

THE TOWNSHIP OF BLACK RIVER-MATHESON



Let's Get Started!



Community Economic Development Plan 2021-2023

OUR VISION

To nurture and enhance the economic well-being of our community through the promotion of a sustainable economy. To develop a resilient strategy for economic development that promotes economic health and vitality for all stakeholders in Black River-Matheson, one that is recognized for its quality of life, diverse entrepreneurial energy, responsible use of resources and pride of place.

"Vision is the art of seeing what is invisible to others"

Jonathon Swift

Chris Wray, AMCT
Chief Administrative Officer

December 9, 2021



THE CORPORATION OF THE TOWNSHIP
OF BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN
2021-2023

Table of Contents

Number	Section	Page
1.0	Acknowledgments	3
2.0	Interim Plan	5
3.0	Mission, Vision and Values	5
4.0	History	6
4.1	Establishment	6
4.2	Mining	8
4.3	The Great Matheson Fire	8
5.0	Background and Interim Plan	9
6.0	Introduction	11
6.1	Comprehensive Master Plan	11
6.2	Community Economic Development Plan	11
6.3	Who is Responsible for Economic Development Work?	12
6.4	Guidance	13
7.0	Taking Control	13
8.0	Thematic Key Directions	14
8.1	Organization	14
9.0	Strategic Directions and Categorized Action Items	16
9.1	Strategy # 1 - Business Retention and Expansion	16
9.2	Strategy # 2 - Mining, Forestry, Agriculture & Tourism	18
9.3	Strategy # 3 - Population, Service and Assessment Growth	19
9.4	Strategy # 4 - Beautification and Culture	20
10.0	Plan Renewal	21
10.1	Community Economic Development Plan Renewal Process	21



THE CORPORATION OF THE TOWNSHIP OF
BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN
2021-2023

10.2	The Detailed Review Process	21
11.0	Metrics and Reporting	22
11.1	Metrics	22
11.2	Reporting	23
12.0	Summary	23





THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN 2021-2023

1.0 Acknowledgements

Statement from the Mayor and Council

The Township of Black River-Matheson has adopted a three (3) year Community Economic Development strategy that focuses on creating a vibrant community and a strong business and entrepreneurial ecosystem while continuing to enhance the town’s overall investment readiness.

As we begin to turn our attention to the COVID-19 recovery, now more than ever we need a solid foundation for our economic future. This strategy provides opportunities for both short and long-term direction for the Township as we look to recover and build an even stronger Black River-Matheson.

“Let’s Get Started”, a Community Economic Development Strategy for the Township of Black River-Matheson,” was adopted by Council on _____.

The strategy highlights the many opportunities available to the Township through its primary strengths: agricultural, mining, & forestry resources and a skilled workforce that drive opportunities to create a new future.

The strategy targets the following industry sectors as candidates for growth: advanced mining (including value-added opportunities), agriculture (including value-added agri-business), tourism (including arts and culture) the creative class and technology.

Our Plan is focused on four (4) key pillars: Business Retention and Expansion, the sectors of Mining, Forestry, Agriculture and Tourism, Population and Assessment Growth, and Beautification and Culture.

Strong, sustained growth doesn’t happen in a silo but rather through strong partnerships and a shared vision.

This strategy was developed through consultation between Council and Municipal Staff. It is the intention of this strategy that prior to its expiration and with the guidance of a new Council, that the next reiteration of the Plan will include seeking input from our community.

Better! Together! Always!
Gilles Laderoute – Mayor





THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN 2021-2023

Statement from the Chief Administrative Officer

This Community Economic Development strategy is the direct result of input from Council and staff resulting in a document that will improve Black River-Matheson. The "Let's Get Started" Community Economic Development Strategic Plan builds on our strengths and provides a realistic pathway for sustainable economic growth.

