

OUTLOOK 2025

Fauquier- Strickland's Strategic Plan

Prepared by:

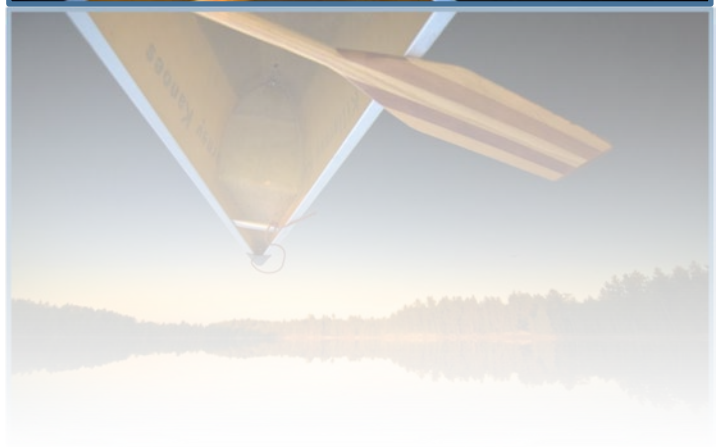
Commerce Management Group

46 Pine Street South

Timmins, Ontario



A Community and Economic Development Strategy



Mayor's Message

The council of Fauquier-Strickland, in partnership with community stakeholders, has prepared this strategic plan, which outlines the calculated approach our community will undertake to build our local economy in a timely and sustainable manner.

As Mayor of Fauquier-Strickland, it is my pleasure to present the culmination of the long but enjoyable process, of planning for our future. This vision and plan that we have achieved together will enable us to confidently face the challenges that our dreams will undoubtedly bring.

When council undertook this unique planning approach, it was clear that public participation would be the most important element for achieving success. Many people dedicated themselves to ensure that this plan represents the ideas of everyone in the community. I take pride in the fact that our future is predicated on our citizens' needs.

I would like to acknowledge the special dedication of council and the many volunteers who participated in the community consultation process.

Let us work together, in the implementation of this plan, to ensure Fauquier-Strickland's future!

Yours Truly,

Madeleine Tremblay
Mayor of Fauquier-Strickland

2025 Outlook

Report Name: Outlook 2025 – Fauquier-Strickland’s Strategic Plan

Date: April 2018

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Executive Summary

This report presents a community and economic development strategy for the Town of Fauquier-Strickland. The municipality commissioned this project to gain insight of its needs and priorities as seen and presented by residents and stakeholders.

This strategy presented herein was developed with the assistance of extensive local input through numerous workshops, surveys, interviews, and discussions. The findings, conclusions and recommendations, which appear throughout this report, are highly reflective of the ideas and views received from the public during this information gathering process.

As a small community in Northern Ontario, it is unlikely that Fauquier-Strickland will grow beyond the size of a bedroom/retirement community for area residents seeking a stable, low cost and quality living environment. This does not mean that improvement and changes cannot be made to the local municipal service stream and economic conditions as well as to the lifestyle of local residents. It simply means that the development efforts need to be focused on those actions and activities that will make a real difference rather than attempting to meet impossible goals.

This report responds to those unique characteristics of Fauquier-Strickland. It is practical, realistic and action-oriented and seeks a progressive approach that leverages existing communal assets towards providing opportunity for the future. A conscious effort has been made to develop a simple strategy with achievable goals, objectives, and actions. Proper community planning provides opportunities for input from residents and supports local decision-making. It also provides for priority setting and focus. The strategy is intended to reflect the realities of the region's geography, demographics, and natural resources while recognizing the constraints imposed by scarce government and municipal funding as well as the need to begin taking action immediately.

Considerable efforts were made to secure the opinions and views of the general public in Fauquier-Strickland as well as regional stakeholders from industry and government. Various communication tools were used including: community forums in English and French, opinion surveys, and interviews with merchants and key stakeholders.

There were a variety of opinions that were expressed by the participants and this strategic plan attempts to take all of them into consideration. From all of the feedback and input, three main themes emerged:

- That there was a high level of commitment to take some form of action;
- That people had a genuine fear for the future of the community; and
- That the realization was that the lifestyle people enjoyed in Fauquier-Strickland is the most important thing to protect.

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Taking these themes into consideration, this strategic plan does not recommend a radical change in how things are done in Fauquier-Strickland. It takes the existing lifestyle and goals of the community and seeks to improve how things work as well as enhance economic development through entrepreneurial support.

Another important realization was that the community lacks the resources to effectively undertake projects for its community and economic renewal. The lack of paid staff, the lack of office space and the lack of financial resources all lead to the stagnation of ideas before action can be taken. This means that the capability of local leaders must be developed through experience and time and that a novel approach to resource management be established to create opportunities. For this strategic plan to lead to real action, it must recommend projects and activities that are appropriate for the Town and within the capability of the stakeholders. Over a period of time, as this plan is implemented, local leadership will increase its ability to take advantage of opportunities and will identify new areas for development thereby building on its success.

The bottom line is that the successful implementation of this strategy will help to build confidence in the future of Fauquier-Strickland. It will stimulate the development of new opportunities for economic growth, and it will demonstrate to the community that leadership yields local action.

The development of the Fauquier-Strickland strategic plan is built on a platform of common values shared by individuals and agencies of Fauquier-Strickland alike. These values are:

- Public safety supersedes all economic needs;
- Municipal revenues are described as public funds or assets for the betterment of municipal services, and are applied to the greater community good and delivered in an open and accountable fashion;
- Quality of life extends beyond economic returns and includes quality education, health and social services, and safe and free public spaces;
- The community's natural resources are developmental assets on which economic gain can be realized; and
- The cultural diversity of the local population, especially the francophone majority, is an integral part of the Fauquier-Strickland community.

The underlying target of a community strategy rests on its ability to build consensus in leveraging change and addressing the needs of current and future residents.

This strategic plan incorporates a framework identified by local stakeholders while addressing the reality of limited resources for its implementation. This framework includes:

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- Build value through the use of existing infrastructure and assets;
- Recognizing the limitations of existing staff and resources;
- Views the river and other local natural resources as a strong foundation for growth;
- Achieve long-term sustainable growth without compromise to the common values shared by residents of Fauquier-Strickland;
- Seeks to create development catalysts that encourage private sector investment and job creation;
- Provides value to residents as active members of the community; and
- Achieve controlled economic diversification without compromise to the core elements and values of the existing economic structure.

In order to have a successful strategic plan, it must be balanced. The elements of the strategic plan must hold a diverse and even portfolio of actions that recognize the importance of the following core principles:

- Markets provide the basis for economic activities;
- The use of community assets for economic gain is permissible provided it is achieved through transparent means;
- Entrepreneurship leads to create net job growth;
- Small home-based enterprises generate wealth;
- Public sector financial risk is unacceptable;
- Economic strategies are long-term investments; and
- Stakeholder participation is essential.

This strategic plan has been crafted with the above principles in mind and through the implementation of this plan; council is dedicated to assure a balanced approach to its development.

To achieve its community goals and objectives, the council, through this *Outlook 2025* initiative, has developed the following five-pillared strategy.

ONE: COMMUNITY UNIFICATION

The first pillar, **Community Unification**, focuses on ensuring all stakeholders are clear on the direction the municipality is heading. It realizes that a unified community is essential to being effective at producing change in Fauquier-Strickland.

CONSISTING OF:

1.1 The Establishment of an Economic Development Committee EDC

Key to the successful implementation of the strategy is the leadership to champion the goals and objectives found in its composition. In the absence of leadership, ideas remain simply unrealized potential and a plan without consequence. Structured as an extension of council and empowered to draw the participation of local and regional stakeholders, an active EDC is mandated by council to implement the strategic plan.

The EDC, although an organization led by volunteers, requires the municipality to supported the exercise through the provision of a notional budget.

- Critical Steps:
 - Create a transparent mandate as an order in council;
 - Ensure broad community and stakeholder representation; and
 - Provide a supporting budget and accountability framework.

1.2 Securing the services of an Economic Development Officer

Supported by senior funding where available, the strategy calls for the retention of a qualified professional to undertake the plan's actionable items. A cursory review of existing staffing levels clearly identifies that insufficient existing resources are available in executing the plan. For success to be achieved, a dedicated professional is required to undertake the leadership of building local champions and advancing the plan's goals and objectives.

- Critical Steps
 - Formulate a job description employing best practices;
 - Secure funding offset from available programming; and
 - Explore joint-initiatives and/or job sharing with Moonbeam or Smooth Rock Falls.

1.3 Promoting the 100th Anniversary of Fauquier-Strickland

The sponsorship of Fauquier-Strickland's anniversary in 2022 represents a pivotal opportunity to leverage the Town's ability to reach an audience for its undertaking. By focusing local champions on a concerted effort to draw on the Town's history and past residents, stakeholder's empowerment is heightened in reaching many economic development goals across the plan's many pillars. Markets are created for area businesses, available real estate is promoted to a welcoming audience and government programs can be accessed to heritage projects that become a legacy for the community.

- Critical Steps
 - Formulate a past residence database from church and school records;
 - Assemble a local committee led by existing social groups and key volunteers; and
 - Mandate the EDC to secure developmental funding from provincial and federal agencies, including Canadian Heritage.

1.4 **Expansion/Development of New EDC Administration Facility**

Spatial limitations exist in the Town's current administrative offices. Both residents and stakeholders state that the library is unable to support new programming or the addition of additional staff. Equally, it is doubtful that the municipality can leverage resources to sponsor the plan as well as seek out a major capital programming for bricks and mortar. A break is required in the circular argument that more space is need for growth, but growth is needed to justify more space. The plan calls for an interim compromise of establishing the EDC in an offsite location while the long-term planning for a new municipal building is explored.

- Critical Steps
 - Locate alternative space under a three-year arrangement, preferably in municipally owned or surpluses physical assets; and
 - Mandate the EDC to undertake a capital feasibility study in assessing the value of new municipal edifice or configuration.

TWO: COMMUNITY SERVICE ENHANCEMENT

The second pillar, **Community Service Enhancement**, revolves around developing social capital and a high quality of life for residents of Fauquier-Strickland. This pillar recognizes that a healthy, educated, and mobile work force is a critical ingredient of a competitive economy.

CONSISTING OF:

2.1 **Establishing a Bus/Shuttle Service**

Ensuring the mobility of residents in securing transportation for their medical services and other living essentials ensures residents remain in the community. Stemming the exodus of individuals seeking greater care in larger communities is, by default, a critical economic development component. By facilitating the purchase of a vehicle and entering into a service delivery model with a willing not-for-profit group is the most expeditious means of addressing the need.

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- Critical Steps
 - Secure best practices from the communities of Chapleau and Smooth Rock Falls;
 - Create an open call for interest for local groups or agencies to respond; and
 - Solicit participation to launch a fundraising campaign.

2.2 **Maintain Pressure for Permanent Staffing of the Medical Centre**

A cornerstone of maintaining local population levels is the provision of adequate medical services for local residents. Although Fauquier-Strickland holds a medical support facility, perennial budget demands instill pressures that are counterproductive to the lasting service. Council has favourably lobbied and achieved current funding support for the provision of a nurse practitioner; however, efforts need to be made to ensure lasting funding is in place beyond the current and limited mandate.

- Critical Steps
 - Seek greater representation on the Sensenbrenner Hospital Board by local stakeholder; and
 - Encourage medical staff operating at the medical facility to take up residency in the community – explore bonuses.

2.3 **Expand on the Farmers Market – Permanent Location**

The economic and social benefits of a local Farmers Market are many and have been identified as a strong local need by residents during the consultation process. Establishing a permanent location for the market and the provision of infrastructure in support of stalls, cover and shading, may yield consistency leading to an expansion of the existing base and available sales days.

- Critical Steps
 - Engage with area horticulturalist for the definition of physical and spatial needs;
 - Communicate the intent with neighbouring communities to draw a larger base of vendors by avoiding conflicting times and schedules; and
 - Actively pursue known regional farms in complementing local vendors.

THREE: TAX BASE GROWTH

The third pillar, **Tax Base Growth**, entails increasing municipal revenue without adding additional tax burdens on residents. This pillar recognizes that a diverse tax base is an essential element of a balanced economy.

CONSISTING OF:

3.1 Cottage Development

Interest is present and growing for access to recreational properties. The current conflict between establishing a provincial park as an extension of the Lands for Life Program and establishing cottage lots along the river has resulted in a developmental stall. Residents are clear on their opposition to establishing a provincial park.

- Critical Steps
 - Formally decline MNR's offer to establish a provincial park in the community;
 - Commission the planning process to establish the maximum possible volume of cottage lots on the north and south sides of Highway 11;
 - Formulate minimum construction requirements on sold lots to avoid land speculators and ensure taxable property is built; and
 - Seek the assistance of the Ministry of Natural Resources to complete a transparent and competitive process for their sale.

3.2 Foster the Construction of Private Apartments

A dynamic rental market is key for the flow of residents transitioning between living arrangements as their personal conditions change. Homeowners seeking to downsize rely on rental vacancies to provide a local solution rather than seeking residency in another community. Young families seeking entry into homeownership require the mobility of the marketplace to establish roots. The provincial and federal funding for affordable housing is inferior to the area's needs and are expected to remain so for the near future. It is incumbent on the leaders of Fauquier-Strickland to provide the impetus in establishing the housing flow that promotes an active real estate market.

- Critical Steps
 - Review zoning and by-laws to promote apartment development;
 - Explore "nanny-suite program" from CHMC; and
 - Provide occupancy links of available units on municipal website portal.

3.3 Actively Promote the Constructions on Available Lots

Although the municipality holds available lots, project apathy has led to the initiative falling out of favour. The active marketing of lots on a cost recovery basis or bonus platform, where land is offered through a conditional grant in exchange for a housing project, seeks to reach another audience that may not otherwise explore the community as a target destination.

- Critical Steps
 - Cross reference program objectives against Ministry of Municipal Affairs to ensure compliance to the Act and its protocols; and
 - Formulate a marketing plan and sales strategy with a national real estate brokerage.

3.4 **Promote Land Conversion and Agricultural Developments**

Fauquier's greatest asset and developmental potential rests with its land base and historical farm industry. Considerable effort and municipal investment has been undertaken to explore agriculture as a means of community economic renewal; however, a negative local perception remains that agriculture is not a valid form of development. Sustainable family farming, where one family exploits and lives on traditional 150 acres plot of land is no longer economically viable. Larger farms, where 2,000 acres are needed to achieve the economies of scale for economic production are the future format for growth. Although the practice may not yield a high population gain, the underlying tax growth is material to the community as tax gains may be redirected to other economic development objectives.

- Critical Steps:
 - Participate with NECN efforts to build a database of local landowners interested in leasing and/or selling their lands and marketing the potential to willing buyers;
 - Ensure adequate zoning and by-laws are relevant to agricultural expansion in high probability zones; and
 - Promote the benefits of agricultural potential to local residents.

FOUR: ENTREPRENEURSHIP EMPOWERMENT

The fourth pillar, **Entrepreneurship Empowerment**, is concerned with supporting and encouraging the development of businesses by local and regional entrepreneurs. This pillar recognizes the value contribution of private investment by individuals and the potential change that they can bring to Fauquier-Strickland's economic base. Markets define commerce and in the absence of markets, businesses fail to find the fuel for economic sustainability. In Fauquier-Strickland, as with other small rural communities, the paradox exists where the lack of a good or service furthers the erosion of local trade to larger communities. The strategic plan seeks to build bridges between opportunity and investment by those best suited for accepting financial risk. The Municipal Act stipulates that no municipality may invest in private commerce. Although the possibility exists through the creation of Economic Development Corporation, the value proposition is not sufficiently defined to warrant inherent risks to the municipality.

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An alternative approach is the leasing of public assets for economic development. Achieved through a transparent and open public process, the municipality, through its Economic Development Committee, empowers local entrepreneurs to establish catalysts for stimulating market development.

By promoting commerce through the provisional access of public assets under permissible terms, critical services are developed in a public/private partnership thereby triggering trade in key activities. Although risks are present, the investment risk is accepted by the private sector while insulating the municipality from undue liabilities and costs.

CONSITING OF:

4.1 Developing a Seasonal Camp Ground – 300 Lots

Considerable gains are potentially achieved through the development of a seasonal recreational park strategically located in the community on the banks of the river. The principal objective of the tactical project is the creation of markets on which consumer goods and services are subsequently supported and realized. Through the development of the economic catalyst and the facility's use, seasonal population gains empower the consumption of fuels, recreational services, and food, which fuels the justification and use of other activities undertaken to stimulate economic development projects such as the Farmers Market, canoe staging, cabin accommodations and others.

