course in the City of Elliot Lake is a highly rated golf course[96]. The Deer Trail (120 km) is a scenic driving route through the region, which follows segments of highways 639, 546, 17 and 108, providing views of and access to the rugged northern Ontario wilderness. In addition, there are multiple snowmobile trails.

[93] Based on interview data.
[94] Statistics Canada, 2006. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2012.
[95] Tourism Elliot Lake. Accessed Online, June 2013. [http://www.tourismelliotlake.com/en/].
[96] Tourism Elliot Lake. Accessed Online, June 2013. [http://www.tourismelliotlake.com/en/enjoy/golfstoneridge.asp?_mid_=13086].

Mississagi Park is a 49 hectare wilderness park located north of the City of Elliot Lake that includes a developed campground with 90 campsites and offers a range of outdoor recreation opportunities including boating, fishing, hiking, wildlife viewing, and swimming at three sandy beaches[97].

Tourist Accommodation

The City of Elliot Lake has a range of different types of lodgings. These lodgings can accommodate business travellers as well as tourists. The City of Elliot Lake has one hotel: the Hampton Inn[98]. Bed and Breakfasts include Pam's Bed and Breakfast and Red Rose Bed and Breakfast. Lodges and resorts in the area include Wilderness Lodge, Laurentian Lodge and Dunlop Lodge. There are also campground facilities at Westview Park, South Bay Park and as mentioned previously, Mississagi Provincial Park[99].

Tourism Plans

In the 1990s, a number of major tourism development strategies were prepared for the region and its principal communities. The City of Elliot Lake had a tourism development strategy and plans were prepared by consultants when more funding was available for these initiatives in the 1990s. The Elliot Lake Welcome Centre is still actively engaged in tourism marketing and provides visitor information services[100]. Annual marketing and operational plans for tourism currently exist. Also in the 1990s, a comprehensive Tourism Development Strategy was prepared for the Huron North region, which encompassed all of the regional communities, as well as others along the North Channel to the east and west.

The City of Elliot Lake is within the Ontario travel region known as Algoma Country and the Algoma-Kinniwabi Travel Association (Algoma Country) continues to market the broader region through its website and various other marketing and promotional activities, all based on an annual Marketing Plan[101]. Tourism is also addressed in the Elliot Lake Economic Development and Diversification Strategy (2013)[102].

2.3.1.5 Economic Development Services

The City of Elliot Lake has sophisticated economic development programs, organizations and initiatives in place that will enable them to adapt to an influx of new development. This will also enable local businesses to capitalize on the investments associated with growth in the economy. However, the

[97] Ontario Parks Locator. Mississagi. Accessed Online, June 2013. [http://www.ontarioparks.com/english/missi.html].
[98] Tourism Elliot Lake. Accommodations. Accessed Online, June 2013. [http://www.tourismelliotlake.com/en/stay/accommodations.asp].
[99] Tourism Elliot Lake. Accommodations. Accessed Online, June 2012. Accessed Online, June 2013. [http://www.tourismelliotlake.com/en/stay/accommodations.asp].
[100] Tourism Elliot Lake. Contact us. Accessed Online, June 2012. [http://www.tourismelliotlake.com/en/contactus.asp]
[101] Algoma Algoma-Kinniwabi Travel Association (Algoma Country). About us. Accessed Online, July 2012. [http://www.algomacountry.com/61/about-us]
[102] City of Elliot Lake, 2013. Economic Development and Diversification Strategy.

strong presence of retirees has added additional leadership and has advanced a vision of an economy that is clean, affordable and natural.

East Algoma Community Futures Development Corporation

"The East Algoma Community Futures Development Corporation is a federally supported not-for-profit Community Futures Development Corporation. They support community economic development by assisting East Algoma communities and entrepreneurs to strengthen and diversify the local economy"[103]. An overall regional economic development strategy entitled, 'A Regional Economic Development Strategy for East Algoma' was prepared for the East Algoma Community Futures Development Corporation in 2007[104]. It summarizes opportunities and makes a significant number of recommendations for enhancing the region's economy. These recommendations, to a large extent, document the community's aspirations related to the economic asset area.

Elliot Lake and District Chamber of Commerce

The Elliot Lake and District Chamber of Commerce is an advocacy group for local businesses, and promotes and improves trade, economic, civil and social welfare. They are a key facilitator in the process of economic diversification in partnership with City Council, community and business leaders, and community-minded residents.

Elliot Lake and North Shore Corporation for Business Development (ELNOS)

The ELNOS Corporation is a full-service business development corporation that was established to stimulate economic growth in the region through new business development and investment. The ELNOS Corporation is comprised of: the City of Elliot Lake, the Town of Blind River, the Town of Spanish, the Township of the North Shore, and the Serpent River First Nation[105].

ELNOS provides creative and flexible solutions to advance the development and growth of businesses in the region[106]. It favours growing businesses that will provide long-term income and employment opportunities in the region. ELNOS' mandate is to improve the long-term economic prosperity of the region by assisting businesses which in turn creates wealth and jobs. The organization concentrates its resources on wealth generating businesses[107].

The ELNOS Corporation is particularly interested in the development of small manufacturing and technology-related businesses; experienced management; and solid earnings performance and growth.

[103]East Algoma Community Futures Development Corporation. Background. Accessed Online. May 2014. [http://www.eastalgomacfdc.ca/English/index.php]

[104] East Algoma Community Futures Development Corporation, 2007. A Regional Economic Development Strategy for East Algoma, May 2007.

[105] Elliot Lake and North Shore Corporation for Business Development – About Us. Accessed Online, July 2013. [http://www.elnos.com/index.php/aboutus].

[106] Elliot Lake and North Shore Corporation for Business Development – About Us. Accessed Online, July 2013. [http://www.elnos.com/index.php/aboutus].

[107] Elliot Lake and North Shore Corporation for Business Development – About Us. Accessed Online, July 2013. [http://www.elnos.com/index.php/aboutus].

Their objective is to share and reduce the investment and development risks of new business ventures established in the region and to work with partners to develop and implement solutions for common problems that growing businesses experience[108]. ELNOS works with its partners to:

- Address planning and management issues;
- Effectively employ local labour services;
- Address real estate issues and needs;
- Procure local public services and utilities;
- Develop sound financing strategies; and
- Identify and secure suitable financing[109].

Other Economic Development Strategies and Studies

Official Plan - The City of Elliot Lake Official Plan (2006) prioritizes creating a diversified economic base; by helping to transition the City from a resource based mining community to a diversified economic base with a speciality in providing services to seniors[110]. The Official Plan desires to strengthen the City of Elliot Lake as a destination community, promoting the Mount Dufour Ski Area as a Recreational Development Area, and transitioning the Timber Road Industrial Area to other long term uses. A 2009 Labour Market Study in Elliot Lake identified specific labour needs in the skilled trades and health care sectors, as a result of the increase in cottage and retirement population relocating to the City of Elliot Lake[111].

Strategic Plan - The City of Elliot Lake released a Strategic Plan in 2009 which sets the foundation for future municipal decision making and budget setting. The features identified as needing improvement are: a greater economic diversity; a higher standard of development and maintenance for community amenities; increased perception of the City of Elliot Lake as a community that is progressive, proactive and prospering; expand and enhance retail services; have a growing population to support retail expansion and economic development; and overcome the constraints of real and perceived isolation and geographic separation[112].

Community Improvement Plan – In 2008, The City of Elliot Lake commissioned a Community Improvement Plan (CIP). The Plan proposed to "provide assistance to business owners and operators in the City with incentives to improve the physical characteristics of their buildings and properties. Initial interest was with the existing commercial areas in the downtown core and along Oakland Drive, and in the two industrial areas of Timber Road and Perini Road"[113]. The Plan designates Community

[108] Elliot Lake and North Shore Corporation for Business Development - Services. Accessed Online, July 2013. [http://www.elnos.com/index.php/services].
[109] Elliot Lake and North Shore Corporation for Business Development - Services. Accessed Online, July 2013. [http://www.elnos.com/index.php/services].
[110] City of Elliot Lake, 2006, Official Plan.
[111] City of Elliot Lake. Labour Market Study. Accessed Online June, 2013. [http://www.cityofelliotlake.com/en/invest/labourmarketstudy.asp].
[112] City of Elliot Lake, 2009. Elliot Lake Strategic Plan.
[113] City of Elliot Lake, 2008. Community Improvement Plan. Planscape Consultants.

Improvement Project Areas. The Plan uses Urban Design Guidelines and a Public Space Vision Document which is currently being prepared.

Moreover, "the Community Improvement Plan allows the City of Elliot Lake to provide various financial incentives to commercial business owners and landlords to make improvements to their buildings and properties". The incentives include facades, landscaping and signage for the downtown core and the south industrial area[114].

Business Retention and Expansion Study - Elliot Lake's Business Retention and Expansion (BR+E) study was completed in 2006 and 2007. The Study was a joint venture between the City's Economic Development Department, ELNOS, the East Algoma Community Futures Development Corporation, the Ministry of Northern Development and Mines and the Elliot Lake and District Chamber of Commerce. The BR+E program was used to gauge the current business climate in Elliot Lake, so that barriers to growth could be identified and eliminated or opportunities for growth acted upon. Confidential and impartial interviews were conducted with a variety of business owners from all employment sectors. A statistically significant proportion of businesses were surveyed (approximately 27 percent of all businesses). As a result, business owners had a direct and anonymous feed into the short and long term plans and priorities for City Hall, ELNOS, the Chamber of Commerce and the East Algoma CFDC[115]. The BR+E study resulted in the downtown revitalization study.

The study revealed an overall healthy and growing business environment and identified five priority areas: 1) A Retail Leakage Study (completed in 2007); 2) community beautification; 3) the need for a labour and training strategy; 4) investment readiness and economic development planning ; and 5) improving and formalising networks and communications.

City of Elliot Lake Downtown Revitalization Project - Elliot Lake is a leader in Northern Ontario in having a downtown revitalization plan being implemented. The lead organization for this project is the Elliot Lake and District Chamber of Commerce with support from the ELNOS Corporation, The City of Elliot Lake and Ministry of Northern Development and Mines/Ontario Ministry of Agriculture, Food and Rural Affairs. The Downtown Revitalization Committee is made up of members from the community that come from the private and public sector[116].

"The Committee has several core functions:

- *To build consensus on common goals and priorities for downtown revitalization as set forth in the Strategic Plan and subsequent Action Plans;*
- *To guide the work of the Coordinator;*

[114] City of Elliot Lake. Community Improvement Plans. Accessed Online. Dec. 2013. [http://www.cityofelliotlake.com/en/invest/communityimprovementplan.asp].
[115] Elliot Lake, 2006. Business Retention and Expansion Summary Report.
[116] Elliot Lake Downtown Revitalization.. About Us. Accessed Online March 2014. [http://downtown.elliotlakechamber.com/AboutUs.aspx]

- *To oversee the activities of working groups and subcommittees so that revitalization projects and activities are integrated and work toward common aims;*
- *To reflect the full range of stakeholders from across the community;*
- *To be the mechanism through which cooperation and partnerships among organizations in the community can be arranged;*
- *To provide a means to engage volunteers and harness the energy and commitment of community organizations;*
- *To disseminate information and facilitate communication to the broader community about the revitalization vision and progress toward the goals.*[117]"

Elliot Lake Economic Development & Diversification Strategy - Elliot Lake! Practical Solutions for Practical Realities –The Elliot Lake Economic Development Advisory Committee, in association with the City of Elliot Lake, commissioned urbanMetrics and BrookMcIlroy to conduct this study in 2013. The study included a year-long dialogue with the community through workshops, surveys and roundtables. The study identifies the economic challenges facing Northern Ontario, conducts an economic audit and SWOT analysis of Elliot Lake, provides a new vision statement, provides an approach to economic development for Elliot Lake and identifies goals, objectives and actions to be taken[118].

2.3.1.6 Governance and Municipal Finances

The City of Elliot Lake has a range of municipal programs and services. Growth would bring demands for enhanced municipal services (e.g. parks and recreation, finance, bylaws, planning, human resources and engineering).

Governance Structure

The City of Elliot Lake has an overall strong leadership and administration and is well positioned to address the challenges of economic growth. The City of Elliot Lake's Council consists of a Mayor and six Councillors. City Hall includes the following departments:

- Building and Planning (Official Plan, minor variances, zoning bylaws, building permits);
- Emergency Management (emergency response planning);
- Health Services (hospital, family health, assisted living);
- Municipal Facilities and Services (airport, landfill, cemetery, library, water and wastewater services);
- Recycling and Waste (garbage and recycling);
- Retirement Services (retirement facilities and retirement services officer); and

[117] Elliot Lake Downtown Revitalization. About Us. Accessed Online March 2014. [http://downtown.elliotlakechamber.com/AboutUs.aspx]

[118] City of Elliot Lake, 2013. Elliot Lake Economic and Diversification Strategy. Elliot Lake! Practical Solutions for Practical Realities.

- Transit and Transportation (airport and public transit)[119].

A review of municipal committees indicates that the City of Elliot Lake is receptive to local input. Resident participation in government decision making processes also helps a community with capacity building. This is especially important when making decisions about future community development initiatives. The City of Elliot Lake has the following primary standing committees:

- Finance and Administration Standing Committee;
- By-Laws and Planning Standing Committee;
- Economic Development Standing Committee;
- Public Service Committee; and
- Parks and Recreation Standing Committee[120].

Municipal Revenue and Expenditures

The City of Elliot Lake has the financial resources to manage economic expansion opportunities and is able to address challenges as they arise. The City of Elliot Lake is dependent on Retirement Living which accounts for 10 percent of the municipal tax base[121].

The following discussion on municipal revenue and expenditures is based on financial statistics from provincially available data (see **Appendix B** for financial data tables).

Based on its 2012 Financial Information Return (FIR) filed with the Ministry of Municipal Affairs, the City of Elliot Lake's total revenue for the year ending December 31, 2012 was $26,734,733 and its total expenses were $28,651,070 (this figure includes the amortization charge)[122]. The City of Elliot Lake's reserve balance is $6,137,301.

Despite the deficit, the City of Elliot Lake's total accumulated surplus[123] at the end of the 2012 year was $31,216,958 which includes cash and non-cash (capital assets) components[124].

[119] City of Elliot Lake. City Departments. Accessed Online, June 2013. [http://www.cityofelliotlake.com/en/cityhall/departments.asp].
[120] City of Elliot Lake. Standing Committees. Accessed Online, June 2013. [http://www.cityofelliotlake.com/en/cityhall/standingcommittees.asp]and Meeting Minutes [http://www.cityofelliotlake.com/en/minutes.aspx].
[121] Based on interview data.
[122] Province of Ontario, Ministry of Municipal Affairs and Housing. 2012 Financial Information Return. Accessed Online July 2013. [http://csconramp.mah.gov.on.ca/fir/ViewFIR2012.htm#5700 and http://csconramp.mah.gov.on.ca/fir/View/FI125741%20Copy.pdf]
[123]Accumulated surplus consists of both cash and non-cash components, including: (1) unrestricted (including cash, accounts receivable and other non-cash financial assets); (2) restricted (cash that can only be used for a pre-determined purpose); and (3) equity in tangible capital assets.

[124] Province of Ontario, Ministry of Municipal Affairs and Housing. 2012 Financial Information Return. Accessed Online, July 2013. [http://csconramp.mah.gov.on.ca/fir/ViewFIR2012.htm#5700].

2.3.2 Summary of Economic Assets

The following summarizes the economic assets for the City of Elliot Lake.

2.3.2.1 Priorities and Key Issues

The priorities and issues in relation to economic assets in the City of Elliot Lake relate to the strength of their labour force, retail sector, health and social services, existing mining and resource extraction related business and tourism businesses. The City of Elliot Lake is well equipped to take on growth and has the infrastructure in place for a much larger economy and population. The community is responding to the recent collapse of the Algo Centre Mall with the construction of a new mall underway. The mall was a focal point of social life for retirees. Its absence has generated some changes in terms of where people shop.

Labour force activity in the City of Elliot Lake is satisfactory, especially compared to other rural centres, however unemployment is increasing. One of the key issues is the need to ensure that a diversity of well-paying jobs are available within the community. With the out-migration of youth being directly connected to the availability of quality, local employment opportunities, the need to attract new businesses to the area is a high priority. There is leadership in the business community. However, there have been few new businesses recently locating in Elliot Lake. There are funds available for investment. With an aging population (and retirement community in Elliot Lake), many jobs are linked to geriatric care management and associated activities. There is currently concern that residential taxation is reducing the affordability of living in Elliot Lake.

Another key economic development priority is the continued promotion of the City of Elliot Lake as retirement centre. This ongoing effort is concerned with allowing local residents to age in place, but also foresees the City of Elliot Lake as well positioned to take advantage of this demographic trend and to position itself as a premier retirement location for northern Ontario. However, the large percentage of seniors also creates the demand for related services. Seniors are also less likely to spend their funds on goods and services that younger families would be demanding.

The continued focus on nature, environmental and outdoor activities is a priority for the City of Elliot Lake. With an abundance of natural leisure opportunities ranging from sailing to hunting and fishing to snowmobiling, the ability to attract visitors from both Ontario and the United States is a significant economic factor in the area.

The City of Elliot Lake is served by a Chamber of Commerce which seeks to improve and expand business in the area and enable residents to find quality employment and services. An Economic Development Corporation is being set up. This economic leadership puts the City of Elliot Lake into a good position to anticipate and prepare for future development and provides invaluable direction for local businesses and employers.

2.3.2.2 Community Aspirations

The City of Elliot Lake aspires to increase the diversity of local employment opportunities by bringing major industry back to the area or expansion of an existing sector to be a primary driver of economic growth. While the efforts to shift towards a retirement community model have been successful,

residents recognize that the most successful economic times in the community's history came as a result of resource extraction and major industry.

While the support for large scale economic growth exists, there is also a strong desire to ensure that the natural heritage and beauty of the area is preserved in order to maintain their status as a tourist and outdoor recreation destination. City of Elliot Lake residents see the potential for further economic development and growth in the area and aspire to balance the needs of the various industries that they are trying to attract. A testament to this desire for growth and economic development is the response to the Algo Centre Mall collapse, namely the swift advancement of developing the new Pearson Plaza.

There is a strong desire to attract employers that can provide well-paying employment for young people and families. For the City of Elliot Lake to remain viable in the long run, they aspire to expand the number of local opportunities for work and find ways to retain local residents, rather than have them leave for larger cities such as Sault Ste. Marie or Sudbury.

2.3.2.3 Capabilities and Capacities within the Community

The City of Elliot Lake has the ability to take on new enterprises – residents are entrepreneurial and the community has strong leadership. The mall collapse has generated a new group of volunteers in the community. Long-time residents are aware of their past status as the uranium capital of the world and they are familiar with and generally accept nuclear enterprises. Some of the newer residents, however, may be less familiar or accepting. Overall, economic development initiatives in the City of Elliot Lake are sophisticated and include various strategic planning processes. There is a strong formal governance structure in the City of Elliot Lake with a Mayor and Council, which indicates a capacity to responsibly deal with economic growth opportunities. Social, health and geriatric services have helped to drive the economy. Many businesses are centred on serving seniors.

The City of Elliot Lake already provides strong support for resource based industries, having all the amenities and secondary businesses required to maintain both local workers and the overall supply chain. There is room for expansion in other resource extraction areas.

2.4 Infrastructure

2.4.1 Physical Asset Indicators

This section provides a description of the City of Elliot Lake's physical assets. Physical assets include the basic infrastructure needed to support livelihoods and the tools or equipment that people use to function more productively. Increased access to such infrastructure improves community well-being, human health and quality of life. The opportunity costs associated with poor quality infrastructure can preclude education, access to health services and income generation. Physical assets indicators include land use, housing, municipal infrastructure and services such as water supply, sanitary sewers and local roads and other transportation infrastructure.