The Plan details how the Township can use its many resources in a leadership role to promote Black River-Matheson as a place to build a business, live and visit. The priorities outlined include Business Retention and Expansion, the Mining, Forestry, Agriculture and Tourism Sectors, Population and Assessment Growth, and Beautification and Culture.

There will be an emphasis on marketing and promoting business investment opportunities that will play a key role in this strategy. The Plan outlines key actions identified with the intent to keep the Township moving forward in a positive manner. Council's ongoing commitment to the plan includes ensuring the actions are updated as appropriate to keep the Township moving towards our Vision and has been developed to ensure we are ready to not only meet the challenges facing our community today, but also prepare us for tomorrow.

Chris Wray, AMCT
Chief Administrative Officer





THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN 2021-2023

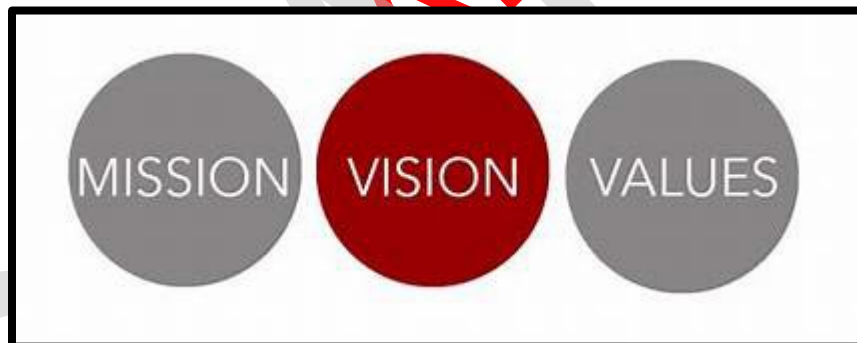
2.0 Interim Plan

Mayor and Council understand the importance of Community Economic Development and have committed to the process through the adoption of both the actions contained in the adopted Organizational Study and Comprehensive Master Plan.

Due to staffing changes and the complications of the COVID-19 pandemic, Council is just starting to make progress in the areas of overall planning, including Community Economic Development.

Given the small amount of time before the expiration of this Council term, this plan should be viewed as being “interim”, in other words until a more fulsome plan can be developed through a more wholistic process that includes our ratepayers, business and other organizations.

3.0 Our Mission, Vision and Values



Our Mission

To advise Council, other organizations and committees on the full range of economic issues and policies consistent with a successful Black River-Matheson.

Our Vision

To nurture and enhance the economic well-being of our community through the promotion of a sustainable economy. To develop a resilient strategy for economic development that promotes economic health and vitality for all stakeholders in Black River-Matheson, one that is recognized for its quality of life, diverse entrepreneurial energy, responsible use of resources and pride of place.



THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN 2021-2023

Our Values

In our community there is a heightened responsibility to ensure a healthy and prosperous future. Applying these values to each action and decision will instill confidence in our Community Economic Development Plan. As a representation of our wishes for Black River-Matheson, this Plan, and its Actions, will portray Values that are reflective of our Comprehensive Master Plan, being.

Leadership

Encouraging innovation, creativity, and initiative.

Reputation

Stressing excellence, integrity, accountability, honesty, and transparency

Service

Fair, friendly, helpful, caring, and supportive

Community

Respect and promote our community

Stewardship

Consider the long-term consequences of actions, think broadly across issues, disciplines and boundaries and act accordingly.

Innovation and Excellence

A philosophy of the workplace where problem-solving, teamwork, and leadership results in a continuous improvement in the Township by developing solutions that address unmet ratepayer needs.

Human Resources

Recognizing that our staff are our most valuable resource.

4.0 History

4.1 Establishment

Matheson, that would later become the Township of Black River-Matheson was founded in 1907 when the first post office was opened under the name McDougall Chute, named after Baziel McDougall, a renowned area trapper. In 1912, it was renamed for Colonel Arthur J. Matheson (1842-1913), an MPP for South Lanark and Treasurer for the Province of Ontario.