- Critical Steps
 - Identify applicable riverfront lands for development and formulate a developmental plan whereby the lands are leased to the private sector for implementation;
 - Complete a transparent open call for proposal and competition to secure a developer; and
 - Initiate an active partnership where by capital offsets are secured by senior governments and made available for the project's implementation.

4.2 Developing Food and Beverage Operations Employing Underutilized Municipal Assets

Local entrepreneurs have identified themselves as interested parties for leasing municipal space in establishing F&B operations that service the local community. The underutilized kitchen and space at the skating rink is a prime example of employing municipal assets for economic development. The realization of a commercial operation in the space promotes a local service that accelerates gains in other tourism-related projects such as the snowmobile trail enhancement.

- Critical Steps:
 - Confirm the applicability of available spaces for use as a commercial kitchen, i.e. the main recreational hall for a coffee shop or the Skating Shack's space for an entry level restaurant; and
 - Develop Terms of Reference to encourage local entrepreneurs to submit bids for an open competition.

4.3 **Develop and Promote Business Cases for Local Small Businesses**

The provision of consumer goods and services at the local level are fundamental elements of establishing a local economy that is responsive to the needs of residents. In the absence of markets or available markets, private sector investments fail to be stimulated resulting in lost commercial opportunities. Small business is the prevue of the private sector and needs to be advanced by the private sector. However, progress can be made by profiling high probability ventures through the creation of business cases. Once established, the business cases are openly promoted by the EDC as possible local investments.

The tactical approach calls for business ideas that were identified during the planning process, to be qualified and quantified to the extent possible to bridge the economic opportunity to area investors and/or operators. Leveraging NCIR funds from the Ministry of Northern Development and Mines, business cases need to be developed for: a grocery store – as a cooperative or as a fully private sector undertaking; an above ground fuel station focused to service the Highway 11 traffic and the seasonal snowmobile traffic; and other business ideas generated through the consultation process that include: a greenhouse, a four-season cabin installation and a general store.

- Critical Steps
 - Secure funding from NCIR to complete the business case;
 - Issue a request for proposal for the completion of the business cases and for their promotion; and
 - Market the opportunities to existing entrepreneurs and/or potential local business people.

FIVE: ECONOMIC INFRASTRUCTURE

The fifth pillar, **Economic Infrastructure**, is aimed at collaborating with other stakeholders in order to achieve outcomes that are beyond the individual capabilities and resources of the municipality. The pillar recognizes that private sector investment is essential to growth. When used in an optimal and judicious fashion, the local resources and public assets that council has at its command can often be used to unlock forms of

economic activity and investment that would not have otherwise been attained. The potential is particularly evident in relation to cultural and recreational facilities and assets under council's control.

Although not sufficient in themselves, a sound infrastructure base and a cohesive society are key pre-conditions for investment. One of the main areas of local government activity is to ensure that infrastructure is in place to support a competitive economy. The role of local government is also to provide adequate planning, consultation and support for infrastructure development, and to contribute to its funding, management and promotion. In view of the importance of the tourism potential to the community, investment in base trail and river access can be employed as catalysts for growth and secondary investments.

CONSISTING OF:

5.1 Maximize Snowmobile Trails

Under provincial efforts, the Cochrane district is being marketed as the "World's Best Snowmobile Destination". By volume, regional gains are being made by the initiative and Fauquier-Strickland is not fully taking advantage of the potential that draws individuals from the TOP trails system to ride within the municipal boundaries. The economic loss is material; however, efforts to provide goods and services to the economic group is needed.

- Critical Steps
 - Increase signage from the TOP trails to the community;
 - Promote local activities that offer goods and services to the target market. Cross reference the coffee shop and fuel station as potential leads to encourage their implementation; and
 - Increase local participation with the snowmobile club to promote Fauquier-Strickland interest.

5.2 Enhance the River's Use and its Supporting Developments

A critical but underutilized community asset is its river access point. Although currently in play, its use and usefulness as a gathering point is limited. The tourism sector is regarded as probably the most under developed economic segment in Fauquier-Strickland. The abundance of natural resources for regional participation is significant and the river point can be employed to draw visitations from the region and beyond. The community must harness and focus the contribution potential of a revitalized river access point. Enhancing the riverfront to provide base infrastructure to include an

advance children play area, a canoe staging area for outfitters, and an events facility may provide the impetus that yields tourism activities and market value.

- Critical Steps:
 - Seek out MNR participation in assessing the riverfront potential; and
 - Undertake a communication plan with outfitters employing the river as their base of operations with a view of developing additional infrastructure to build additional traffic.

5.3 Explore Trail Systems - ATV and Walking

Valued contributions are present for the development of walking trails holding regional significance. In addition to providing a destination for ecological traffic, the availability of a trail network augments visitations for the marketing of local goods and services. Establishing Fauquier-Strickland as a multi-use trail hub seeks to leverage activities that support parallel initiatives found in the plan. No singular activity will be sufficient to establish a sustainable tourism volume, but the co-development of associated infrastructure brings cohesiveness to the overall tourism objectives.

- Critical Steps
 - Secure best practices from efforts undertaken in Moonbeam;
 - Assess the dual use of existing snowmobile trails for ATV use and structure the trail-head that leads to local goods and services; and
 - Undertake to review the willingness and potential benefits of employing common themes based on an overall tourism marketing strategy adopted by the community and executed by the EDC.

Fauquier-Strickland Strategic Plan – A Community and Economic Development Strategy

1.0 Introduction

1.1 Study Background

The current strategic plan that the council of Fauquier-Strickland has to work with is outdated and does not reflect current events or stakeholder priorities. The council of Fauquier-Strickland decided that it was time to update the plan and realign the goals and the objectives of the community with the new realities that Fauquier-Strickland faces.

The Fauquier-Strickland council has created this strategic plan which outlines council's approach to building the economy of Fauquier-Strickland. Council is committed to ensuring a good quality of life for all citizens, through the expansion of a variety of services and new projects.

Outlook 2025 complements, and is an important component, of the regional development ambitions as presented by provincial and federal initiatives for long-term sustainable developments. Fauquier-Strickland's town council has the important responsibilities of governance, leadership, management, planning and facilitation of job creation and investment in Fauquier-Strickland. These will enhance the ability of Fauquier-Strickland to generate and attract investment and jobs.

1.2 Scope of Report

This report represents the final report as defined in the study methodology. The contents of this report define the conclusions of the study achieved and outline the opportunities and parameters of the projects that have been identified.

This Fauquier-Strickland strategic plan:

- Relates to those matters where Fauquier-Strickland council can add value and where it is proper for local government to contribute;
- Applies to the local government area of Fauquier-Strickland;
- Represents the interest of local stakeholders as presented by and through the community consultation process;
- Is informed and acknowledges the mandates and efforts of lead agencies such as: Ministry of Northern Development and Mines (MNDM) and FedNor; and
- Is a living document that is supported by an implementation plan.

2.0 Factors Influencing Development

2.1 An Aging Population

Canada as a whole has been experiencing a major shift in its population. The population is aging and it is having extensive effects on the population base. Within the population aged 15-64 (people in the workforce), the proportion of people between 55 and 64 years (all baby boomers) reached a record high of 21.0% in 2016¹. The people that fall into the 55-64 years old age bracket are close to retirement and will soon be leaving the workforce. This means that within the near future (5-15 years), Canada as a whole will lose a significant proportion of its current labour force.

In 2016, for the second consecutive census, there were fewer people aged 15-24 (4.3 million) than people aged 55-64 (4.9 million)². This means there are more people leaving the work force than joining it. This will lead to shortages in the workforce and will result in a number of challenges including: knowledge transfer loss, job retention rates, and labour productivity rates.

On top of that, immigrants and migrators, that are typically on the lower end of the 15-64 age group, tend to settle in larger metropolitan areas, as they have educational institutions and stronger economic opportunity. This means communities like Fauquier-Strickland typically do not benefit from immigration or migrators.

Northern Ontario is no exception and is suffering from the same effects. Smaller municipalities are hit hard by these changes due to the lack of advanced infrastructure in the communities. Municipalities that don't have hospitals, retirement homes, or long-term care options are seeing aging residents move to larger centres to receive this care.

Northern communities are also being hit by youth out migration (young people migrating to larger centres) and senior out migration (seniors migrating to larger centres that can provide healthcare), and as a result are seeing large changes (decrease) in total population and their workforce.

2.2 Centralizing Community Services to Larger Centres

In an age where fiscal management is mandatory, the government is trying to find ways to provide services to every citizen in a fiscally responsible way. This means that some services are being centralized to larger centres so that the investment made by the government can reach the most people possible. Unfortunately, this means that small

¹ <http://www12.statcan.gc.ca/census-recensement/2016/as-sa/98-200-x/2016003/98-200-x2016003-eng.cfm>

² <http://www12.statcan.gc.ca/census-recensement/2016/as-sa/98-200-x/2016003/98-200-x2016003-eng.cfm>

towns surrounding these larger centres have to travel to access these services, giving up a certain level of convenience.

This is having a major effect on these small towns. Instead of travelling for these services, people are trending towards moving to the major centres. This allows them to be in close proximity to the services they require, without having to travel to access these services.

2.3 Distance from Major Urban Centres

Communities that are not within close proximity of major urban centres have a hard time growing. This is due to the fact that people are attracted to major urban centres and it is more profitable for larger companies to open in an urban centre than in a smaller rural community. Urban centres provide a skilled workforce and a larger customer base.

Fauquier-Strickland is a significant distance from an urban population centre. The closest population centre to Fauquier-Strickland is Kapuskasing (40km northwest) or Cochrane (80km southeast). However, both of these population centres are considered small (population less than 29,999) and the closest medium (between 30,000 and 99,999 people) population centre is Timmins (127km south). The distance between Fauquier-Strickland and population centres has a tendency to negatively impact investment, for the reason mentioned above.

2.4 Lack of Entrepreneurial Champions

If you are unable to attract larger companies to invest in your community, the next best thing is for small local businesses to open. In order for this to happen, you need local champions that want to open a business. The variety of businesses that can be successfully opened decrease in small communities which often deters small businesses from opening in smaller communities. Without people wanting and willing to take the risk of opening a business in a small community, small business development will be slow to stagnant.

As a result of the risk associated with opening a business in a small community, local champions are hard to find. But this does not mean they do not exist. Fauquier-Strickland needs to create an environment where people feel like their ideas can be successful. They need to encourage people to support local businesses, so entrepreneurs see the community is invested in supporting local business.

2.5 Brick and Mortar vs. Online Stores

Most stores start out as a brick and mortar store where they have a primary place of business where they interact with their customers. Many large corporations, like Sears

and Target, have had brick and mortar locations that had a hard time competing and were forced to close down their stores. This was mainly due to the decrease in visits to physical stores. People are more apt to shop online now that they can shop from the comfort of their own home. The large leaps forward in online shopping have made it very difficult for traditional brick and mortar stores to open up. As a result, it is not very encouraging for an entrepreneur to see stores having to close due to the change in peoples shopping habits. These new shopping habits are another hurdle that any perspective entrepreneur will need to deal with.

3.0 Fauquier-Strickland's Vision Statement

Fauquier-Strickland will make every effort to contribute to society, where every citizen will have access to healthcare services and can live in a wholesome environment.

4.0 Fauquier-Strickland's Mission Statement

In Fauquier-Strickland, we realize that community sustainability is achieved through grass roots participation. We support our community and entrepreneurs by providing transparent and accountable services.

5.0 Game Plan

5.1 Common Values

The development of the Fauquier-Strickland strategic plan is built on a platform of common values shared by individuals and agencies of Fauquier-Strickland alike. These values are:

- Public safety supersedes all economic needs;
- Municipal revenue are public funds for the betterment of municipal services, are applied to the greater community good and delivered in an open and accountable fashion;
- Quality of life extends beyond economic returns and includes quality education, health and social services, and safe and free public spaces;
- The natural resource-based industries, including forestry, tourism and agriculture, are the economic foundation on which Fauquier-Strickland was built;
- All sectors must work in harmony to preserve existing businesses and facilitate the development of new businesses; and
- The cultural diversity of the local population, especially the francophone majority, is an integral part of the Fauquier-Strickland community.

5.2 Economic Goals and Objectives

The underlying target of economic development are efforts that seek to improve the economic well-being and quality of life for a community by creating and/or retaining jobs and supporting or growing incomes and the tax base. In order to increase the number of jobs in the community and to offer a wider variety of employment opportunities, it is necessary to expand and diversify the economic offerings in Fauquier-Strickland. Although this is primarily the responsibility of private sector investment, local government and stakeholders can contribute by creating an environment that attracts and, to the extent possible, provides support for such investment.

This strategic plan incorporates goals and objectives to ensure that a prosperous community is present for current and future generations of Fauquier-Strickland residents. These goals and objectives include:

- Build value through the use of existing infrastructure and assets;
- Recognizing the limitations of existing staff and resources;
- Views the river and other local natural resources as a strong foundation for growth;
- Achieve long-term sustainable growth without compromise to the common values shared by residents of Fauquier-Strickland;
- Seek to create development catalysts to encourage private sector investment and job creation; and
- Achieve controlled economic diversification without compromise to the core elements and values of the existing economic structure.

5.3 Strategy Targets

In Fauquier-Strickland, expanding the economic offering available requires strategies aimed at:

- The needs of the community;
- Creating local business and local jobs;
- Investing in local business, jobs and opportunities;
- Empowering local residents;
- Improving Fauquier-Strickland's investment profile; and
- Attracting business and investments.

5.4 Strategy Balance

In order to have a successful strategic plan, it must be balanced. The elements of the Economic Strategy and Community Development Plan must hold a diverse and even portfolio of actions that recognize the importance of the following core principles:

- Markets provide the basis for economic activities;
- The use of community assets for economic gain is permissible provided it is achieved through transparent means;
- Entrepreneurship leads to net job growth;
- Small home-based enterprises generate wealth;
- Public sector financial risk is unacceptable;
- Economic strategies are long-term investments; and
- Stakeholder participation is essential.

This strategic plan has been crafted with the above principles in mind to ensure a balanced approach to development.

5.5 Fauquier-Strickland Strategy

To achieve Fauquier-Strickland's Strategic Plan's goals and objectives, the council, through this Outlook 2025 initiative, has developed the following five-pillared strategy.

The first pillar, **Community Unification**, focuses on ensuring all stakeholders are clear on the direction the municipality is heading. It realizes that a unified community is essential to being effective at producing change in Fauquier-Strickland.

The second pillar, **Community Service Enhancement**, revolves around developing social capital and high quality of life for residents of Fauquier-Strickland. This pillar recognizes that a healthy, educated, and mobile work force is a critical ingredient of a competitive economy.

The third pillar, **Tax Base Growth**, entails increasing municipal revenue without unduly adding additional tax burdens on residents. This pillar recognizes that a diverse tax base is an essential element of a balanced economy.

The fourth pillar, **Entrepreneurship Empowerment**, is concerned with supporting and encouraging the development of businesses by local entrepreneurs. This pillar recognizes the value of individual residents, and the change that they can bring to Fauquier-Strickland.

The fifth pillar, **Economic Infrastructure**, is aimed at collaborating with other stakeholders in order to achieve outcomes that are beyond the individual capabilities

and resources of the municipality. The pillar recognizes that private sector investment is essential to growth.

6.0 Strategies and Objectives

6.1 Pillar One: Community Unification

The first pillar that the proposed strategy rests on is community unification. The objective of this pillar is to ensure that all the stakeholders of the municipality are unified and in agreement with the direction the township is heading in. This pillar is the backbone of the strategic plan and sets the tone for the success of the project. It is essential to bring stakeholders together in a constructive way and provide them with good information when addressing the concerns of the community. This will ensure decisions are made as a whole and to achieve the overall goal of the community and not individual parties. This provides a constant message to the citizens of Fauquier-Strickland, in addition to surrounding communities. This pillar has the following objective:

6.1.1 The Establishment of an Economic Development Committee EDC

The Economic Development Committee will be the group responsible for reporting the progress of the proposed projects, sanctioned by council, to council. The committee should include the person responsible for the implementation of the projects. This committee will keep council up to date with the latest developments of the projects that move forward. This provides clear communication so that each project can reach its maximum potential.

