

Strategic Thinking Municipality of Machin



Our Values, Our Future, Our Plan

Community Economic Development Strategic Plan 2017-2022

Acknowledgements

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Our Vision

Machin will be known as an innovative and 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.

Our 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.

Strategic Thinking

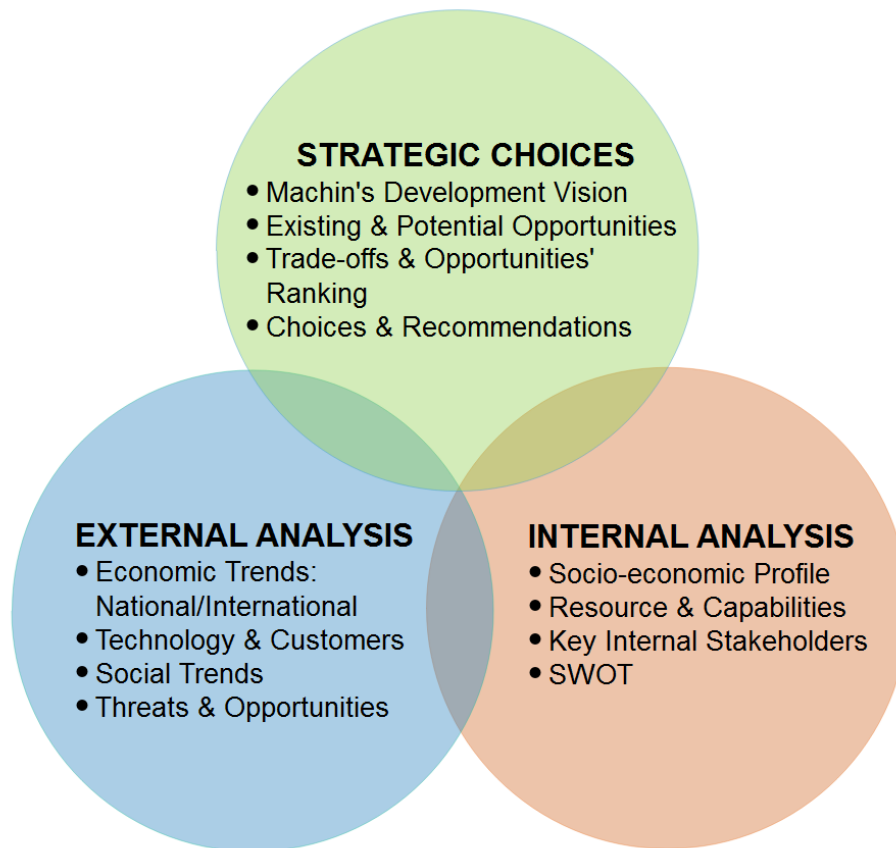


Table of Contents

| | |
|---|----|
| SECTION 1.0: INTRODUCTION | 1 |
| 1.1 Context | 1 |
| 1.2 Background | 2 |
| 1.3 The Process | 4 |
| 1.4 Overall Structure & Methodology | 6 |
| 1.5 Benefits of Strategic Planning | 5 |
| Section 2.0: Community Engagement..... | 8 |
| 2.1 Communication Campaign | 8 |
| 2.2 Key Community & Economic Development Statements | 9 |
| Section 3.0: Values | 10 |
| 3.1 Underlying Values of the Strategic Plan | 10 |
| 3.2 Community Values | 11 |
| Section 4.0: Visioning Session | 12 |
| 4.1 What the Community Envisions | 12 |
| 4.2 Vision Statement (Draft) | 12 |
| 4.3 Mission Statement (Draft) | 12 |
| 4.4 Obstacles to achieving the Vision | 12 |
| Section 5.0: Putting Things into Perspective | 13 |
| 5.1 Environmental Scan Highlights | 13 |
| 5.2 District Influences | 15 |
| 5.3 Northwest Economic Region..... | 18 |
| 5.4 Tourism | 19 |
| Section 6.0: SWOT Analysis..... | 21 |
| 6.1 SWOT Summary | 21 |
| Section 7.0: Summary of Strategic Actions | 25 |
| Section 8.0: Strategic Direction | 27 |
| 8.1 Strategic Direction | 27 |
| Section 9.0: Goals..... | 28 |
| 9.1 Machin's Community & Economic Development Strategy..... | 28 |
| 9.2 The Strategies | 28 |
| Section 10.0: Implementation Plan..... | 44 |

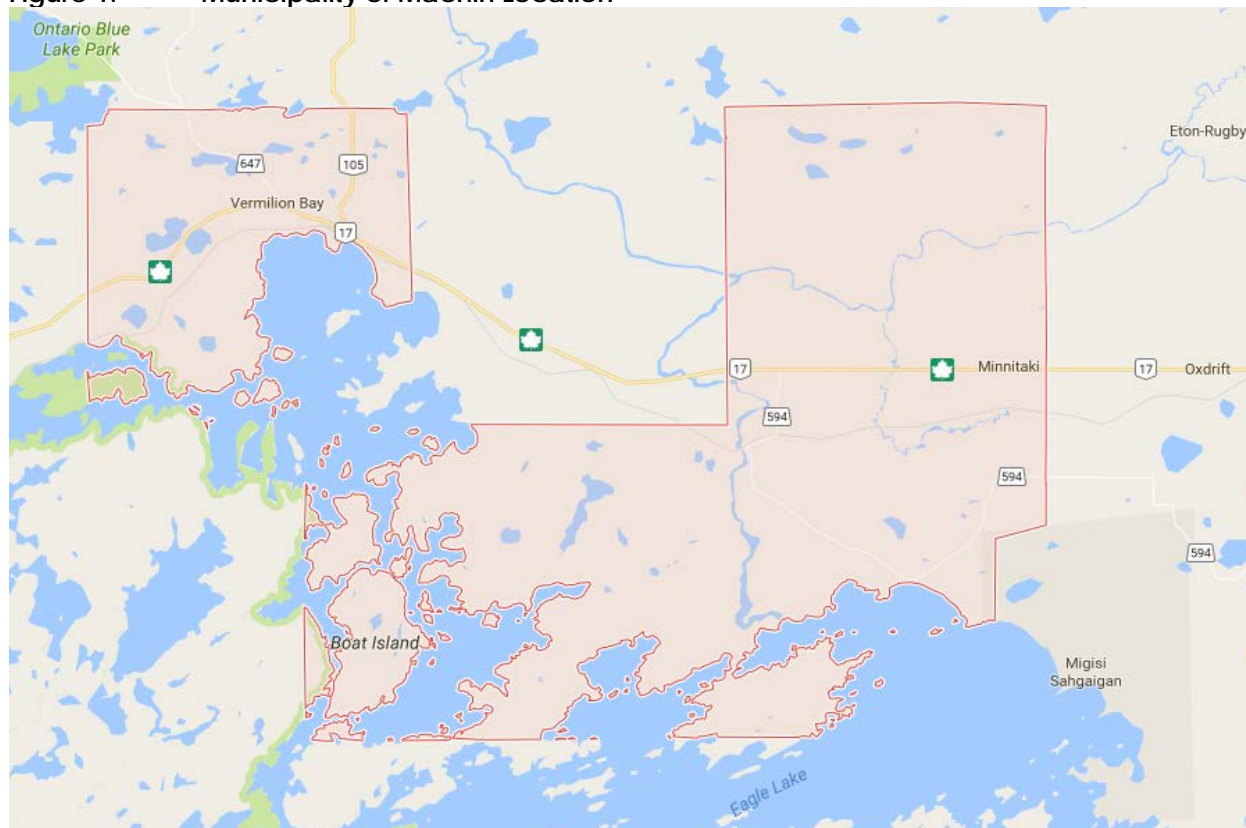


SECTION 1.0: INTRODUCTION

1.1 Context

The Municipality of Machin is developing a new Community Strategic Plan, with the goal of exploring growth opportunities that will lead to a stronger economy, improved quality of life, long-term financial stability and a united community.

Figure 1: Municipality of Machin Location



Source: Google Maps 2017

The last Strategic Plan was developed in 2001 and as the local and regional economy has shifted since, this planning exercise comes at a time when repositioning may be required to capture major economic benefits within this new economy. An effective plan that is properly communicated and implemented can ensure that opportunities for community growth and economic development are seized.

The Municipality of Machin is a quiet, picturesque community that lies in the very heart of Northwestern Ontario's Sunset Country on the Trans-Canada Highway. Machin is known for its easy living, which is complemented by its tranquil wilderness setting. The Municipality of Machin consists of three communities; Vermilion Bay, Eagle River and Minnitaki and is surrounded by unincorporated areas. Encompassing 289.84 square kilometres, all three communities are based on Eagle Lake.

Travelling from the United States you can reach the Municipality of Machin from either Highway 502, or Highway 594. Machin is situated only 15 kilometers west of Dryden and 90 kilometres east of Kenora. The Canadian Pacific Railway main line runs through Machin, with the Canadian National Railway main line just north of the boundary. Light aircraft are serviced by the licensed Municipal Airport.

The community has a population of approximately 971 people. It has excellent community services available, such as shopping, an ice arena, a recreation center, public school, a provincial park, a volunteer fire department, public beaches, medical clinic, senior's clubs and an airport. Plenty of outdoor recreational activities are available for all seasons, such as camping, fishing, hiking, mountain biking, blueberry picking, waterskiing, hunting, photography, four wheeling, snowmobiling and canoeing. Tourism, forestry and mining are the main industries supporting these communities. Tourism is quickly growing as indicated by the number of resorts, hotels and businesses setting up shop. The Municipality of Machin is business-friendly, and helps new businesses locate to the area and existing businesses thrive and expand.

The Municipality of Machin brings together urban and rural areas distinguished by boreal forests, fertile farm lands, and lake shoreline. The region is at the heart of Sunset Country, a leisurely drive west of Dryden. The Municipality boasts a safe, quiet wilderness of amazing scenery and abundant wildlife. Typical of the Canadian Shield, a stunning array of rock formations, rolling forests, placid lakes, rushing rivers, a variety of wildlife, and renewable plant life can be seen in Machin.

Community services include shopping, ice arena, recreation centre, school, medical centre, post office, Provincial Park, fire department, public beaches, ski trails, airport, and much more. Blue Lake Provincial Park is minutes away and offers a beautiful sandy beach, large campsite facilities, hiking trails, canoeing and interpretive programs.

