

# Englehart & Area Economic Development Strategic Plan



Prepared By:



May 2013

---

Englehart & Area  
Economic Development  
Strategic Plan

Prepared by:



**McSweeney & Associates**  
201 - 900 Greenbank Road  
Ottawa, Ontario  
CANADA K2J 1S8  
Phone: 1-855-300-8548  
Fax: 1-866-299-4313  
Email: [consult@mcsweeney.ca](mailto:consult@mcsweeney.ca)  
Website: [www.mcsweeney.ca](http://www.mcsweeney.ca)

Partnership funding provided by:  
FedNor and Northern Ontario Heritage Fund Corporation

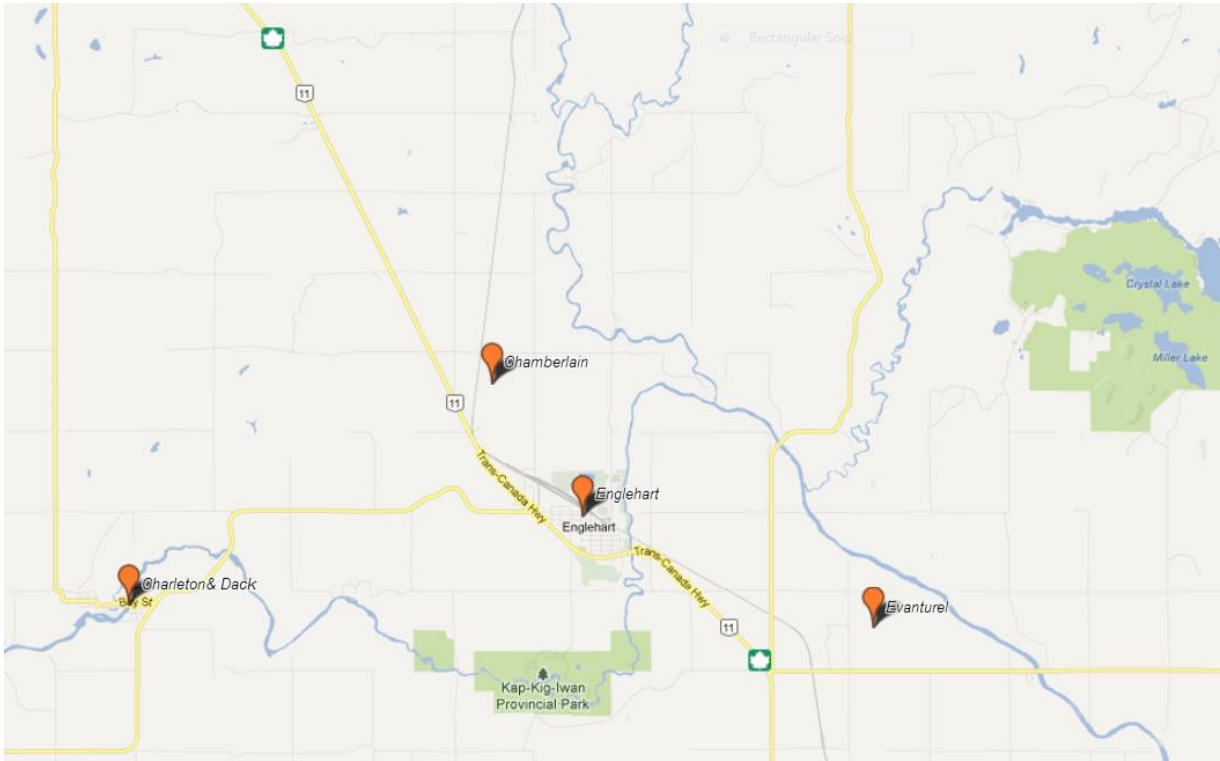


## Table of Contents

<b>1</b>	<b>Introduction &amp; Project Overview.....</b>	<b>1</b>
1.1	Context.....	1
1.2	What this Plan is About.....	2
<b>2</b>	<b>A Brief Statistical Overview .....</b>	<b>3</b>
2.1	Population .....	3
2.2	Age Segments.....	4
2.3	Education .....	5
2.4	Income.....	6
2.5	Summary of the Situation.....	7
<b>3</b>	<b>First Round of Consultations .....</b>	<b>9</b>
<b>4</b>	<b>Vision.....</b>	<b>19</b>
<b>5</b>	<b>Strategic Themes .....</b>	<b>19</b>
<b>6</b>	<b>Actions .....</b>	<b>20</b>
6.1	Define and Support the Englehart and Area Economic Development Partnership ..	20
6.2	Get to know the Englehart and Area Business Community .....	20
6.3	Create the Englehart and Area Product and Market it to the World.....	21
6.4	Build a Strong Economic Development Program .....	21
6.5	Continue to Build a Strong Regional Community.....	22

# 1 Introduction & Project Overview

## 1.1 Context



Source: McSweeney and Associates and GoogleMaps

Englehart and Area is a region in Northeastern Ontario, Canada, that encompasses four communities: the Town of Englehart, the Municipality of Charlton & Dack, the Township of Evanturel and the Township of Chamberlain. Despite fluctuations, Englehart and Area has seen relative population growth over the past fifteen years. Englehart and Area is located along the Trans-Canada and Highway 11 corridor.

Located within an area that is rich in agricultural production as well as demonstrated traditional strengths in the mining and forestry sectors the Englehart and Area boasts the best of both urban and rural living. With a small urban core providing all the services and amenities expected from a larger urban centre, this region also provides an excellent overall quality of life that is balanced through a rural lifestyle as well.

Recognizing that there are great advantages to working together, the Englehart and Area partner communities have come together to undertake various strategic projects and initiatives, including a joint Official Plan, a Regional Community Profile, an Asset Inventory and an Inventory of Available Commercial and Industrial Property. The development and commitment to this Economic Development Strategy provides the next step to strengthen and diversifying the local and regional economies of the Englehart and Area.

## 1.2 What this Plan is About

Englehart and Area's new strategic plan will:

- Define a new vision to help guide and strengthen the community;
- Reveal the key values and culture of the area;
- Determine specific economic targets and goals;
- Identify potential obstacles and recommend solutions to overcome them; and
- Create strategies for retention and expansion for the local businesses as well as attraction for new businesses.

