

2018

# Economic Development Action Plan



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## Table of Contents

Executive Summary.....	2
Strategic Directions Summary.....	3
Marketing (urban centre migration).....	4
Marketing Initiatives .....	4
Attraction & Retention Strategy .....	4
Cochrane Immigration Strategy Implementation.....	5
Investment Readiness Strategy.....	6
Cochrane Transit .....	6
Doable Neighbourhood Project .....	7
Northeast Community Network (NeCN).....	7
Northern Ontario Showcase at Prospectors & Developers Association of Canada (PDAC) International Conference.....	8
Promotional Items .....	8
Cochrane Intermodal Terminal.....	9
Cochrane Intermodal Terminal (CIT).....	9
Cochrane Intermodal Terminal (CIT) Vision Plan.....	9
Marketing Initiatives .....	10
Northern Ontario Livestock Pilot Project.....	10
Community Improvement Plan.....	11
Community Improvement Plan.....	11
Tourism Master Plan.....	12
Marketing Initiatives .....	12
Tourism Application Development .....	12
Aventure Nord Marketing Project .....	13
Building the World’s Best Snowmobiling Destination (WBSD).....	13
Northeastern Ontario Tourism (NeOnt) Product Development.....	14
ATV Ontario Membership .....	14
Transforming Ontario’s North.....	15
Administrative & Other Duties .....	16

## Executive Summary

The following document is presented to the Economic Development Steering Board (hereon in referred to as the Board) as a working document. Once approved by the Board, in its final form, the document will set the priority areas and this year's specific direction for the Economic Development Department (hereon in referred to as the Department).

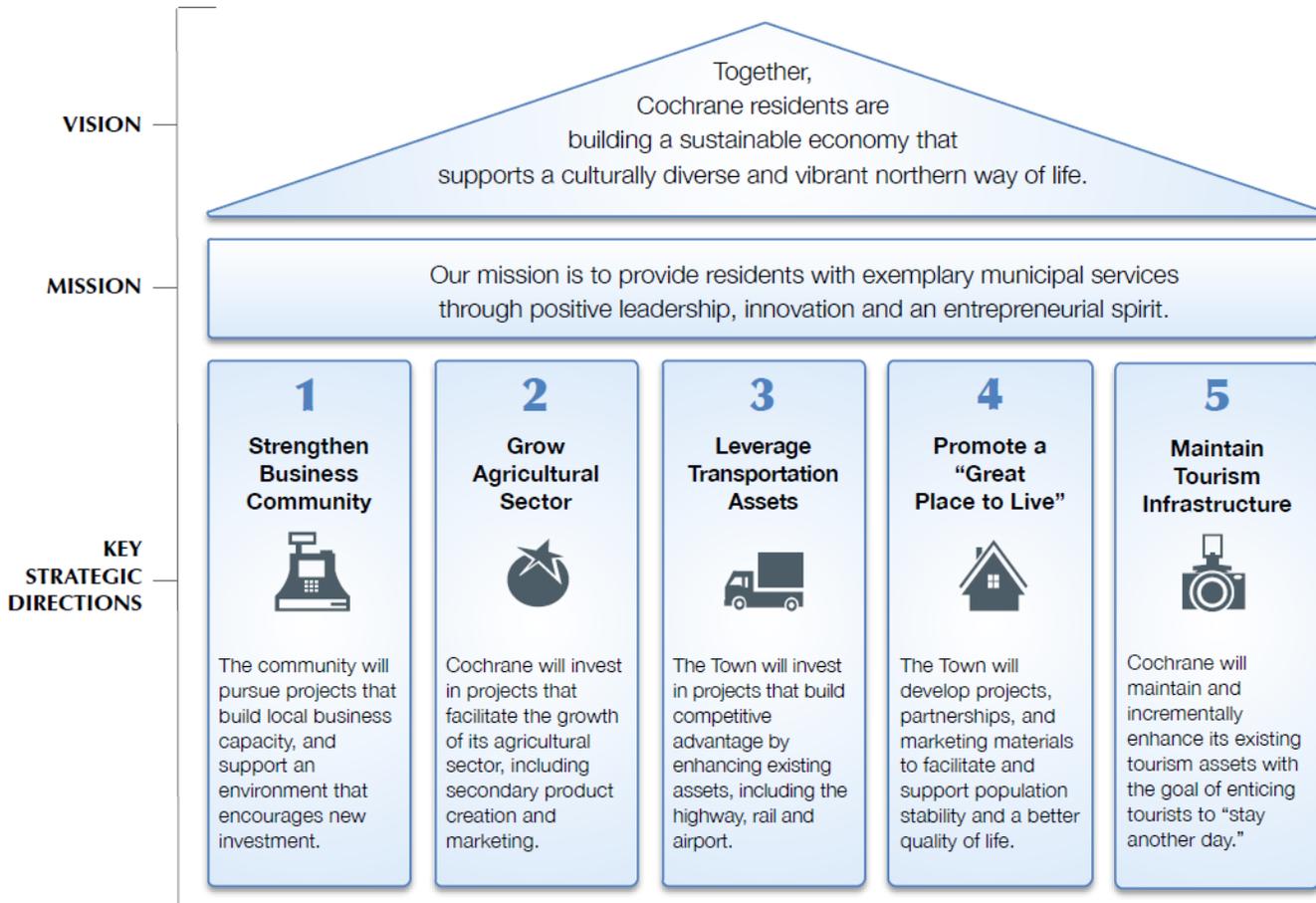
The 2018 Action Plan identifies many initiatives within the four chosen priorities: Marketing (urban centre migration); Cochrane Intermodal Terminal (CIT), Community Improvement Plan (CIP) and Tourism Master Plan. Initiatives found within the action plan derive mainly from the strategic plan or another authoritative document that has been approved by Council or the Board in prior years. All initiatives must in one way or another positively impact or prepare the municipality in the following key strategic directions: strengthening the business sector, growing the agricultural sector, leveraging transportation assets, promoting Cochrane as a great place to live and improving and/or maintaining tourism assets.

