



**Municipality of Machin**  
**2023-2027 Strategic Action Plan Update**  
**Final Report**  
**October 1, 2023**

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September 19, 2023

Municipality of Machin

Attn: Max Nagy, Economic Development Officer

RE: Draft Updated Economic Development Strategy 2023-2027

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Dear Mr. Nagy:

Thank you for the opportunity to develop a Strategic Action Plan for the Municipality of Machin and the Economic Development Committee (the Committee).

In accordance with the terms of our engagement, N1 Strategy Inc. is pleased to submit the Draft Updated Economic Development Strategy 2023-2027 to the Municipality of Machin.

We look forward to discussing this report upon your review.

Respectfully submitted,

Daniel Hollingsworth

## Acknowledgements

N1 Strategy Inc. and Fotenn Planning + Design would like to thank the Municipality of Machin for choosing our services to develop the Updated Strategic Action Plan 2023-2027 and create a Community Improvement Plan.

We appreciate the opportunity to work alongside Mayor Gord Griffiths and Council. In addition, the newly established Economic Development Committee was instrumental in providing insight into the community and developing a vision for the future.

Finally, we would be remiss if we didn't recognize the hard work and dedication of the staff of the Municipality of Machin, including Tammy Rob - Clerk-Treasurer, Max Nagy - Economic Development Officer and Carman Brignall - Recreation Facilitator.

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## Message from the Mayor of the Municipality of Machin Gord Griffiths

Where do we want to go as a community, and how can we get there? What goals do we have for the future and how will we ensure prosperity for our citizens? These are some of the questions we answer in the Municipality of Machin's Updated Economic Development 2023-2027 Strategic Action Plan. The document outlines our goals, priorities, actions and targets over five-years.

We want to create and retain jobs by supporting local businesses, attracting new companies and investment, and drawing visitors to the community. We want the Municipality of Machin to be recognized as a safe place to live, work, and play in Northern Ontario. We want to attract and welcome new residents to the beautiful geography that we call home. We want to engage and integrate the communities of Minnitaki, Eagle River and Vermilion Bay into one team within Machin.

To you, the reader, thank you for taking the time to review our 2023-2027 Update to the Strategic Action Plan. For more information about our organization, along with our programs and results generated for the community, visit our website at [www.https://www.visitmachin.com/](https://www.visitmachin.com/).

Lastly, I'd like to send my sincere thanks to the Municipal staff, members of the Economic Development Committee along with my fellow Council members, for their work in developing this Strategic Action Plan and for their continued efforts to drive Machin and the local economy forward.

Regards,

Mayor Gord Griffiths

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## 1.0 Executive Summary

In 2022, Council of the Municipality of Machin recognized the importance of updating the Community's Economic Development Strategic Plan. Through financial support from the Federal Economic Development Agency for Northern Ontario (**FedNor**) to support this strategy and for the support of our Economic Development Officer, Council, staff and the Economic Development Committee members, began the process of 'planning' for the 2023-2027 Strategic Action Plan.

We have reviewed the *mission, vision and values* of the Municipality in supporting and promoting an environment that generates sustainable employment in a safe, healthy, growing and diversified economy. Machin's goal is to maintain many of the businesses, attract new residents and businesses, increase the tax base for the community and increase the city's quality of life.

The COVID-19 pandemic had a profound effect on our community and the region, similar to all areas in Northern Ontario. Machin was impacted by reduced visitation from visitors to our community to enjoy the lodges and outdoor experiences that are at the core of our community. Machin needs to focus on ensuring the success of the many businesses that remain while targeting new opportunities to grow the business base in the community.

The Updated Strategic Action Plan 2023-2027 builds on the previous work in the 2017-2022 Strategic Plan. It is focused more on strategic doing, as opposed to a discussion of strategies.

This plan identifies five priorities to concentrate resources to maximize economic benefits for the Municipality, and further details actions that the organization will execute. Included in this new plan is a selection of *stretch targets*. They are aggressive targets that will help focus and direct the Municipality's work. The plan is intended to be a living document that will be reviewed and updated annually, as a changing economic environment is expected.

### Key Recommendations

Our key recommendation is to ensure that the resources required for economic development are identified and secured to ensure this plan moves forward. In the absence of staff resources, it will be difficult for the community to advance the goals and actions identified over the next five years.

Additionally, we strongly believe that attracting new residents or newcomers to Canada will be important to develop the workforce to grow the Municipality of Machin and provide talent for the businesses in the community. This does pose challenges related to the limitations of housing and accommodations. Developing creative solutions for housing and multi-resident development is critical to the growth of the community.

## 2.0 The Approach

N1 Strategy Inc. (N1) was engaged to guide the process of building a Strategic Action Plan for the Municipality of Machin. We were pleased to support this process which included a summary of the current state of activities in the community, along with setting priorities for the upcoming years.

The strategy has been carefully considered and a process was developed to understand the community, its businesses the interests of Council, the Economic Development Committee, and, staff as well.