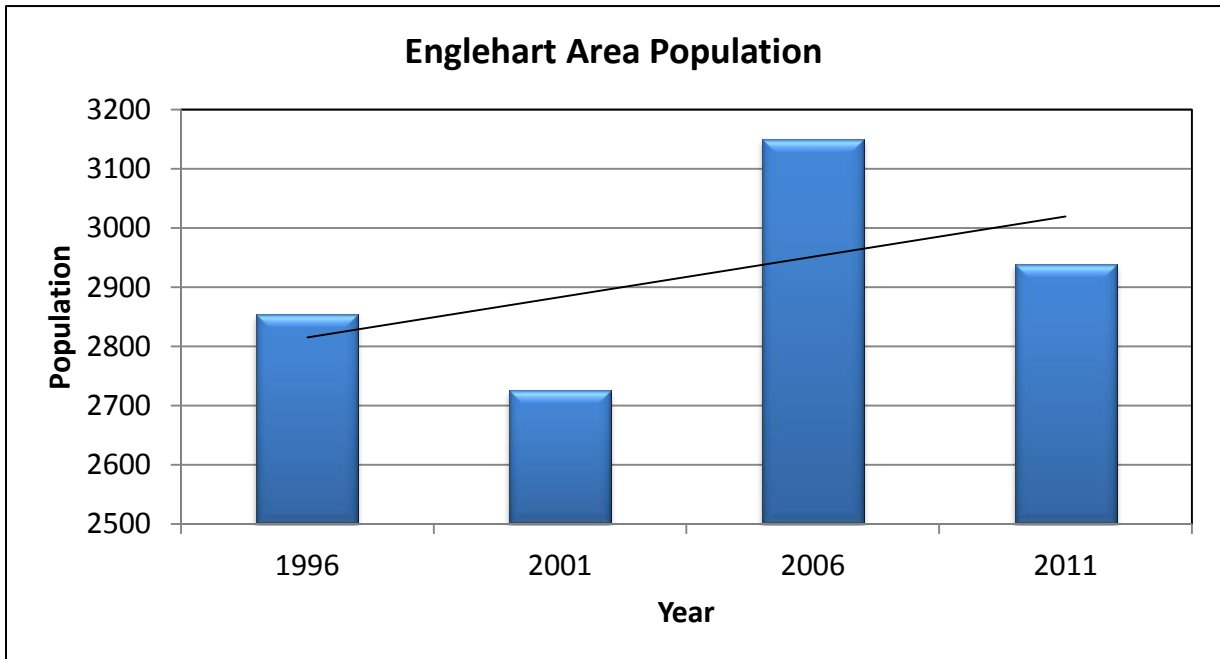
Previously, several tools were used to understand and engage the community that will provide important feedback for this project. These tools include:

- Strategic document review and analysis; and
- Public consultation – including an all-inclusive Working Session with community leaders.

## 2 A Brief Statistical Overview

### 2.1 Population

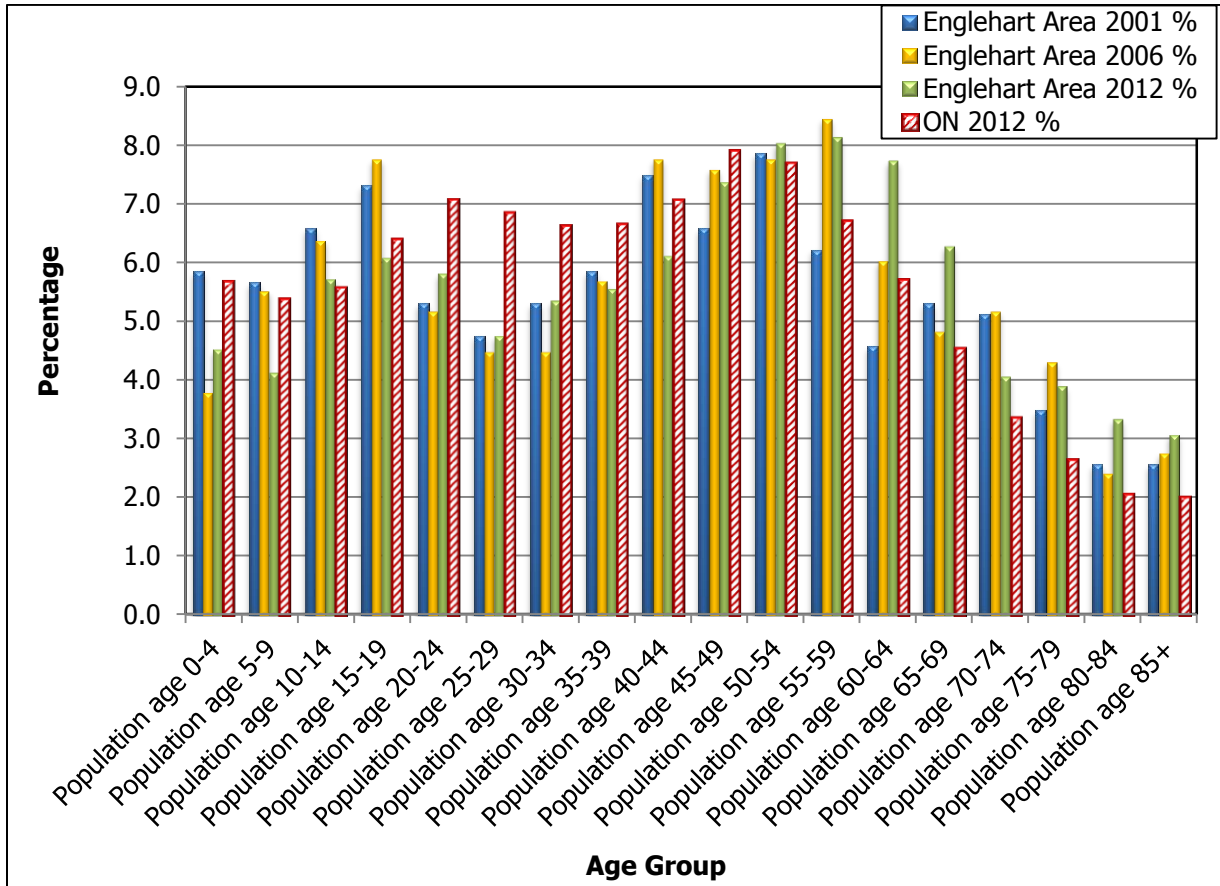
Below is a brief summary of the data on Englehart and Area that helps provide a snapshot of the community's current situation. The population of Englehart and Area currently stands at 2,939. Although there was a slight dip in the population of the community between 2006 to 2011, there has been overall positive growth from 1996 up to the last census in 2011.