Black River Township was incorporated as a township in 1945. It was formed from the geographic townships of Stock, Taylor, Carr, Beatty, Bond, Currie, Bowman, Hislop, and



THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN 2021-2023

part of Walker.

The present-day community of Black River-Matheson was established in 1969 with the amalgamation of Black River Township and the Town of Matheson. Prior to 1969, it had been two separate communities: Black River Township and Matheson. In 1973, Playfair Township and Kingham Improvement District were added to Black River-Matheson Township.

Today, the Township of Black River-Matheson is located in the Cochrane District of Northeastern Ontario. The Black River, for which it is partly named, runs through the Township. The Township is bound on the west by the City of Timmins, on the north by the Town of Iroquois Falls, and on the south and east by unorganized territory.

The Township consists of five (5) main town sites: Matheson, Ramore, Holtyre, Shillington and Val Gagne. Located at the junction of Highway 11 and 101, Matheson provides the greatest variety of goods and services of the five town sites. It is also the administrative centre for the Township of Black River-Matheson. As the administrative centre, Matheson houses the Township offices including the Public Works facilities and The Vern Miller Community Centre. Matheson has an active Chamber of Commerce and access to post-secondary and continuing education courses as offered through Contact North and outreach opportunities through Northern College.

Mining, forestry, and agriculture are some of the principal industries in the Township, augmented by year-round outdoor tourism such as fishing, hunting, snowmobiling, ATV'ing, and camping. There are two elementary schools within the municipality. Joseph H Kennedy Public School offers French Immersion and English education while École Catholique Sainte-Thérèse offers French education.

The most recent Census of 2016 puts the population of Black River-Matheson at 2,438 with a slight increase noted since the Census of 2011. The 2021 Census is expected to show further increases in population due to increased activities in mining and agriculture. The Township contains a mixture of people whose ancestors were immigrants from the British Isles, France, other European countries, and the United States. The community has been enriched with the recent influx of several citizens of Asian ancestry while the local Mennonite Community continues to expand. The Wahgoshig First Nation is located approximately 40 km east of Matheson.

The Township is enhanced in many ways by the excellent relationship with Wahgoshig First Nation and the relationship that exists between the different hamlets. There are two nearby Provincial parks at Kettle Lakes and Esker Lakes and several outdoor recreational



THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN 2021-2023

opportunities for hunting, fishing, and ATV enthusiasts. Winter activities include hockey, skating and snowmobiling on some of the finest trails in Ontario. If you enjoy being out in the woods surrounded by trees and snow, the Township has some of the best-groomed trails in the north - great for riding with family and friends. The quality of life available in Black River-Matheson is superior. The Township is a wonderful place to visit and an even better place to live and raise a family. Visitors that are planning a trip north, to relocate or establish a business, are always encouraged to see all that Black River-Matheson has to offer.

Travel from Matheson is conveniently arranged at the local bus station while work on restoring passenger rail is ongoing by the Province of Ontario and the Ontario Northern Railway. Air travel is available via airports in Timmins or Rouyn Noranda in Quebec.

4.2 Mining

Prospecting started in 1909. The Croesus Mine (1914-1918) became "one of the richest mines in Canada, at the time". One prospector commented that gold was like "plums in pudding" and "one gold nugget was egg shaped, two inches long and one and a quarter across." A total of 16 companies operated in the area known as Harker Holloway from 1917 to 1925, including Harker Gold Mines. P.A. McDermott found a gold-bearing zone in 1922, which became American Barrick's Holt-McDermott Mine in 1988. Located in the Abitibi greenstone belt, the mine produced 60,000 ounces of gold in 1994.

There has been a recent mining resurgence that is not limited to gold. The resurgence has led to many opportunities in the Township and Council has recognized that it needs to work hard to take advantage of the new opportunities.

