

City of Timmins
City Council Priorities
2023–2026



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Introduction

The Timmins 2020 Strategic Plan laid out a vision and mission for the community:

Our Vision

Timmins will be recognized as a growing, innovative, regional hub that is culturally and economically diverse and offers a unique, northern quality of life.

Our Mission

Timmins will promote a sustainable, diversified economy by enhancing community services and infrastructure, engaging people, and celebrating Timmins as a great place to live, learn and play.

That vision and mission have helped to guide City Council, and the strategic directions laid out in that plan have informed decision-making over the last decade.

Following a term of Council that was marked by managing the city through the COVID-19 pandemic and now moving into a period of hyper-inflation, the recent municipal election has allowed Councillors to hear directly from constituents on what they are experiencing and hoping to see from the 2022–2026 Timmins City Council.

For the first time in decades, Timmins has a sitting member of government at Queen's Park. As well, recent announcements for the City in relation to Connecting Link funding, the reinstatement of passenger rail service to Timmins, and enhanced redevelopment funding for Long Term Care, all show provincial interest in supporting the community.



Mayor and Council have discussed the issues facing our community and the need in taking a strategic approach to these opportunities and challenges.

Identifying strategic priorities for Council offers several benefits:

- Strategic priorities help Council make difficult decisions with limited resources. (**Decision-making**)
- Strategic priorities help provide clear guidance on the goals of Council, which helps managers prioritize required work and financial resources. (**Accountability**)
- Strategic priorities help communicate the decisions of council to residents, stakeholders, and staff. (**Transparency**)
- Strategic priorities help Council set short-term goals and objectives that support the long-term vision of the city. (**Future Planning**)



Environmental Scan

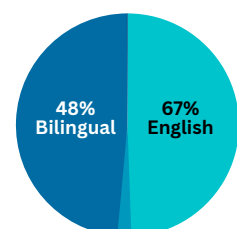
2021 Total Population: 41,145



An environmental scan is an overview of internal and external factors that affect the community. It forms the basis for matching the community's strengths with emerging opportunities. A scan looks at the current state of the community and the forces acting upon it, including demographics, industry trends, economic indicators, political factors and competition.

Socio-economic Characteristics

- **Population:** The city's population in 2021 was 41,145, which is 2,000 less than it was in 2011 and over 6,000 less than it was in 1991 (source: Statistics Canada, Census 2021).
- **Dwellings:** There were 17,885 occupied dwellings in 2021, of which 11,650 were single-detached; 1,185 were semi-detached; 605 were row houses; 1,100 were an apartment or duplex; 2,480 were apartments in a building with fewer than five storeys; 510 were apartments in a building with 5 or more storeys; 85 were other single-attached houses; and, 265 were moveable dwellings. The average household size was 2.3 people per dwelling (source: Statistics Canada, Census 2021).
- **Regional Hub:** Timmins serves as a regional hub for health care, education, and consumer and business services. It serves an extended market of 98,000 people along the Hwy. 11 corridor from Matheson to Hearst, Hornepayne, Gogama, Foleyet, Chapleau, and the coastal First Nations communities (source: Statistics Canada, Census 2021).
- **Real Estate:** In 2022, 559 residential units were sold for an average price of \$256,737.73. This is a market increase of 12.76% from 2021 (source: Timmins, Cochrane, and Temiskaming District Association of Realtors, 2023). The average price for a single-family home in Ontario in December 2022 was \$411,800.00, while in Canada, the price was \$339,600.00 (source: Canadian Real Estate Association, 2023). The average price for a single-family home in Timmins for December 2022 was \$283,457.50 (source: Timmins, Cochrane, and Temiskaming District Association of Realtors, 2023).
- **Knowledge of Official Languages:** In 2021, 20,065 (49%) knew only English; 620 (2%) knew only French; 19,905 (48%) knew English and French; and, 60 (0.1%) knew neither English nor French (source: Statistics Canada, Census 2021).





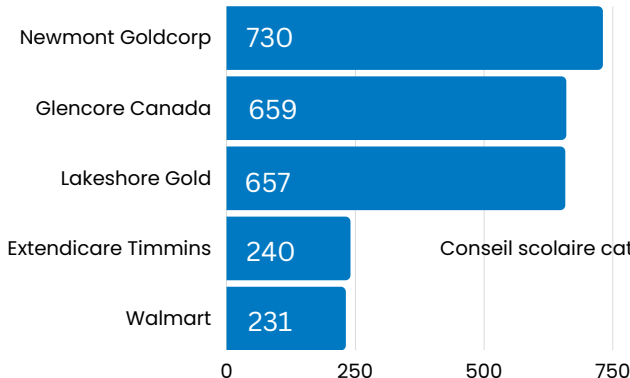
15% of residents speak both English and French at home