2.4.1.1 Land Use

Commercial

The central commercial area of the City of Elliot Lake, located by Highway 108 and between Hillside Drive north and south is the main commercial and civic focus within the City[125]. There is another small area by the highway that includes the Camillus Centre at Killborn Way. The Elliot Lake Official Plan, 2006 states that the core area has a vital community focus with a mixed-use concept that is depicted vertically within buildings in high intensity pedestrian activity areas, and through development of mixed uses in horizontal proximity to each other. The mixed-use development concept promotes interaction between uses in the core area through the proximity of diverse activities. There is a buffer zone between the central commercial areas and surrounding residential areas[126]. The Tourist-Highway Commercial designation located by Highway 108 provides commercial services and facilities to the traveling public or accommodates commercial activities and requires extensive land areas for structural space, vehicular parking, outdoor storage and display of goods or materials, particularly related to automotive, construction, accommodation, recreation, and eating establishments[127]. A new plaza is currently under construction[128]. Please see Figure 9 for a map of land disposition and ownership in the Elliot Lake area.

Industrial

The Elliot Lake Official Plan (2006) identifies a small pocket of industrial lands located on Killborn Way, Pereni Road and Fox Drive. Those areas designated for Light Industrial uses are intended to be developed in a 'business park' or 'industrial park' style, where industrial and office uses are developed with a high standard of design, and where large storage areas are not required and uses do not provide emissions into the environment[129].

The Official Plan identifies that the "Timber Road Industrial Area is proposed to be identified as a Special Study Area, in order for the City to review opportunities for changes in land uses from industrial uses to other appropriate employment and Open Space uses, particularly along the shoreline of Elliot Lake and the frontage of Highway 108"[130].

Municipal Constraints

Development constraints in Elliot Lake include natural/physical environmental features and parklands[131].

[125] City of Elliot Lake, 2006. Elliot Lake Official Plan.
[126] City of Elliot Lake, 2006. Elliot Lake Official Plan.
[127] City of Elliot Lake, 2006. Elliot Lake Official Plan.
[128] Based on interview data.
[129] City of Elliot Lake, 2006. Elliot Lake Official Plan.
[130] City of Elliot Lake, 2006. Elliot Lake Official Plan.
[131] City of Elliot Lake, 2006. Elliot Lake Official Plan.

Amount of Land in Planning Pipeline

According to the Elliot Lake Official Plan (2006), within the designated residential areas in the urban area, there is a sufficient land supply for housing to meet the demands of the community over the next twenty years and beyond[132]. The demand for housing will be met through a combination of:

- Infill on existing vacant lots of record in approved plans of subdivision;
- Occupancy of vacant existing housing stock;
- Development of vacant lands in draft and approved plans of subdivision; and
- New development opportunities focused primarily between Hector Lake and Elliot Lake[133].

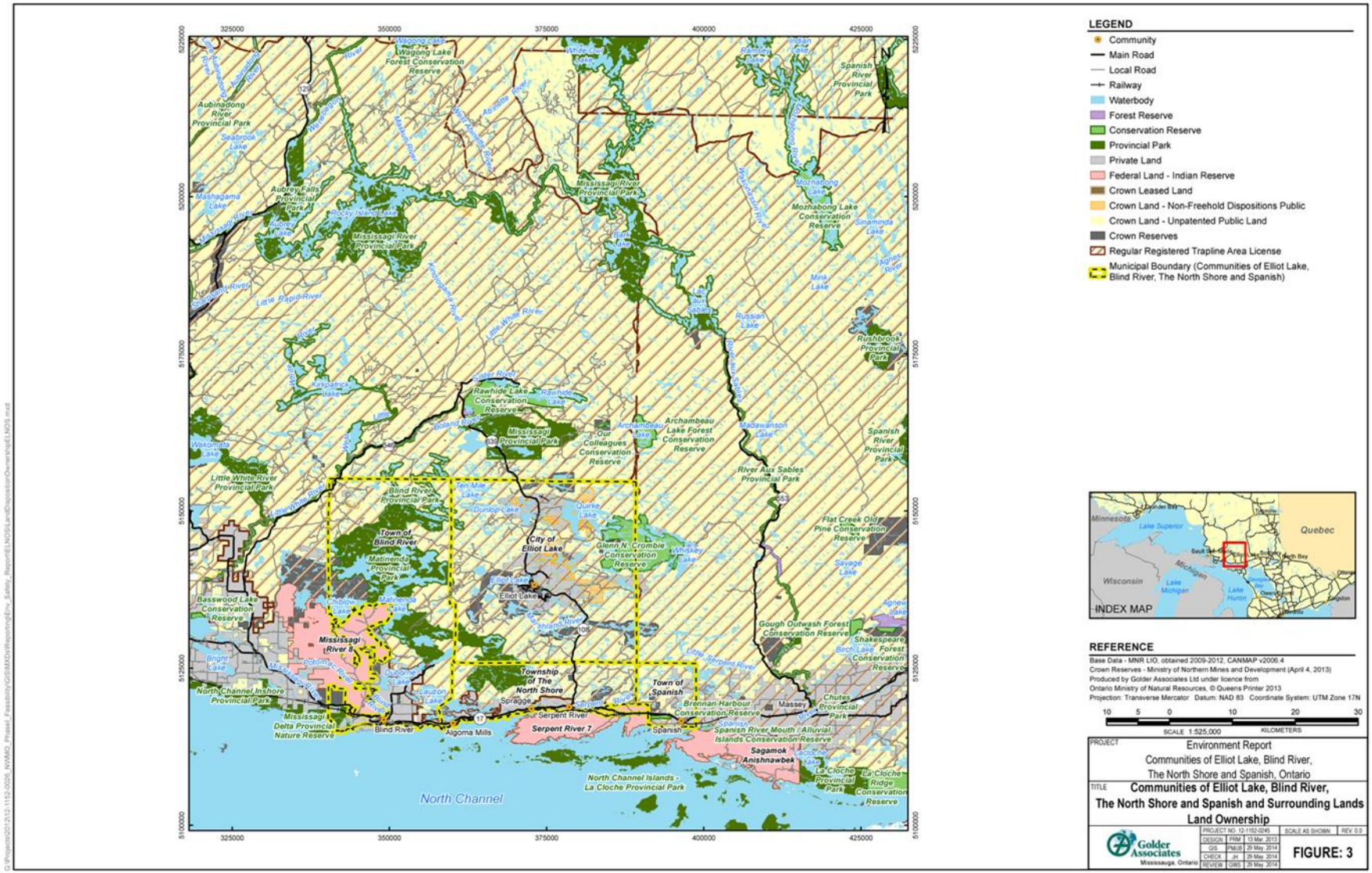
The future housing mix will have an increase of medium and high density housing (townhouses and apartments) as well as single detached and multiple-unit housing. Housing development will continue to be urban centered. Development of the urban fringe will be avoided where it affects the expansion of the urban area[134]. Provisions will be made for shoreline residential development on lakes capable of sustaining permanent residential development and large lot rural estate development. Phase I of the cottage lot development is sold out and Phase II is currently in the approvals process.[135] Infill and intensification will be encouraged in the Central Commercial Core[136]. Temporary use by-laws will address garden suites. "Residential design principles will be utilized to ensure energy conservation, land use compatibility, providing for a livable winter city and ensuring contiguous and compact development"[137].

The focus of new industrial development will be largely urban based where development can be adequately serviced. "In recognition of the difficulty of finding large open tracts of suitable land with favorable topography, access and serviceability, lands outside of the urban area will also be considered for industrial development"[138]. Industrial uses in the rural area will focus on 'dry industries' except where lands can be serviced with water and sewer systems[139].

Please see Figure 9 for a map of land ownership in the Elliot Lake area.

[132] City of Elliot Lake, 2006. Elliot Lake Official Plan.
[133] City of Elliot Lake, 2006. Elliot Lake Official Plan.
[134] City of Elliot Lake, 2006. Elliot Lake Official Plan.
[135] Based on interview data.
[136] City of Elliot Lake, 2006. Elliot Lake Official Plan.
[137] City of Elliot Lake, 2006. Elliot Lake Official Plan.
[138] City of Elliot Lake, 2006. Elliot Lake Official Plan.
[139] City of Elliot Lake, 2006. Elliot Lake Official Plan.

Figure 9 - Map of Land Ownership



Presence of Official Plan and Land Designations

The Official Plan for the City of Elliot Lake is fairly recent (2006), however a mandatory five year review is slated for 2013. An Official Plan Update RFP was released in July, 2013[140].

2.4.1.2 Housing

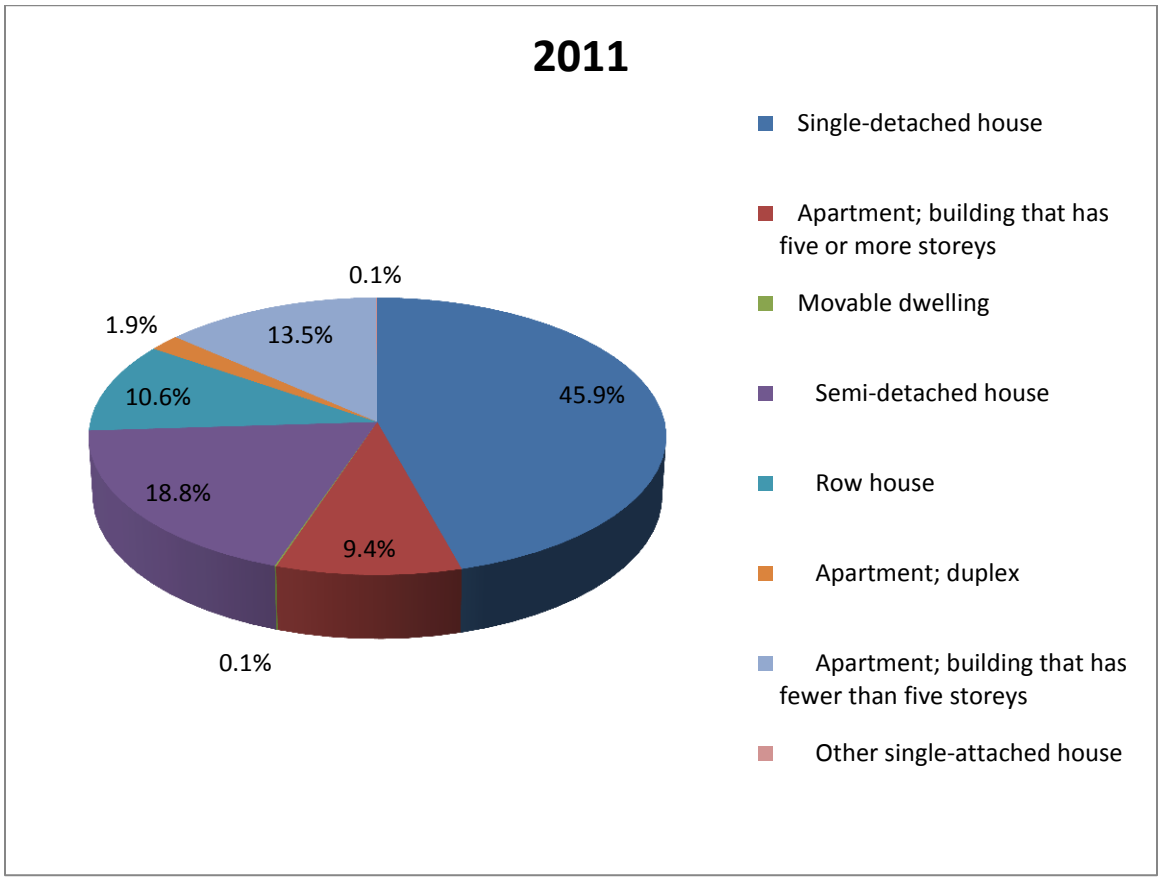
Type of Dwellings

As of 2011, the dominant housing style in the City of Elliot Lake is the single detached home which accounts for 45.9 percent of all dwellings. 18.8 percent of all dwellings are semi-detached homes[141]. The remaining housing consists of apartment style rental dwellings, row houses and semi-detached homes. Between 1996 and 2011, the occupation of dwelling types by residents has not changed substantially (see Figures 10 and 11).

Housing stock is generally kept in good shape but there has been little new housing recently constructed. There is a good mix of housing options in the City of Elliot Lake including high rise apartments. New potential residents looking to move to the City of Elliot Lake may need apartments as a housing option. Increased apartment development would not require as much space as single and semi-detached home development.

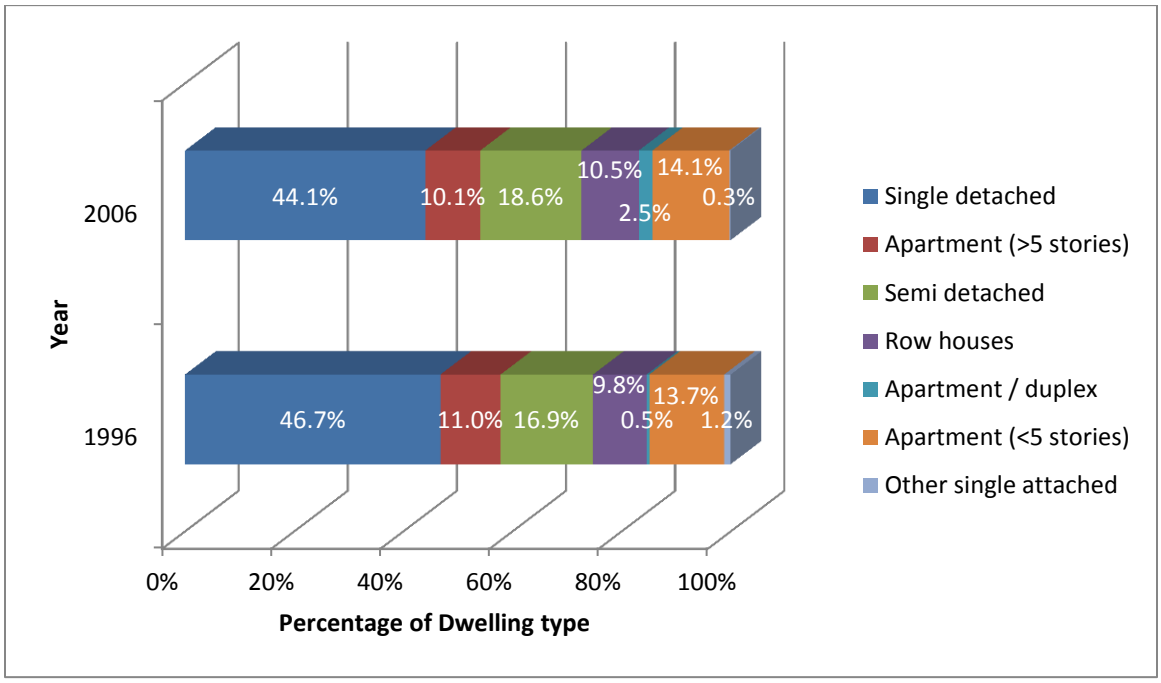
[140] Based on CLC meeting data.
[141] Statistics Canada, 2011. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed December 2013.

Figure 10 - Types of Private Dwellings in the City of Elliot Lake (2011)[142]



[142] Statistics Canada, 2011. Census – Community Profiles. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed December 2013. Please note that data was not collected in 2001 for this statistic. Please note that data adds up to more than 100% due to random rounding by Statistics Canada as well as overlapping categories.

Figure 11 - Types of Private Dwellings in the City of Elliot Lake (1996 and 2006)[143]



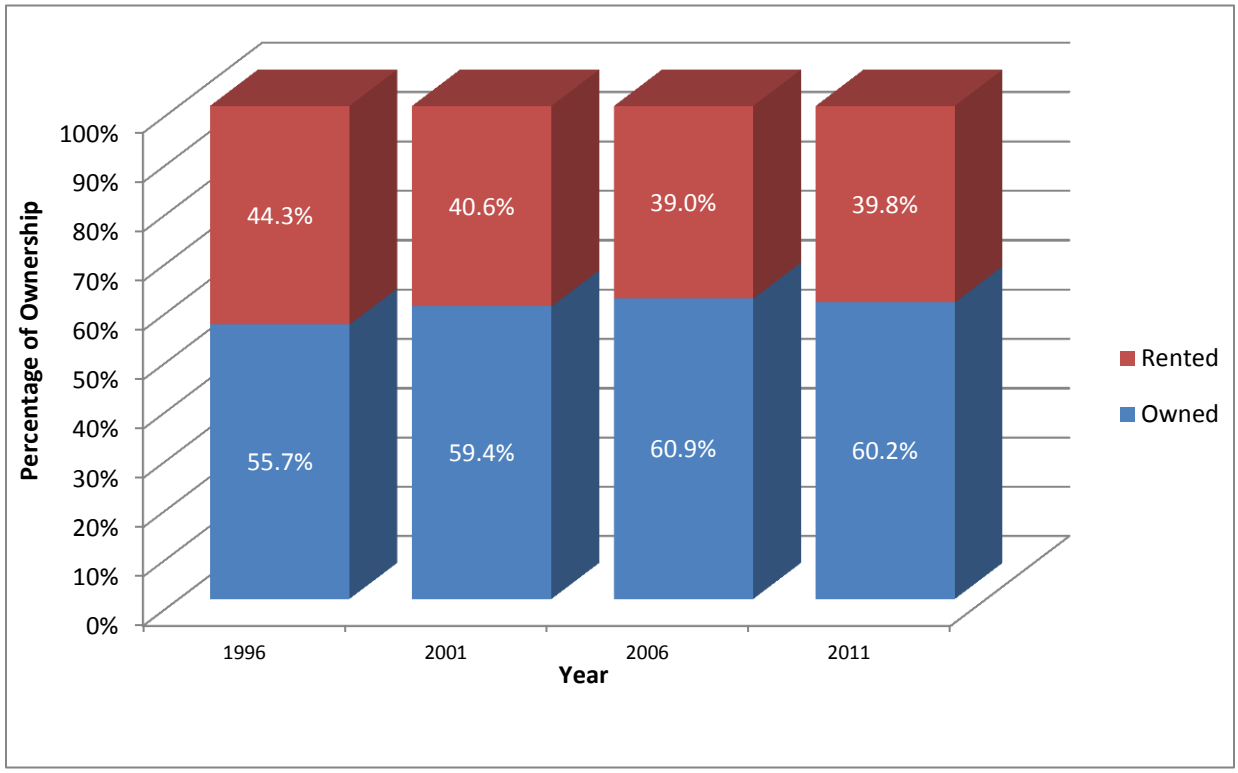
Currently, the City of Elliot Lake is actively being marketed as a cottaging destination and there are many new cottages being built in the area. In 2001, the City of Elliot Lake was approved for a test project with the Ministry of Natural Resources. Moreover, a Bill was passed in 2001 by the Ontario Legislature called the City of Elliot Lake Act. The Act provides Elliot Lake with the authority to purchase and develop a minimum of 400 lots on 10 area lakes for cottages and waterfront housing[144]. The Act also established a non-profit corporation to manage the marketing and development process called Lakeshore Properties, Elliot Lake. "This project has created a mini-building boom in the City of Elliot Lake, keeping local contractors and trades people busy, but also building supply stores and other retailers"[145]. Since 2003, the City of Elliot Lake has processed more than 238 lot sales (Phase 1 of the development). Phase Two of the development may have up to an additional 702 lots[146].