6.1.2 Securing the Services of an Economic Development Officer

An Economic Development Officer would bring a lot of value to Fauquier-Strickland. The municipality will need someone with expertise in economic development in order to execute some of the projects in this plan. It is in the municipality's best interest that this Economic Strategy and Community Development Plan be implemented to its full extent.

Ref:	1.2
Opportunity	Economic Development Officer
Description	This project requires the municipality to hire and retain an Economic Development Officer who will be responsible for the implementation of the projects the municipality chooses to pursue.
Strategic Pillar	Community Unification
Function	Facilitation
Justification	An Economic Development Officer (EDO) would alleviate the added pressures being put on the current municipal staff. They would be responsible for the implementation of all projects the municipality chooses to pursue and would provide updates to council on their progress.
Benefits	A dedicated individual who would be knowledgeable and hold expertise in the implementation of selected initiatives.
Risk	May have a hard time attracting and Economic Development Officer to the area.
Project Mechanics	The township will need to advertise the position, conduct interviews and hire the successful candidate.
Stages	1. Advertise Economic Development Officer position 2. Conduct interviews 3. Hire
Time Lines	Stages 1-3 @ 6 months
Programs under consideration	FEDNOR
Jobs	1

Outlook 2025

6.1.3 Promoting the 100th Anniversary of Fauquier-Strickland

In 2022, Fauquier-Strickland will be celebrating its 100th anniversary. It is on the municipality as a whole (or a specific committee that is created) to prepare and present the celebrations. This will be a major event for the residents of Fauquier-Strickland as they will be able to share their history with patrons partaking in the event. The event will draw in people from all over the region, as well as past and current residents, together celebrating the history, progress, and future of their township.

Ref:	1.3
Opportunity	100 th Anniversary Homecoming
Description	The Township of Fauquier-Strickland has its 100 th anniversary coming up in 2022. This project is preparing the township for this major milestone. It includes setting up events, advertising the event, and attracting attendees.
Strategic Pillar	Community Unification
Function	Facilitation
Justification	The township has an opportunity to attract a lot of past residents or anyone interested in visiting the community by hosting/making the anniversary a major event. This will bring people into the community to see what it has to offer. The municipality is able to use this event as a catalyst for possible real estate transactions within the community.
Benefits	It attracts people to Fauquier-Strickland and entices them to spend some money locally. It will also be used as an advertising campaign for the township.
Risk	The municipally could invest money into hosting the event but without proper promoting, the number of attendees could be lower than expected.
Project Mechanics	The municipality would need to determine what events/walks/historical moments that they want to include in their celebrations. These would need to be designed to be attractive to current and past residents, but also to people who are visiting the area partaking in the celebration. The event will also need to be well advertised. Past resident will need to be tracked down and notified of the event.
Stages	1. Determine events/walks/ historical moments to be included 2. Determine who should be invited (past residents) and how to invite them 3. Apply for funding to offset some costs for the event
Time Lines	Stages 1-3 @ 6 months
Programs under consideration	MNDM

Jobs	0
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6.1.4 Expansion/Development of a New EDC Administration Facility

This project is a catalyst for the Economic Development Officer project. The current town hall is at capacity so this project would provide the space required for the municipal staff to expand. This would enable them to better serve to community of Fauquier-Strickland through the implementation of this Economic Strategy and Community Development Plan.

Ref:	1.4
Opportunity	New Town Hall
Description	This project includes the construction of a new building to house the municipal office and possibly the library. The objective is to increase the amount of space available to the municipal staff in order to work more efficiently and to have room to expand their staff.
Strategic Pillar	Community Unification
Function	Facilitation
Justification	With the ability to expand the municipal staff with part-time, full-time, or co-op students, the municipality would be able to better address economic development issues. This would allow the municipality to pursue economic development initiatives that are currently out of reach due to the limitations of the current town hall.
Benefits	It enables further opportunities to be realized and controlled by the municipality.
Risk	May be cost prohibitive.
Project Mechanics	The township will find a suitable place to construct and build the new town hall. Funding and a builder will need to be secured for the construction.
Stages	1. Development of feasibility (location and cost requirements) 2. Decide what will be in it 3. Apply for funding 4. Secure location and builder 5. Construction
Time Lines	Stages 1-3 @ 6 months Stages 4-5 @ 1-2 years
Programs under consideration	OMFRA, NOHFC
Jobs	2-3

6.2 Pillar Two: Community Service Enhancement

The second pillar that the proposed strategy rests on is community service enhancement. This pillar is focused on improving the quality of life for the residents of Fauquier-Strickland. This has the added benefit of making Fauquier-Strickland an even more desirable place for future citizens to call home.

6.2.1 Establish a Bus/Shuttle Service

The Township of Fauquier-Strickland currently does not offer its residents a municipal bus service. Based on residents' feedback, this has been designed as a pilot project to attempt to improve the mobility and provide people who cannot drive (especially in the winter) with access to necessities like groceries and pharmacy. This will improve the quality of life of residents who cannot, or don't feel safe, driving on the highway.

Ref:	2.1
Opportunity	Buses to transport people with no vehicle
Description	This project focuses on establishing a community bus that could provide transportation to people without a vehicle or people who can no longer drive. The primary purpose would be to take people into town for groceries or medication.
Strategic Pillar	Community Service Enhancement
Function	Empowerment
Justification	With an aging community, it is a good idea to prepare for citizens that cannot or choose not to drive anymore. They still need access to grocery stores and pharmacies, and since there are no local ones, transportation needs to be accessible to reach these stores.
Benefits	Community members don't need to leave town due to lack of access.
Risk	May not see constant use.
Project Mechanics	The municipality will need to acquire a bus (vehicle with multiple seats) and set up a schedule and route that will be followed, outlining any stops along the way. The route will need to be promoted to ensure the citizens can get the most out of this project.
Stages	1. Acquire Bus 2. Seek out volunteers 3. Promote route
Time Lines	Stage 1-2 @ 3 months Stage 3 @ ongoing
Programs under consideration	N/A
Jobs	0

6.2.2 Maintain Pressure for Permanent Staffing of the Medical Centre

A small nursing station currently services the Township of Fauquier-Strickland's medical needs. The needs of the community are now greater than the services that the current staff is able to provide at the nursing station. With the addition of a nurse practitioner, the community would have much better access to local medical professionals, and as a result, live healthier lives.

Ref:	2.2
Opportunity	Doctor/Nurse Practitioner
Description	This project's main focus is to increase the availability of medical professionals in Fauquier-Strickland. The main focus is to secure a nurse practitioner to be in Fauquier-Strickland on a full-time basis.
Strategic Pillar	Community Service Enhancement
Function	Facilitation
Justification	With an aging population and without the proper medical staff within the municipality, more and more people feel forced to move to other communities where they have access to better healthcare. With a nurse practitioner within the municipality, residents would feel more secure remaining in Fauquier-Strickland.
Benefits	Keeps aging residents in the community longer and provides a sense of security to all residents.
Risk	May not be able to get funding to cover the cost of a nurse practitioner, or a nurse practitioner not wanting to work in Fauquier-Strickland.
Project Mechanics	This process is already underway. The Kapuskasing hospital (responsible for the Fauquier nursing station) needs to apply for funding to cover the cost of a nurse practitioner. This has been done and funds have been approved. The hospital and the township need to meet and discuss how funds are to be spent. Once that has been determined, it is just a matter of implementation.
Stages	1. Apply for funding 2. Decide how funding is to be spent 3. Hire nurse practitioner
Time Lines	Stages 1-2 @ 6 months Stage 3 @ 6 months-1 year
Programs under consideration	Cochrane District Social Service Administration Board (CDSSAB) Tuition Support Program for Nurses (TSPN)
Jobs	1

6.2.3 Expand on the Farmers Market – Permanent Location

Fauquier-Strickland currently has a farmers market that operates towards the end of the growing season. Residents have expressed concern over the decline in both the number of vendors and patrons. It should be a priority of the Economic Development Committee to promote the farmers market and to explore ideas around expanding the number of vendors and possibly the length of the farmers' market season. This would provide residents of Fauquier-Strickland with access to local home grown food, and help support other members of the community. A local champion has been identified for this project.

Ref:	2.3
Opportunity	Maintenance of the Farmers Market
Description	This project includes maintaining the local farmers market as a source for local fresh food for the community.
Strategic Pillar	Community Service Enhancement
Function	Facilitation
Justification	This project maintains the local source of fresh food for residents. It is imperative that vendors that are currently not selling at the market (but sell to their client base) be integrated into the market. These vendors could help expand the market and increase the magnitude for the community.
Benefits	Promotes spending on local products and provides community members with access to fresh food locally.
Risk	Not enough vendors to support the community.
Project Mechanics	The township will need to promote the market and encourage people to support local food producers.
Stages	1. Develop an awareness campaign 2. Implement the awareness campaign
Time Lines	Stages 1-2 @ <6 months
Programs under consideration	N/A
Jobs	1-2

6.3 Pillar Three: Tax Base Growth

The third pillar's main focus is to increase the revenue generated by the township by means of increasing the municipal tax base, not municipal taxes. This can be accomplished through the attraction of future citizens and the retention of current citizens. Not only will this provide the municipality with more tax revenue without increasing its current taxes, but it will also help stabilize and grow the community's population.

6.3.1 Cottage Development

The residents of Fauquier-Strickland made it clear that they wanted the cottage development project to move forward. This would be a benefit to the community as it would increase the number of taxable properties in Fauquier-Strickland. This means that the municipality would have more revenue to offer more services to the community.

Ref:	3.1
Opportunity	Investigate Cottage Development
Description	This project includes the development of cottages along the Groundhog River. These cottages would be sold and would be for seasonal residents who live farther south but want to escape in the summer to a natural paradise.
Strategic Pillar	Tax Base Growth
Function	Facilitation
Justification	Since Fauquier-Strickland sits on the shores of the Groundhog River, there is prime riverfront area that can be developed into cottage lots. Cottage lots are very popular and have seen success as an economic development tool.
Benefits	Increase tax bases in the municipality and bring into the community more residents over the summer months.
Risk	Opinion with MNR has expired; may not be able to proceed.
Project Mechanics	The township will need to follow up with the MNR and express interest in putting in cottage development. This will restart the dialogue and the municipality will have to conform to the guidelines set out by the MNR to establish the cottages.
Stages	1. Express interest to MNR 2. Follow/meet the deadlines set by the MNR
Time Lines	Stages 1-2 @ 6 months – 2 years
Programs under consideration	N/A
Jobs	0

6.3.2 Foster the Construction of Private Apartments

Residents of Fauquier-Strickland that own their homes, have the option to put an apartment in their home or a granny suite in their back yard. This would help increase the number of rental units in Fauquier-Strickland. It would also add value to their home and property, as well as provide an additional source of income for the homeowner when it's rented out.

Ref:	3.2
Opportunity	Construction of Private Apartments
Description	This project includes the construction of apartments in existing homes.
Strategic Pillar	Tax Base Growth
Function	Facilitation
Justification	This is a way that individual homeowners can invest in their own properties and build apartments in their residence. This will give them another source of income, increase the value of their property and increase the number of available rental units in the community.
Benefits	Increase the value of their homes and provide another source of income.
Risk	May not be able to find someone who wants to rent where you live based on location or convenience.
Project Mechanics	Citizens would need to make sure that they are able to have an apartment or granny suite on their property. Once verified, the homeowner would need to decide what type of apartment and what space it would take up. They would have to have renovation/construction plans drawn up and then construction could take place. Once complete, the apartment would be ready to rent.
Stages	1. Verify you can build an apartment in your home/on your property 2. Construct it 3. Rent it
Time Lines	Stages 1-2 @ 6 months – 1 year Stage 3 @ 2-3 months
Programs under consideration	N/A
Jobs	0

6.3.3 Actively Promote the Construction on Lots

The Township of Fauquier-Strickland is in the process of increasing the number of serviced lots available for sale. Having these lots available for sale is critical to building the tax base. These lots are sold and new homes are built, the township receives more tax revenue. With more revenue, the Township of Fauquier-Strickland can offer more services and pursue more opportunities. This project is a catalyst for future projects; specifically Housing Structures.

Ref:	3.3
Opportunity	Residential Lots for Sale
Description	This project is focused around servicing various lots within the municipality so they are ready to be put up for sale.
Strategic Pillar	Tax Base Growth
Function	Facilitation
Justification	With more lots ready to be sold within the municipality, the better the chance to increase the tax base in the community.
Benefits	Anyone wanting to move to Fauquier-Strickland to build a new home has the opportunity to do so.
Risk	May not find people to buy the lots.
Project Mechanics	The municipality needs to ensure the lots are zoned for residential development and that they are serviced with water and sewer hook-ups.
Stages	1. Determine eligible lots for residential development 2. Ensure lots have all services the municipality offers 3. Advertise lots available to be sold
Time Lines	Stages 1-3 @ 6 months – 1 year
Programs under consideration	N/A
Jobs	0

6.3.3B Housing Structures

This project focuses on the construction of new homes in Fauquier-Strickland. This project is a possible expansion of the residential lots project. This would provide move in ready homes available to be purchased. This would be more attractive to some people rather than buying a lot and building a home. This would increase the tax base and bring in new families to Fauquier-Strickland, growing the population.

Ref:	3.3
Opportunity	Housing Structures
Description	This project is the construction of new houses. This would increase the number of available homes in the community.
Strategic Pillar	Tax Base Growth
Function	Investment
Justification	New homes are more attract to certain buyers. By having both brand new houses and older houses, Fauquier-Strickland will be more attractive to a wider variety of people.
Benefits	New buildings enhance the visual appeal of the community.
Risk	May not be able to find buyers for the houses.
Project Mechanics	The municipality would need to prepare and issue an RFP to parties interested in building houses in Fauquier-Strickland.
Stages	1. Prepare RFP 2. Send out RFP 3. Review RFP submissions 4. Select successful proponent
Time Lines	Stage 1-4 @ 3 months
Programs under consideration	N/A
Jobs	0

6.3.4 Promote Land Conversion and Agricultural Developments

The agriculture project includes the development of land in Fauquier-Strickland and through this process brings them to a farmable state. This would develop a large farming industry in the area, which would be the catalyst for a processing plant. This would bring crown land that is currently outside the tax base into the municipality and increase the tax base providing more revenue for the municipality.

Ref:	3.4
Opportunity	Agriculture
Description	This project is centered on preparing parcels of land for future investment from farmers. This would include packaging various different sizes of lands together to attract investment by a land clearing company to purchase them. The land clearing company would then clear the land turning unproductive land into useable land. The land would then need to be tilled and drained. Finally, the lands would be sold or leased to the end user - the farmer.
Strategic Pillar	Tax Base Growth
Function	Investment
Justification	With farm land prices sky rocking in southern Ontario, farm land in northern Ontario is very attractive. However, the land in northern Ontario is not ready to be utilized as farm land in its current state. Northern Ontario has a rich history in the farming industry and the lands have already been proven as viable farm land in the past.
Benefits	It would provide investment opportunities in the township. It would also provide more taxable land within the municipality.
Risk	May not be able to find a land clearing company interested in the work. May not be able to find an end user (farmer) that wants to farm in the community.
Project Mechanics	The township would assist in packaging various lot sizes together and ensure that the lands comply with the municipality's permitted uses.
Stages	1. Seek out individual land owners to see if interested in selling their land 2. Purchase options to buy the land from the owners 3. Purchase crown land to make solid blocks 4. Sell to a land clearing company
Time Lines	Stages 1-2 @ 6 months-1 year Stages 3-4 @ 1-2 years
Programs under consideration	FEDNOR, NOHFC, OMFRA
Jobs	2-3

6.4 Pillar Four: Entrepreneurship Empowerment

The fourth pillar focuses on empowering the people of Fauquier-Strickland. The following opportunities are all ways that individuals can personally contribute to the economic growth and sustainability of Fauquier-Strickland.

6.4.1 Developing a Seasonal Camp Ground – 300 Lots

A campsite on the Groundhog River is a catalyst for many other projects included in this report. The campsite is the first step in establishing a customer base and to raise awareness of Fauquier-Strickland's natural beauty. The campsite would increase the number of summer tourists, and hopefully build reoccurring visitors. This would increase the amount of spending in the municipality not only at this new business, but also at other stores in town.

