

# Economic Development Strategic Plan for Markstay-Warren

Prepared by



in partnership with



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## Introduction

Callum, Dunnet Corner, Hagar, Markstay, Rivière-Veuve, Stinson, and Warren – combined they comprise the Municipality of Markstay-Warren – a rural community of 2,297 people located on and next to Highway 17 and close to Greater Sudbury’s city limits. Markstay-Warren is a bilingual community where English and French are spoken in equal measure. Lakes, lush forests, the Veuve River, and rich agricultural land make Markstay-Warren more than just a bedroom community – it makes it a desirable place to live, work, and play.

To promote sustainable economic development, the Municipality of Markstay-Warren engaged EDP Consulting and Precision Management, with FedNor funding, to facilitate the strategic planning process – covered in three phases: 1) situational analysis and background research; 2) stakeholder consultation; and 3) development of the strategic plan. The documents created during the first two phases are under separate cover as a background report including:

- Demographic and Economic Base Review
- Overview of Strategic Plans in Broader Region
- Stakeholder Consultation – 47 interviews and community survey
- SWOT (*strengths, weaknesses, opportunities, threats*) Analysis

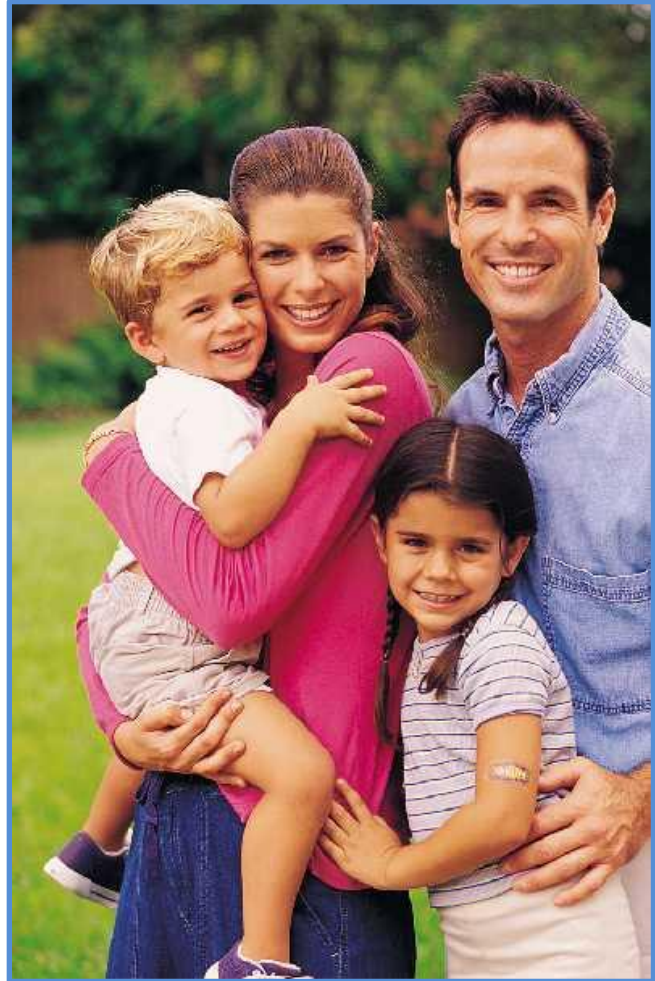
Overall, the Municipality of Markstay-Warren has worked to create a realistic plan that balances quality of life with the growth needed to ensure a thriving community - one that will guide decision-making about the area’s growth and development over the next five year.

This report is the resulting economic development strategic plan developed in this study.

## Vision and Mission Statement

### Vision

*Like an extended family, Markstay-Warren is welcoming, friendly, and supportive. Its residents embrace a quality family lifestyle amongst nature's finest assets with steady growth in a rural area that is easily accessible to two Northern Ontario hub cities. Connected in business and trade with a focus on entrepreneurship, small business, agriculture, tourism, and recreational opportunities - residents and business owners balance those assets with a peaceful life just minutes away from Sudbury.*



### Mission Statement

Markstay-Warren's economic development mission is to increase the economic growth of the community while preserving the lifestyle and natural environment.

Guiding principles include:

- Respecting community togetherness and neighbourly, small-town charm;
- Ensuring that growth occurs in an orderly manner, in keeping with the environment and community lifestyle;
- Appreciating the quality of rural and family life while ensuring moderate growth;
- Supporting growth in entrepreneurship, agriculture, tourism, and small business;
- Welcoming new businesses that fit with the overall Vision and Mission; and
- Striving to provide the best public services.

## Goals and Strategies/Actions



We have outlined 14 goals and strategies on the following pages, and created a non-exhaustive list of actions to apply the strategies. Council, the CAO, and economic development staff and partners should be flexible in their decision-making approach and use these as a guide for decision-making. To make them easier to implement, we have separated actions into short, intermediate, and long terms – with term lengths noted below.