[143] Statistics Canada, 1996 and 2006. Census – Community Profiles. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2012. Please note that data was not collected in 2001 for this statistic. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.
[144] City of Elliot Lake Economic Development Office, 2008. The City of Elliot Lake 2008 Community Profile.
[145] City of Elliot Lake Economic Development Office, 2008. The City of Elliot Lake 2008 Community Profile.
[146] Elliot Lake Standard. 'Upwards of 700 Lots Planned for Phase 2'. July 4. 2013. Accessed Online [http://www.elliotlakestandard.ca/2013/07/03/upwards-of-700-lots-planned-for-development-in-phase-two].

Dwelling Characteristics and Tenure

The majority of residents in the City of Elliot Lake own their homes (60.2 percent). In 2011, rental housing in the City of Elliot Lake (39.8 percent) was very high (see Figure 12).[147]. In addition to apartment housing availability, rental housing is an asset for an incoming population. Although there was available rental housing, it was at "full capacity (two or three percent vacancy rate) on homes and rental units"[148]. However, the vacancy rate increased after the mall collapse. Because rent has been relatively low and controlled, the rental units have also attracted seniors[149]. There has been little change between 1996 and 2011 regarding dwelling characteristics and tenure in the City of Elliot Lake.

Figure 12 - Dwelling Characteristics in the City of Elliot Lake[150]

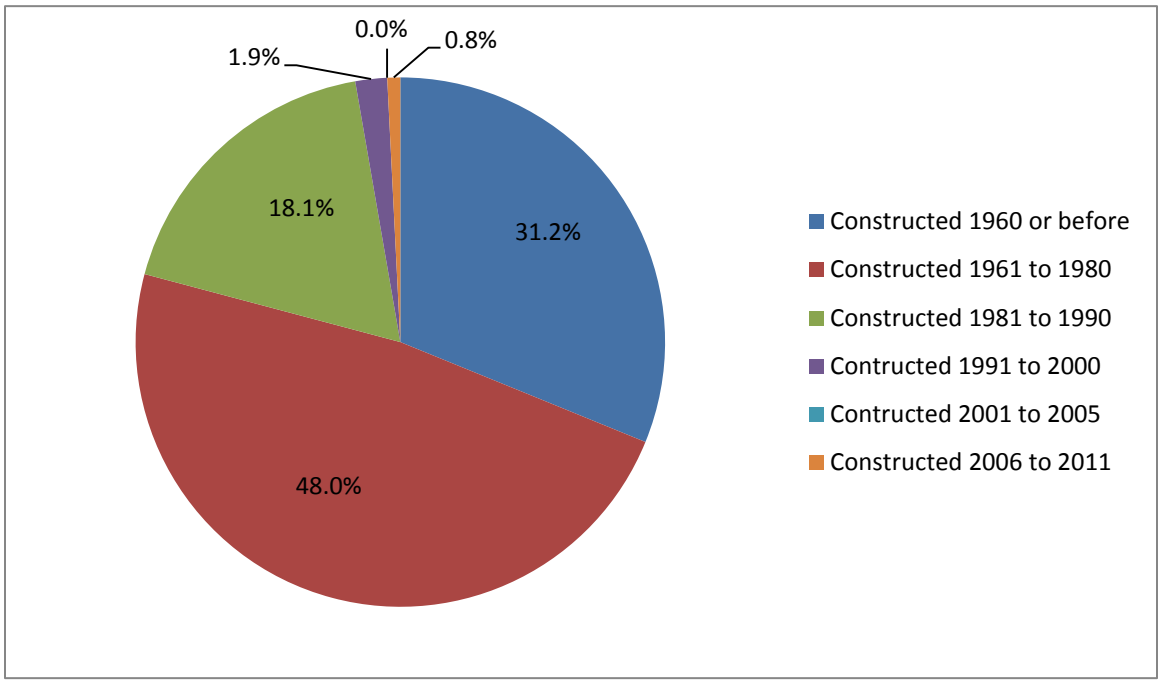


In regards to the age of housing in the City of Elliot Lake, Figure 13 shows that the majority (79.2 percent percent) of buildings in the community were constructed before 1981, showing that relatively little new

[147] Statistics Canada, 1996 to 2011. Census – Community Profiles and NHS – National Household Survey (2011). (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2012. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.
[148] City of Elliot Lake Economic Development Office, 2008. The City of Elliot Lake 2008 Community Profile.
[149] Based on interview data.
[150] Statistics Canada, 1996 to 2011. Census Community Profiles and NHS National Household Survey (2011) (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2012. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

housing has been constructed in recent years as a result of the plateauing or declining population totals. In addition, since the 1970s, the Ontario Building Code has required radon abatement.

Figure 13 - Age of Dwellings in the City of Elliot Lake (2011)[151]



Residential Property Value

Since 2001, the average value of homes in Elliot Lake has increased (see Table 8). In 2011, according to Statistics Canada, the average home value in the City of Elliot Lake was $113,186[152]. The City of Elliot Lake has high quality and affordable homes available to incoming populations.

Table 8 - Average Home Value in the City of Elliot Lake (Statistics Canada)[153]

Home Value	1996	2001	2006	2011
Elliot Lake	$71,089	$57,524	$78,057	$113,186

Municipal Property Assessment Corporation (MPAC) data provides the home assessment value while the Multiple Listing Service (MLS) data provides sales prices. The 2012 MPAC data indicates that the average

[151] Statistics Canada, 2011. NHS – National Household Survey (2011). (Adapted from) Statistics Canada, www.statca.gc.ca Accessed December 2013. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.
[152] Statistics Canada, 2011. NHS – National Household Survey (2011). (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2013.
[153] Statistics Canada, 1996 to 2006. Census – Community Profiles and NHS – National Household Survey (2011). (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2013.

sale price (time adjusted) was $95,017 and the average 2012 current value assessment for the sales was $83,778. Properties "have increased by an average of 17.5 per cent. With the four-year phase-in, property taxpayers will see an average assessment increase of 4.1 percent in 2013"[154]. Conversely, the MLS listings indicate that in 2012, the average home sale price was $104,131 and as of October 2013, the average home sale price was $96,310[155].

2.4.1.3 Municipal Infrastructure and Services

The City of Elliot Lake has adequate municipal infrastructure (roads, water, sewer, waste management systems, airport, transit, gas and power utilities)[156]. Physical infrastructure in Elliot Lake is aging and much of the community infrastructure has been sized for a much larger population, given that there was significant population loss with the closure of the mines in the mid-1990s[157]. "The City of Elliot Lake poured the foundation and infrastructure for a community that could support 30,000 to 35, 000 persons"[158]. The water supply and water and waste systems are operating at approximately one third of their design capacity based on the current population.

The Official Plan 2006) suggests that:

> *"With a changing demographic profile and continued growth, there will be a need to expand infrastructure and public service facilities and to maintain or rehabilitate existing facilities. Most of the current facilities are designed for a population of 28,000. Despite an over capacity, the Plan requires that services be adequate as a prerequisite to development"[159].*

Water Supply Systems

The City of Elliot Lake's water supply capacity is adequate. The water supply system includes a direct filtration and chlorine system. Water treatment system has a rated capacity of 28,400 m³/day which services a population of 11,348[160].

Waste Water System

The City of Elliot Lake's waste water system capacity is also adequate. The City of Elliot Lake has a wastewater treatment plant capacity of 13,000 m³/day with an average daily flow of 6,234 m³/day.

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[154] MPAC Aggregated Sales. Accessed Online, July 2013. [http://www.mpac.on.ca/property_owners/AggregatedSalesReports/pdf/5741_agg_sales_report.pdf]

[155] MLS Statistic Report, 2013. Board Reports Property Statistic Report Database. Available Online [http://www.mresdms.com/smon/board_reports/mls_res_activity.html?tm=1384891055633]. Accessed October 2013.

[156] City of Elliot Lake, 2006. Elliot Lake Official Plan.

[157] Based on interview data.

[158] City of Elliot Lake, 2013. Elliot Lake Economic and Diversification Strategy. Elliot Lake! Practical Solutions for Practical Realities.

[159] City of Elliot Lake, 2006. Elliot Lake Official Plan.

[160] City of Elliot Lake. 2008. Community Profile. Accessed Online, June 2013. [http://www.cityofelliotlake.com/en/invest/resources/MicrosoftWord-CommunityProfile2008.pdf].

Landfill Sites

The City of Elliot Lake municipal waste landfill located at Scott Road (near the intersection of Esten Drive North and Pearson Drive)[161]. It is estimated to reach capacity in 2017[162]. The landfill has a larger footprint than is currently being used and the existing Certificate of Approval has six years remaining.

Electricity and Gas Supply

Power is supplied to the City of Elliot Lake by Hydro One. Natural gas is provided by Union Gas.

Master Plans

The presence of master plans indicates that municipal requirements for various infrastructure and services have been assessed and are being addressed. The City of Elliot Lake has a Parks, Recreation, Art and Culture Master Plan (2009) and associated Feasibility Study. The Master Plan includes an environmental scan and the results of the associated public consultation process. The master planning process determined that "a major multipurpose recreation complex was an immediate requirement to be addressed in the City's long term strategies for leisure services"[163]. The Master Plan includes a detailed feasibility study for the desired multi-use Complex.

In 2002, the City of Elliot Lake commissioned a study regarding the current status of their waste management efforts. The report provided waste management options to create an efficient and sustainable waste system. A 2008 document entitled 'City of Elliot Lake Waste Management Plan Environmental Assessment Terms of Reference' considered options to manage future waste. Alternative methods of waste management and facility site selection were examined to establish a long-term waste management plan including waste diversion[164].

In 2005, Elliot Lake commissioned the 'City of Elliot Lake Highway 108 Corridor Study[165]. The study document provides direction for growth along the corridor and evaluated properties that have the potential for redevelopment (e.g. Simpson Lake Trailer Park, a former MNR worksite, a former Police Association property). The study provides a strategic framework for redevelopment, identifies the role of the City, establishes a framework for private investment and recommends changes to the Official Plan and zoning bylaws[166].

[161] City of Elliot Lake. Municipal Facilities and Services. Landfill. Accessed Online, June 2013. [http://www.cityofelliotlake.com/en/cityservices/landfill.asp].
[162] City of Elliot Lake, 2006. Elliot Lake Official Plan.
[163] City of Elliot Lake, 2009. Parks, Recreation, Art and Culture Master Plan.
[164] AECOM, 2008. City of Elliot Lake Waste Management Plan Environmental Assessment Terms of Reference.
[165] City of Elliot Lake, 2005. City of Elliot Lake Highway 108 Corridor Study.
[166] City of Elliot Lake, 2005. City of Elliot Lake Highway 108 Corridor Study.

2.4.1.4 Transportation Infrastructure

Presence of Transportation Infrastructure

Highway 108 extends into the City of Elliot Lake. It is a well maintained all weather highway and provides for twenty minute access to the Trans-Canada Highway. There are no rail services or public bus lines. The Region is served by A.J. Bus Lines which is a school bus and charter service. The City of Elliot Lake has public transit services operated by the City. There are three ports located at Spragge (deep water port), Serpent River First Nation and Thessalon that are in proximity to the City of Elliot Lake.

The City of Elliot Lake has an airport with a 4,500 ft x 100 ft paved runway (which is long enough to allow for jets to land and take off). The Elliot Lake Airport has year round use and is certified by Transport Canada. Air Bravo Corp. provides charter services and operates an air ambulance service, servicing all of Northeastern Ontario[167]. The airport is also serviced by Dynamex Courier with twice daily flights on weekdays. In the past, the Elliot Lake airport offered regularly scheduled flights to Toronto and other northern communities. The City of Elliot Lake is a 55 minute flight to Toronto. In addition, the MNR has training exercises hosted at the airport[168]. Sudbury Airport is also in proximity as well as the Sault Ste. Marie Airport.

2.4.2 Summary of Physical Assets

The following summarizes our findings for physical assets in the City of Elliot Lake.

2.4.2.1 Priorities and Key Issues

The City of Elliot Lake has provisions for commercial, industrial and residential land expansion and is prepared for growth. There is a well-developed and clear process of addressing various land uses. Transportation including public transit, water and waste water infrastructure is in place. Compared to other Ontario communities, the City of Elliot Lake has a range of housing types and both ownership and rental accommodations. Rental housing is quite prevalent and housing is available in both townhouses and apartment buildings.

2.4.2.2 Community Aspirations

The City of Elliot Lake aspires to have adequate services to support growth and development. They want to provide direction, but also adequate controls on new industrial, commercial and residential development. Growth needs to occur in a manner that is well managed, particularly in terms of financing new infrastructure. The City of Elliot Lake aspires to grow their economy while maintaining natural assets, retirement living and cottage development marketing, and quality of life.

2.4.2.3 Capabilities and Capacities within the Community

The City of Elliot Lake has municipal services such as water supply and wastewater treatment capacity for current growth projections and has the ability to servicing a significantly greater population. The City of Elliot Lake is accessible by road, rail and air. They are well prepared and capable of taking on new growth, although municipal infrastructure would have to be expanded to accommodate increased

[167] City of Elliot Lake Economic Development Office, 2008. The City of Elliot Lake 2008 Community Profile.
[168] City of Elliot Lake Economic Development Office, 2008. The City of Elliot Lake 2008 Community Profile.

residential and commercial development. Longer term residents are well aware and familiar with radiation and nuclear related infrastructure (e.g. mines and associated transportation).

In regards to the capacity of the City of Elliot Lake to house new residents, there are plans in place to accommodate future population growth. The existence of formal plans and a planning process provides the capability to facilitate potential future development.

The current commercial land use capabilities in the area are adequate for the level of economic development at the moment and in most cases, land and plans have been set out that anticipate future growth. The presence of a new large scale industry would necessitate a significant increase in the quantity of commercial and serviced industrial lands, which the City of Elliot Lake has the capacity to provide.

2.5 Social Assets

2.5.1 Social Asset Indicators

This section identifies the social assets of the City of Elliot Lake. Social assets include the social and community activities in which people participate and the resources that they draw upon in pursuit of their livelihood objectives. These activities and resources create networks within the community and between communities; increase connectivity and cohesion, and generate trusting relationships and community pride. These activities and resources allow people to better cope with change, provide a safety net, and may compensate for a lack of other types of capital within the community. Social asset indicators include diversity of population composition, cultural heritage resources, community facilities and programs, and social services and organizations.

2.5.1.1 Diversity of Population Composition

Aboriginal Identity

There is a varied mix of Aboriginal Identity and non-Aboriginal population in the City of Elliot Lake. Since 1996, there has been an increase of residents who identify themselves as Aboriginal[169]. As of 2011, 6.5 percent of residents identified as Aboriginal in Elliot Lake (see Table A5 in **Appendix A** for detailed statistics)[170]. The City of Elliot Lake has completed numerous economic development projects with local First Nations.

Languages

As of 2011, the majority of people in Elliot Lake speak English as their primary language at home (91.0 percent), which was higher than the Ontario average (79.0 percent[171]). French is spoken in more homes in Elliot Lake (7.8 percent) than in the rest of Ontario (2.2 percent), indicating the presence of a

[169] Statistics Canada, 2011. NHS – National Household Survey (2011). (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2012.
[170] Statistics Canada, 1996 to 2011. Census – Community Profiles and NHS – National Household Survey (2011). (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2012.
[171] Statistics Canada, 2011. Census – Community Profiles (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2012.

Francophone or Métis population. Many residents are bilingual. The use of non-official languages in Elliot Lake (1.2 percent) was significantly below the Ontario average (14.4 percent), indicating that the City has a less diverse population than much of the rest of the Province (see Table A6 in **Appendix A** for detailed statistics)[172].

Immigrant Population

Since 1996, the percent of residents in the City of Elliot Lake who immigrated to Canada have been decreasing. As of 2011, 12.5 percent of the population were immigrants[173] (see Table A7 in **Appendix A** for detailed statistics).

Seasonal Residents

The Elliot Lake Waterfront Owners Association advocates for seasonal residents in the area. The cottage lot developments will continue to see an increasing number of seasonal residents.

2.5.1.2 Cultural Heritage Resources

Archaeological Sites

There are 85 registered archaeological sites in the area of the four communities. Of these 85 archaeological sites, three are located within the municipal boundary for the City of Elliot Lake; four are within the municipal boundary of the Town of Blind River, and five within the Township of the North Shore[174]. There is also a petroglyph at Quirke Lake[175].

Euro-Canadian Heritage Resources and Cultural Landscapes

Several local museums curate artifacts from the logging and mining history of the area and compile records of local historical events. The City of Elliot Lake's museums and cultural sites include the Mining Monument and Miner's Memorial Park, Elliot Lake Nuclear and Mining Museum and the Fire Tower Lookout and Heritage Centre.

Arts and Multicultural Groups

The City of Elliot Lake's community identity and cultural assets provide an attractive place to live, work and play. A community engaged in cultural and entertainment opportunities as well as amenities is typically successful in attracting and retaining families, workers and tourists. Furthermore, the vitality of a community's cultural participation and engagement relates directly to its overall quality of life. Elliot Lake is sufficiently large as a northern Ontario community to offer a variety and number of amenities. The City of Elliot Lake has a wide variety of arts and cultural groups for residents to participate in and

[172] Statistics Canada,2011. NHS – National Household Survey (2011). (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2012.
[173] Statistics Canada, 2011. NHS – National Household Survey (2011). (Adapted from) Statistics Canada, www.statca.gc.ca Accessed June 2012.
[174] von Bitter, R., 2013. Personal Communication on April 26, 2013 re: Archaeological Sites Database. Ministry of Tourism, Culture, and Sport.
[175] Based on interview data.

has a breadth of cultural and recreational activities and programs to attract younger people. The community is also linked to other communities in the Algoma area and in northern Ontario through sports activities and festivals and events. Some popular groups include[176]:

- ACFO (Francophone cultural group)
- ARIEL (Arts & Culture Roundtable in Elliot Lake)
- Art Among Friends
- Cercle des artistes
- Snowmobile Association
- Studio Dance Arts
- The Bluegrass Jammers
- Men of Song
- Rainbow Square Dancers
- Suite Harmony Chorus
- ELATE (Elliot Lake Amateur Theatre Ensemble)
- Elliot Lake Arts Club
- Courier du Bois
- Elliot Lake Horticultural Society
- Elliot Lake Model Railway Club
- Elliot Lake Music Teachers
- Knitting Machine Club
- Renaissance Seniors Centre
- Stage Door Players
- Suite Music Youth Choir
- Elliot Lake Secondary School Drama Productions
- Elliot Lake Entertainment Series
- Elliot Lake Quilt Guild
- Jewels of Harmony
- Elliot Lake Woodcarvers Club
- Elliot Lake Writers Workshop
- Le club des aines l'étoile d'or
- Quilters Plus
- Suite Chimes

In addition, there is an arts event in Elliot Lake called the 'Arts on the Trail' which is a self-guided art tour. There is also an art gallery called the Gallery at the Centre that represents local artists. Music events include Larks in the Park, On Stage!, and the Elliot Lake Entertainment Series[177]. Elliot Lake had its first 'Pride' event in 2013.

Media plays an important part of the day to day news and cultural life in the City of Elliot Lake. The main newspaper is the Elliot Lake Standard. It is published weekly and is the largest circulation newspaper along the north shore[178].