The Action Plan accounts for all budgeted items, which includes grant applications, project implementation, marketing, regional membership fees for regional/partner projects and administrative costs to the Department & the Board. Please note this Action Plan does not take into account additional responsibilities of the CAO or EDO's role, such as business development & support, networking, partnership building & support, administrative support to the Board and/or Council.

The Action Plan will give a brief synopsis of the various projects, identifying funding sources, key goals and key budgetary summaries.

# Strategic Directions Summary

Figure 1.0: Key Elements of Cochrane's Strategic Plan



## Marketing (urban centre migration)

This priority looks to leverage marketing to increase an urban centre migration to our community. The ultimate goal is to increase business owners and new residents in the community.

### *Marketing Initiatives*

Key Strategic Direction: Promoting Cochrane as a Great Place to Live; Strengthen the business sector; Grow the agricultural sector; Enhance tourism sector

Goal: Promoting all opportunities for investment and skilled labour attraction in Cochrane; increase brand recognition

The department participates in many marketing initiatives, mainly when it relates to tourism and attraction & retention. The total budget allocation for this will be spread among four different segments: tourism, skilled labour attraction, investment attraction and business support, and Eat Local Campaign.

**Total budget: \$20,000.00**  
**Department share: \$20,000.00**

### *Skilled Labour Attraction:*

This is an important component to continue attracting skilled labour to the community. The Department recommends that a minimum of two campaigns

**Requested Budget: \$5,000.00**

### *Attraction & Retention Strategy*

Key Direction: Promote Cochrane as a Great Place to Live

Goal: Attraction & retention of skilled labour

PROJECT TEAM: EDO, Stuart Gilray, Martine Beaulieu-Mayer, Dennis Draves, CDSSAB  
Employment Services

This project is a revitalisation of the previous study conducted by YFactor in 2012 and will comprise a retention focus within it. Overall, the project will identify current gaps in attracting new workers and retaining workers, and suggest solutions to closing these gaps within the workforce based on retrieved labour data.

