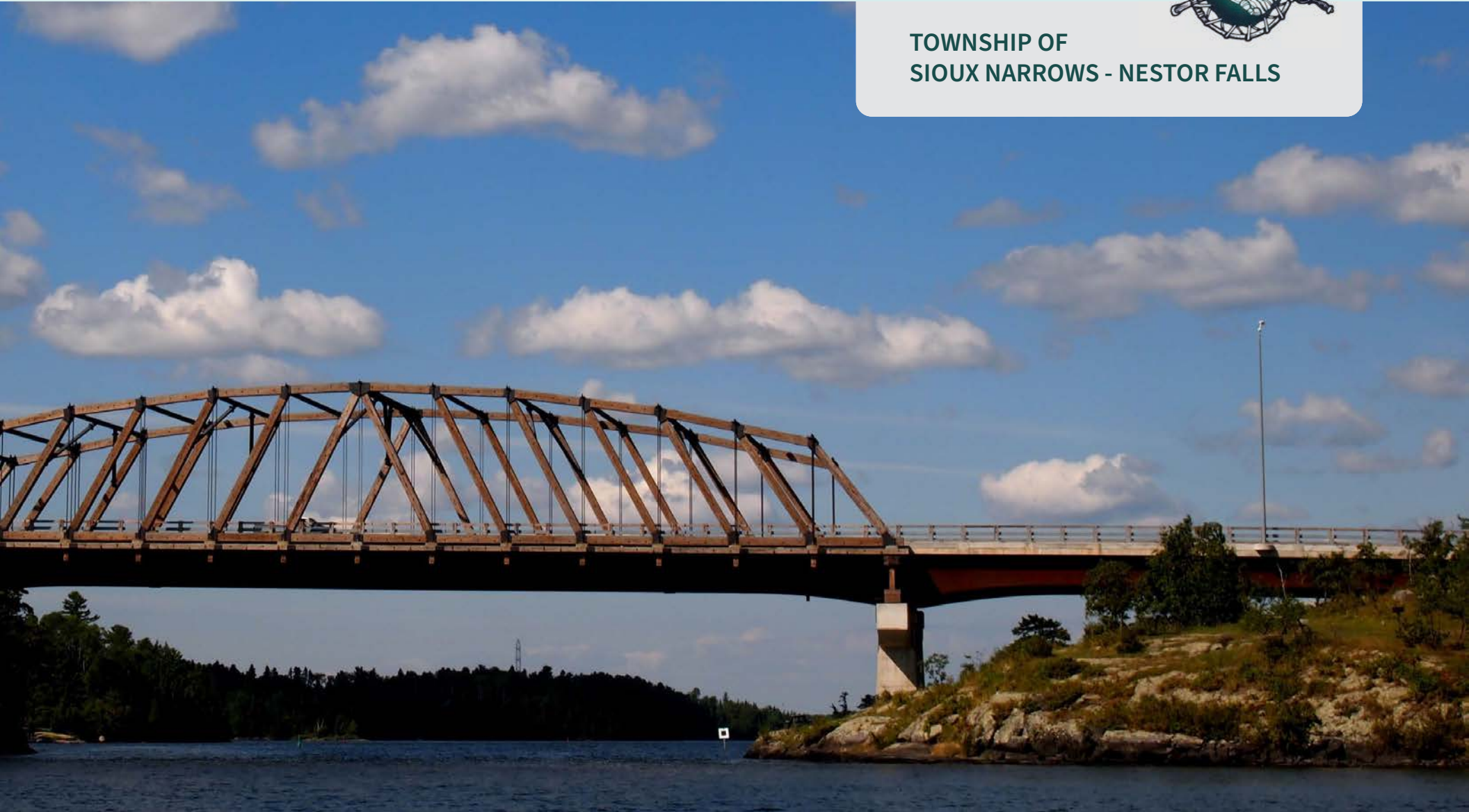


2022 COMMUNITY ECONOMIC DEVELOPMENT STRATEGY



TOWNSHIP OF
SIOUX NARROWS - NESTOR FALLS



PREPARED FOR

Township of Sioux Narrows - Nestor Falls

P.O. Box 417

Sioux Narrows, Ontario

P0X 1N0

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INTRODUCTION

COMMUNITY INTRODUCTION

The Township of Sioux Narrows-Nestor Falls (Township) is located along the eastern shores of the Lake of the Woods, is a full-service community of approximately 720 full-time residents that grows to 5,000 over the summer months. The Township is located along Highway 71, a key north-south highway in the region with consistent traffic flows.

In recent years, the Township has invested in major infrastructure projects including a new ambulance base, bike trails, community spaces and facilities, and upgrades to the Northern Ontario Sport Fishing Centre. The Township has also completed an Emergency Management Plan (2017), a Conservation and Demand Management Plan (2019), a Strategic Plan and Vision Statement (2019), a Community Improvement Plan (2020), a Highway Corridor Redevelopment Plan (2020), an Asset Management Plan (2021), and a Bike Trails Study (2021).

Sioux Narrows-Nestor Falls is a subregional service centre for rural residents, cottage dwellers and neighbouring First Nation communities. The community's local economy is primarily based on cottaging and tourism, with approximately 80% of businesses tied to the tourist sector. These businesses provide a wide range of services including hospitality, retail, financial, personal, and emergency facilities.

However, many local businesses rely on American tourists who have been unable to visit Canada since March 2020 due to the COVID-19 pandemic. As a result, the community has experienced economic hardship resulting in several key businesses closing, including a local restaurant, coffee shop, LCBO, and financial institution.



PROJECT BACKGROUND

A Community Economic Development Strategy provides the Township with a coordinated approach to strengthening the community's long-term economic outlook. This project was initiated to understand economic drivers and gaps in Sioux Narrows-Nestor Falls to establish opportunities for community and economic development in the future. This Community Economic Development Strategy was created to guide the Township's effort in promoting tourism and economic development for the next 5 to 10-years and beyond. It includes community value propositions, focus areas, tactics, and supplementary details to guide how the Township expends its resources and efforts to promote economic growth and development.

The Community Economic Development Strategy will:

- Be the Township's guiding document in how it expends resources and efforts in economic development.
- Articulate the Township's value propositions as a place for investment and mission in facilitating growth.
- Establish focus areas and "tactics" to direct Township efforts in tourism and economic development.
- Strengthen the Township as a place for business investment, growth and retention.
- Be a "living document" that can be updated based on changing circumstances.



MUNICIPAL ROLES IN ECONOMIC DEVELOPMENT

Municipalities play an important role in facilitating economic development, growth, and investment in a community. This includes providing leadership and support including:

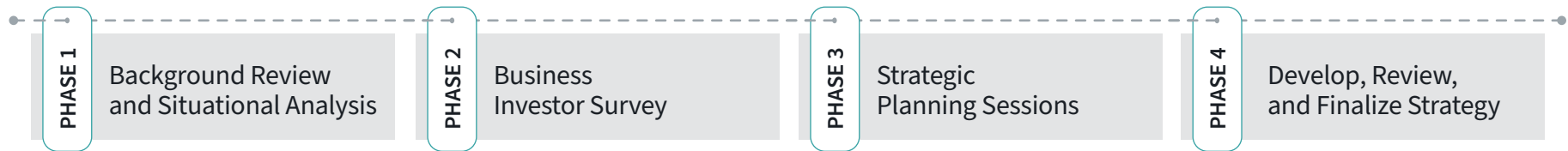
- Take a leadership role to drive the development of a community economic development vision, a strategic plan with clear, focused objectives and strategies to reach the desired future.
- Provide funding to support a locally controlled economic development agency such as a Community Development Corporation (CDC).
- Hire economic development staff to undertake key functions of economic development for the community and region.
- Encourage key community stakeholders to take part in economic development planning and activities.
- Encourage broad participation and partnerships with business groups, institutions, community groups and the public.
- Partner with other communities in the region to work towards common goals.

The Township of Sioux Narrows-Nestor Falls has embraced its role in economic development by establishing staff, resources, and this Strategy to implement a long-term economic development program.

PLANNING PROCESS

OVERVIEW OF PROCESS

This strategy was developed through a collaborative process that included the following phases:



PHASE 1: Background Review and Situational Analysis

After a start-up meeting with the Township and the project team, a background review of existing plans, reports, studies, and other materials was completed to gain a stronger understanding of previous work done to date and current conditions related to economic development in the Township. The background review also involved desktop data collection of the available demographic, labour force, and other economic development data. Following this, the project team completed an asset inventory of existing community buildings, facilities, parks, open spaces, and natural attractions and a lands analysis of properties owned by the Township.

PHASE 2: Business Investor Survey

Following the first phase, the project team developed and completed a Business and Investor Survey. The survey was designed to provide information about opportunities and challenges that SNNF's local business community experiences. Survey questions included existing spaces and facilities, customers, financial conditions, the workforce, investment friendliness, and priorities to support economic development. A total of 32 business representatives completed the survey. A summary of the results is included in **Appendix A**.

PHASE 3: Strategic Planning Sessions

Strategic planning sessions were held with various stakeholders including elected officials, staff members, business leaders, and other community members. Each session included activities designed to gather information about existing conditions, emerging trends, and future opportunities in the Township. The information collected in this phase informed the development of a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, and helped the project team identify the Township's vision, guiding principles, focus areas, and tactics to inform the development of tourism and economic development goals and tactics. A summary of the strategic planning sessions conducted, and related meeting minutes are included in **Appendix C**.

