

TOWNSHIP OF CHARLTON AND DACK

COMMUNITY ECONOMIC DEVELOPMENT STRATEGIC PLAN

MARCH 2009

CHARLTON / DACK VISION STATEMENT

Charlton / Dack will promote a friendly, caring community that is safe, clean and family-oriented. Community pride will encourage resident participation and innovative growth, sound management and responsible leadership. We will create an atmosphere that encourages economic & social growth that is progressive yet preserves our environment and quality of life.

Visioning:

Visioning allows the planning team to decide how you want your community to be perceived in the future. It outlines the broad reason, purpose or mission for the community. It is unlikely that there will be unanimity about exactly what a vision should be like, however what is important is to be able to identify some direction for the future.

The vision statement describes the preferred future – the values, culture and philosophy a community wants to foster and preserve. It provides the fundamental direction for the whole strategic plan and acts as a focal point against which all plans or directions are checked.

COMMUNITY PROFILING

The Community Profile provides material for the strategic planning process. It contains a description of all social and economic activity on the community / region presented in a number of sectors, subjects and themes. It accomplishes this through the presentation of a variety of information on the community / region itself:

- The Community Profile identifies and defines the social, economic, political and technological trends and events occurring within the community / region.
- The Community Profile is prepared through the collection of different types of primary data (new information specifically collected for the profile through surveys, etc.) as well s secondary data (information and statistics already in existence).
- It contains both qualitative descriptions (quality of life, social and recreational components of the community) and quantitative descriptions (statistics, numbers, etc.) of the different segments of the community / region.

While it provides a snapshot of the community at a specific date in time, the community profile is constantly evolving in relation to both controlled and uncontrolled events and developments. It must be regularly updated with the latest information available to reflect these changes.

For the community of Charlton / Dack, this data was obtained through:

- Compiling existing demographic information from Statistics Canada
- Conducting a Situational Analysis of the community
- Compiling the results of a community survey
- Conducting a SWOT analysis of a variety of segments of the community.

SITUATIONAL ANALYSIS

The situational analysis is an in-depth look at all factors likely to have the greatest impact on the future of the community. The analysis forms the basis for the decisions and goal identification which will affect the community in the future.

As part of the situational analysis, it is not only important to consider those issues or factors which are internal, but also equally important to include external or outside influences over which we have little control.

Internal:

These are factors within the control of the community. These may include such items as planning, finances & taxation, municipal assets, local service clubs, community activities, etc. Their impact on the community to fulfill its vision should be discussed.

This can be accomplished by conducting a broad situation analysis which identifies trends that are occurring.

External:

All communities are affected by outside influences and these factors have varying degrees of impact, both positive and negative on the community. These may include government policies, competition among communities, the economy, environmental concerns, etc. again these factors must be addressed as they relate to the vision.

Situational Analysis

Internal Influences: To determine the current condition of the community.

The community is perceived as a quiet, peaceful bedroom community. People are taking pride in the appearance of their properties and most are fixing up and maintaining their homes. There are some newer and bigger homes being built in the Long Lake area.

The population of Charlton is made up primarily of long term residents and this is likely because of their job status. There is a full range of age group but it appears that there may be proportionately more seniors. While there is some youth out migration, families who move into the community are young families who work outside of Charlton. There are fewer seasonal residents and most reside in the two camp / trailer parks.

Housing is comparable in pricing, appearance and size to surrounding communities. Pricing for building lots is considered lower than surrounding communities.

Taxation rates are perceived to be fair. The ratio of residential to commercial is very high. Water rates are identified as a concern and action is recommended.

Municipal infrastructure is aging. Fire service and water are considered good. Road maintenance was rated average to poor with lack of funding being cited as the reason for these conditions. There is no sewage collection in place in Charlton.

The community's relationships with surrounding communities are good for the most part. There is a strong alliance with Englehart and Kirkland Lake although there is some indication that the relationship between Englehart and municipal council is strained which could curtail development.

Agriculture is the main industry in the Township, particularly cash cropping and beef production. Most people live in Charlton / Dack and work elsewhere. There is a strong reliance on the social safety net. There are a large number of retirees.

Most residents love their community and feel strongly about it. There is high participation in organized events and people participate readily in community events, the Legion, church activities, school activities and will volunteer.

The relationship between the community and other government agencies or organizations is unknown at this time.

Closure of the school will create some economic affect and provide poorer quality education. There may be some impact on other services.

Situational Analysis

External Influences: To identify external influences that could hinder or assist future development.

The community is dealing with provincial government structures that are more suited for larger urban areas. District Service Boards were cited as an example. Some policies also affect lake development such as provincial policies relating to nutrient management & health.

Federal government regulation pertaining to the environment are more designed for urban areas than. Taxation issues, particularly in the mining and forestry sectors, are hindering development.

The volatility of the global marketplace is affecting our larger employers.

Petroleum prices will have a negative affect on the community because most residents drive to work, shopping and for services. Rising utility costs will have an adverse affect on the whole population but particularly those on fixed incomes.

Local financial institutions will help or support residential clients but usually require too much collateral. They appear lacking in support to local business and do not want to participate in ventures that have a degree of risk.