4.3 The Great Matheson Fire

No discussion about Black River-Matheson would be complete without a discussion about the Great Matheson Fire. The "Great Fire" was a deadly forest fire that passed through the region surrounding the communities of Black River-Matheson and Iroquois Falls on July 29, 1916.

As was common practice at the time, settlers cleared land using the slash-and-burn method. That summer, there was little rain, and the forests and underbrush burned easily. In the days leading up to July 29, several smaller fires that had been purposely set merged into a single large firestorm. An overly large fire; at times, its front measured sixty-four kilometres (40 mi) across. The fire moved uncontrollably upon the towns of Porquis Junction, Iroquois Falls, Kelso, Nushka, Matheson, and Ramore, destroying them completely and causing extensive damage to Homer and Monteith. A separate fire burned



**THE CORPORATION OF THE TOWNSHIP OF
BLACK RIVER-MATHESON**



**COMMUNITY ECONOMIC DEVELOPMENT PLAN
2021-2023**

in and around Cochrane. In all, the fires burned an area of approximately 2,000 square kilometres (490,000 acres).

Due to forest fire smoke that had covered the region for several weeks and the absence of a forest fire monitoring service, there was almost no warning that the conflagration was upon the communities. Some people escaped on the Temiskaming and Northern Ontario Railway (now the Ontario Northland Railway), while others were saved by wading into the nearby Black River or one of the small lakes in the area. 223 people lost their lives according to the official estimate.

The Matheson Fire led to the creation of the Forest Protection Branch of the Department of Lands, Forests, and Mines (now known as the Ministry of Natural Resources and Forestry) and the Forest Fires Prevention Act in Ontario.

5.0 Background and Interim Plan

In 2013, the Township of Black River-Matheson, with the assistance of McSweeney and Associates, developed and adopted a Community Economic Strategic Plan. As with most plans of this nature, the result was a document that focused on matters that were thought could make a difference to the economy of Black River-Matheson.

The plan contained ten (10) Actions that were to be executed between 2014 and 2018. A review of these items and their status is included below.

**BRM Community Economic Strategic Plan – (2014 – 2018)
Status**

Year	Strategic Action	Status¹
2014	Hire a CAO and Community Economic Development Officer	This was completed but rendered poor results. This position has lacked necessary stability
2014	Develop and asset management plan and a long-term financial plan	An asset management plan was completed but will need to be changed to comply with new

¹ Some of the outstanding matters were included as recommendations in the recent Organizational Study and will appear in the Comprehensive Master Plans.



**THE CORPORATION OF THE TOWNSHIP OF
BLACK RIVER-MATHESON**



**COMMUNITY ECONOMIC DEVELOPMENT PLAN
2021-2023**

		regulations A long-term financial plan is still outstanding.
2015	Develop and implement a comprehensive communications and community engagement strategy / policy / action plan.	A communication plan was completed and adopted in December 2020.
2015	Undertake and implement a housing needs study	Outstanding
2016	Build a Black River-Matheson youth engagement action plan	Outstanding
2016	Undertake the development of a business case for the development of industrial / employment land,	The Township completed a feasibility study for an industrial park in 2018.
2017	Develop an event or festival aimed at celebrating Black River-Matheson	Outstanding
2017	Undertake and provide ongoing funding for a Community Improvement Plan for downtown Black River-Matheson	Outstanding
2018	Participate in a “Communities in Bloom” competition	Outstanding
2018	Create a marketing and branding plan to be used in all economic development and investment attraction outreach	Outstanding

In 2013, the Township finalized the 2014 – 2018 Strategic Economic Plan. Since that time and as discussed above, some of the actions were addressed while others were not. It is assumed that the definitive dates meant that there was to be a transition from the 2013 Plan to a newer version at the end of 2018. The Plan did not include any specific mention of its renewal and thus the Plan simply expired.

In the absence of a renewed version of the Community Economic Plan or a Comprehensive Master Plan, the newly elected Council discussed their priorities for 2018 and 2019. These discussions resulted in a list of priorities, subject of course to available funding.