### **Action Priorities**

Short term  
Intermediate term  
Long term

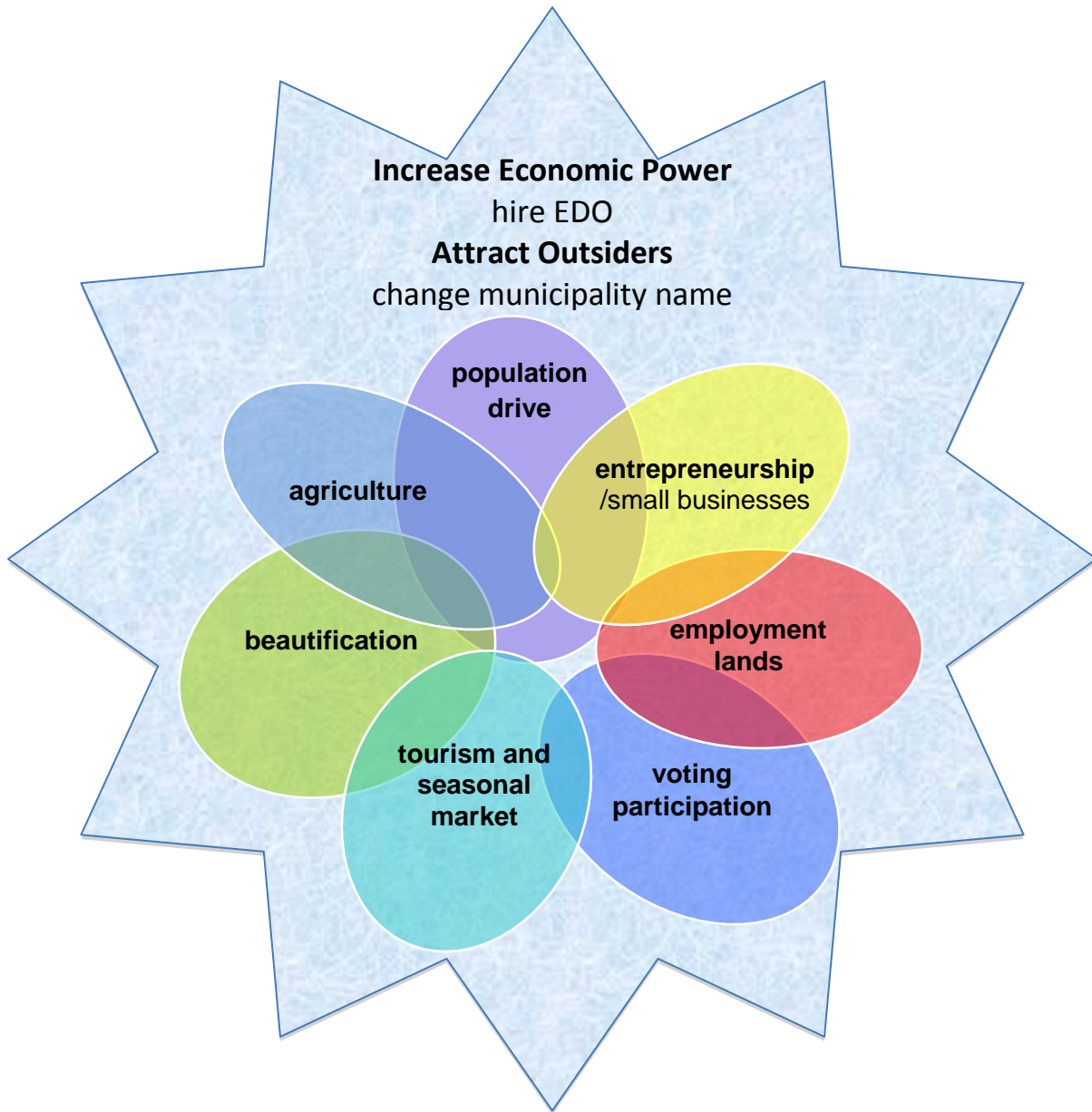
### **Term**

within year  
2-3 years  
4-5 years

Overall, Markstay-Warren plans to increase its economic development capacity, investment readiness and then grow its economy by implementing economic development strategies for areas shown in the diagram on the following page. To measure strategy implementation success, we have included a performance measurement section after the goals, strategies and actions segment. Performance measurement will help quantify results by:

- Reviewing efforts relative to costs required to achieve results;
- Providing early warning signs of problems or where a strategy needs to be adjusted;
- Increasing the effectiveness of economic development efforts.

## Markstay-Warren's Economic Development Strategic Plan





## 1. Goal: Increase Economic Development Capacity at the Municipality

### Rationale:

Interns have carried out economic development functions in the Municipality under the direction of the volunteer-based Community Development Corporation (CDC). This has not been effective and much of the Intern's time has been spent on activities such as the Community Newsletter, which is important but not economic developmentally oriented. Volunteers rather than an intern could prepare the newsletter. To increase economic development capacity, several actions are needed.

### Short-term Actions to Achieve Goal

1. **Create an Economic Development Officer (EDO) position:** this municipal position is to report to the CAO.
2. **Form an Economic Development Committee (EDC) to advise EDO.**
3. **Hire an EDO:** Use the FedNor funding program.
4. **Phase out the Community Development Corporation.**
5. **Direct the EDO to implement the Economic Development Strategy with the following responsibilities:**
  - a) Review the new economic development strategic plan and its goals and strategies with the CAO and EDC and develop internal completion target dates.
  - b) Liaise with the Economic Development Strategic Plan consultants for clarification and advice on implementing the Economic Development Strategic Plan as per consultant study aftercare commitment.
  - c) Implement the Economic Development Strategic Plan including actions for key goals for business development and entrepreneurship, tourism, agriculture, commercial and industrial development, and population growth, etc.
  - d) Finalize the Business Directory, including information on businesses by sector.
  - e) Create and maintain an on-line community profile on Markstay-Warren, including economic and demographic statistics and indicators, and information on local businesses and services.
  - f) Review and implement the Economic Development Strategic Plan's strategies to support new residential development and population growth, including working with the Sudbury East Planning Board to address impediments to new residential development, including hobby farms.
  - g) Promote opportunities for new residential development on the Municipality's web site and to real estate agents and developers.
  - h) Work with the East Sudbury Planning Board to determine potential areas for re-zoning to permit industrial and commercial development or a future industrial park area in Markstay-Warren.
  - i) Review and implement the plan's strategies for community beautification and activities that will enhance the area and make it more attractive for residential and business development and tourism.
  - j) Maintain relations and communications with existing businesses and industry while encouraging retention and expansion.

- k) Proactively pursue grants and funding opportunities to support specific projects and initiatives identified in the Economic Development Strategic Plan.
- l) Provide economic and business development information to interest groups, other levels of government, and business development proponents.
- m) Respond to enquiries from real estate and development contacts and prospects.
- n) Respond proactively to potential investment prospects by providing requested information and attending meetings with these prospects to present Markstay-Warren as an optimal place to invest.
- o) Undertake an investment readiness assessment and address gaps in investment readiness.
- p) Prepare economic development marketing materials recommended in the Economic Development Strategic Plan.
- q) Research alternate offerings to enhance economic development including seniors housing; natural gas expansion to non-served areas; Markstay sewage system; and other infrastructure expansion that could help make the area more competitive for investment attraction and attractive for residential development, including fiber optics, cell services, and high-speed Internet.
- r) Undertake additional specific economic development related research needed to support strategic initiatives.
- s) Prepare reports and make presentations to Mayor and Council and other groups as required.
- t) Liaise with regional, provincial, federal, and other Economic Development Officers and professional associations to share information and collaborate.

## Intermediate to Long-term Actions to Achieve Goal

1. **Continue to implement the Economic Development Strategy and continue with earlier tasks as detailed above.**

## 2. Goal: Ensure Investment Readiness

### Rationale:

Rationale: there is significant competition for inward investment and other communities are increasing their investment readiness. To be competitive, Markstay-Warren must be equally prepared, responsive and ready to retain and attract new investment.

## Short-term Strategies and Actions to Achieve Goal

1. **Ensure investment readiness:** Undertake an Investment Readiness Assessment and address gaps in investment readiness, using the Government of Ontario's Investment Readiness Test as a guide: [http://www.mndm.gov.on.ca/sites/default/files/investment\\_readiness\\_test.pdf](http://www.mndm.gov.on.ca/sites/default/files/investment_readiness_test.pdf)



2. **Educate Council on the importance of investment readiness:** It is critical to be seen as being proactive and open to business in order to retain and attract new businesses.
3. **Provide on-going training for the EDO:** get membership in professional associations such as the Economic Developers Council of Ontario (EDCO) and Economic Development Association of Canada (EDAC) and relevant conferences and training seminars.