1.2 Background

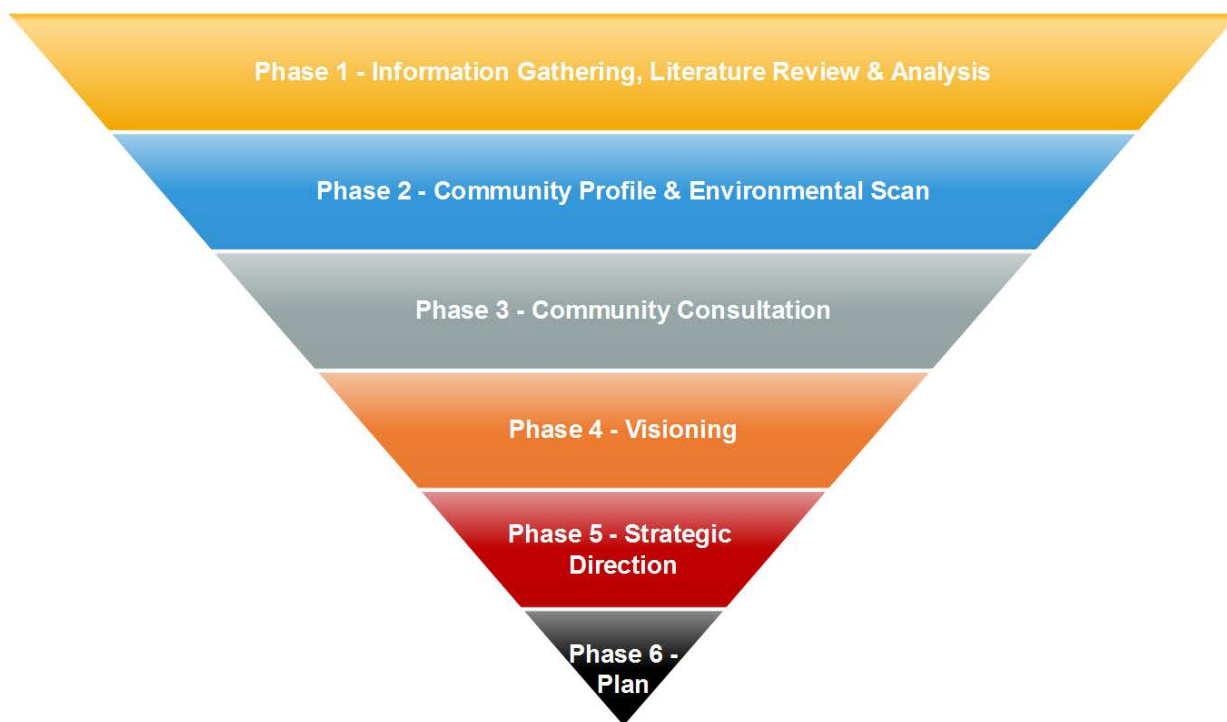
The Municipality of Machin recognizes the need to re-energize and diversify the local economy and create positive change for the community in order to meaningfully participate in the ever-changing socio-economic conditions in the region. The municipality also recognizes the need for renewal and population growth in order to continue to provide the quantity and quality of services it presently does.

To facilitate that, the Municipality of Machin is developing a community strategic plan that outlines an overall community vision, defines five-year goals and objectives, and outlines an implementation plan that will clearly illustrate how it will reach its vision and objectives.



The overall project consists of six (6) distinct phases:

Figure 2: Project Continuum



The information obtained throughout the different phases of this process has been synthesized in order to develop a comprehensive, long-term vision and direction for the Municipality of Machin.

This report begins with a general overview of the strategic planning process. It explores the values, vision and mission identified by the community members. The document then reports the results of the public consultations and a summary of the environmental scan. From the information gathered through the above process, five (5) strategic directions have been identified. The rationale behind selecting these strategic directions is to provide guidance and elicit actions, aimed at building on the community's strengths, while also looking at new ways to capitalize the opportunities. For each strategic direction, we explore the following:

- Strategy
- Why is it important?
- What are we trying to achieve?
- Key actions



This Community Strategic Plan sets goals and priorities for the Municipality and develops a plan that will achieve them. The purpose of a community strategic plan is to provide long-term guidance that will help it achieve its ideal state and vision for the future. The strategic plan provides the Municipal leadership with a decision-making tool for the community, helping it determine which projects to pursue and how to allocate resources to these projects.

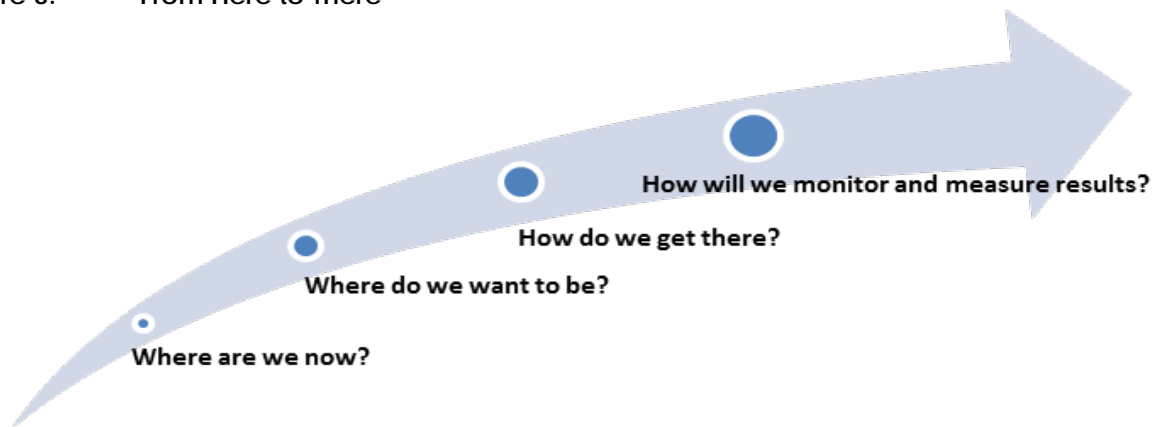
1.3 The Process

Strategic Planning is a process that determines the future direction of a community or an organization. Its purpose is to help define a vision of where the community or organization is going and what the result will look like. A Strategic Plan facilitates the creation of a community's future, not merely forecast, or worse, simply react to economic and market trends. If planning is not done or done in an expedient mode, the community or organization throws itself to the mercy of market forces.

In simple terms, "Strategic Planning" is a systematic process that identifies and addresses the following points:

1. Where are we now?
2. Where do we want to be?
3. How do we get there?
4. How do we know we arrived?

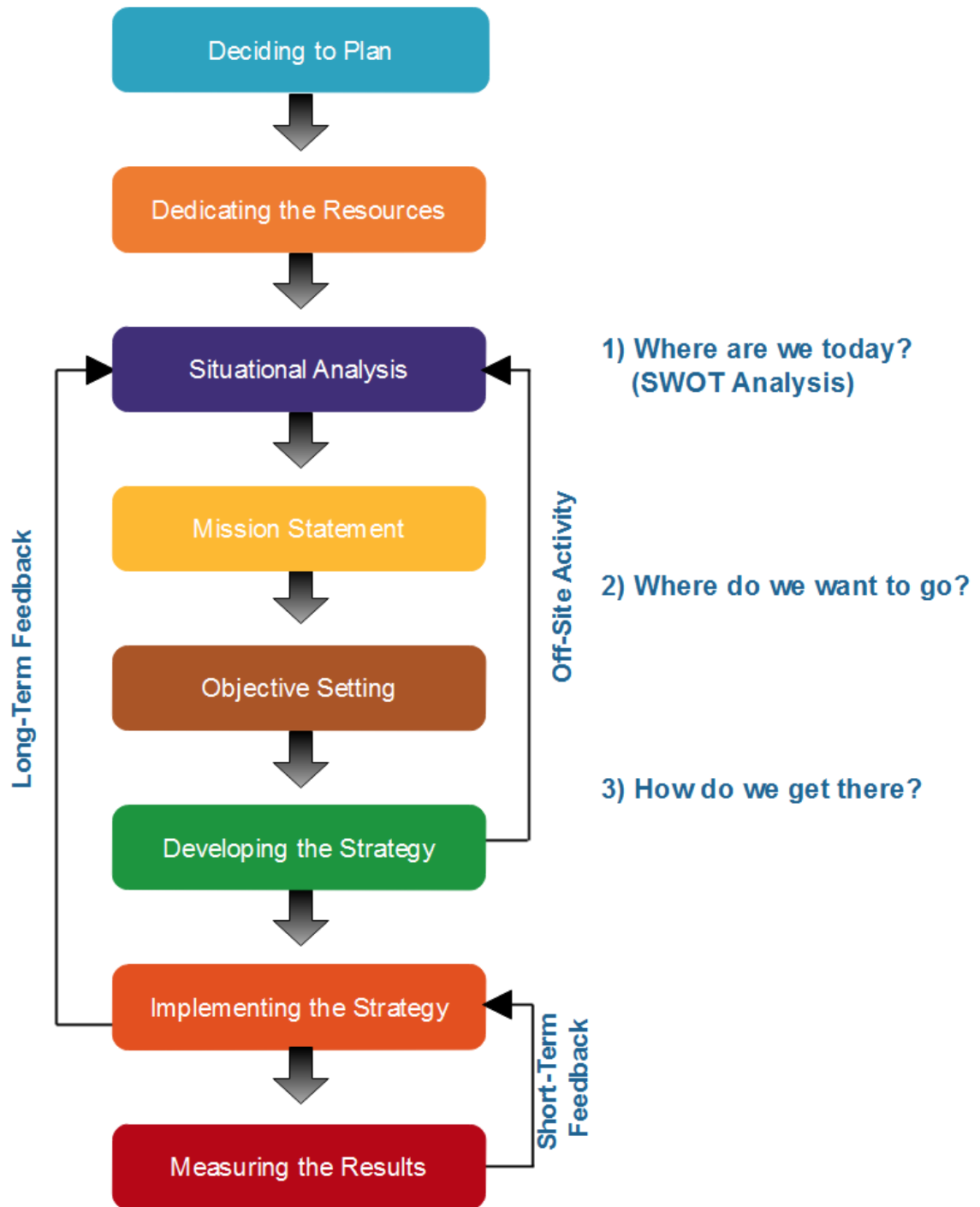
Figure 3: From Here to There



The strategic plan serves as a blue print/road map for how the community will achieve its vision and goals. To better understand how the process leads us from where we are today and how to reach our desired future, the next figure breaks down the process tasks.

As stated above, this Strategic Plan is a road map, and as a road map, it provides the specific directions in attaining the goals and objectives laid out in the plan. It also provides the leadership of Machin with tools and actions needed to strengthen the community as a whole and deliver economic development initiatives for a stronger local economy and cohesive community.

Figure 4: Strategic Planning Tasks



Like most communities, Machin finds itself at a crossroad when it comes to strategic development. The Municipality is aware of the existing economic and community development opportunities and challenges. Communication and collaboration are essential if the Municipality is going to overcome the challenges and capitalize on the opportunities.

Once the Strategy and the corresponding Implementation Plan are approved by Municipal Council, the work begins. The implementation plan, as an internal document, will be used when preparing annual work plans and will identify resources and responsibilities to lead and support actions; the estimated amount of investment required to implement the action; the performance measures and the delivery times.

1.4 Overall Structure & Methodology

We define comprehensive economic strategic planning at the community level as-- "The process by which the community envisions its future and develops the necessary steps to achieve that future." The development of a strategy involves conducting both external and internal analysis. Before the community is ready to decide on its future, it needs to position its internal resources and capabilities in the context of changes in the external environment. The comprehensive economic strategic planning process should do more than plan for the future; it should guide the community in creating its future.