The “attraction” portion of the strategy should clearly identify target markets that should be attracted to work and live in the Cochrane area, based on lifestyle, occupations, professional growth opportunities, salary and other market segmentations that can provide projected length of stay for each target market.

The “retention” portion of the strategy will look to answer the following questions: Why are people leaving? Why are businesses closing? and subsequently, Could the outmigration and/or closures been prevented? If so how? If not why? It will be imperative for the “retention” portion of the strategy identifies these current market trends for outmigration and business succession, in qualitative and quantitative measures as a basis to build upon the actual retention strategy. Based on these questions, the retention strategy will more accurately suggest successful retention tactics for Cochrane specifically.

The “attraction” and “retention” components of the study should complement each other throughout the implementation plan, based on retrieved data to develop the attraction and retention components of the the strategy. The final report will also suggest ways that the community can track or check migration trends continuously. The implementation plan should clearly identify annual action items, budgetary figures and targeted results that should be achieved by the community and suggest quantitative methods to qualifying the targeted results.

This project is necessary to ensure attraction of skilled labour is ongoing but more so to have a strategic framework to retaining current and new residents, a component lacking in the 2012 study. For the last 5 years, the Town of Cochrane has successfully been implementing an Attraction Strategy. This strategy was mainly a marketing strategy to attract skilled workers to the area. Although promoting work opportunities is important and must be a pillar in the strategy it cannot be the only pillar of the strategy.

*Project Completion Date: August 31, 2018*

**Total budget for the project: \$52,500.00**  
**Total requested funding: \$39,375.00**  
**Confirmed Funding In Kind (Municipal/Partners): \$8,425.00**  
**Requested Department Share: \$4,700.00**

### *Cochrane Immigration Strategy Implementation*

Key Strategic Direction: Promoting Cochrane as a Great Place to Live

Goal: Attraction & retention of skilled labour; Creating a welcoming northern community

PROJECT TEAM: Stuart Gilray, Martine Beaulieu-Mayer, Dennis Draves, EDO

For 2018 the goal should be to focus attention on increasing the visibility of Cochrane as a great place to live for immigrants. Items 3.1, Revising Attraction Strategy (see above), 3.5, Increase visibility within embassies in Canada, 3.6, attend at least 1 immigration gathering in southern Ontario, 1.2 Establish attraction target for newcomers, based on prior census data and host the 3<sup>rd</sup> Welcome To Cochrane.

**Total estimated budget for the project: \$3,000.00**

## *Investment Readiness Strategy*

Key Strategic Direction: Strengthening the business community

Goal: Prepare the municipality to attract and retain investment; To be investment ready

This project will look to develop an investment readiness strategy for the department to implement in 2018 and beyond. During the past two years the department has been accessing the Northern Communities Investment Readiness Program to fund projects such as the land inventory and the community profile, which were evident tools that the department was missing to be “investment ready”. This strategy will go beyond the necessary tools to formulate an action plan to put these tools to use in an effective and meaningful way that will allow the Town to market itself regionally, provincially, nationally, and globally.

This strategy will include a commercialisation study and looks to assess capacity rates within the community in order to effectively target investment. By doing a commercialisation study component the strategy will identify investment streams that are necessary to the needs of the consumer and business community that is existing. By assessing in this manner, the strategy will be able to develop specific and tactical ways to target investors.

Project Completion: March 2019

**Estimated Budget: \$60,000.00**  
**Amount targeted for funding (NCIR): \$10,000.00**  
**Department Share: \$50,000.00**

## *Cochrane Transit*

Key Strategic Direction: Leveraging transportation assets

Goal: Increase local connectivity; Planning around people not cars; Considering all ages when improving amenities

PROJECT TEAM: David Butler, Stuart Gilray, EDO

The Cochrane Transit project aims to put in place a public transit system in the Town of Cochrane as a complementary service to the Town of Cochrane’s accessibility van.