2.5.1.3 Community Facilities and Programs

Service and Social Clubs

The City of Elliot Lake has a variety of service and social clubs that perform a valuable function in the local community. The presence of service and social clubs illustrate the levels of volunteerism in a

[176] City of Elliot Lake. Clubs and Organizations. Accessed Online, July 2013. [http://www.cityofelliotlake.com/en/recleisure/resources/ContactsforWebsite.pdf].
[177] Tourism Elliot Lake. Arts Alive. Accessed Online, December 2013. [http://www.tourismelliotlake.com/en/enjoy/artsalive.asp].
[178] Elliot Lake Standard. Accessed Online, Sept 2012. [http://www.elliotlakestandard.ca/].

community as well as cultural participation. There are higher numbers of volunteer workers and programs to encourage volunteerism, although the age of volunteers is increasing. These groups include but are not limited to[179]:

- Algoma Youth Action Alliance
- Anchor Club
- Camillus Centre
- Stamp Club
- Le Centre Victoria Pour Femmes
- Elliot Lake and District Special Olympics
- Welcome Wagon
- Renaissance Seniors Centre
- Beta Sigma Phi Chapter
- Royal Canadian Legion
- United Way
- Beta Sigma Phi –Iota Omicron Chapter
- Knights of Columbus/Chevalier de Colomb
- Rotary Club
- RAFO (Regroupement des associations francophones de l'Ontario)
- Order of the Eastern Star
- Elliot Lake Lion's Club
- Elliot Lake Masonic Lodge
- Huron Shrine Club
- Safe Communities Elliot Lake
- Memorial Society of Northern Ontario
- MADD

Recreational Facilities

Recreational facilities are a community asset, encourage local residents to stay in the community and serve as an attraction for future potential residents. The Lester B. Pearson Civic Centre houses a variety of community groups and hosts many local cultural events in the 360 seat theatre. The W.H. Collins Centre is a multi-use facility which provides a venue for a variety of social and recreational activities and has a capacity of 366 to 725 people, depending on the type of event, with bar and kitchen facilities available[180]. Centennial Arena provides ice rinks during the winter and multi-use event space for the summer. The City of Elliot Lake also maintains a number of sporting facilities including soccer fields, tennis courts, Ruben Yli-Juuti Aquatic Centre and a ski hill on Mount Dufour[181]. There is also a curling club facility called the Elliot Lake Deer Trail Club.

Park Areas

The City of Elliot Lake has a variety of parkland and green space within the City boundaries and the surrounding area. See Section 2.6.1.1 for a more detailed listing. Also important is the Sheriff Creek

[179] City of Elliot Lake. Clubs and Organizations. Accessed Online, July 2013. [http://www.cityofelliotlake.com/en/recleisure/resources/ContactsforWebsite.pdf].
[180] City of Elliot Lake. Recreation and Leisure Facilities. Accessed Online, June 2013. [http://www.cityofelliotlake.com/en/recleisure/facilities.asp].
[181] City of Elliot Lake. Recreation and Leisure Facilities. Accessed Online, June, 2013. [http://www.cityofelliotlake.com/en/recleisure/facilities.asp].

Wildlife Sanctuary and a number of well-maintained local parks within the City of Elliot Lake[182]. Other urban park areas include, Westview Park, Glenden Fitness Park and Miner's Memorial Park. In addition, there are two public beaches within City limits.

2.5.1.4 Social Services and Organizations

Social and Affordable Housing

There are organizations in the City of Elliot Lake that coordinate social housing programs. Like most communities, there is an opportunity for more social and affordable housing. At a regional level, Community Housing Algoma and the Algoma District Services Administration Board operate a number of facilities. Non-profit housing facilities include the Elliot Lake Non-Profit Housing[183]. As well, there are a number of rent supplement apartment buildings located in Elliot Lake.

There are several seniors housing options available in Elliot Lake. The following senior's retirement homes are available[184]:

- Hillside Park ;
- Huron Lodge;
- St. Joseph's Manor; and
- Respite Care Services.

Child Care Services

There are some options for childcare services in the City of Elliot Lake. These services include the Algoma Cooperative Childcare Services, All Star Children's Services, the Claire Dimock Children's Centre, Le Garderie Des Petits Ami, Garderie Petit Tresors, and Little Treasures Children's Centre[185].

Social Assistance and Support Programs

Elliot Lake functions as a health service and social service support centre for Algoma communities and people living surrounding First Nations communities. There are a variety of social assistance and support programs offered in the City of Elliot Lake. The support networks provide for increased quality of life in the community and assist those residents in need or in crisis. Programs include:

- Alcoholics Anonymous
- Community Health Services
- Elliot Lake Support Group for CNIB Clients
- Algoma Community Care Access Centre
- Community Living Algoma
- Huron Lodge Community Service Board Inc.

[182] Tourism Elliot Lake. Accessed Online, June 2013. [http://www.tourismelliotlake.com/en/enjoy/sheriffcreekwildlifesanctuary.asp

[183] 211 Ontario North. Algoma Services Administrative Board – Elliot Lake. Accessed Online, Aug 2013. [http://search.211north.ca/record/ALG0143].

[184] City of Elliot Lake. Assisted Living. Accessed Online, June 2013. [http://www.cityofelliotlake.com/en/cityservices/assistedliving.asp]

[185] Good Day Care. Elliot Lake. Accessed Online, Aug 2013. [http://www.godaycare.com/ontario/elliot%20lake/1].

- Algoma Public Health
- Alzheimer's Society
- Big Brother/Big Sisters Elliot Lake
- North Star Family Resource Centre
- East Algoma Diabetes Education Care Program
- North Shore Community Support Services
- Elliot Lake Emergency Food Bank
- Elliot Lake Community Food Share Gardens
- Meals on Wheels
- Narcotics Anonymous
- Canadian Hearing Society

The following profiles some of the aforementioned social service providers. There is a high occurrence of people in Elliot Lake who are in need of social assistance, are unemployed and who have disabilities[186]. The Algoma Community Care Access Centre in the City of Elliot Lake provides information and referral to community services. Services include but are not limited to personal support/homemaking; medical supplies; specified goods, services and equipment; access to adult day programs; meal services; transportation; friendly visiting; security checks; and children's rehabilitation services, etc.

The North Shore Community Support Services in the City of Elliot Lake provides community support services and activities to people living with mental health issues. There is some incidence of seniors running out of retirement funds or experiencing challenges as a result of illness or the loss of a spouse[187]. The organization provides seniors programs and a club house that serves meals and runs activities for members[188].

2.5.2 Summary of Social Assets

The following summarizes our findings for social assets in the City of Elliot Lake.

2.5.2.1 Priorities and Key Issues

The residents who are familiar with mining are aging and the culture is changing. With any incoming residents from diverse ethnic backgrounds, there may be a need to develop services that are sensitive to cultural needs. The community is currently addressing the social challenges of an aging retirement community specifically, issues such as accessing CPP, landlord tenant disputes, disability claims and consumer issues[189]. These issues also include senior health services, finance and other support services.

Other priorities and issues are those similar to most other small Ontario communities. To a large extent, the City of Elliot Lake is much better equipped to handle growth. Day care and social housing can be expanded but these social assets are available and in reasonably good shape. Seniors housing is plentiful

[186] Based on interview data.
[187] Based on interview data.
[188] North Shore Community Support Services. About. Accessed Online, Aug 2013. [http://www.nscss.com/About.html].
[189] Based on interview data.

and slated for further expansion to support the aging community. The higher percentage of seniors puts additional pressure on the Community Care Access Centre and Health Care Team[190].

2.5.2.2 Community Aspirations

The City of Elliot Lake aspires to have an attractive standard of living underpinned by arts and culture. They aspire to maintain and enhance their cultural scene and value the variety of social clubs and activities available to their citizens. They also value volunteerism and encourage all members of their community to become involved to support the quality of life that all residents enjoy. The City of Elliot Lake aspires to maintain and enhance recreational programs and facilities to service the current population to attract new and younger residents.

2.5.2.3 Capabilities and Capacities within the Community

Elliot Lake has a breadth of cultural and recreational activities and programs to attract younger people and is linked to other communities in the Algoma area and in northern Ontario through sports activities, festivals and events. Moreover, Elliot Lake is sufficiently large as a northern Ontario community to offer a variety and number of amenities. The community has an active lifestyle with golf, swimming, hiking, cross country skiing, and downhill skiing.

The City of Elliot Lake has a number of day care facilities available including community providers and private day cares. However, due to the aging population, more services that are currently available cater to the older residents. A geriatric care centre is desired[191]. There is affordable housing available that is attractive to seniors and people needing social assistance.

The City of Elliot Lake also has adequate access to social services such as unemployment support and crisis centres. The availability of social support services and the existence of cultural institutions indicate that the City of Elliot Lake has the capacity to deal with a growing population and increased development. However, a number of services are at capacity and would need to be expanded to deal with changing demographics and population.

2.6 Natural Environment

2.6.1 Natural Asset Indicators

This section provides data on the natural assets of the City of Elliot Lake. This includes a wide range of resources from intangible goods (e.g. air quality and biodiversity) that are used directly by people (e.g. water, trees, land, and wildlife) to natural assets indicators including parks and protected areas, natural areas and areas of significance.

2.6.1.1 Parks and Protected Areas

There are a number of Provincial Parks in the region surrounding the City of Elliot Lake.

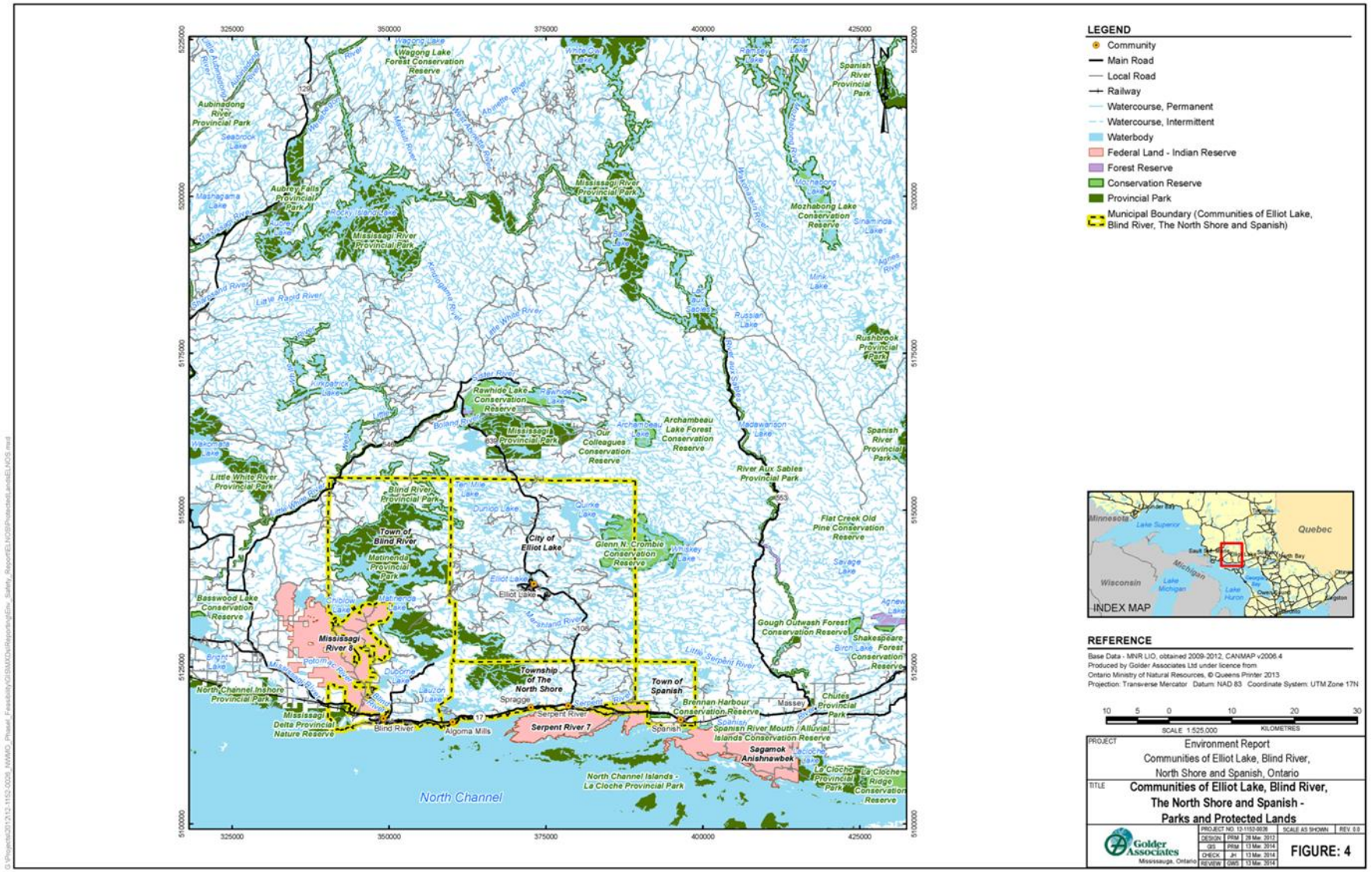
[190] Based on interview data.
[191] Based on interview data.

"Provincial parks in the region include the Aubinadong River, Wenebegon, Aubrey Falls, Spanish River, Mississagi River, La Cloche, Little White River, North Channel Islands, River aux Sables, Chutes, Mississagi Delta, and Rushbrook Provincial Parks. In addition to the Glenn N. Crombie, Archambeau Lake Forest, and the Rawhide Lake Conservation Reserves, there are nine other conservation reserves in the region. These include the Wagony Lake, Mozhabong Lake, Brennan Harbour, Basswood Lake, Old Colleagues, Flat Creek Old Pine, Gough Outwash Forest, Shakespeare Forest, and La Cloche Ridge. The four Forest Reserves are: Rawhide Lake, Glen N. Crombie, River aux Sables and Shakespeare"[192].

Parts of the Blind River Provincial Park, the Matinenda Provincial Park and the Glenn N. Crombie Conservation Reserve lie within the municipal boundaries of the City of Elliot Lake[193]. Recently, there was a reopening of the Mississagi Provincial Park based on agreement with the Province and the City of Elliot Lake[194]. In addition, there are 27 protected areas in the area surrounding the City of Elliot Lake. This includes 15 Ontario Provincial Parks, four forest reserves, and 12 conservation reserves. Beyond the municipal boundaries, protected areas include the Mississagi Provincial Park, and the Archambeau Lake Forest and the Rawhide Lake Conservation Reserves.[195] Please see Figure 14 that illustrates the locations of surrounding parks and protected areas.

[192] Geofirma Engineering Ltd., 2012. Initial Screening for Siting a Deep Geological Repository for Final Report Canada's Used Nuclear Fuel, City of Elliot Lake, Ontario.
[193] Geofirma Engineering Ltd., 2012. Initial Screening for Siting a Deep Geological Repository for Final Report Canada's Used Nuclear Fuel, City of Elliot Lake, Ontario.
[194] Based on interview data.
[195] Geofirma Engineering Ltd., 2012. Initial Screening for Siting a Deep Geological Repository for Final Report Canada's Used Nuclear Fuel, City of Elliot Lake, Ontario.

Figure 14 – Map of Parks and Protected Areas



2.6.1.2 Natural Areas and Features of Significance

Biophysical Features

The City of Elliot Lake area is situated on a naturally diverse part of the Precambrian Canadian Shield. The topography is typical of the Canadian Shield and is situated at the contact between the geological Superior and Southern Provinces. "The southern portion of the City lies in the Superior Province while the majority of the northern part lies in the Southern Province Bedrock outcrops and ridges are evident in the much of the area"[196].

Water resources are plentiful due to the previous presence of glacial coverage. The main river systems in the area are the Spanish and Sables Rivers, the Blind River, Little Serpent River, as wells as the Little White River which flows into the Mississagi River[197]. Lake Huron is the largest lake in the area.

Climate

Temperature in the area of the four communities can reach highs of 37°C in summer months and lows of -39°C in winter months. The annual average temperature is 4°C, with an average summer temperature of 16°C and an average winter temperature of -8°C[198].

Mineral Resources and Mining Operations

There are currently no active mines in the area of the four communities, but the region has a long history of mining and mineral exploration and development continues there today. In the area of the four communities, there are several areas of active exploration and of metallic mineral production. There is a historic and ongoing interest in the Huronian Supergroup, Whiskey Lake and Benny Lake greenstone belts and the East Bull Lake intrusive suite. Within the area of the four communities, there are 21 past producing mines with no reserves and six past producing mines with reserves[199].

There are numerous sand and gravel pits within the area of the four communities. There are two discretionary occurrences for building stone (granite) reported within the Ramsey-Algoma granitoid complex, near the mouth of the Blind River. There is also a building stone quarry, about 20 km east of the City of Elliot Lake[200].

2.6.2 Summary of Natural Assets

The following summarizes our findings for natural assets in the City of Elliot Lake.

[196] Geofirma Engineering Ltd., 2012. Initial Screening for Siting a Deep Geological Repository for Final Report Canada's Used Nuclear Fuel, City of Elliot Lake, Ontario.
[197] Geofirma Engineering Ltd., 2012. Initial Screening for Siting a Deep Geological Repository for Final Report Canada's Used Nuclear Fuel, City of Elliot Lake, Ontario.
[198] Environment Canada (EC), 2013c. National Climate Data and Information Archive. Accessed Online April 2013. [http://climate.weatheroffice.gc.ca/climateData/canada_e.html].
[199] OGS (Ontario Geological Survey), 2011c. Mineral Deposit Inventory-2011. Ontario Geological Survey.
[200] OGS (Ontario Geological Survey), 2011c. Mineral Deposit Inventory-2011. Ontario Geological Survey.

2.6.2.1 Priorities and Key Issues

The central priority of residents is to preserve and protect their local environment. With a portion of the economy revolving around wilderness recreation and tourism, ensuring the continued viability of local forests and watersheds is an important concern.

2.6.2.2 Community Aspirations

The City of Elliot Lake has rich natural heritage resources and was once a site for forestry activities (forestry occurs throughout the Algoma District). Local community members aspire to protect and ensure the beauty of their natural spaces. The goal of the City of Elliot Lake is finding a reasonable balance between preservation and development that will support the viability of the City while ensuring that the natural character of the area remains unchanged. Longer term residents are aware of the uranium mining history, they have seen mine tailings be appropriately managed and they are supportive of mining and nuclear activities.

2.6.2.3 Capabilities and Capacities within the Community

It is important to note that the area is well-known for its uranium mineral deposits. The entire economic development of the City of Elliot Lake was driven by the mining industry.

In addition to the former natural resource extraction (and the mining legacy), Elliot Lake is a beautiful environmental area that provides many opportunities for tourists and residents to participate in outdoor activities. The natural spaces are an important economic strength as nature tourism is a major draw for visitors to the area. The capacity of landscape surrounding the City of Elliot Lake is one of its most powerful defining characteristics.

2.7 Unique Characteristics

This section profiles the unique characteristics of the City of Elliot Lake.

2.7.1 Community Character

Attitudes About the Community and Community Character

The City of Elliot Lake is eager for development and encourages local investments. However, new retiree residents may not be familiar with the mining and nuclear legacy of the area. Furthermore, balancing will be needed between new economic development and the viability of retirement living economic activities. Elliot Lake residents value their natural assets and they pride themselves on its natural attractions.

2.7.2 Environmental Values

The City of Elliot Lake has committees and groups that have environmental concerns. Community members value outdoor recreation and want to ensure this opportunity is maintained for future generations. They are supportive of mining as an environmental value. One of the key issues currently being addressed is the decommissioning of tailings from previous uranium mining efforts. In 1996, an Environmental Assessment Panel Report through the appointed Decommissioning Review Advisory

Committee, concluded that there was a need to clean-up the old mine areas[201]. Clean-up operations consisted primarily of site-specific and regional environmental monitoring programs, site maintenance and inspection activities, and the operation of effluent treatment plants.