Source: McSweeney & Associates from Statistics Canada Census data 2001, 2006 and 2011

## 2.2 Age Segments

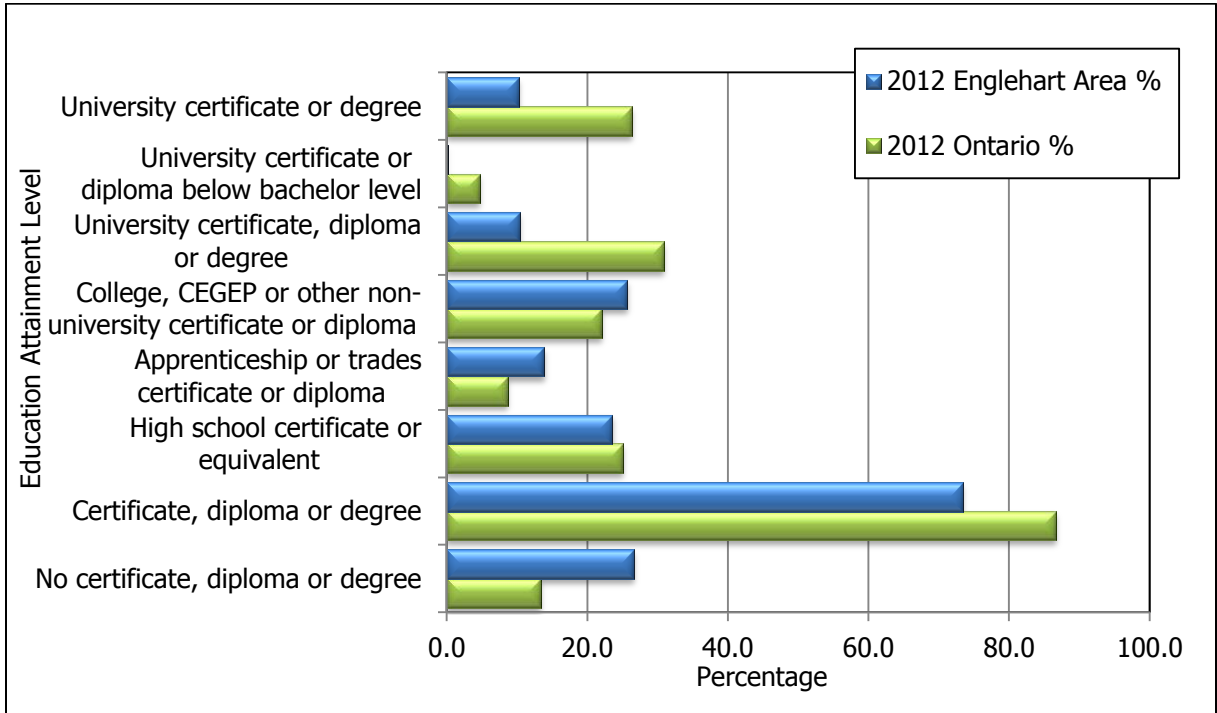
As illustrated in the following graph, the Englehart and Area partner communities have a larger segment of the population which is older than the provincial average. It can be seen that the Ontario average has a higher percentage of almost every age group between 0-49 years (with the exception of 10-14 years), whereas Englehart and Area have a higher percentage of the population from 50 years and older.



Source: McSweeney & Associates from Statistics Canada Census data 2001, 2006 and Manifold Data Mining Inc. Superdemographics 2012

## 2.3 Education

In terms of education, Englehart and Area’s residents are strong on the trades as well as college, CEGEP and diploma levels of education.

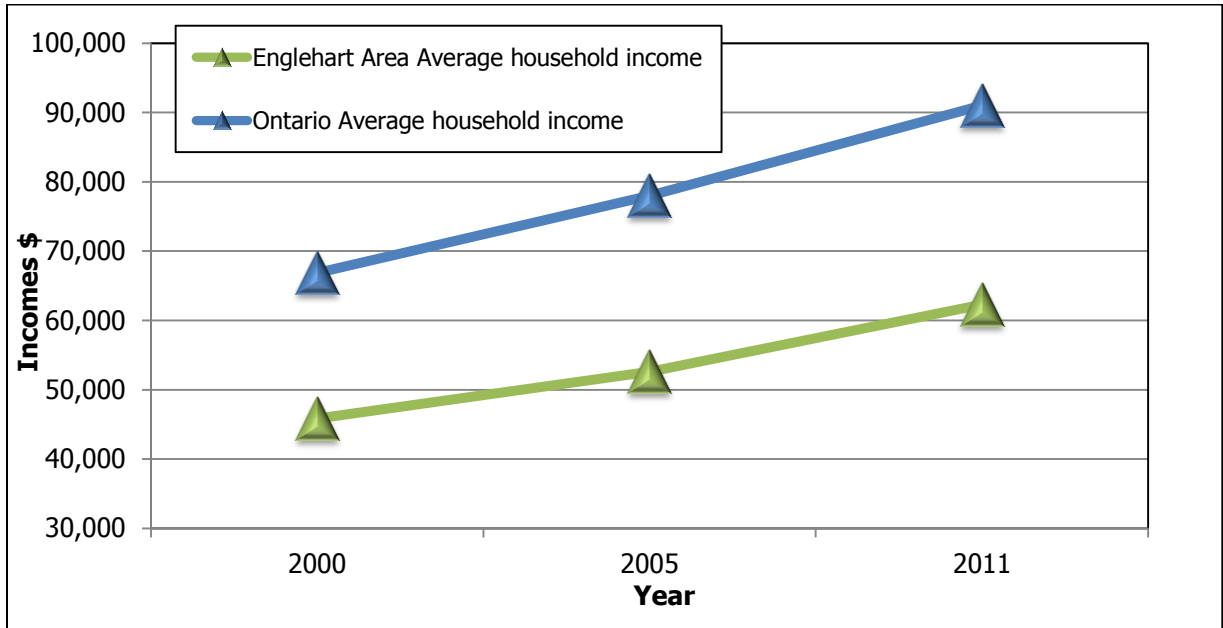


Source: McSweeney & Associates from Manifold Data Mining Inc. Superdemographics 2012.