Although attempted to have a project launch in 2017, the Town was unsuccessful at securing a local operator. As a result the team looks to re-evaluate the current model and present an adjusted plan to Council by April 2018.

Project Launch Date:

**Total budget for the project: \$115,586.00**  
**Confirmed funding (PTIF): \$57,793.00**  
**Municipal Gas Tax: \$43,345.00**  
**Municipal Share: \$14,448.00**

### *Doable Neighbourhood Project*

Key Strategic Direction: Promoting Cochrane as a Great Place to Live

Goal: Consider all ages when improving amenities

The Doable Neighbourhood Project (DNP) aims to increase community engagement while creating social spaces and providing methods to live an active lifestyle. For 2018, the DNP will be focusing on increasing the presence and accessibility of winter programming, promoting arts & culture in the community, as well as implementing previous programs such as the bike share, pop up pianos, canoe rentals and slip & slide. This year a particular focus will also look to wrap a storage trailer at the beach to increase promotion of the programs.

Winter programming goals: snowshoeing and cross country skiing programming.

**Total budget for the project: \$55,000.00**  
**Confirmed Funding (OSRCF): \$18,400.00**  
**In Kind Contribution: \$32,500.00**  
**Department share: \$14,600.00**

### *Northeast Community Network (NeCN)*

Key Strategic Direction: Leverage regional partnerships

Goal: Propel regional economic development initiatives

The NeCN is the economic development body for the region of Northeastern Ontario encapsulating all communities on the Hwy 11 Corridor from Temiskaming Shores to Hearst including Timmins. The involvement of the department is essential to ensure the success of this regional economic development arm. The NeCN works to propel growth & development in the agriculture, forestry, mining, energy & tourism industries.

Since March of 2017 the EDO has assumed the role of Chairperson for the Mining Committee and has been sitting on the NeCN Board of Director's Executive Committee as Vice-Chairperson to the Board since June 2017.

**Total budget for the project: \$2,500.00**  
**Membership Fee (based on 2017): \$1,400.00**

*Northern Ontario Showcase at Prospectors & Developers Association of Canada (PDAC) International Conference*

Key Strategic Direction: Strengthen the business sector

Goal: Promote local mining supply businesses

The Northern Ontario Mining Showcase (NOMS) aims to give northern mining suppliers the opportunity to increase partnerships and sales with mining companies at PDAC. No businesses from Cochrane attended the NOMS showcase in 2016. The EDO has already begun recruitment for the 2017 NOMS showcase and hopes to have 2 local businesses present at the show. Cochrane has been a partner for the NOMS since its inception in 2013.

**Total budget for the project: \$3,000.00**  
**Partner Share: \$500.00**  
**Northern Ontario Night Sponsorship: \$1,500.00**  
**Marketing: \$1,000.00**

*Promotional Items*

Key Strategic Direction: Promoting Cochrane as a Great Place to Live

Goal: Increase awareness of our community; Create brand recognition

In 2016, Council asked that \$10,000.00 of the budget be placed under the Economic Development Department’s budget to allow for the purchase of paraphernalia, to increase brand awareness and recognition. In order to continue these branding efforts, the department recommends that the same amount be allocated for 2018, in order to replenish stock of merchandise.

**Total budget for the project: \$10,000.00**

## Cochrane Intermodal Terminal

This priority area will create a niche market rail hub in the Cochrane area. The goal is not to become a Toronto or Winnipeg, yet, but to maximise the opportunities to move freight by rail in Northern Ontario by supporting the existing needs of industry. Furthermore the goals of this priority also include to align the Town's vision for the rail hub with the Ontario Northland Transportation Commission (ONTC).