## Intermediate to Long-term Strategies and Actions to Achieve Goal

1. **Address gaps in investment readiness.**

## 3. Goal: Change the Name of the Municipality

### Rationale:

The name is divisive within the municipality, naming only two communities within the area. The names of the communities are for the people who live and work there. The name of the municipality is for outsiders – to draw people in – and the current hyphenated name is awkward and lacks appeal. An effective name is one that is simple, easy to remember, easy to spell, gives a sense of place without too narrow a focus, and sounds like an attractive place to visit for the target audience. Note that a name change of the Municipality will not change the names of each community.

### Short-term Actions to Achieve Goal

- 1) **Get community input:** Undertake a community survey, using SurveyMonkey or mail out, on changing the Municipality name. Prepare the survey questionnaire and use a short list of potential names including those identified through stakeholder consultation during the Economic Development Strategy study – ask three questions.
  - a) Do you agree to a name change? – “yes” or “no”.
  - b) Do you agree with the name identified and supported through stakeholder interviews? – “**Riverside**”
  - c) If you answered “no”, what name would you suggest instead?
- 2) **Ensure the community survey and new Council supports the name change.**
- 3) **Initiate the name change process once the new Council is elected:** Follow the Ministry of Municipal Affairs and Housing steps to change the name of the community – pass a name-change by-law and send a copy of the by-law to the Director of Titles appointed under the Land Titles Act and the Minister of Municipal Affairs and Housing.

**Riverside**

## 4. Goal: Increase Population Level

### Rationale:

Some types of businesses such as retail and service commercial uses will only be attracted to the area once the residential base has been further developed. While existing residents would like more amenities, and Council would like a bigger business tax base, this is unlikely to happen in the retail and service commercial sectors until there is greater demand for services. Starting with residential growth is the logical next step in developing this community.



### Short-term Strategies and Actions to Achieve Goal

1. **Attract new households:** Market, identify and address impediments to development, ensuring Markstay-Warren is attractive to families.

a) Work with the Sudbury East Planning Board to identify and address barriers to new residential development, and work with residents and business investors to prepare letters of support for residential variances.

2. **Market and position Markstay-Warren as a residential community of choice:** Target people who want easy access to Sudbury's amenities while living in a rural/village

environment with low housing costs.

- a) Substitute the new Municipality name on the existing logo once the name officially changes. The existing logo's colour reflects the freshness and rural nature of the area plus the river that runs through it.
- b) Update the web site, keep it simple and easy to navigate, and update content on an ongoing basis. It is the first place to make a great impression to outsiders. Focus on this external market – change the Municipality name (once officially changed), and include the updated community profile and business directory. Create a photo gallery that would make someone say, "Ah, I would love to live there!" Include maps and directions to places tourists and prospective new residents and business owners would like to find. For local residents and business owners, also include a community calendar of events so local residents can check in regularly to connect with the community – it is a great way to get volunteers too.

- c) Develop the community profile focusing on lifestyle opportunities for young families and housing affordability versus Sudbury. List activities and outdoor sports (organized and unorganized), and recreational and lifestyle opportunities that abound in the municipality, and make the EDO contact information clearly visible on all materials to encourage potential residents to pick up the telephone and call for enquiries.
- 3. **Work with the Sudbury East Planning Board to identify suitable land for new residential development:** Promote these opportunities on the Municipality's web site and to real estate agents and developers. Consult real estate agents to identify property types currently in demand.

### Intermediate to Long-term Strategies and Actions to Achieve Goal

- 1. **Attract new households:** Identify and address impediments to development, ensuring Markstay-Warren is attractive to families.
  - a) Invest in community recreational facilities and amenities to make Markstay-Warren a more attractive location for growing families, including actions identified by the Markstay-Warren Revitalization committee such as the outdoor rink and walking trail around the river.
- 2. **Market and position Markstay-Warren as a residential community of choice:** Target people who want easy access to the amenities in Sudbury, while living in a rural/village environment with low housing costs.
  - a) Review the multiple 2011 Markstay-Warren videos made by the intern. View them at <https://www.youtube.com/watch?v=LgAOoR61IKk> and create one in its place to highlight Markstay-Warren as a desirable place to live, work, and play. The single new video should comprise some elements of the previous videos such as scenes of nature and amenities and be approximately 3.5 minutes. It should also include prospering businesses – but should be taped during times when there are real people using amenities (e.g., people using parks, tennis grounds, schools, and streets for strolls.) The doorway was interesting but unless it can be made professional, omit it. Use more voice overs and less spokesperson speaking to the camera. Choose a healthy and appealingly dressed, well-spoken person who does not appear to speak formally from a script.
  - b) Keep the Markstay community events FaceBook page updated regularly at <https://www.facebook.com/groups/167092533449272/> with news such as community events, local business offerings, opportunities, and land availability.
  - a) Develop a marketing outreach piece to include in the local newspaper with distribution to Greater Sudbury.
- 4) **Investigate getting municipal sewage treatment in Markstay:** Review the Markstay sewage report and investigate what steps are required to provide municipal sewage treatment services to more heavily populated areas.

- 5) **Promote and grow the municipality eastward with residential growth starting in Markstay and working towards Warren:** As people move out of Sudbury for various reasons, they do not want to move farther than they must. An extra five-to-ten minute drive can be a psychological barrier that will make Hagar or Warren less attractive. As Markstay builds and reaches a more comfortable capacity, people will be more willing to drive the extra miles because there will be more amenities close by – this time in Markstay instead of Sudbury.

## 5. Goal: Support and Grow the Agricultural Sector

### Rationale:

The area is ideal for growing specialty high-yield crops and for hobby farms. Supporting this sector will have benefits twofold: 1) helping to grow the residential base with people who want to move to a rural location to farm for their own uses and for extra revenue; and 2) help grow entrepreneurship with people who want a more serious venture within the agricultural sector.



### Short-term Strategies and Actions to Achieve Goal

- 1) **Help remove barriers to agricultural growth:** Consult with the Sudbury East Planning Board on potential changes to the zoning bylaw to allow hobby farms on rural lots smaller than five hectares, lobbying for a zoning bylaw amendment to permit hobby farms on lots that are two or more hectares in size.
  - a) On the Municipality web site, promote contacting the EDO for help in any re-zoning initiative, e.g., “Come to us for Council’s letter of support...”
- 2) **Promote and raise the profile of the local agricultural industry.**
  - a) Support the Farmer’s Market. Work with stakeholders to ensure the market is well promoted and that a variety of vendors take part.
  - b) Work with local event organizers to ensure local food and produce is offered at municipal events.