PHASE 4: Develop, Review and Finalize Strategy

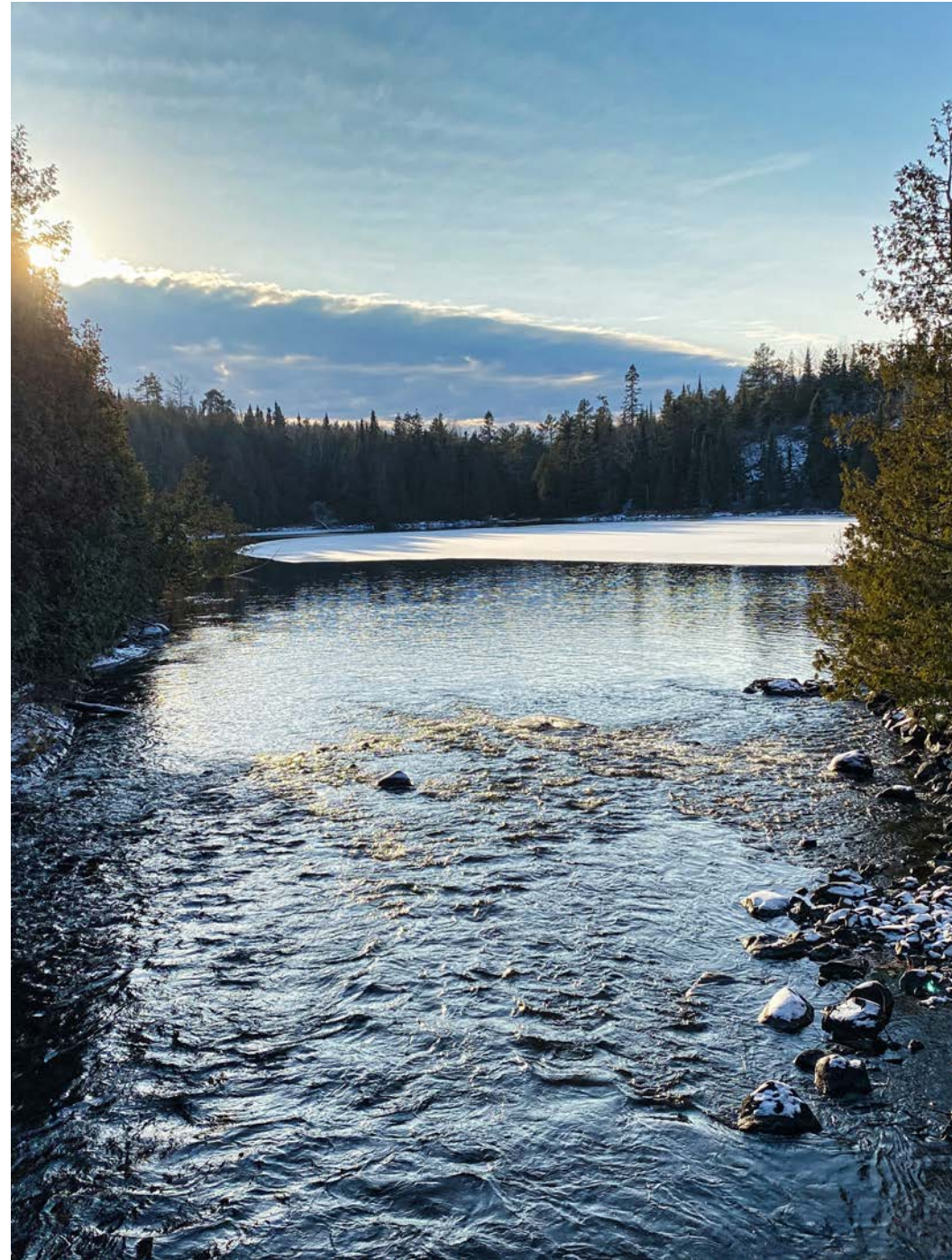
Based on the information collected during the previous phases, a draft Community Economic Development Strategy was developed and provided to Township staff and economic development committee for review and comment. This included a review workshop with Township staff and Council. Final revisions were included to develop a final draft Strategy to conclude the project.



SUPPORTING DOCUMENTS

This strategy was informed by several existing plans, reports, bylaws, and documents completed by the Township since 2012. These reports include, but are not limited to:

- Zoning By-Law #279 (2012)
- Official Plan (2014 Consolidation)
- Community Profile (2015)
- PTSD Prevention Plan (2016)
- Community Emergency Management Plan (2017)
- Municipal Road Policy (2018)
- Conservation and Demand Management Plan (2019)
- Strategic Plan and Vision Statement (2019 – 2023)
- Community Improvement Plan (2020)
- Highway Corridor Redevelopment Plan (2020 Update)
- Trail Concept Plan (2020)
- Multi-Year Accessibility Plan (2021 – 2022)
- Asset Management Plan (2021)
- Mapping Northern Creative Spaces: Kenora and Sioux Narrows – Nestor Falls (2021)



COMMUNITY ECONOMIC OVERVIEW

COMMUNITY METRICS

A situational analysis was conducted as part of the Community Economic Development Strategy planning process to understanding the general economic conditions in Sioux Narrows-Nestor Falls that may influence or be influenced by tourism and economic development. Community metrics were assessed as part of this project based on the most up-to-date available data pertaining to community and economic conditions. The data collected and analyzed included a mix of government and third-party data sources:

- 2016 Census Data (e.g. demographics, labour force, households, income, and other statistics)
- 2021 Census Data (population)
- Sioux Narrows-Nestor Falls Sitewise Demographic Data (EnviroNics Analytics)
- Ontario Ministry of Transportation Highway Traffic Counts (Highway 71)
- Township Building Permit Values, CIP Permit Values, and Property Assessment Data
- Tourism-Visitor Statistics (e.g. NOSFC visitor rates, US border rates, Ontario regional tourism profiles, and Ontario provincial park visitor rates)

These metrics can help understand where economic gaps and opportunities exist, identify broader trends that may impact the community and inform potential Township strategies to support community and economic growth. A summary of the community metrics analyzed are included in the Sioux Narrows-Nestor Fall Snapshot on the following pages.



LOCAL BUSINESS PERCEPTIONS

Sioux Narrows-Nestor Falls' local business community predominantly consists of small businesses and a few larger tourism operators and retail businesses. Understanding how local businesses perceive the local economic and investment climate is essential to determine where economic opportunities and challenges exist and where efforts need to be directed. Some key results of the Business Investor Survey completed by local businesses in the community include:

- 75% of businesses have been in operation for more than 15 years.
- 69% of businesses have 5 or less employees.
- 85% of businesses indicated the summer tourism season was “very important” to their market share and customer base.
- 52% of businesses indicated an increase in revenues as compared to the previous year.
- 48% of businesses are looking to expand their staff size in the coming year.
- 37% of responding businesses reported unfilled positions, including 30% with unfilled positions exceeding 10% of their needed workforce.
- Lack of local training, education, housing, and local amenities cited as by responding businesses the most significant challenges in retaining staff.
- 30% of responding business indicated the Township's business-friendliness improved over the past 4 years, while 56% indicated no change.

ASSET INVENTORY

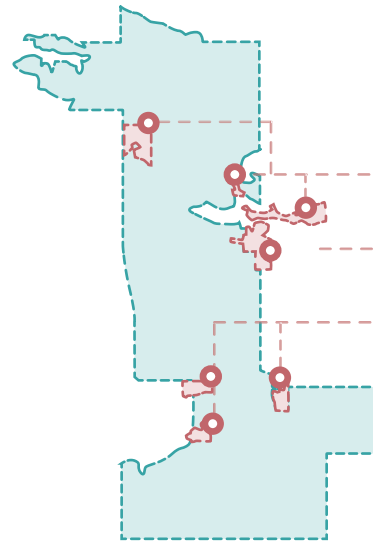
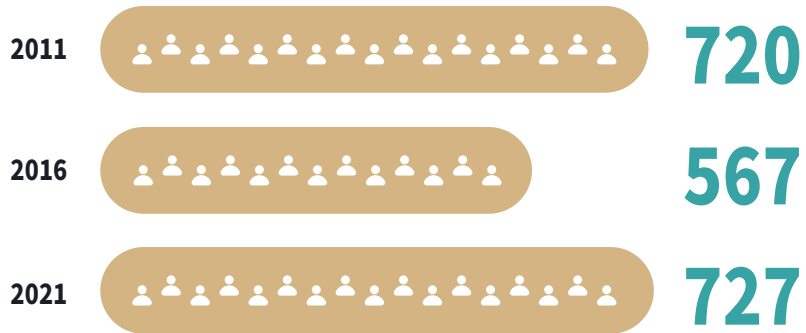
An asset inventory was conducted to identify existing Township buildings, facilities, parks, open spaces, and natural attractions that could be better leveraged to support economic and tourism development in Sioux Narrows-Nestor Falls (see **Table 1**). As a smaller rural municipality with limited resources, it is important to identify how existing assets that can be leveraged to attract people to the community and support economic growth.

With a minor investment, these existing assets can be enhanced or upgraded to improve usage in the community. The following table highlights the Township’s existing assets that could be used to support economic development. These opportunities are reflected in related tactics established in Our Strategy for Growth (Section 4.0).

Table 1. Township Asset Inventory

| COMMUNITY BUILDINGS AND INFRASTRUCTURE | Assets | PARKS, OPEN SPACES, AND NATURAL ATTRACTIONS | Assets |
|---|--|---|---|
| | <ul style="list-style-type: none"> • Nestor Falls Community Centre • Sioux Narrows Community Centre • Joe Douglas Meeting Place • Sioux Narrows Former Curling Club • Nestor Falls Multi-Use Building • Sioux Narrows Municipal Centre • Northern Ontario Sportfishing Centre • Nestor Falls Travel Centre • White Moose Golf Course • Sioux Narrows Library • Bridge & Falls Studios | | <ul style="list-style-type: none"> • Bridge Park • Bass Lake Park • Veterans Park • Sioux Narrows Provincial Park • Caliper Lake Provincial Park • Government Dock / Boat Launches • Nestor Falls Tennis Courts • Nestor Falls Skating Rink • The Falls / Muskie Bay Lookout |
| Opportunities to Support Economic and Tourism Development | Opportunities to Support Economic and Tourism Development | | |
| <ul style="list-style-type: none"> • Special event hosting • Programming • Conversion of use • Building retrofits • Host markets • Marketing facilities as event venues • Usage fees | <ul style="list-style-type: none"> • Event / gathering space • Programming • Infrastructure • Upgrades • Usage fees | | |