### *Cochrane Intermodal Terminal (CIT)*

Key Strategic Direction: Leveraging transportation assets

Goal: Create a hub in Cochrane for industries to utilise rail for freight transportation

This project aligns with the strategic plan's direction to leverage transportation assets and strengthen the business community. Primary goals are to increase usage of rail for freight transportation in an effort to maintain and create jobs, while providing other industries with opportunities to expand their business operations, logistics and create efficiencies.

Last year the department completed the first phase of this project; to accommodate the mining sector. The department will focus this year on accommodating the agricultural sector.

*Project Completion Date: Winter 2018*

**Total capital budget for the project: \$1,500,000.00**

**Requested Funding (NOHFC): \$850,000.00**

**Requested Funding (FedNor): \$500,000.00**

**Department capital share: \$150,000.00**

### *Cochrane Intermodal Terminal (CIT) Vision Plan*

Key Strategic Direction: Leveraging transportation assets

Goal: Create a hub in Cochrane for industries to utilise rail for freight transportation

PROJECT TEAM: Martin Bizier, Renée Vezeau-Beaulieu, Rodney Hoogenhoud, David Butler, Peter Politis, Joel Richard, EDO

This project aligns with the strategic plan's direction to leverage transportation assets and strengthen the business community. Primary goals are to increase usage of rail for freight transportation in an effort to maintain and create jobs, while providing other industries with opportunities to expand their business operations, logistics and create efficiencies.

The goal for this project is to have an established vision plan for the existing multi-modal infrastructure.

**Estimated Total Costs: \$35,000.00**

**Amount targeted for funding: \$17,500.00**

**Requested Department Share: \$17,500.00**

*Marketing Initiatives*

Key Strategic Direction: Promoting Cochrane as a Great Place to Live; Strengthen the business sector; Grow the agricultural sector; Enhance tourism sector

Goal: Promoting all opportunities for investment and skilled labour attraction in Cochrane; increase brand recognition

The department participates in many marketing initiatives, mainly when it relates to tourism and attraction & retention. The total budget allocation for this will be spread among four different segments: tourism, skilled labour attraction, investment attraction and business support, and Eat Local Campaign.

**Total budget: \$20,000.00**  
**Department share: \$20,000.00**

*Investment Attraction:*

Over the last two years, and in this upcoming fiscal year, the Town has invested many dollars in revenue generating and development attraction assets, such as the Cochrane Intermodal Terminal (CIT), the Commando Park Project among others. It will be important in the immediate future to promote these new pieces of infrastructure so that they become regionally marketed and utilised; to become a regional hub. Furthermore, the department has worked extensively to complete a community profile, industrial and commercial land/asset inventory that should also be marketed.

**Requested Budget: \$5,000.00**

*Northern Ontario Livestock Pilot Project*

Key Strategic Direction: Grow the agricultural sector

Goal: To ensure Cochrane’s interest are well represented during this process.

The EDO will be monitoring project developments and participating in required meetings with provincial and regional entities to ensure that Cochrane’s interest are made clear during the process of this project.

The Northern Livestock Pilot project is a provincially mandated project led by the Ontario Ministry of Agriculture Food and Rural Affairs, who has chosen the Northeast Community Network (NeCN) as the municipal consultative vehicle.

**Total budget for the project: \$0.00**

## Community Improvement Plan

This focus area includes the following project.

### *Community Improvement Plan*

Key Strategic Direction: Strengthening the business environment

Goal: Investment attraction & retention

PROJECT TEAM: Rodney Hoogenhoud, Dennis Draves, Jamie Mageau, Joel Richard , CAO,  
Director Protective Services, EDO

This project aims to develop investment incentives for selected areas within the town of Cochrane in order to stimulate investment and economic growth in the community. The final CIP will suggest grant and loan frameworks that the municipality can administer for the implementation of the CIP.