Ref:	4.1
Opportunity	Campsites on River Shore
Description	This is the development of a campground or campsites along the river shore. It will provide people travelling along Highway 11 a place to stay with their RVs.
Strategic Pillar	Entrepreneurship Empowerment
Function	Investment
Justification	A campsite along the river provides the means for guests to spend the night in the community using their RVs. There is revenue to be generated from the campsite, as well as any spending they do in the community while staying at the campground.
Benefits	Diversifies the commercial activities in the community.
Risk	May not be a large enough demand to justify the cost.
Project Mechanics	The municipality would need to prepare and issue an RFP to parties interested in developing the campground.
Stages	1. Prepare RFP 2. Send out RFP 3. Review RFP submissions 4. Select successful proponent
Time Lines	Stage 1-4 @ 3 months
Programs under consideration	N/A
Jobs	0

6.4.2 Developing Food and Beverage Operations Employing Underutilized Municipal Assets

This project is focused on bringing in a small local diner to Fauquier-Strickland. This would provide a place for residents to go out for a meal without having to leave the municipality. It would provide a new business in town, a local spot for residents to spend money, and a local food source.

Ref:	4.2
Opportunity	Restaurant
Description	This project is to be championed by the private sector to build a local restaurant within the boundaries of Fauquier-Strickland.
Strategic Pillar	Entrepreneurship Empowerment
Function	Investment
Justification	A restaurant would diversify the economy and increase the number of commercial developments in the community.
Benefits	Great for the citizens of Fauquier-Strickland.
Risk	May not be a large enough market to support a restaurant.
Project Mechanics	The municipality will need to put out an RFP looking for interested parties who would like to build a restaurant in Fauquier-Strickland.
Stages	1. Prepare RFP 2. Send out RFP 3. Review RFP submissions 4. Select successful proponent
Time Lines	Stages 1-4 @ 3 months
Programs under consideration	N/A
Jobs	0

6.4.2B Coffee Shop

A coffee shop would be a nice addition in Fauquier-Strickland. It would provide the public with a place to enjoy a cup of coffee and socialize with friends. In an aging community, the value of this only increases. It would also expand the variety of offerings in the community. A local champion has been identified for this project.

Ref:	4.2
Opportunity	Coffee Shop
Description	This project is to be championed by the private sector to build a local coffee shop within the boundaries of Fauquier-Strickland.
Strategic Pillar	Entrepreneurship Empowerment
Function	Investment
Justification	A coffee shop would diversify the economy and increase the number of commercial developments in the community.
Benefits	Great for the citizens of Fauquier-Strickland.
Risk	May not be a large enough market to support a coffee shop.
Project Mechanics	The municipality will need to put out an RFP looking for interested parties who would like to build a coffee shop in Fauquier-Strickland.
Stages	1. Prepare RFP 2. Send out RFP 3. Review RFP submissions 4. Select successful proponent
Time Lines	Stages 1-4 @ 3 months
Programs under consideration	N/A
Jobs	0

6.4.3 Develop and Promote Business Cases for Local Small Businesses

The following business cases are to be developed and marketed to potential investors. The following ideas were generated through the consultation process.

6.4.3.1 Grocery Store

A resident of Fauquier-Strickland brought this project forward. A grocery store would greatly improve the lives of residents because they would no longer have to travel outside of the community for groceries. It would also create local jobs, as well as tax revenue. The convenience factor cannot be overstated as Fauquier-Strickland has an aging population and travel on the highway is getting harder and harder.

Ref:	4.3
Opportunity	Coop Grocery Store
Description	This project focuses on attracting invest for a grocery store in town.
Strategic Pillar	Entrepreneurship Empowerment
Function	Investment
Justification	With no real place to buy food in the community, a grocery store is needed. It would save the citizens of Fauquier-Strickland from having to leave the community to grocery shop.
Benefits	Diversifies the commercial activities in the community.
Risk	May not be a large enough demand to justify the cost.
Project Mechanics	The municipality would need to prepare and issue an RFP to parties interested in developing a grocery store.
Stages	1. Prepare RFP 2. Send out RFP 3. Review RFP submissions 4. Select successful proponent
Time Lines	Stage 1-4 @ 3 months
Programs under consideration	N/A
Jobs	5-8

6.4.3.2 Gas Station

A gas station would provide a vital service to the residents of Fauquier-Strickland that is currently lacking. A gas station would provide motorists travelling on Highway 11 another reason to stop in the community, increasing the number of visitors in Fauquier-Strickland. This is beneficial to Fauquier-Strickland as it would be a new business in town and it would provide a service that the local residents travel elsewhere to acquire. This project is a catalyst for the snowmobile trails project. The gas station could also be paired with the coffee shop project.

Ref:	4.3
Opportunity	Transport Gas Station (Flying J)
Description	This projects focus is on bringing a gas station into town. Its main focus would be the transport traffic on Highway 11, but would also be a place where local citizens could get gas.
Strategic Pillar	Entrepreneurship Empowerment
Function	Investment
Justification	A gas station would provide the citizens with the convenience of getting a necessity in town. It would also provide the infrastructure to entice people travelling along Highway 11 to stop within the community.
Benefits	Diversifies the commercial activities in the community.
Risk	May not be a large enough demand to justify the cost; Possible environmental concerns.
Project Mechanics	The municipality would need to prepare and issue an RFP to parties interested in developing the gas station.
Stages	1.Prepare RFP 2.Send out RFP 3.Review RFP submissions 4.Select successful proponent
Time Lines	Stage 1-4 @ 3 months
Programs under consideration	N/A
Jobs	2-3

6.4.3.3 Greenhouse

A greenhouse operation would provide many benefits to the community of Fauquier-Strickland. It would add a new business in the community, it would provide local food to be sold at the farmers market, and it would increase tax revenue for the municipality. Residents would have access to fresh fruits and vegetables through a much longer growing season, due to the greenhouse. A local champion has been identified for this project.

Ref:	4.3
Opportunity	Greenhouse Development
Description	This project focuses on the attraction of a developer interested in establishing a greenhouse in Fauquier-Strickland.
Strategic Pillar	Entrepreneurship Empowerment
Function	Investment
Justification	A greenhouse development would provide the community with access to fresh food over a longer span than what is currently available from the farmers market.
Benefits	Diversifies the commercial activities in the community with bringing local fresh food to the community.
Risk	Shorter summer season may worry potential investors.
Project Mechanics	The municipality would need to prepare and issue an RFP to parties interested in developing a greenhouse.
Stages	1. Prepare RFP 2. Send out RFP 3. Review RFP submissions 4. Select successful proponent
Time Lines	Stage 1-4 @ 3 months
Programs under consideration	N/A
Jobs	2-3

6.4.3.4 Four-Season Cabins

This project is an expansion of the campsite on the river shore project. Once a client base has been developed, the next stage is to make it a year-round business. This includes the development of these cabins. This would increase the number of people frequenting Fauquier-Strickland over the winter months as well.

Ref:	4.3
Opportunity	Four-Season Cabins
Description	This project focuses on the development of four-season cabins. These cabins could be used by hunters, fishers and snowmobilers.
Strategic Pillar	Entrepreneurship Empowerment
Function	Investment
Justification	The cabins would provide overnight accommodations for anyone who was visiting Fauquier-Strickland. The cabins would be convenient with the activities that the tourist is partaking in.
Benefits	Diversifies the commercial activities in the community, increases available overnight accommodations.
Risk	May not be a large enough demand to justify the cost.
Project Mechanics	The municipality would need to prepare and issue an RFP to parties interested in developing the four-season cabins
Stages	1. Prepare RFP 2. Send out RFP 3. Review RFP submissions 4. Select successful proponent
Time Lines	Stage 1-4 @ 3 months
Programs under consideration	N/A
Jobs	1-2

6.4.3.5 General Store

The general store project might be a better alternative to the grocery store from a cost perspective. However, it would not be able to provide as large a variety of products. Nonetheless, it would still provide a place to purchase food locally and a new business in town.

Ref:	4.3
Opportunity	General Store
Description	This project focuses on bringing a general store to the community.
Strategic Pillar	Entrepreneurship Empowerment
Function	Investment
Justification	A general store would be a good alternative to the grocery store. With a smaller capital requirement, it could provide a more realistic option although with less variety.
Benefits	Diversifies the commercial activities in the community.
Risk	May not be a large enough demand to justify the cost.
Project Mechanics	The municipality would need to prepare and issue an RFP to parties interested in developing the campground.
Stages	1. Prepare RFP 2. Send out RFP 3. Review RFP submissions 4. Select successful proponent
Time Lines	Stage 1-4 @ 3 months
Programs under consideration	N/A
Jobs	2-3

6.5 Pillar Five: Economic Infrastructure

The fifth and final pillar focuses on private sector investment to attract businesses and jobs to the community. All of the opportunities that fall under this pillar contribute to Fauquier-Strickland in a positive way through one of the above-mentioned pillars, through economic development and/or through private sectors job creation.

6.5.1 Snowmobile Trails

Many years ago, Fauquier-Strickland had a snowmobile club. This initiative will require volunteers to come forward and revitalize this club. In doing so, they could champion the required changes that are needed for Fauquier-Strickland to benefit from the winter tourism activity. This would increase the traffic to the township and would have a positive impact on local business.

Ref:	5.1
Opportunity	Snowmobile Trails
Description	This project is focused on making Fauquier-Strickland part of the regional initiative of making Northeastern Ontario the “World’s Greatest Snowmobile Destination”.
Strategic Pillar	Economic Infrastructure
Function	Facilitation
Justification	The region is making a push to improve the snowmobile network. This includes making more trails, improving the current ones and adding “destinations”, food and gas services to make the region a tourist destination.
Benefits	It’s a larger initiative that the municipality can sync with to help improve the number of tourists visiting the area in the winter.
Risk	Without an “attraction” people might bypass the township.
Project Mechanics	The first step is to re-establish/expand the snowmobile trails with Fauquier-Strickland’s boundaries, specifically to bring the trail closer (preferably through) the core of the township.
Stages	1. Re-establish/expand trail network 2. Develop/offer a unique experience (attraction) 3. Be involved in the Northeast Community Network’s(NeCN) planning
Time Lines	Stages 1-3 @ 1-2 years
Programs under consideration	NOHFC
Jobs	2-3

6.5.2 Canoe Staging Area

The canoe staging area is a project that is designed to attract canoeist from all over to canoe the Groundhog River. An increase in the use of the Groundhog River would lead to more economic activity within Fauquier-Strickland. This would help support local business and help create a tourist attraction within the municipality's borders.

Ref:	5.2
Opportunity	Canoe Staging Area at Riverfront
Description	This project includes the creation of a staging area on the Groundhog River to promote the use of the local waterways as possible canoe routes.
Strategic Pillar	Economic Infrastructure
Function	Facilitation
Justification	A canoe staging area would make the community a more attractive place for canoe enthusiasts to start or end their trip. In doing so, the enthusiasts would spend money in the local economy for necessities they may have forgot to pack. This increase in canoe enthusiasts in the area would also provide the base for a support business to open.
Benefits	Attract canoe enthusiasts to the area using one of the community's greatest assets.
Risk	Will go unknown without proper marketing.
Project Mechanics	The community would need to decide where this staging area is to be located and what it will all include. Once this has occurred, the municipality would issue an RFP for interested builders to construct the staging area.
Stages	1. Development of feasibility (location and cost requirements) 2. Issue RFP 3. Review RFP submissions 4. Select successful proponent 3. Construction
Time Lines	Stages 1-4 @ 6 months Stage 5 @ 3 months
Programs under consideration	N/A
Jobs	0

6.5.2B Maintain Beaches and Boat Launch

This project calls for the maintenance of the beaches and boat launch in Fauquier-Strickland. Well-maintained beaches and boat launches make them more attractive to use. They also make the community look more inviting for tourists.

Ref:	5.2
Opportunity	Maintain Beaches and Boat Launch
Description	This project focuses on maintaining the beaches and boat launch. This ensures they are kept clean and are attractive to tourists (and locals).
Strategic Pillar	Economic Infrastructure
Function	Facilitation
Justification	With a well-maintained boat launch and beach, tourists and locals are much more apt to use them, which will increase the number of visitors the community sees.
Benefits	Clean and useable boat launch and beach.
Risk	Just because they are maintained, it does not guarantee they will be used.
Project Mechanics	The municipality would need to ensure that boat launch and beach stay clean through volunteer programs.
Stages	1.Maintian boat launch and beaches
Time Lines	Ongoing
Programs under consideration	N/A
Jobs	0

6.5.3 Trail System

The residents of Fauquier-Strickland have requested a trail system that can be used as a walking/biking path. This would provide people with a way to exercise safely, as well as act as a means of getting around without having to walk on the side of the highway.

Ref:	5.3
Opportunity	Trail System
Description	This project includes the construction of a trail network that could be used for hiking, biking, walking, running, etc.
Strategic Pillar	Economic Infrastructure
Function	Facilitation
Justification	A trail network would be seen as an asset to the municipality as it provides an avenue for citizens and tourists alike to enjoy.
Benefits	Great for the citizens of Fauquier-Strickland.
Risk	May not be a large enough demand to justify the cost.
Project Mechanics	The municipality would need to determine where the trails were going to be and to ensure that they are accessible. Once the plan is in place, an RFP would need to be issued for the actual trail building.
Stages	1. Site plan and feasibility analysis 2. Prepare RFP 3. Send out RFP 4. Review RFP submissions 5. Select successful proponent
Time Lines	Stage 1 @ 6 months-1 year Stages 2-5 @ 3 months
Programs under consideration	N/A
Jobs	0

7.0 Implementation/Action Plan

The implementation/action plan includes the step required to take each project through to completion. They are listed in an order that allows the municipality to build on previous projects and receive the most benefit from each project.

Outlook 2025

Pillar One: Community Unification

Objective	Requirements	Priority	Action Items	Implementation	Lead
1.1 The establishment of an Economic Development Committee EDC	1.1.1 Establish a broad community and stakeholder representation	High	- Determine who would be best suited to sit on committee - Invite above to join the committee	Immediate	Council
	1.1.2 Create a transparent mandate as an order of council	High	- Establish roles and responsibilities of committee members	Immediate	Council
	1.1.3 Provide a supporting budget and accountability framework	High	- Develop accountability framework - Develop budget for committee	Immediate	Council
	1.1.4 Execute <i>Outlook 2025</i>	High	- Have committee follow Outlook 2025 as much as possible	Ongoing	Economic Development Committee
1.2 Securing the services of an Economic Development Officer	1.2.1 Formulate a job description employing best practices	High	- Develop a job description based on best practices - Use other municipalities as a guideline	Immediate	Economic Development Committee
	1.2.2 Secure funding offset from available programming	High	- Apply to government programs to help cover the cost of the EDO	Immediate	Economic Development Committee
	1.2.3 Explore joint-initiatives and/or job sharing with Moonbeam or Smooth Rock Falls	High	- Initiate talks with surrounding communities to determine level of interest - Work with partners in any joint initiatives	Short-Term	Economic Development Committee

Outlook 2025

Objective	Requirements	Priority	Action Items	Implementation	Lead
1.3 100 th Anniversary	1.3.1 Assemble a local committee led by existing social groups and key volunteers	High	<ul style="list-style-type: none"> - Canvas local groups to find a champion for the project - Determine key individuals that are motivated to make this a success 	Short-Term	Economic Development Committee
	1.3.2 Explore possibilities for the reunion	Low	<ul style="list-style-type: none"> - Determine how long the celebration will be - Determine what events are to take place 	Short-Term	Council
	1.3.3 Formulate a past residence database from church and school records	Medium	<ul style="list-style-type: none"> - Review past church records to determine past residents that have moved away - Review school records to determine past residents that have moved away - Compile a list 	Long-Term	Economic Development Committee
	1.3.4 Invite/advertise event	High	<ul style="list-style-type: none"> - Invite past residents found in step 1.3.3 - Advertise event to surrounding communities that have ties to Fauquier-Strickland 	Long-Term	Economic Development Committee
	1.3.5 Mandate the EDC to secure developmental funding from provincial and federal agencies, including Canadian Heritage	High	<ul style="list-style-type: none"> - Research funding agencies that will find this event - Make application to the above agencies 	Medium-Term	Economic Development Committee