2.7.3 Community Goals

The City of Elliot Lake wants to maintain or enhance their current quality of life and surrounding natural environment. They would like to encourage the younger population to live and work in the community as well as provide meaningful and equitable employment opportunities for all local residents. Moreover, there is a desire to provide appropriate economic diversification, assist entrepreneurs and encourage the development of industries that provide stable and well-paying jobs and attract more professionals. The area is interested in encouraging new recreational facilities and cultural events. Enhancing the promotion of tourism and outdoor recreational opportunities is also a community goal. The provision of affordable housing for families is another important goal. They want social diversification but there is some concern among seniors about change. The City of Elliot Lake wants to remain a strong community and serve the north shore of Lake Huron.

[201] Canadian Environmental Assessment Agency, 1996. Decommissioning of Uranium Mine Tailings Management Areas in the Elliot Lake Area. Federal Environmental Assessment and Review Process.

3.0 REGIONAL PROFILE

3.1 Overview

This section provides an overview of the regional profile for the City of Elliot Lake, the Town of Blind River, the Town of Spanish and the Township of The North Shore. The definition of the regional context of a community is subjective. The regional boundaries of a community are defined differently by various entities. For the specific purpose of this Community Profile, the geographic boundaries of the region have not been defined, as further dialogue with community members and members of surrounding communities is required. Established regional areas that have been used in this report for comparative purposes include the Algoma District Census Division.

3.1.1 Location

The largest nearby Algoma District communities of Sudbury and Sault Ste. Marie act as the major centres for higher order shopping and services such as specialized health care. The local centres for shopping and services are Elliot Lake, Blind River and Espanola.

3.1.2 Maps

3.1.2.1 Points of Interest and Social Economic Features

The following map presents points of interest as well as social and economic features in the surrounding area.

3.1.2.2 Natural Resources (Current and Former Mine Sites)

The following map presents current and former mine sites in the surrounding area.

Figure 15: Points of Interest and Social and Economic Features

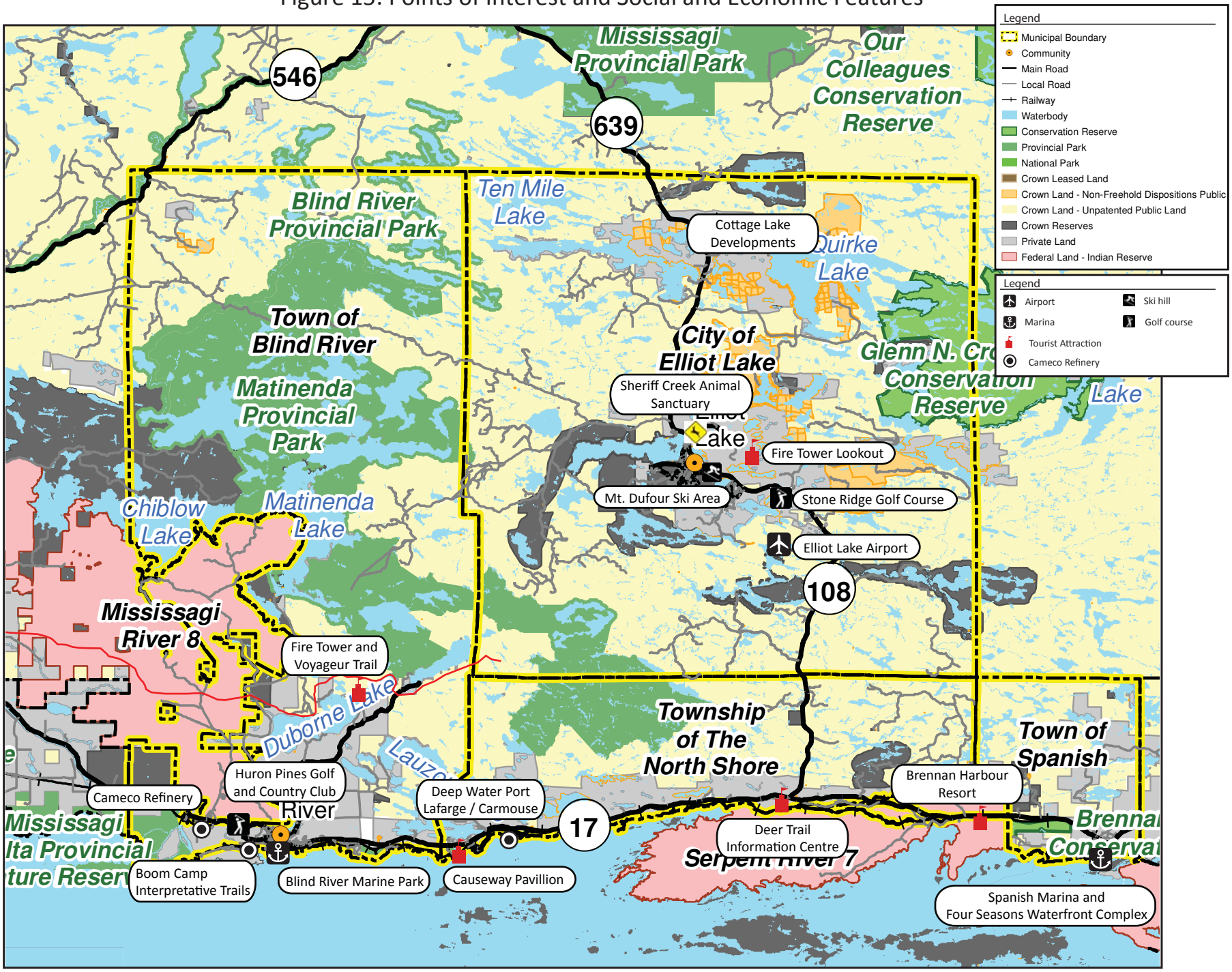
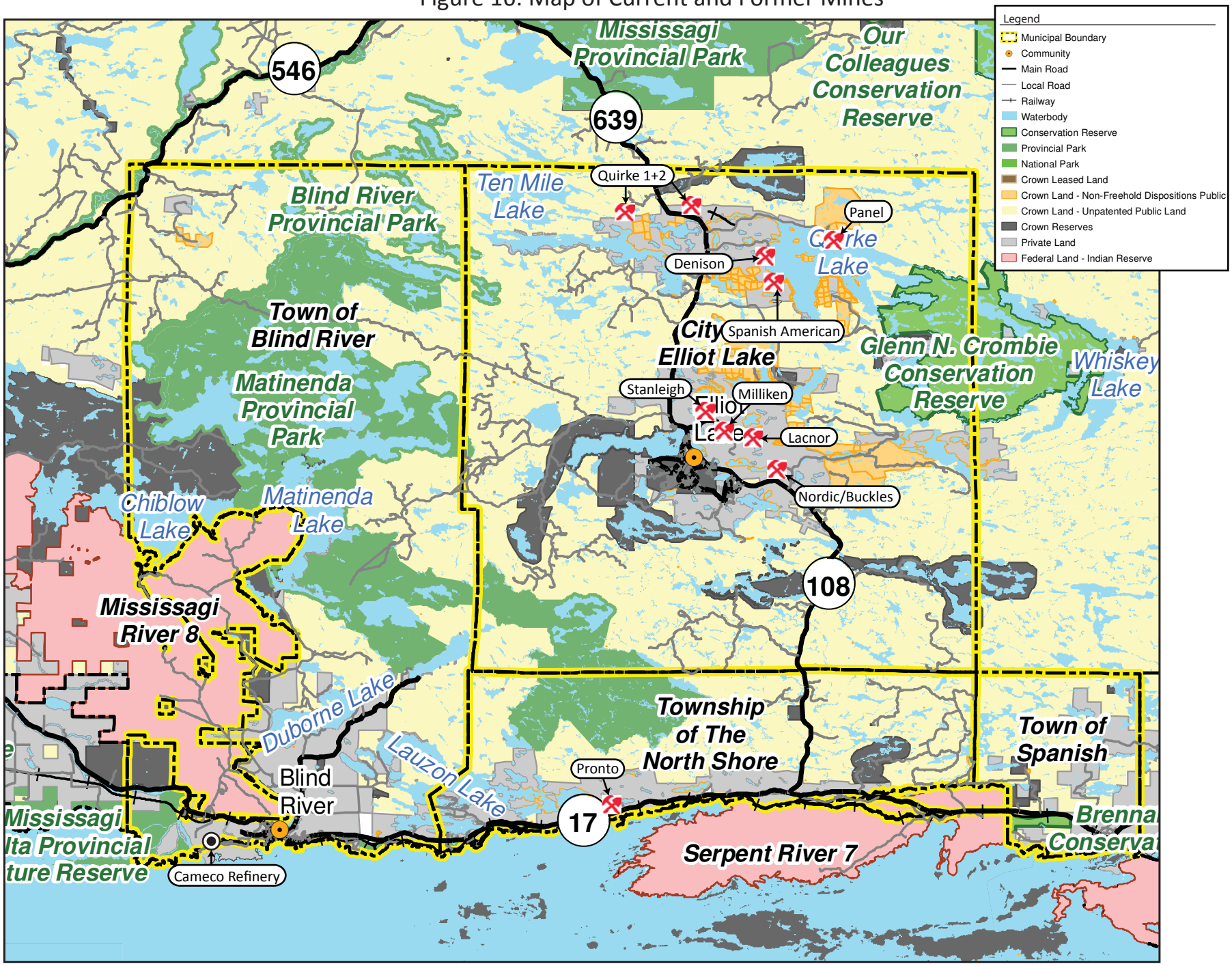


Figure 16: Map of Current and Former Mines



3.2 Communities

3.2.1 Non-Aboriginal Historical Context

European explorers arrived in the 1600s, followed by French fur traders who used the North Channel between Manitoulin Island and the mainland as part of its voyageur canoe route[202]. The French as well as missionaries and traders from Montreal used the 'Great Trail' which was later called the voyageur canoe route[203]. Fur trading was the initial industry of the region. By 1672, an estimated 400 traders were operating in the area[204]. A post was established in 1789 to receive pelts from the Aboriginal people of the area. The logging industry grew in the 19th century to satisfy the building demands in the United States and the British colonies. Mining began in the region when copper was discovered at Bruce Mines during the mid-1800s. The Canadian Pacific Railroad (CPR) arrived in the region in 1884, which facilitated economic and social development in the area through easier transportation of materials. By 1887, the CPR was completed to Sault St. Marie and linked to Michigan[205].

Elliot Lake

In 2011, the population of Elliot Lake was 11,348. The name 'Elliot Lake' first appeared on a map in 1910 in reference to a logging camp cook who drowned in the lake[206]. Fur trading and logging operations lasted in the City of Elliot Lake area until 1950. "Tourist outfitters have been active in the immediate vicinity as remote wilderness locations since the turn of the century"[207].

Uranium was discovered in the area in the early 1950s. The City of Elliot Lake began to develop to meet the growing demand for housing near the new uranium mines. There were uranium mines established in the region, and the mining sector expanded in the region over the next 40 years. Elliot Lake area mines included:

- Pronto Mine (1957 – 1970)
- Buckles Mine (1956-1958)
- Lacnor Mine (1956-1960)
- Nordic Mine (1956-1970)
- Spanish-American Mine (1957-1959)
- Quirke 1and II Mine (1957-1960 and 1967-1990)
- Stanleigh Mine (1957-1960 and 1983-1996)

[202] Town of Blind River. The History of Blind River. Accessed Online, Aug 2013.[http://www.blindriver.com/site/visitors/index.php?pid=14].
[203] Daschul, J. 2013. Clearing the Plains! Disease, Politics of Starvation and the Loss of Aboriginal Life. University of Regina Press.
[204] Daschul, J. 2013. Clearing the Plains! Disease, Politics of Starvation and the Loss of Aboriginal Life. University of Regina Press.
[205] Arbic, B. 2003. City of the Rapids. Sault Ste. Marie's Heritage.
[206] City of Elliot Lake. History of Elliot Lake. Accessed Online, Aug 2013. [http://www.cityofelliotlake.com/en/cityhall/history.asp]
[207] City of Elliot Lake. History of Elliot Lake. Accessed Online, Aug 2013. [http://www.cityofelliotlake.com/en/cityhall/history.asp]

- Panel Mine (1957-1961 and 1979-1990)
- Can Met Mine (1957-1960)
- Denison 1 and 11 Mines (1957-1992)
- Stanrock Mine (1958-1964 and 1964-1970)
- Milliken 1 and 11 Mine (1958-1965)
- Pater Mine (1961-1970)[208]

Uranium from the City of Elliot Lake became an important strategic resource for the nuclear industry including nuclear reactors. At its peak, it has been estimated that the City of Elliot Lake may have had a population of up to 25,000.

With the discovery of uranium in the City of Elliot Lake, the Provincial Government created a special agency to ensure the viable development of Elliot Lake as a community. The 'Planning and Development Department of the Ontario Ministry of Housing' formed in October of 1955 to address this task[209].

"Elliot Lake produced most of the world's uranium and in doing so spearheaded mine development in safety - ventilation and environmental concerns that have made Elliot Lake an industry leader"[210]. Currently, local businesses continue to consult on how to decommission mines and tailing ponds. Mining production waned in the region after Canada decided to export uranium only for peaceful purposes in 1965. Uranium was stockpiled until 1974 to support the industry, and later recovered due to increasing demand for nuclear electricity reactors. A second decline in the early 1990s led many of the Elliot Lake mines to become decommissioned. The 1996 closure of the Stanleigh Mine marked the end of the Elliot Lake uranium mining operations. Saskatchewan was able to produce cheaper uranium and it became the major supplier of uranium to the world.

The City of Elliot Lake Nuclear and Mining Museum remains in the City as a reminder of its past place in Canadian mining history. The Canadian Mining Hall of Fame is housed there and has portraits and biographies of those individuals who made major contributions to the industry. In January of 1991, the Provincial Government officially proclaimed the City of Elliot Lake as Ontario's 15th city.

Blind River

In 2011, the population of Blind River was 3,549. The name 'Blind River' was given by voyageurs because the mouth of the river was not visible as they followed along the canoe route[211]. The Town of Blind River was incorporated in 1906, and developed into a forestry town. The logging industry developed in the Blind River and Mississagi watersheds. "The first sawmill was built beside the mouth of the Blind River at

[208] Newman. Elliot Lake Commemorative Mining Year Book 1956-1996 A Tribute to All Elliot Lake Miners.
[209] City of Elliot Lake. History of Elliot Lake. Accessed Online, Aug 2013. [http://www.cityofelliotlake.com/en/cityhall/history.asp]
[210] City of Elliot Lake. History of Elliot Lake. Accessed Online, Aug 2013. [http://www.cityofelliotlake.com/en/cityhall/history.asp]
[211] Town of Blind River. The History of Blind River. Accessed Online, Aug 2013. [http://www.blindriver.com/site/visitors/index.php?pid=14].

the current site of the Old Mill Motel. By 1906 when the Town of Blind River had been incorporated as a Town, a second larger sawmill had been erected on the west arm of the Blind River"[212]. A major saw mill, the McFadden Lumber Company, was built in 1929 and survived for forty years. The mill closed in 1969 due to difficult economic conditions[213]. At one time, the McFadden Mill was the largest in the British Commonwealth.

The first major mining activities included a copper discovery in the mid-1800s in Bruce Mines. In 1955, uranium was discovered near the Town of Blind River. In 1983, a uranium refinery area was built in the Town of Blind River by Crown-owned Eldorado Nuclear Ltd. "Cameco became the operator of the Blind River refinery in 1988, when the assets of Eldorado Nuclear and Saskatchewan Mining Development Corporation were merged to form a new company"[214]. The uranium refinery processes uranium concentrates from all over the world into uranium trioxide[215]. During the beginnings of the uranium mining boom in the early 1950's, the population of Blind River doubled to 5,000[216].

Spanish

In 2011, the population of the Town of Spanish was 696. The name of the Town of Spanish came from First Nations Chief, Chief Louis Le Espaniel, who was nicknamed 'the Spaniard'. The British Naval Survey named the Spanish River after the Chief[217]. The name Spanish River was then used to describe the post office and CPR station and was later used to identify the community of 'Spanish'. The Town of Spanish's economic base historically was based on the area's natural resources that included agriculture, mining, logging and commercial fishing[218]. Early settlement of the Town of Spanish began in the late 1800s with the completion of the CPR in February 1884, between Lake Nipissing and Algoma, now known as Algoma Mills. In 1888, flour trains started to move from Minneapolis to Montreal and then Atlantic Canada[219].

By 1903 to 1904, the Spanish River Station had a population of approximately 200 with two timber companies operating in the area: the Sable and Spanish River Boom and Dam Co. and the Spanish River Lumber Company[220]. The Spanish River was a natural transportation system that was used by the Spanish River Lumber Company. The community of Spanish Mills, located on Aird Island in the North

[212] Town of Blind River. The History of Blind River. Accessed Online, Aug 2013. [http://www.blindriver.com/site/visitors/index.php?pid=14].
[213] Town of Blind River. The History of Blind River. Accessed Online, Aug, 2013. [http://www.blindriver.com/site/visitors/index.php?pid=14].
[214] Cameco Corporation. History. Accessed Online, Aug 2013. [http://www.cameco.com/fuel_services/blind_river_refinery/history/]
[215] Town of Blind River. The History of Blind River. Accessed Online, Aug 2013. [http://www.blindriver.com/site/visitors/index.php?pid=14].
[216] Gutsche, A. 1997. The North Channel and St. Mary's River: A Guide to the History.
[217] Morrison, J. 2003. Lake Superior to Rainey Lake. Three Centuries of Fur Trade History. Thunder Bay Historical Society.
[218] Town of Spanish. History of Spanish. Accessed Online, Aug. 2013. [http://www.townofspanish.com/pages/history.php].
[219] Arbic, B. 2003. City of the Rapids. Sault Ste. Marie's Heritage.
[220] Town of Spanish. History of Spanish. Accessed Online, Aug, 2013. [http://www.townofspanish.com/pages/history.php].

Channel just south of the Town of Spanish, also had a thriving timber industry complete with a sawmill, schoolhouse, and general store[221]. In the 1950s, the Town of Spanish experienced 'boom' conditions due to the mining activity in the City of Elliot Lake.

There were two residential schools in the Spanish area; one for boys and one for girls, and Spanish hosts a reunion event. Jesuits opened the first Aboriginal High School, Garnier College in 1946, but it was closed by 1958[222]. The Town library is the archive for the school and also has an extensive picture collection[223] [224].

The Township of The North Shore

In 2011, the population of the Township of the North Shore was 509. Employment in the Township of The North Shore used to be centered around natural resource based industries such as logging, sawmills, and some commercial fishing. In the late 1800s sawmills were built in the area[225]. Many more lumber mills operated in the subsequent years. The CPR was pivotal in the development of the lumber industry in the Township of The North Shore. The CPR acquired land in Algoma Mills to develop a 300 room hotel for travellers[226]. Work later ceased on the rail line and the hotel plans were abandoned. Funds for the hotel were then transferred to Alberta for the development of the Banff Springs Hotel. In the early 1900s, Algoma Mills became a major coal delivery port for the CPR. At this time "Algoma Mills had an immigration and customs office, a post office, three general stores, a bakery and two hotels"[227].