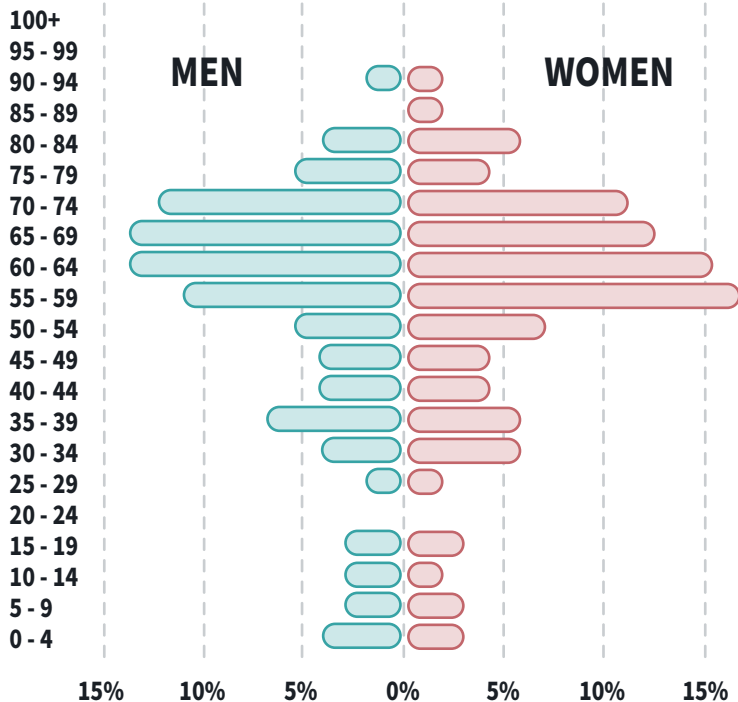
TOWNSHIP POPULATION



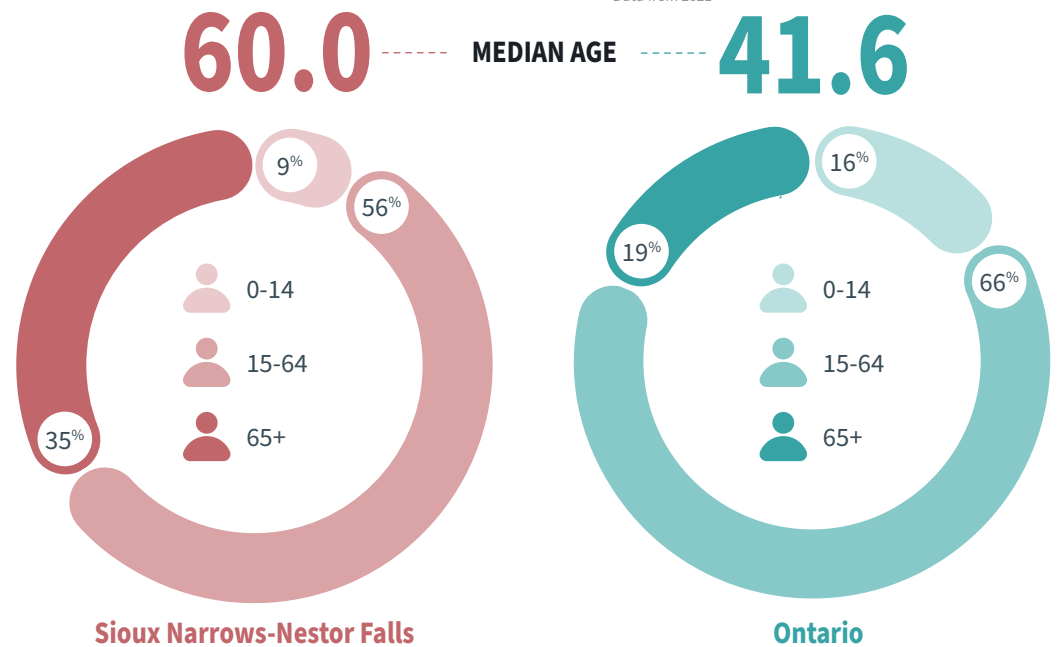
REGIONAL POPULATION Data from 2021

| | |
|---|--------------|
| NAOTKAMEGWANNING | 739 |
| NORTHWEST ANGLE | 200 |
| OJIBWAYS OF ONIGAMING | 472 |
| TOWNSHIP | 727 |
| TOTAL TOWNSHIP REGIONAL POPULATION | 2,138 |

DISTRIBUTION Data from 2021



AGE PROFILE Data from 2021

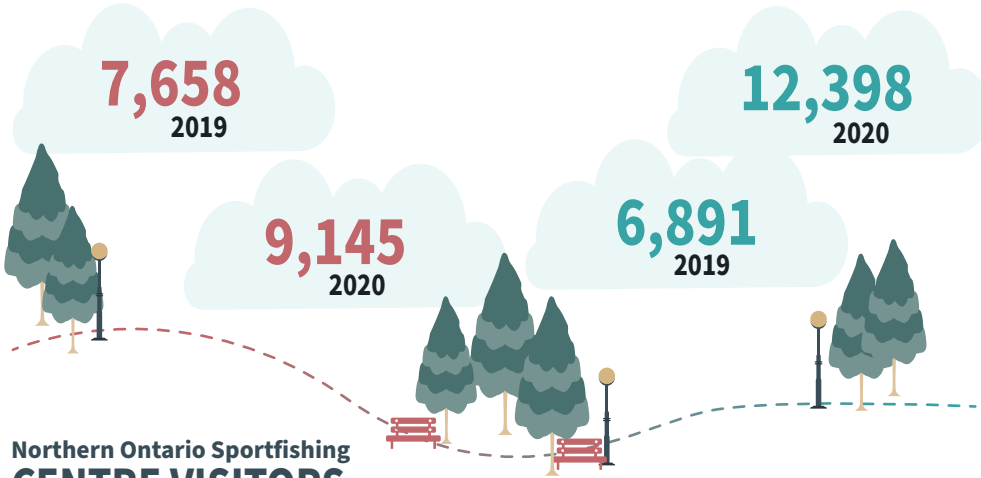


TOURISM

PROVINCIAL PARK VISITORS

Sioux Narrows

Caliper Lake



Northern Ontario Sportfishing CENTRE VISITORS



*Closed for part of the year due to COVID-19.

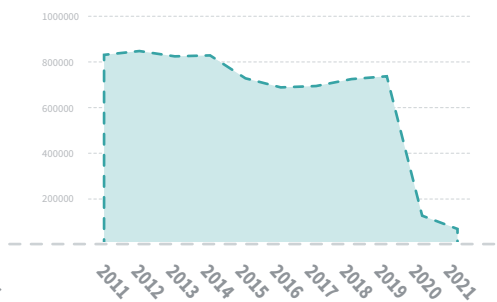
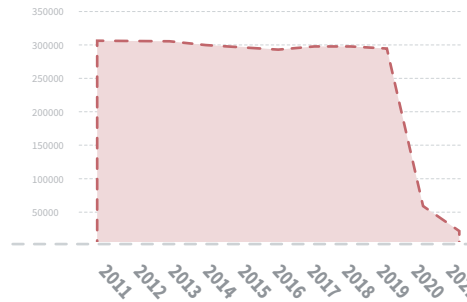
MARKET ACCESS

| City | Sioux Narrows | Nestor Falls |
|------------------|---------------|--------------|
| KENORA, ON | 76KM | 126KM |
| WINNIPEG, MB | 290KM | 340KM |
| FORT FRANCES, ON | 139KM | 89KM |
| THUNDER BAY, ON | 486KM | 436KM |
| DULUTH, MN | 400KM | 350KM |
| MINNEAPOLIS, MN | 612KM | 562KM |

BORDER CROSSINGS

Rainy River / Baudette Border Crossing

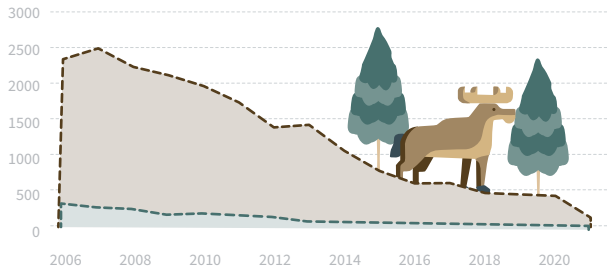
Fort Frances / International Falls Border Crossing



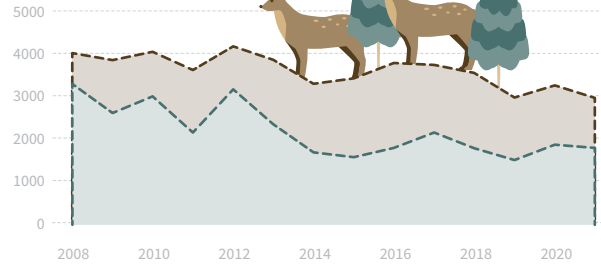
HUNTING DATA

Active Hunters Animals Harvested

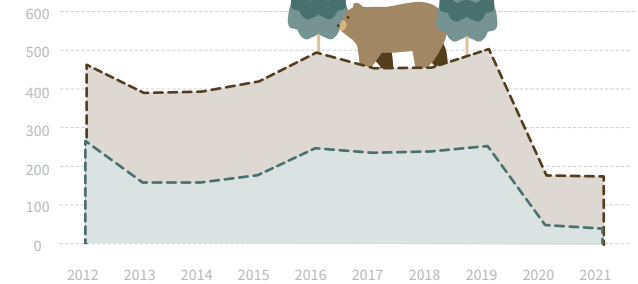
MOOSE



DEER



BEAR



Note: Data includes the 7B, 8 and 9A Ontario Wildlife Management Units.

Source: Statistics Canada, Township of Sioux Narrows-Nestor Falls, Ontario Parks, Ministry of Transportation, Flaticon.com.

HOUSING & HOUSEHOLDS

TENURE

Data from 2016

93% OWNER
6% RENTER

DWELLINGS

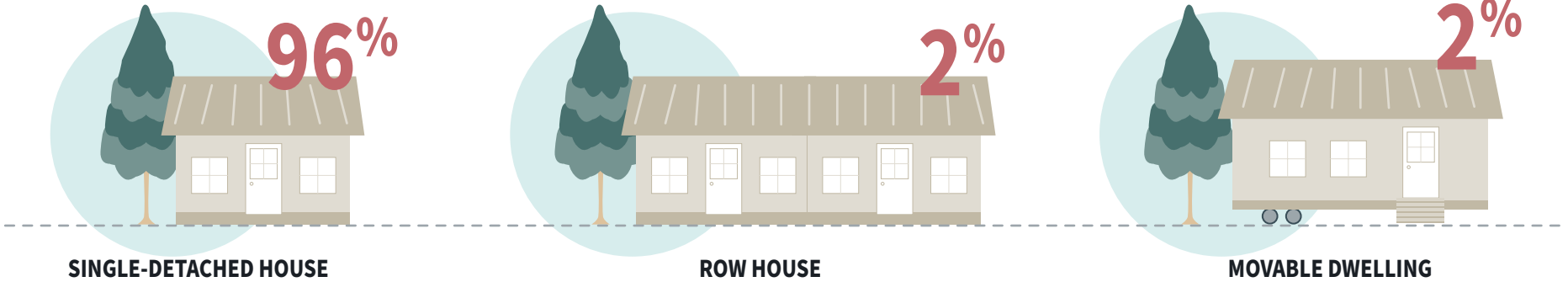
1061 TOTAL
330 OCCUPIED BY USUAL RESIDENTS

2.0 AVERAGE HOUSEHOLD SIZE

\$98,552 AVERAGE SPENDING PER HOUSEHOLD

Data from Environics Analytics, 2020

HOUSING TYPE



Sources: Statistics Canada, Census 2021 unless otherwise noted.