Outlook 2025

Objective	Requirements	Priority	Action Items	Implementation	Lead
1.4 New EDC Administration Facility	1.4.1 Locate alternative space under a three year arrangement, preferably in municipally owned or surplus physical assets	High	<ul style="list-style-type: none"> - Review possible locations - Rank in preference 	Short-Term	Economic Development Committee
	1.4.2 Mandate the EDC to undertake a capital feasibility study in assessing the value of new municipal edifice or configuration	High	<ul style="list-style-type: none"> - Evaluate possible configurations for the new administration facility - Determine feasibility - Determine location 	Immediate	Economic Development Committee

Outlook 2025

Pillar Two: Community Service Enhancement

Objective	Requirements	Priority	Action Items	Implementation	Lead
2.1 Establish a Bus/Shuttle Service	2.1.1 Secure best practices from the communities of Chapleau and Smooth Rock Falls	Low	<ul style="list-style-type: none"> - Review how Chapleau and Smooth Rock Falls offer their bus service to its citizens - Contact to determine the pros/cons of the model - Create a mandate for the bus service 	Short-Term	Economic Development Committee
	2.1.2 Create an open call for interest from local groups or agencies to respond	Low	<ul style="list-style-type: none"> - Create an RFP for the bus services - Post RFP and send to possible parties capable of executing the project - Review submissions and select successful proponent 	Short-Term	Economic Development Committee
	2.1.3 Determine feasibility of acquiring a bus and running this service	Low	<ul style="list-style-type: none"> - Determine the operator of the service - Determine operating cost of bus or cargo van - Determine how cost will be covered (pay as you go or municipality cover costs, fundraising etc.) 	Short-Term	Economic Development Committee
	2.1.4 Solicit participation to launch a fundraising campaign	Low	<ul style="list-style-type: none"> - Work with local groups to raise money for the bus service - Fundraising campaigns (car wash) 	Short-Term	Economic Development Committee

Outlook 2025

Objective	Requirements	Priority	Action Items	Implementation	Lead
2.2 Maintain Pressure for Permanent Staffing of the Medical Centre	2.2.1 Ensure Sensenbrenner Hospital applies for funding for the Fauquier Nursing Station	High	<ul style="list-style-type: none"> - Inquire to Sensenbrenner Hospital on an annual basis to ensure funding applications are submitted - Take an active role in the application process 	Annually	Council
	2.2.2 Seek greater representation on the Sensenbrenner Hospital Board by local stakeholder	High	<ul style="list-style-type: none"> - Inquire into the process to getting a better representation on the board 	Immediately	Economic Development Committee
	2.2.3 Establish how funding will be spent	High	<ul style="list-style-type: none"> - Establish communities healthcare priorities 	Annually	Council
	2.2.4 Attract/retain a nurse practitioner for the Fauquier Nursing Station	High	<ul style="list-style-type: none"> - Determine what incentives can be offered - Create a profile of the ideal candidate - Advertise a job opening in post-secondary schools 	Ongoing	Economic Development Committee
	2.2.5 Promote openings	High	<ul style="list-style-type: none"> - Advertise the above open slots and encourage community members to take part by becoming one of these vendors 	Ongoing	Economic Development Committee
	2.2.6 Encourage medical staff operating at the medical facility to take up residency in the community	High	<ul style="list-style-type: none"> - Provide incentives for medical staff to live in the community 	Ongoing	Economic Development Committee

Outlook 2025

Objective	Requirements	Priority	Action Items	Implementation	Lead
2.3 Expand on the Farmers Market – Permanent Location	2.3.1 Engage with area horticulturalists for the definition of physical and spatial needs	High	<ul style="list-style-type: none"> - Interview current participants to find idea conditions - Investigate vendors who sell from their homes and what they would like to see in order to take part in the market 	Short-Term	Economic Development Committee
	2.3.2 Communicate the intent with neighbouring communities to draw a larger base of vendors by avoiding conflicting times and schedules	High	<ul style="list-style-type: none"> - Communicate market days and times with neighbouring communities - Avoid overlapping schedules - Encourage vendor support in all neighbouring communities 	Short-Term	Economic Development Committee
	2.3.3 Actively pursue known regional farms in complementing local vendors	High	<ul style="list-style-type: none"> - Look into what items that would expand the markets offerings - Encourage local farmers to sell goods at the market 	Ongoing	Economic Development Committee

Pillar Three: Tax Base Growth

Objective	Requirements	Priority	Action Items	Implementation	Lead
3.1 Cottage Development	3.1.1 Formally decline MNR's offer to establish a provincial park in the community	High	- Write a letter to the MNR stating your position on the cottage development - Take appropriate steps as defined by the MNR	Immediate	Economic Development Committee
	3.1.2 Commission the planning process to establish the maximum possible volume of cottage lots on the north and south side of Highway 11	High	- Determine the best possible configuration of cottage lots	Short-Term	Economic Development Committee
	3.1.3 Formulate minimum construction requirements on sold lots to avoid land speculators and ensure taxable property is built	Medium	- Determine the criteria that you will impose to buyers to ensure land is developed	Short-Term	Economic Development Committee
	3.1.4 Seek the assistance of the Ministry of Natural Resources to complete a transparent and competitive process for their sale.	Medium	- Contact MNR to determine the best practices for the sale of the lands	Medium-Term	Economic Development Committee

Outlook 2025

Objective	Requirements	Priority	Action Items	Implementation	Lead
3.2 Foster the construction of Private Apartments	3.2.1 Review zoning and by-laws to promote apartment development	Medium	<ul style="list-style-type: none"> - Determine where secondary suites can be built in the township - Increase area as much as possible 	Short-Term	Municipality
	3.2.2 Explore “nanny-suite program” from CMHC	Medium	<ul style="list-style-type: none"> - Develop an incentive to offer to people who construct secondary suites. - Advertise incentive to increase the number of participants 	Short-Term	Economic Development Committee
	3.2.3 Ensure citizens have support throughout the process	Medium	<ul style="list-style-type: none"> - Provide guidance and support to project participants - Provide material on guidelines - Direct program participants to the building code 	Medium-Term	Economic Development Committee
	3.2.4 Verify upgrades are made in accordance to the Building Code	High	<ul style="list-style-type: none"> - Have a verification process integrated into the program - Verify project qualify for incentive 	Ongoing	Municipality
	3.2.5 Provide occupancy links to available units on a municipal website portal	Medium	<ul style="list-style-type: none"> - Track participants and note the size of the suite they are building - Use list as a reference for inquires for suites 	Ongoing	Municipality

Outlook 2025

Objective	Requirements	Priority	Action Items	Implementation	Lead
3.3 Residential Lots	3.3.1 Complete existing development	Low	- Evaluate current position of the project	Short-Term	Municipality
	3.3.2 Cross reference program objectives against Ministry of Municipal Affairs to ensure compliance to the Act and its protocols	Medium	- Develop a plan for the residential lots to be approved by the municipality - Ensure no issues with municipality, provincial or federal by-laws	Short-Term	Municipality
	3.3.3 Ensure the lots are serviced	Medium	- Develop a plan to have the lots serviced - Verify plan with municipal by-laws	Medium-Term	Municipality
	3.3.4 Formulate a marketing plan and sales strategy with a national real estate brokerage	High	- Advertise locally over the summer months when tourists are in town - Advertise online to people looking to relocate (cheap land, space, etc.)	Ongoing	Economic Development Committee
	3.4.2 Ensure adequate zoning/by-laws are relevant to agricultural expansion in high probability zones	Medium	- Review agricultural by-laws and zoning requirements - Ensure that unnecessary barriers are not being created	Medium-Term	Economic Development Committee
	3.4.3 Promote the benefit of agricultural potential to local residents	Medium	- Promote the benefits of the program to residents through information sessions and publications	Ongoing	Economic Development Committee

Pillar Four: Entrepreneurship Development

Objective	Requirements	Priority	Action Item	Implementation	Lead
4.1 Developing a Seasonal Campground - 300 Lots	4.1.1 Identify applicable riverfront lands for development and formulate a development plan where the lands are leased to the private sector for implementation	High	<ul style="list-style-type: none"> - Determine the ideal location of facility - Craft a development plan 	Short-Term	Economic Development Committee
	4.1.2 Complete a transparent and open call for proposal and competition to secure a developer	Medium	<ul style="list-style-type: none"> - Develop and issue RFP - Review submissions - Select successful proponent 	Short-Term	Municipality/ Council
	4.1.3 Initiate an active partnership where capital offsets are secured by senior government and made available for the project's implementation	Medium	<ul style="list-style-type: none"> - Research funding opportunities that apply to the project - Create application packages - Apply to government agencies for funding 	Medium-Term	Economic Development Committee
4.2 Developing Food and Beverage Operations Employing	4.2.1 Confirm the applicability of available spaces for	High	<ul style="list-style-type: none"> - Investigate municipal assets that are possibly available to host this project 	Immediate	Economic Development Committee

Outlook 2025

Objective	Requirements	Priority	Action Item	Implementation	Lead
Underutilized Municipal Assets	use as a commercial kitchens, i.e. the main recreational hall for a coffee shop or the Skating Shack's space for a restaurant		<ul style="list-style-type: none"> - Ensure that all possible uses of the municipal assets don't violate municipal law - Define the terms for which the municipal assets can be used 		
	4.2.2 Develop Terms of Reference to encourage local entrepreneurs to submit bids for an open competition.	Medium	<ul style="list-style-type: none"> - Define the terms for which the municipal assets can be used 	Medium-Term	Economic Development Committee
4.3 Develop and promote business cases for local small business	4.3.1 Secure funding from NCIR to complete the business case	High	<ul style="list-style-type: none"> - Create application for NCIR program - Apply to NCIR program for funding 	Ongoing	Economic Development Committee
	4.3.2 Issue a request for proposal for the completion of the business cases and for their promotion	Medium	<ul style="list-style-type: none"> - Create RFP - Issue RFP - Review submissions - Select successful proponent 	Short-Term	Economic Development Committee
	4.3.3 Market the opportunities to existing entrepreneurs and/or potential local business people	Medium	<ul style="list-style-type: none"> - Post opportunities on municipal website - Provide information to interested residents - Promote opportunities throughout the community on a regular basis 	Ongoing	Economic Development Committee

Outlook 2025

Pillar Five: Economic Infrastructure

Objective	Requirements	Priority	Action Items	Implementation	Lead
5.1 Maximize Snowmobile Trails	5.1.1 Increase signage from the TOP trails to the community	High	<ul style="list-style-type: none"> - Work with OFSC to increase signage providing direction to the community - Actively market the community to snowmobilers 	Ongoing	Economic Development Committee
	5.1.2 Promote local activities that offer goods and services to the target market. Cross reference the coffee shop and fuel station as potential leads to encourage their implementation	Medium	<ul style="list-style-type: none"> - Work with local businesses and groups to increase the number of activities the town can offer this target market - Advertise events through OFSC and other methods directed at snowmobilers 	Ongoing (seasonal)	Economic Development Committee
	5.1.3 Increase local participation with the snowmobile club to promote Fauquier-Strickland interest	Medium	<ul style="list-style-type: none"> - Reinvigorate the snowmobile club through past member consultation - Review perks of being a member of the club - Provide incentives for volunteers that are involved 	Long-Term	Economic Development Committee
5.2 Enhance the River's Use and its Supporting Developments	5.2.1 Seek out MNR participation in assessing the riverfront potential	High	<ul style="list-style-type: none"> - Contact MNR and inform them of the intentions of commercializing the river - Provide any documents and follow all rules laid out by the MNR 	Short-Term	Economic Development Committee

Outlook 2025

Objective	Requirements	Priority	Action Items	Implementation	Lead
	5.2.2 Undertake a communication plan with outfitters employing the river as their base of operations with a view of developing additional infrastructure to build additional traffic	Medium	<ul style="list-style-type: none"> - Advertise the water system within Fauquier-Strickland to outdoor enthusiasts to increase traffic - Work with interested parties to increase the amount of commercial transactions that occur over the local water system - Provide incentives for people to use the water system with the community 	Medium-Term	Economic Development Committee
5.3 Explore Trail systems – ATV and walking	5.3.1 Secure best practices from efforts undertaken in Moonbeam	High	<ul style="list-style-type: none"> - Research Moonbeam's implementation of their trail systems - Review and seek input on best practices 	Short-Term	Economic Development Committee
	5.3.2 Assess the dual use of existing snowmobile trails for ATV use and structure the trail-head that leads to local goods and services	Medium	<ul style="list-style-type: none"> - Investigate the opportunity to use snowmobile trails as year round trails 	Long-Term	Economic Development Committee

Outlook 2025

Objective	Requirements	Priority	Action Items	Implementation	Lead
	5.3.3 Undertake to review the willingness and potential benefits of employing common themes based on an overall tourism marketing strategy adopted by the community and executed by the EDC	Low	- Asses the possibilities in working together to achieve common goals	Long-Term	Economic Development Committee

Community Population Data

Population - Ontario

According to the 2016 Census data, Ontario had a population of 13,448,494 people distributed across 11 unique economic regions. The following table is listed by the population size of each economic region. The economic region that Fauquier-Strickland falls into is called “Northeast”. The Northeast region is the 7th largest region (based on population) accounting for approximately 4.08% of Ontario’s population.

Table 1: Population – Ontario

Economic Region	Population	Percentage of Population
Toronto	6,234,202	46.36%
Hamilton--Niagara Peninsula	1,412,714	10.50%
Ottawa	1,306,249	9.71%
Kitchener--Waterloo--Barrie	1,299,265	9.66%
London	655,366	4.87%
Windsor--Sarnia	627,633	4.67%
Northeast	548,449	4.08%
Kingston--Pembroke	456,937	3.40%
Muskoka--Kawarthas	377,918	2.81%
Stratford--Bruce Peninsula	298,070	2.22%
Northwest	231,691	1.72%
Total	13,448,494	100.00%

¹Source: Statistics Canada, 2016 Census of Population

Population-Northeast Ontario –Economic Region 3590

The Northeast Economic region is made up of seven districts and one division. The following table outlines the districts and divisions and shows the population breakdown. Fauquier-Strickland is part of the Cochrane district, which is the 4th largest in the Northeast economic region. The Cochrane district has a population of 79,682 and represents approximately 14.53% of the Northeast economic regions population.

¹<http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=117223&CVD=116982&CPV=35&CST=01012011&CLV=1&MLV=5>

Table 2: Population - Northeast

Census Divisions	Population	Percentage of regions population
Greater Sudbury (Census Division)	161,647	29.47%
Algoma (District)	114,094	20.80%
Nipissing (District)	83,150	15.16%
Cochrane (District)	79,682	14.53%
Parry Sound (District)	42,824	7.81%
Timiskaming (District)	32,251	5.88%
Sudbury (District)	21,546	3.93%
Manitoulin (District)	13,255	2.42%
Total	548,449	100.00%

² Source: Statistics Canada, 2016 Census of Population

Population – Cochrane District

The Cochrane district is broken down into five different segments: Cities, Towns, Townships, Indian reserves and Unorganized. There is one city, six towns, six townships, seven Indian reserves, and three unorganized. Fauquier-Strickland represents approximately 0.67% of the Cochrane districts population.

Table 3: Population – Cochrane District

Census Subdivision	Type	Population	Percentage
Timmins	City	41,788	52.44%
Kapuskasing	Town	8,292	10.41%
Cochrane	Town	5,321	6.68%
Hearst	Town	5,070	6.36%
Iroquois Falls	Town	4,537	5.69%
Cochrane, Unorganized, North Part	Unorganized	2,865	3.60%
Black River-Matheson	Township	2,438	3.06%
Factory Island 1	Indian reserve	1,560	1.96%
Moosonee	Town	1,481	1.86%
Smooth Rock Falls	Town	1,330	1.67%
Moonbeam	Township	1,231	1.54%
Val Rita-Harty	Township	762	0.96%
Fort Albany (Part) 67	Indian reserve	759	0.95%
Mattice-Val Côté	Township	648	0.81%
Constance Lake 92	Indian reserve	590	0.74%
Fauquier-Strickland	Township	536	0.67%

²<http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=117223&CVD=117224&CPV=3590&CST=01012011&CLV=2&MLV=5>

Opasatika	Township	226	0.28%
Abitibi 70	Indian reserve	144	0.18%
New Post 69A	Indian reserve	94	0.12%
Cochrane, Unorganized, South East Part	Unorganized	10	0.01%
Flying Post 73	Indian reserve	0	0.00%
Moose Factory 68	Indian reserve	0	0.00%
Cochrane, Unorganized, South West Part	Unorganized	0	0.00%
Total		79,682	100.00%

³ Source: Statistics Canada, 2016 Census of Population

Population Demographics – Fauquier-Strickland

Fauquier-Strickland has a population of 536 people according to the 2016 census. Table 4 provides a full breakdown of the population by age and gender.