Among the items presented in the Priority List was conducting an Organizational Review. In November 2020, the Organizational Review was completed and provided to Council.



THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN 2021-2023

While the Organizational Review can be reviewed for a complete list of recommendations, it should be noted that a key recommendation was the development of a Comprehensive Master Plan.

In November 2021, staff presented a draft Comprehensive Master Plan for the consideration of Council. While this Plan is vital to the future of the community – it is also important to ensure the Township is well situated in providing important municipal services so that it may effectively participate in any other planning process that affects the community. The Plan, which was adopted on November 9, 2021 will assist in achieving this.

Among the action items contained within the Comprehensive Master Plan is the establishment of a Community Economic Development Plan. It is understood that due to the longer nature of Economic Development Plans, this initial Plan was to be known as “interim” in nature.

6.0 Introduction

6.1 Comprehensive Master Plan

The Township of Black River-Matheson, Council and staff all see the benefits of proper planning. Starting with the adoption of the Comprehensive Master Plan, the Township will or has adopted other subsidiary Plans such as an Official Plan, Community Economic Development Plan, Water and Sewer Management Plan, Asset Management Plan, Parks and Recreation Plan and a Transportation Management Plan.

6.2 Community Economic Development Plan

A Community Economic Development Plan can best be described as a Plan that details programs, policies, or activities (actions) that seek to improve the economic well-being and quality of life for a community.

What “community economic development” means to any given person usually depends on the local community. Each community has its own opportunities, challenges, and priorities that will vary from other communities. Community economic development planning should include the people who live and work in the community.



THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN 2021-2023

To be successful, the foundation of a Community Economic Development Plan should be built on three piers:

a) Community Support

It is important to have the support of the community for everything from project plans and budgets to marketing and promotion – our community members are very important.

b) Partnerships

Strong partnerships are essential to the success of our economic development activities. Partnerships will help to leverage resources, build capacity, and encourage collaboration.

c) Preparedness

Start with a Community Economic Development Plan and get feedback and approval. Once community support and partnerships are in place you are ready to get started.

6.3 Who is Responsible for Economic Development Work?

Many people doing economic development work are community economic development practitioners or Economic Development Officers, “EDOs” for short. Some people don’t hold the official title in their job but are doing economic development work all the time.

Lots of diverse groups can work in community economic development, including:

- ✓ Mayor, Council, and municipal staff
- ✓ Local Indigenous and non-Indigenous governments
- ✓ Chambers of commerce
- ✓ Technology or business incubators
- ✓ Regional development agencies
- ✓ Community colleges, universities, and research institutions
- ✓ Provincial and Federal governments
- ✓ Special authorities (like airports, ports, etc.)
- ✓ Not-for-profits & humanitarian organizations
- ✓ Business and industry associations
- ✓ Workforce development organizations
- ✓ Neighbourhood groups
- ✓ Utilities providers (help with business attraction and growth)



THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN 2021-2023

Their role in a community can include:

- ✓ Leading community economic development planning
- ✓ Working toward the community's mandate or vision for economic development
- ✓ Supporting sector relationships
- ✓ Communicating and responding to economic development concerns and opportunities
- ✓ Leading projects to enhance community economic development
- ✓ Providing accountability, ensuring community economic development isn't an afterthought

Our Comprehensive Master Plan includes a mechanism by which to prioritize municipal projects, other than using the annual budget. This allows Council and the Township to avoid falling into the habit of trying to be all things to all people. Such an approach would be inefficient at best; certainly, it is not sustainable for our community. The Township believes in allocating resources based on agreed-to priorities. The Comprehensive Master Plan guides departmental activities and identifies key actions for the coming three years that align our activities in meeting Council's top five (5) prioritized strategic goals, including Economic Development.

6.4 Guidance

The Community Economic Development Plan shall be subservient to the Comprehensive Master Plan that will provide guidance on the overall objectives of the Township when required.