N1 has completed the following steps:

1. A familiarization tour of the Community.
2. Completed informant interviews (17).
3. Hosted a strategic planning session with community stakeholders and the Economic Development Committee.
4. From the gathered information, N1 completed a SWOT analysis.
5. Defined strategic priorities – reviewed Mission and Vision for the next 5 years.
6. Identify goals and a 5-year road map. Once the updates are made, N1 will then present a new, updated Economic Strategic Plan for the Municipality of Machin.

The one-day strategic planning session was designed to offer an exchange of ideas for the participants and develop an understanding of the immediate next steps for the Committee in support of defining a priority plan for economic development. The goal was to build consensus and build on the momentum of the activities planned or underway in Machin. There are some tremendous opportunities in the community to advance prosperity along with the regional projects in the three communities that constitute Machin.

After review and consideration, it was determined that the agenda would include the following items:

- Current activities in economic development activities update.
- Overview of definition of economic.
- Review SWOT analysis.
- Identify themes.
- Action plan development.

N1 is providing this Strategic Action Plan as a roadmap for Council and the Economic Development Committee, to proceed with the opportunities that are available to Machin, and to build the future vision for the community.



## Municipality of Machin Economic Development Strategic Action Plan 2023-2027

*Focus on leadership, collaboration, maintaining a high quality of life, and encouraging residents to believe in the community.*

**Mission:** To promote a diversified community and economy based on sustainability by strengthening and enhancing community infrastructure, services and activities, while engaging people and celebrating Machin as a beautiful and safe place to play, live and learn.


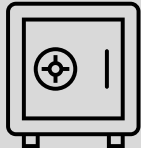


**Vision:** Machin will be known as an innovative growing community that is diverse in culture, people and its economy, offering a safe place where quality of life can be enjoyed in a beautiful setting.

**Values:** Collaboration internal and external with stakeholders, partners and First Nations; safe and welcoming community; diverse economy and entrepreneurial; supportive and caring; community pride; respect, trust, and honesty.

Goals	Community Improvement	Infrastructure for Growth	Attract Investment & Entrepreneurialism	Tourism Development	Community Promotion & Marketing
<b>Priority Actions</b>	<ul style="list-style-type: none"> <li>• Develop/enforce by-laws</li> <li>• Property standards</li> <li>• Development guidebook</li> <li>• Implement CIP</li> <li>• Promote CIP</li> </ul>	<ul style="list-style-type: none"> <li>• Land inventory</li> <li>• Proper zoning</li> <li>• Subdivision</li> <li>• Waterfront property</li> <li>• Marketing collateral for Machin</li> <li>• Outreach to developers and investors</li> <li>• Market properties</li> </ul>	<ul style="list-style-type: none"> <li>• Community Profile</li> <li>• Opportunity sell sheets</li> <li>• Business retention and expansion</li> <li>• Playbook for starting a business in Machin</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism assessment</li> <li>• Market ready visitor experiences</li> <li>• Reach out and participate with tourism organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Website improvements to Visitmachin.com</li> <li>• Social Media engagement</li> <li>• Wayfinding</li> <li>• Promote Machin to government partners</li> <li>• Build the Machin brand</li> </ul>

### 3.0 Current Situation

During the process of building this plan, the N1 team, through informal discussion and informant interviews assessed the Municipality to develop a snapshot of the community including internal and external factors that needed to be considered when building the updated plan.

	Factors	Considerations
<b>1. Location</b> 	<ul style="list-style-type: none"> <li>• Safe community that is centrally located in Canada.</li> <li>• Friendly and affordable living.</li> <li>• Outdoor beauty and lifestyle.</li> <li>• Access to lakes, outdoors and recreation.</li> </ul>	<ul style="list-style-type: none"> <li>• Large community footprint cause citizens to feel ‘disconnected’.</li> <li>• How to ensure community assets are components of strategy to further develop.</li> </ul>
<b>2. Resources/Capacity</b> 	<ul style="list-style-type: none"> <li>• Small municipality, limited finances.</li> <li>• Limited staff time.</li> <li>• Limited by budgets and funding support through senior government programs.</li> <li>• Ability to tackle projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Focus efforts on key projects.</li> <li>• Ensure economic development team is supported through the cycle of the strategic plan.</li> <li>• How to partner where possible, and with who?</li> </ul>
<b>3. Communications</b> 	<ul style="list-style-type: none"> <li>• Communicate with citizens of Machin.</li> <li>• Keep partners informed.</li> <li>• Work with regional stakeholders and communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure transparency to constituents on plans and tactics.</li> <li>• Regular communication will keep stakeholders not only informed, but engaged.</li> <li>• Utilize social media platforms to communicate and promote Machin.</li> <li>• Celebrate successes!</li> </ul>
<b>4. Small Steps</b> 	<ul style="list-style-type: none"> <li>• Economic development takes time, and it is a process.</li> <li>• Look at small wins and what can be accomplished.</li> <li>• Need to work together so everyone is on the same page.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure the plan is doable.</li> <li>• Who else needs to be involved – other groups, partners, first nations?</li> <li>• Economic Development Committee taking the lead and accountability of staying on track with the plan.</li> </ul>

## 4.0 SWOT Analysis

**SWOT** analysis is a strategic planning tool used to evaluate the strengths, weaknesses, opportunities, and threats of a community. It helps in identifying internal and external factors that can impact the community's performance and its ability to achieve its objectives. A SWOT analysis provides information that helps match a community's resources and capabilities to the competitive environment in which it operates. This technique is used to help identify strengths, weaknesses, opportunities and threats related to the community.