Losses from the eventual closure of the lumber industry in Spragge were recovered with the discovery of uranium in Long Township in 1953. In the 1950s, uranium mining became a major employer with the first mine located within the Township of The North Shore[228]. The Pronto Mine was opened in 1955. Service stations, motels, car dealerships, trucking firms and heavy equipment service depots opened along Trans-Canada Highway 17 to service the expanding population in Spragge. "The first major copper discovery in Algoma, after Bruce Mines, was at Spragge in 1953 resulting in the development of Pater Mine by Rio Algom Limited"[229]. The Township of The North Shore website notes that:

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[221] Town of Spanish. History of Spanish. Accessed Online, Aug 2013. [http://www.townofspanish.com/pages/history.php].
[222] Shananhan, D. 2004. The Jesuit Residential School of Spanish – More than Mere Talent. Canadian Institute of Jesuit Studies.
[223] Based on interview data.
[224] Shananhan, D. 2004. The Jesuit Residential School of Spanish – More than Mere Talent. Canadian Institute of Jesuit Studies.
[225] Township of the North Shore. History. Accessed Online, July 2013. [http://www.townshipofthenorthshore.ca/aboutus/history.html].
[226] Township of the North Shore. History. Accessed Online, July 2013.[http://www.townshipofthenorthshore.ca/aboutus/history.html].
[227] Township of the North Shore. History. Accessed Online, July 2013. [http://www.townshipofthenorthshore.ca/aboutus/history.html].
[228] Township of the North Shore. Community Business Profile. Accessed Online, July 2013. [http://www.townshipofthenorthshore.ca/resources/businessprof.html].
[229] Township of the North Shore. History. Accessed Online, July 2013. [http://www.townshipofthenorthshore.ca/aboutus/history.html].

"Carmeuse Lime & Stone and Lafarge Canada Inc., formerly Reiss Lime Co. of Canada Ltd., was established in Long Township during the 1970s to serve the uranium industry. With a dock accessible by Great Lake freighters, Carmeuse receives shipments of limestone, coal, and coke to make lime for the mining industry. The company has expanded to include storage for sulphuric acid for redistribution and is a major trans-shipment point for road salt that is distributed throughout Northern Ontario. Lafarge Canada Inc. produces a slag cement product used for backfilling in area mines"[230].

The Township of The North Shore was created as an Improvement District in 1973, after the amalgamation of the Townships of Shedden (which later became the Town of Spanish), Lewis (historically Lewis-Spragge-Long Striker), Spragge, Long and the eastern portion of Striker. It was later enlarged in 1974 to include some North Channel islands. In 1985, the Township of The North Shore and the Township of Shedden separated[231].

During the 1980s, the population and the service industries waned due to the declining uranium industry. With depleting ore reserves, the uranium mines closed and in the early 1990s, the local economy was negatively affected.[232].

3.3 Aboriginal Communities

The information in this section reflects readily available information from publicly available sources and does not reflect conversations or dialogue with Aboriginal communities or organizations unless otherwise noted.

The Aboriginal communities included here are those nearby to the north shore communities.

- First Nations: The following First Nations are all part of the Robinson Huron Treaty area:
  - Whitefish Lake First Nation
  - Wikwemikong Unceded
  - Serpent River First Nation
  - Mississaga #8 First Nation
  - Sagamok Anishnawbek First Nation

- First Nations: The following First Nation is part of the Manitoulin Island Treaty area:
  - Whitefish River (Wauwauskinga) First Nation

- Métis: The area borders the Métis Nation Ontario Regions 4 and 5 including:
  - Region 4: Historic Sault Ste. Marie Métis Council, North Channel Métis Council
  - Region 5: Sudbury Métis Council, North Bay Métis Council

The text which follows provides a brief introduction to these governments and organizations.

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[230] Township of the North Shore. History. Accessed Online, Aug 2013. [http://www.townshipofthenorthshore.ca/aboutus/history.html].
[231] Township of the North Shore. About Us. Accessed Online, Aug 2013. [http://www.townshipofthenorthshore.ca/aboutus/about.html.
[232] Township of the North Shore. History. Accessed Online, Aug 2013. [http://www.townshipofthenorthshore.ca/aboutus/history.html].

3.3.1 First Nations and Aboriginal Organizations

The following provides a brief introduction to the First Nations communities and organizations in the area.

3.3.1.1 Whitefish Lake First Nation (Atikameksheng Anishnawbek)

Whitefish Lake First Nation is a community of 1,200 members of Ojibway ancestry with approximately 440 living on the First Nation. This First Nation is located approximately 19 km west of the Greater City of Sudbury[233]. "Atikameksheng Anishnawbek are descendants of the Ojibway, Algonquin and Odawa Nations.

3.3.1.2 Wikwemikong Unceded

Wikwemikong Reserve is one of the ten largest First Nation communities in Canada and is situated on the eastern end of Manitoulin Island and shores of Georgian Bay[234]. The reserve is approximately 171 kilometres from Sudbury. "Access to the Wikwemikong main village is a paved road that eventually connects with Highway 6. The main village is the central focus of the reserve and is the location of the administrative buildings, nursing home, health centre and schools"[235]. The administration buildings include council chambers, Ontario Works, library, lands estates and membership, housing, Child and Welfare, and land claims[236].

3.3.1.3 Serpent River First Nation

Serpent River First Nation is located south of the City of Elliot Lake. The community has occupied the Serpent River Watershed since 'time immemorial'[237]. Serpent River First Nation is within the Robinson-Huron Treaty area of 1850[238]. The community has focused on resource development projects in the mining, forestry and fisheries sectors, and recently energy. The reserve includes the villages of Cutler and Kenabutch, and includes a peninsula along Lake Huron to the southwest. The community is located between the major regional centres of Sault Ste. Marie and Sudbury[239].

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[233] Whitefish River First Nation. (Atikameksheng Anishnawbek). Community Accessed Online January 29, 2014. [http://www.atikamekshenganishnawbek.ca/site/community/]

[234] Wikwemikong Unceded Indian Reserve. Welcome. Accessed Online January 29, 2014. [http://www.wikwemikong.ca/index.php?option=com_content&view=article&id=47&Itemid=54]

[235] Wikwemikong Unceded Indian Reserve. Location Area and Status. Accessed Online January 29,2014. [http://www.wikwemikong.ca/index.php?option=com_content&view=article&id=65&Itemid=93]

[236] Wikwemikong Unceded Indian Reserve. Location Area and Status. Accessed Online January 29,2014. [http://www.wikwemikong.ca/index.php?option=com_content&view=article&id=65&Itemid=93]

[237] Assembly of First Nations. Resolution No. 17. Accessed Online, July 2014. [http://64.26.129.156/article.asp?id=4280]

[238] Serpent River First Nation. Community Profile. Accessed Online, July 2014. [http://serpentriverfn.ca/community-profile]

[239] Serpent River First Nation. Community Profile. Accessed Online, July 2014. [http://serpentriverfn.ca/community-profile]

3.3.1.4 Mississauga #8 First Nation (Mississagi River)

Mississauga First Nations (MFN) also known as Mississauga River #8 is located along Hwy 17, 348 km west of the city of Sudbury and 278 km east of the city of Sault Ste. Marie. It is adjacent to the Town of Blind River situated along the North Shore of Lake Huron [240].

3.3.1.5 Sagamok Anishnawbek First Nation

Sagamok Anishnawbek has been home to the Anishnawbek since 'time immemorial'[241]. Sagamok is located at the mouth of the Spanish River. It is one of six Aboriginal communities located within the Spanish River Watershed, including villages at Beaverstone, Birch Lake, Pogmasing, Duke Lake and Biscotasi Lake. Sagamok includes a traditional territory that is generally defined by the Spanish River Watershed.

3.3.1.6 Whitefish River (Wauswauskinga) First Nation

The Whitefish River First Nation is located on the shores of Georgian Bay, the North Shore Channel, and Manitoulin Island and is accessible by Highway 6 and 17.

3.3.2 Métis Organizations

Métis citizens are represented at the local level through the Métis Nation of Ontario (MNO) Charter Community Councils. The local Councils are a communication hub for MNO and play a role in fostering community empowerment and development for Métis citizens living within the geographic region of that Council. Community Councils operate in accordance with MNO Charter Agreements, which give Councils the mandate to govern, while ensuring accountability, transparency, and consistency.

Protocol Agreements are set up between the MNO and each of its regions. The MNO Lands, Resources and Consultation Committee is the initial contact in each Region and is the group with which discussion and involvement of local Councils begins.

The area borders Regions 4 and 5 of the MNO classification. There are two Métis Councils within Region 4, namely:

- Historic Sault Ste. Marie Métis Council
- North Channel Métis Council

There are two Métis Councils within Region 5, namely:

- Sudbury Métis Council
- North Bay Métis Council

[240] First Nation Market Housing Fund. "Mississauga First Nation." Accessed Online June 2014 [http://www.fnmhf.ca/english/participating_fn/participating_fn_027.html]
[241] Sagamok Ashwinabek, 2013, History. Accessed Online. [http://www.sagamok.ca/about/history]

3.4 Population Dynamics

3.4.1 Trend Over Time

The population was declining in most of the Algoma District communities (including the Township of The North Shore, the Town of Blind River, the Town of Spanish and the City of Elliot Lake) between 2006 and 2011. The decline in population of the other communities is not atypical of the general population trends of resource based regions. Growth in communities across the area is a positive sign for future population trends.

3.4.2 Age Profile

In 2011, Algoma District communities had a similar and older median age (47.2). The national median age was 40.6 and the Provincial median age was 40.4[242]. The population aged for all of the area communities in the area since 2006.

Normally, there would be cause for concern with an aging population in relation to support services, but since the City of Elliot Lake has strategically pursued development as a retirement community, there are many health care facilities, seniors' homes, amenities and services that cater to the older population. Conversely, there is a need to ensure that the younger population has training opportunities and jobs available upon graduation to live and work in the area. This is especially important in light of the out-migration of younger residents to Southern Ontario and other parts of Canada.

3.5 Labour Force (Algoma District)

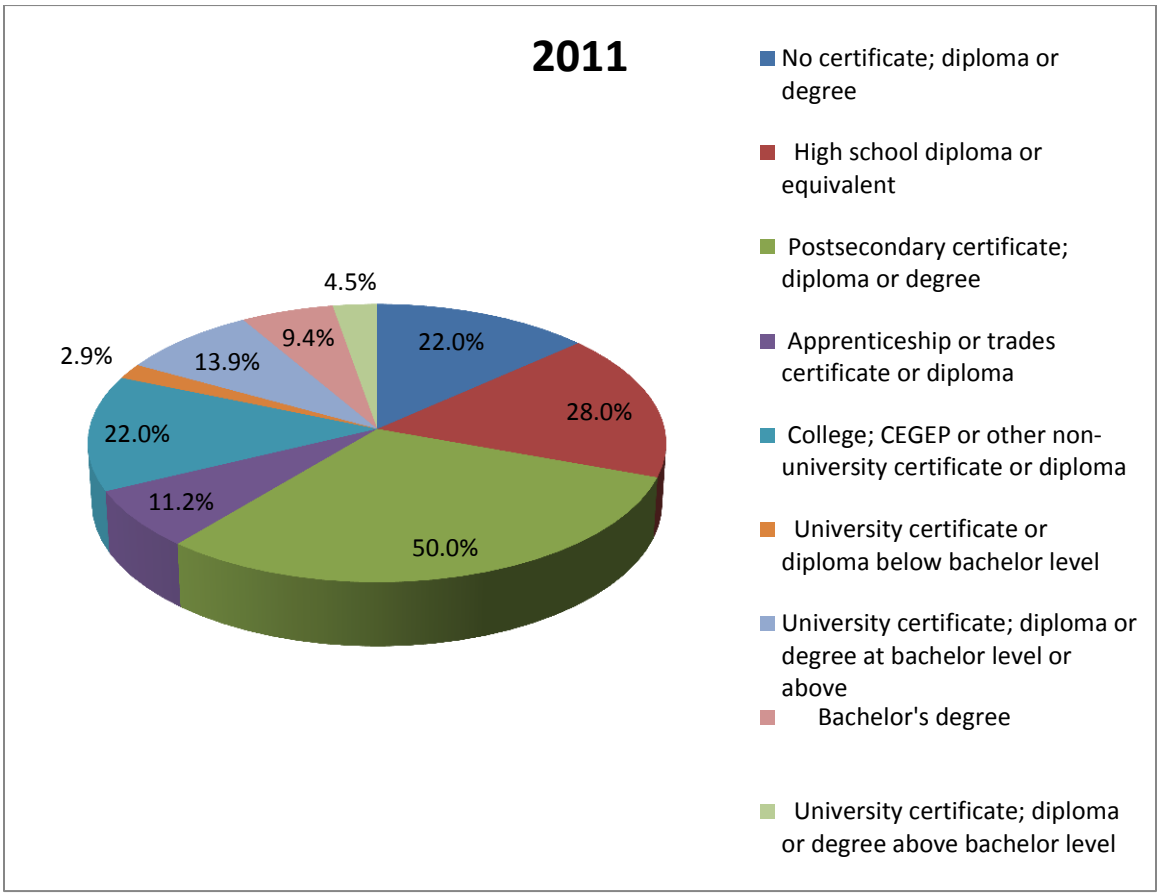
The Algoma District Census Division data is used to discuss the regional labour force in this profile. The population of Algoma District is 115,870 and covers 48,810.68 km² in land area[243].

3.5.1 Population By Education/Training

Figure 17 depicts the regional education and training for Algoma District in 2011. There were a relatively high number of high school graduates and number of residents who have some form of training, apprenticeship or certification. However, there were many residents without a high school diploma. This is due in part to the out migration of youth and other residents with higher education. The national average of people with university certificates, degrees or diplomas was 20.9 percent[244]. The percentage of residents in Algoma District was lower (13.9 percent)[245].

[242] Statistics Canada, 2011. Census - Community Profiles. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed July 2013.
[243] Statistics Canada, 2011. Census - Community Profiles. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed July 2013.
[244] Statistics Canada, 2011. National Household Survey (NHS) Profile. 2011 National Household Survey. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed Aug 2013.
[245] Statistics Canada, 2011. National Household Survey (NHS) Profile. 2011 National Household Survey. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed Aug 2013.

Figure 17 - Education and Training in Algoma District (2011)[246]



3.5.2 Employment By Activity and Sector

In 2011, the employment rate in the Algoma District was 50.6 percent and the unemployment rate was 11.0 percent[247].

Figure 18 depicts the top occupations in the region in 2011. The top occupations were:

- Sales and service (includes tourism and hospitality);
- Trades, transport and equipment operation;
- Business, finance and administration;

[246] Statistics Canada, 2011. National Household Survey (NHS) Profile. 2011 National Household Survey (Adapted from) Statistics Canada, www.statca.gc.ca Accessed Aug 2013. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada, and reporting of overlapping categories in the figure. Postsecondary certificate; diploma or degree has the subcategories of: 1) Apprenticeship or trades certificate or diploma, 2) College; CEGEP or other non-university certificate or diploma, 3) University certificate or diploma below bachelor level and 4) University certificate; diploma or degree at bachelor level or above (which has its own subcategories of i) Bachelor's degree, and ii) University certificate; diploma or degree above bachelor level).

[247] Statistics Canada, 2011. National Household Survey (NHS) Profile. 2011 National Household Survey. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed Aug 2013.

- Education, law and social, community and government; and
- Management occupations.

Sales and service occupations include retail as well as tourism related activities. Tourism is strong in Algoma District and there are many opportunities for outdoor recreational activities. The presence of trades and transport occupations are a strength. Business and management occupations indicate that capacity building experience is present in the region. Finance and administration opportunities indicate that there is capital, financial advice opportunities and accountants. Occupations in education, law and social, community and government services indicate that there are many people employed as civil servants, consultants and educators.

Figure 18 – Labour Force by Occupation in Algoma District (2011)[248]

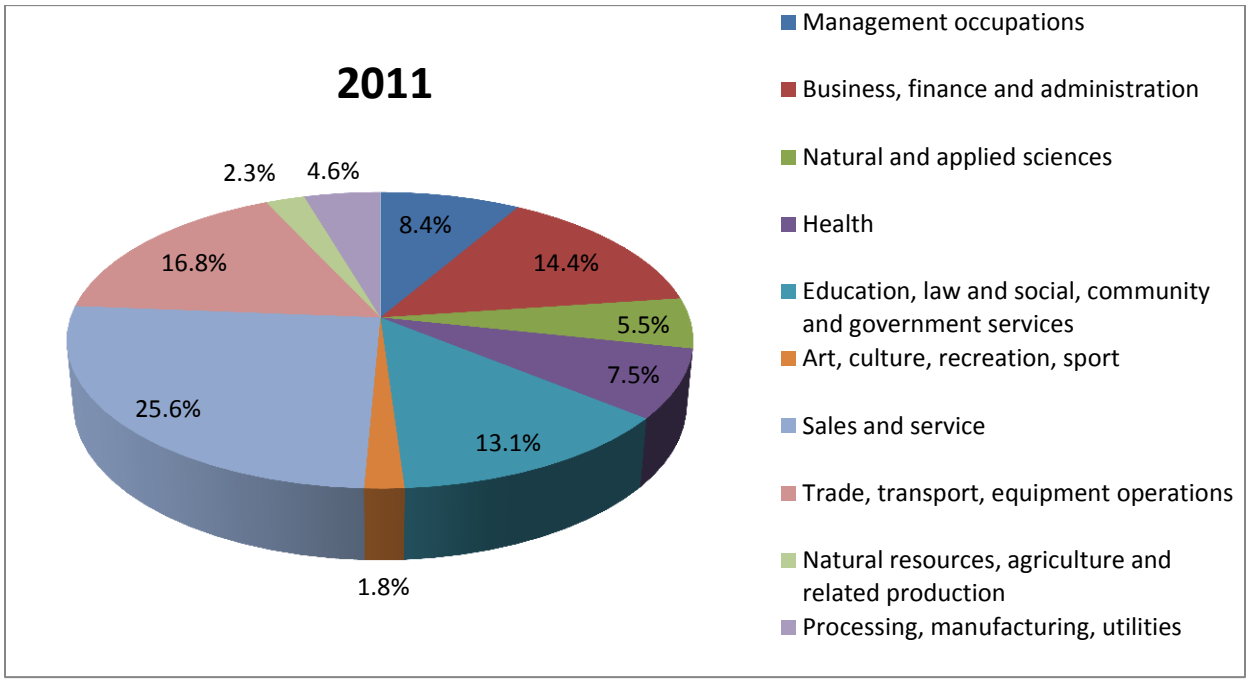


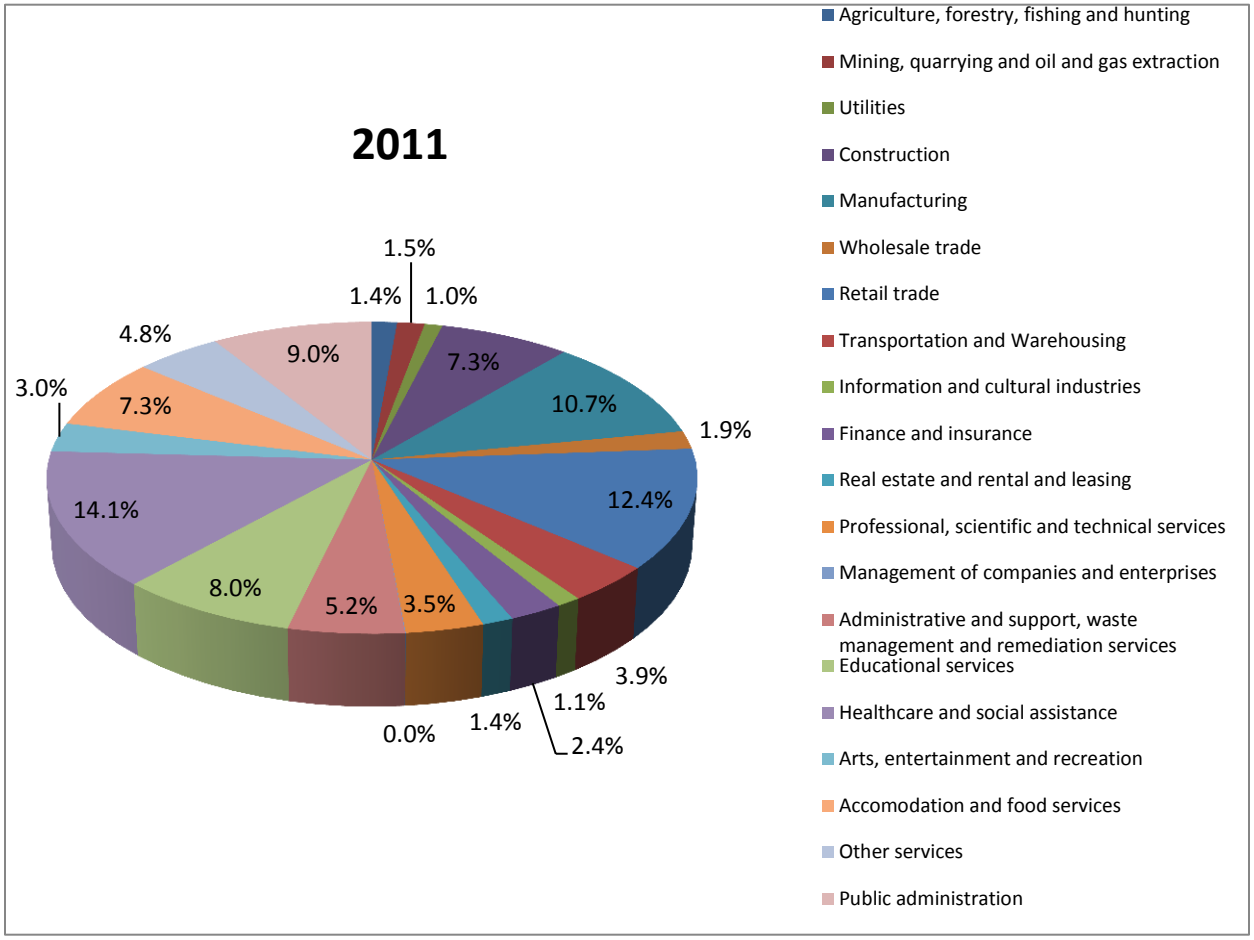
Figure 19 identifies the 2011 top industries by employment in the District which were:

- Healthcare and social services;
- Retail trade;
- Manufacturing;
- Public administration;
- Education services; and
- Accommodation and food services.