Figure 5: Strategic Planning Cycle

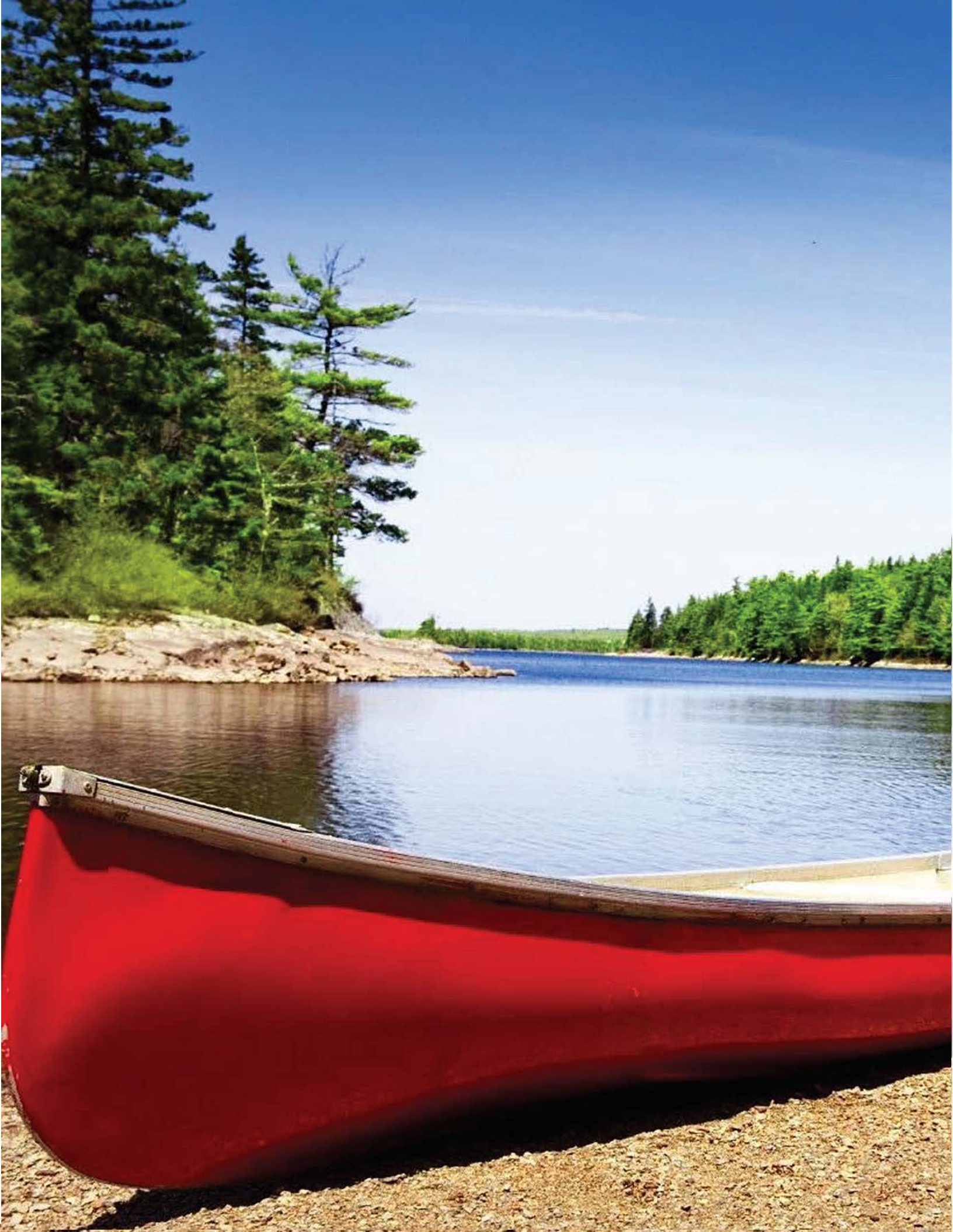


1.5 Benefits of Strategic Planning

There are many benefits in embarking on the strategic planning process for a community. Some of the benefits include the following:

- Creates a plan that has the community in mind;
- It engages the community and involves a wider group of stakeholders;
- Focuses on broad issues;
- Envisions a community's future;
- It is a proactive and not reactive process;
- Identifies clear impacts and decisions;
- Helps one stay focused;
- Assesses resources, strengths and weaknesses;
- Adds to the stability of the community;
- Gives the community a sense of achievement; and
- Makes it easier to measure success.





Strategic Thinking

– Our Values, Our Future, Our Plan.



Section 2.0: Community Engagement

2.1 Communication Campaign

The communication campaign included ads in the local Machin Messenger and posters throughout the public buildings to encourage people to get involved. A project kick-off meeting was held on April 13, 2017 in Machin with members of the Municipal Council who were also part of the Steering Committee. Another meeting was held on April 25, 2017 in Thunder Bay as a follow-up to the first. Two public consultation sessions were organized for May 09 and 10, 2017, one in Vermillion Bay and the other in Eagle River.

As part of the process to develop this new Community Strategic Plan, many tools were used to engage and solicit input and feedback from the community:

- Meetings and interviews with members of the Municipal Council and Administration;
- Strategic Planning Process presentation with members of the Municipal Council and Administration;
- Trends and Opportunities focus group with members of the business community;
- SWOT Analysis Exercise;
- One-on-one interviews with local stakeholders;
- A survey of corresponding visioning sessions;
- An open house.

Approximately 55 individuals participated, or had direct input, during the public consultation process. The participation summary is as follows:

Municipal Council and Administration

- A series of meetings, multiple telephone and email communications were undertaken with the Steering Committee as a whole or with individual Steering Committee members.

Interviews

- 15 individuals were interviewed representing a broad range of local interest.

Community Survey

- Community members responded to the surveys provided at the Focus Groups and Visioning Session.
- A total of 47 people attended the Focus Group and Visioning Session

Documents Developed

- Community Profile
- Community Economic Strategic Plan



2.2 Key Community & Economic Development Statements

In order to determine the strategic directions of this plan, we summarized all the information gathered through the Community engagement and consultation process. From the analysis of this information, five (5) themes or statements emerged:

1. Civic Pride
2. Diversification and Sustainability (people and economy)
3. Community Growth
4. Quality of Life
5. Community Identity & Community Engagement

Further details are provided in section 7.

For each statement, a strategic direction was developed keeping in mind the community values, mission and vision. The strategic directions are the following:

1. Community Beautification & Improvement
2. Economic Diversification & Entrepreneurialism
3. Community Identity, Branding & Marketing
4. Community Health and Happiness
5. Attraction and Retention of New Residents and Youth

Figure 6: Key Development Directions



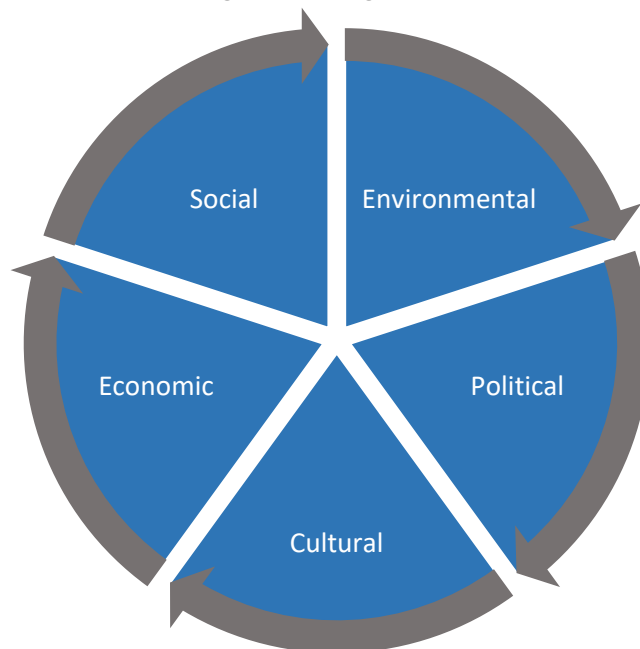
Section 3.0: Values

3.1 Underlying Values of the Strategic Plan

QUALITY OF LIFE

The Municipality of Machin's Strategic Plan is based on the concept of Community Economic Development. However, there is much more to community development than just economics. This plan embraces what is often referred to as the triple bottom line approach including social, environmental and economic factors. There are two other aspects or what we call the "five pillars" model which includes those three aspects, as well as "culture" and "politics" as the five lenses for decision making.

Figure 7: Dimensions of Strategic Planning



SUSTAINABILITY

Sustainable development refers to meeting the needs of today without compromising the needs of future generations. The Municipality of Machin knows the importance of sustainable development for their future survival and prosperity. This plan acts on this recognition by exploring development that meets the criteria of sustainability.

CREATIVITY

Creativity is another guiding principle, which has been used to help develop the long-term vision and strategy. Creativity can mean different things to different people. Creativity can mean trying out ideas that have not been tried before while embracing the gender, ethnic, and age diversity within the community. Creativity can also mean challenging what has been the norm for a long time and allowing fresh thinking to resolve old problems. Creativity can also mean valuing the creative and cultural assets that can be found in the community, while also being willing to include them in community economic development planning.

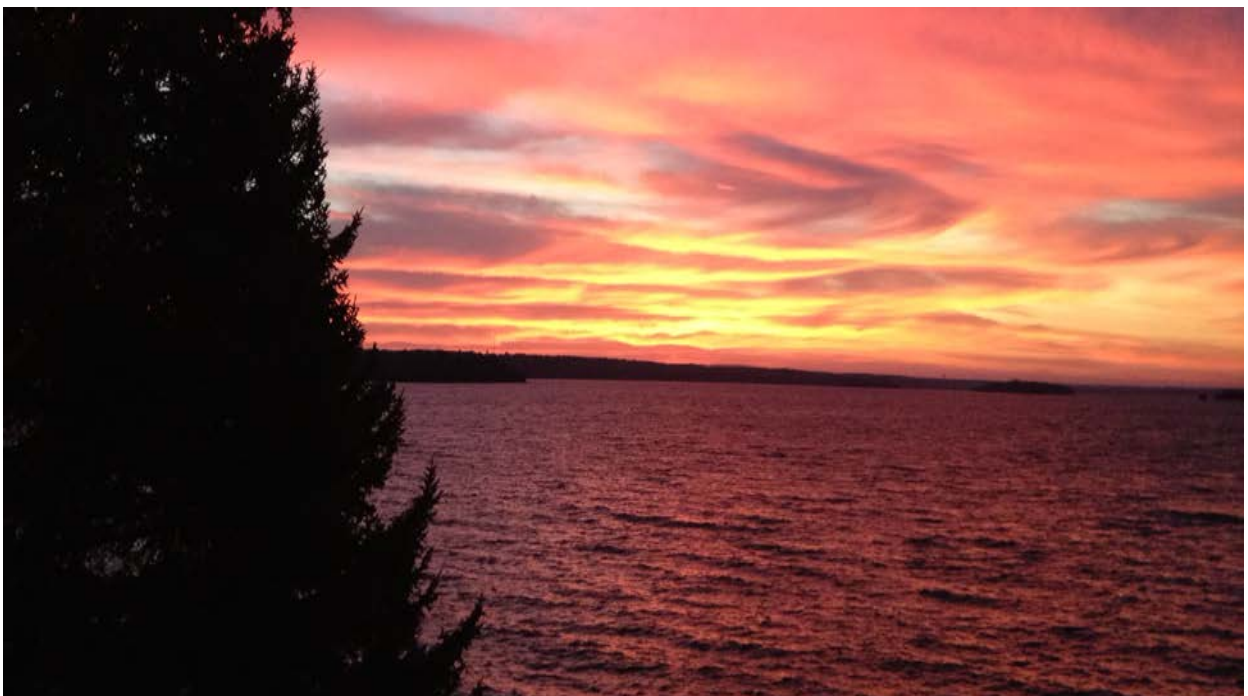
3.2 Community Values

Based on the community consultation, the following is what those living and working in the community value:

What We Value

- Peace, quiet and our independence;
- Safety and closeness of our tight knit community;
- Strong sense of community and community spirit;
- Volunteerism within the community and our volunteer firefighters;
- Community service groups and their involvement in community causes;
- Small town lifestyle;
- Watching out and caring for each other;
- Community facilities and recreational infrastructure;
- Our geographic location;
- Beauty of our natural surroundings, wilderness, lands, waterways and trails;
- Civic pride and our community's history;
- Our hard work and commitment to succeed;
- Outdoor activities,
- Our churches;
- Our educational, medical and seniors' facilities;
- Our pursuit of growth opportunities and their sustainability;
- Diversity in our people, friendly and accepting;
- Respect, Trust and Honesty.