- **Strengths** – are internal resources and capabilities that can be used as a basis for developing and enhancing a community's competitive position.
- **Weaknesses** – are limitations or absence of strength, which impede the achievement of community goals. In some cases, a weakness is the flip side of a strength.
- **Opportunities** – come from the external environmental analysis and reveal new potential for growth and/or profit. The strategic plan suggests tactics to capture the benefits of these opportunities.
- **Threats** – also come from the external environmental analysis and represent constraints and barriers, which a community has little to no control over. The strategic plan provides mitigating measures to minimize these events.

When conducting a SWOT analysis, stakeholders and decision-makers use these definitions to assess the current state, determine its competitive position, and develop appropriate strategies to leverage strengths, address weaknesses, seize opportunities, and mitigate threats. It is an essential tool in formulating effective business strategies and making informed decisions.

In summary, the following table represents the SWOT analysis conducted for Machin. This information is used to guide the strategies in the plan.

### Key SWOT Findings:

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Central location (Trans-Canada Highway)</li> <li>• Outdoor recreational activities</li> <li>• Proximity &amp; access to beautiful Eagle Lake</li> <li>• Natural beauty and small-town charm</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Divide between three communities</li> <li>• Maintenance of infrastructure/ asset management</li> <li>• Seasonal nature of Machin's economy (many of Machin's businesses are dependent upon the tourism economy)</li> </ul>
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<ul style="list-style-type: none"> <li>• Amenities of larger cities</li> <li>• Municipal facilities – Woodland Arena, Lillian Berg Public School, pavilion by the waterfront</li> <li>• The quality of resorts &amp; lodges</li> <li>• Health care, pharmacy and fire department</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of housing and lot development</li> <li>• Shortage of workers and volunteers</li> <li>• Economic Development Committee/Municipal Office             <ul style="list-style-type: none"> <li>○ Focus on doable projects</li> <li>○ Align committee and municipality goals</li> <li>○ Be in the 21<sup>st</sup> century (i.e., new computers for virtual meetings, convert paper files to digital)</li> </ul> </li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Land development – housing and commercial lots – airport property + Hwy 17</li> <li>• Explore food and beverage opportunities</li> <li>• Additional hotel/motel (branded)</li> <li>• Distance from major cities (i.e., become a bedroom community)</li> <li>• Land availability (i.e., lot and land development on airport)</li> <li>• Blue Lake Provincial Park -promote community to campers!</li> <li>• Develop a community profile and create marketing materials targeting developers</li> <li>• Additional businesses (i.e., retail, daycare, gas station)</li> <li>• Events and festivals (i.e., power sports)</li> <li>• Leisure tourism (i.e., walking/biking trails)</li> <li>• Local market (food &amp; artisan)</li> <li>• Marina development in Vermilion Bay</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Lack of finances and funding for the Municipality</li> <li>• Increasing costs</li> <li>• Tax and restrictive building zoning –perhaps different than unorganized area</li> <li>• GIS mapping of the community to identify marketable parcels of land/services</li> <li>• Provincial policies and regulations that restricts growth</li> </ul>

## 5.0 Mission, Vision, Values

Mission, vision, and values are essential components of an organization's strategic framework that guide its purpose, direction, and principles. They provide a clear sense of identity and purpose, both internally to employees and stakeholders and externally to customers and the broader community. Here's an explanation of each term:

1. **Mission:** The mission statement outlines the fundamental purpose and reason for an organization's existence. It is a concise, forward-looking statement that captures what the organization does, whom it serves, and the value it provides to its stakeholders. The mission statement typically answers questions like "What do we do?" and "Who do we do it for?" It should be clear, inspiring, and reflective of the organization's core activities.
2. **Vision:** The vision statement describes the desired future state or long-term aspiration of the organization. It represents the ideal outcome that the organization aims to achieve through its actions and initiatives. While the mission focuses on the present, the vision looks ahead and provides a compelling picture of what the organization aims to become or achieve in the future. The vision statement often answers questions like "What do we want to be?" and "What impact do we want to have?"

From the previous strategic plan, the following mission and vision were developed and the stakeholders in the process determined that these statements are relevant to the new plan.