## 2.4 Income

The average household income levels in Englehart and Area are lower than Ontario. Though they are steadily growing, these rates of growth are slightly lower rate than the province and there remains a substantial gap between the provincial average and that of Englehart and Area.



Source: McSweeney & Associates from Statistics Canada Census data 2001 (2000 incomes) and 2006 (2005 incomes) and Manifold Data Mining Inc. Superdemographics 2012 (2011 incomes)

## 2.5 Summary of the Situation

Below is a summary of the demographic makeup of Englehart and Area as well as a snapshot of its labour force.

### Demographics

Population: 2001 to 2012	<ul style="list-style-type: none"> <li>• Despite fluctuations, Englehart and Area’s population has been slowly increasing since 2001.</li> <li>• The average age of the overall population is older than the Ontario average.</li> </ul>
Incomes: 2000 to 2011	<ul style="list-style-type: none"> <li>• Generally, average and median incomes (total, family, household) have increased since 2000, however they are still lower than those of the province.</li> <li>• In 2011, Englehart and Area had a higher percentage of residents with incomes of \$5,000 to \$20,000 and \$50,000 to \$60,000 than did Ontario. The \$15,000 to \$19,999 income segment is the largest income segment in Englehart and Area, 2011.</li> <li>• The percentage of the population making more than \$60,000 increased from 2000 to 2011; however, it is still a smaller percentage than the provincial level.</li> </ul>
Highest Level of Education: 2012	<ul style="list-style-type: none"> <li>• The largest post-secondary field of study is architecture, engineering and related technologies – it’s percentage is larger than that of Ontario.</li> <li>• The percentage of Englehart and Area residents who have a college, CEGEP or other non-university certificate or diploma is higher than the provincial percentage in 2012 (25.6% vs. 22.0%).</li> <li>• The percentage of Englehart and Area residents who have a university certificate or diploma is lower than that of Ontario in 2012 (10.4% vs. 30.9%).</li> </ul>
Mobility: 2012	<ul style="list-style-type: none"> <li>• In 2012, the percentage of Englehart and Area residents that had moved within the previous year (9.2% movers) was less than the percentage of “movers” in Ontario (13.1%).</li> <li>• People moving to Englehart and Area were more likely to be relocating from other parts of Ontario as opposed to moving from outside of the province.</li> </ul>
Language: 2012	<ul style="list-style-type: none"> <li>• Over 86% of residents only speak English.</li> <li>• Just over 13% of residents are bilingual (English and French), which is higher than the provincial level (13.6% vs. 11.4%).</li> </ul>
Dwellings: 2001 to 2012	<ul style="list-style-type: none"> <li>• Englehart and Area has competitive housing prices - the average value of dwellings increased from \$82,862 in 2001 to \$107,236 in 2012, yet was still significantly lower than the provincial average in 2012 (\$426,787).</li> </ul>

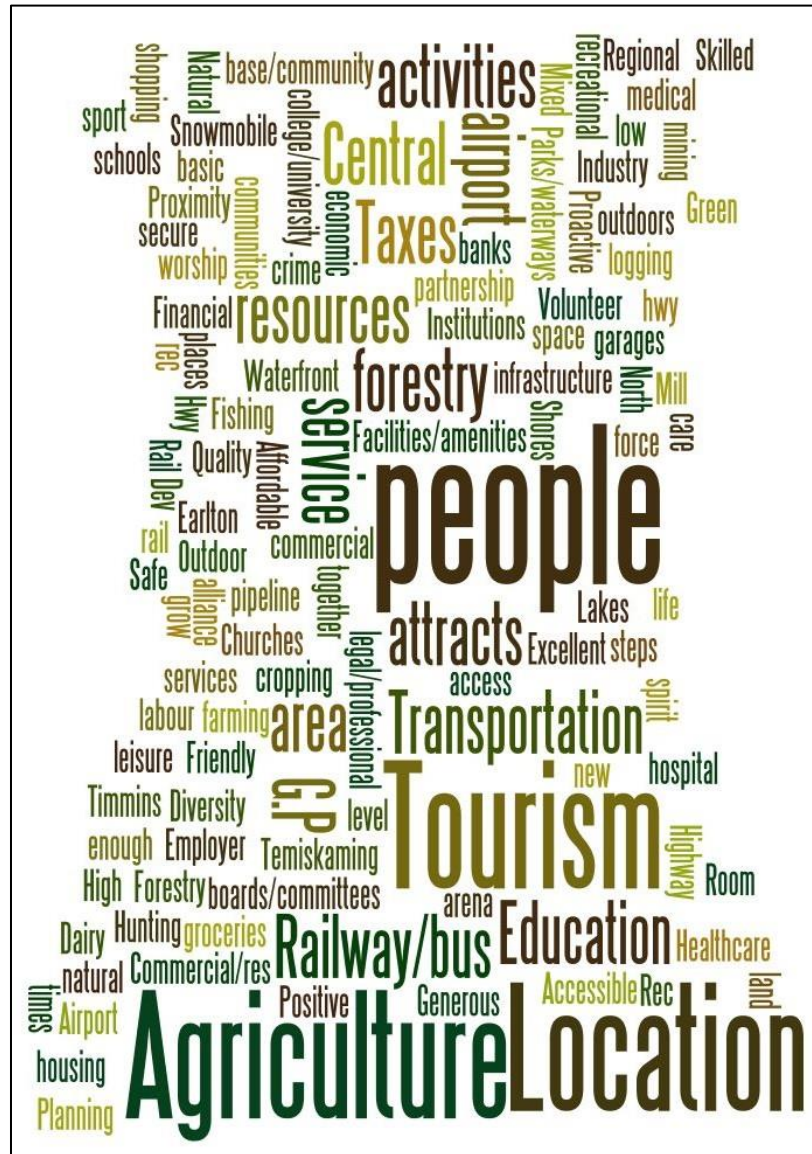
<b>Labour Force</b>	
Key Indicators: 2012	<ul style="list-style-type: none"> <li>• Participation and employment rates in Englehart and Area are lower than those of Ontario.</li> <li>• The unemployment rate is higher than that of Ontario in 2012 (15.6% vs. 8.0%).</li> </ul>
Labour Force by Occupation: 2012	<ul style="list-style-type: none"> <li>• Compared to Ontario, a higher percentage of the labour force works in the following occupations:                             <ul style="list-style-type: none"> <li>○ Social science, education, government service and religion;</li> <li>○ Trades, transport and equipment operators and related; and</li> <li>○ Unique to primary industry.</li> </ul> </li> </ul>
Labour Force by Industry: 2012	<ul style="list-style-type: none"> <li>• Compared to Ontario, a higher percentage of the labour force works in the following industries:                             <ul style="list-style-type: none"> <li>○ Agriculture, forestry, fishing and hunting;</li> <li>○ Mining and oil and gas extraction;</li> <li>○ Transportation and warehousing;</li> <li>○ Educational services;</li> <li>○ Health care and social assistance; and</li> <li>○ Construction.</li> </ul> </li> </ul>
Net Import & Export Labour Force: 2006	<ul style="list-style-type: none"> <li>• In 2006, there were 1,135 jobs in Englehart and Area and an employed resident labour force of 1,060, indicating that Englehart and Area was a net “importer” of at least 75 employees.</li> <li>• The size of the Englehart and Area resident labour force exceeds the jobs available in the following industry sectors in Englehart and Area:                             <ul style="list-style-type: none"> <li>○ Manufacturing;</li> <li>○ Health care and social assistance;</li> <li>○ Retail trade;</li> <li>○ Agriculture, forestry, fishing and hunting;</li> <li>○ Accommodation and food services;</li> <li>○ Public administration.</li> </ul> </li> </ul>