Area communities are afraid of losing their identity or not getting their fair share if amalgamation is considered. Unorganized areas surrounding the community use local infrastructure but do not contribute to its upkeep.

There is some concern that industrial development, particularly in the mining and forestry sectors could negatively impact the local environment. As environmental concerns and regulations become tighter, it could affect the agriculture industry as well.

Health care is considered good with residents traveling to Englehart for their basic needs. Government regulations could have an impact on future health care. Aging populations could place a higher demand on health care deliverers.

It was acknowledged that downloading from senior levels of government has had a negative affect on the community and could continue to do so. Because of our reliance on surrounding communities, their growth and economic conditions will impact Charlton / Dack as well.

SWOT ANALYSIS

The SWOT analysis is an outlining of the Strengths and Weaknesses of the community, the Opportunities available to the community and the Threats that the community faces.

The SWOT process helps the community to identify and focus on the issues that need addressing, the strengths and opportunities which constitute priorities and the barriers and challenges likely to be faced.

While emphasizing strengths and opportunities is important, being realistic about weaknesses is just as valid. One of the failings of economic development strategies is the universally optimistic picture they paint about the range of opportunities available.

The SWOT analysis helps identify the current social and economic situation within a community in terms strengths and weaknesses of various sectors and themes. It also provides some perspective on the possible future for the community in terms of opportunities and threats identified. For this process the following sectors and themes were considered:

Economic Development:

- Industrial Development
- Business District
- Enterprise Development
- Local Development Policies
- Human Resources
- Community Vitality

Local Development and the Environment:

- Political Conditions
- Municipal Finance
- Land Use Planning
- Infrastructure
- Protective Services
- Natural Amenities

Social and Cultural Development:

- Community Services & Organizations
- Recreation & Leisure Services
- Community Events & Entertainment
- Cultural, Historical or Community Assets

Economic Development

Theme: Industrial Development

Strengths:

- Major sectors are forestry, education, mining and agriculture.
- Good local labour force.
- Community lifestyle attracts professionals.
- Renewable resources.
- Abundant land available for agricultural development.

Opportunities:

- Leadership in agriculture.
- Bio fuels could encourage agricultural development.
- Investigate renewable energy opportunities.
- Form agriculture or possibly retail cooperatives.
- Pursue establishing a retirement community.
- Attract tourism investment because of waterfront.
- Watersports, marina and / or marina.
- Specialized agricultural products.

Weaknesses:

- High energy costs.
- Community doesn't have financial resources to attract industry.
- Community infrastructure may not support large industry.
- Population is aging & declining.

Threats:

- Transportation costs.
- Downturn in the forestry industry.
- Replanting of trees in harvested areas.
- High production costs.

Economic Development

Theme: Business District

Strengths:

- Charlton has a general store, auto body repair and restaurant.
- Lake and waterfront could support lodges, water-related businesses.
- Limited retail that serves local population.

Opportunities:

- Lots of space for business development.
- Business district identity.

Weaknesses:

- Don't have a business district, poor variety.
- People travel to Englehart & New Liskeard to shop.
- Don't have a designated commercial area.
- Businesses are spread out.
- Roads are in poor condition.
- Need services to attract businesses such as sewers, high speed internet, etc.
- Nothing to offer visitors.
- Appearance of local businesses.

Threats:

- Dependence on other communities to provide business district.
- Losing the public school will force existing families to relocate.
- Businesses locating around the community rather than in the community.
- Demographics.

Economic Development

Theme: Enterprise Development

Strengths:

- Some business related seminars & college courses are available.
- New businesses are welcomed in the community.
- Agriculture is the main business.
- The community is receptive to new ventures and ideas.

Opportunities:

- Businesses relating to lakefront i.e. lodges, outfitters, etc.
- Green energy sources i.e. ethanol, bio diesel.
- Upgrade docking facilities to allow boats to dock and people to shop downtown.

Weaknesses:

- Few risk takers in the community.
- Hard to get support from conventional lenders.
- Little infrastructure available to support business start up.
- Little participation in the informal economy i.e. bartering, co-ops, etc.
- Very few sources of capital other than banks.
- No new ventures have opened for a considerable period of time.

Threats:

- None identified.

Economic Development

Theme: Local Development Policies

Strengths:

- Municipal government generally reflects a commitment to economic growth.
- Taxation of businesses is comparable to surrounding communities.
- Local bylaws do not restrict development.
- Local government will do what it can to assist business start up or relocation.

Opportunities:

- People are relocating from Southern Ontario.
- Municipality is considering jointly funding a bylaw enforcement officer.

Weaknesses:

- Land use policies need to accommodate industrial growth.
- General public is unclear regarding local bylaws relating to business / industrial development.
- Little bylaw enforcement at this time.

Threats:

- Environmental legislation will limit business development.
- Provincial legislation relating to holidays and wage rates will discourage entrepreneurship.

Economic Development

Theme: Human Resources

Strengths:

- Some residents have skills that are in demand.
- High speed Internet is available through Paralink.
- Municipal upgrading programs are available for township staff.
- Agriculture upgrading programs are available through the Temiskaming Federation of Agriculture.
- Some short, human interest courses are being done through local Colleges.