### **Mission**

*To promote a diversified community and economy based on sustainability by strengthening and enhancing community infrastructure, services and activities, while engaging people and celebrating Machin as a beautiful and safe place to play, live and learn.*

### **Vision**

*Machin will be known as an innovative growing community that is diverse in culture, people and its economy, offering a safe place where quality of life can be enjoyed in a beautiful setting.*

### **Values**

A summary of the Municipality of Machin core values from the interviews, past planning efforts and the strategy session include:

- Collaboration internal and externally with stakeholders, partners and First Nations
- Safe and welcoming community

- Diverse economy and entrepreneurial
- Supportive and caring
- Community pride
- Respect, trust, and honesty

In addition, Machin will continue its guiding principles to focus on leadership and collaboration, maintaining a high quality of life and encouraging residents to believe in the community.



## 6.0 Environmental Scan Highlights

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. In Schedule 1, more information is provided on the Social and Economic Factors in Machin.

Why is this information important to Machin? These trends provide a basis for measuring performance and assessing what outcomes and performance metrics should be tracked in terms of the work identified in this strategy. There will be more discussion on this information in Section 9.0 of this report regarding ‘Stretch Targets’. These will be the basis of identifying what the community will achieve in 5 years.

## 7.0 Economic Development Principals

### Themes

To develop a clear direction for the updated strategic plan, all the interviews and engagement sessions included questions about what themes are important to the community members. Themes essentially provide the general thinking of the participants in the process on what is important to the community. The themes, or we can call these the areas that need to be worked on included:

1. Housing and residential accommodations.
2. Community beautification and clean-up.
3. Complementary businesses – restaurant and hotel.
4. Signage (waterfront, businesses).
5. Communications (internal and external).
6. Health services and supporting infrastructure.

### Limiting Factors

Limiting factors in economic development are the various obstacles or constraints that hinder a community’s ability to achieve sustained economic growth and development. These factors can vary depending on the specific context and the level of development of the community. It was noted during the process that the Municipality of Machin experiences the following:

1. ‘Investment ready’ commercial and residential building parcels.
2. Community resources, in terms of both people and finances.
3. Working with the senior levels of government on projects and regulations.
4. Development costs and permitting.

### Strategy Priority Goals

Strategic plan goals are the broad, long-term objectives set by an organization or entity to guide its overall direction and decision-making. Within the updated Strategic Action Plan, these goals are defined for five years and are designed to

align with the organization's mission and vision. They serve as a roadmap to achieve the desired outcomes and help prioritize actions and resources.

Strategy Priority Goals	Description
1. Community Improvement	Community improvement and economic development are interconnected concepts that aim to enhance the well-being and prosperity of a particular community or region. It involves various initiatives and strategies to create a more vibrant, sustainable, and prosperous local economy, thereby improving the overall quality of life for its residents. The community is well positioned through the creation of a <i>Community Improvement Plan</i> to advance prosperity.
2. Infrastructure for Growth	To attract new development, the community must be ready for new opportunities through strategic investments in infrastructure. The goal is to work with partners and stakeholders to identify requirements that promote investment. The principal in this area is to ensure that there is residential land developed and commercial parcels that are available to new residents and businesses. Initiatives to provide affordable housing options, revitalization of the community and commercial areas, and the development of mixed-use spaces create a vibrant community.
3. Attract Investment & Entrepreneurialism	To diversify and grow the local economy, the community needs to accelerate and support entrepreneurship and attract investment. Entrepreneurship is vital for community diversification through the creation of new products, services and ideas that will drive the community as an attractive community for residents, visitors and new businesses. Business Attraction and Retention programs are an effective approach to encourage the establishment of new businesses and support existing ones to create a diverse and robust local economy.
4. Tourism Development	Travel and tourism have a direct impact on the economy and help to bolster the image of the community. This further enhances the ability to attract investment, start a business or make Machin a desirable community to live. It also has a direct impact on the quality of life for many residents as the assets that are created provide an opportunity for leisure within the region.



<p>5. Community Promotion and Marketing</p>	<p>Community promotion and marketing refer to strategies and activities aimed at increasing the visibility, engagement, and growth of the Municipality of Machin within a specific community or target audience. The focus is on building strong connections and fostering a sense of belonging among community members to drive positive word-of-mouth, advocacy, and loyalty. Community promotion and marketing can apply to both online and offline communities. Building partnerships between public and private sectors, as well as First Nations and nonprofit organizations, will lead to leveraging resources and expertise.</p>
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## 8.0 Priority Actions

### 1. Priority One - Community Improvement

Ensuring Machin is an attractive community that highlights its natural beauty and offers a compelling reason to locate in the community is important. Machin is geographically located along the Trans-Canada in central Canada and has great potential to be the hub for business and services in the region. Machin has taken positive steps to create a Community Improvement Plan (CIP). The programs within the CIP were inspired by the development and implementation of the Municipality of Machin Community Economic Development Strategic Plan 2017-2022

The CIP process allows municipalities to adopt a plan containing specific development strategies and financial incentive programs for private landowners. A CIP can be used to achieve a range of specified outcomes, including incentivizing new development.