### 3 First Round of Consultations

This Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) analysis was undertaken at the Strategy Workshop and incorporates the input and comments from the stakeholders present at the Workshop. Numbers beside the bullets indicate how often this point was raised during the Workshop.

#### Strengths

- Churches and places of worship
- Agriculture (4)
  - Cash cropping
  - Dairy
  - Mixed farming
- Forestry
  - Georgia Pacific – logging, forestry alliance
- Natural resources
- Industry
  - Georgia Pacific
- Transportation
  - Hwy 11
  - Rail
  - Earlton Airport
- Tourism (4)
  - Outdoor recreational activities
  - Lakes
  - Snowmobile
  - Fishing
  - Hunting
  - Green space
- Healthcare
  - Employer
  - Keeps or attracts people to area
- Education (2)
  - Keeps or attracts people to area
- Mill
- Waterfront
- Parks/waterways
- Highway commercial
- Commercial/res land
- Facilities/amenities – hospital, schools, arena, sport & recreation, natural outdoors, etc. (2)
- Quality of life



- Excellent medical care
- Recreation and leisure activities
- High level of college/university
- Close to airport
- Location (4)
  - Central access
  - Central to Timmins & North Bay
  - Proximity to Temiskaming Shores
- Railway/bus service (2)
- Transportation infrastructure – rail, airport, highway, pipeline)
- Skilled labour force
- Close enough to shopping
- Have basic services (banks, groceries, garages, legal/professional)
- Financial Institutions
- Official Plan - new
- Taxes lower Taxes lower than south (2)
- Affordable housing
- Friendly people (2)
- Generous people – communities come together
- Volunteer base/community spirit
- Diversity
- Regional partnership
- Planning boards/committees
- Proactive steps for Economic Development
- Room to grow
- Positive economic times (ie. mining, forestry – resources)
- Accessible
- Safe – low crime rate, secure



- Lack of skilled trades
- Loss of service sector jobs – can't compete with industry
- Lack of employment for youth
- Bylaws are making it more challenging to develop
- Aging infrastructure
  - Behind that in Southern Ontario
- Servicing capital infrastructure for large growth
- Investment readiness
- Lack of small business support
- Inability of 'political' collaboration or unity
- Climate
- Lack of farming processing
- No competition in utility services
- Geographic distance – shipping costs both ways