Opportunities:

- Promote local lifestyle to youth vs. solely career choices.
- Promote lifestyle, cost of living to residents & people from Southern Ontario.
- Promote low land and building costs.

Weaknesses:

- Workforce could have more skills that business & industry require.
- Some parts of the Township lack high speed Internet capabilities.
- Most employees or learners need to travel out of town to attend training.
- Many courses are cancelled due to lack of interest.

Threats:

- Difficult to do skills upgrading or pursue education on line.
- Closure of public school will send youth to neighbouring communities.

Economic Development

Theme: Community Vitality

Strengths:

- Some local service clubs are very active.
- Better than average support for community activities.
- Some residents are very active.
- Most residents take pride in their community.
- There are some activities for various ages.
- The community is close knit.
- There is an annual Christmas party to recognize volunteers.

Opportunities:

- Recruit more community volunteers.
- More formalized recognition program.
- Recruitment of individuals to assist with community initiatives.
- Workshops on recruiting & involving volunteers.

Weaknesses:

- No local business groups.
- Local service clubs have limited financial resources, some have small memberships.
- The same people volunteer to support community efforts.
- More could be done for children and youth.
- The community is viewed as a “quiet little place” with not much going on.
- Seen as lacking direction.

Threats:

- The “old guard” will discourage others from becoming involved.
- Some service clubs will not survive.
- Challenge is to get members involved.

Local Development & Environment

Theme: Political Conditions

Strengths:

- M.P. is willing to meet if requested.
- Municipality is proactive and promotes economic development.
- Relationship with ratepayers is good although often issue related.
- The municipality communicates regularly with its ratepayers.
- The relation with surrounding municipalities is generally good.

Opportunities:

- There were no specific opportunities identified.

Weaknesses:

- Relationships with Federal and Provincial representatives are generally unknown.
- There is some conflict with surrounding municipalities on specific issues such as amalgamation.
- The size of the community is sometimes a problem when dealing with the provincial and federal governments.

Threats:

- There were no specific threats identified.

Local Development & Environment

Theme: Municipal Finance

Strengths:

- Municipally controlled spending provides value for ratepayer dollars.
- The municipality has little long term debt.
- The municipality has some reserves.
- The municipality attempts to use other sources of available funding.
- Municipal buildings & equipment are in good condition.

Opportunities:

- Road Upgrading
- Park & beach area requires some repairs and upgrades.

Weaknesses:

- There are several areas of expenditure outside of municipal control.
- There are some major projects that will need to be done in the future.
- Taxation revenues are primarily residential.
- Some taxes are in arrears but are being addressed in accordance with Ministry policy.

Threats:

- Tax arrears will hinder future development efforts.

Local Development & Environment

Theme: Land Use Planning

Strengths:

- There is a plan to accommodate future residential development.
- A strategy is being prepared to encourage growth in certain areas of the municipality.

Opportunities:

- The municipality's Official Plan is being worked on at this time.

Weaknesses:

- Official Plan & zoning bylaws are not up to date.
- No area clearly established for industrial or commercial development.
- Local planning policies and services are not up to date and there is little public awareness.
- Municipal property bylaws are not being enforced.
- Municipal employees have limited ability to discuss industrial / commercial development with perspective developers.

Threats:

- Because the Official Plan is being worked on at this time, it was felt that a number of the weaknesses would be addressed.

Local Development & Environment

Theme: Infrastructure

Strengths:

- Sufficient electrical supply to encourage future growth.
- Telecommunications infrastructure is adequate
- There is some forward planning to upgrade existing infrastructure.

Opportunities:

- There were no additional opportunities identified to enhance the community's infrastructure.

Weaknesses:

- Differing opinions regarding condition of existing road networks.
- Natural gas is unavailable in the majority of areas.
- Other than Highway 11, there is no other major transportation mode available in the municipality.

Threats:

- There are no immediate threats to local infrastructure that are under the municipality's influence.

Local Development & Environment

Theme: Protective Services

Strengths:

- Adequate fire protection.
- Good response from ambulance services.
- 911 service is fully implemented.
- Most residents feel safe and well served.

Opportunities:

- There were no additional opportunities identified that are considered a priority at this time.

Weaknesses:

- Poor response times from police services.
- Uncertainty regarding emergency preparedness plan.
- Very little community policing in the area.

Threats:

- There are no immediate threats to protective services that are under the municipality's influence.

Local Development & Environment

Theme: Natural Amenities

Strengths:

- There are federally and provincially protected lands
- Waterfronts, rivers, etc. can be used for development purposes without compromising their environmental value.

Opportunities:

- The municipality's Official Plan is being worked on at this time and will incorporate waterfront development priorities.

Weaknesses:

- There are federally and provincially protected lands.
- Uncertainty regarding existing land use plans' ability to protect sensitive areas.
- Uncertainty of local bylaws ability to protect environmental quality.
- Uncertainty of the existence of a waterfront management strategy.

Threats:

- Because the Official Plan is being worked on at this time, it was felt that a number of the weaknesses would be addressed.

Social and Cultural Development

Theme: Community Services & Organizations

Strengths:

- At least 12 different community service organizations in the community.
- Some local service groups receive government and/or private sector assistance to fulfill their role.