Socio-economic Characteristics Cont'd

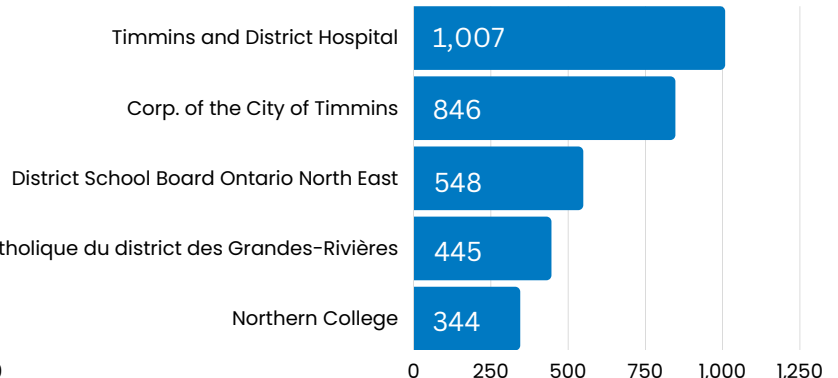
- Languages Spoken at Home:** In 2021, 27,665 (67%) spoke English at home; 4,850 (12%) spoke French; 6,120 (15%) spoke English and French; 495 (1%) spoke non-official languages; 1,365 spoke English and non-official languages; 5 spoke French and non-official languages; 115 spoke English, French, and non-official languages; and, 25 spoke multiple non-official languages (source: Statistics Canada, Census 2021).
- Indigenous Population:** In 2021, there were 5,995 (15%) people that identified as Indigenous, which includes 2,635 First Nations, 3,155 Métis, and 55 Inuk (source: Statistics Canada, Census 2021).
- Industry:** In 2021, 15.2% of the population was employed in mining; 11.6% in retail; 15.6% in health care and social services; 8.6% in education; 6.6% in construction, and 6.5% in public administration.
- Mobility Status:** Over a five-year period (2016-2020), 3,582 people migrated to Timmins while 4,225 emigrated out of Timmins (source: Statistics Canada, Census 2021).
- Income:** In 2020, median total income was \$43,600 (\$52,000 for Men+ and \$37,600 for Women+) while median total income for households was \$82,000 (source: Statistics Canada, Census 2021)
- Business Count:** In December 2021, there were 1,791 business in Timmins, which includes 534 with 1-4 employees; 290 with 5-9 employees; 220 with 10-19 employees; 150 with 20-49 employees; 45 with 50-99 employees; 15 with 100-199 employees; 7 with 200-499 employees; and, 7 with 500+ employees (source: Statistics Canada, Business Counts, December 2021).
- Major Employers:** (source: Telephone survey, October 2021)



Private



Public





Strengths, Weaknesses, Threats & Opportunities

Strengths are internal resources that can help the community reach its vision.	Weaknesses are limitations that can stand in the way of the community's goals.
<ul style="list-style-type: none"> • Natural environment and outdoor opportunities • Resource industries • Accredited teaching and referral hospital • Social and linguistic diversity • Modern technology infrastructure • Two community colleges and French university campus • Affordable home ownership • Active economic development efforts • Committed community leaders • Job opportunity • Mushkegowuk / Timmins MOU 	<ul style="list-style-type: none"> • Low tax assessment base • Perceived lack of vision and planning • Perceived safety threats in downtown • Increased homelessness • Lack of business diversification puts economy at risk • Deteriorating infrastructure • Social and cultural conflicts • Housing shortage • Lack of social amenities • City needs a "face lift" • High incidence of opioid addiction • Attraction and labour force gaps at a II levels
Opportunities result from favourable trends or emerging developments in the community's environment.	Threats are the barriers or constraints over which the community has little control.
<ul style="list-style-type: none"> • Continue path to Reconciliation • MPP political influence • Promote regional hub strategy • Maintain and improve infrastructure • Immigration pilot proving successful • City cost control / continuous improvement • Focus on long-term planning • Improve basic amenities and quality of life to encourage retention • Growing multiculturalism • Diversify through local growth and competitive advantage • Global need for critical mineral resources (e.g. nickel, etc.) • Mineral processing (e.g. Ring of Fire) 	<ul style="list-style-type: none"> • No English university campus • Perception of high taxes and cost of living impedes City investment • Housing market not profitable for developers • Global economy - hyperinflation • Isolated location • Limited transportation options • Limited non-renewable resources • Competition with other communities • Potential closure of remaining Glencore facilities in 2025 • Approval delays in federal and provincial ministries



Housing

Concerns

Minimal housing growth has created pressure on all levels of housing. There are issues around scarcity, cost, and affordability. The lack of housing is impacting business development and economic growth. We currently have itinerant workers, particularly in the industry sector, who need affordable housing.