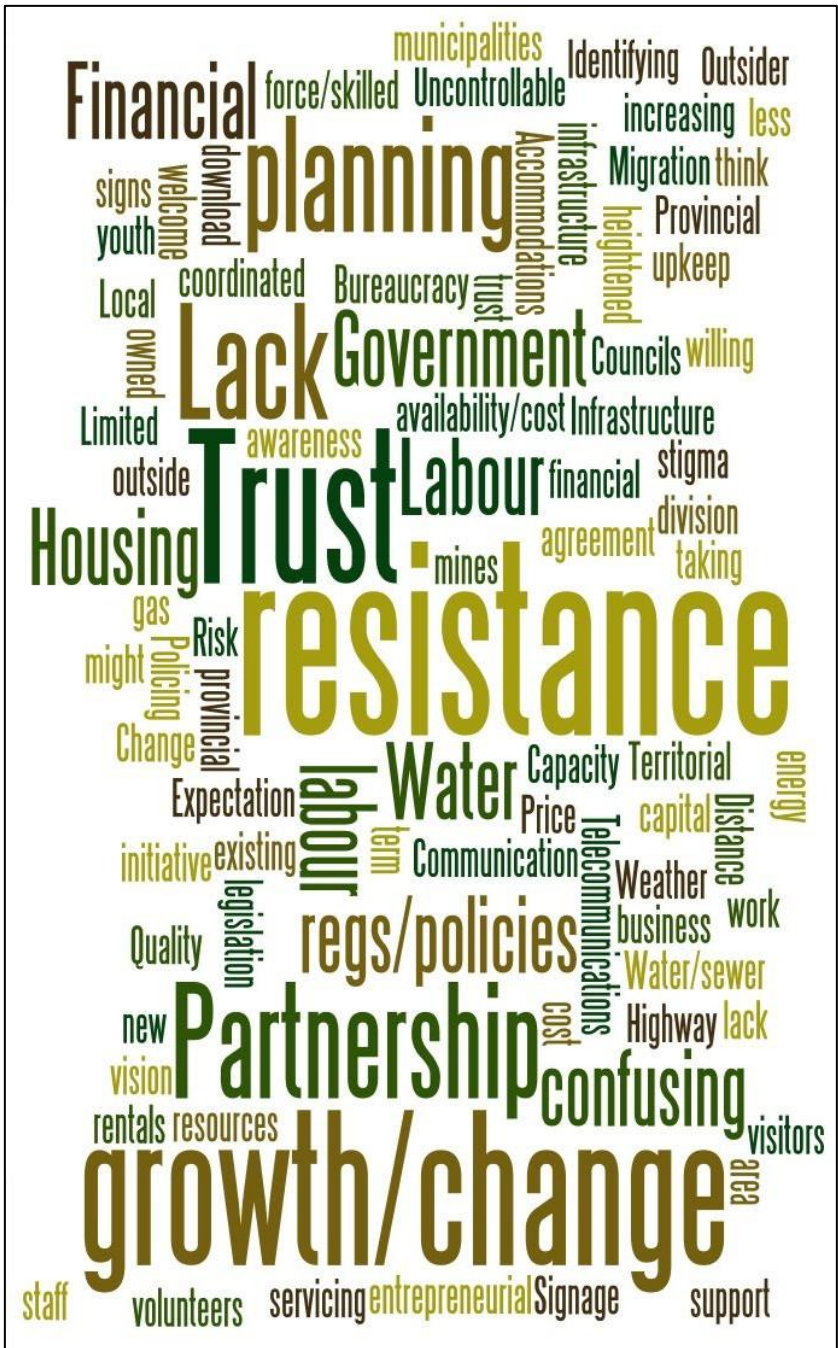




- Clothing store – shoes, clothing
- Fill retail/food service locations (currently empty, downtown)
- Promote arena as multiuse facility
- Post-secondary school – mining course
- Building new senior homes
- Promote airport – airline passenger service
- Home base business
- Mining (3)
  - Mines are an opportunity
  - Encourage people to move here
  - Mining - services
- Better road side rest area (i.e. winter time)
- More sporting events (sport tourism)
- Motocross events
- Broaden scope of events (i.e. fall fair)
- Create awareness of the region
- Waterfront development (residential, tourism)
- Relationships with Amish/Mennonite to support local

**Barriers**

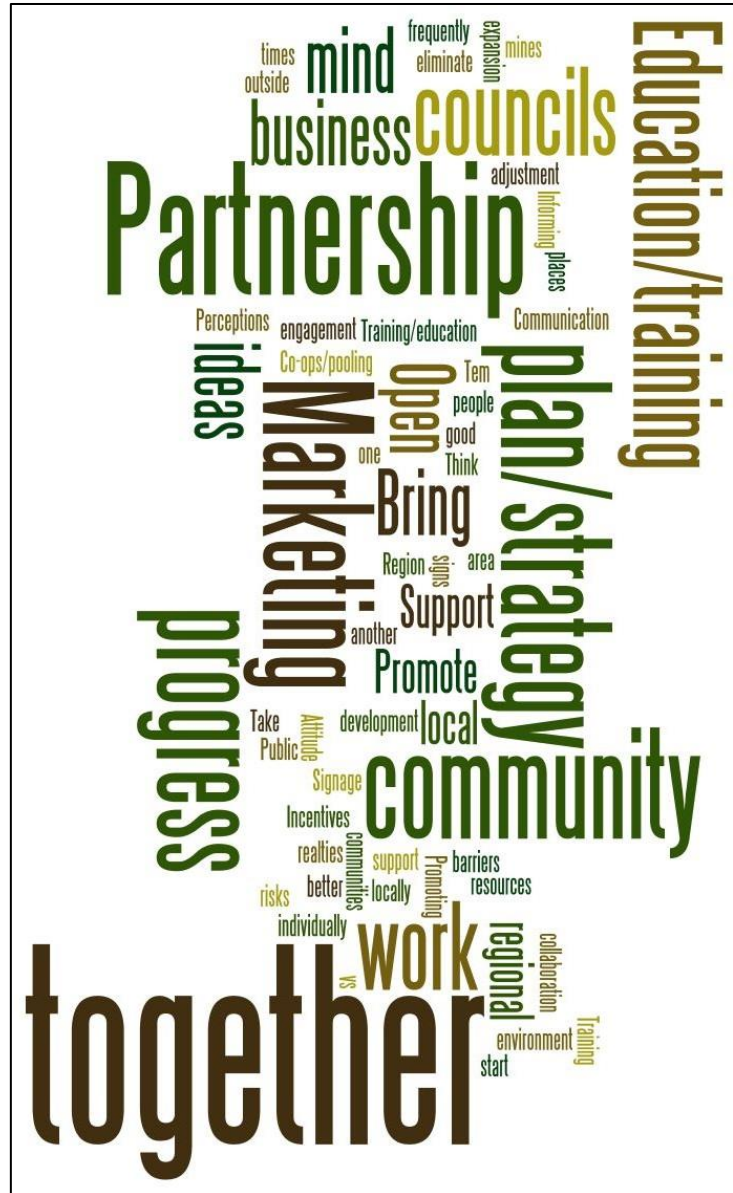
- Cost of capital & infrastructure – new and existing
- Long term planning
- Limited resources – financial, staff, volunteers
- Lack of coordinated vision – trust
- Water servicing
  - Capacity
  - Quality
- Housing – both rentals and owned
- Housing prices increasing
- Accommodations (visitors)
- Lack of awareness of area
- Outsider stigma
- Risk taking – lack of entrepreneurial initiative
- Lack of business support
- Bureaucracy
- Government regulations/policies (2)
  - Red tape – provincial legislation
- 4 municipalities
- Councils
- Distance
- Financial (2)
- Infrastructure
  - Water/sewer
  - Telecommunications
  - Hydro/gas
- Local resistance to growth/change (2)
  - Change (think outside the box) resistance
- Weather (2)
- Labour force/skilled labour availability/cost
- Partnership (2)
- Trust
- Water agreement