- 3) **Educate farmers:** Direct farmers to free courses and resources available through OMAFRA.

## Intermediate to Long-term Strategies and Actions to Achieve Goal

### 1) **Promote and raise the profile of the local agricultural industry:**

- a) Highlight and promote the Mennonites farms that already operate in the community on the Municipality web site and ensure real estate agents are aware of this information. Continue working with other stakeholders and partners to communicate local food opportunities and benefits through a variety of media.
- b) Link producers with stores and restaurants to raise the profile of local products locally.

### 2) **Create agri-tourism:** Capture synergies of agricultural production and marketing.

- a) Create farm vacations. City people enjoy getting back to the peace of the land. Farmstays can provide the perfect getaway by allowing them to plant and dig their own food and enjoy farm life.
- b) Encourage owners of stables and horses to provide services and activities year-round such as riding vacations, winter sleigh rides, camping with horses, and scenic adventures.
- c) Develop culinary tourism, encouraging day trips to local farms and the winery.
- d) Work with all agricultural stakeholders to create packages to offer to tourists.

### 3) **Develop further niche agriculture opportunities:** Work with stakeholders and partners:

- a) Tap into the Mennonites rich body of knowledge in organic farming and interview the Mennonite farmers one-on-one to get detailed information about what types of high-yield and organic crops, livestock, and farms in general will complement the area best and other information to help market the agricultural industry locally.
- b) Work with the information from the Mennonites and conduct further research on organic agriculture and agri-business to understand best practices.

### 4) **Free up unused agricultural land:** Educate land owners of large parcels of inactive agricultural land about the benefits to sever and sell parts of their land.

### 5) **Help farmers tap into funding:** Assist them with applications such as those for the Ministry of Natural Resources for file drainage and land clearing funding.

### 6) **Develop future employment opportunities in agricultural and rural business:** Support youth programs, education, and initiatives:



- a) Meet with local schools to link interested students with farmers and agri-business proprietors to spark youth's interest and enthusiasm.
- b) Tour school groups through agricultural operations and agribusinesses to encourage excitement about agriculture.

## 6. Goal: Support Existing Businesses



### Rationale:

Support retention of existing businesses by ensuring local issues are addressed that could adversely impact their expansion plans. Doing so will help maintain and grow the local tax base and the community's way of life.

### Short-term Strategies and Actions to Achieve Goal

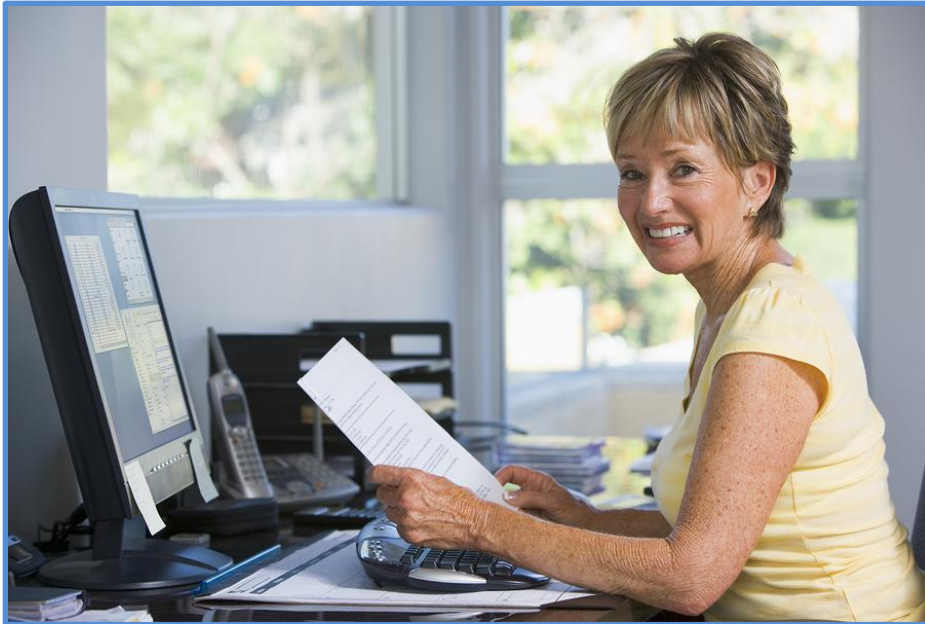
1. **Develop and implement a business retention and expansion program:** The Government of Ontario (OMAFRA) offers the Business and Retention and Expansion program to help rural communities' economies stay strong and vibrant. Most new jobs are created by existing businesses, and the program helps rural communities identify how to help local businesses maintain existing jobs and create new ones. Use the OMAFRA program as a model and tailor it to suit Markstay-Warren.
2. **Meet with new businesses to solicit information:** Determine why they chose Markstay-Warren and their specific location in the Municipality and how the Municipality can help address their development/expansion issues.
  - a) Specifically, consult with Mohawk Garnet as they work through their existing expansion and staff hiring.
3. **Encourage residents to buy locally:** Use the Municipality web site and other marketing measures. Investigate provincial incentives since "buy local" is one of their mandates over the next four years.



## Intermediate to Long-term Strategies and Actions to Achieve Goal

1. **Educate the local labour force and entrepreneurs:** Advise them about regional and provincial skills training and entrepreneurship development programs by government organizations such as Northern Ontario Heritage Fund, Ontario Network of Entrepreneurs (ONE), and the Ontario Ministry of Northern Development and Mines.

## 7. Goal: Market to Small Businesses and Home-based Businesses



### Rationale:

‘Small businesses’ are defined by OMAFRA as enterprises that employ 50 or fewer workers. In 2013, there were 103 registered businesses in Markstay-Warren – all of these are classified as small businesses (the Mohawk Garnet plant was not there in 2013). The vast majority of businesses in Markstay-Warren are very small businesses, and many are home-based – it is likely this will continue to be the

pattern of business development. About half of the businesses in 2013 had no employees, and most could be considered very small: only four had 20 or more employees. The attraction of such businesses is closely linked to the attraction of new households, as many of these businesses will have their base of operations at home.

## Short-term Strategies and Actions to Achieve Goal

- 1) **Confirm zoning restrictions on home-based operations:** Contact the Sudbury East Planning Board to fully understand zoning restrictions for home-based businesses (such as outside storage of trucks or equipment).
- 2) **Promote the area as being ideal for home-based operations:** Target people who work out of a home office (e.g., accountants), those that provide services from their home (e.g., hairdressers and seamstresses) and those that use it as a storage and administrative work base for work done elsewhere (e.g., contractors, truckers, and landscapers).