THIS IS WHAT PEOPLE VALUE IN MACHIN



Section 4.0: Visioning Session

4.1 What the Community Envisions

Through consultation with the community residents, the business community and the Municipal Council, the following principles were identified as highlights for the development of a Vision:

- Work together despite our community and personal differences.
- Maintain and improve recreation and entertainment activities and facilities for youth and elders in a community that is safe.
- Promote relationship building with First Nations and surrounding communities.
- Work toward a strong and diverse economy that supports local business and that promotes entrepreneurialism.
- Attract and retain new residents and youth.
- All development needs to be sustainable and encouraged through progressive and planned infrastructure and municipal services.
- Promote pride of ownership, pride of accomplishment and civic pride.

4.2 Vision Statement (Draft)

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

4.3 Mission Statement (Draft)

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 work, play, live and learn.

4.4 Obstacles to achieving the Vision

- Lack of infrastructure
- Government bureaucracy
- Conflicting visions
- Lack of economic development and financial resources
- Lack of unity and identity between the three communities
- Apathy and negative attitudes
- Lack of local support for the Machin economy
- Lack of available land for development
- Lack of long-term planning
- Lack of volunteers and leadership

A plan can be developed that either deals directly with the obstacles, or by-passes them altogether.



Section 5.0: Putting Things into Perspective

5.1 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.

Every effort has been made to use the most current data available. Please note that at the time of this report, not all the 2016 Statistics Canada Census information was available. The eight major sources of information for this document are:

- 2017 Municipality of Machin Community Profile;
- The 2016 Census from Statistics Canada;
- The 2011 Census from Statistics Canada;
- The 2016 Census Population Estimates;
- Northern Projections, Human Capital Series – Kenora District, Northern Policy Institute;
- Ontario Economic Update 2016 - Northwest Economic Region;
- Economic Analysis of Ontario – Regional Economic Outlooks 2016-2017
- Kenora District Camp Owners Association.

5.1.1 Socio-Economic Characteristics

- In 2016, the enumerated population was 971, which represents an increase of 3.9% from 2011 (935).
- Gender – 51% male, 49% female.
- Median Age 45.1 – Male 47.2, Female 42.7
- Dominant Age Group -- 55 to 59
- The land area of Machin is 291.91 square kilometres with a population density of 3.3 people per square kilometre.
- In 2016, there were 439 private dwellings occupied in Machin, which represents an increase of 6.6% from 2011.
- Persons per household -- 2.23
- Home ownership -- 87%, renters -- 13%.
- Average household income -- \$66,031.
- Median estimated household income -- \$48,962.

- Mobility status: 79% non-movers
 21% movers 13%
 non-migrant 8%
 migrant

- 54% of the population age 15 and over are in the workforce while 46% are not in the work force.

- Workforce participation rate -- 54.1%, employment rate -- 62%, unemployment rate -- 10.8%.
- 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 & applied sector.
- Key sectors by industry: Agriculture and Natural Resources, Construction, Manufacturing and Transportation.
- Average value of dwelling -- \$145,000 (2006)
- Dominant Languages: English, French and German.
- 90% of the population speak English, 4.8% speak French while 5.2% speak a non-official language.
- Aboriginal Population, not reported in 2016 Census.
- Population projection: 2019-**955** 2021-**953** 2026-**946**.

5.1.2 Relative Figures

- 3.9% population growth as compared to the provincial average of 4.6% and the national average of 5%.
- Median age is 45 years, which is higher than the Ontario median age of 40 years.
- 84% of the population is 15 years and older compared to the Ontario average of 83%.
- 24% of the population is 19 years and younger compared to the Ontario average of 21%.
- 36% of the population is 55 years+ compared to the Ontario average of 29%.
- Municipal Tax Rates are mostly lower than those of Dryden and Kenora.

Table 1: **Municipal Tax Rate Comparison**

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

¹ Tax rates are for 2016

² Municipal Tax Rates (%)

³ Education Rates (%)

⁴ Total Tax Rates (%)



5.2 District Influences

Demographics⁵

The District of Kenora grew from 1991 to 2006, and then experienced an 11 percent decline from 2006 to 2011, followed by a sharp 13.7 increase between 2011 and 2016. In terms of net migration flows, the district of Kenora has experienced modest intra-provincial out-migration for the last decade and a half. Interprovincial migration, has also been negative during this period. As a result, net domestic out-migration in 2014-15 resulted in 315 individuals who moved out of the region. With respect to immigrants moving into the region, it was very low accounting for only 2.4 for every 10,000 people.

In addition to out-migration of youth and low levels of immigration into the region, rising life expectancy has resulted in the aging of this district's population. At the same time, the large baby-boom generation, born in the two decades following the Second World War, is now beginning to retire. The generations that followed were much smaller, primarily due to a declining fertility rate. As a result, the share of individuals in the district below the age of 20 has declined from 34 percent in 1991 to 28 percent in 2011, while the share of seniors rose from 9.5 percent in 1991 to 13.2 percent in 2011. During the same period, the share of individuals between the ages of 20 to 44 declined from 39 to 30 percent, while individuals aged 45 to 64 increased from 17 to 29 percent.

These demographic changes have had a significant impact on social and economic conditions in the district. The population will continue to age in the near future, with implications for the supply of labour, production capacity, and the ability of the Kenora district to stay economically viable. One important aspect of the aging population relates to the relationship between economically active and economically dependent age groups – that is, between the working population on the one hand and the young and elderly on the other.

Population Projections

The Kenora district's total population is expected to increase from 70,002 in 2013 to 72,419 in 2041. The continuing aging of the district's population is also evident with the share of individuals under age 20 expected to decline from 29.9 percent in 2013 to 26.7 percent in 2041. The share of working-age people (ages 20 to 64) is projected to decline from 57.5 percent in 2013 to 50.2 percent in 2041, and the share of seniors is expected to rise from 12.6 percent in 2013 to 23.1 percent in 2041. The decline in the working-age population brings important implications for the future availability of a qualified labour force in the district.

⁵Northern Projections, Human Capital Series – Kenora District, Northern Policy Institute

Indigenous Population Projections

The Indigenous population's share of total district population is expected to increase from 30 percent in 2013 to 39 percent in 2041. The share of working-age Indigenous people (those ages 20 to 64) is expected to increase from 28.8 percent in 2013 to 43.5 percent in 2041. The share of Indigenous seniors is expected to rise from 14.9 percent in 2013 to 27.7 percent in 2041.

Labour Market Trends

The Indigenous population represents a growing segment of the Kenora district's total population and its working-age population. A significant gap exists, however, between the level of educational achievement of Indigenous individuals and that of the general population, resulting in a severe labour market outcome disparity that affects the current and future productive capacity of this district's labour force.

Both the total population and the labour force in the district declined between 2001 and 2011. Labour force participation and employment rates declined among men, but rose among women over the same period. On the other hand, the unemployment rate declined for both men and women. Immigrants generally experienced higher participation and employment rates compared to the total population, while, according to the available data, the Indigenous population experienced lower employment rates and lower participation rates in formal labour markets. There was also a significant difference between the Indigenous labour force on-reserve and off-reserve, with the unemployment rate among the former at 27.6 percent in 2011. In contrast, the unemployment rate among the off-reserve Indigenous workforce was much lower, at 16.6 percent, but still significantly higher than district levels.

Size and Composition of Future Labour Supply

The district's labour force is expected to decline by about 10 percent over the period, while the Indigenous labour force is expected to increase by about 33 percent. As a result, the share of Indigenous people in the total regional labour force is expected to increase from 27 percent in 2013 to 40 percent in 2041.

Labour Supply & Labour Productivity

Two important demographic trends affect the district of Kenora. First, the working-age population is declining; as a result, the supply of labour is expected to decline over the coming years. Second, a growing Indigenous labour force potentially could offset that trend, but the human capital composition of the Indigenous workforce is lower than total working-age population in the Kenora district, so if the current situation continues, future labour productivity will decline.

If the current level of educational achievement continues, the human capital composition of the workforce will decline in the coming years in both the Kenora district and Northwestern Ontario. This index is positively correlated with labour productivity, labour income and output in the region. The declining supply of labour and declining



labour productivity in the district is only half of the story. Technological changes and the emergence of the knowledge economy have altered the requirements of the labour market. Various studies suggest that, by 2031, about 80 percent of the workforce need to have post-secondary credentials such as an apprenticeship, college or university degree. Currently, 70 percent of the new jobs and an average of 63.4 percent of all jobs require some post-secondary credentials. While the skill levels of the prime-working-age population in the Kenora district are lower than the skill levels in Ontario and Canada for the total population, the skill level among the Indigenous population in the Kenora Census Agglomeration (CA) is above provincial levels for both men and women. However, education levels in general, are still lagging the current estimated skill requirements of about 63.4. Closing this gap will be imperative.

In short, individuals who do not have post-secondary credentials have a higher likelihood of nonparticipation in the labour force and face a greater probability of unemployment, and these probabilities will only increase in the coming years. To the extent that the skill level of the workforce in the district of Kenora is below the estimated requirement needed for emerging occupations, the region will face a situation of workers with qualifications that do not match the existing jobs and of jobs that cannot find qualified workers.

Consequences of Shifting the Composition of the Employed Labour Force

The structure of the workforce has been changing due to a population that is simultaneously declining and aging. At the same time, the industrial and occupational composition of the employed workforce is shifting due to changing market conditions. As a result, the size and industrial makeup of the employed workforce has changed over the past three decades. There has been a continuous shift away from the goods-producing sector dominated by private businesses to the service-producing sector, a large portion of which is publicly funded.

Total district employment has declined from 26,720 in 1996 to 25,055 in 2011, a decline of about 6.2 percent. As is the case with the overall regional economy, employment in the goods-producing sector has declined from 7,570 in 1986 to 4,795 in 2011, a decline of about 37 percent. During the same time, the service-producing sector has grown by about 24 percent. The share of the goods-producing sector in total regional employment has also declined from 32 percent in 1986 to about 19 percent in 2011. Notably, however, construction and mining have been increasing for over a decade.

5.3 Northwest Economic Region⁶

The Northwest ER covers the counties of Thunder Bay, Rainy River and Kenora and is home to almost 240,000 residents. The region's export industries are mining, forestry, transportation services and manufacturing. Last year, the region's economy sputtered with employment slipping for the second consecutive year. While economic activity is forecast to stabilize, economic growth will be minimal with foundational sectors such as health care, education and forest products providing the main support. Primary resources will continue to drive the region's economy, although construction, manufacturing, utilities and a variety of service industries will also contribute. Mining is expected to remain in a holding pattern awaiting the next up cycle once the global economy begins to pick up steam.