- Migration – youth
- Provincial download
- Price of gas and energy
- Uncontrollable cost (e.g. Policing, ambulance)
- Highway – upkeep
- Communication
- Signage is confusing (welcome signs)
  - Territorial division is confusing
- Identifying our audience
- Labour
  - Not willing to work for less than what mines might pay
  - Expectation of labour force is heightened

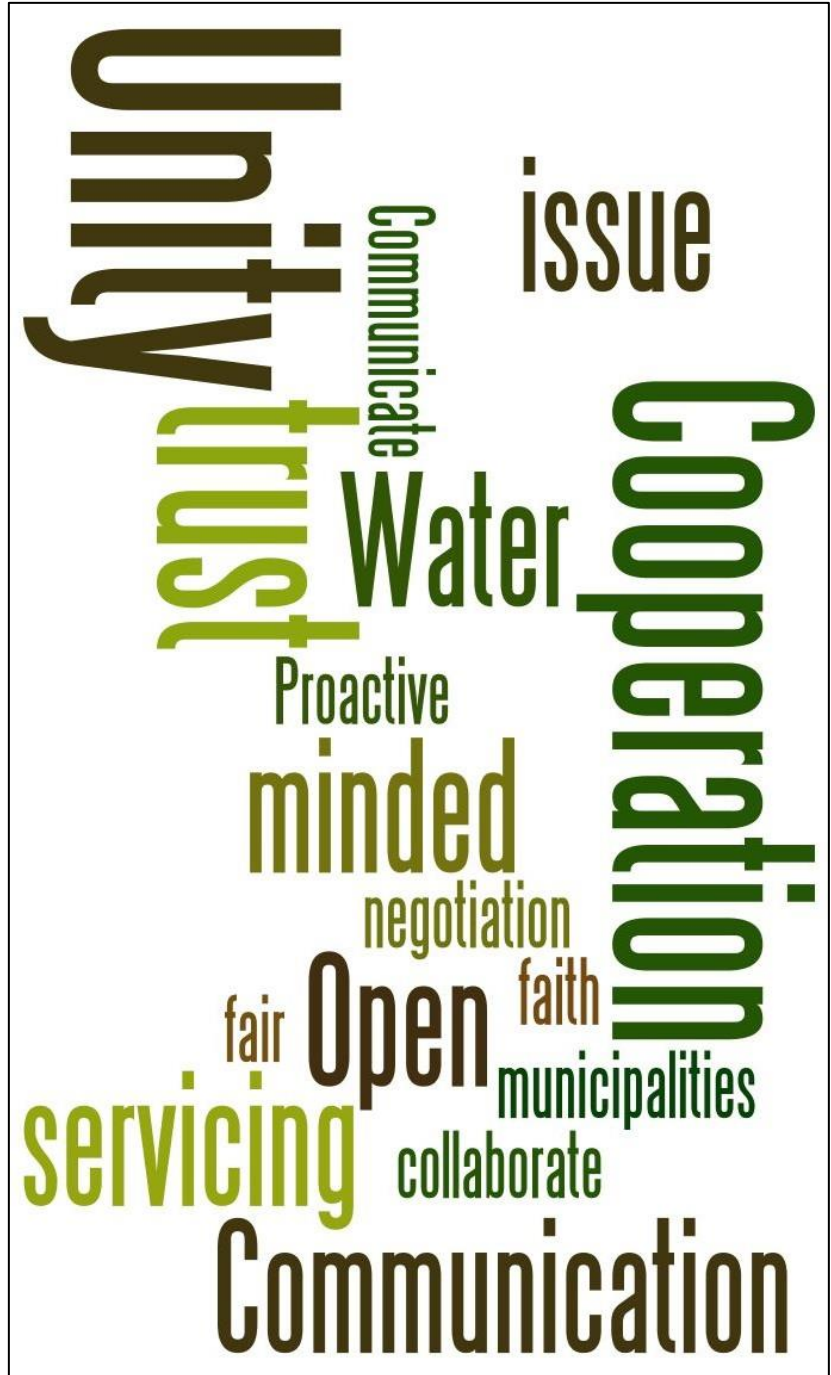
### Overcoming Barriers

- Open mind – work together, open to new ideas (2)
- Informing people of what is out there to start up a business (e.g. Tem Fund, Fed Nor)
- Promoting our area as a Region (not individually)
- Signage – more signs
- Communication
- Education/training (3)
  - Training/education for better community collaboration on a regional and local level
  - Training for councils at times in places which support Northern community realities
- Take risks
- Work together to eliminate barriers
- Bring 4 community councils together more frequently
- Support one another
- Support local
- Promote good of our communities
- Public engagement
  - Attitude adjustment
  - Perceptions
- Co-ops/pooling resources
- Think outside the box
- Promote work environment locally versus at mines
- Marketing plan/strategy which is regional
- Incentives for new business or business expansion
- Partnership development
- Partnership = progress



**Priority Issues**

- Cooperation
- Communication
- Unity (2)
  - Communicate & collaborate
  - 4 municipalities
  - How – faith, trust, negotiation, be fair
- Proactive
- Water servicing issue (2)
- Open minded



## 4 Vision

The following Vision was crafted in part through the input received from community leaders during the Strategic Working Session and employing the strengths and competitive advantages of the Englehart and Area partner communities. This Vision is a statement that defines where the Englehart and Area communities will want to focus their energies and efforts, how they will achieve economic development success and what they are striving to accomplish.

***By working together in a partnership built on trust, communication and fairness, the communities of Chamberlain, Charlton & Dack, Englehart and Evanturel will be a thriving competitive economic regional community.***

***Focusing on community and economic development, this region will attract sustained growth from residential development as well as continued investment from the agriculture, forestry, mining and light manufacturing/processing sectors.***

## 5 Strategic Themes

The following Strategic Themes and Actions have been carefully created through a detailed review of the previous work and strategic documents prepared by the Englehart and Area partner communities as well as a detailed community consultation process. Understanding that this partnership of communities has limited resources, there will need to be a solid understanding of what each community can contribute to the partnership and which areas of community and economic development need to be priorities requiring sustained resources and support.