LAND DEVELOPMENT

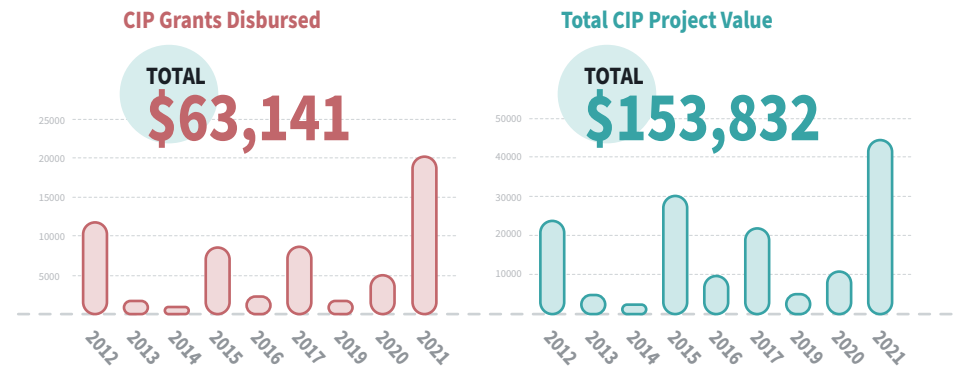
ASSESSED VALUE of Land

RESIDENTIAL ----- **\$363,588,500**
 COMMERCIAL ----- **\$8,052,000**
 INDUSTRIAL ----- **\$1,333,000**
 INSTITUTIONAL ----- **\$773,000**
 VACANT LAND ----- **\$27,718,800**
 GOVERNMENT & SPECIAL ----- **\$3,614,500**

Value of BUILDING PERMITS

2016 ----- **\$4,746,730**
 2017 ----- **\$6,593,125**
 2018 ----- **\$6,008,700**
 2019 ----- **\$2,802,600**
 2020 ----- **\$5,066,100**

CIP GRANTS & LEVERAGED INVESTMENT



EDUCATION

HIGHEST EDUCATION LEVEL

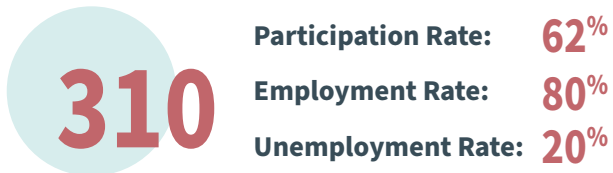


TOP 3 FIELDS OF STUDY



LABOUR FORCE

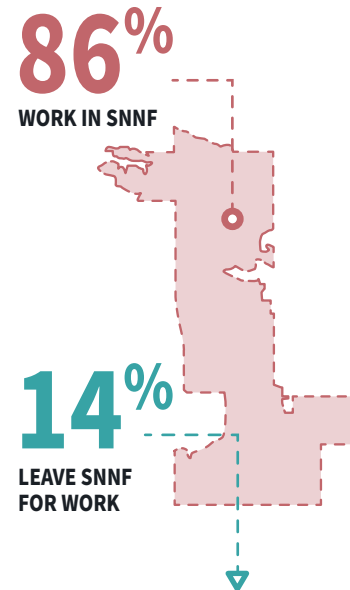
WORKFORCE SIZE



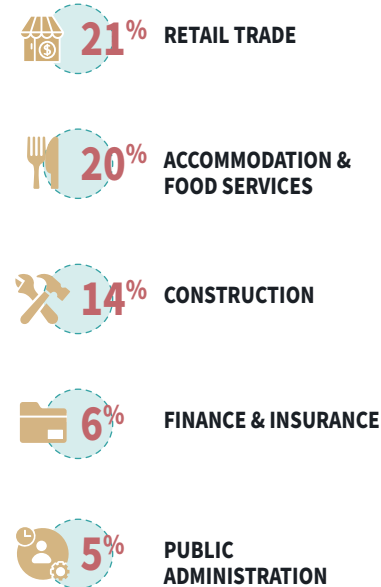
WORK ACTIVITY



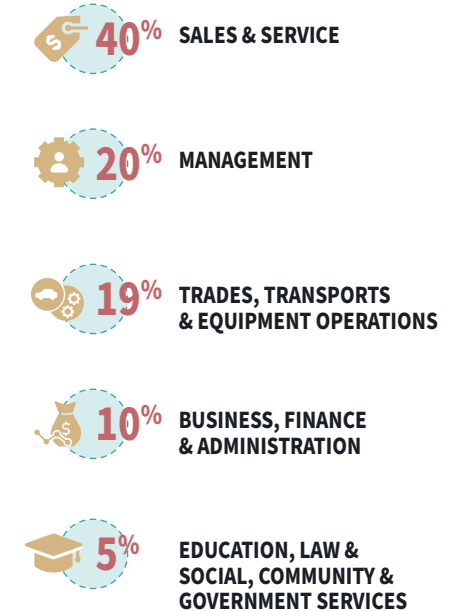
LOCATION



TOP 5 SECTORS



TOP 5 OCCUPATIONS





FUTURE CONSIDERATIONS

The following considerations summarize analysis conducted on community metric data relevant to tourism and economic development within the Township.

- The Township's population has remained stable since 2011, with a large aging demographic that exceeds regional, provincial, and national averages. Future efforts to attracting and retaining young workers and families will be pivotal to economic stability and growth.
- Indigenous populations living on reserves within the Township municipal boundary provide an additional 1,500 residents who access goods and services in the Township and provide a growing young labor pool that could be utilized by local businesses and tourism operators.
- The Township's tax base is predominantly residential (90% of total base). Greater diversity in the local tax base through growth of commercial and industrial tax bases will enhance the Township's fiscal position and sustainability.
- Provincial park visitor trends remained stable during COVID, indicating a large proportion of domestic visitors visiting the parks. There is a gap in existing data to understand more specific visitor and travel habits which can be addressed through 3rd party data acquisition and analysis (e.g. geosocial data). This will better illuminate changing trends within the international and domestic visitor markets.
- The Township's housing stock is predominantly single-family and owner-occupied. Lack of local housing stock and tenure diversity presents a barrier for community growth and business recruitment and retention efforts.
- The Township has a large seasonal employment base with 42% of employed residents working seasonal or part time, largely related to tourism activities. Promoting and enhancing the community as a four-season destination can support greater opportunities for year-round employment.



TOWNSHIP LANDS ASSESSMENT

As part of developing this Strategy, the consulting team completed a “Lands Assessment” of Township-owned properties. The objective of the assessment was to determine surplus municipal land holdings that could be included in a Township disposition program to support community and economic development. Leveraging surplus municipal lands for disposition can allow the Township to capture the following benefits:

- Generate revenue from surplus lands sales and increased tax revenues from their development to be reinvested into community infrastructure and services.
- Reduce Township operational and maintenance costs.
- Create opportunities for community and economic development.
- Permit the strategic acquisition of lands required to facilitate larger developments.
- Leverage opportunities to establish partnerships (affordable / social housing).

The Township owns 25 properties within the community, including

- 6 in the Nestor Falls area (Figure 2).
- 14 in the Sioux Narrows area (Figure 3).
- 5 properties in surrounding rural areas.

These properties include vacant land and land with community facilities and infrastructure, including community halls, municipal offices, travel centres, parks, a cemetery, airport, golf course and landfill. Each property was assessed to determine current and potential future use, site conditions and constraints and other features that would support potential surplus and disposition. This process involved four steps:

- 1) Compiling a detailed land inventory and mapping of all Township-owned properties.
- 2) Completing development assessments and site profiles for each property to determine developability and disposition potential.
- 3) Engaging Township Council and staff on current and intended uses of each property and potential surplus and disposition opportunities.
- 4) Identifying short-term disposition opportunities for properties that are most readily developable and are not required for long-term municipal operations.

The development assessments completed for each property identified their relative suitability for development and development constraints that may hinder future development. This included assessing each property for the following site conditions:

- Existing land uses.
- Current assessment value.
- Legal encumbrances (leases, easements, rights-of-way etc.).
- Topography and slope analysis.
- Servicing considerations (water, sanitary, storm connections).
- Land use policy in effect (Official Plan, Zoning, CIP, etc.).
- Site access and configuration.
- Environmental constraints (remediation, floodplains etc.).
- Other site development considerations.

SITE 1: NF AIRPORT



GENERAL SITE INFORMATION

| | |
|---------------------------|--|
| Address: | Pipestone-Tri Lake Road / Airport Road |
| Roll Number: | 6008110001152000000 |
| Total Area: | 29.4 acres |
| Number of Parcels: | 1 |
| Ownership: | Township of Sioux Narrows - Nestor Falls |
| Slope (>25%): | No major concern |
| Water Features: | Near Heronry Lake |

PLANNING & ASSESSMENT INFORMATION

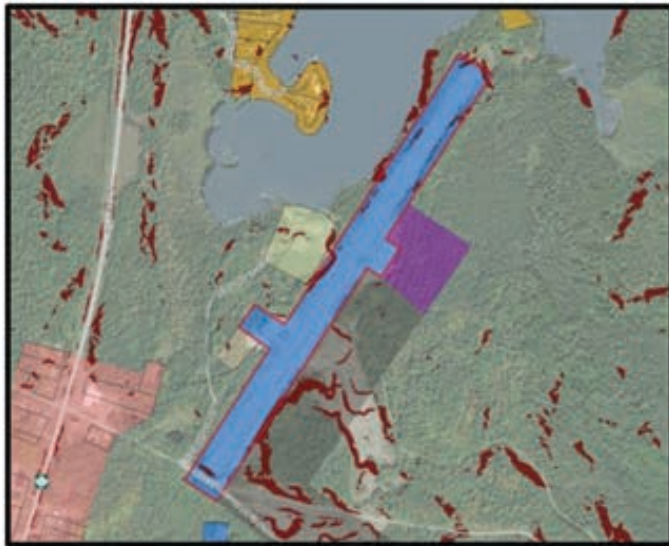
| | |
|-----------------------------|--------------------------------------|
| Zoning: | Institutional |
| Current Land Use: | Nestor Falls Airport |
| Notes from Township: | Vacant residential land not on water |
| 2021 Assessment: | \$28,000 |

INFRASTRUCTURE & ACCESS

| | |
|------------------|-----|
| Water: | No |
| Sanitary: | No |
| Hydro: | No |
| Access: | Yes |

KEY CONSIDERATIONS & RECOMMENDATIONS

| | |
|-------------------------|--|
| Considerations: | - Located near parcel zoned for waste disposal |
| Recommendations: | - Continue to maintain airport. |



Township of Sioux Narrows-Nestor Falls | Economic Land Analysis

2

The results of the land assessment include a recommendation to pursue disposition of three municipal land disposition in the short-term (e.g. 1-3 years). Moving forward, the Township is recommended to prepare and implement Disposition Action Plans for each parcel that include:

- 1) Planning Review Checklist which identifies the planning related items that need to be completed prior to disposition. These items may include Rezoning; Official Plan amendments, environmental tasks, Community Improvement Plans; legal survey; road closures and/or raising of title; and on-site demolition or clearing (major).
- 2) Engineering and Servicing Review Checklist to identifies the services and 3rd party utilities at each site, and if there are considerations associated with the site.
- 3) Disposition Checklist that identifies the requirements and actions that must be completed prior to the disposition and final sale of the site. The Disposition Checklist is an outcome of the findings of the Planning Review and the Engineering and Servicing Review.