Guidance from other Public Sector Organizations such as the Ministry of Northern Development and Mines (NOHFC) or the Federal Ministry of Economic Development and Official Languages (FedNor) can be obtained. Regionally, the Township can reach out to the Northeast Community Network (NeCN).

7.0 Taking Control

Community Economic Development (CED) is a way for people in a community to take control of their future. This means that planning needs to involve as many people, groups, and organizations as possible. When people are involved and their ideas are heard, they are more likely to get involved in working towards a positive future. The role of an Economic Development Officer often revolves around co-ordinating and facilitating community projects with a variety of people, community organizations and groups. Keep in mind that community projects and initiatives have a much greater chance of success if there is willingness to work together.



THE CORPORATION OF THE TOWNSHIP OF
BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN
2021-2023

The most successful communities and CED organizations involve many groups, including people from business, local government, service clubs, education, health, etc., in planning and decision-making. These people may be part of the CED organization, or they may be asked to share their ideas about how they think the community can be successful. The CED organization can bring these people together to share their ideas, help plan and even make decisions on the future of the community. To do this the CED organization must be supported by the Township and the public. It is important to establish a method of hearing people’s opinions, such as through a community round table, on-line crowd sourcing, by developing a community survey or being part of a community advisory group.

When the Township considers ways to involve community participation in a meeting, planning event or consultation, this chart should assist in deciding which method(s) to choose.

Criteria

Participation Method	Ratepayer Involvement	Council Involvement	Time Requirements	Cost
Community Profile	Low	Moderate	Moderate	Low
Survey	High	Moderate	Moderate	Moderate
Focus Group	Moderate	Moderate	Moderate	Moderate
Advisory Committees	Low	High	Moderate	Low
Key Informant Surveys	Low	High	Low	Low
Community Interviewing	Moderate	Low – Moderate	High	High
Asset Mapping	High	Moderate	High	High

8.0 Thematic Key Directions

8.1 Organization

Much like the Comprehensive Master Plan, this Community Economic Development Plan is organized by thematic Key Directions. These are high-level Community Economic Development Areas on which the Township will focus over the term of the Plan. The directions closely align with the mission, vision and values, and address major issues identified in the development of this Plan.



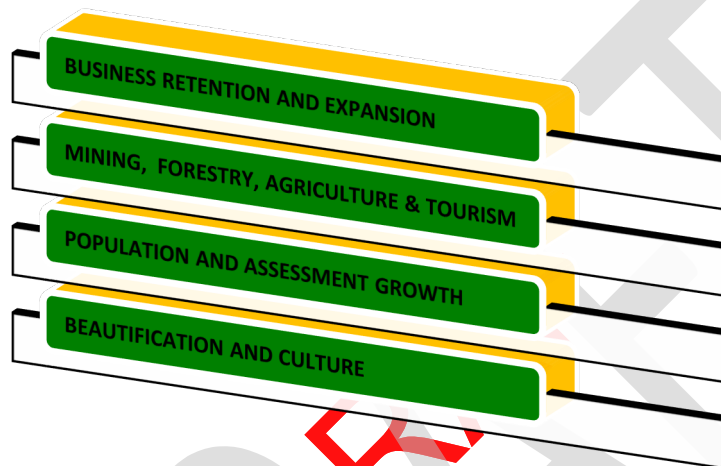
THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN 2021-2023

Each Key Direction is supported by a number of Categorized Action items that when completed will compile the necessary metrics for success of the Plan.