Council Plans To

Support the creation of a range of housing options by encouraging development, and working with community partners to take advantage of opportunities available in Ontario's "More Homes Built Faster" plan and Canada's National Housing Strategy.

Current Activity

- Timmins Economic Development Corporation is leading a Housing Task Force.
- The Cochrane District Social Services Board (CDSSAB) has a multi-year housing plan.
- The CDSSAB has plan to eliminate homelessness by 2025, which includes increasing the availability of transitional housing.
- The City will look at the creation of RFP's to open up and encourage development.

Outcomes

- Greater access to an entire range of housing options
- Increased tax assessment - more financial resources for the municipality
- Elimination of homelessness

Key Messages:

- City Council supports housing development in Timmins.
- City Council is working with community partners to address homelessness through sustainable housing.
- City of Timmins is committed to ensuring that building more homes are built faster by working with all levels of government.
- City of Timmins is exploring development by opening up more RFP's.





Infrastructure

Concerns

The City has aging assets beyond usable life and limited resources from a stagnant and/or declining tax base.

Council Plans To

Invest in sustainable infrastructure. Explore cost recovery and circular economy options to leverage existing assets. Lobby all levels of government for increased funding to support Ontario's north.

Current Activity

- Long-term Financial Plan and Asset Management Plan in place
- Building Condition Assessment underway in 2023
- Advocacy results in \$74M for Connecting Link and additional funding for LTC capital.

Outcomes

- Financial Plan to prioritize the redevelopment and rehabilitation of City facilities
- Broader plan communicated on infrastructure renewal

Key Messages:

- The City has a long-term financial and asset management plans in place that prioritize infrastructure renewal.
- The City is seeking increased funding from provincial leaders to address crumbling roads infrastructure throughout the municipality (i.e. Hwy. 67)
- The City is exploring opportunities to leverage existing assets to improve service needs and meet climate change priorities.
- The City is investing in infrastructure to support long-term growth.





Safety

Concerns

Residents report higher levels of safety concern. Crime Severity Index is at an all-time high and points to increased levels of violent crime. There is growth of anti-social behaviours and petty crime. Opioid and mental health crises continue.

Council Plans To

Deliver on the City's Community Safety and Well-Being Plan (CSWBP) by supporting and working directly with service agencies and organizations committed to improving community safety.

Current Activity

- Timmins Police Service strategic plan renewal
- Restructuring of Priority 4 (safety and well-being) of the CSWBP
- Build Safer Communities Fund focused on upstream prevention of violence
- Review of the City's Community Improvement Program (CIP) - currently available for security investments in recognized downtown areas
- Leadership on FONOM's Northern Task Force for review of Canada's bail system

Outcomes

- Reduced levels of crime
- Reduced feelings of a lack of safety
- Improved opportunities for youth

Key Messages:

- City Council is working to build a safer Timmins by addressing crime and safety procedures at all levels of government.
- The City's Community Safety and Well-Being Plan takes a strategic approach to reducing crime and improving safety.
- A unified, community-system approach makes safety a shared responsibility.
- The City is committed to working with local partners to build a safer Timmins for all residents.





Recreation and Tourism

Concerns

The City's recreation assets are aged/aging and are not in line with current user needs. Tourism strategy is currently lacking with limited staff and resources.

Council Plans To

Make Timmins a great place to live, stay and play by improving access to affordable recreation facilities and programming. Invest in Tourism opportunities to stimulate economic growth. Prioritize recreation asset upgrading and modernization.

Current Activity

- Update on the City's Culture, Tourism, and Recreation Master Plan expected in Q2, 2023
- MAT fund opportunities / City and TEDC portion

Outcomes

- Increased recreational opportunities
- Increased tourism revenue and overnight stays
- Improved community infrastructure and policies that support growth in sectors

Key Messages:

- The City's Culture, Tourism, and Recreation Master Plan will be updated from 2014 to reflect the changing needs of a diverse community.
- The City will explore priority asset management, investment and rehabilitation opportunities using MAT funding.
- The City will use the updated Culture, Tourism and Recreation Master Plan as a framework to steer activities and investments over the next 10+ years.





Economy

Concerns

A diverse economy stimulates growth by creating a sustainable cycle of economic activity. Rather than being singular and open to shifting market trends, a diverse economy would allow Timmins to flourish with multiple revenue streams, job security, and improved resilience. Stimulating the economy would allow the city to grow through skilled labour attraction and retention.