The Strategic Themes for the Englehart and Area partner communities include:

1. Define and Support the Englehart and Area Economic Development Partnership
2. Get to know the Englehart and Area Business Community
3. Create the Englehart and Area Product and Market it to the World
4. Build a Strong Economic Development Program
5. Continue to Build a Strong Regional Community

## 6 Actions

### 6.1 Define and Support the Englehart and Area Economic Development Partnership

The Englehart and Area communities have come together to address several strategic items such as land use planning and economic development. In order to be successful when moving forward together, it is imperative that the Englehart and Area partner communities solidify their commitment to being community partners by:

1. Establishing a clear governance structure for a community and economic development partnership. This partnership needs to be formalized and should include clearly defined goals, objectives and role of the partnership.
2. Agreeing to a legal framework/arrangement between the 4 communities and a Board of Governance consisting of public and private stakeholders to oversee the activities of the partnership.
3. Providing a sustainable funding model and a dispute resolution process for the new community and economic development partnership.
4. Providing long-term resources to support and staff the governance structure as well as on-going operations and projects proposed through the partnership.
5. Continually marketing and communicating to the four communities the establishment of the partnership, the role of the partnership and the goals or what the partnership wishes to achieve.
6. Creating an Englehart and Area brand and promoting this new brand in all joint-marketing efforts or initiatives being implemented by the Englehart and Area partnership.

### 6.2 Get to know the Englehart and Area Business Community

The existing business community within the Englehart and Area is generating the wealth and providing the jobs for the partner communities' residents. It is essential that all efforts be made to ensure the business climate and environment within Englehart and Area is very conducive to supporting local businesses and their ability to remain and expand in the region. Be supportive of local businesses by:

1. Conducting an on-going annual business visitation program to get to know regional businesses and to identify any issues pertaining to retention, expansion or new investment opportunities.
2. Acting to positively resolve any issues or take advantage of any opportunities identified through the business visitation program.
3. Partnering with the Chamber of Commerce, the Community Futures Development Corporation (CFDC) and other community organizations to hold an annual business awards to celebrate the regions business community and their contributions to the

Englehart and Area partner communities.

### 6.3 Create the Englehart and Area Product and Market it to the World

The Englehart and Area is a complete regional community with great community assets, significant employers, and established investment opportunities. To ensure that these assets and opportunities are portrayed properly, it is critical that the Englehart and Area be packaged and marketed as a product. This product can then be used to attract investment to the region. To maximize the benefits of packaging Englehart and Area, the following actions should be included:

1. Continue to document the available industrial and commercial buildings and parcels of land for sale in the Englehart and Area. Continue to keep this inventory up to date and available for potential investors. Post the inventory on the "Invest In Ontario" website (<http://www.sse.gov.on.ca/medt/investinontario/en/Pages/default.aspx>).
2. The Town of Englehart should consider completing a business plan for the strategic development of the Town's industrial land. This will assist the Town to completely understand the costs and risks associated with developing Englehart's industrial land.
3. Develop a communications and marketing strategy to effectively promote the Englehart and Area investment opportunities. The strategy should promote the Englehart and Area brand and include a new website, a signage program and marketing material used to promote the regions. It should also target the industrial sector and create marketing material aimed at attracting new residents to the area.
4. Implement the new communications and marketing strategy.
5. Ensure all stats and data are updated annually.
6. Annually update the Englehart and Area Community Profile with new information including the new branding, once completed.

### 6.4 Build a Strong Economic Development Program

To ensure the Englehart and Area continues moving towards a robust and diversified economy will require a commitment to implementing a strong economic development program. Essential activities should include:

1. Providing training for senior municipal officials and economic development staff tasked with supporting the Englehart and Area partnership. Training should include:
  - Investment readiness training
  - EcD Certification or similar training in economic development.
2. Developing an investment lead protocol so that all investment inquiries are handled effectively and equitably within the area partnership.
3. Identifying a lead or point of contact for the Englehart and Area partnership who can efficiently network with other economic development professionals and agencies (locally, regionally and provincially), share information with the partner communities and direct/lead investment inquiries.



4. Creating a new Englehart and Area website that not only promotes the area and the Englehart and Area brand but also connects to the separate individual partner community websites. Website should be focused on economic development and provide the information sought by potential investors.
5. Developing and continually updating separate economic development websites or pages for each Englehart and Area partner community. These webpages or sites should also contain information to specifically address economic development opportunities and investment inquiries. New websites/pages should include:
  - Updated Englehart and Area Community Profile
  - The Englehart and Area industrial land inventory
  - Direct links to businesses for sale
  - Marketing material created for the Englehart and Areas high profile industry sectors (i.e. agriculture, forestry, mining and light manufacturing/processing sectors, etc.).
6. Documenting infrastructure requirements/demands of the Englehart and Area partner communities – including the provision of water and wastewater – and create a long-term solution and agreements to provide the necessary infrastructure throughout the region.
7. Connecting with the local business community to understand their needs while identify partnership opportunities to expand or grow existing businesses. This would also include community assets and social enterprises such as the hospital and local schools.
8. Providing information, direct and guidance on existing funding and support programs for business start-ups and expansions.
9. Providing connections, information and guidance to potential businesses on how to start a business.

### 6.5 Continue to Build a Strong Regional Community

As a regional community, the Englehart and Area has a lot to offer to both residents and potential investors. It is important that the partner communities continue to work together to make this regional community a sought after destination for residents, investors and the travelling public. Actions to include:

1. Continuing to build community partnerships within the Englehart and Area to share vital infrastructure and resources such as water and wastewater and recreational facilities.
2. Continuing to manage and operate KapKigIwan with a growing interest in expanding the parks capacity to attract more visitors to the area.
3. Continuing to utilize and program the Englehart and Area Community Complex with an aim of increasing over-all usage. Begin by focusing on a marketing initiative to the partner communities to high-light opportunities to use the arena and facility throughout the year. Broaden this marketing initiative to surrounding/neighbouring

- communities and include sporting events, festivals, community events, etc.
4. Creating an annual festival to specifically celebrate the Englehart and Area.
  5. Being the voice for the Englehart and Area regional community when continually and positively supporting the areas social infrastructure (ie.access to affordable high speed broadband, hospital expansion, schools, etc.) and business community.