After rallying earlier in the year, prices for key metals– e.g., gold, nickel, copper and zinc – have resumed their downward trend, though the weak Canadian dollar has partly mitigated their impact. For the province as a whole, gold production was relatively unchanged (up 0.1 per cent) in the first nine months of 2015 compared to the previous year. Going forward, activity in the mining sector will be driven by the future path of metals prices. Little improvement in nickel, copper, zinc and lead prices is expected until 2017, while gold prices will be range bound with a slight upward bias after next year. Iron ore prices are expected to remain depressed throughout the period. As a result, mining activity in the region, as well as the timing of a number of major mining projects, will depend on the outlook for a sustained recovery in metals prices. For example, Rubicon Minerals Corp. suspended activity at its new Red Lake Phoenix gold mine in November with the announcement of a temporary layoff of 330 employees. The resumption of production at the site will hinge on the development of a plan to profitably extract gold from its "geologically complex" deposit. Similarly, delays in other gold projects such as Newgold's Rainy River Gold project and the Hammond Reef Gold Mine, north of Atikokan, are likely at current depressed prices.

Over the longer term, the eventual development of the Ring of Fire, one of the largest chromite deposits in the world, would make a significant contribution to the Northwest economy. At present, its development has stalled in face of uncertainty about government support, private investor commitment and difficult negotiations with First Nations' communities near the deposit. The lack of adequate transportation infrastructure is a significant barrier to the region's development. The province has committed \$1 billion towards infrastructure development in the region and has nominated the region as one of its "priority transit projects" for federal Build Canada funding.

⁶ Ontario Regional Economic Outlooks 2016 -2017



A strengthening U.S. economy and a rebound in housing markets bode well for the Northwest's forest products industry. While initially slow off the mark, Ontario forest products producers have boosted exports in response to rising demand south of the border. Ontario's forest sector is benefiting from firmer prices and increased foreign demand, with overall forest products shipments climbing 12 per cent in the first nine months of 2015 compared to the same period last year. To capitalize on increasing demand, forest products firms, along with the provincial government, must continue to address the competitiveness challenges posed by rising electricity rates and aging facilities. In this vein, the ongoing \$250-million conversion of the Terrace Bay Pulp Mill to dissolving pulp and the addition of a second co-generation turbine at the facility will open up new opportunities for the company in a growing market. Similarly, the conversion of the Atikokan coal generating plant to biomass in 2014 has provided a significant market for wood-pellet manufacturers in the region.

Housing sales and prices will rise moderately through 2017, supported by a relatively stable economy, low mortgage rates, and affordable prices. Regional sales are projected to increase 1.6 per cent in 2015 and slightly above four per cent in 2016 and 2017, following a 10.3 per cent rise in 2014. After a 7.1 per cent gain last year, the average sale price is projected to rise 5.3 per cent in 2015, but is forecast to grow at just over two per cent during the following two years.

After a large dip in 2014, private and public investment in non-residential building construction is forecast to rise over the next two years, though fiscal constraints are expected to dampen growth in public investment.

Job growth will be negligible though a declining labour force due to an aging population and the negative effect of constrained job prospects on participation in the labour force will see the unemployment rate decline to 5.4 per cent by 2017. Total regional employment is expected to continue to trend lower, after falling a projected 2.5 per cent in 2015, with employment forecast to decline 0.2 per cent in 2016. Nonetheless, the unemployment rate is expected to edge lower as the labour force participation rate declines, due to aging demographics and weak labour markets. The regional unemployment rate is forecast to drop to 5.4 per cent by 2017, well below its peak of 8.9 per cent in 2009.

Population growth in the Northwest Economic Region is expected to remain essentially flat despite employer efforts to attract new skilled workers to replenish an aging workforce. This challenge will be most acute in outlying regions as new mining and construction opportunities emerge.

5.4 Tourism

Tourism is a major economic sector in Sunset Country. Tourism is much more than the jobs it creates. It has a significant impact on other, non-tourism sectors through tourist spending and tourism business purchases. Tourism is a key generator of economic

activity in many towns in this district. In some smaller communities, tourism is the number 1 industry while it is 2nd or at worst 3rd, in most others. People who live in these communities depend on tourism for their livelihood. Eighty-two percent of resource-based tourism businesses are owned by Canadians (17% by Americans). Tourism represents important seasonal work for returning students as well as year-round residents. Resource-based tourism businesses stimulate economic activity in these communities through direct, indirect and induced impacts.

Tourism is an “Export Business” in Sunset Country. There is a heavy reliance on American visitors. Seventy-nine percent of all tourism expenditures in Sunset Country are by Americans. Most of the overnight visits occur between April and September and account for a total of 87%.

Tourism is big business in Sunset Country. The following are some statistics that prove how big it really is:

- \$288 million in economic activity;
- 9,404 full-year jobs;
- \$191 million in wages;
- \$171 million in Federal, Provincial and Municipal taxes;
- Capital expenditures of \$18 million in the region;
- Capital Expenditures create an additional 490 full-year jobs;
- Average of \$156 million is spent annually in Sunset Country by RBT businesses on operating expenses (71% of total);
- \$4 million in property taxes
- Resource-based tourism businesses directly employ 3,785 persons.

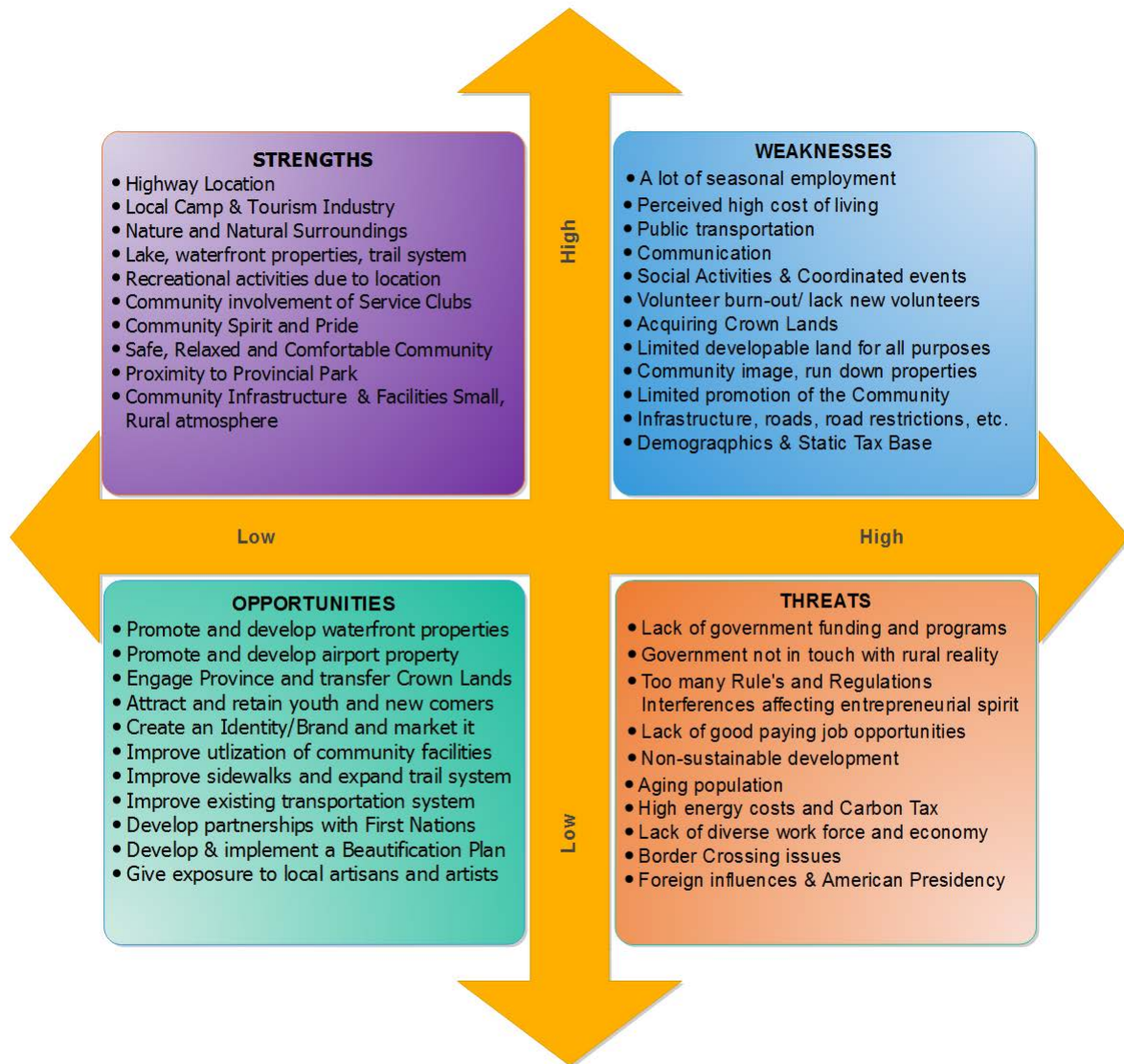


Section 6.0: SWOT Analysis

6.1 SWOT Summary

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 potentials for growth and/or profit. The strategic plan suggests tactics to capture the benefits from 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.

The SWOT analysis provides information that is helpful in matching the community's resources and capabilities to the competitive environment in which it operates.

A great amount of effort, research and analyses has been undertaken over the past several years in an attempt to provide detailed information on the community's SWOT. This section was prepared using various sources of information and provides an updated SWOT analysis for the community of Machin.

Several sources of information were used to compile the SWOT including:

- Information gathered in the 2001 Strategic Plan
- Interviews with Mayor and Councillors
- Open Houses held in May 2017
- Focus Group with the business community
- Personal interviews.

Complete SWOT Analysis findings are listed below.

6.1.1 Strengths

- Highway location (Trans Canada).
- Local camps & strong tourism industry.
- Nature and the beauty of the natural surroundings
- Lakes (Eagle Lake), waterfront properties, trail system.
- Recreational activities due to location (hunting, fishing, snowmobiling, etc.).
- Community involvement of our Service Clubs, cadets and volunteers.
- Community spirit and pride.
- Safe, relaxed and comfortable community.
- Railroads, pipeline and highway.
- Proximity to the Provincial Park.
- Community Infrastructure, facilities and services (medical clinic, Vermillion Bay Arena, Eagle River Recreational Centre, water treatment plant, dock, community gardens, natural gas and hydro-electricity options, firefighters,)
- Small rural atmosphere.
- Active seniors' centre and their involvement in bringing activities together.
- Cost of land and housing.
- Community support and sponsoring for youth and elder's activities. Active involvement of citizens.
- Open and transparent leadership.
- Friendly, smart and skilled people in the community. Independent people.
- Co-op Store, post office, commercial and retail services.
- Variety of programs in the community e.g. seniors' bus service.
- Relatively low taxes.



6.1.2 Weaknesses

- A lot of seasonal employment, high dependency on summer tourism, lack of economic diversification.
- Perceived high cost of living.
- Public transportation.
- Communication gap among the three communities.
- Communication with the communities (Community calendar, Welcome Wagon).
- Lack of social activities and coordinated events that bring the communities together as well as social gathering places.
- Lack of upcoming volunteers.
- Acquisition and utilization of Crown Lands. The process is difficult and complicated
- Limited developable land (residential, commercial, industrial, serviced and non).
- Limited internal and external promotion of Machin
- Run down properties, poor community image.
- Infrastructure, roads, road restriction (½ loads), natural gas and water supply are available throughout Machin.
- Demographics & static tax base.
- Easements of the railway, pipeline and highway.
- Resistance to change and inward looking.
- Local commercial service hours.
- Poor signage, advertising and marketing.
- Limitations of emergency services.
- Affordable housing and rental units in Machin.
- Lack of lifelong learning opportunities.
- Lack of banking facilities and ATM machines.