Opportunities:

- There were no additional opportunities identified that are considered a priority at this time.

Weaknesses:

- Most community organizations have clear mandates but these are unknown to the general public.
- Most organizations have waning membership.
- Most lack resources to fulfill their mandate.
- Many active residents support several organizations and are very busy.
- There are additional community needs that could be met by forming local organizations.

Threats:

- Limited membership is hampering organizations' ability to take on an expanded role or accomplish their mandate.
- Local volunteers will experience burn out.
 - Inability to generate new activities because of lack of involvement.

Social and Cultural Development

Theme: Recreation and Leisure Services

Strengths:

- Rink for skating is in good condition.
- Ball diamond at the school is in good condition.
- There are a number of organizations that provide recreation services.
- Shared services with Englehart such as arena, pool, curling, etc.

Opportunities:

- There are opportunities to utilize local facilities to provide additional recreation for residents.

Weaknesses:

- Beach, boardwalk, powerhouse park, boat launch, marina, walking trail need upgrades, repairs, etc.
- While a number of organizations provide recreation services, there is no leader / coordinator.
- There are some additional recreation programs that could be available i.e. tennis, baseball, dancing.
- While some parks are in good condition, others need repair.
- There is limited knowledge of local groups who participate in hobbies or other activities.

Threats:

- Compensation for shared services, cost sharing, etc.

Social and Cultural Development

Theme: Community Events & Entertainment

Strengths:

- There are a variety of local events that are scheduled throughout the year.
- A number of local groups organize community events.
- Local events also attract visitors from outside of the area.
- There are a variety of sites to run events such as the fairgrounds, parks, waterfront, etc.

Opportunities:

- There were no additional opportunities identified that are considered a priority at this time.

Weaknesses:

- Limited opportunities to participate in performing or visual arts within the municipality however this is available in surrounding communities.
- Most local venues are limited in size.
- Scope of local events hampered by lack of volunteers.

Threats:

If the school closes, the community will lose its large meeting area, gym, etc.

Social and Cultural Development

Theme: Cultural, Historical or Community Assets

Strengths:

- Heritage Centre and Powerhouse have historical significance.
- There are a number of small meeting places and a large meeting area at the school.

Opportunities:

- There were no additional opportunities identified that are considered a priority at this time.

Weaknesses:

- The community does not have facilities such as libraries, theatres, museums, etc. however these are available in surrounding communities.

Threats:

CRITICAL ISSUES

Upon completion of the community profiling process, the issues identified as the most critical to the future of the community should be identified. Their significance can be measured by the size of the gap between current status and what is needed to fulfill the vision statement.

Critical issues can affect either growth or development by building on the community's strengths and/or seizing opportunities.

Critical issues should address barriers and threats that currently exist that affect either growth or development. It is extremely important that the root or underlying cause be clearly identified in order to properly react to barriers and threats.

Grouping:

It is usually easiest to identify critical issues within the sectors and themes considered for the SWOT analysis. Information gleaned from the Community Survey, Strategic Analysis and demographics can identify additional issues but usually assist in recognizing underlying causes, impacts or the significance of the critical issues that are identified.

When critical issues have been identified within sectors or themes, these are then grouped into similar topics. This process accomplishes two objectives:

- It gives some order to the issues that have been identified so strategies and work plans can be developed.
- In many cases root causes can affect several sectors. Grouping assists in clarifying root causes and their impacts and can assist in identifying multi – faceted responses.

Priorities:

Some issues will be more crucial to the community's success than others. The next step is to prioritize based on which will have the greatest effect on the community. A number of considerations will be included in making this determination:

- Are other areas affected by this issue?
- What will the overall impact be?
- Can the situation be addressed in the long term or short term?

It is sometimes advantageous to identify one or two issues that can be resolved fairly quickly to give the community a sense of accomplishment and maintain momentum in implementing the work plan.

Community Development Goals and Objectives.

Infrastructure:

Goal: Continue to improve all aspects of our infrastructure i.e. roads, streets, recreational facilities, waterfront.

Objectives:

- Create a maintenance program to upgrade every road & street on a 20 year rotation.
- Establish a maintenance program to upgrade bridges & culverts on a 20 year rotation.
- Ensure sufficient water supply for existing residences in the Bradley and Clarksville subdivisions.
- Maintenance program for existing water distribution system for in the Bradley and Clarksville subdivisions.
- Create a long term plan to ensure sufficient water supply for expanded residential development.

Goal: Expand the Marina and Waterfront Park

Objectives:

- Plan upgrade and expand Charlton waterfront.
- Develop maintenance schedules for the waterfront, rink and ball park.

Goal: Ensure the continuation of recreational upgrades

Objectives:

- Recreation Committee will inspect recreational facilities annually to ensure maintenance is up to date.
- Upgrade the condition of the fairgrounds.
- Develop a municipal ball park.
- Upgrade existing walking trail.
- Follow up on interest from walking clubs to expand Kap Kig Iwan Trail.
- Pursue winter recreational opportunities.
- Promote the use of the school for recreational programs.
- Create plans for a park / playground in the Clarksville subdivision.

Goal: Preserve existing historical sites & buildings.