## 8. Goal: Support Entrepreneurship

### Rationale:

Entrepreneurs have been the engines of economic growth in every generation. Entrepreneurship is the process of creating a business idea and turning it into a real business - creating new goods and services based on new technologies, innovative ideas, and unsatisfied market demand. Supporting entrepreneurship is an important part of economic development.



### Short-term Strategies and Actions to Achieve Goal

- 1) **Consult with Mohawk Garnet:** Learn about potential supply-chain supporting services for their operation that existing or new businesses in the community could provide and what businesses could service their workforce.
- 2) **Tap into existing entrepreneurship development programs locally and in the surrounding regions:** This will help provide potential entrepreneurs with the capital, training, and technical assistance they need to start and grow their businesses.
- 3) **Locally promote the Northern Ontario Heritage Fund (NOHFC) for starting new business:** up to \$200,000 is available without age limitation to start a business, and money is also available from NOHFC for business expansion. Ontario Network of Entrepreneurs (ONE) also has a variety of programs and access to funding. Promote this type of information and support on the Municipality's web site to encourage business growth from within the region.

- 4) **Provide this information to people considering moving to the municipality to start a business:** Develop a comprehensive inventory of tourism/recreation assets and businesses and assess gaps. Entrepreneurs and local businesses can fill gaps such as gaps centring on river activity, and vacant buildings redevelopment opportunities.

### Intermediate to Long-term Strategies and Actions to Achieve Goal

- 1) **Encourage existing and potential entrepreneurs to think about starting and/or developing businesses in the area:** Identify ones in the region that could be interested in developing businesses in Markstay-Warren.
- 2) **Support youth entrepreneurship:** Guide them towards a variety of support services such as NOHFC's programs where youth can get small funding for summer businesses and large capital investments for full-time ventures.

## 9. Goal: Beautify the Municipality

### Rationale:

Residents, tourists, and prospective investors and business owners – all of them will be more attracted to the area if it has an improved look. It is important to beautify the community as a whole to make it a desirable place to live, work, and play.

### Short-term Strategies and Actions to Achieve Goal



1. **Improve attractiveness of Markstay-Warren:** Implement the Rural Active Living Assessment of Markstay-Warren and Sudbury District Health Unit recommendations for improvements noted below.
  - a) Beautify the downtowns, focusing on storefronts, signage, landscaping and maintenance, including potholes on roads.
  - b) Enforce property standards bylaws – Identify properties that are not in keeping with the community's image as a desirable place to live and ensure property frontages are free of debris, particularly those close to the downtowns and the most visible locations.



- c) Explore funding sources available to individual businesses for building façade improvements and landscaping; and provide this information to downtown businesses.
- d) Designate specific areas in community as a Community Improvement Area under the Ontario Planning Act: This will allow for incentives, loans, grants, or tax abatements to make improvements to retail and commercial areas, tourism operations, etc. Work with planning officials to determine appropriate areas and boundaries for the Community Improvement Area.

### Intermediate to Long-term Strategies and Actions to Achieve Goal

1. **Improve the attractiveness of Markstay-Warren:** Implement the Rural Active Living Assessment of the Municipality of Markstay-Warren and Sudbury District Health Unit recommendations for improvements noted below, including:

- a) Investigate recycling options for the area.
- b) Explore the cost of hard-pack surfacing all municipal main gravel roads to determine if it would save money in a 20-year period over grading them weekly because roads would be in better shape if hard packed. In particular, perform cost-benefit analysis for areas of anticipated expansion.



- c) Create a plan to progressively upgrade roads rather than just maintaining them.

## 10. Goal: Tap Seasonal Resident Market

### Rationale:

Seasonal residents represent a market for local services and may buy locally if they become aware of local services, including farmers markets.

### Short-term Strategies and Actions to Achieve Goal

- 1) **Promote local services and amenities to seasonal residents:** Provide seasonal resident households in Markstay-Warren with a list of services, retail, amenities, and recreational facilities already available, and promote shopping locally.

## Intermediate to Long-term Strategies and Actions to Achieve Goal

### 1) Address waterfront access and development issues.

- a) **Continuing working with the Ministry of Natural Resources on Lake Nepewassi public waterfront access.**
- b) **Work with the Sudbury East Planning Board to address barriers to seasonal residential development along waterfront areas:** Explore cost and funding for community flood plain mapping (currently development applicants must include a costly professional flood plain analysis as part of their development application, which deters some applicants from proceeding).

## 11. Goal: Develop Local Tourism



### Rationale:

While Markstay-Warren has limited tourism within its boundaries, it is a gateway to tourism – many people have to travel through the area to get to their destinations. Markstay-Warren can capitalize on this traffic to build its limited tourism industry and also capture dollars for people passing through. Tourists are often interested in spending money at farmers' markets, novelty/craft stores, restaurants, cafes, small retail shops, and specialty stores.

## Short-term Strategies and Actions to Achieve Goal

- 1) **Promote existing amenities:** Consider assets such as the golf course, and create a page of “Things to Do” in the community on the Municipality’s web site.
- 2) **Improve existing and create new signage:** Improve signage from the highway, and provide effective directional signage to steer tourists to public access or other points of interest such as the parks, walking and snowmobile trails, libraries, outdoor rink in winter, arena, golf course, etc.

## Intermediate to Long-term Strategies and Actions to Achieve Goal

- 1) **Market Markstay-Warren as a Gateway to tourism in the broader region:** Cross-market with other tourism-related organizations in the broader region including Tourism Northern Ontario <http://tourismnorthernontario.com>.
- 2) **Capture holiday spending:** Direct Council to pass a by-law that overrides the provincial law governing restrictions on holiday openings to allow all local businesses to open on holidays.
- 3) **Improve tourist operators’ business offerings and competitiveness:** Explore funding available for them such as hospitality training and provide this information to tourism businesses.
- 4) **Increase tourism spending via packaging offerings:** Work with tourist operators to develop and promote winter tourism packages focusing on the snowmobile market and summer recreational tourism packages.
- 5) **Build up the commercial node near the highway in Hagar:** Consider interesting business people in further development of the node to include businesses that would interest tourists and travelers along Highway 17.
- 6) **Attract more residents and tourists to the quiet peaceful rural nature of the region:** Support walking trail development around the river and elsewhere before spending money on larger projects such as ATV trails.
- 7) **Make it easier to access and use the river:** Designate and develop entry and exit points of Veuve River for canoeing, starting with maps showing routes for short and long trips, and designated places to park.
- 8) **Market tourism offerings:** After the tourism infrastructure and industry is further developed in Markstay-Warren and there are a sufficient number and high enough quality assets so as not to disappoint visitors, develop a tourism-marketing brochure highlighting tourism and recreational opportunities in Markstay-Warren. Include the marketing brochure on the Municipality’s web site, and distribute it to accommodation facilities in the Municipality and Sudbury.