6.1.3 Opportunities

- Promote and develop pockets of waterfront/lake properties for residential use.
- Promote and develop the airport property for tourism and diversification purposes.
- Explore brown field development, multi-residential development and a second seniors' complex.
- Engage the Province and have the identified Crown Lands transferred to Machin.
- Promote the sale of underutilized farm lands and assist those exploring hobby farms.
- Attract and retain youth and new comers to the community. Make Machin a welcoming community.
- Create an Identity/Brand for Machin and market it. Improve signage.
- Develop and implement a Community Beautification Program.
- Improve utilization of community facilities and spaces (after school activities, increased entertainment opportunities, outdoor, dances, theater, host courses for baby-sitting, snow machining, firearms, etc.). Youth and parent involvement.

- Improve sidewalks and expansion of nature trails in order to provide safe recreational opportunities. Assess a snowmobiling trail system.
- Improve the existing elder transportation system (affordable and accessible); improve school bus route and organize car-pooling.
- Develop partnership with First Nations.
- Partnership with seniors, community clubs, schools and Municipality in community events and activities. Develop a tournament circuit.
- Give exposure to the local artisans and crafts persons. Develop a farmers and crafts market.
- Create and promote conditions that can attract new business (low cost of land, lower taxes, cost of housing, etc.).
- Improve communication about activities in order to increase volunteer base.
- Provide lifelong learning activities, bringing the three communities closer together.
- Explore the development of a coupon book that promotes "Shop Local" activities within the community. Work it into the community webpage.
- Explore sustainable and alternative energy sources.

6.1.4 Threats

- Lack of government funding and access to certain funding programs.
- Government not in touch with our rural reality.
- Too many rules and regulations for small communities to afford and keep up with.
- Too much government interference dampens entrepreneurial enthusiasm.
- Lack of high paying employment opportunities will force residents to move to larger urban areas.
- Non-sustainable development.
- Aging population and shrinking tax base.
- Increasing property taxes, high energy costs and Carbon Tax.
- Lack of diverse workforce and economy.
- Border crossing issues.
- Foreign influences and dependency, new American Presidency (renegotiation of NAFTA, new trade tariffs, exchange rate volatility).
- Depletion of our natural resources, especially fish stocks.
- Youth outmigration and increased "brain drain".
- Decline of young families and potential closure of schools will draw people out of the community.
- Negative and defeatist attitude as well as divisiveness in the community.
- Very small pool of entrepreneurs.
- Volunteer burn-out.
- Decreasing/reduction of quality of life features and services (policing, education, health care, etc.).
- Non-resident landowners affect community spirit and ability to support local economy.



Section 7.0: Summary of Strategic Actions

In Section 2, the Key Development Direction of this plan was identified and the selection rationale is based on the findings of the community engagement and consultation process. The following is a summary of the findings of the focus group and residents' opinions and input when asked, **"Describe the state of the Community and its economy"**.

1. Our Community can be described as a community that has lost its luster over time. The overall community image looks depressed with properties that need to be cleaned up and some buildings and houses need a facelift or be removed. We need to show others that we have civic pride and that Machin is a nice place to live. We need to seriously look at community clean-up and community beautification.
2. Our community has a small entrepreneurial stock. Opportunities for development and reinvestment are within reach but are not being taken advantage of. The need for economic diversification is definitely required as the main industry is tourism and it is a seasonal type of tourism. Additionally forestry and mining are subject to a lot of uncertainty at this time. The Municipality will need to create an environment that is business friendly, promotes 'shop local' and establishes competitive development conditions. The local market operators will also want to grasp the concept of co-operative competition and will want to work better together. The community also needs to address the present banking situation and/or establish ATM outlets. There is a general perception that Machin isn't doing enough to attract new business or to create conditions to attract new business. The building permit process has been ridiculous; the inspections are too onerous. Establishing a business just outside the municipal boundaries would cost half as much. There are many businesses that are outside of the municipal boundaries but the people who work in and for these businesses live in the municipality.
3. Hard to find apprentices, skilled labour and people wanting to buy existing businesses.
4. The Municipality of Machin does not have an identity per se. Identity and branding efforts need to be put forth along with a targeted marketing plan for Machin to be a destination and not just a drive-through community. At this time, among other issues, image and identity need to be focused upon.
5. Our Community is an aging community that slowly is losing its youth to larger centres as they pursue new educational and employment opportunities. The community will need to gear up for an aging population but will also need to focus on attracting and retaining new residents and youth. The need to ensure some form of community growth is necessary to ensure that the Municipality can continue providing quality infrastructure and services to its residents in the future.

6. As Machin is comprised of three unique communities, it still faces some challenges and differences that at times create internal and external conflicts. Some community members believe it is time to get over these differences and to pursue a united future. The major challenge that has been identified is related to communication i.e. communication between the communities and within each separate community. The poor communication has negative effects on community participation, community events, volunteering and community building. We need to ensure that we maintain a healthy and happy community environment.



Section 8.0: Strategic Direction

8.1 Strategic Direction

1. Community Beautification

Machin will create an environment that will facilitate community pride in its residents and increase confidence for potential investors through the creation and implementation of a multi-year community beautification master plan. The implementation of this plan will increase the community's regional profile as well as boost its appeal and quality of life.

2. Economic Diversification & Entrepreneurialism

Machin will focus on initiatives that will foster economic diversification, entrepreneurialism and local growth. It will also explore economic development prospects that promote local business retention, expansion, and other economic development initiatives where it has a distinct competitive advantage. Special focus will be put on attracting financial support from outside Canada through Direct Foreign Investment (DFI) initiatives as well as regionally fostering First Nation relationships and partnerships.

3. Community Identity, Marketing and Branding

Machin will create a Marketing and Branding Plan that will focus on community identity. Machin will market its distinctive brand identity that reflects its strengths, its exceptional quality of life, its strategic location and competitive advantage, as well as promoting its socio-cultural well-being and prosperity. The Marketing and Branding Plan will be integrated to attract economic growth and investment as well as new residents.

4. Inducement and Retention of New Residents

Machin will explore ways to attract and retain youth and new residents to become a part of the community. Attraction and retention will also focus on newcomers to Canada by way of skills and labour force development. Demographic studies predict a void in the local labour pool.

5. Community Health and Happiness

Machin will explore and implement methods to improve communication within and throughout the community and thereby build a united community. Machin will continue to leverage the local service groups' strengths and promote volunteerism to achieve successful community activities and event. Machin will also develop a community investment foundation with charitable status to fund and support programs within the community that are directly related to community well-being and prosperity.

Section 9.0: Goals

The development goals originate from the Vision. As **Quality of Life** is one of the values of this Strategic Plan, and that community development is more than just economics, generation of wealth and its distribution, the identified goals affirm the characteristics of the Quality of Life value.

Goals:

- Make Machin a beautiful and appealing place to live and raise a family.
- Ensure that Machin grows and is sustainable for the future.
- Create the conditions to favour a diverse economy.
- Focus on elders' and youth needs ensuring a healthy and vibrant community.
- Develop our unique "Identity" and make sure everyone knows it.

9.1 Machin's Community & Economic Development Strategy

The following themes have been identified as directions for Machin's Community & Economic Strategic Plan, which stem directly from the community consultation input. For each direction, a series of actions have been identified and form part of the implementation plan.

The rationale behind selecting these that building on the community's strengths, while also looking at new ways to capture the opportunities.

9.2 The Strategies

The implementation of a strategy encompassing these pillars, will lead to an overall improved quality of life as well as community growth and stability.

9.2.1 Community Beautification & Improvement

Strategy: Develop a Community Beautification and Improvement Plan and implement it. Through its implementation, we want to show others and ourselves our civic pride and pride of ownership. Create good first impressions.

Why is this important?: Living in a clean, organized and attractive area gives residents a sense of civic and hometown pride and an improved quality of life. It also shows others that Machin is an attractive, vibrant and appealing place to live and thereby it might be a place that others may want to relocate to in order to enjoy the same quality of life.



What to achieve:

Create a new friendly, vibrant and welcoming image for Machin. An image that inspires you to stop in and stay a while rather than just drive through. We want to make Machin a destination and not just a highway stop. Downtowns and main streets are seen as the life-blood of a community, full of activity and life.

Key Actions:

1. Look at all gateway signage. Place gateway signs where you make the first and best impression. Signage at the city/town limits should be directional signage to key downtown districts. Install eye-catching and easy to use signs that direct visitors to popular places. Improve signage along the highway and main streets. Assess signage for proper visibility and if necessary adjust accordingly. Erect new signage according to the Branding and Marketing plan.
2. Clean up areas that are visible eyesores to otherwise lovely surroundings. Some common offenders are parks, empty lots, riverbanks, etc. Team up with community groups and neighbours to wash away graffiti or to add a fresh coat to peeling paint. Collect any litter and debris and dispose refuse and recycle properly. Install garbage cans. Keep safety in mind.
3. Develop and/or enforce by-laws to upkeep private property to agreed upon standards. Order demolition of derelict properties for health and safety purposes.
3. Sow seeds and plant trees. Bringing greenery, not to mention reds and yellows and pinks, to public spaces is one of the best ways to improve appearances. Trees, shrubs and colourful flowerbeds help turn any ho-hum patch of grass into a lush and welcoming park. Consult with landscape professionals to ensure your chosen seeds and saplings will thrive in the space. Prepare for and participate in the Communities in Bloom competition. Explore rock gardens in areas where planting will not do well.
4. Create cozy sitting spots throughout town. Install benches on streets with lots of foot traffic. Build picnic

tables under the shade of old trees. Construct small gazebos in public parks. These inviting rest areas will encourage people to get out and enjoy the outdoor areas of town. Invest in street scape and water features.

6. Bring the past to the present. Research the history of the community. Honour remarkable places or individuals with bronze/granite plaques or small statues commemorating the past. Contact an area historian to learn about events, landmarks or residents that had a meaningful impact on the area. Work together to obtain the proper verification and approvals.
7. Brighten the scene with public art. Engage local artists to produce sculptures and other commissioned installations that will bring vibrant art to the public. One of the most popular approaches to public art is mural painting on large brick walls. Help choose a local artist to outline a drawing that reflects regional traditions or values, and then invite the public to fill out the mural with colorful paint. Children and adults alike will be proud of their contribution to the town.
8. Explore policies like tax abatements, core area renewal programs, grants, and other special incentives to promote downtown development and enhancement of other special areas. Establish a façade improvement program.
9. Bring the community and/or downtown to life. Establish regular occurring public events that showcase community merchants, artists, crafts people, music and food. Recruit outside events into plazas and gathering areas. Develop open air markets for at least three days a week from late spring to early fall. Bring in food trucks and explore the merit of installing outdoor kiosks for visitor information desks or for renting out to entrepreneurs.
10. Create public space that is both kid-friendly and family-friendly.
11. Give the downtown or main strip a name. This will make it a destination, as opposed to just a place.