Objectives:

- Update list of historical assets and buildings and include required maintenance, repairs / upgrades.
- Identify & designate additional historical sites and buildings
- Investigate regulations & programs to support private or public properties.
- Identify potential funding sources to maintain or upgrade existing or designate additional properties.
- Capture & preserve the Charlton / Dack history from local residents

Goal: Endeavor to provide additional support for elderly and special needs residents in our community

Objectives:

- Increase interaction between elders and youth in the community.
- Upgrade public buildings to accommodate the needs of disabled residents.
- Create additional activities for local seniors.
- Promote the municipal office as an information resource for issues pertaining to seniors.
- Raise awareness of the unique needs of these stakeholders.

Development:

Goal: Endeavor to sustain our local environment without compromising it. Explore sustainable development and Smart Growth.

Objectives:

- Ensure the official plan and zoning bylaws reflect environment sustainability.
- Create awareness of legislative requirements relating to development activities.
- Develop property standards bylaws.
- Investigate municipality's role in forest regeneration and buffer zones for timber harvested on private land.
- Determine a long range water protection system for Long Lake and Charlton.

Goal: Preserve our agricultural base and investigate opportunities for expansion.

Objectives:

- Investigate new industries being created and present opportunities to the farming community.
- Identify existing farmland that is underutilized.
- Explore government incentives for land clearing, reclamation, etc.
- Continue to lobby the government for grants in lieu of taxes.
- Investigate environmentally friendly alternate energy options for residential use i.e. solar, wind, micro-hydro.

Goal: Look into the residential expansion of the village. Promote our benefits to semi – retired Baby Boomers.

Objectives:

- Target specific areas zoned residential for housing development.
- Create a Community Improvement Plan as a part of the official plan.
- Investigate potential funding sources for residential infrastructure expansion.

Goal: We are willing to develop positive working relationships with both our community members and surrounding municipalities.

Objectives:

- Create awareness by making them a part of the process.

Goal: Encourage hi-tech, low natural impact business development.

Objectives:

- Pursue when the Official Plan has been completed.

Goal: Continue to update the official plan in conjunction with the surrounding municipalities

Objectives:

- Participate as a member of the steering group.
- Provide information as required
- When complete update zoning bylaws.

Goal: Provide financial benefits or incentives from the municipality to encourage small business.

Objectives:

- Designate areas of the municipality as Community Improvement Areas under the Official Plan.
- Review potential incentives that could be offered and develop a Community Improvement Plan.
- Develop promotional materials to provide information to perspective businesses.

Finance:

Goal: We will actively seek out funding from all sources to improve conditions in our municipality.

Objectives:

- Establish mandates, guidelines and protocols for the Funding Committee.
- Identify public and private sector funding sources that could support local initiatives.
- Identify key contact people for federal, provincial, and other funding resources.
- Identify potential funding programs to match initiatives and projects that are community priorities.
- Provide training for staff & volunteers that will assist in obtaining additional funding resources.

Goal: We will attempt to maintain fiscal responsibility.

Objectives:

- We will create a definition of fiscal responsibility and communicate this with our stakeholders.
- Ensure that up to date fiscal policies & procedures are in place.
- Ensure the municipality is represented on organizations who receive municipal transfers.
- Involve local stakeholders in decisions regarding municipal finance.

Goal: Continue to develop networks with our political partners.

Objectives:

- Identify political representatives, local federal & provincial public servants and district representatives.
- Identify our “sphere of influence” by determining what positions affect which decisions.
- Identify positions or offices to lobby regarding municipal policy decisions and funding.

Recreation and Culture:

Goal: We are willing to develop positive working relationships with both our own community members and surrounding municipalities.

Objectives:

- Support local organizations & their activities by being supportive, available, constructive and assisting them to obtain financial resources.
- Broaden our “community” perspective to include the rural areas as well as the town sites.
- Strengthen the Recreation Committee.
- Look beyond the focus of the Recreation Committee to ensure a broader range of activities and assets are fully utilized.
- Host volunteer recognition & appreciation events.

Goal: Assist in promoting local cultural events within the municipality and in partnership with neighbouring communities.

Objectives:

- Identify existing cultural events.
- Expand the number of events to bring residents together.
- Become more involved in museum funding and displays.
- Enhance the promotion and advertising of local events.
- Identify potential venues for events and determine repairs, additions, etc. that may be required.
- Develop an all season community gathering place to hold events, public meetings, etc.

Goal: Establish new reciprocal agreements with neighbouring townships for shared recreational services.

Objectives:

- Determine equitable cost sharing agreements with the Town of Englehart to allow residents to use the pool, arena, etc.
- Negotiate agreements with neighbouring communities whose residents use the Charlton Beach & boat launch.

Goal: Promote local special interest recreational groups and events.

Objectives:

- Investigate utilizing the Charlton fairgrounds as a permanent home for the annual steam show.
- Participate in regional events such as the International Plowing Match.
- Expand the Walking Trail from Evanturel to Charlton.
- Support the local Fall Fair.
- Support local fish derbies.

Goal: Expand volunteer base.

Objectives:

- Develop a Volunteer Recognition Program.
- Develop Conflict of Interest Guidelines for the municipality.
- Develop a policy regarding public & Corporate donations to the municipality.
- Investigate how the community can participate with the Englehart Foundation to receive charitable contributions.