Targeted areas for the CIP are the downtown core and the Highway 11 corridor within the municipal boundaries. The downtown core has been selected as a key area because it is the retail hub for the community and currently has many vacant storefronts. The Highway 11 corridor has been selected for several reasons: 1- Identified as a strategic CIP location within the Strategic Plan, 2- Development infrastructure is an issue along the highway for services, making business investment and issue for this travelled highway, 3-Many vacant commercial lots are available for sale.

*Estimated Project Completion Date: July 2019*

**Total budget for the project: \$40,000.00**  
**Confirmed funding (RED): \$20,000.00**  
**Department share: \$20,000.00**

## Tourism Master Plan

This priority looks to develop a tourism master plan that will span 5-10 years, which will be inclusive of the following initiatives.

### *Marketing Initiatives*

Key Strategic Direction: Promoting Cochrane as a Great Place to Live; Strengthen the business sector; Grow the agricultural sector; Enhance tourism sector

Goal: Promoting all opportunities for investment and skilled labour attraction in Cochrane; increase brand recognition

The department participates in many marketing initiatives, mainly when it relates to tourism and attraction & retention. The total budget allocation for this will be spread among four different segments: tourism, skilled labour attraction, investment attraction and business support, and Eat Local Campaign.

**Total budget: \$20,000.00**  
**Department share: \$20,000.00**

### *Tourism:*

Tourism is an important sector that the department invests in for marketing. Thus far, the department has relied on building partnerships to leverage funds for tourism marketing campaigns. Even with these partnerships however, the department's budget has run short in the last two years when we look at marketing initiatives for tourism.

**Requested Budget: \$10,000.00**

### *Tourism Application Development*

Key Strategic Direction: Enhance tourism sector

Goal: Create a marketing and trip planning app to promote Cochrane's tourism industry

PROJECT TEAM: Renee Vezeau-Beaulieu, Martin Bizier, Rodney Hoogenhoud, Joel Richard, EDO

This project will develop a tourism focused app to assist tourist, tourism business operators and other stakeholders to promote and increase tourism in Cochrane. The app should be modern, user-friendly, provide trip booking and trip planning capacities and should link with Town of Cochrane and Northeastern Ontario social media feeds.

This project is necessary to centralise information regarding tourism in Cochrane and is a modern way of providing information to tourists. This is also an innovative way to assist and attract tourists in our community.

*Estimated Project Completion Date: 2-3 year project timeline*

**Total budget for the project: \$100,000.00**  
**Amount targeted for funding (TDF/NeOnt/TNO/NOHFC/FedNor): \$75,000.00**  
**Department share: \$25,000.00**

### *Aventure Nord Marketing Project*

Key Strategic Direction: Leverage regional partnerships; Propel regional economic development initiatives; Enhance tourism sector

Goal: Increase awareness of power sports tourism in our community & region

This project is a regional partnership among 5 francophone northern communities including: Cochrane, Smooth Rock Falls, Kapuskasing, Hearst and Dubreuilville. This regional project aims to develop a marketing strategy to attract francophone power sports enthusiasts to the region; primarily from the Quebec tourist market. Our francophone region is mostly unknown to this market yet we have a product that they can benefit from. This project looks to fill this gap in the tourism industry. The first phase of this project was completed in June 2016.

The EDO and CAO have since 2016 assumed the lead role in this regional project.

*Project Completion Date: February 28, 2018*

**Total budget for the project: \$245,000.00**  
**Confirmed Funding (TNO/OTMPC): \$42,500.00**  
**Confirmed Funding (FedNor): \$192,250.00**  
**Confirmed Funding (Other Partners): \$8,000.00**  
**Department partner share: \$3,750.00**

### *Building the World's Best Snowmobiling Destination (WBSD)*

Key Strategic Direction: Leverage regional partnerships; Propel regional economic development initiatives; Enhance tourism sector

Goal: To become the best snowmobiling destination of the world

This regional project undertaken by the Northeast Community Network is in its initial stages of being implemented. After lack of leadership last January following the completion of the study, the Town of Cochrane assumed a leadership role to ensure the implementation on the project.