9.2.2 Economic Diversification and Entrepreneurialism

| | |
|--------------------------------|---|
| Strategy: | To create the necessary conditions to attract new investment, new companies and new jobs to the community in as many sectors of the economy as possible. Create conditions to improve the chances for business to prosper. To assist in the development of a larger entrepreneurial pool and support them when possible. Promote the responsible use of resources to ensure long-term sustainability |
| Why is this important?: | Economic dependency on one or two sectors of the economy is very dangerous for small communities. One horse towns do not do well when there are negative changes in their sector. We need to diversify our local economy in order to minimize risk and to grow our community while maintaining stability and sustainability. |
| What to achieve: | Become a business-friendly community. Grow our business community, diversify our economic base and promote and support entrepreneurialism. |
| Key Actions: | <ol style="list-style-type: none"> 1. Make life easier for businesses and developers. <ul style="list-style-type: none"> - Create a guidebook for small business owners with clear, simple explanations of how to navigate the process of acquiring permits and understanding the regulatory requirements. - Create a guidebook for developers and other investors. Give them an overview of government-offered or supported incentives for investing in the community, including things like façade programs among others. - Create a business concierge service. Make it as easy as possible for businesses to understand and navigate the permitting process. Assign a clear point of contact for business owners to talk to. That person would act as a concierge to help make sure the Municipality meets businesses' needs as efficiently as possible. Assist in removing barriers to development. - Look at ways to improve permitting processes and timing. Waive local development fees. - Update zoning codes to allow and encourage the type of development wanted. |

- Update ordinances. Make sure the Municipality is not necessarily prohibiting activities that could contribute to revitalization and community growth.
2. Access and make land available for private commercial, residential and industrial development.
 - Inventory all public and private lands and properties available for sale, development and/or redevelopment and market them throughout the region and beyond.
 - Make underutilized public land available for private development.
 - Explore waterfront development opportunities with potential investors and developers.
 - Develop a plan for the utilization of the airport property and explore any infrastructure needs to render them more marketable.
 - Continue the pursuit of attaining identified Crown lands and if necessary apply political pressure to expedite the process.
 - Minimize or eliminate regulatory barriers to create redevelopment. Create more flexible zoning code definitions of building use.
 - Identify land owners of large parcels and explore potential public/private partnerships.
 3. Organize a “Shop Local” campaign. Develop a coupon program. Small, locally owned and operated businesses are an essential element to the community’s authentic sense of place. Organize campaigns and promotions to highlight these businesses and to provide visibility during times of the year when shoppers may gravitate towards larger retailers (e.g., Christmas or back-to-school). Support all your local businesses both small and mid-sized.
 4. Create tax incentives. Tax incentives should be used to attract business and industry, and to encourage a variety of quality developments.. These can come in the form of property and income tax abatements, and can encourage everything from commercial building rehabilitation to new residential



development to traditional industrial and manufacturing spaces.

5. Explore economic development partnerships with local and surrounding First Nation communities. Work cooperatively and further explore developing strategic infrastructure (office space, friendship centre, business incubator, etc.) in Machin. Strengthen Machin's understanding between the surrounding Aboriginal communities and the municipalities and make the overall community a friendly and attractive place for the Aboriginal population to do business.
6. Create co-working spaces or shared office spaces which can help fledgling companies, freelancers and entrepreneurs find a home in underutilized vacant office space. Co-working spaces most obviously meet the needs of smaller proprietors and start-ups. Nonetheless larger businesses are increasingly using these spaces to take advantage of the connections and information shared there. These locations are also ideal for business incubators that help new and start-up companies develop by providing services such as management training.
7. Consider establishing a non-profit, community economic development entity or partnership to facilitate this Strategic Plan. Explore funding opportunities through the various Federal and Provincial funding programs to start it up and develop a plan to make it sustainable. Collaborate with all different agencies related to economic development, major institutions, educational institutions, technical schools and the business community in order to coordinate workforce training and business development needs in service of community goals for economic development. Work with the local CFDC. Advertise local business opportunities to outside sources.
8. Maintain "pop-up" locations to grow local start-ups and to experiment with various optional retail formats. Smaller businesses can find it difficult to locate

affordable space. Small retailers, such as artisan boutiques, may find it difficult to generate enough income from sales to justify a permanent storefront. Pop-up shops generate interest among shoppers while giving entrepreneurs the chance to test the waters or reach new customers. This strategy can be particularly useful in areas with several vacant storefronts. Encourage small businesses to open in the core areas of the community. Create a homegrown economy by welcoming entrepreneurs and small business owners.

9. Work to attract companies in specific sectors. Many industries thrive in "clusters," benefitting from access to a pool of skilled workers and supporting businesses. Consider cultivating a business cluster by seeking out businesses in a specific industry. Help access grants and industry-specific supports to attract those companies, and to show your ability to attract and train workers with the necessary skills. This strategy is most successful when based on an industry cluster your area might already have to some extent along with competitive environment.
10. Promote periodic and seasonal markets. Farmers markets, flea markets, and seasonal markets provide novelty that attracts people downtown when they might otherwise stay home. Markets also create an opportunity to showcase permanent businesses and create a focus for promotional efforts that identify the downtown core as an exciting, rewarding shopping destination.
11. Support entrepreneurship. Create homegrown economic drivers by supporting entrepreneurship downtown. Consider creating flexible workspaces and providing tax incentives and/or an investment fund for independent or new businesses establishing a presence in targeted locations.
12. Foster economic opportunity at all income levels by supporting small and locally owned businesses.
13. Re-establish a banking presence in the community or at least get ATM's in strategic locations in Machin.



9.2.3 Community Identity, Branding and Marketing

Strategy: As Machin is comprised of three unique communities, Machin is still not known as one community and does not have its own identity. The overall strategy consists in the creation of a unique identity and brand based on the communities' culture, heritage and history.

Why is this important?: Having one unique identity and brand is very important for several reasons and has intrinsic benefits. Along with economic development and marketing benefits, it will also help to appease community differences, further unifying the three communities as well as building community and civic pride.

What to achieve: The creation of an identity and brand that reflects the three communities' culture, heritage and history as well as their strengths and exceptional quality of life. Achieving a strategic proposition will result in a competitive advantage as well as promoting its socio-cultural well-being and prosperity.

Key Actions:

1. Establish a Community Identity Team and entrust it with the task of identifying potential approaches to be used in branding or defining the community.
2. Have the Community Identity Team conduct research on the history, culture and heritage of the three communities and bring the information to the public through an open house to discuss potential themes for common identity and brand as well as strategies.
3. Have the Community Identity Team examine historic and existing conditions in the communities and gain input from members of the community through participation in a focus group.
4. Conduct further research on the area itself. Walk the communities to gain a better understanding of what is and is not on the ground. During these outings, landmarks, gateways, existing themes and community assets should be focused on. Community identity is not only something that a community has, but also includes something a community does. This suggest that implementation strategies must not only address physical issues within the community, but also include activities and events to bring a community together.

5. Ways of defining community identity are through reflecting a community's unique history, natural features, culture and sources of community pride. This definition helped inform field workers who had undertaken the task in the community to identify existing conditions.

6. Encompass arts, culture and history in your identity. They are instrumental in facilitating social cohesion, bringing tourism to unlikely places, fostering a sense of belonging and preserving collective memory.
Develop a comprehensive marketing plan that reflects a new identity and develops a strong brand built on a foundation of the identity, community values and truths. Market and promote the community through its brand.

7. Take a "one brand, many messages approach" to reconcile the divergent interests of different communities within Machin. The goal here is to have messages for different communities which helps avoid tension, since one community's advancement often means another's loss. Be very careful not to lose the advantage of integrated marketing. Make sure that the public receives a unified message about the community.

8. The major steps to branding are straightforward: name creation, logo design, tag line design, market research, internal communications, external public relations, advertising, promotional campaigns and implementation strategies. Disseminate the new brand using methods such as: press releases, brochures, websites, mailings, advertisements, and word-of-mouth.

Other options to disseminate a brand include hosting events, installing banners and adding ornamentation to street furniture. This can be accomplished through paid consultants or through public and private partnerships.



9.2.4 Community Happiness & Wellbeing

Strategy: To create a healthy community environment that encompasses physical, mental and social well-being, quality of life and human development for all. Embrace a broad definition of health and well-being.

Why is this important?: The health of a community is not just about the health of the people. It is also about the health of their environmental, social and economic conditions and of the community, social and political processes that lead to the shaping of those conditions.

One's happiness is intertwined with the well-being of the local community. Being connected in a community helps one feel like they belong which has a big impact on one's own happiness, that of their family, and the community as a whole. Improving community well-being leads to knowing each other better, organizing events and activities, supporting local activities, finding ways to help improve and utilize community facilities and the community itself.

To sustain a happy and vibrant community through:

What to achieve:

1. Community Safety,
2. Diversity and Social Inclusion,
3. Transportation and Accessibility,
4. Housing,
5. Health and Wellness,
6. Communication and Engagement.



Key Actions:**Community Safety**

1. Seek partnership with relevant agencies to develop community safety initiatives.
2. Make sure that Machin's Municipal Emergency Management Plan undergoes continuous review and development.
3. Seek opportunities to promote positive messages through local media in particular areas that have been identified as having community safety issues.
4. Strengthen partnerships and develop strategies to address drug and alcohol issues.
5. Increase the local response to priority safety issues.
6. Increase accessibility of information available to the community about issues of safety.
7. Ensure that safety initiatives include safe and clean physical environments and that neighbourhoods are walkable.

Diversity and Social Inclusion

1. Support and increase community involvement in planning events and activities for all age groups in the community.
2. Council to seek and maintain broader community representation in Council decision making processes through structured consultation mechanisms such as Community Advisory Forums. Engage diverse citizen participation and be citizen-driven.
3. Address issues through collaborative problem-solving.
4. Support organizations and local community groups that deliver programs and services within the community.
5. Develop a Youth Council and get them involved.
6. Develop and support initiatives that provide participation opportunities for local residents such as urban renewal projects, community beautification projects, etc.

Transportation and Accessibility

1. Undertake a review of the Community Transport Service so as to address elders' issues.
2. Investigate and enable community car share opportunities in the community.
3. Explore initiatives that can assist in the improvement of existing trail systems.
4. Explore strategies that address cycling and walking related issues around the community as well as road safety.



Housing

1. Advocate for both affordable social and elders' housing.
2. Explore the development of a second elders' complex.
3. Explore programs and funding for complex care packages and supported accommodations to facilitate residents to remain living in their homes in the community.

Health and Wellness

1. Partner and work with local relevant agencies to explore the development and/or delivery of programs that address:
 - Mental and Psychological well-being;
 - Physical health;
 - Time or work-life balance;
 - Adequate access to health care services;
 - Life learning opportunities, education and skills;
 - Quality of life for everyone.
2. Work with local Service Groups and volunteer to promote activities within the community that focus on:
 - arts, culture, recreation and entertainment;
 - protection of the natural environment;
 - social networking;
 - local cultural and spiritual heritage.

Communication & Engagement

1. Improve communications within and throughout the three communities. Develop a communication protocol that addresses the issues if not all communities know what's going on.
2. Take advantage of web-based technology. Develop a social networking presence for the community. Communicate virtually and make material available in downloadable form.
3. Develop an ongoing community events schedule, keep it updated and relevant and ensure it is shared throughout the community in print and digital form.
4. Spread the net wide to ensure the messaging is heard by as many people as possible. Make information and plans widely available through local residents, public meetings, community newspapers and public consultation events to gain feedback on priorities.