Recommendations for three key sites owned by the Township are included in on the following pages , while site profiles for all 25 profiles is available in **Appendix B**. Figure 1 below provides an example of a completed site profile.

Figure 1. Completed Site Profile

SIoux NARROWS COMMUNITY HALL

Address: 5685 Highway 71

Total Area: 2.01 Acres

Zoning: Institutional

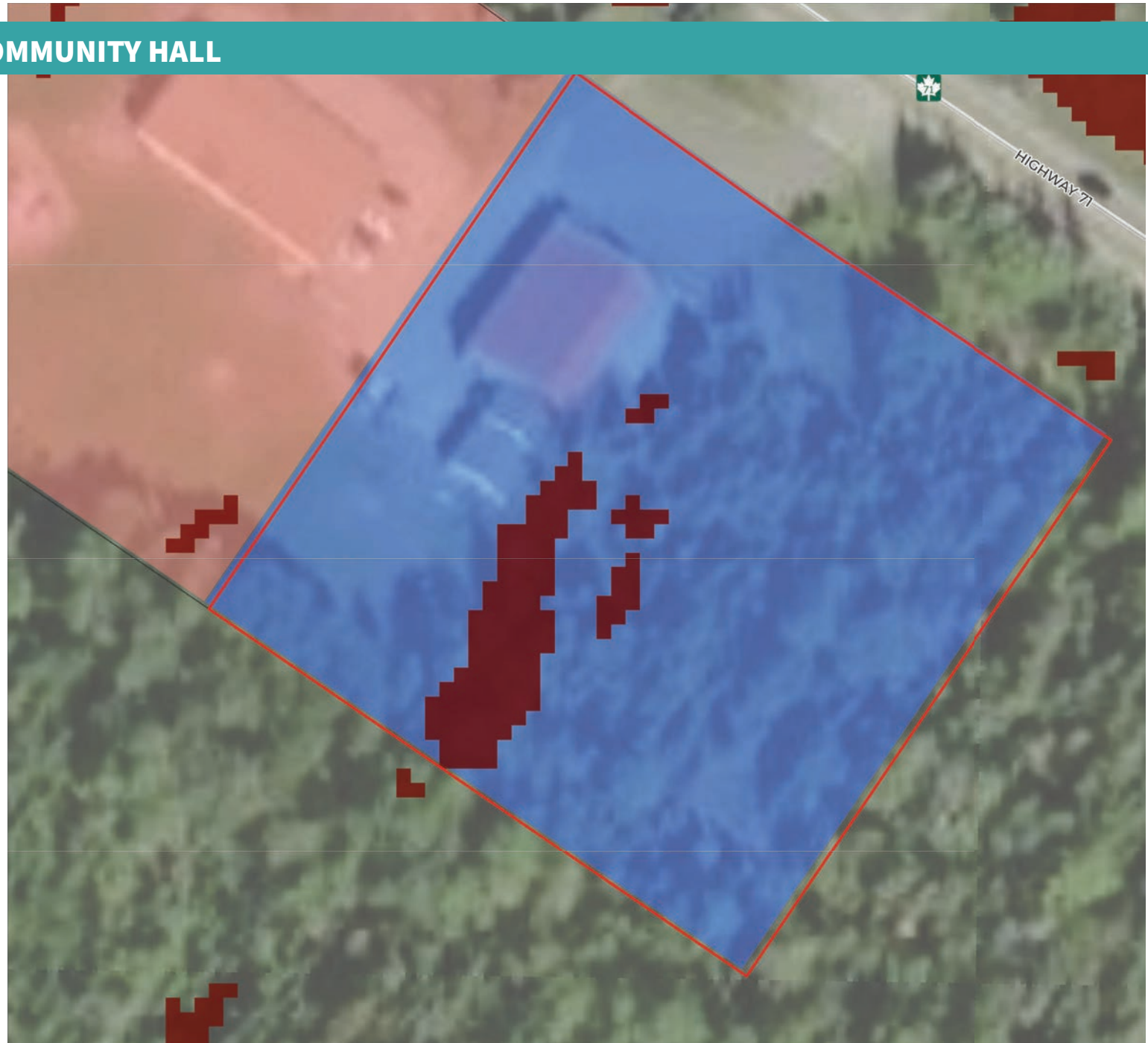
Land Use: Community Hall

CONSIDERATIONS:

Good location along Highway 71. May be some challenges with slope.

RECOMMENDATIONS:

Explore opportunities to subdivide land and develop affordable housing with the KDSB.



SIoux NARROWS MUNICIPAL OFFICE

Address: 5521 Highway 71

Total Area: 3.60 Acres

Zoning: Institutional

Land Use: Municipal Office

CONSIDERATIONS:

Good location near amenities.
May be some challenges
with slope.

RECOMMENDATIONS:

Explore opportunities to
subdivide land and develop
affordable housing with
the KDSB.



PIONEER PARK

Address: 5866 Highway 71

Total Area: 3.38 Acres

Zoning: Rural Residential

Land Use: Vacant / Park

CONSIDERATIONS:

Small part of site used as a park. No water, sanitary services.

RECOMMENDATIONS:

Explore opportunities to subdivide and develop remainder of site.