Table 4: Age Demographics – Fauquier-Strickland – Age and Gender Breakdown

Age characteristics			
	Total	Male	Female
0 to 14 years	50	15	30
0 to 4 years	10	0	10
5 to 9 years	25	10	15
10 to 14 years	20	10	10
15 to 64 years	345	185	160
15 to 19 years	10	10	5
20 to 24 years	15	10	5
25 to 29 years	15	15	5
30 to 34 years	20	10	10
35 to 39 years	20	10	10
40 to 44 years	25	15	15
45 to 49 years	30	20	15
50 to 54 years	60	30	30
55 to 59 years	75	30	40
60 to 64 years	65	45	25
65 years and over	145	80	70
65 to 69 years	40	20	25
70 to 74 years	45	30	15
75 to 79 years	35	10	20
80 to 84 years	20	10	5
85 years and over	10	5	0

³<http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=117223&CVD=117225&CPV=3556&CST=01012011&CLV=3&MLV=5>

85 to 89 years	5	0	0
90 to 94 years	5	0	0
95 to 99 years	0	0	0
100 years and over	0	0	0
Total	535	275	260

⁴ Source: Statistics Canada, 2016 Census of Population

Table 5 shows three age groupings and the percentage of people who fall into each grouping for both Fauquier-Strickland and the Cochrane district. This is done to show that Fauquier-Strickland has a much older average age of its population and that its population base does not follow the breakdown that is seen in the Cochrane district and in Ontario as a whole. Fauquier-Strickland has a much lower percentage of population in 0-14 range (9% vs. 17%), which means that they don't have enough children to grow into the workforce and replace the retirees. On the other hand, Fauquier-Strickland has a much larger percentage of population in the 65+ range (27% vs. 17%).

Table 5: Age Demographics - Fauquier-Strickland vs. Cochrane District

Age Demographics						
	Fauquier-Strickland			Cochrane District		
	Total	Male	Female	Total	Male	Female
0 to 14 years	9.30%	5.50%	11.50%	17%	17.30%	16.60%
15 to 64 years	64.50%	67.30%	61.50%	65.80%	66.60%	65.10%
65+ years	27.10%	29.10%	26.90%	17.20%	16%	18.30%
Average age of the population	51.7	52.8	50.4	41.6	41	42.2

⁵ Source: Statistics Canada, 2016 Census of Population

Population Change – Ontario and Northeast Ontario

Ontario as a province has seen relatively consistent population growth since the turn of the century. However, the same cannot be said for the Northeast. Table 6 outlines the increase in population for Ontario; however, the growth is occurring at a smaller rate each census period. The Northeast is the exact opposite. The population of the Northeast has been declining and is declining at a faster rate each census period.

⁴ <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3556052&Geo2=CD&Code2=3556&Data=Count&SearchText=fauquier&SearchType=Begins&SearchPR=01&B1=All&TABID=1>

⁵ <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3556052&Geo2=CD&Code2=3556&Data=Count&SearchText=fauquier&SearchType=Begins&SearchPR=01&B1=All&TABID=1>

Table 6: Population Change - Ontario vs. Northeast

Ontario			Northeast		
Year	Population	Percent Change	Year	Population	Percent Change
2001	11,410,046	-	2001	568,230	-
2006	12,160,282	6.58%	2006	551,244	-2.99%
2011	12,851,821	5.69%	2011	551,144	-0.02%
2016	13,448,494	4.64%	2016	548,449	-0.49%

⁶ Source: Statistics Canada, 2016, 2011, 2006, 2001 Census of Population

Population Change – The District of Cochrane and the Township of Fauquier-Strickland

The District of Cochrane is following the same trend as the Northeast; declining population. However, the decrease in population is getting smaller over the last 3 census periods. The same can be said for Fauquier-Strickland. In 2016, they actually recorded a population increase which can be seen in Table 7.

Table 7: Population Change - District of Cochrane vs. Fauquier-Strickland

District of Cochrane			Fauquier-Strickland		
Year	Population	Percent Change	Year	Population	Percent Change
2001	85,247	-	2001	678	-
2006	82503	-3.22%	2006	568	-16.22%
2011	81122	-1.67%	2011	530	-6.69%
2016	79682	-1.78%	2016	536	1.13%

⁷ Source: Statistics Canada, 2016, 2011, 2006, 2001 Census of Population

Projected Population Trends for the Province of Ontario

The Ministry of Finance annually updates and produces 25 year projections for Ontario's population using three scenarios: high growth scenario, medium growth scenario (reference scenario), and low growth scenario. All representation included within will be to the reference scenario.

According to the Ministry of Finance, Ontario's population is estimated to grow by 30% from now till 2041(the end of the current estimated period)⁸. Approximately 75% of this

⁶ <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=PR&Code1=35&Geo2=ER&Code2=3590&Data=Count&SearchText=3590&SearchType=Begin&SearchPR=01&B1=All&TABID=3>

⁸ <https://www.fin.gov.on.ca/en/economy/demographics/projections/>

growth is anticipated to come from migration and the remaining 25% will come from natural increases.

Table 8: Population Trends - Ontario

Age (years)	Time Frame				Percentage increase
	2016		2041		
	Population	% of Total	Population	% of Total	
0-14	2,200,000	15.71%	2,700,000	14.84%	22.73%
15-64	9,500,000	67.86%	10,900,000	59.89%	14.74%
65+	2,300,000	16.43%	4,600,000	25.27%	100.00%
total	14,000,000	100.00%	18,200,000	100.00%	30.00%

⁹Source: Ministry of Finance – Ontario Population Projections Update, 2016-2041

8.8 Projected population trends for Northeast Ontario and District of Cochrane

Unfortunately, Northeast Ontario is not predicting positive growth. Growth occurs in Ontario primarily in two ways: natural growth and migration. With a projected decline in the number of people in the 0-14 age group, and with currently the highest percent population of seniors, it is no surprise that the Northeast will not experience population growth through natural growth. Migration is the most important factor contributing to population growth for Ontario as a whole and for most regions.¹⁰ However, Northeast doesn't see a lot of migration and is currently experiencing net out migration. Most people leaving are youth, which is causing issues in the available workforce. Northeast Ontario is projected to see a population decline of 19,000 people or -3.3% by 2041.

Table 9: Ministry of Finance Population Projections - Northeast

	2016	2021	2026	2031	2036	2041
0-4	27,130	26,041	25,531	24,142	22,999	22,701
5-9	27,375	27,610	26,682	26,323	25,032	23,938
10-14	26,923	27,819	27,992	27,208	26,958	25,730
15-19	30,938	27,831	28,728	28,964	28,385	28,257
20-24	35,370	30,906	27,886	28,850	29,208	28,923
25-29	33,089	33,746	29,136	26,516	27,439	27,821
30-34	31,619	32,964	33,168	28,823	26,444	27,370
35-39	30,880	31,556	32,780	33,102	28,954	26,753
40-44	31,444	30,760	31,364	32,696	33,099	29,116
45-49	34,681	31,405	30,624	31,383	32,831	33,333

⁹ <https://www.fin.gov.on.ca/en/economy/demographics/projections/>

¹⁰ <https://www.fin.gov.on.ca/en/economy/demographics/projections/#s3cc>

50–54	45,116	35,008	31,742	31,098	32,043	33,626
55–59	47,475	44,859	34,991	31,865	31,350	32,436
60–64	42,613	46,517	44,185	34,769	31,818	31,436
65–69	37,440	40,580	44,560	42,670	33,921	31,228
70–74	27,073	34,080	37,292	41,363	40,011	32,177
75–79	20,645	23,569	30,027	33,362	37,488	36,707
80–84	14,887	16,420	19,125	24,845	28,158	32,173
85–89	9,375	10,007	11,448	13,718	18,260	21,282
90+	4,829	6,549	7,697	9,157	11,367	15,313
Total	558,902	558,227	554,958	550,854	545,765	540,320

¹¹Source: Ministry of Finance

The Cochrane district is no different and its population is expected to decrease by almost 7,000 over the 25 year span which represents a 9.41% decrease in the population.

Table 10: Ministry of Finance Population Projections – Cochrane District

	2016	2021	2026	2031	2036	2041
0–4	4,509	4,195	4,012	3,809	3,699	3,676
5–9	4,437	4,453	4,184	4,035	3,849	3,739
10–14	4,310	4,437	4,438	4,203	4,076	3,901
15–19	4,873	4,350	4,488	4,499	4,305	4,198
20–24	5,126	4,554	4,084	4,221	4,253	4,123
25–29	4,554	4,639	4,082	3,686	3,816	3,854
30–34	4,709	4,555	4,604	4,064	3,701	3,831
35–39	4,785	4,639	4,521	4,581	4,058	3,720
40–44	4,753	4,700	4,583	4,516	4,583	4,075
45–49	5,279	4,630	4,567	4,495	4,468	4,538
50–54	6,507	5,061	4,455	4,407	4,369	4,371
55–59	6,940	6,259	4,885	4,320	4,285	4,275
60–64	5,876	6,601	5,994	4,714	4,193	4,173
65–69	4,747	5,444	6,144	5,631	4,464	3,997
70–74	3,252	4,221	4,869	5,543	5,133	4,104
75–79	2,381	2,766	3,652	4,268	4,921	4,619
80–84	1,781	1,838	2,191	2,952	3,509	4,114
85–89	1,089	1,147	1,238	1,514	2,098	2,560
90+	570	736	856	976	1,210	1,687
Total	80,478	79,225	77,847	76,434	74,990	73,555

¹²Source: Ministry of Finance

¹¹ <https://www.fin.gov.on.ca/en/economy/demographics/projections/table14.html>

¹² <https://www.fin.gov.on.ca/en/economy/demographics/projections/table14.html>

8.9 Projected Population – Fauquier-Strickland

For the projected population of Fauquier-Strickland, the methodology followed the outline of the District of Cochrane. The percentage change of each variable in the District of Cochrane model was examined and applied to Fauquier-Strickland's census population. Table 11 is the results: CMG estimated population for Fauquier-Strickland over the 25 year horizon. The population change represents a decrease in the population of about 9% or almost 50 people.

Table 11: Fauquier-Strickland Population Projections

	2016	2021	2026	2031	2036	2041
0 to 4 years	10	9	8	7	7	7
5 to 9 years	25	22	20	19	18	18
10 to 14 years	20	20	20	18	17	17
15 to 19 years	10	8	9	9	9	8
20 to 24 years	15	12	10	10	9	10
25 to 29 years	15	14	11	9	9	9
30 to 34 years	20	19	19	16	15	15
35 to 39 years	20	19	17	17	15	14
40 to 44 years	25	24	22	21	20	19
45 to 49 years	30	26	25	24	24	24
50 to 54 years	60	46	40	39	39	39
55 to 59 years	75	67	50	44	44	44
60 to 64 years	65	73	64	49	43	43
65 to 69 years	40	45	51	46	36	33
70 to 74 years	45	58	67	76	70	56
75 to 79 years	35	40	53	62	71	67
80 to 84 years	20	20	24	32	38	45
85 to 89 years	5	5	5	6	8	10
90+	5	5	7	8	10	14
Total	540	532	522	512	502	491

¹³Source: Ministry of Finance, Statistics Canada, CMG Estimate

¹³ <https://www.fin.gov.on.ca/en/economy/demographics/projections/table14.html>
<http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3556052&Geo2=CD&Code2=3556&Data=Count&SearchText=fauquier&SearchType=Begin&SearchPR=01&B1=All&TABID=1>

Labour Market Data & Analysis

Ontario Labour Force Analysis

Table 1 outlines the changes in the Ontario labour force between 2006 and 2016. Labour force in Ontario is growing and more people are in the labour force than not. Participation rate and employment rate is slowly declining; however, the unemployment rate has remained relatively stable.

Table 1: Ontario - Labour Force Status

	2006	2011	2016
Total labour force 15 years+ (25% sample data)	9,819,420	10,473,670	11,038,440
In the labour force	6,587,580	6,864,990	7,141,675
Employed	6,164,245	6,297,005	6,612,150
Unemployed	423,335	567,985	529,525
Not in the Labour Force	3,231,840	3,608,685	3,896,765
Participation Rate	67.1	65.5	64.7
Employment Rate	62.8	60.1	59.9
Unemployment Rate	6.4	8.3	7.4

¹Source: Statistics Canada, 2016, 2011, 2006, Census of Population

Table 2 breaks down the labour force based on Occupation. Ontario has seen growth in the following occupations: management occupations, natural and applied sciences and related occupations, health occupations, occupations in education, law and social, community and government services, occupations in art, culture, recreation and sport, sales and services occupations, and trades, transport and equipment operators and related occupations.

Table 2: Ontario - Occupation – National Occupational Classification (NOC)

	2006	2011	2016
Total labour force population 15 years+ by occupation (25% sample data)	6,473,735	6,864,985	7,141,675
Occupation – not applicable	N/A	184,735	171,045
All occupations	6,473,735	6,680,250	6,970,625
0 Management occupations	666,485	770,580	790,880
1 Business, finance and administration occupations	1,204,490	1,138,330	1,124,770

¹ <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/Page.cfm?Lang=E&Geo1=PR&Code1=35&Geo2=CSD&Code2=3556052&Data=Count&SearchText=Ontario&SearchType=Begin&SearchPR=01&B1=All&GeoLevel=PR&GeoCode=35>

2 Natural and applied sciences and related occupations	451,930	494,500	516,110
3 Health occupations	340,690	392,695	447,045
4 Occupations in education, law and social, community and government services	546,385	801,465	831,340
5 Occupations in art, culture, recreation and sport	200,980	206,420	225,720
6 Sales and service occupations	1,522,820	1,550,260	1,632,085
7 Trades, transport and equipment operators and related occupations	911,250	868,515	927,820
8 Natural resources, agriculture and related production occupations	165,085	106,810	113,405
9 Occupations in manufacturing and utilities	463,610	350,685	361,455

²Source: Statistics Canada, 2016, 2011, 2006, Census of Population

Fauquier-Strickland Labour Force Analysis

Table 3 outlines the changes in the Fauquier-Strickland labour force between 2006 and 2016. Labour force in Fauquier-Strickland has remained relatively stable over the 10 year period; however, the number of people in the labour force has declined. In both 2011 and 2016, Statistics Canada reported less people in the labour force than the number of people not in the labour force. Participation and employment rates are down significantly and unemployment rate has risen by over 10% over the 10 year period.

Table 3: Fauquier-Strickland - Labour Force Status

	2006	2011	2016
Total labour force 15 years+ (25% sample data)	495	470	490
In the labour force	295	180	210
Employed	280	145	180
Unemployed	10	30	30
Not in the Labour Force	205	290	280
Participation Rate	59.6	38.3	42.9
Employment Rate	56.6	30.9	36.7
Unemployment Rate	3.4	16.7	14.3

³Source: Statistics Canada, 2016, 2011, 2006, Census of Population

Table 4 outlines Fauquier-Strickland's labour force based on occupation. The labour force has declined over the 10 year horizon and most of this is attributed to the following occupations: sales and service occupations and trades, transport and equipment operators

² <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/Page.cfm?Lang=E&Geo1=PR&Code1=35&Geo2=CSD&Code2=3556052&Data=Count&SearchText=Ontario&SearchType=Begins&SearchPR=01&B1=All&GeoLevel=PR&GeoCode=35>

³ <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=ER&Code1=3590&Geo2=CSD&Code2=3556052&Data=Count&SearchText=fauquier&SearchType=Begins&SearchPR=01&B1=Labour&TABID=1>

and related occupations. However, Fauquier-Strickland has seen significant growth in the health occupations and occupations in manufacturing and utilities.