[248] Statistics Canada, 2011. National Household Survey (NHS) Profile. 2011 National Household Survey. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed Aug 2013. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

With an aging population across Algoma District, many jobs are linked to health care and social assistance with a focus on elder care management and associated activities. Retail trade is another important economic driver for the area, being the second largest employment sector. Manufacturing is also strong with various mining activities in the region having associated manufacturing operations (e.g. Cameco). Public administration indicates that many people are employed at municipal government and provincial agencies as well as First Nations Band Councils. The prevalence of the educational sector indicates that there is a strong education system in the area with opportunities for training for regional youth. Due to the strength of the tourist industry in the area, accommodation and food services also employs a large number of residents.

Figure 19 – Labour Force by Industry (NAICS) in Algoma District (2011)[249]



[249] Statistics Canada, 2011. National Household Survey (NHS) Profile. 2011 National Household Survey. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed Aug 2013. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

3.6 Business Activity

3.6.1 Main Businesses

Businesses in Algoma District are in the healthcare sector, retail trade, tourism and the resource extraction sector. They include:

- *"Retail service;*
- *Healthcare provider- Doctor, Nurse, Hospital employee;*
- *Construction labourer, welder, carpentry, contracting;*
- *Resource industry positions, engineer, heavy equipment operator;*
- *Clerical;*
- *Transportation equipment operators;*
- *Business services;*
- *Tourism and recreation services;*
- *Food services; and*
- *Manufacturing occupations and businesses"*[250].

3.6.2 Public and Private Sector

In Algoma District, the key private and public sector industries are health care and social assistance, retail trade, accommodation and food services, educational services, construction and mining[251].

Private Sector

At a regional and local level, Cameco's uranium refinery near the Town of Blind River is the largest private corporation in the area. As one of the largest uranium producers in the world with operations in Canada, the United States and Australia, Cameco is an important economic driver. Other large private companies include Lafarge Canada Ltd. and Carmeuse Lime & Stone which are in the Township of The North Shore.

Another large business is Domtar paper products. Domtar has a pulp and paper mill located in Espanola that operates as part of Domtar's Pulp and Paper Division. Domtar is a Canadian company that specialises in pulp and paper production with several mills across Canada and the United States[252]. They are also a manufacturer of personal care products. Their business activities at the Espanola Mill are prominent in the area.

The major industry in Sault Ste. Marie is steel manufacturing. Essar Steel Algoma is the largest employer in the City and surrounding area. Due the City's location in close proximity to Lakes Superior, Michigan

[250] The Ontario Trillium Foundation, 2008. Your Community in Profile: Algoma, Cochrane, Manitoulin, Sudbury. Building Healthy Communities. and Employment Ontario and Algoma Workforce Investment Committee, 2011. Local Labour market Plan for 2012: Trends, Opportunities and Priorities.
[251] Employment Ontario and Algoma Workforce Investment Committee, 2011. Local Labour market Plan for 2012: Trends, Opportunities and Priorities.
[252] Dotmar, 2013. Espanola Mill. Accessed Online, December 2013.[http://www.domtar.com/en/paper-locations/paper-mills_espanola.asp].

and Huron and connections to the United States, Sault Ste. Marie is a transportation and natural resource centre[253]. Sault Ste. Marie is also home to several large scale wind farms and solar parks and has been called the alternative energy capital of North America[254].

The City of Sudbury's major industry is mining. Vale mining is a large employer in the city[255]. Sudbury is also a centre for mining innovation with the presence of organizations such as the Centre of Excellence in Mining Innovation, Northern Centre for Advanced Technology, Mineral Exploration Research Centre (MERC), etc.

Public Sector

In Algoma District, public sector positions represent a significant segment of the labour market. The public sector and Aboriginal public sector are major employers. This is not expected to change.

In the City of Elliot Lake and the Town of Blind River, the largest employers are health care providers (e.g. hospital and clinics). With an increasing proportion of elderly residents, health care and social service positions are expected to be an area of economic growth for the area. Other large employers are the Municipalities that employ administrators, managers, maintenance workers and social program coordinators. Other major public sector employers include the school boards: Algoma District School Board, Huron Superior Catholic District School Board, Conseil Scolaire Public du Grand Nord De l'Ontario and Le Conseil Scolaire de District Catholique du Nouvel-Ontario.

Sudbury and Sault Ste. Marie are major providers of higher order education, health care and other services (e.g. retail, hospitality, airports). Sudbury's Laurentian University research and curriculum focuses on improving the health of water bodies at the Living with Lakes Freshwater Ecology Centre as well as mining innovation at the Centre for Excellence in Mining Innovation (CEMI), among others[256]. In addition, "Greater Sudbury is the regional referral health centre for northeastern Ontario. A hub of health care excellence has been created in Greater Sudbury that includes Health Sciences North, the Northern Ontario School of Medicine, Laurentian University, the Sudbury District Health Unit, Cambrian College, and College Boréal"[257]. Sault Ste. Marie is also home to a university, Algoma University. Moreover, the Ontario Lottery and Gaming Corporation have a corporate location in Sault Ste. Marie.

[253] City of Sault Ste. Marie, 2006. Official Plan.
[254] Sault Ste. Marie Economic Development Corporation. Key Alternative Energy Companies. Accessed Online [http://www.sault-canada.com/en/ouruniqueadvantage/AlternativeEnergy.asp] Feb. 2014.
[255] Invest Sudbury. Mining Supply and Services. Accessed Online [http://www.investsudbury.ca/index.php?option=com_content&view=article&id=238&Itemid=224&lang=en]. Feb. 2014.
[256] Invest Sudbury. Advanced Education and Innovation. Accessed Online [http://www.investsudbury.ca/index.php?option=com_content&view=article&id=239&Itemid=225&lang=en]. Feb. 2014.
[257] Invest Sudbury. Health Sciences. Accessed Online [http://www.investsudbury.ca/index.php?option=com_content&view=article&id=241&Itemid=227&lang=en]. Feb. 2014.

Forestry Activities

Forestry is a major business activity in the area communities and forest management plans have been created by industry leaders in the areas such as Domtar Inc. The region has more than 60 percent productive forest and a number of private timber companies are currently managing forestry operations. The North Huron area contains portions of two Forestry Management Units (FMUs): the Northshore Forest (FMU 680), and the Spanish Forest (FMU 210). The Northshore Forest FMU, managed by Northshore Forest Inc., is located in the western part of the area of the four communities. The Spanish Forest FMU, managed by Domtar Inc., covers the northeastern region of the North Huron area[258] . Of the forest's total area, approximately 86 percent is Crown land, with the remaining 14 percent being either privately or federally owned[259].

A Sustainable Forest Licence was issued for the NF for Northshore Forest Inc. The company is managed by a Board of Directors consisting of four shareholders: Domtar Inc.; Eacom Timber Corporation; Midway Lumber Mills Ltd.; and North Shore Independent Forestry Association Inc. Eacom Timber Corporation acts as the management contractor to oversee the management program for the NF. There are currently 25 independent licensees that carry out harvesting operations on the unit through overlapping Forest Resource Licenses granted by the Crown[260].

Currently, around 45 percent of the NF is staked or held as mining leases or patents with active exploration ongoing. The southern parts of the NF have the most prospecting occurring, primarily in areas that have been historically productive. The possible mineral resources in the NF are valued at approximately $US 337 trillion[261].

There are 18 provincial parks, nine forest reserves, and 15 conservation reserves found wholly or in part in the NF. Protected areas lying within the boundaries of the NF encompass a total of 151,904 hectares, of which 116,556 is forested. This represents about 14 percent of the Crown land area of the Forest, and 12 percent of the forest as a whole[262].

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[258] Ontario Ministry of Natural Resources (MNR), 2013a. Forest Management Plans. Accessed Online, March 2013. [http://www.efmp.lrc.gov.on.ca/eFMP/home.do?currentFmu=&language=en].

[259] Northshore Forest Inc. (prepared by Domtar Inc.) *Northshore Forest 2010-2020 Forest Management Plan*. 2009. Accessed Online, March 2014. [http://www.efmp.lrc.gov.on.ca/eFMP/viewFmuPlan.do?fmu=680&fid=100054&type= CURRENT&pid=100054&sid=5921&pn=FP&ppyf=2010&ppyt=2020&ptyf=2010&ptyt=2015&phase=P1].

[260] Northshore Forest Inc. (prepared by Domtar Inc.) Northshore Forest 2010-2020 Forest Management Plan. 2009. Accessed Online, March 2014. (http://www.efmp.lrc.gov.on.ca/eFMP/viewFmuPlan.do?fmu=680&fid=100054&type= CURRENT&pid=100054&sid=5921&pn=FP&ppyf=2010&ppyt=2020&ptyf=2010&ptyt=2015&phase=P1].

[261] Northshore Forest Inc. (prepared by Domtar Inc.) Northshore Forest 2010-2020 Forest Management Plan. 2009. Accessed Online, March 2014. [http://www.efmp.lrc.gov.on.ca/eFMP/viewFmuPlan.do?fmu=680&fid=100054&type= CURRENT&pid=100054&sid=5921&pn=FP&ppyf=2010&ppyt=2020&ptyf=2010&ptyt=2015&phase=P1].

[262] Northshore Forest Inc. (prepared by Domtar Inc.) Northshore Forest 2010-2020 Forest Management Plan. 2009. Accessed Online, March 2014.]http://www.efmp.lrc.gov.on.ca/eFMP/viewFmuPlan.do?fmu=680&fid=100054&type=

There a number of communities in the north shore area (including Elliot lake, Blind River, Spanish, The Township of The North Shore as well as surrounding Aboriginal communities) that are involved in forestry activities. Activities include the supply of wood fibre, wood chips or to support a labour force that is employed either in wood processing operations or in woodlands operations such as harvesting, hauling and silvicultural activities or support industry functions[263].

3.6.3 Investment Trends and Projections

The City of Elliot Lake, Town of Blind River, Town of Spanish and the Township of The North Shore have many attributes that contribute to economic development. They are on the Trans-Canada Highway 17 (except for Elliot Lake), have access to deep water ports, have a CPR rail line, and have available skilled tradespeople and labourers. The resource economy has been in decline with several exceptions. Lumber companies operate and deliver wood and pulp to the Domtar Mill in Espanola. The Cameco Refinery, Lafarge Canada Ltd. and Carmeuse Lime & Stone are operating with success in the area. There are large bus transportation companies that operate throughout the communities. In addition, Elliot Lake's 'Retirement Living' has been successful and continues to attract seniors.

Amenities and activities (e.g. North Channel marinas, outdoor activities, festivals and events) as well as the natural setting of the north shore offer a good quality of life for workers and investors. The area is between two large cities (Sudbury and Sault Ste. Marie) and people tend to shop in the larger centres or the Town of Espanola. The tourism economy is relatively healthy with some new investment and jobs opening up in the hospitality sector. The Town of Blind River is reasonably close to the border and American tourists see the area as a destination by road or water.

A new mall is under development in the City of Elliot Lake which should help alleviate increased unemployment resulting from the Algo Mall collapse. Some residents are looking for economic diversification in order to provide jobs for young people and broaden economic activity beyond the retirement community focus. Youth employment is available in the retail and hospitality sectors. However, there is a need to have more local employment opportunities for young professionals and young skilled workers.

Local municipalities and First Nations in the area have recently collaborated on several economic development projects such as the Elliot Lake cottage lots, the opening of Mississagi Provincial Park and joint construction of a new bridge.

CURRENT&pid=100054&sid=5921&pn=FP&ppyf=2010&ppyt=2020&ptyf=2010&ptyt=2015&phase=P1]. Accessed Online, March 2014. And {http://cpaws.org/uploads/pubs/report_fsc-performance.pdf]

[263] Northshore Forest Inc. (prepared by Domtar Inc.) Northshore Forest 2010-2020 Forest Management Plan. 2009. Accessed Online March 2014.
[http://www.efmp.lrc.gov.on.ca/eFMP/viewFmuPlan.do?fmu=680&fid=100054&type=
CURRENT&pid=100054&sid=5921&pn=FP&ppyf=2010&ppyt=2020&ptyf=2010&ptyt=2015&phase=P1].

Regional Economic Development Organizations

Throughout Algoma District, there are regional economic development organizations and committees. These organizations and committees have provided an analysis of trends and projections across the area in terms of investment and employment patterns.

The East Algoma Community Futures Development Corporation (EACFDC) is a non-profit corporation governed by local volunteers in association with FedNor/Industry Canada[264]. The group brings together regional economic stakeholders in industry, local businesses, post-secondary and training institutions, municipalities, First Nations, Métis, and other economic development agencies. The objective is to support the local economy through strategic community planning and socio-economic development, provide support for community based projects, provide business services and assist with providing access to capital through a direct loan program[265].

"The Algoma Workforce Investment Committee (AWIC) is a community-based organization funded by the Ministry of Training Colleges and Universities consisting of members who are knowledgeable about the labour force development issues in the District of Algoma"[266]. The AWIC provides coordination and leadership regarding workforce development and planning to Algoma District stakeholders[267]. The organization acts as a catalyst to facilitate economic growth as well as sustainable and responsible economic development throughout the region.

Trends and Projections

The Algoma Workforce Investment Committee, Trends Opportunities and Priorities Report (2012) states that the District of Algoma's resource based economy is recovering from a protracted recession. The recession began in 2009, has lasted longer than previous recessions and recovery has been slow.

The District of Algoma has experienced the closure of several major manufacturing and resource industries that have left skilled and older workers without jobs[268]. Because of the lack of opportunities for high-paying, stable jobs, young people in the region have been leaving for other jurisdictions to pursue careers that are capable of paying higher wages and offering greater security. This exodus has contributed to the competition for human resources and has made retraining and upgrading options even more important for local employers[269].

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[264] East Algoma Community Futures Development Corporation,2013. Background. Accessed Online. July 2013. [http://www.eastalgomacfdc.ca/English/index.php?content=home.html].

[265] East Algoma Community Futures Development Corporation,2013. Background. Accessed Online. July 2013.[http://www.eastalgomacfdc.ca/English/index.php?content=home.html].

[266]Algoma Workforce Investment Corporation. About Us. Accessed Online, July 2014. [http://www.awic.ca/en/about_us/].

[267] Algoma Workforce Investment Corporation. About Us. Accessed Online, July 2014. [http://www.awic.ca/en/about_us/].

[268] Employment Ontario and Algoma Workforce Investment Committee, 2011. Local Labour Market Plan for 2012: Trends, Opportunities and Priorities.

[269] Employment Ontario and Algoma Workforce Investment Committee, 2011. Local Labour Market Plan for 2012: Trends, Opportunities and Priorities.

Throughout the District there is a sense that Algoma has a lot to offer as a place to work and live. The natural environment coupled with the low cost of living has made the area attractive. The employment infrastructure (including training options) has successfully attracted new businesses to the area and efforts to recruit for specific vacancies (such as family doctors) have also met with success. Moreover, the District has found that general and specific needs can be addressed through collaborative efforts between government, education and industry stakeholders[270].

East Algoma Community Futures, A Regional Economic Development Strategy for East Algoma (2007) was commissioned by the federal government. The report states that area residents have expressed the understanding that economic development should be undertaken as a joint effort at the regional level and not as individual municipalities, especially if they tend to compete with one another[271].

While many residents are in favour of growth, some want to ensure that there are controls so that any growth is sustainable and has an acceptable impact on the environment and local way of life. There is a need to identify and create manufacturing opportunities that are realistic given the barriers and constraints of the location[272].

[270] Employment Ontario and Algoma Workforce Investment Committee, 2011. Local Labour Market Plan for 2012: Trends, Opportunities and Priorities.
[271] East Algoma Community Futures Development Corporation, 2007. A Regional Economic Development Strategy for East Algoma, May 2007.
[272] East Algoma Community Futures Development Corporation, 2007. A Regional Economic Development Strategy for East Algoma, May 2007.

4.0 COMPARISON OF COMMUNITY PATTERNS WITH ALGOMA DISTRICT AND THE PROVINCE

This section provides a comparison of Algoma District's trends and patterns to those of the Province of Ontario.

4.1 Population Dynamics

4.1.1 Trends Over Time

Table 9 - Population Trends at the Algoma District and the Province [273]

Location	% change from 2006 to 2011	2011 Population	% change from 2001 to 2006	2006 Population	% change from 1996 to 2001	2001 Population	1996 Population
Algoma District	-1.4	115,870	-0.9	117,461	-5.5	118,567	125,455
Ontario	5.7	12,851,821	6.6	12,160,282	6.1	11,410,046	10,753,573

The population of Ontario is growing; however, the population of Algoma District is declining. In 2011, the Province grew by 5.7 percent. In contrast, the population of Algoma District declined by 1.4 percent.

4.1.2 Age Profile

Table 10 provides the median ages in the Province of Ontario and Algoma District.

Table 10 - Median Ages in Algoma District and the Province[274]

Location	2001	2006	2011
Algoma District	41.4	45.0	47.2
Ontario	37.2	39.0	40.4

In 2011, Algoma District had an older population with a median age (47.2), which was above the Provincial average of 40.4. As mentioned previously, there is an aging population in Algoma District and an out migration of the younger population.