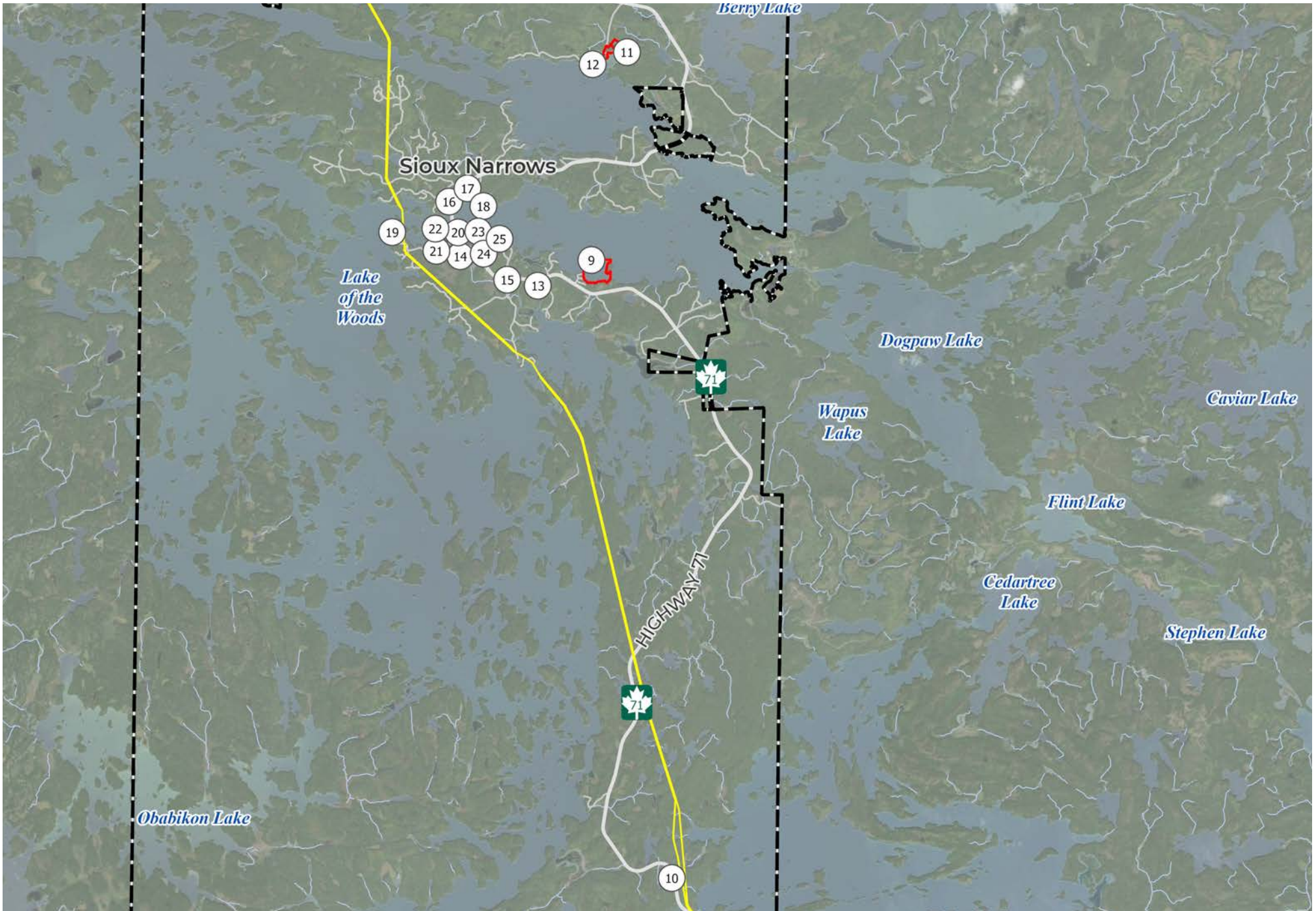


Figure 2. Township-owned sites in Sioux Narrows Area

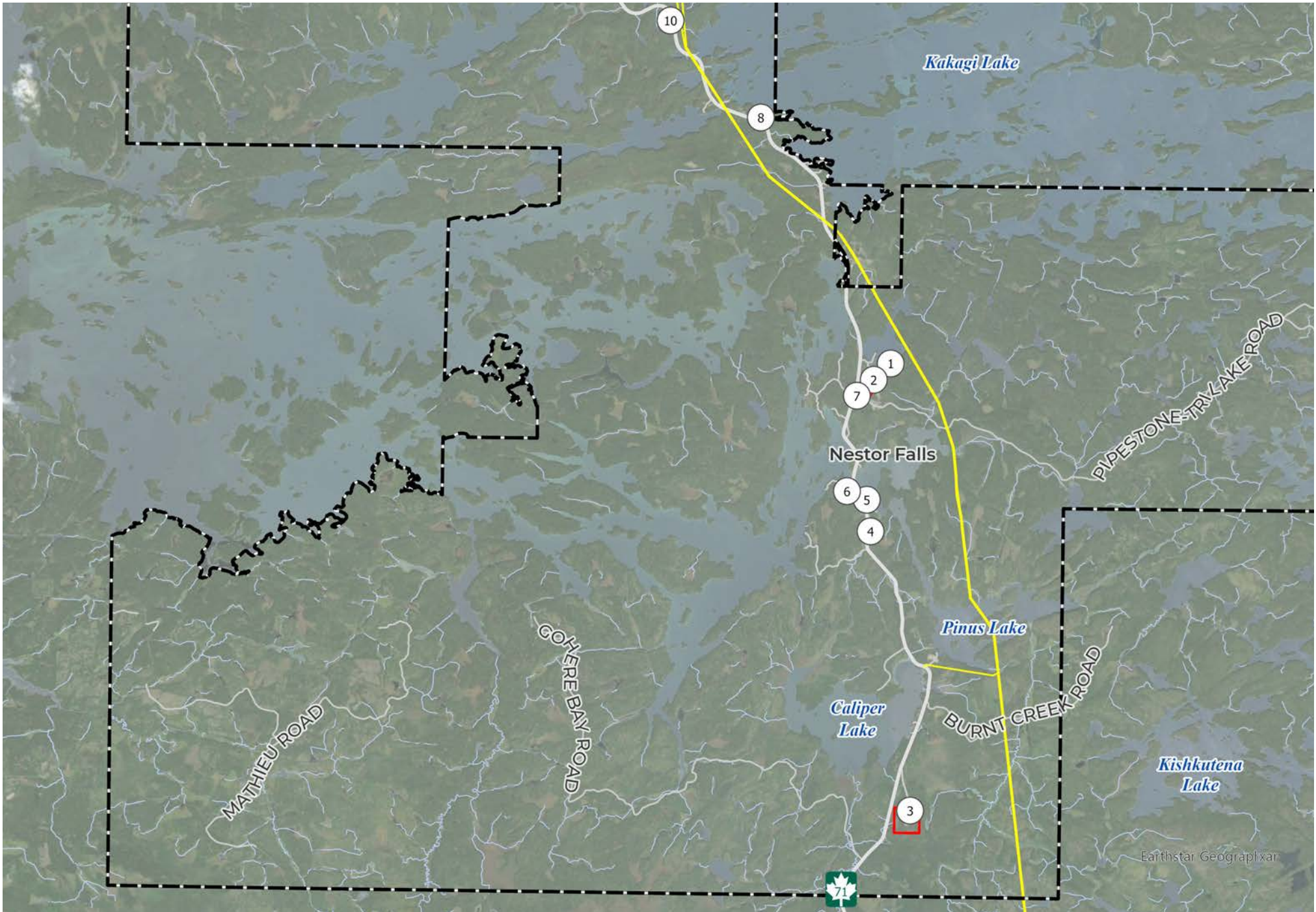


Figure 3. Township-owned sites in Nestor Falls Area



ECONOMIC SWOT ANALYSIS

Creating an effective Community Economic Development Strategy requires an understanding of a community's strengths, weaknesses, opportunities, and threats (SWOT analysis) as a place for growth, investment, and business development. Developing a SWOT analysis for Sioux Narrows-Nestor Falls involved research completed as part of a situational analysis completed by the project team and conducting SWOT exercises with the Township's Council, staff, economic development committee and local business community during strategic planning sessions. The SWOT analysis identifies local and regional conditions that may influence growth and investment in Sioux Narrows – Nestor Falls (see **Table 2**).

The SWOT analysis completed during this Strategy assessed the Township for:

- **STRENGTHS:** Positive attributes or conditions existing in the Township that support tourism and economic development, including comparative strengths to the surrounding region
- **WEAKNESSES:** Existing issues, challenges and gaps in the Township that adversely impact economic and tourism development
- **OPPORTUNITIES:** Future opportunities and prospects that can be leveraged in the Township to support economic and tourism development
- **THREATS:** External trends and developments that may disrupt or challenge economic and tourism development in the Township

In the context of this Strategy, a SWOT analysis identifies factors that may positively or negatively impact the Township's ability to realize its economic vision and goals. The SWOT analysis helps narrow the focus for this Strategy by identifying considerations that can support or hinder potential recommendations and actions identified to support tourism and economic development.

The results of the SWOT analysis are summarized in **Table 2**.

Table 2. Economic SWOT Analysis

| | | Strengths | Weaknesses / Gaps |
|----------|--|--|---|
| INTERNAL | | <ul style="list-style-type: none"> • Natural beauty, environment, and diversity of wildlife • Water and lake quality pristine and among best in the region • Available outdoor recreation opportunities and adventure • Strong history of tourism in the community • Existing tourism facilities, including the Sport Fishing Centre, Government Docks, parks and beach areas • Longstanding special events and festivals • Community position as a “Destination” for tourists and visitors • Community charm, pride, and sense of community • Strong local arts and cultural community • Prevalence of multi-generational family businesses • Existing Township economic development programming and communications • Partnerships with Destination Northern Ontario / Sunset County • Existing trail infrastructure, including snowmobile and hiking trails | <ul style="list-style-type: none"> • Loss of businesses during COVID-19 lockdowns and restrictions • Limited family and senior supports in community • Internet and connectivity service level • Lack of housing for families and workers • Staffing shortages and aging labour pool • Limited information and marketing on community trails • Lack of activities in ‘shoulder’ season and hospitality in winter • Limited marketing on winter opportunities • Community is still perceived as two separate communities • Community brand and marketing is not consistent with what is offered in the community • Limited economic, tourism and other government data specific to Sioux Narrows-Nestor Falls |
| | | Opportunities | Threats |
| EXTERNAL | | <ul style="list-style-type: none"> • Partnerships with First Nations to support economic development • Family focused activities and events that can draw visitors in • Becoming a trails destination for different trail users • Modernized community marketing • Growing the domestic tourism market to capture changing travel habits • Fostering a creative economy and marketing the community as a hub for creative industries seeking an alternative lifestyle • More winter tourism opportunities • Resort conversions into condos • Remote working accommodations could attract new residents • Better leveraging of the community’s strong local arts and culture • Partnership and funding opportunities from government • Engaging entrepreneurs and providing support for business start-ups | <ul style="list-style-type: none"> • Provincial assessments and resulting tax increases • Inflation and resulting inventory, energy and utility cost increases • US visitor demographics and market aging and declining • General downtrend in fishing and hunting participation • Loss of fishing stock and diversity and potential enhanced restrictions on fishing limits • Local population aging and lack of new families settling in community • AirBNB / VRBO decreasing supply of housing |

OUR STRATEGY FOR GROWTH

TOWNSHIP VISION AND MISSION STATEMENTS

The Township's strategy for tourism and economic growth and development builds from the existing corporate vision as contained in the Township's 2019-2023 Strategic Plan:

“The Township of Sioux Narrows - Nestor Falls takes a team-based approach to the delivery of municipal services. Council and staff will work together as a unit, with a positive attitude and open communication process. The municipality will promote itself as a “Lifestyle Community”, with a diverse array of recreational activities that builds upon its natural beauty on the Lake of the Woods. The municipality recognizes its quaint charm as a tourist town and will strive to ensure that the highway corridor and two townsites are aesthetically pleasing to both visitors and residents alike.

The community will be inclusive, and value the cultural sensitivities of its First Nations neighbours. Affordable housing and accommodation options will be a priority to all residents. The community will continue to value cultural events and the arts and will support community involvement and community pride. Increased cohesiveness between Sioux Narrows and Nestor Falls residents will be nurtured and valued.

The Township of Sioux Narrows - Nestor Falls will reflect a positive attitude and take a proactive role in community development. The Township will practice sustainable economic development and balance business opportunities with the environmental health of the community. The Township of Sioux Narrows - Nestor Falls will strive to be a leader in sustainable development in Northwestern Ontario.”



OUR ECONOMIC VISION

“The Township of Sioux Narrows – Nestor Falls will strengthen its position as a safe and welcoming destination that showcases our historic and sustainable villages and cottage communities. The Township will strive to foster a diverse and resilient economy through efforts guiding by mutually supportive and interconnected goals related to environment, economic, society, and culture.”



TOWNSHIP ECONOMIC MISSION AND GUIDING PRINCIPLES

ECONOMIC MISSION

The Township's economic mission is:

“The Township of Sioux Narrows-Nestor Falls honours our unique natural environment, paying close attention to the ways in which we build community. We will promote and collaborate with the outstanding stewards of our community to foster innovative yet thoughtful growth.”

GUIDING PRINCIPLES

Guiding principles provide the Township with guidelines to inform decision making when implementing the direction of the Community Economic Development Strategy. This Strategy and the resulting Township efforts are directed by the following guiding principles:

COLLABORATIVE

It's the way we work! We work as a team, as a community, across organizations, and the region to obtain the best possible outcomes.

SUSTAINABLE

Respect for the environment, our residents, our visitors, and our neighbours. We ensure our actions are responsible and sustainable both today and into the future.

INNOVATIVE AND THOUGHTFUL GROWTH

We think outside of the box and find unique ways and ideas to foster growth that is in alignment with our small community.

DIVERSE

We support and promote diversity within our community and within our local economy.

CREATIVE

We are inspired by our natural environment, and we foster and promote the arts and culture industries, events, and opportunities throughout Sioux Narrows-Nestor Falls.

RESILIENT

We are forward thinking and aim to grow and develop in a manner that ensures that we are in the best possible position to face challenges and changes in our world.

SIoux NARROWS - NESTOR FALLS' DESTINATION ECONOMY

Sioux Narrows-Nestor Falls is well situated to capture opportunities linked to our community's position and reputation as a regional, national, and international destination. Our community's competitive advantage as a destination community is coupled with our high concentration of complementary businesses and offerings. This provides Sioux Narrows-Nestor Falls with a robust economic cluster that serves as a beacon for attracting further investment, business growth and retention. Township efforts in promoting and facilitating growth and investment in our community will be oriented towards growing our "Destination Economy", including each of the destination subsectors as seen to the right.

Our "Destination Economy" reflects our community's economic strengths and advantages that we can capitalize on to promote growth.

Each subsector will benefit from a strong and enabling environment that supports the needs of businesses and their workforce.

This Strategy directs the Township in making strategic efforts to grow our community's Destination Economy and related subsectors.



COMMUNITY VALUE PROPOSITIONS

Sioux Narrows-Nestor Falls is thriving community with a rich history and longstanding position as an oasis for outdoor recreation and adventure. We are a community with many multi-generational family businesses who openly welcome new investors seeking to leverage our rich natural assets, supportive business climate and rich quality of life. Our “Destination Economy” welcomes investors, adventurers, creators, and those seeking a quality lifestyle.



WHY INVEST IN SIOUX NARROWS-NESTOR FALLS?