The Machin CIP is intended to supplement the concurrent update to the Municipality of Machin Community Economic Development Strategic Plan by incentivizing new development. The plan is grounded in a future vision by the citizens of Machin for economic diversification, particularly in key mixed-use areas. The future development envisioned by the CIP will contribute to the continued prosperity of Machin citizens.

The CIP identifies several strategies intended to lead to an overall improved quality of life, as well as community growth and stability. Two primary goals for Community Improvement are: 1) Community Beautification and Improvement and 2) Economic Diversification and Entrepreneurialism

## Actions

Machin will need to ensure there are adequate staff resources to implement and execute the Community Improvement priority. We suggest that the role of this position is differentiated from that of the Economic Development Officer. These actions include:

- Develop and/or enforce by-laws to upkeep private property to agreed-upon standards.
- Ensure municipal properties are maintained to an established standard.
- Order demolition of derelict properties for health and safety purposes.
- Create a guidebook for developers and other investors giving them an overview of government offered or supported incentives for investing in the community, including programs of the CIP.
- Implement tax incentives. Tax incentives should be used to attract business and industry, and to encourage a variety of quality developments. The CIP program outlines the approach to the suggested incentives.
- Promote the CIP and ensure it is highlighted on [visitmachin.com](http://visitmachin.com).



## 2. Priority Two - Infrastructure for Growth

Community infrastructure supports business creation, and encourages employment, thereby enhancing economic growth. Investment-ready land is defined as a parcel that already has the necessary designation, zoning, permits, and any servicing that Machin can provide in place. Also, identifying commercial parcels that can be readied for development should signal that opportunities to establish and grow are available in Machin. Being investment-ready involves a strong partnership with the potential private developers (which may be outside Machin that demonstrate the community is serious about economic development and is open for business. The community will be in a stronger position with the implementation of the CIP.

The term “economic infrastructure” is more than traditional roads, services and utilities. It now considers information communication technology (broadband/cellular, 5G), and cultural, recreational and social infrastructure, along with the supply chains that support these elements.

The biggest challenge identified during the consultation process was the need for housing. Housing requires investment-ready land that is subdivided, with roads and surveyed lots ready for development. In addition, Machin needs to maintain its elementary school and ensure health services remain a key priority for the community (new Emergency Medical Services Base and Health Clinic).

### Actions

Machin will need to look outside of the community to achieve this goal. Working with outside developers and investors will take time and a concerted effort to realize the desired outcomes. It will also require working with senior levels of government and accessing programs (that apply) to the following actions.

- Develop a list of all parcels (commercial and industrial) inclusive of detailed descriptions and create a directory of available sites on [visitmachin.com](http://visitmachin.com).
- Ensure appropriate zoning is in place for the subdivision.
- Consider a vision for a new plan of subdivision for the former airport property and explore what infrastructure is required to market these properties.
- Further explore the acquisition of waterfront property on the peninsula in Vermilion Bay and build a vision of what this could be in the future – promote to developers in larger centers as lakefront living condominium complex with commercial retail amenities.
- Develop a marketing collateral for promoting Machin as a home destination, highlighting the material with the benefits of the community.... *a safe, affordable location with great outdoor access.*

- Identify and contact developers in the region and promote the opportunity of the subdivision.
- Work with current landowners in the community (particularly along Highway 17) to identify needs and requirements to market the properties, develop opportunities or further sell those parcels.

### 3. Priority Three - Attract Investment and Entrepreneurialism

Investment attraction refers to the process of attracting capital, funds, or resources from individuals, businesses, or institutions to invest in a particular project, company, or Machin property. It is a crucial aspect of economic development and growth, as investments can stimulate job creation, enhance infrastructure, promote innovation, and boost overall economic activity. Machin has taken proactive measures to build the foundation for attracting investment. This strategy is a prime example of the groundwork of what needs to be completed to ensure the community is investment-ready.

Small business is the backbone of the Canadian economy and an important driver of Machin's economy. There are many local small businesses in the tourism, retail and services sectors that employ countless employees in the Machin area. These companies are important suppliers in the regional economy as well as providing goods and services to meet the needs of local citizens. Focusing on entrepreneurship will be a cornerstone of this strategy. Machin's EDO will support existing businesses in the community with a strong focus on small business establishment, which includes identifying resources and funding programs for start-ups or expansion.

Much of the discussion leading to the development of this strategy was focused on attracting small business owners to fill in the gaps in services in the hospitality sector. This may be through newcomers to Canada or reaching out to larger centres in Canada to present a compelling argument for relocating to Machin.

#### Actions

- Create a Community Profile. The community profile should contain an overview of the community, key statistics as well as identifying the following:
  - **Infrastructure:** Strong infrastructure, including transportation networks, reliable utilities, and access to technology, can make an area more appealing for investments.
  - **Skilled workforce:** A well-educated and skilled workforce is crucial for businesses to thrive, so regions with a trained labor pool are often more attractive to investors.
  - **Market size and potential:** A large and growing market indicates potential for businesses to expand and succeed, making it more appealing to invest in such regions. Traffic flow on Highway 17.