Table 4: Fauquier-Strickland - Occupation – National Occupational Classification (NOC)

	2006	2011	2016
Total labour force population 15 years+ by occupation (25% sample data)	295	175	215
All occupations	295	175	205
0 Management occupations	10	0	15
1 Business, finance and administration occupations	15	0	15
2 Natural and applied sciences and related occupations	0	0	10
3 Health occupations	10	0	20
4 Occupations in education, law and social, community and government services	20	0	0
5 Occupations in art, culture, recreation and sport	0	0	0
6 Sales and service occupations	115	55	35
7 Trades, transport and equipment operators and related occupations	85	80	65
8 Natural resources, agriculture and related production occupations	20	0	20
9 Occupations in manufacturing and utilities	20	0	30

⁴Source: Statistics Canada, 2016, 2011, 2006, Census of Population

⁴ <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=ER&Code1=3590&Geo2=CSD&Code2=3556052&Data=Count&SearchText=fauquier&SearchType=Begin&SearchPR=01&B1=Labour&TABID=1>

Fauquier-Strickland Demographics

Table 1: Marital Status - Fauquier-Strickland

<i>Marital status</i>	2006	2011	2016
Total population aged 15 years and over	510	470	490
Married or living common law	365	350	340
Married	315	285	265
Living common law	50	65	75
Not married and not living common law	185	120	150
Never married	115	70	80
Separated	15	5	10
Divorced	15	15	25
Widowed	40	30	35

¹Source: Statistics Canada 2006, 2011, 2016 Census of Population

Table 2: Number of People in Private Households

	2006	2011	2016
1 person	85	45	75
2 persons	100	135	140
3 persons	65	25	25
4 persons	10	20	20
5 or more persons	n/a	10	10
Number of persons in private households	n/a	530	535
Average household size	2.2	2.3	2

²Source: Statistics Canada 2006, 2011, 2016 Census of Population

¹ <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3556042&Geo2=CSD&Code2=3556052&Data=Count&SearchText=fauquier&SearchType=Begin&SearchPR=01&B1=Families,%20households%20and%20marital%20status&TABID=1>

² <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=3556042&Geo2=CSD&Code2=3556052&Data=Count&SearchText=fauquier&SearchType=Begin&SearchPR=01&B1=Families,%20households%20and%20marital%20status&TABID=1>

Public Contributions

Methodology

Community input is vital in creating a successful Economic Strategy and Community Development Plan. Community input was cultivated in two ways: survey and a public consultation session. Two hundred and eighty (280) Bilingual surveys were distributed through the Fauquier-Strickland post office and could be returned to either the town hall or in person at the public session. The three-hour public session was held in Fauquier-Strickland at the community centre and approximately 35 people contributed their thoughts and ideas. Below are the results of the public input.

Survey Statistics

Total Surveys Published and Distributed	280
Total Surveys Returned	41
Return Rate	14.64%

Detailed Survey Results

Question 1: How long have you been a resident of Fauquier-Strickland?

Possible responses	Number of survey responses	% of answered
Long-Term (5+ year)	36	88%
Short-Term (less than 5 years)	5	12%
Totals	41	100%

Question 2: Which Language do you speak most fluently or most often?

Possible responses	Number of survey responses	% of answered
English	8	18%
French	28	64%
Bilingual	8	18%
Totals	44	100%

Question 3: Do you own or rent your home?

Possible responses	Number of survey responses	% of answered
Own but would rather rent	0	0%
Own but want to sell	4	9%
Own and happy where I am	36	84%
Rent but would rather own a home	1	2%
Rent and happy where I am	2	5%
Totals	43	100%

Question 4: What do you think the market rate is for a two (2) bedroom apartment (plus utilities)?

Possible responses	Number of survey responses	% of answered
\$500-\$600	11	27%
\$600-\$700	17	41%
\$700-\$800	5	12%
\$800-\$900	6	15%
\$900-\$1000	2	5%
\$1000+	0	0%
Totals	41	100%

Question 5: What is your source of income?

Possible responses	Number of survey responses	% of answered
Government – pension/ social assistance/other	20	45%
Employment Income	14	31%
Self-Employed	11	24%
Totals	45	100%

Question 6: Please indicate whether or not your primary and secondary household employment income is found in the community of Fauquier-Strickland?

Possible responses	Number of survey responses	% of answered
Primary – Yes	13	38%
Primary – No (Moonbeam)	1	3%
Primary – No (Kapuskasing)	6	18%

Primary – No (Smooth Rock Falls)	3	9%
Primary – No (Cochrane)	0	0%
Primary – No (other)	11	32%
Total	34	100%
Secondary – Yes	6	33%
Secondary – No (Moonbeam)	2	11%
Secondary – No (Kapuskasing)	2	11%
Secondary – No (Smooth Rock Falls)	2	11%
Secondary – No (Cochrane)	0	0%
Secondary – No (other)	6	34%
Totals	18	100%

Question 7: What industry do you work in?

Possible responses	Number of survey responses	% of answered
Manufacturing	4	11%
Retail	4	11%
Forestry	2	4%
Transportation	0	0%
Healthcare	4	11%
Construction	5	13%
Mining	0	0%
Other	19	50%
Totals	38	100%

Question 8: What do you consider Fauquier-Strickland's greatest strength (asset)?

Possible responses	Number of survey responses	% of answered
Engaged council	12	15%
Vast amount of land	10	13%
Community heritage	7	9%
Groundhog River	23	30%
Cost of living	22	28%
Other	4	5%
Totals	78	100%

Question 9: What do you consider Fauquier-Strickland's greatest weakness?

Possible responses	Number of survey responses	% of answered
Lack of local jobs	22	29%
Declining population	16	21%
Aging population	21	28%
Lack of infrastructure	10	13%
Other	7	9%
Totals	76	100%

How important are the following possible projects for driving economic development (1- not successful, 5 – very successful)

Question 10A: New Town Office

Possible responses	Number of survey responses	% of answered
1	11	27%
2	6	15%
3	11	27%
4	5	11%
5	8	20%
Totals	41	100%

Question 10B: Agriculture

Possible responses	Number of survey responses	% of answered
1	5	13%
2	5	13%
3	13	32%
4	9	22%
5	8	20%
Totals	40	100%

Question 10C: 100th Anniversary Homecoming

Possible responses	Number of survey responses	% of answered
1	7	17%
2	4	10%
3	14	34%
4	11	27%
5	5	12%
Totals	41	100%

Question 10D: Doctor/Nurse Practitioner for Health Clinic

Possible responses	Number of survey responses	% of answered
1	14	34%
2	1	2%
3	2	5%
4	8	20%
5	16	39%
Totals	41	100%

Question 10E: Construction of Private Apartments

Possible responses	Number of survey responses	% of answered
1	7	17%
2	6	15%
3	10	24%
4	8	20%
5	10	24%
Totals	41	100%

Question 10F: Economic Development Officer

Possible responses	Number of survey responses	% of answered
1	7	18%
2	13	32%
3	10	25%
4	6	15%
5	4	10%
Totals	40	100%

Question 10G: Canoe Staging Area at Riverfront

Possible responses	Number of survey responses	% of answered
1	2	5%
2	11	27%
3	12	29%
4	9	22%
5	7	17%
Totals	41	100%

Question 10H: Attract Private Sector Hunting and Fishing Guides

Possible responses	Number of survey responses	% of answered
1	5	13%
2	3	8%
3	11	28%
4	14	34%
5	7	17%
Totals	40	100%

Question 10I: Snowmobile Trails

Possible responses	Number of survey responses	% of answered
1	5	13%
2	7	17%
3	11	27%
4	13	33%
5	4	10%
Totals	40	100%

Question 10J: Maintenance of the Farmers Market

Possible responses	Number of survey responses	% of answered
1	8	20%
2	7	17%
3	4	10%
4	12	29%
5	10	24%
Totals	41	100%

Question 10K: Residential Lots for Sale

Possible responses	Number of survey responses	% of answered
1	7	17%
2	4	10%
3	13	31%
4	9	22%
5	8	20%
Totals	41	100%

Question 10L: Investigate Cottage Development

Possible responses	Number of survey responses	% of answered
Yes	35	85%
No	6	15%
Totals	41	100%

If yes, where would you like to see Cottage Development?

Possible responses	Number of survey responses	% of answered
North of Municipality	5	14%
South of Municipality	2	6%
Both	28	80%
Totals	35	100%

Question 10M: Investigate Provincial Park Development

Possible responses	Number of survey responses	% of answered
Yes	13	33%
No	27	67%
Totals	40	100%

If yes, where would you like to see Provincial Park Developed?

Possible responses	Number of survey responses	% of answered
North of Municipality	3	23%
South of Municipality	1	8%

Both	9	69%
Totals	13	100%

Question 10N: Other Opportunities

1. Coffee shop
2. Restaurant
3. Commercial property
4. Apartments and nanny suites combined with small business properties
5. Trail systems
6. Camping sites on river shore
7. Agricultural processing plant
8. Complete utilization of biomass
9. Mining centre to assist mineral resources
10. Centre for self-reliant communities to produce a sustainable, steady-state bio-system based economic system
11. Housing structures
12. Tannery and furrier
13. Buses to carry people around when no vehicles for groceries
14. Update children's play area (bigger, attracting, fun park)
15. Small business opportunities
16. Greenhouse development
17. Small transformation/processing plants
18. Marketing strategy to promote opportunities
19. Acquire more riverfront property to sell
20. Co-op grocery store
21. Restaurant
22. Transport gas station (like Flying J)
23. Bus service for elderly
24. Update playground
25. Make building behind Maurice's garage into apartments
26. Costly to run the arena (hardly used)
27. Decorate town park for Christmas season
28. Camping sites to the right of the road by the boat launch
29. Camping sites at the edge of the River
30. Four-season cabins for fishing, hunting, snowmobiling, ice fishing, wild animal viewing
31. General store (gas, food, medication, etc.)
32. Shuttle services

33. Maintain beaches and boat launch
34. If population increases, primary school, grocery store, pharmacy, health services
35. Café
36. Wine and cheese tasting
37. Construction of new home for the elderly
38. By-law to have private properties cleaned
39. Water system

11.3 Survey Comments

English:

- Selling parcels of land to smaller scale/traditional mixed farmers would be more successful as they would appeal to families, rather than industrial farms. Large farms do not bring money, they add to the burden with large equipment, loss of trees, etc. The clay soil and rocky environment is not suited to large farms either.
- _____ 100 mile radius. Toronto will not develop this.
- Centre for self-reliant communities to produce sustainable, steady-state bio-system based economic system.
- Our peat deposits are unique. Ours are suitable for future hydroponics.
- _____ housing structures.
- Tannery and furrier.
- Shuttle services.
- Make building behind Maurice's garage into apartments
- Costly to run arena (hardly used)
- If population increases, primary school, grocery store, pharmacy, health services
- By-law to have private properties cleaned
- Water system
- Flip the office and library with the community hall or use old sport plex
- Steer away from large farms
- Use local artist and possibly a fishing derby during the 100th anniversary homecoming event
- Offer reduced lodging, play up the natural area, offer e education bursary to attract a nurse practitioner
- Bring ramp on medical building up to code
- Great idea, this will allow people to stay in their own homes as they age by renting out part of their house
- Put interpretive signs at boat house
- Canoe rentals
- Fishing derbies

- Build a lodge with cabins
- Geo-caching and re-establish snowmobile trails
- Extend length of season- bring in more vendors (farmers market)
- Large farm developed
- Offer nurse practitioner bursary in contract
- Apartment building in need
- New town hall should be in the near future
- Too much money involved for the amount of taxes that will come back from large agricultural plans
- Maybe look into smaller blocks
- I find it very important to highlight an event at 100th birthday with parade event, local artist showing, spectacles, collection
- Invite investors with low priced serviced lots
- nanny suites is for home owners and not a municipal thing
- Maybe part time contract for the Economic development officer
- Correlate 100th anniversary with Groundhog day
- New building private (apartment building)
- Build a new building (10-12 apartments)
- Economic development officer is a waste of money
- New town hall will result in higher taxes
- Smaller parceling maybe (agriculture)
- 100th anniversary should move forward but no debt and maybe do it as an extension of groundhog day
- Had to go out of town to renew a prescription –defiantly a good idea (doctor/nurse practitioner)
- Build a building – commercial with apartments on 2nd level instead of residential- something like “DOMAINE”. (Construction of private apartments)
- A dock would be an improvement instead (canoe Staging area)
- Would need a gas station/restaurant similar to Smooth Rock (Snowmobile trails)
- Would have to advertise more info on current lots available (residential lots for sale)
- To rid of the so call 2nd hand store or at least have owner clean up and set it up as a business. This mess is right as you come into Fauquier, a bad first impression of the town
- Garbage day “Friday” at Lac Gerand does not make sense. Campers leave on Sunday so the garbage will stay on the side of the road, all week, which will attract bears in summer.
- A priority. The existing building could be used for event space/rental space (new town hall)

- Small/medium plots run by tax paying citizens. Large operations make excessive use of government funding paying no taxes. Large farms are usually mechanical- less employees, less new citizens to community. Green house operation? (agriculture)
- Local artist collections (100th anniversary homecoming)
- Immediate priority. Accessibility is needed for clinic (doctor/nurse practitioner)
- New senior complex/ offer an incentives for the building of nanny suites (construction of private apartments)
- Hiking, fishing, snowshoeing trials
- Chalet rentals, Lodge (hunting/fishing guides)
- Establish snowmobile club. Provide breakfast, lunch, snack services, gas emergency mechanical services, towing. Etc. (snowmobile trials)
- Full time restaurant and prepared meals (snowmobile trials)
- Possibly do on a Sunday as opposed to a Saturday when Kapuskasing market is open and residents are going into town to grocery shop. (farmers market)
- Cottage development is more important than provincial park
- Grocery, gas station, snack bar, restaurant (year round), bed and breakfast
- Aging @ home program – meals, classes, etc. at Fauquier community center
- Real need for a restaurant or snack bar year round providing meals, meals on wheels service, catering, baked goods, etc.
- Block apartment (construction of private apartments)
- No park-Cottage development instead
- Very important because we want people to stay in our town instead of moving away (construction of private apartments)
- May be good, but we are missing the people to take over the lands (residential lots for sale)
- Incorporated into a community hub project which may include the library and the health centre and other commercial establishments (new town hall)
- It is important but in all its forms (agriculture)
- Would be nice to move the library as well. If the library was moved it would be great to have it with a coffee shop (new town hall)
- Community building with the library. Medical clinic- not a part of this offer (new town hall)
- Important only if all forms are involved (agriculture)
- Important (Doctor/Nurse Practitioner)
- Good idea. Part time when needed only (economic development officer)
- More involvement. More dedication (maintain farmers market)
- Cabins (rental) a few and with restriction or rules. No “Provincial Park” (cottage development)

- Park for children. Children area and play area. All year run area. Willing to volunteer. Service Guide. Photography. Trails, nature walks. 2 rental cottage on side of River or 1. Advertisement.

French:

- Notre Conseil Municipal travaille très fort pour notre communauté.
- Magasin general (gas, mange, medication, etc.).
- Selon moi, il y a une priorité, c'est la chambre dans la cave du centre communautaire elle est plein de "mold". Ce serait une bonne idée de s'en occupé le plus vite possible.
- Manque d'école, magasins, garage et autre attractions = moins d'enfant et de la, de jeunes couples qui dans le futur ne viendront pas ici. Fauquier-Strickland sont ____ un déclin qui me fais peur pour le futur.
- Une centre médical avec un personnel compétent serait apprécié.
- Faire en même temp de la fête à la riviere.
- Nouvelle appartement
- Mais faire quelque chose de different & extraordinaire de invilant et qu'il va revenir et que la communauté participe. _____ une _____
- Une cuisine commerciale dans notre nouvelle paitnoire.
- S'occuper de des activités de cartes, washer, tournois de wii, tournois hockey l'hiver.
- Construire sentier pour partager
- Encourager les jeunes a cultiver la terre

Detailed Survey Findings

- Eighty-eight percent (88%) of survey respondents have been residents of Fauquier-Strickland for more than five years.
- Sixty-four percent (64%) of survey respondents speak French most fluently or most often, with eighteen percent (18%) speaking English most fluently or most often. The remaining eighteen percent (18%) are bilingual.
- Ninety-three percent (93%) of survey respondents own their home, with only nine percent (9%) wanting to sell their home. Seven percent (7%) rent their home, while only two percent (2%) would rather own their home.
- Forty-one percent (41%) of survey respondents thought the market rate for a two bedroom apartment (plus utilities) was \$600-\$700 and twenty-seven percent (27%)

through it was worth \$500-\$600. The remaining thirty-two percent (32%) believed it was \$700-\$1000.