[273] Statistics Canada, 2001 to 2011. Census – Community Profiles. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed May 2012.
[274] Statistics Canada, 2001 to 2011. Census Community Profiles. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed May 2012.

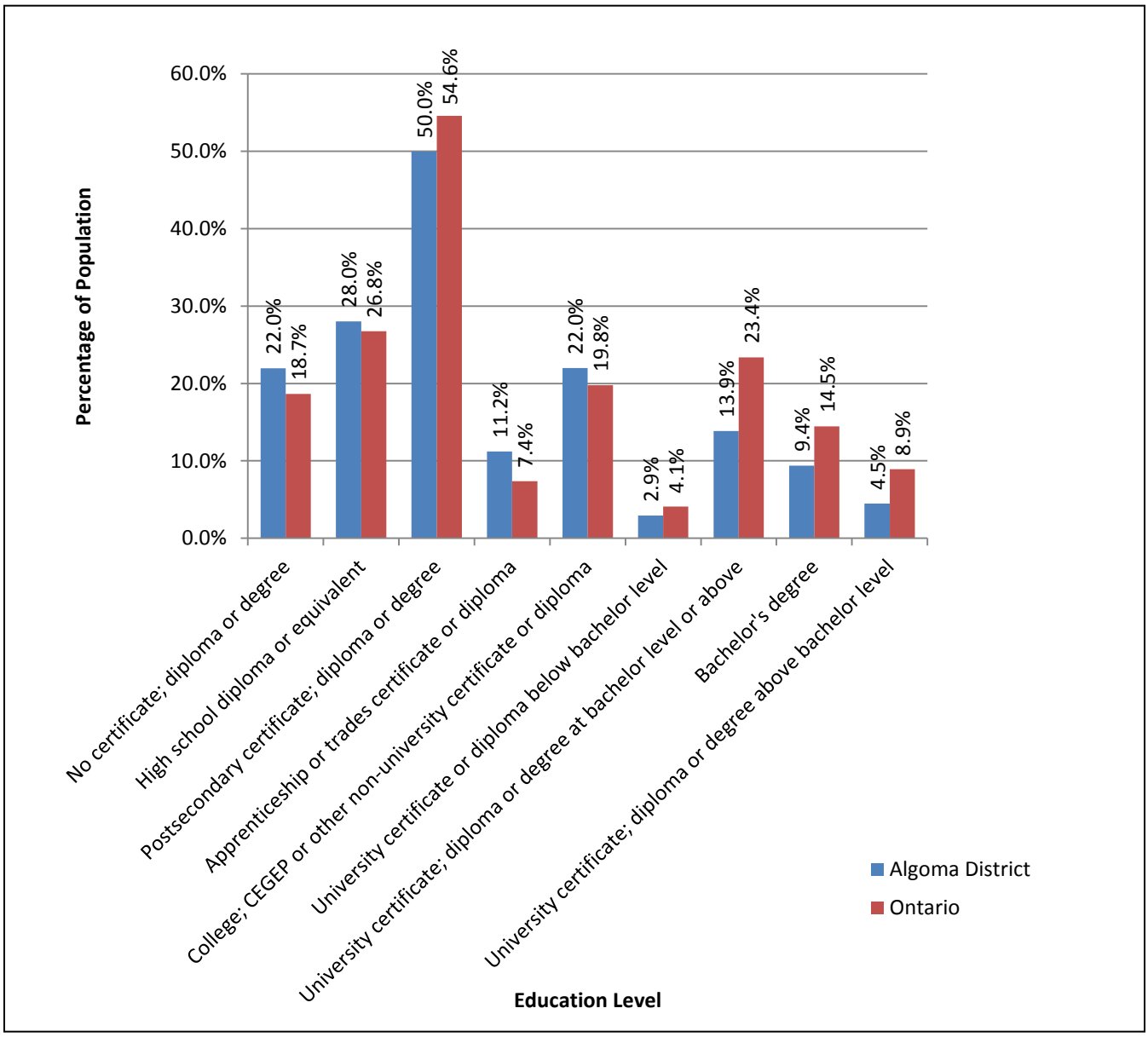
4.2 Labour Force

4.2.1 Population By Education/Training

Figure 20 illustrates the educational and training characteristics of Algoma District and the Province of Ontario. In 2011, Algoma District had a high number of high school graduates (28.0 percent), which was above the Provincial average (26.8 percent). They also had relatively high number of residents who had a post-secondary degree or diploma (50.0 percent) which was slightly below the Provincial statistic of 54.6 percent. A number of residents in Algoma District had Bachelor's degrees (9.4 percent), but this was below the Provincial statistic (14.5 percent)[275].

[275] Statistics Canada, 2011. National Household Survey (NHS) Profile. 2011 National Household Survey (Adapted from) Statistics Canada, www.statca.gc.ca Accessed Aug 2013.

Figure 20 - Education and Training in Algoma District and the Province (2011) [276]



[276] Statistics Canada, 2011. National Household Survey (NHS) Profile. 2011 National Household Survey (Adapted from) Statistics Canada, www.statca.gc.ca Accessed Aug 2013. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada, and reporting of overlapping categories in the figure. Postsecondary certificate; diploma or degree has the subcategories of: 1) Apprenticeship or trades certificate or diploma, 2) College; CEGEP or other non-university certificate or diploma, 3) University certificate or diploma below bachelor level and 4) University certificate; diploma or degree at bachelor level or above (which has its own subcategories of i) Bachelor's degree, and ii) University certificate; diploma or degree above bachelor level).

4.2.2 Employment By Activity and Sector

In 2011, the Provincial employment rate was 60.1 percent and the unemployment rate was 8.3 percent. As mentioned previously, the employment rate in the Algoma District in 2011 was 50.6 percent and the unemployment rate was 11.0 percent[277].

Figure 21 indicates the top occupations in the region and at a Provincial level. The top occupations in both the region and at a Provincial level in 2011 were:

- Sales and service (includes tourism and hospitality);
- Business, finance and administration;
- Trades, transport and equipment operation;
- Education, law and social, community and government; and
- Management

[277] Statistics Canada, 2011. National Household Survey (NHS) Profile. 2011 National Household Survey (Adapted from) Statistics Canada, www.statca.gc.ca Accessed Aug 2013.

Figure 21 - Labour Force by Occupation in Algoma District and the Province (2011)[278]

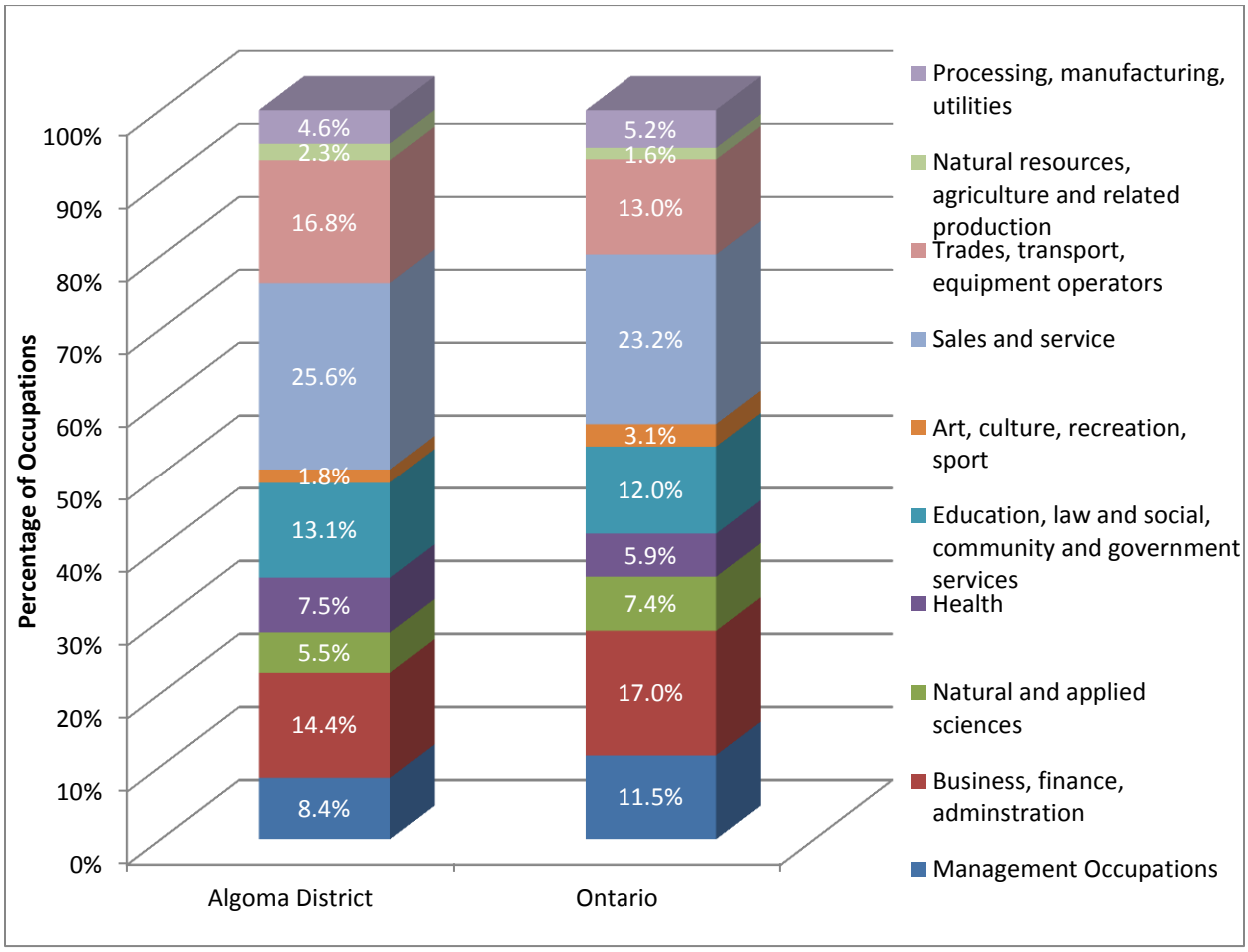


Table 11 identifies the top industries in the region and at a Provincial level in 2011 which were:

- Health care and social services,
- Retail and trade;
- Manufacturing;
- Public administration; and
- Educational services.

[278] Statistics Canada, 2011. National Household Survey (NHS) Profile. 2011 National Household Survey (Adapted from) Statistics Canada, www.statca.gc.ca Accessed Aug 2013. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

Table 11 – Labour Force by Industry (NAICS) in Algoma District and the Province (2011)[279]

Industry	Algoma (%)	Ontario (%)
Health care and social assistance	14.1	10.4
Retail trade	12.4	11.2
Manufacturing	10.7	10.4
Public administration	9.0	6.9
Educational services	8.0	7.5
Construction	7.3	6.3
Accommodation and food services	7.3	6.3
Administrative and support, waste management and remediation services	5.2	4.6
Other services (except public administration)	4.8	4.4
Transportation and warehousing	3.9	4.6
Professional, scientific and technical services	3.5	7.6
Arts, entertainment and recreation	3.0	2.2
Finance and insurance	2.4	5.5
Mining, quarrying, and oil and gas extraction	1.5	0.4
Wholesale trade	1.9	4.6
Real estate and rental and leasing	1.4	2.0
Agriculture, forestry, fishing and hunting	1.4	1.5
Information and cultural industries	1.1	2.7
Utilities	1.0	0.9
Management of companies and enterprises	0.0	0.1

[279] Statistics Canada, 2011. National Household Survey (NHS) Profile. 2011 National Household Survey. (Adapted from) Statistics Canada, www.statca.gc.ca Accessed Aug 2013. Note: Percentages do not add to 100% due to random rounding of the original data by Statistics Canada.

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APPENDIX A: Data Tables

Elliot Lake Data Tables[280]:

Table A1: Mobility Status in Elliot Lake (Statistics Canada, 1996 to 2006 – Census Community Profiles and 2011 NHS Profile)[281]

Parameters	1996	2001	2006
1 year ago			
Total Population	**13,415**	**11,815**	**11,335**
Lived at the same address 1 year ago	10,595 (78.9%)	10,030 (84.9%)	9,760 (86.1%)
Changed addresses within the same census subdivision	1,375 (10.2%)	n/a	895 (7.9%)
Changed addresses from another census subdivision within the same province or territory	1,290 (9.6%)	1,675 (14.2%)	645 (5.7%)
Lived in a different province or territory	160 (1.2%)	100 (0.8%)	15 (0.1%)
Lived in a different country	0	n/a	20 (0.2%)
5 years ago			
Total Population	**12,830**	**11,460**	**11,105**
Lived at the same address 5 years ago	5,990 (46.7%)	6,260 (54.6%)	6,605 (59.5%)
Changed addresses within the same census subdivision	3,110 (24.2 %)	n/a	2,010 (18.1%)
Changed addresses from another census subdivision within the same province or territory	3,390 (26.4%)	4,870 (42.5%)	2,240 (20.2%)
Lived in a different province or territory	310 (2.4%)	325 (2.8%)	155 (1.4%)
Lived in a different country	25 (0.2%)	n/a	90 (0.8%)

[280] Please note that for all Statistics Canada data presented in Appendix A, random rounding completed by Statistics Canada affects totals adding up to 100%.

[281] Please note that the 2011 NHS categories differ from those in previous censuses. There are overlapping categories and new titles for the same categories as depicted from 2006 and previously.

APPENDIX A: Data Tables

Table A1b: Mobility Status in the City of Elliot Lake (Statistics Canada, 2011–NHS Profile)[282]

Parameters	2011
1 year ago	
Total Population	**11,040**
Non-Movers	9,730 (88.1%)
Movers	1,310
Non-Migrants	655 (5.9%)
Migrants	655
Internal Migrants	635
Intraprovincial Migrants	590 (5.3%)
Interprovincial Migrants	50 (0.5%)
External Migrants	20 (0.2%)
5 years ago	
Total Population	**10,805**
Non-Movers	6,850 (63.4%)
Movers	3,955
Non-Migrants	1,720 (16.0%)
Migrants	2,240
Internal Migrants	2,205
Intraprovincial Migrants	1,970 (18.2%)
Interprovincial Migrants	230 (2.1%)
External Migrants	35 (0.3%)

Table A2: Median Personal Earnings in Elliot Lake (Statistics Canada, 2001 to 2006 – Census Community Profiles and 2011 NHS Profile)

Parameters	1996	2001	2006	2011
Persons 15 years and over with earnings	n/a	3,975	4,630	9,995
Median earnings - Persons 15 years and over ($)	n/a	25,093	16,288	n/a
Persons 15 years and over with earnings who worked full year, full time	n/a	1,750	1,830	1,470
Median earnings (employment income) - Persons 15 years and over who worked full year, full time ($)[283]	n/a	37,638	38,256	43,247

[282] Please note that the 2011 NHS categories differ from those in previous censuses. There are overlapping categories and new titles for the same categories as depicted from 2006 and previously.
[283] Statistics Canada 2011 NHS refers to median earnings full year full time as 'employment income'.

APPENDIX A: Data Tables

Table A3: Median Personal Income in Elliot Lake (Statistics Canada, 1996 to 2006 – Census Community Profiles and 2011 NHS Profile)

Parameters	1996	2001	2006	2011
Persons 15 years and over with income	9915	9420	9,815	9,995
Median income before tax - Persons 15 years and over ($)	15,501	15,895	20,111	24,446
Median income after tax - Persons 15 years and over ($)	n/a	n/a	19,212	23,264
Earnings as a percent of total income	59.3	48.4	46.3	n/a
Government transfers - As a percent of total income	25.4	29.2	30.2	33.4
Other money - As a percent of total income	15.3	22.5	23.5	n/a

Table A4: Median Household and Family Income in Elliot Lake (Statistics Canada, 1996 to 2006 – Census Community Profiles and 2011 NHS Profile)

Parameters	1996	2001	2006	2011
Total private households	5,610	5,495	5,645	5,680
Average household size	2.4	n/a	2	-
Median income before tax – All private households ($)	30,541	29,323	36,366	41,773
Median income after tax- All private households ($)	n/a	n/a	33,872	39,449
Total number of census families	4040	3725	3575	3,510
Average number of persons in all census families	2.9	n/a	2.5	2.5
Median income before tax – All census families ($)	37,321	35,442	46,223	51,904
Median income after tax – All census families ($)	n/a	n/a	41,976	48,636
% in low income before tax – All persons (LICO)	n/a	n/a	15.5	n/a
% in low income after tax – All persons (LIM-AT)	n/a	n/a	10.3	19.8

APPENDIX A: Data Tables

Table A5: Aboriginal Identity Population in Elliot Lake (Statistics Canada, 1996 to 2006 Census Community Profiles and 2011 NHS Profile)

Population Characteristic	1996	2001	2006	2011
Total population in private households by Aboriginal identity	N/A	**11,865**	**11,435**	**11,170**
Aboriginal Identity	355 (2.6%)	620 (5.2%)	815 (7.1%)	730 (6.5%)
Non-Aboriginal Identity	13,175 (97.4%)	11,245 (94.8%)	10,625 (92.9%)	10,435 (93.4%)

Table A6: Detailed Language Spoken Most Often at Home in Elliot Lake (Statistics Canada, 2006 to 2011 – Census Community Profiles)[284]

Language	1996	2001	2006	2011
Total Population/ Single responses – detailed language most spoken at home	**N/A**	**N/A**	**11,435**	**10,980**
English	N/A	N/A	10,040 (87.8%)	9,995 (91.0%)
French	N/A	N/A	985 (8.6%)	850 (7.8%)
Non-official languages	N/A	N/A	250 (2.2%)	135 (1.2%)

Table A7: Immigrant Population in Elliot Lake (Statistics Canada, 1996 to 2006 – Census Community Profiles and 2011 NHS Profile)

Population Characteristic	1996	2001	2006	2011
Total Population in private households by immigrant status	N/A	**11,865**	**11,440**	**11,165**
Immigrant	1,605 (11.9%)	1,560 (13.1%)	1,500 (13.1%)	1,390 (12.4%)
Non-immigrant	11,910 (87.1%)	10,300 (86.8%)	9,880 (86.4%)	9,740 (87.2%)

[284] Please note that the languages most spoken at home category did not exist prior to the 2006 census.

APPENDIX B: FINANCIAL DATA

FIR Data Tables[285]

Sources of Revenue	Elliot Lake
Property taxation	$9,697,966
Ontario unconditional grants	$5,594,400
Conditional grants	$5,326,559
Revenue from other municipalities	$0
Total user fees and service charges	$4,809,190
Licences, permits, rents, etc.	$236,927
Fines and penalties	$53,191
Other revenue	$1,016,500
Total Revenue	**$26,734,733**

Expenses (Total Expenses after Adjustments)	Elliot Lake
General government	$1,551,190
Protection services	$6,231,081
Transportation services	$5,593,345
Environmental services	$4,577,099
Health services	$1,204,982
Social and family services	$868,854
Social housing	$566,512
Recreation and culture services	$4,078,563
Planning and development	$3,979,444
Total Expenditures	**$28,651,070**

Surplus and Reserves	Elliot Lake
Annual surplus/(deficit)	$-1,916,337
Reserve (balance end of year)	$6,137,301
Accumulated surplus/(deficit) at the end of the 2012 year	$31,216,958

[285] Province of Ontario, Ministry of Municipal Affairs and Housing. 2012 Financial Information Return. Accessed Online, July 2013. [http://csconramp.mah.gov.on.ca/fir/ViewFIR2012.htm#5700]. Accessed Online, Feb 2014. [http://csconramp.mah.gov.on.ca/fir/ViewFIR2011.htm#5700