- **Incentives available in CIP:** Governments may offer incentives such as tax breaks, subsidies, or grants to encourage investment in specific sectors or regions.
- Build *opportunity sell sheets* for attracting investment and entrepreneurs on required businesses.
  - Commercial plaza on Highway 17 in Vermilion Bay – fuel station, comfort station, restaurant, giftware
  - Investigate a Hotel near Highway 17/105
- Develop a Business Retention and Expansion (BRE) approach to understand all businesses in the region, what they manufacture, offer to clients and where products/services are targeted. List on visitmachin.com.
- Develop a playbook for establishing a business in Machin –zoning, incentives and processes involved.

#### 4. Priority Four - Tourism Development

Tourism is the economic driver within communities that offers a great sense of pride in place and quality of life to both visitors and residents. The key to tourism development is to find the balance between the 'ideal' travellers for the community, the year-round residents' expectations and the infrastructure required for sustainability. The successful balance of developing tourism priorities that create the ideal travel experience, establish current tourism asset inventory, and identify the infrastructure that is required, coinciding with the availability of funding and investments.

Tourism provides the first impression a community makes and provides the opportunity to turn one-time travellers into repeat visitors, champions and spokespersons for the community based on their experience, and potential to become new residents and investors.

The Municipality of Machin is truly a hidden gem, offering the northern Ontario experience with beautiful landscapes, small town charm, while providing experiences for a variety of traveller demographics including;

- Outdoor enthusiasts
- Soft adventure travellers
- International travellers and new Canadians
- Bucket list travellers

The base of Machin's natural beauty provides the draw and the landscape to create the visitor experience, the visitor experience must be told in a story that entices those travelling across Canada to make Machin a 'must stop' location.

## Actions

- Tourism assessment: As a component of the BRE Strategy, it is required to categorize all tourism assets, infrastructure and businesses currently operating to create an ongoing tourism inventory.
- Market-ready visitor experience: The Economic Development Committee can utilize the tourism assessment to analysis priority tourism projects and infrastructure required.
  - Food & beverage options are key to extending the visitor’s stay in Machin
  - Possible short-term accommodations offering unique landscape and outdoor experiences
  - What infrastructure is required to activate water tourism.
  - Marina, on water guides, new business investment, community awareness, entrepreneurs within the community
- Participate in regional and provincial destination marketing organizations for additional promotion, programming, and possible partnership funding opportunities.
  - Sunset Country
  - Destination Northern Ontario
  - Destination Ontario
  - Indigenous Tourism Ontario with partnering First Nation
  - Northern Ontario Tourism Organization



## 5. Priority Five – Community Promotion & Marketing

Showcasing the Municipality of Machin is critical to ensure that Machin is viewed as ‘open’ for business to investors, visitors and new residents. The simple act of self-promotion requires a thought-out plan with consistent and clear messaging, backed by the community stakeholders.

Reconfirming the vision and branding with stakeholders and allowing community engagement is the first step to creating an actionable plan. As the stakeholders engage in the beginning process with the branding and marketing standards, the plan will provide clear messaging to showcase all aspects of the community and the benefits of a unified travel/consumer-facing look and feel.

### Actions

- Dedicated website presence at [visitmachin.ca](http://visitmachin.ca) for economic development and tourism priorities.
  - Sector-specific information in an easy-to-navigate format
  - Investment readiness, CIP, tourism, entrepreneurship, business retention
  - Directory of existing businesses with pertinent information
  - Promote tourism growth with already existing travel experiences
  - Share community successes in both private and public sectors, and story tell the economic development process and growth of Machin (population growth year over year, quality of lifestyle)
- Secondary promotion through social channels to gather visitation and recognition online.
  - Linked In for municipal staff, committee members, community profile
  - Social media platforms with a consistent message and brand that leads to website visits, travel and EDO inquiries
  - Participate and engage with regional and provincial social media to gain a presence
  - Share community success with travellers, attractions and local businesses
- Wayfinding for the community that compliments visitors and residents.
  - Attractions, heritage and trails
  - Businesses, health care
  - Parking, walking paths, waterfront, and marinas
  - Directional signage on highway
  - Signage (entrance, turning and main street)
- Promote the Municipality of Machin within all levels of government.

- Build upon the Municipality of Machin brand and community values by providing marketing standards that coincide and produce a consistent message and feel for Machin.
  - Community engagement and participation, providing ideas and rationale for marketing and branding to local businesses
  - Utilize consistent branding throughout all media channels, municipal communications and stakeholder outreach
  - Set marketing and social media standards when sharing success stories within the community channels to show cohesive and easy-to-engage storytelling
  - Branding standards for all print, public and community-facing media
  - Quality video and pictures are key for consumer engagement through online and print
  - Engage with regional and provincial levels to enhance participation

## 9.0 Stretch Targets

The Strategic Action Plan has identified several goals, priorities and the associated actions that establish the framework for the next five years. The Municipality of Machin needs to challenge current processes and inspire the community to re-imagine what is possible. Stretch targets establish the basis for setting ambitious future outcomes that will provide a positive impact on one or more of the priority areas. The stretch targets will be ambitious measures for the economic development and growth of the community. The key target should be a focus on employment and increasing municipal taxes.