Our Community Offers:

- Longstanding reputation as a haven for tourists, visitors, and seasonal residents
- Proximity to large and established domestic and international visitor markets
- Significant access and visibility to a busy provincial highway (Highway 71)
- Access to pristine natural environments and limitless year-round outdoor recreation and adventure
- Strong local quality of life and sense of community that welcomes new residents and visitors
- A robust, creative, and colorful local arts and culture community
- Exceptional community facilities, special events and activities that bring residents and visitors together

Our Municipality Offers:

- Strong financial standing and commitment to investing in community and economic development
- A progressive, forward thinking, and accessible government
- Municipal staff dedicated to supporting local business establishing, growth, and retention
- An “Open for Business” mindset supported by municipal programs and incentives
- Readily accessible planning and development staff managing timely approvals processes
- Economic partnerships with neighbouring communities and organizations to support regional growth

STRATEGY FOCUS AREAS

Focus Areas represent broader and interconnected planning themes that are most key to the Township's success growing its Destination Economy over the next five to ten-years and beyond. Each focus area organizes the goals and tactics outlined in this strategy into interrelated groupings. They are intended to be flexible as conditions within and outside of the community evolve and Township resources and access to funding change.

This Strategy's Focus Areas are:



Focus on creating foundational conditions that support tourism and economic growth in a community. This includes available developable land, infrastructure, quality of life, social welfare and other areas that have direct and indirect implications to tourism and economic development.



Focus on the growth and retention of the local business community, while attracting and supporting entrepreneurs looking to invest in the community. This includes business growth and retention programs, investment attraction strategies, supporting business start ups, and enhancing the general investment-readiness of the Township as a municipality.



Specific focus on strengthening the Townships' tourism and culture industries and position as a regional and international tourism and culture destination. This includes enhancing visitor traffic, supporting and promoting four-season tourism growth, building off and showcasing the Township's rich arts and culture community, and diversifying local amenities, events, and offerings.



Focus on relationship building and collaboration with the First Nation communities in the region to achieve mutual economic interests in growing the regional economy together.

STRATEGY GOALS

Goals have been developed for each Focus Area in this Strategy to provide the Township with measurable statements describing future conditions that the Township hopes to achieve. The goals established for this Strategy are provided in the table below:

1 Community Development

Goal 1.1: Enhance community infrastructure and development opportunities to support growth

Goal 1.2: Facilitate housing development to support community growth and employee recruitment and retention

2 Economic Development

Goal 2.1: Support the growth, retention, and establishment of businesses in the community

Goal 2.2: Develop tools, resources, and communications that enhance the Township as place for growth and investment

3 Tourism, Arts and Culture Development

Goal 3.1: Strengthen four-season tourism marketing, events, and amenities

Goal 3.2: Develop Sioux Narrows-Nestor Falls into a premier multi-user trails destination

4 First Nation Partnerships

Goal 4.1: Partner and collaborate with First Nations on mutual tourism and economic development priorities

Sections 4.7 to 4.10 of this Strategy include “Focus Area Tables”, as demonstrated below in Figure 4. The tables detail the goals established for each focus area with corresponding tactics, supporting actions, and other supplementary information. They provide details to support Township efforts and resource allocation when implementing this Strategy.

| TACTICS | SUPPORTING ACTIONS |
|---|--|
| <p>Proposed projects, programs, strategies, and other initiatives for the Township to implement over the next five years and beyond. Some tactics are broader ongoing initiatives while others are specific one-time projects or initiatives.</p> | <p>Specific actions and/or supplementary details included to support the implementation of identified tactics. Supporting actions describe how Tactics can be implemented to achieve their desired outcomes.</p> <p>Lead/Support:</p> <p>Township staff, leadership, stakeholders and/or other partners best positioned to lead or support tactic implementation.</p> |

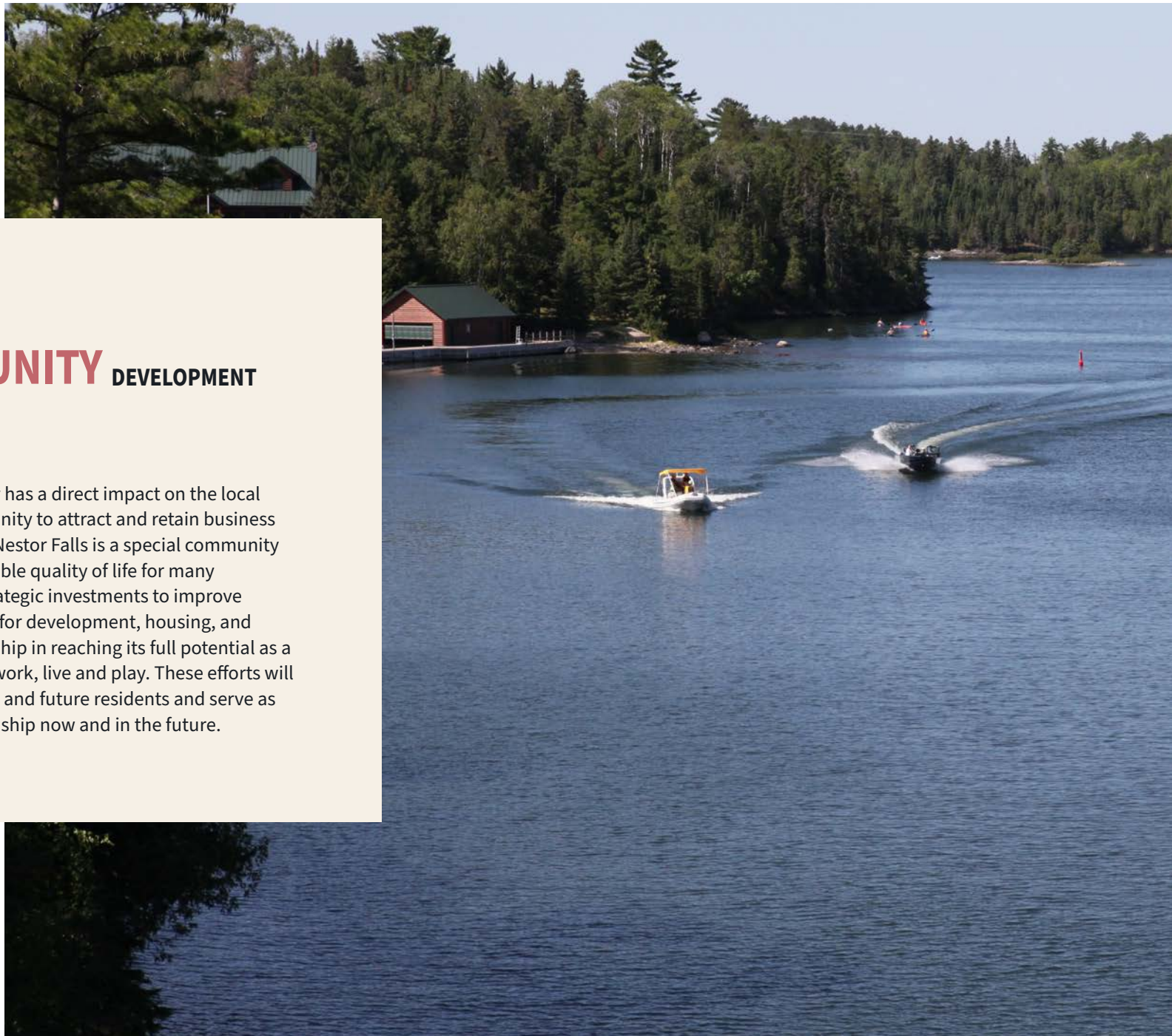
Figure 4. Focus Area Table Example and Description

New tactics and suggested actions will emerge throughout the lifespan of the Strategy and beyond. It will be critical for the Township to continually assess how new tactics and actions align with the goals established in this plan in strengthening its Destination Economy.



COMMUNITY DEVELOPMENT

The quality of life of a community has a direct impact on the local economy and ability for a community to attract and retain business and investment. Sioux Narrows-Nestor Falls is a special community that provides a unique and desirable quality of life for many residents and visitors. Making strategic investments to improve key infrastructure, available land for development, housing, and recreation will support the Township in reaching its full potential as a vibrant community and place to work, live and play. These efforts will improve quality of life for existing and future residents and serve as key economic assets for the Township now and in the future.





**TO SUPPORT COMMUNITY
DEVELOPMENT, THE TOWNSHIP'S
GOALS ARE:**

Goal 1.1

Enhance community infrastructure and development opportunities to support growth

Goal 1.2

Facilitate housing development to support community growth and employee retention

Goal 1.1:

ENHANCE COMMUNITY INFRASTRUCTURE AND DEVELOPMENT OPPORTUNITIES TO SUPPORT GROWTH

The Township will leverage its assets and available resources to make strategic investments in community infrastructure. This includes strategic placemaking investments in key areas to enhance community aesthetics and amenities for visitors and residents.

WHAT WE HEARD

(Business and Stakeholder Input):

- Lack of developable land in the Township limits opportunities for growth
- Existing Township assets and facilities could support growth with targeted investment
- Current internet service is not meeting business and community needs
- Highway corridor development key to capturing and diverting visitors into community

TACTICS

1

Undertake a Township land disposition program for surplus Township-owned lands

SUPPORTING ACTIONS

- Confirm Township-owned parcels for disposition (see Section 3.3)
- Identify actions to support development readiness of parcels prior to disposition (e.g. Official Plan-Zoning amendments, land division, on-site demolition)
- Develop land disposition website and marketing materials

Lead/Support: CDO, Planner, Council

2

Complete a redevelopment plan for the Bass Lake Park

- Develop concept plan and cost estimates for redevelopment
- Include options to enhance the site for special events, tourism, and community use
- Develop family-oriented water-based activities (e.g. paddleboarding, paddling, inflatable water park)

Lead/Support: CDO, Planner

3

Improve community facility use for special events and activities

- Update the Township *Rental Policy* for community facilities
- Develop improved marketing and rental information on community facilities
- Complete retrofits to improve use for special events (e.g. facility expansions, commercial kitchens)

Lead/Support: CDO, CAO

TACTICS

4 Continue working with internet providers and funders to enhance high-speed broadband

SUPPORTING ACTIONS

- Engage service providers (e.g. Bell, Tbaytel and Explorenet)
- Research funding opportunities available (e.g. Universal Broadband Fund)
- Engage neighbouring First Nations as partners (e.g. joint projects with stacked funding)