Goal: Make the public and council more aware of the existence and mandates of local service clubs.

Objectives:

- Municipal council will meet with local service clubs to establish supportive relationships.

TOWNSHIP OF CHARLTON / DACK
COMMUNITY MARKETING STRATEGY

Purpose: - To attract new ratepayers to the municipality
 - To develop tools to communicate effectively with local residents

Target Markets:

- Local Residents as a communication tool to encourage their involvement and solicit their opinions.
- Economic Development to attract growth in the tourism, business and industry sectors
- Federal and Provincial Governments to solicit political and funding support for local projects and/or issues.
- Surrounding communities outlining the benefits of living in Charlton / Dack and also to learn from them what can be advantageous for us.

Suggested Media:

- Radio
- Website
- Newsletters
- Bulletin Board
- Newspapers
- Association with Organizations
- Public Meetings

APPENDICIES

- 1. Community Survey Results**
- 2. Census Canada Community Profile 2006**

TOWNSHIP OF CHARLTON / DACK

Community Questionnaire

1. What do you like best about living in Charlton / Dack?

Quiet, Peaceful	12
Friendly	11
Scenic	8
Beach, Dock, Lake	8
Location	7
Clean	7
Close to Nature	5
Open Spaces	3
Close to Kirkland Lake & Temiskaming Shores	3
Investment Potential	3
Infrastructure	3
Hunting & Fishing	2
Safe	2
Close Knit Community	1
School	1

2. What do you like least about living in Charlton / Dack?

Lack of Community Involvement	5
Lack of Stores	4
No Bylaw Officer	4
Increased Costs	4
Poor Maintenance	4
Lack of Community Events	3
Lack of Community Spirit / Pride	3
Lack of Services	2
Roads	2
No Sewer	2
Lack of Gas Station	1
Unfriendliness	1
Becoming a Yuppies Playground	1
Lack of Jobs in the Area	1
No Community Meeting Place	1
Emergency Response Time	1
Water Quality	1

3. Do you ever volunteer your time in the community?

Yes	23
No	7

If yes, to support what kind of activity?

Clean-up, Weeding, Planting	10
Recreation	8
Community Projects	3
Historical / School	3
Social Events	2
Political	2
Service Club	2
Agriculture	1

4. Have you encouraged other people to move to the Charlton / Dack area?

Yes	20
No	10

5. What in your opinion, would you say are the most appealing things about Charlton / Dack (check as many as apply):

Location	26
Lots of parks & open spaces	21
Quality of life	19
Clean	18
Safe	15
Health care	7
Close knit / high community spirit	6
Community activities	1
Other (Please specify):	
Need community Activities	1
Prospects for the Future	1
Landscapes	1
Good Place to Raise a Family	1

6. How do you rate the Township of Charlton / Dack in terms of the availability & quality of the following types of services?

	Did Not Respond	Uncertain	Not Good	Good	Excellent
Health	3	2	4	20	1
Emergency	1	5	4	19	1
Fire	1	6	1	20	2
Police (i)	1	3	7	19	
Education	2	1	2	23	2
Social	3	8	1	18	
Telecommunication	2	4	16	8	
Sports	5	6	10	9	
Rec. Programs	4	8	9	9	
Rec. Facilities	5	5	5	14	1
Cultural Programs	10	11	4	5	
Shopping	5	1	19	5	
Waterfront	2	2	3	17	6
Parks	4	1	3	19	3
Road	1	2	10	15	2
Drinking Water	4	2	2	17	5
Sewer	19	4	4	3	
Bridges	3	2	10	15	
Snow (ii)	2		4	21	3
Waste	3	1	6	17	3
Other: Industry		1			
Other: Municipal Employees					1

- (i) Not Good comments here related to response times
(ii) Not Good comments indicated time of day

7. What other services would you like to see in your community?

Adventure Tourism Groups / Equipment Rental	7
Convenience / Retail Store	5
Library	5
Restaurant	4
Paved Roads	3
Activities for Kids	2
Swim Lessons	2
Computer Resource Centre	1
Work with Other Communities	1

8. What would make living in the Charlton / Dack area more enjoyable (check as many as apply)?

Economic Growth	13
More Retail Shopping	11
More community / recreation events	10
More policing / public safety	9
More municipal services	7
More parks / environmental protection	6
Other: Status Quo	3
Better Recycling program	1
Rate Payers	1
Tourism	1

9. How important do you feel each of the following sectors is in assisting with the economic development of Charlton / Dack?

	No Response	Uncertain	Not Very	Somewhat	Very
Agriculture	4		3	7	16
Tourism	3		3	8	16
Forestry	4		4	9	12
Business	3	1	2	9	15
Telecom	3		3	7	16
Mining	4	1	8	6	10
Education	3		3	12	11
Seniors	3	1	5	6	14
Other:					

10. In relation to economic growth, how aggressively should it be pursued?

It's OK if people live here & work elsewhere	14
Not at the expense of the environment	14
Not at the expense of my current lifestyle	11
This is not a priority for me	8
It is the first priority	7

Comments:

People currently live here and work elsewhere.
 Economic growth should be done in cooperation with the entire area.
 Need a plan

11. The cost to purchase a home in the Charlton / Dack area is:

Inexpensive	3
Fair	19
Expensive	1

In your opinion, what type of housing should be more available?