## 12. Goal: Plan for Adequate Employment Lands

### Rationale:

A key factor in attracting new businesses is having a good supply of shovel-ready strategically located, accessible and serviced employment lands.

### Short-term Strategies and Actions to Achieve Goal

- 1) **Create an area for industrial and commercial development:**

Formally request the Sudbury East Planning Board to identify, designate, and zone additional lands for industrial and commercial development in Markstay Warren as part of the next Official Plan Review (2015).



### Intermediate to Long-term Strategies and Actions to Achieve Goal

- 1) **Ensure an industrial park is financially feasible before proceeding:** Undertake an industrial park market and financial feasibility study to assess the feasibility of establishing an industrial park in Markstay-Warren, including:
  - a) Supply and demand analysis, considering the broader region;
  - b) Identification and evaluation of the most strategic location closest to Sudbury not limited by MTO highway development restrictions that would also be close to a proposed new exit when the highway is four-laned (such as Kukagami Road just off Highway 17);
  - c) Cost analysis; and
  - d) Phasing and servicing recommendations.
- 2) **Market the industrial park's offerings:** Prepare a business case promotional document for locating in Markstay-Warren.

### 13. Goal: Liaise with Sudbury East Groups on Regional Initiatives

#### Rationale:

Every community is part of a larger region. As with working together with the community, it is equally important for the community to work with its large neighbouring region to ensure that the community benefits from regional initiatives and to ensure maximum cross-promotion.

#### Short-term Strategies and Actions to Achieve Goal

- 1) **Cross-promote the Municipality with the larger region:** Hold discussions with the Sudbury East Board of Trade and economic development officers of the Municipalities of French River, St. Charles, and Killarney on potential regional and cross-marketing.

### 14. Goal: Increase Public Participation



#### Rationale:

Residents from each area within the community report feeling divided. For example, many residents only attend community events in their specific community area (such as Warren) rather than the broader Markstay-Warren community. Additionally, there has been a low level of voting at elections.

#### Short-term Strategies and Actions to Achieve Goal

- 1) **Build up participation at community events:** Ensure residents from multiple areas of the Municipality join organizing committees of various events and monitor initiatives in neighbouring communities. Maintain regular contact with each community through the web site and Facebook.
- 2) **Investigate different voting systems that would encourage more votes:** Consider a ward system with councilor representatives from different areas of the municipality. Put the different systems to a vote using SurveyMonkey on the municipal web site, and then convene a public meeting to discuss results and make a decision.

## Implementation Plan for Short-term Priorities

The most-pressing actions are prioritized below, with leads, supports, funding, and resources. The EDO will refine this working document to guide implementation of the economic development strategy and repeat yearly. This shows a one-year block of work rather than working with the entire plan all at once.

EDC = Economic Development Advisory Committee

EDO = Economic Development Officer

MWRC = Markstay-Warren Revitalization Committee

OMAFRA = ON Ministry of Agriculture and Food

BRE = Business, Retention, and Expansion Program

SEPB = Sudbury East Planning Board

Short-term Strategies	Priority Rank	Lead	Support Groups	Funding / Resource
<b>1. Increase Economic Development Capacity</b>				
Hire EDO, disband CDC, create advisory EDC	1	CAO	Council	FedNor
Implement the economic development strategy	2	EDO	EDC, CAO, Council	
<b>2. Change Municipality Name</b>				
Create survey, post on web, tabulate results	1	EDO		
Hold community meeting to present results	1	CAO	Council	
Create name-change by-law and advise Municipal Affairs	1	CAO	Council	
<b>3. Ensure Investment Readiness</b>				
Undertake Investment Readiness Assessment / address gaps	2	EDO	EDC	
Educate Council on importance of investment readiness	2	EDO	EDC	
Get EDCO and EDAC membership and training for EDO	2	EDO		
<b>4. Increase Population Level</b>				
Identify and address impediments to attracting families	2	EDO	SEPB	
Market the Community as residential area of choice	2	EDO		
Work with SEPB to identify land for new residential development	2	EDO	EDC, SEPB	
<b>5. Support / Grow Agricultural Sector</b>				
Consult SEPB on zoning bylaw changes for hobby farm sizes	2	EDO	EDC, SEPB	
Promote/raise profile of local agricultural industry	2	EDO	EDC	
Direct farmers to free courses/resources at OMAFRA	2	EDO		
<b>6. Support Existing Businesses</b>				
<b>8. Support Entrepreneurship</b>				
Consult Mohawk Garnet and other business owners	1	EDO	EDC	
Develop/implement business retention and expansion program	1	EDO	EDC	OMAFRA - BRE
Promote NOHFC for new business starts	1	EDO		
Tap into existing local and regional entrepreneurship development programs – share with existing and potential entrepreneurs	2	EDO		OMAFRA, MNDM
Encourage local entrepreneurs to start/ develop businesses and export-based enterprises	2	EDO	EDC	
Encourage residents to 'Buy Local'	2	EDO		

Short-term Strategies	Priority Rank	Lead	Support Groups	Funding / Resource
<b>7. Market to Small and Home-Based Businesses</b>				
Confirm zoning restrictions	2	EDO	SEPBB	
Promote area as ideal for home-based operations	2	EDO		
<b>9. Beautify the Municipality</b>				
Enforce property standards by-laws	2	CAO		
Explore funding for businesses to improve building facades and landscaping and provide to business owners	2	EDO		
Designate specific areas as Community Improvement Area	2	SEPBB, EDO	CAO, Council	
<b>10. Expand Seasonal Resident Market</b>				
Promote local services/amenities to seasonal residents	2	EDO		
<b>11. Develop Local Tourism</b>				
Promote existing amenities	1	EDO		
Build on existing services and address gaps	2	private sector	EDO	
Create effective directional signage from highway and within communities	2	EDO	Council	
Support river walking trail	1	CAO	MWRC	arena budget
<b>12. Plan for Adequate Employment Lands</b>				
Request SEPBB identify, designate, and zone additional lands for industrial/commercial development	2	EDO	SEPBB	
Determine need for Industrial Park Market and Financial Feasibility Study	2	EDO	EDC, SEPBB, Council	
<b>13. Liaise with Sudbury East Groups</b>				
Hold discussions with EDO's of French River, St. Charles, and Killarney, and SEBT on regional initiatives and cross-marketing	2	EDO		
<b>14. Increase Public Participation</b>				
Work with organizing committees to ensure representation across the Community	2	CAO	EDO	

## Performance Measurement

Measuring performance of an economic development strategy will show spending effectiveness and quantify results relative to costs and efforts to get those results. It will also indicate early warning signs of problems or where the strategy should be adjusted to increase effectiveness of efforts. Below are the four key elements in performance measurement:

1. **Inputs:** funding amounts, staff time, resources to produce results.
2. **Activities:** actions to achieve results – (e.g., performing an industrial park study)
3. **Outputs:** amounts of services delivered or products created, such as number of small businesses created.
4. **Outcomes:** changes in knowledge, skills, or conditions that indicate progress toward achieving mission and goals such as increases in educational levels of the labour force.