Council Plans To

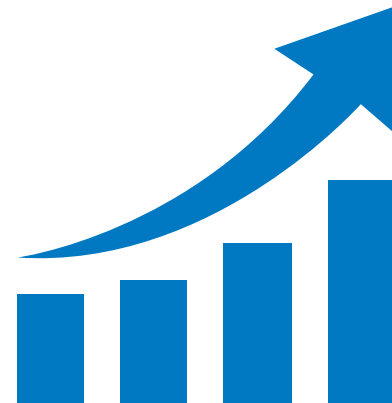
Explore opportunities to diversify Timmins' economy by encouraging development; support of skilled labour and immigration programs that bolster the current labour force; and, attract new business.

Current Activity

- TEDC Employers Council
- Rural and Northern Immigration Pilot
- NECN Agricultural Study
- TEDC Diversification Report
- Talent attraction and marketing project

Outcomes

- Decreased job vacancy
- Increase tax base
- Evidence of diversified economy



Key Messages:

- Timmins is poised to be a world leader in critical mineral mining and exploration, but we need the skilled labour to meet workforce demands. Council will work with partner organizations like the TEDC to drive talent attraction and retention.
- Council is committed to creating a diverse economy that gives the city resiliency against shifting supply and demand.
- Council encourages economic diversity as a way to stimulate population growth and increase the tax assessment.



Environment

Concerns

Changing climate policy requires the City to be proactive in adapting Energy, GHG reductions, and climate change mitigation plans. The cost of implementing initiatives can be costly and requires a strategic approach to managing city assets.

Council Plans To

Demonstrate leadership in climate change adaption. Explore opportunities to offset operational and utility costs by leveraging current city assets. Improve core waste and water service delivery.

Current Activity

- Community Climate Change Adaptation Plan
- Community Greenhouse Gas Reduction Plan
- Bee City Timmins initiatives
- Exploring feasibility of co-digestion and residential composting program

Outcomes

- Planned for and mitigated against climate change impacts
- Reduced greenhouse gas emissions
- Increased electric charging station
- Improved pollinator habitat



Key Messages:

- The City is currently implementing aggressive GHG reduction and Climate adaptation plans.
- The City is exploring ways to offset operational and utility costs in wastewater management.
- The City is leveraging third-party service delivery to meet waste management needs in the community.
- The City is supporting industry with a proven focus on sustainability and environmental responsibility.
- The City is actively positioning Timmins for a green future by prioritizing sustainable production and operation.



Core Services

Concerns

Aging assets in infrastructure and recreation facilities can lead to a gap in service delivery and resident satisfaction. Greater demand for transparency and accountability around City planning, investment, and operations. Lack of engagement strategies.

Council Plans To

Improve resident satisfaction with municipal services. Achieve excellence in service delivery and provision. Improve public engagement and stakeholder insight to refine City programs and services.

Current Activity

- Service Timmins - effective and efficient customer service
- Continuous Improvement Program - greater efficiency and fiscal improvement
- Minimum Maintenance Standards - prescribed standards for roads and maintenance

Outcomes

- Positive resident feedback
- Improved service delivery
- Operational efficiencies identified as "best in class"
- Enhanced communication focused on education, accountability and transparency

Key Messages:

- The City is focused on providing fast and effective customer service through Service Timmins.
- The City uses the CIP model to identify efficiencies and improve spending.
- The City is committed to achieving and improving on basic Minimum Maintenance Standards for roads and maintenance.
- The City is committed to improving communications to be transparent and accountable.





Foundations

The following responsibilities are both independent to and interlaced with the priorities of council. They stand alone as key focus areas for the Corporation of the City of Timmins; as well as, supporting what Council plans to accomplish over its four-year term.

Indigenous Engagement

Continue to strengthen relationships with our Indigenous partners; build on the Mushkegowuk-Timmins Relationship Agreement, Indigenous Advisory Committee, and the Stronger Together evacuation framework; as well as, on-going commitments to Truth and Reconciliation.

Continuous Improvement

Demonstrate performance improvement; build internal capacity; promote teamwork and collaboration; and, improve leadership and management capability.

Equity, Diversity, and Inclusion

Eliminate barriers and forms of discrimination in the workplace through the advancement of staff training and policies; provide a fair and equitable work environment; and, to become a diverse and inclusive leader in our community while maintaining the highest standards for our employees.

Labour Force Development / Immigration

Host opportunities for businesses to build capacity to recruit and retain staff; support a path to permanent residency for skilled foreign workers who want to work in priority sectors and live in Timmins long term, such as the Rural and Northern Immigration Pilot (RNIP) program.