Senior's Housing	7
Family – three bedroom with a yard	5
Waterfront	2
Building Lots	1
Low Rentals	1

12. What do you want to see in our community to enhance your and your family's lifestyle?

More Activities	5
More Recreation	4
Employment	2
Community Contests	1
Improved Housing	1
Better Drainage	1
Better Roads	1
Population Growth	1
Tourist Attractions	1
Control the Bear Problems	1

13. What areas do feel most need improvement?

Roads	6
Family Recreation	4
Sporting Events for Kids	4
Use of Lake	4
Housing	2
Ditching	2
Better relationship between Council & employees	2
Police Services	2
Cooperation between surrounding communities	2
Cut grass along roads and vacant lots	2
Summer events	1
Community Involvement	1
Fairgrounds	1
Status Quo	1
Better over all long range planning	1

14. What areas do you believe are not necessary and should be discontinued?

Move Recycling Bins	2
Summer Students	1
Cultural Programs	1
Large Waterfront Homes	1

15. What are the three MOST important things that could be done to contribute to enhancing the quality of life in the Township of Charlton / Dack?

Communication (flyers, meetings, etc.)	9
Better roads	5
Residential maintenance & bylaw enforcement	4
Keep the school	3
Summer family events	2
New houses	1
Affordable water	1
Improved waterway	1
Policies & procedures	1
Sewer vs. septic	1
Heritage centre for tourists	1
Promote tourism	1
Hold taxes to a moderate increase	1
Improve highway 560	1

16. Please provide us with any additional suggestions or comments that would be helpful as we prepare a blueprint for the development of Charlton / Dack.

More involvement of residents in local gov't	3
Utilization of volunteers	2
Cleanup is important	2
Focus on renewable energy	2
Transportation for seniors	2
Lower water rates	1
Keep school	1
Develop dam & power buildings	1
Re-establish sense of community	1
Earlier snow removal – before work	1
Monthly market for local craftspeople	1
Don't sell any ore waterfront	1
Transformer station should belong to municipality	1

Census Canada Community Profile 2006

Municipality of Charlton and Dack

Population and dwelling counts	Charlton and Dack, Municipality			Ontario		
	Total	Male	Female	Total	Male	Female
Population in 2006 ¹	613			12,160,282†		
Population in 2001 ¹	702A			11,410,046†		
2001 to 2006 population change (%)	-12.7			6.6		
Total private dwellings ²	252			4,972,869		
Private dwellings occupied by usual residents ³	224			4,554,251		
Population density per square kilometre	6.6			13.4		
Land area (square km)	92.33			907,573.82		

Figure

Age characteristics	Charlton and Dack, Municipality			Ontario		
	Total	Male	Female	Total	Male	Female
Total population ⁴	615	310	300	12,160,285	5,930,700	6,229,580
0 to 4 years	30	15	15	670,770	343,475	327,290
5 to 9 years	35	20	20	721,590	369,670	351,920
10 to 14 years	45	25	20	818,445	420,705	397,740
15 to 19 years	60	35	25	833,115	427,185	405,925
20 to 24 years	35	15	20	797,255	400,445	396,815
25 to 29 years	35	15	20	743,695	360,525	383,170
30 to 34 years	25	20	10	791,955	382,030	409,925
35 to 39 years	40	20	20	883,990	430,220	453,770
40 to 44 years	50	20	30	1,032,415	507,130	525,280
45 to 49 years	45	25	20	991,970	486,390	505,585
50 to 54 years	60	25	35	869,400	423,345	446,060
55 to 59 years	55	30	25	774,530	378,530	395,995
60 to 64 years	30	10	15	581,985	283,545	298,440
65 to 69 years	25	20	5	466,240	222,640	243,600
70 to 74 years	25	10	15	401,950	187,510	214,445
75 to 79 years	15	10	10	338,910	149,585	189,325
80 to 84 years	10	0	10	250,270	97,240	153,035
85 years and over	0	0	0	191,810	60,555	131,260
Median age of the population ⁵	39.9	37.9	41.6	39.0	38.1	39.9

Figure Age characteristics	Charlton and Dack, Municipality			Ontario		
	Total	Male	Female	Total	Male	Female
% of the population aged 15 and over	81.3	79.4	83.3	81.8	80.9	82.7

Figure Common-law status characteristics	Charlton and Dack, Municipality			Ontario		
	Total	Male	Female	Total	Male	Female
Total population 15 years and over ⁶	500	255	245	9,949,485	4,796,850	5,152,630
Not in a common-law relationship	450	225	225	9,257,730	4,448,935	4,808,790
In a common-law relationship	50	25	25	691,755	347,915	343,840

Figure Legal marital status characteristics	Charlton and Dack, Municipality			Ontario		
	Total	Male	Female	Total	Male	Female
Total population 15 years and over ⁷	500	250	245	9,949,480	4,796,850	5,152,635
Never legally married (single) ⁸	145	80	60	3,143,960	1,662,930	1,481,025
Legally married (and not separated) ⁹	285	140	145	5,168,660	2,585,115	2,583,545
Separated, but still legally married ¹⁰	25	10	10	345,075	150,090	194,980
Divorced ¹¹	25	10	15	679,990	283,150	396,840
Widowed ¹²	25	5	20	611,805	115,565	496,235