**Total budget for the project: \$0.00**

*Northeastern Ontario Tourism (NeOnt) Product Development*

Key Strategic Direction: Leveraging regional partnerships; Maintain the tourism sector

Goal: Have a presence through our Regional Tourism Organisation; Increase visibility of Cochrane attractions

This partnership fee allows the Town of Cochrane to market various tourism attractions at a reduced rate by being a NeOnt partner. NeOnt is the regional tourism organisation for our region. It works a lot towards marketing the region’s tourism activities. Other opportunities exist in being a partner, for example creating packages and utilising NeOnt’s presence online to promote and sell packages.

Efforts will need to be made by the department to maximise the use of this partnership. In recent years other departments with tourism related activities have not been leveraging the benefits and incentives offered by NeOnt. Currently, the EDO is continuously speaking with tourism stakeholders looking to partner up and create packages to be promoted through NeOnt.

**Total budget for the project: \$3,250.00**  
**Membership Fee (based on 2017): \$2,853.25**

*ATV Ontario Membership*

Key Strategic Direction: Enhance tourism sector

Goal: Increase awareness of power sports tourism in our community & region

Potential ATV funding that could create new tourism opportunities, matching current projects (i.e. Adventure Riding), in creating trails and tours. Current yearly fee is reimbursable, thus is a nominal fee being paid in the interim for potential large returns in the future.

**Total budget for the project: \$2,000.00**  
**Leveraged Funding: \$1,900.00**  
**Partner Share: \$100.00**

## *Transforming Ontario's North*

Key Strategic Direction: Promoting Cochrane as a Great Place to Live; Enhance tourism sector (corporate tourism)

Goal: Increase awareness of Cochrane's conferencing amenities; Create an influx of spending in the community

PROJECT TEAM: Peter Politis, Joel Richard, EDO, CAO, Northern Policy Institute

This project has been initiated by the Board and is to be completed in spring of 2018. A taskforce comprised of Board members along with the Northern Development Officer, EDO and CAO, will work toward the planning, organisation and implementation of the project.

Important themes to the conference will revolve around rural economic development in northern Ontario and bridging the gap between First Nation and non-First Nation economic development bodies. The conference should be an important driver for economic development and partnerships within the region.

**Total budget for the project: \$147,000.00**  
**Amount targeted for funding (NOHFC; FedNor; Sponsorships): \$139,000.00**  
**Department share: \$8,000.00**

## Administrative & Other Duties

The administrative costs, including travel, training, education and salary, have been omitted from the Action Plan, but will appear in the department's final budget. Costs related to training and education is allocated primarily for the EDO to achieve the Ec.D. Designation through the Economic Development Association of Canada (EDAC) program through the University of Waterloo, which should be completed by December 2018; and to complete the "Primer in Planning Course" delivered by the Association of Municipal Clerks & Treasurers of Ontario (AMCTO) during the upcoming year.

It is also a priority for the department to apply for funding for an intern position within the department.

As indicated in the executive summary, activities of the EDO relating to business & community development support, networking, partnership building & support along with administrative support to the Board and/or Council and other departments are omitted from this action plan. This is so for two reasons, to protect the client, for confidentiality purposes and second to avoid redundancy of evident tasks that support our community's new and existing businesses and not for profits. At this time, these are the activities that will occur in 2018 for certain, additional activities may occur depending on demand:

- Minimum of 4 networking opportunities outside the Northeast region
- Minimum of 4 networking opportunities within the Northeast region
- Maintains close to 20 partnerships. Goals for 2018 will be to solidify partnerships with at least 1 neighbouring First Nation community.
- Policy Development:
  - o In partnership with the Planning Division, develop a site selection policy to enhance process of attracting investors
  - o In partnership with the Clerk & CAO Administrative Assistant develop a social media policy as well as a Marketing Paraphernalia Policy
  - o In partnership with the Planning & By-Law division revise the business licensing by-law