The Four (4) Pillars of Our Plan





THE CORPORATION OF THE TOWNSHIP OF
BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN
2021-2023

9.0 Strategic Directions and Categorized Action Item

9.1 Strategy # 1 - Business Retention and Expansion

Action	Responsible Party	Year
9.1.1 Maintain and convey quality of life to new residents and visitors	Council	2021
9.1.2 In support of our Comprehensive Master Plan, the Township will seek opportunities to partner with and support projects with Wahgoshig First Nation and other Aboriginal Organizations.	Council In progress	2021
9.1.3 Ensure access to environmental regulations and Township policies.	CAO	2022
9.1.4 Improve access to health care, including mobile medical service	Council In progress	2021
9.1.5 Develop strategy and outreach to leverage partnerships regionally to facilitate access to funding	CAO In progress	2021
9.1.6 Survey local business and industry on satisfaction & needs	EDO	2022
9.1.7 Research feasibility & funding for a Business Retention & Expansion Study	EDO	2022
9.1.8 Establish a formal relationship with the Chamber of Commerce and explain the benefits of a BIA	Council	2022





THE CORPORATION OF THE TOWNSHIP OF
BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN
2021-2023

Action	Responsible Party	Year
9.1.9 Plan and lobby for improved broadband service	CAO In Progress	2021
9.1.10 Conduct Investment Readiness Test	CAO	2022
9.1.11 Using completed study, develop Industrial Park	CAO	2022
9.1.12 Inventory and offer for sale, land available to public	EDO	2022
9.1.13 Work to bring a new hotel or motel to Matheson	EDO	2022
9.1.14 New BRM Website	CAO In Progress	2021
9.1.15 Focus on maintaining roads	Council	2022
9.1.16 Update Community Profile	EDO	2022





THE CORPORATION OF THE TOWNSHIP OF
BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN
2021-2023

9.2 Strategy # 2 - Mining, Forestry, Agriculture & Tourism

Action Responsible Party Year

Mining / Forestry

9.2.1	Formalize the relationship with all local mines in the Township.	Council In Progress	2021
9.2.2	Conduct Mining & Forestry Impact Study	EDO	2022

Agriculture

9.2.3	Conduct Agriculture Impact Study	EDO	2022
9.2.4	Work with the Agricultural Society to improve the Farmer's Market	EDO	2022
9.2.5	Expand and promote soils study	EDO	2023

Tourism

9.2.6	Tourism Impact Study	EDO	2023
9.2.7	Recreational Lot Development Study	EDO	2023
9.2.8	Develop an event or festival aimed at celebrating Black River-Matheson	EDO	2023
9.2.9	Trails Development Plan	EDO	2023





THE CORPORATION OF THE TOWNSHIP OF
BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN
2021-2023

9.3 Strategy # 3 - Population, Service and Assessment Growth

Action Responsible Party Year



9.3.1	Undertake a housing needs study	EDO	2023
-------	---------------------------------	-----	------



9.3.2	Hire an EDO Intern (Economic Development Officer) through the NOHFC Internship	CAO In Progress	2021
9.3.3	Establish an overall sign initiative	EDO	2022
9.3.4	Build a Black River-Matheson youth engagement action plan	EDO	2023



9.3.5	Initiate a Community Improvement Plan process for downtown Matheson	EDO	2022
9.3.6	Develop a process to repurpose or demolish un-needed or condemned buildings	CAO	2022





THE CORPORATION OF THE TOWNSHIP OF
BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN
2021-2023

9.4 Strategy # 4 - Beautification and Culture

Action	Responsible Party	Year
9.4.1 Plan for Highway 11 and 101 improvements, including grant funding applications	CAO In Progress	2021
9.4.2 Develop a Parks Master Plan that includes the management of new trees, including cemeteries	EDO	2023
9.4.3 Create a marketing and branding plan to be used in all economic development and investment attraction outreach	CAO & EDO	2023
9.4.4 Develop new branding for the Township and a set of corporate images and an associated policy for use	CAO & EDO	2023
9.4.5 Change the municipal name from "Township" to "Municipality." Potential to combine with new branding	CAO & EDO	2023





THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN 2021-2023

10.0 Plan Renewal

10.1 Community Economic Development Plan Renewal Process

A regular assessment of our Plan will ensure that our economic development strategies will remain focused and effective while complying with current municipal standards, legislation, best practices, and our Comprehensive Master Plan.