Figure Occupied private dwelling characteristics	Charlton and Dack, Municipality		Ontario	
	Total	Male	Total	Male
Total private dwellings occupied by usual residents ¹³	225		4,555,025	
Single-detached houses - as a % of total occupied private dwellings	100.0		56.1	
Semi-detached houses - as a % of total occupied private dwellings	0.0		5.7	
Row houses - as a % of total occupied private dwellings	0.0		7.9	
Apartments, duplex - as a % of total occupied private dwellings ¹⁴	0.0		3.4	
Apartments in buildings with fewer than five storeys - as a % of total occupied private dwellings ¹⁴	0.0		10.8	
Apartments in buildings with five or more storeys - as a % of total occupied private dwellings	0.0		15.6	
Other dwellings - as a % of total occupied private dwellings ¹⁵	0.0		0.5	
Number of owned dwellings ¹⁶	200		3,235,495	
Number of rented dwellings ¹⁷	25		1,312,290	
Number of dwellings constructed before 1986	170		3,124,010	

■ Figure

Occupied private dwelling characteristics

	Charlton and Dack, Municipality			Ontario		
	Total	Male	Female	Total	Male	Female
				0		
Number of dwellings constructed between 1986 and 2006 ¹⁸	55			1,431,020		
Dwellings requiring major repair - as a % of total occupied private dwellings	11.1			6.6		
Average number of rooms per dwelling ¹⁹	7.2			6.6		
Dwellings with more than one person per room - as a % of total occupied private dwellings ¹⁹	0.0			1.9		
Average value of owned dwelling (\$) ²⁰	108,852			297,479		

■ Figure

Selected family characteristics

	Charlton and Dack, Municipality			Ontario		
	Total	Male	Female	Total	Male	Female
Total number of census families ²¹	165			3,422,315		
Number of married-couple families ²²	150			2,530,560		
Number of common-law-couple families ²³	10			351,045		
Number of lone-parent families	0			540,715		
Number of female lone-parent families	10			441,105		
Number of male lone-parent families	0			99,605		
Average number of persons in all census families	3.0			3.0		
Average number of persons in married-couple families ²²	2.8			3.1		
Average number of persons in common-law-couple families ²³	0.0			2.7		
Average number of persons in lone-parent families	0.0			2.5		
Average number of persons in female lone-parent families	0.0			2.6		
Average number of persons in male lone-parent families	0.0			2.4		
Median income in 2005 - All census families (\$) ²⁴	60,427			69,156		
Median income in 2005 - Married-couple families (\$) ²²	57,597			77,243		
Median income in 2005 - Common-law-couple families (\$) ²³	0			66,525		
Median income in 2005 - Lone-parent families (\$)	0			38,448		
Median income in 2005 - Female lone-parent families (\$)	0			36,496		
Median income in 2005 - Male lone-parent families (\$)	0			50,339		
Median after-tax income in 2005 - All census families (\$) ²⁴	52,743			59,377		
Median after-tax income in 2005 - Married-couple families (\$) ²²	50,675			65,534		

■ Figure

Selected family characteristics

	Charlton and Dack, Municipality		Ontario	
	Total	Male	Total	Female
Median after-tax income in 2005 - Common-law-couple families (\$)	0		57,013	
Median after-tax income in 2005 - Lone-parent families (\$)	0		35,677	
Median after-tax income in 2005 - Female lone-parent families (\$)	0		34,206	
Median after-tax income in 2005 - Male lone-parent families (\$)	0		43,972	

■ Figure

Selected household characteristics

	Charlton and Dack, Municipality		Ontario	
	Total	Male	Total	Female
Total private households ²⁵	225		4,555,025	
Households containing a couple (married or common-law) with children ²⁶	75		1,420,515	
Households containing a couple (married or common-law) without children ²⁷	85		1,288,140	
One-person households	55		1,104,865	
Other household types ²⁸	0		741,505	
Average household size	2.7		2.6	
Median income in 2005 - All private households (\$) ²⁹	56,945		60,455	
Median income in 2005 - Couple households with children (\$) ²⁶	83,862		87,960	
Median income in 2005 - Couple households without children (\$) ²⁷	56,994		68,764	
Median income in 2005 - One-person households (\$)	15,132		30,025	
Median income in 2005 - Other household types (\$) ²⁸	0		51,560	
Median after-tax income in 2005 - All private households (\$) ²⁹	50,005		52,117	
Median after-tax income in 2005 - Couple households with children (\$) ²⁶	70,550		74,095	
Median after-tax income in 2005 - Couple households without children (\$) ²⁷	46,754		58,755	
Median after-tax income in 2005 - One-person households (\$)	15,132		26,473	
Median after-tax income in 2005 - Other household types (\$) ²⁸	0		46,194	
Median monthly payments for rented dwellings (\$) ³⁰	501		801	
Median monthly payments for owner-occupied dwellings (\$) ³¹	500		1,046	