- Government income was declared as the primary source of income for forty-five percent (45%) of survey respondents, employment income for thirty-one percent (31%), and twenty-four percent (24%) are self-employed
- Thirty-eight (38%) percent of survey respondents claim their primary income is found in Fauquier-Strickland. Of the sixty-two percent (62%) of survey respondents that identified their principal incomes from outside Fauquier-Strickland, thirty-two percent (32%) stated it comes from points other than Smooth Rock Falls, Moonbeam or Kapuskasing.
- Forty-four percent (44%) of survey respondents reported a secondary income and one third (33%) were found in Fauquier-Strickland. Another third (33%) was reported to come from Smooth Rock Falls, Moonbeam and Kapuskasing evenly. The remaining third (33%) was found from other towns.
- The sectors employing the most people were: construction (13%), healthcare (11%), manufacturing (11%), retail (11%), forestry (5%), and other (50%).
- Twenty-nine percent (29%) of survey respondents identified the Groundhog River as the township's greatest asset. Cost of living followed at twenty-eight percent (28%), and engaged council at fifteen percent (15%).
- Lack of local jobs was identified by twenty-nine percent (29%) of survey respondents as Fauquier-Strickland's greatest weakness. Aging population followed with twenty-eight percent (28%), and declining population at twenty-one percent (21%).
- Forty-two percent (42%) of survey respondents are not in favour of pursuing the new town hall and thirty-two percent (32%) are in favour, with twenty-seven percent (27%) being neutral.
- Forty-two percent (42%) of survey respondents are in favour of pursuing agriculture and twenty-six percent (26%) are not in favour, with thirty-two percent (32%) being neutral.

- Thirty-nine percent (39%) of survey respondents are in favour of pursuing the 100th anniversary homecoming and twenty-seven percent (27%) are not in favour, with thirty-four percent (34%) being neutral.
- Fifty-nine percent (59%) of survey respondents are in favour of pursuing a Doctor/nurse practitioner for the health clinic and thirty-six percent (36%) are not in favour, with five percent (5%) being neutral.
- Forty-four percent (44%) of survey respondents are in favour of pursuing the construction of private apartments and thirty-two percent (32%) are not in favour, with twenty-four percent (24%) being neutral.
- Fifty percent (50%) of survey respondents are not in favour of pursuing the hiring of an Economic Development Officer and twenty-five percent (25%) are in favour, with twenty-five percent (25%) being neutral.
- Thirty-nine percent (39%) of survey respondents are in favour of pursuing a canoe staging area at the riverfront and thirty-two percent (32%) are not in favour, with twenty-nine percent (29%) being neutral.
- Fifty-one percent (51%) of survey respondents are in favour of attracting private sector hunting and fishing guides and twenty-one percent (21%) are not in favour, with twenty-eight percent (28%) being neutral.
- Forty-three percent (43%) of survey respondents are in favour of improving the snowmobile trails and thirty percent (30%) are not in favour, with twenty-seven percent (27%) being neutral.
- Fifty-three percent (53%) of survey respondents are in favour of maintaining the farmers market and thirty-seven percent (37%) are not in favour, with ten percent (10%) being neutral.
- Forty-two percent (42%) of survey respondents are in favour of residential lots for sale and twenty-seven percent (27%) are not in favour, with thirty-one percent (31%) being neutral.

- Eighty-five percent (85%) of survey respondents want the municipality to pursue cottage development. Of that eighty-five percent (85%), eighty percent (80%) want to see development on both sides of the river.
- Sixty-seven percent (67%) of survey respondents do not want to see the municipality pursue the provincial park development. Of that thirty-three percent (33%) of respondents that would like to see a provincial park, sixty-nine percent (69%) want to see development on both sides of the river.

Public Consultation Meeting

A public consultation meeting was held in December 2017. This meeting provided the public with a way of directly communicating with CMG staff about initiatives in the survey. It was also an opportunity to bring forward any other ideas residents had.

Community Investment Readiness Test

The Investment Readiness Test is a self-assessment tool which assists communities to identify investment readiness gaps, determine the effectiveness of existing planning and economic development processes and identify ways to add value to those processes.¹

This tool can be used to assess how the community can improve its positioning and make Fauquier-Strickland more attractive to investors.

Yes = Yes

No = No

NI= Needs Improvement

Section A : Community Profile			
	Yes	No	NI
1. Does your community maintain a community profile?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. If yes, does the profile include:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ your community's vision statement;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ the name, address, phone number and email address of a local economic development professional who can be contacted by potential investors;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ a demographic profile by gender and age;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ a list of education institutions and training facilities;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ a labour force profile, including a summary of wage rates by occupation and specific skills such as bilingual capacity;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ education attainment levels;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ a list of major private and public sector employers;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ a summary of the local industrial, commercial and residential real estate markets, including the cost of building permits per square foot;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ information or contacts regarding the local, provincial and federal tax systems;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

¹ https://www.mndm.gov.on.ca/sites/default/files/investment_readiness_test.pdf

➤ a list of local industrial parks, including information on cost per hectare/acre and available services;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ a summary of local industrial realty taxes, sewage and water capacities, waste disposal facilities, gas and electrical rates;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ a summary of police and fire protection services;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ a list of local financial institutions;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ an inventory of existing businesses in your community along with number of employees;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ information on local and regional transportation networks (e.g. airports, highways, railways, intermodal, ports, etc.);	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ an overview of telecommunications services and infrastructure;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ a chart indicating distances to major urban markets and border crossings in both kilometers and miles;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ a list of local business groups (e.g. chambers of commerce, aboriginal business organizations, etc.);	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ a summary of local research and development initiatives;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ growth projections and initiatives related to upgrading existing power, water, sewer, road and other hard services;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ an overview of economic development strategies and services;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ testimonials from local business leaders (success stories);	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ a summary of recent private and public sector investments;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ cost of living data;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ a list of local and regional healthcare facilities, as well as access to telemedicine services; and	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ an overview of quality of life, including a summary of climate, cultural, recreational, and entertainment attractions, and retail services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Is the profile reviewed and updated regularly (e.g. every 2-3 months)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Is the community profile available on an active website?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section B : Industrial and Commercial Land Inventory			
	Yes	No	NI
1. Does your community maintain an inventory of available industrial and commercial properties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Does the community have a web-based Geographic Information System?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Is the inventory in digital format (e.g. electronic database)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Is the inventory maintained in partnership with local real estate brokers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Does the inventory include both publicly and privately owned properties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Does the inventory provide the following site information for each property:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ allowable uses;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ lease or purchase price;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ location;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ size, indicating minimum and maximum land available;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ zoning (type and category);	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ taxes;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ electricity provider and capacity;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ water and sewer provider (municipal/private) and main size in cm/inches;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ gas provider, size of main in inches, and pressure in pounds per square cm/inch;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ information regarding site contamination;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ telecommunications provider and related information (e.g. availability of fibre optics and digital switching);	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ access to transportation networks (i.e. highways, railways, commercial and general airports, and ports);	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ owner or contact names, as well as;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ contact names for the community's planning and building officials?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. When a property has an existing building, does the inventory provide the following information:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ total square feet/meters;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

➤ dimensions in feet/meters;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ ceiling height in feet/meters;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ general condition (e.g. excellent, poor, etc.);	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ record of site condition (e.g. contamination);	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ age;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ number of storeys;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ number of truck docks and drive-in doors;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ floor, wall and roof type;	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ heating costs; and	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ other features (e.g. sprinkler system, crane, parking, etc.)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Does the inventory include maps or pictures for added visualization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section C : Investment Marketing			
	Yes	No	NI
1. Has your community established, or is it part of, an investment marketing team?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Has your community prepared an investment/marketing plan that identifies goals and target markets/industries?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Do community representatives participate in trade shows/missions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Does your community advertise local economic development opportunities in domestic/international trade magazines and journals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Do representatives from your community maintain regular contact with local, regional and national media representatives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Does your community maintain a website with links to other related sites?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Is the information included in your community profile posted on your website?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Is your community profile downloadable from your website in a single package?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Does your community use the services offered by the Ontario Investment Services to market itself on the internet?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Does your community use the Sites Ontario Web service to market available industrial and commercial properties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section D : Land Use Planning			
	Yes	No	NI
1. Are your community's official plan and zoning by-laws current and do they reflect your goals and objectives for today and the future?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Are the community's official plan and zoning information available on the community website?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Are the policies and designations in your community's official plan general enough to accommodate most development proposals without the need for plan amendments?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Does your official plan include a strategy for economic development?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Are the definitions/provisions in your zoning by-laws easy to understand?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Does your community have an effective information system that provides official plan and zoning information in an easy to read format (e.g. documents, aerial photos, maps, neighborhood charts, etc.)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Does a web-enabled GIS system fit into the land use planning function?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Does your community have a flow chart outlining the steps in the land use planning and development approval process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Does your community have information on how long it takes for a typical planning or development application/proposal in your community to be approved?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Do you have information on application fees and other associated charges (e.g. sewer hook-ups) imposed on applicants/developers in your community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. In cases where planning and development approvals are not administered in your community, are you aware of who is responsible for planning and who are the immediate contacts?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. If an applicant/developer needs information or advice on any aspect of their planning or development proposal, do you know to which community department or ministry to refer them?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Are you aware of the environmental regulations that may affect investors considering your community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section E: Economic Development			
	Yes	No	NI
1. Does your community have a formal strategic plan for economic development?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. If yes, has it been reviewed or updated in the past three years?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Has your community established an economic development committee, office or organization?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. If yes, does the committee or organization include representation from the private sector?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Does your community maintain a list of key contacts in both the private and public sectors who can provide advisory and technical assistance in key areas (e.g. forestry mining, real estate, telecommunications, trade agreement, taxes, etc.)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Does your community have a designated contact for economic development related matters?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. If yes, is your contact person for economic development familiar with the planning and development approval processes in your community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Does your community have an office/staff to create a one-window development process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Is economic development information available on the community website?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. Have you established a professional relationship with your Northern Development Officer, Small Business Self-Help Office or Enterprise Centre?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Have you included them in your economic development efforts?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Is your community aware of existing federal and provincial economic development policies, programs and services?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Does your community maintain a list of local business leaders to whom site selectors can be confidentially referred for testimonials about the community?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Does your municipality liaise with the local chamber of commerce or local business groups regarding economic development matters?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Does your community work co-operatively with neighbouring communities to pool resources and information on economic development?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Does your community jointly fund economic development initiatives/programs with private sector companies and other levels of government?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Do your community leaders support development initiatives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Are you aware of the businesses or individuals who have left your community but may be interested in returning or investing locally?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section F : Dealing With Site Selectors			
	Yes	No	NI
1. Does your community have a staff person or team identified as the primary contact for site selectors?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. If yes, is your contact familiar with the site selection process for new companies?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
➤ Does the community have a set of procedures for dealing with site selectors?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Can your contact respond quickly and appropriately to development queries (e.g. unionization, financial incentives, special requirements, etc.)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Is your contact aware of the site selection requirements of your community's specific target industries?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Is your contact familiar with appropriate protocols for dealing with site selectors?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section G : Monitoring Investment Inquiries			
	Yes	No	NI
1. Are you aware of investment going elsewhere as a result of your community's failure to meet the needs of the investor?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Does your community monitor investment attraction (e.g. track missed opportunities) and work to improve the way in which it deals with potential investors?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other Opportunities

Hunting/Fishing Guides

This project is for an entrepreneur to possibly pursue a hunting/fishing guide business within Fauquier-Strickland. This would be beneficial to the community as it would add another local business and diversify the commercial operations in the community.

Ref:	
Opportunity	Attract private sector hunting and fishing guides
Description	This project includes the development of hunt camps that can be rented, and fishing trips on local waterways. By utilizing the municipality's natural amenities, they can make it attractive for the private sector to establish hunting and fishing guides in the area.
Strategic Pillar	Entrepreneurship Empowerment
Function	Facilitation
Justification	This project would bring new business to the area. It would help provide economic diversity in the community.
Benefits	This opportunity is a way to use Fauquier-Strickland's natural beauty to help drive economic growth without incurring capital costs.
Risk	Without proper marketing, the guides will not have enough clients to provide an impact.
Project Mechanics	Locals with knowledge of great hunting and fishing locations would need to be captured and/or these individuals could provide this service. Advertise the use of local guides to attract people to come to the area to enjoy hunting and fishing.
Stages	1. Find interested parties/advertise opportunity to interest companies 2. Advertise opportunity
Time Lines	Stages 1-2 @ 6 months
Programs under consideration	NOHFC
Jobs	2-3

Tannery and Furrier

This project is based on a resident's suggestion which would exploit the history of hunting and trapping in Fauquier-Strickland. This business would provide a local outlet for hunters and trappers to sell their pelts. This would be beneficial to these businesses and it would also develop the local industry.

Ref:	
Opportunity	Tannery and Furrier
Description	This project focuses on the development of a tannery. It would be a place where local trappers could sell their pelts.
Strategic Pillar	Entrepreneurial Empowerment
Function	Investment
Justification	Since there are a large number of trappers in the area and not anywhere local to sell the pelts, a tannery would be a good fit. It would benefit a larger number of people by adding value to the outputs of their trade. It would also provide local citizens with access to unique products from local pelts.
Benefits	Diversifies the commercial activities in the community.
Risk	May not be a large enough demand to justify the cost.
Project Mechanics	The municipality would need to prepare and issue an RFP to parties interested in developing the tannery.
Stages	1. Prepare RFP 2. Send out RFP 3. Review RFP submissions 4. Select successful proponent
Time Lines	Stage 1-4 @ 3 months
Programs under consideration	N/A
Jobs	2-3

Commercial Space Development

This project is designed to make investment in Fauquier-Strickland more attractive. With the development of move-in ready commercial properties, it makes it easier for investors or entrepreneurs to decide to open a business. This would be great for Fauquier-Strickland when the units are filled and begin providing products and services to the community.

Ref:	
Opportunity	Entrepreneurship Development
Description	This project is to be championed by the private sector to build commercial properties within the boundaries of Fauquier-Strickland. This includes the possibility of having commercial units on the ground floor with residential units above.
Strategic Pillar	Economic Infrastructure
Function	Investment
Justification	Having move in ready commercial space is more attractive to prospective retailers than the retailers having to build up their own infrastructure.
Benefits	Would make Fauquier-Strickland a more attractive place to invest.
Risk	Could build the space without any demand and it could sit empty.
Project Mechanics	The municipality will need to put out an RFP looking for interested parties who would like to build commercial units in Fauquier-Strickland.
Stages	1. Prepare RFP 2. Send out RFP 3. Review RFP submissions 4. Select successful proponent
Time Lines	Stages 1-4 @ 3 months
Programs under consideration	N/A
Jobs	0

Processing Plant

A processing plant is another project that would benefit Fauquier-Strickland. With a new plant in town this would create local jobs and a local business. It would increase the tax base in the community and also produce local products. This project can be an extension of the Agriculture project.

Ref:	
Opportunity	Agricultural processing plant
Description	This project focuses on the development of a plant used by farmers to process their harvests. This could be meat, grains, or any other product produced on a farm.
Strategic Pillar	Economic Infrastructure
Function	Investment
Justification	The project ties into the agricultural project. With the development of farms, a processing plant would be next in order. This would provide the farmers somewhere local to process the products they produce.
Benefits	Diversifies the commercial activities in the community and would add jobs.
Risk	May not be a large enough demand to justify the cost.
Project Mechanics	The municipality would need to prepare and issue an RFP to parties interested in developing an agricultural processing plant.
Stages	1. Prepare RFP 2. Send out RFP 3. Review RFP submissions 4. Select successful proponent
Time Lines	Stage 1-4 @ 3 months
Programs under consideration	N/A
Jobs	4-5

Children's Play Area

The children's play area in Fauquier-Strickland is in need of attention. In its current state, it is hardly used. This project calls for the municipality to revitalize the area and make it attractive once again for children to use. This will improve the quality of life of families in Fauquier-Strickland and will also make the township, as a whole, more attractive to live in.

Ref:	
Opportunity	Update Children's Area
Description	This project includes updating the children's play area to make it safe and secure for all users.
Strategic Pillar	Community Service Enhancement
Function	Investment
Justification	An updated play area will make Fauquier-Strickland more attractive to new comers and existing citizens. It provides somewhere for children to actively play in a safe area.
Benefits	Makes the community a nicer place to live.
Risk	Doesn't contribute to economic growth.
Project Mechanics	The municipality will need to assess what/how it is going to update the children's play area. Once this is complete, it is just matter of implementation.
Stages	1. Analysis of updating 2. Implementation
Time Lines	Stage 1-2 @ 3 months
Programs under consideration	Trillium Fund
Jobs	0