By 2027, Machin will accomplish:

- Residential development including subdivision developments:
  - 18 new lots at the Blue Lake Road Property and Airport property by 2027 and have these properties investment ready for development purposes.
  - Machin will also have the Ely Lake cottage lot development Completed by 2027 with 8 new waterfront lots sold in Machin.
- Housing
  - A 12-unit seniors apartment complex will be constructed by 2027 in Vermilion Bay, adding approximately 18 residents.



- Residents
  - Machin’s goal/vision is to complete the current subdivision and development projects by 2027. If completed, this will open approximately 18 new lots in the community with at least 36 more residents. Based on these estimates, Machin’s goal for total residents in 2027 would be an increase to 54 new residents.
- Commercial space
  - By 2027, Machin would like to have all current commercial properties along Highway-17 in Vermilion Bay operating and thriving
  - Restaurant
    - A full-time, year-round restaurant is Machin’s goal by 2027.
  - Hotel Machin will seek an investor/developer to build a motel of sufficient size (to be determined) in Vermilion Bay that would be attached to the municipal water supply.

## 10.0 Going Forward

The Strategic Action Plan is the driving force for actions within Machin. Success is linked to facilitating a way of thinking, acting and learning to achieve organizational success. The organization must remain focused and avoid reacting to near-term issues. It is necessary to measure specific actions to understand progress against expected results. The Strategic Action Plan will guide annual business planning for the organization and it will lead to operationalizing the work that needs to be completed in each fiscal year.

The Economic Development Committee, through staff, should commence work on the following items:

- Within 1 year
  - Communications including:
    - Community profile
    - Website + plan for digital marketing (Facebook page, business pamphlet)
  - Restaurant – operational 12 months of the year
- Within 3 years
  - Zoning and GIS is completed (any amendments and mapping completed)
  - Waterfront development on Ely Lake
  - Plan subdivision on adjacent property at the Airport
  - Emergency services base

- Within 5 years
  - Housing – find a developer for residential housing and an apartment complex
  - Condominium development of waterfront

There are more than 25 actions identified in the plan. Machin must also consider the best methods to communicate with the public, organizations, partners and community groups through media releases, interviews, presentations and print media. The report will include an update on the stretch targets results and annual targets within the fiscal business plan.

Strong accountability and fiscal responsibility are at the core of Machin’s operating philosophy.

The future state of Machin should be a safe community that is no longer viewed as being in the “stone age” and offers current/efficient services for its residents and tourists. This will be done by following the actions listed in this plan and reviewing and sustaining the work done through 2023-2027. By 2027, Machin should be seen as an attractive community with thriving businesses that demonstrate a positive community image.

## Schedule 1

### Economic Development Statistics: Social and Economic Characteristics

2017 – 2022 Plan	Updated Plan
In 2016, the enumerated population was 971, which represents an increase of 3.9% from 2011 (935).	In 2021, the enumerated population was 1,012 which represents an increase of 4.2% from 2016 (971).
Gender – 51% male, 49% female.	Gender – 51% male, 49% female.
Median Age 45.1 – Male 47.2, Female 42.7	Median Age 53.6 – Male 53.6, Female 52.8
Dominant Age Group – 55 to 59	Dominant Age Group – 65 to 69
The land area of Machin is 291.91 square kilometres with a population density of 3.3 people per square kilometre.	The land area of Machin is 290.14 square kilometres with a population density of 3.5 people per square kilometre.
In 2016, there were 439 private dwellings occupied in Machin, which represents an increase of 6.6% from 2011.	In 2021, there were 457 private dwellings occupied in Machin, which represents an increase of 4.1% from 2016 (439).
Persons per household – 2.23	Average household size – 2.2
Home ownership – 87%, renters – 13%	Homeownership – 83.7%, renters – 15.2%
Average household income – \$66,031	N/A
Median estimated household income – \$48,962	The median household income in Machin is \$77,500 while the median after-tax income of household is \$67,500 per year
Mobility status: 79% non-movers 21% movers 13% non-migrant 8% migrant	Mobility status: 91.8% non-movers 7.7% movers 2.6% non-migrant 5.1 migrant
54% of the population age 15 and over are in the workforce while 46% are not in the work force.	The working age population (15 to 64) represented 60.1% of the total population
Workforce participation rate -- 54.1%, employment rate -- 62%, unemployment rate -- 10.8%.	In 2021 the workforce participation rate was 50.9%, the employment rate was 43.9%, and the unemployment rate was 12.6%.