For the best results, we have used SMART indicators:

**SMART:** Specific – Measurable – Achievable – Relevant – Time-based

Indicators must also measure outcomes, not just activities and outputs.

For the economic development strategies, we have considered desired outcomes, baseline measures, targets, indicators and data sources and outlined these on the following pages. Prior to implementing the strategies, the EDO in consultation with the EDC and stakeholders should refine these performance measures and develop the performance measurement plan, keeping in mind that it is not practical or cost effective to measure all aspects of performance.

Each year, performance targets should be reviewed to decide if they are realistic and appropriate in light of the broader economy's expected economic outlook and performance.

## Goal 1 – Increase Economic Development Capacity

**Strategies:** Increase economic development capacity and competitiveness by creating an economic development function at the Municipality, establishing an advisory Economic Development Committee, and implementing strategic plan.

### Desired Outcomes

- Economic development capacity and competitiveness improved

### Baseline

- No EDO position at the Municipality
- No Economic Development Committee
- CDC staffed by volunteers does some economic development work without effective structure

### Target

- Hire Economic Development Officer (EDO) intern with FedNor funding in 2014
- Establish Economic Development Advisory Committee (EDC) in 2014
- Phase out CDC in 2014
- Create full-time EDO position in 2015

### Indicators

- EDO intern hired
- EDC created
- CDC dissolved
- Full time EDO position created

### Data Sources

- Municipality



## Goal 2 – Ensure Investment Readiness

**Strategies:** Increase investment readiness through identified actions.

### Desired Outcomes

- Improvements to investment readiness level enabling the Municipality to respond and be ready to retain and attract new investment.

### Baseline

- Existing status of elements in investment readiness as per MNMD Investment Readiness Test

### Target

- Completion of Investment Readiness Assessment/address 80 percent of gaps in 2015
- Address remaining gaps by 2016
- Completion of Community Responsiveness and Investment Readiness session with Council in 2016
- EDO membership in Economic Developers Association of Canada (EDAC) and Economic Developers Council of Ontario (EDCO) by 2015

### Indicators

- As noted in MNMD Investment Readiness Test
- Number and type of investment gaps addressed
- Session held with Council
- Professional memberships attained

### Data Sources

- MNMD – Investment Readiness Test and Program
- EDO

## Goal 3 – Change the Name of the Municipality

**Strategies:** Change the Municipality name to one that unites the community and appeals to outsiders to draw them in: simple, easy to remember, easy to spell, gives a sense of place without too narrow a focus, and sounds like an attractive place to visit for the target audience.

### Desired Outcomes

- Support for name change from new Council
- Support for name change and choice of new name from community survey
- Name change to Riverside or another name selected with input from the public

### Baseline

- Preliminary support for name change through Strategic Plan study's stakeholder consultations

### Target

- Council's support for name change – December 2014
- Community survey completion – March 2015
- Initiate Name Change – spring 2015
- Name change – summer 2015

### Indicators

- Council motion of intent to change Municipality name
- Community survey questionnaire developed
- Community survey completed
- New Municipality name selected
- Ministry of Municipal Affairs and Housing steps to change name completed

### Data Sources

- Municipality
- Community Survey
- Ministry of Municipal Affairs and Housing

## Goal 4 – Increase Population Level

**Strategies:** Attract new households by identifying and addressing impediments to development; and ensuring the community is attractive to families; and marketing it as a residential community of choice for people who want easy access to the amenities in Sudbury, while living in a rural/village environment with low housing costs.

### Desired Outcomes

- Household and population growth

### Baseline

- Barriers to new residential development (flood mapping requirements as part of development applications, stringent zoning)
- Number, type, and capacity of recreational facilities in sector in Markstay-Warren in 2014 – per capita measures and methodology to be developed
- Web site's business section: 1 page Community Profile
- Number of housing units at year-end 2014
- Estimated population year-end 2014 (number of housing units multiplied by the average number of persons per unit using data from Census: 2.4 persons per household)

### Target

- Removal of impediments to residential growth by 2015
- Increase in quality and number of recreational offerings (e.g., permanent outdoor rink in Markstay)
- Preparation of a Community Profile focusing on lifestyle opportunities for young families – September 2015
- 1.5 % growth in housing units per year
- 1.5 % growth in population by per year

### Indicators

- Completion of community profile
- Number of new recreational facilities built
- Recreational facilities per capita
- Number of new housing units per year
- Estimated additional population per year
- Actual population level in 2016

### Data Sources

- Municipality
- Sudbury East Planning Board
- Census

## Goal 5 – Support and Grow the Agricultural Sector

**Strategies:** Help remove barriers to agricultural sector growth; promote and raise the profile of the local agricultural industry; educate farmers on available resources and programs.

### Desired Outcomes

- Support and strengthening of Markstay-Warren’s agriculture sector

### Baseline

- Zoning regulations and impediments for hobby farms (5 hectares required for farm operation; no hobby farm category in Zoning Bylaw, etc.)
- Number of farms and farm operators
- Types and sizes of farms
- Number and types of agri-tourism operations

### Target

- Amend zoning bylaw to allow hobby farms on 2-hectare rural sites
- Retain existing farms and farm operators
- Further diversify agriculture segments
- Complete short-term actions by end of 2015
- Complete other actions by 2017

### Indicators

- Number of farms and farm operators
- Number of farms by size
- Number and types of new agri-tourism operations and services created
- Promotional materials created and posted on web site
- Number of meetings with agricultural stakeholders
- Number of interviews with Mennonite farmers
- Number of acres of large parcels of inactive agricultural land severed and sold for new agricultural operations

### Data Sources

- Statistics Canada, Census of Agriculture
- EDO
- Municipality

## Goal 6 – Support Existing Businesses

**Strategies:** Support retention of existing businesses through various actions including a business retention and expansion program, promotion of ‘buy local’, and providing information to businesses on available programs.

### Desired Outcomes

- Support, retention and expansion of existing businesses

### Baseline

- EDO to develop for 2014
- Number of businesses by sector in 2014

### Target

- Business retention and expansion program developed and implemented in 2015
- Percent increase in number of businesses and employees per year consistent with growth in broader region
- ‘Buy Local’ program developed by 2015
- Information links on skills development programs on municipal web site

### Indicators

- Business expansion and retention program developed
- Number of meetings/interviews
- Number of businesses by sector added or lost from previous year
- Number of jobs added or lost by sector
- ‘Buy Local’ program developed and implemented

### Data Sources

- OMAFRA Analyst Program for Statistics Canada – Canada Business Patterns and Census data
- Business Retention and Expansion program survey of businesses
- EDO

## Goal 7 – Market to Small Businesses and Home-based Businesses

**Strategies:** Determine any zoning restrictions for home based businesses (i.e. outside storage) and then market the community as an ideal location for permitted home-based businesses as well as small businesses.