5. Take projects to the community. Gather the views of local people early on, and ensure they are built into the programme and that targets are set and communicated. Take time to research and respond to the needs of minority or hard to reach groups in the local area.
6. Funded projects are keen to raise their profile with the local community. Make the most of this by helping get the message across.
7. Communicate via:
 - word of mouth
 - events
 - email & websites
 - social networking
 - newsletters
 - leaflets
 - consultations
 - work plans & updates

9.2.5 New Residents and Youth Retention and Attraction

Strategy:

To create an environment that will attract and retain youth, new residents (talent), and newcomers to the community.

Why is this important?:

This strategy is very important when addressing community sustainability. With a shrinking and aging population, delivery of quality municipal services and upkeep of community infrastructure becomes difficult if not impossible without increasing the tax burden of the existing residents. The consequences have a spiral effect rendering the community less attractive as a place to live and do business.

What to achieve:

Reverse the declining demographic trend and change the demographic composition of the community.

Key Actions:

1. **Youth**
 Improve high-speed Internet and broadband infrastructure and services. Create free accessible hot spots where youth can gather and network socially. This will enable students to take courses online remotely from universities located far away as well as earning additional income by starting on-line businesses. Youth consider this a staple as they use high-speed internet for streaming movies and television, phone, computer games, news, social networking and more.



2. Invest in youth priorities. Millennials crave hang out spaces. They do not find traditional bars inviting. Internet cafés, coffee shops, micro-breweries are very popular and create other recreational opportunities for youth to hang out. Social networking with persons of their own age is very important for millennials. Develop a space/place for them where they can network and have fun.
3. Make entrepreneurial opportunities and incentives available for young people. Explore the development of a business incubator or shared space for young entrepreneurs. Millennials are considered the “entrepreneurial generation”. Repurpose underutilized buildings and access government support for capital and program delivery. Work with educational institutions and service providers. Millennials want entrepreneurial education and the sooner the better. Provide entrepreneurial education beginning in high school.
4. Actively engage and consult youth in the community development planning process. Make sure they know that the community would like them to stay or to return after they finish school. Make sure they know that their opinion and ideas matter. Make sure they are included in any planning that will affect them. Prepare them to become leaders in the future. Create a youth council.
5. Market Machin to young people. Emphasize the small business friendliness of the community to prospective entrepreneurs. Use short digital marketing formats to reach the millennial target market. T.V. and newspapers don’t work for them. Rely on peer-to-peer recommendations. Those youth who enjoy living in the community are great sources of marketing via Twitter, Facebook, Instagram, etc. Make sure you have on-line news sources available.

6. Explore ways to expose succession planning opportunities to millennials and assist in matching opportunities and creative financing solutions.
7. Promote youth entrepreneurial challenges (Dragon's Den type, Idea Bounce, etc.), youth start-up programs and funding create momentum to these entrepreneurial initiatives.
8. Focus on three main initiatives:
 - Education and Training
 - Youth Employment Initiatives
 - Youth Engagement

Newcomers

1. Develop and implement a newcomer attraction and retention plan following these recommended steps:
 - Engage the community and build awareness
 - Build knowledge; use tools as Community Attractiveness Indicators for newcomers which provides data to support planning efforts and decision making.
 - Plan and take action; build on existing practices and make small improvements and take approaches that integrate newcomers into the economic, social and cultural environment of the community.
 - Measure success and adjust when necessary.
2. Access the Community Immigrant Retention in Rural Ontario (CIRRO) program. This program is designed to assist communities in developing and implementing attraction and retention plans for newcomers. Access the resources offered (The CIRRO Guidebook and The Newcomer and Youth Community Indicators).
3. Access funding from other agencies such as NOHFC FedNor, OMAFRA and The Ontario Ministry of Citizenship, Immigration, and International Trade to assist with the cost of preparing the above plan.
4. Explore marketing and promotion campaigns that focus on attracting secondary migrants from nearby urban centres as an alternative to launching marketing campaigns internationally.



5. Utilize to your favour the Northwest Immigration Portal and connect with Multi-Cultural Associations throughout Ontario and Manitoba. Organize community exploration tours.
6. Promote job opportunities to immigrants in Urban Centres through employment agencies. Work with HR North to assist local employers in filling vacant positions with international talent.

Section 10.0: Implementation Plan

A common theme that resonated throughout the community consultations process was “The lack of implementation of the past Strategic Plans”. Even though some initiatives identified in the previous plan were implemented, community members made it clear that they do not want to see another document on a shelf, collecting dust, but they want to see the new plan put in motion in order to achieve results.

In the Strategic Plan, there are many action items identified. Some of these action items are not within the immediate grasp of the Municipality either due to financial or human resources. The implementation plan has been developed with a balanced approach in mind allowing for both short-term and longer-term objectives that are both cost effective and achievable allowing for the development of capacity and funding. Based on the above assessment the following Implementation Plan has been developed for easy delivery.

As the overall strategy goes beyond the realm of economic and business development, its implementation thus, is not just the responsibility of one office. It is suggested that a Community Strategic Implementation Committee be developed. This Committee would have representation from Council, community stakeholders and volunteers. The Community Strategic Implementation Committee would then establish sub-committees for some of the strategic directions we recommend to explore hiring of an economic development professionals (employee or consultant) for some of the other strategic directions.

Figure 8: Dimensions of Strategic Planning



This separation of duties, and the implementation flexibility, would lead to concurrent activities and allows for this plan's goals and objectives to be reached sooner.

It is essential that the Community Strategic Implementation Committee make this plan "Live", and to do so, it should be reviewed and updated regularly; at least every quarter and measure its results.

Community Beautification and Improvement

| | |
|-----------------|--|
| Who | Beautification and Improvement Committee |
| When | Once Council approves this Strategic Plan it needs to immediately establish the Beautification and Improvement Committee who will be entrusted to implement this portion of the plan. |
| Actions | Signage Property Clean-up Property By-laws Greenery and Colour Streetscape and Water features Community History and Historic Landmarks Public Art Façade Improvement Programs Downtown Public Events Kid and family-friendly spaces Main Street Name |
| Duration | <p>Year 1. Signage Property By-laws Façade Improvement Programs</p> <p>Year 2. Streetscape and Water features Public Art Downtown Public Events Main Street Name</p> <p>Year 3. Community History and Historic Landmarks Kid and family-friendly spaces</p> <p>On-going Property Clean-up Greenery and Colour</p> |
| Comments | <ul style="list-style-type: none"> - The Committee has flexibility to move key actions as they see fit. - Some of the activities may be reoccurring annually or on-going for the duration of the plan. - The Committee should explore funding programs and opportunities in order to offset implementation costs. |

Economic Diversification & Entrepreneurialism

| | |
|-----------------|--|
| Who | Economic Development Practitioner |
| When | Council and Administration will need to decide how to fill and fund this position. Once these issues are resolved, the actions describe below should be implemented immediately. |
| Actions | <p>Navigating the Bureaucratical Process</p> <p>Land Development</p> <p>Shop Local</p> <p>Tax and Program Incentives</p> <p>Economic Development Partnerships</p> <p>Co-working Spaces/Shared Office Spaces – Business Incubator</p> <p>Community Economic Development Entity</p> <p>Pop-up Shops</p> <p>Business Clusters</p> <p>Periodic and Seasonal Markets</p> <p>Entrepreneurial Support</p> <p>Foster Economic Opportunities</p> <p>Banking Solutions</p> |
| Duration | <p>Year 1. Navigating the Bureaucratical Process Land Development Shop Local Banking Solutions</p> <p>Year 2. Economic Development Partnerships Co-working & Shared Spaces – Business Incubator Pop-up Shops</p> <p>Year 3. Community Economic Development Entity Economic Development Partnerships</p> <p>Year 4. Tax and Program Incentives Economic Development Partnerships</p> <p>Year 5. Economic Development Partnerships Business Clusters</p> <p>On-going Foster Economic Opportunities Entrepreneurial Support Periodic and Seasonal Markets</p> |
| Comments | As the Municipality, presently does not have an economic development practitioner, it is recommended that it source this resource. |



Community Identify, Branding & Marketing

| | |
|-----------------|--|
| Who | Community Identity Team |
| When | Within the first quarter after the approval of this plan. |
| Actions | <p>Information Gathering - Research history, culture, and heritage Examine historic and existing conditions in the communities Gather input from community members Information gathering on the area itself Include arts, culture and history in the identity Community Consultation One Brand, Many Messages Name creation, logo design, tag line design, etc. Develop Comprehensive marketing plan</p> |
| Duration | <p>Year 1 Information Gathering and Research Examine historic and existing conditions in the communities Gather input from community members Information gathering on the area itself Community Consultation One Brand, Many Messages</p> <p>Year 2 Name creation, logo design, tag line design, etc. Develop Comprehensive marketing plan</p> <p>On-going Promote the community as a whole</p> |
| Comments | Year two activities will require additional financial resource and marketing professional should be hired to complete the activities identified in year 2. |

Community Health and Happiness

| | |
|-----------------|--|
| Who | Happiness & Wellbeing Committee |
| When | Within the first quarter after the approval of this plan. |
| Actions | Community Safety Diversity and Social Inclusion Transportation and Accessibility Housing Health and Wellness Communication and Engagement |
| Duration | <p>As each action above is equally important to the Community, the above actions will most likely be implemented concurrently over the time frame of this plan.</p> <p>The Committee will need to establish partnerships with relevant agencies immediately after being established.</p> <p>Year 1 Communication & Engagement Transportation and Accessibility Health and Wellness</p> <p>Year 2 Housing Diversity and Social Inclusion Community Safety</p> <p>Year 3-5 Ongoing Activities</p> |
| Comments | <ul style="list-style-type: none"> - The Happiness & Wellbeing Committee will need to work with and develop partnerships with the different agencies to address each action. - It is recommended that the Happiness & Wellbeing Committee source and intern to assist with the coordination of the necessary activities to carry out the above actions. - It is recommended to explore multi-year funding for this position. |



Youth & New Resident Attraction & Retention

| | |
|-----------------|---|
| Who | Retention and Attraction Intern |
| When | As soon as funding is approved for the position. |
| Actions | <p>Hot Spots, Internet Improvements, Broadband Youth networking space/place Youth entrepreneurial generation – Business incubator Youth engagement – Youth Council Media and Marketing Succession Planning Youth entrepreneurial challenges Youth Employment and Training</p> <p>Newcomer attraction and retention strategy</p> |
| Duration | <p>Year 1 Hot Spots, Internet Improvements, Broadband Youth networking space/place Youth engagement – Youth Council</p> <p>Year 2 Youth entrepreneurial challenges Media and Marketing Youth entrepreneurial generation – Business incubator</p> <p>Year 3 Youth entrepreneurial challenges Succession Planning</p> <p>Year 4 Develop Newcomer Attraction & Retention strategy</p> <p>Year 5 Implementation of Attraction & Retention strategy</p> <p>On-going Youth Engagement, Employment and Training Youth entrepreneurial challenges</p> |
| Comments | <ul style="list-style-type: none"> - The Municipality should apply to the NOHFC for an Internship Position. It is recommended that this position be supervised by the Economic Development Practitioner or someone or someone filling that role. - It is recommended to explore multi-year funding for this position. |

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