A review of our Community Economic Development Plan will explore the following questions:

- a) What has worked and what has not worked since the last reiteration of the Plan.
- b) What has changed in our economic development “environment”?
- c) What do we take out and what new things do we put into the Plan?

10.2 The Detailed Review Process

This process includes both initial preparation work and an actual review. The initial preparation shall include the collection and analysis of key documents such as annual reports, financials, strategic and risk documents.

The actual review process with Council, EDO and senior staff should begin no later than December 31, 2022, and should include:

- a) Review our statements on Mission, Vision and Values and their impact on decision making.
- b) Review the current Community Economic Development Plan and any other relevant plans against new funding, opportunities, and risks.
- c) Investigate what has been missed and what should be incorporated into the revised Community Economic Development Plan.
- d) Investigate any strategic assumptions that have changed and their impact on the Plan.
- e) Discuss strategies for ensuring that the Plan is carried out including reviewing the Plan regularly, and strategic thinking processes.
- f) If possible, strategies for embedding the Plan into performance measures and job descriptions at all levels of the Township.





THE CORPORATION OF THE TOWNSHIP OF
BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN
2021-2023

11.0 Metrics and Reporting

11.1 Metrics

Metrics reporting is how the Township will make sure that the Community Economic Development Plan is on track for a timely and successful implementation. It's a regular snapshot of the key metrics which show whether the Township is on track to meet our economic goals.

The planned Metrics will transform the many details of this Plan into a series and measurements of numbers to accurately map the process for its efficiency. Metrics will tell the Township whether the plan is working and if the actions and timelines were reasonable.

The tracking of Metrics will take two forms: detailed and summary.

The detailed metrics report will show each action, summarized by strategic direction. Valuable information will be included in this report that will allow for an explanation as to the implementation status.

Detailed Metrics Report

Action	Lead and / or Status	Budget Considerations	Financial			Forecasted Completion Date	Target Status				Comment	
			Forecasted Budget Costs	More Funds Needed	Actual Costs		On Target	Off Target	Overdue	Deferred		
Strategic Direction 3 - Employee Engagement & Development												
Use all opportunities to increase staff capacity, such as FEDNOR and NOHFC internships	CAO	Yes	\$6,000	No	\$6,000	Annually on December 31						Programs subject to approval by FedNor and NOHFC

A summarized metrics report will be used to show the number of projects that are within selected categories as below

Summary Metrics Report

Year	Metrics					
	Number of Items					
	Met Budgetd Costs	More \$ Needed	On target	Off Target	Overdue	Deferred
2021	8	10	16	1	1	0
2022	6	9	12	2	0	1
2023	12	8	17	0	1	1
Plan Totals	26	27	45	3	2	2



THE CORPORATION OF THE TOWNSHIP OF BLACK RIVER-MATHESON



COMMUNITY ECONOMIC DEVELOPMENT PLAN 2021-2023

11.2 Reporting

It is important to make regular reporting on the status of the Community Economic Development Plan a priority. While the above noted Metrics Report will be added to the quarterly Management Financial Statement Reporting, these are noted as summary reports.

On an annual basis, the Township will complete a more comprehensive report that can be provided on the Township website, social media and through regular mail to the ratepayers, possible investors, and businesses in the community. This report will include explanatory text and other matters that will only add to the completeness of this report.



12.0 Summary

This Community Economic Development Plan should be viewed as a living document and therefore Council and Staff should constantly evaluate, and review performance as noted above.

The living document status of this Plan means that it will undergo many changes during its lifetime. Those changes may be subtle or substantive, during the year or term of the Plan or as part of the regular Plan renewal.

“Simply put, some of our small towns need to modernize their infrastructure so that we can support efforts to grow the economy but lack the property tax base they need to fully fund these projects on their own”

Ned Lamont 89th Governor of Connecticut