<p>45% of the labour force is occupied in sales and services; 22% is in the trades, transportation and equipment operator sector; 18% is in the social science, education, government and religion sector, while 10% is in the natural &amp; applied sector.</p>	<p>In 2021 26.3% of the labour force was occupied in trades, transport and equipment operators and related occupations; 21.1% in business, finance, and administrative occupations; 17.1% in sales and service occupations; 10.5% in manufacturing and utilities; 9.2% in education, law and social, community and government services; 6.6% in health occupations, 5.3% in natural and applied sciences and related occupations; and 2.6% is in natural resources, agriculture and related production occupations.</p>
<p>Key sectors by industry: Agriculture and Natural Resources, Construction, Manufacturing and Transportation.</p>	<p>No change from the previous data.</p>
<p>Average value of dwelling -- \$145,000 (2006)</p>	<p>Average value of dwellings - \$276,000 (2021)</p>
<p>Dominant Languages: English, French and German</p>	<p>Dominant Languages: English and French</p>
<p>90% of the population speak English, 4.8% speak French while 5.2% speak a non-official language.</p>	<p>93.6% of the population speak English, 0% speak only French, and 5.9% speak English and French.</p>
<p>Aboriginal Population, was not reported in the 2016 Census.</p>	<p>In 2021 31.1% of Machin’s population was Indigenous, which is higher than both Ontario’s (2.9%) and Canada’s (5.0%) Indigenous population.</p>
<p>Population projection 2019 – <b>955</b>, 2021 – <b>953</b>, 2026 – <b>946</b></p>	<p>Population projections 2027 – 1200</p>

**Economic Development Statistics: Relative Figures**

<b>2017 – 2022 Plan</b>	<b>Updated Plan</b>
3.9% population growth as compared to the provincial average of 4.6% and the national average of 5%.	4.2% population growth as compared to the provincial average of 5.8% and the national average of 5.2%.
The median age is 45 years, which is higher than the Ontario median average of 40 years.	The median age of the population is 53.6 (2021), which is higher than the Ontario median age of population at 41.6 (2022).
84% of the population is 15 years and older compared to the Ontario average of 83%.	87.2% of the population is 15 years and older compared to the Ontario average of 84.1%.
24% of the population is 19 years and younger compared to the Ontario average of 21%.	In 2021 12.3% of the total population in Machin were children aged 0 to 14. In 2021 15.8% of the total population in Ontario were children aged 0 to 14.
36% of the population is 55 years + compared to the Ontario average of 29%.	In 2021, 60.1% of the population in Machin were aged 15 to 64. In 2021 65.6% of the total population in Ontario were ages 15 to 64.  In 2021, 27.1% of the total population in Machin were over the age of 65. In 2021, 18.5% of the total population in Ontario was over the age of 65.
Municipal Tax Rates are mostly lower than those of Dryden and Kenora (see chart below).	Municipal Tax Rates are mostly lower than those of Dryden and Kenora (see chart below)

**2017 – 2022 Plan****Table 1: Municipal Tax Rate Comparison**

Municipality	Machin			Dryden			Kenora <sup>1</sup>		
	M R <sup>2</sup>	E R <sup>3</sup>	T T R <sup>4</sup>	M R	E R	T T R	M R	E R	T T R
<b>Property Class</b>									
Residential	1.056	0.188	<b>1.244</b>	1.627	0.188	<b>1.815</b>	1.269	0.188	<b>1.458</b>
Multi-residential	1.056	0.188	<b>1.244</b>	3.198	0.188	<b>3.386</b>	1.936	0.188	<b>2.124</b>
Commercial (occupied)	1.704	1.176	<b>2.488</b>	2.914	1.180	<b>1.094</b>	2.500	1.180	<b>3.680</b>
Commercial excess lands/vacant lands	1.192	0.823	<b>1.976</b>	2.039	0.826	<b>2.866</b>	1.750	0.826	<b>2.576</b>
Industrial (occupied)	1.194	0.365	<b>1.559</b>	2.440	1.180	<b>3.620</b>	2.775	1.180	<b>3.955</b>
Industrial excess lands/vacant lands	0.836	0.365	<b>1.201</b>	1.586	0.767	<b>2.353</b>	1.804	0.767	<b>2.571</b>
Pipelines	1.473	0.365	<b>1.838</b>	2.262	1.180	<b>3.442</b>	1.849	1.056	<b>2.906</b>
Farmlands	0.264	1.180	<b>1.444</b>	0.407	0.047	<b>0.454</b>	0.317	0.047	<b>0.364</b>
Managed Forest	0.264	0.047	<b>0.311</b>	0.407	0.047	<b>0.454</b>	0.317	0.047	<b>0.364</b>

**Updated Plan****Table 1: Municipal Tax Rate Comparison**

Municipality	Machin			Dryden			Kenora <sup>1</sup>		
	M R <sup>2</sup>	E R <sup>3</sup>	T T R <sup>4</sup>	M R	E R	T T R	M R	E R	T T R
<b>Property Class</b>									
Residential	1.056	0.188	<b>1.244</b>	1.627	0.188	<b>1.815</b>	1.269	0.188	<b>1.458</b>
Multi-residential	1.056	0.188	<b>1.244</b>	3.198	0.188	<b>3.386</b>	1.936	0.188	<b>2.124</b>
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