### Desired Outcomes

- Attraction of new home based and small businesses

### Baseline

- EDO to determine for 2014

### Target

- Identification of any restrictions on home businesses under the zoning bylaw in 2014
- Development of marketing materials and program to promote the area as ideal location for home-based operations in 2015
- Marketing program implemented in 2015
- 10% increase in number of small and home-based businesses per year (roughly 10 businesses including those with no employees) by 2016

### Indicators

- Marketing materials developed
- Number of new home-based businesses
- Others to be developed

### Data Sources

- Sudbury East Planning Board
- OMAFRA Analyst program for Statistics Canada – Canada Business Patterns and Census data
- Business Retention and Expansion program survey of businesses
- EDO



## Goal 8 – Support Entrepreneurship

**Strategies:** Support entrepreneurs by identifying supply-chain opportunities associated with Mohawk Garnet and gaps in tourism assets and businesses; and identify and promote programs and funding available for entrepreneurs and youth.

### Desired Outcomes

- Entrepreneurs provided with information on opportunities and resources that will assist them in development of new businesses in Markstay-Warren

### Baseline

- To EDO to develop for 2014

### Target

- Meet with Mohawk Garnet by 2015 to explore supply chain-opportunities that could be developed locally
- Develop a comprehensive inventory of tourism/recreation assets and businesses and assess gaps by 2015
- New businesses developed by entrepreneurs related to above targets

### Indicators

- Opportunities identified after Mohawk Garnet meeting
- Inventory of tourism recreation assets and businesses and gaps completed
- Number of meetings with new entrepreneurs/business people interested in starting a business to fill opportunities/gaps identified
- Number and types of new businesses developed

### Data Sources

- EDO

## Goal 9 – Beautify the Municipality

**Strategies:** Improve the attractiveness of Markstay-Warren for residents, tourists, and prospective investors and business owners through identified actions.

### Desired Outcomes

- Improved attractiveness of the community as a whole to make it a more desirable place to live, visit, and establish a business

### Baseline

- Provided in the Rural Active Living Assessment of Markstay-Warren and Sudbury District Health Unit report

### Target

- Selected recommendations of Rural Active Living Assessment of Markstay-Warren and Sudbury District Health Unit report implemented by 2016
- Properties not in keeping with property standards identified twice yearly
- Property standards bylaws enforced as needed

### Indicators

- Number and types of recommended improvements made
- Number of properties identified as not being in keeping with the Property Standards Bylaw
- Number of Property Bylaw enforcements

### Data Sources

- Rural Active Living Assessment of Markstay-Warren and Sudbury District Health Unit report
- EDO
- Municipality

## Goal 10 – Tap Seasonal Resident Market

**Strategy:** Promote local services to seasonal residents and remove impediments to development of seasonal residences to enable this market to grow.

### Desired Outcomes

- Increased local spending by seasonal residents
- Increased number of seasonal residences

### Baseline

- EDO to develop for 2014

### Target

- List of available services, retail, amenities, and recreational facilities that seasonal residents could use developed by April 2015
- List mailed to seasonal residents by May 2015
- Waterfront access and development issues addressed in 2016 - 2017

### Indicators

- List of available services, retail, amenities, and recreational facilities prepared
- Information sent to seasonal residents
- Indicators for waterfront access and development issues to be developed

## Goal 11 – Develop Local Tourism

**Strategy:** Capitalize on Markstay-Warren being a gateway to tourism in the broader region. Build Markstay-Warren’s limited tourism industry and capture dollars for people passing through.

### Desired Outcomes

- Increase in tourist visitation
- Increase in number of tourists and tourist-related businesses
- Increase in total spending by tourists in Markstay-Warren by high season and off-season

### Baseline

- EDO to develop for 2014

### Target

- 2% increase in tourism visitation in 2015 and 5% increase per year afterwards

### Indicators

- Occupancy rate of Markstay-Warren’s accommodations facilities in total and during shoulder and off season (September–May): percent increase/decrease from baseline
- Percentage increase/decrease from baseline in attendance at tourist facilities and attractions in Markstay-Warren
- Identified short, intermediate, and long-term marketing-related actions completed

### Data Sources

- EDO
- Tourist accommodation operators
- Other tourist facilities
- OMAFRA Analyst program for Statistics Canada data – Canada Business Patterns and Census data

## Goal 12 – Plan for Adequate Employment Lands

**Strategy:** Attract new businesses by ensuring there is a good supply of shovel-ready strategically located, accessible, and serviced employment lands.

### Desired Outcomes

- Increase in shovel-ready strategically located, accessible, and serviced employment lands

### Baseline

- EDO to develop for 2014
- Amount of vacant zoned industrial and commercial land

### Target

- Additional land designated and zoned for industrial and commercial development in Markstay Warren as part of the next Official Plan Review (2015).
- Analysis of market and financial feasibility of development of industrial park in the community

### Indicators

- Amount of additional acres of designated and zoned industrial and commercial land
- Completion of Industrial Park market and financial feasibility study

### Data Sources

- EDO
- SEPB
- Consultants

## **Goal 13 – Liaise with Sudbury East on Regional Initiatives**

**Strategy:** Work with Markstay-Warren’s large neighbouring region to ensure that the community benefits from regional initiatives and to ensure maximum cross-promotion.

### **Desired Outcomes**

- Increase in participation of regional initiatives

### **Baseline**

- EDO to develop for 2014

### **Target**

- 3 meetings with regional partners on regional initiatives per year

### **Indicators**

- Number of meetings attended

### **Data Sources**

- EDO



## Goal 14 – Increase Public Participation

**Strategies:** Increase residents' participation throughout the community to create unity and address apathy issues: residents from the various areas within the community report feeling divided, often only attending or supporting events in the areas they live, and not voting in elections due to perceived lack of support for their area within the community.

### Desired Outcomes

- Increase in representation from residents from all areas of community with various community planning groups
- Increase in voter participation

### Baseline

- EDO to develop for 2014 representation of group committees b
- 2014 voting rate

### Target

- Representation across the Municipality on local committees and initiatives: 10% increase in voter participation by 2018

### Indicators

- Number of participants on municipal-wide committee by area of residence in the Municipality
- Number of people attending municipal-wide events by area of residence in the Municipality

### Data Sources

- Committees' Chairpersons
- Elections Ontario and Canada