Lead/Support: CAO, CDO

5 Complete placemaking and other capital upgrades along Highway 71

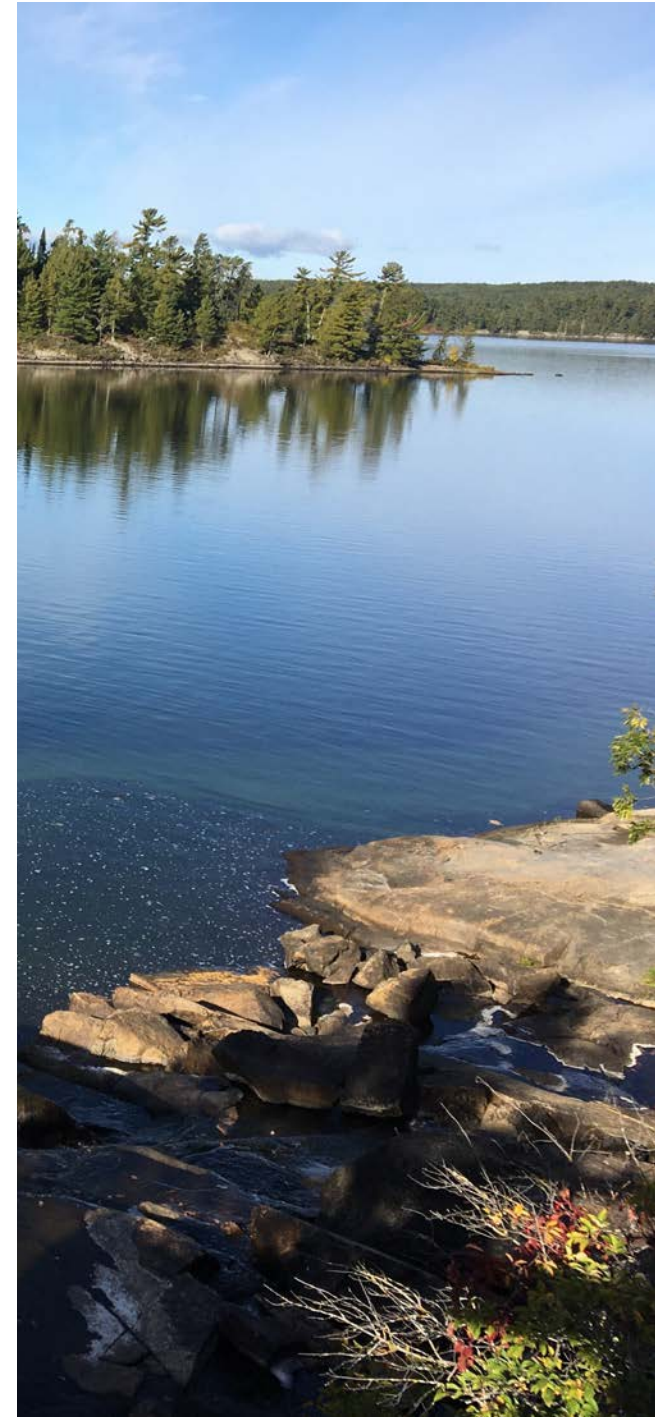
- Continue implementation of the Highway Corridor Redevelopment Plan (2020) and identify funding for capital project implementation
- Complete capita upgrades for the following areas (as per the Highway Corridor Redevelopment Plan):
 - Primary Gateway Signs
 - Nestor Falls Rest Stop
 - Information Centre and Boreal Trail head
 - NOSFC and Government Docks exterior redevelopment
- Identify and implement capital project to establish “Village Cores” at Sioux Narrows and Nestor Falls
- Undertake placemaking initiatives along corridor (e.g. parklets, pop-up patios, public art, etc.)

Lead/Support: CDO, Planner

6 Continue efforts to acquire the former fire base Crown Lands in Sioux Narrows

- Complete a concept plan to illustrate future park and beach development at the former fire base lands
- Engage First Nations to seek support for disposition
- Research permit and lease options as a short-term measure
- Consider other Crown land acquisition prospects through Ontario’s Crown Land Management Policies

Lead/Support: Planner, CAO



Goal 1.2:

FACILITATE HOUSING DEVELOPMENT TO SUPPORT COMMUNITY GROWTH AND EMPLOYEE RETENTION

The Township will make concerted efforts to support and facilitate the development of new housing, including promoting housing diversity, affordability, and accessibility.



WHAT WE HEARD

(Business and Stakeholder Input):

- Chronic housing shortage in the community noted as key community issue
- Businesses facing employee recruitment and retention challenges due to housing shortage
- Growing local seniors' population requires new housing to remain in community
- General diversity of housing stock is limited and does not account for local needs
- Cost of development and available land a key barrier to new housing

TACTICS

1

Update and expand the Township's CIP to promote housing development

2

Develop a Community Housing Strategy

SUPPORTING ACTIONS

- Research precedents for CIP incentives focused on housing development
- Develop new housing CIP (or update existing) to include rental housing, affordable housing, and other housing forms

Lead/Support: Planner, Council

- Build off KDSB Regional Housing Study to create community-specific strategy that addresses entire "Housing Continuum" that includes the following components:
 - Stakeholder identification and consultation
 - Long-term community housing needs assessment
 - Inventory of local and external housing assets and resources
 - Inventory of opportunity sites for development and redevelopment
 - Action plan with clear internal and external roles and responsibilities
 - Feasibility studies / business plans for select key housing opportunities

Lead/Support: CDO, Planner, Cultural Coordinator

TACTICS

3 Target housing development through the Township Land Disposition Program

SUPPORTING ACTIONS

- Engage the KDSB, other housing providers and private developers on housing projects on Township lands
- Complete required actions to enhance parcels to be “shovel-ready” for residential development
- Release Expressions of Interest (EOIs) for residential development projects on Township lands
- Investigate land acquisition opportunities to support residential development

Lead/Support: CAO, CDO, Council

4 Provide information and outreach on communal on-site servicing options for development

- Create brochure and online information on communal servicing options for new development

Lead/Support: Planner





ECONOMIC DEVELOPMENT

Economic development in Sioux Narrows-Nestor Falls is driven by a strong group of longstanding small businesses in the community, many of which are family-owned and entering their second and third generations of ownership. Future growth of the local economy will be largely attributed to the retention and growth of existing businesses, attracting entrepreneurs to fill local goods and services gaps, and capitalizing on larger regional and national trends (e.g. remote working and evolving domestic tourism trends).

Investors and entrepreneurs often seek municipalities that demonstrate investment-readiness, market themselves and local opportunities effectively, and have a strong understanding of the local business community. The Township can play a key role in engaging and supporting existing businesses and entrepreneurs who are looking to establish and grow a business in Sioux Narrows-Nestor Falls.



**TO SUPPORT ECONOMIC
DEVELOPMENT, THE TOWNSHIP'S
GOALS ARE:**

Goal 2.1

Support the growth, retention, and establishment of businesses in the community

Goal 2.2

Develop tools, resources, and communications that strengthen the Township as a place for growth and investment

Goal 2.1:

SUPPORT THE GROWTH, RETENTION, AND ESTABLISHMENT OF BUSINESSES IN THE COMMUNITY

The Township recognizes the importance and role local businesses play in the overall economic health and wellbeing of the community and strives to provide effective growth and retention programs and supports.



WHAT WE HEARD

(Business and Stakeholder Input):

- Cost of business rapidly increasing (e.g. utilities, taxes, inventory costs)
- Loss of some key businesses in the community impacts residents and businesses
- Changing work arrangements (e.g. remote working) is an opportunity to attract new residents
- Opportunities for new businesses or pivoting of existing businesses to capture evolving visitor habits and trends
- Consistent engagement with business community is important to delivering effective programs

TACTICS

- 1** Continue to release an annual or biannual business investor survey
- 2** Create a **Business Welcome Program** for new businesses
- 3** Develop **Business Profiles** with businesses in the community
- 4** Work with local artists and creators to foster a creative economy
- 5** Develop accessible spaces for new seasonal business ventures (e.g. paddling rentals and pop-up patio), artists and creators

SUPPORTING ACTIONS

- Issue survey to local businesses to track business perceptions and indicators in Sioux Narrows-Nestor Falls

Lead/Support: CDO

- Develop program materials, welcome package, and activities
- Hold opening ceremonies / ribbon cutting for new businesses

Lead/Support: CDO

- Develop profiles (e.g. write ups, videos, and digital profiles) about the owners and their businesses (e.g. history of family-owned businesses)
- Publish profiles as promotional marketing for investing in the Township

Lead/Support: CDO, Cultural Coordinator

- Expand programming and awareness of arts and cultural festivals
- Engage local artists and creators to perform live workshops and classes for residents and visitors
- Create an arts hub in the community that concentrates art spaces, exhibits, public art, and the Moving Gallery into a central and visible location
- Market the Township as a creative community for outside artists and creators

Lead/Support: CDO, Cultural Coordinator

- Identify preferred sites for spaces on Township lands Government Docks, Nestor Falls Rest Stop Area, Sportfishing Centre
- Develop an outdoor pop-up patio (e.g. beer garden with food truck area)
- Establish an accessible studio space and public viewing gallery
- Develop minor supportive infrastructure on preferred sites (e.g. rental booth) and issue RFP or EOI for businesses to locate on sites

Lead/Support: CDO, Cultural Coordinator

TACTICS

6

Develop an incubator / co-shared office space and arts display space for visitors and residents

SUPPORTING ACTIONS

- Create a co-shared office / incubator space in a Township facility (e.g. Office Away from Home)
- Market and advertise space for professionals / visitors or business owners living in the community
- Potentially include supportive uses in the incubator space, including;
 - CDO office space
 - Community art displays and sales
 - Retail / storefront pop-up space

Lead/Support: CDO

7

Create Township-led staff recruitment, outreach, and communications for local businesses with an emphasis on seasonal staff

- Engage local businesses on staffing needs and available positions
- Create campaign and outreach materials
- Target demographics that have stronger interest in seasonal positions (e.g. university students in nearby urban centres)

Lead/Support: CDO

8

Continue providing Township-led information sessions and workshops for businesses

- Host sessions on themes key to supporting local businesses, including;
 - Social media marketing and search engine optimization (SEO)
 - Business grants and grant writing
 - Succession planning for businesses
 - Other themes as identified by the local business community
 - Arts and culture-based business workshops

Lead/Support: CDO

TACTICS

9

Work to improve family and child supports in the community to assist business growth employee recruitment

SUPPORTING ACTIONS

- Develop early learning and childcare facilities and services
- Partner with the KDSB on early learning and childcare services and facility development
- Assess Township facilities that could be converted, expanded, or retrofitted to accommodate early learning and daycare facilities

Lead/Support: CDO

10

Provide resources to help local businesses align with new domestic tourism opportunities

- Provide information on changing tourism and visitor habits nationally, regionally, and locally to local operators
- Provide supports to operators to complete marketing and rebranding to be complementary to Township marketing efforts

Lead/Support: CDO, CAO

11

Address key business gaps in the community

- Advocate and promote the community as a location for:
 - LCBO / Agency Store
 - Financial Institution

Lead/Support: CDO, Council

Goal 2.2:

DEVELOP TOOLS, RESOURCES, AND COMMUNICATIONS THAT STRENGTHEN THE TOWNSHIP AS PLACE FOR GROWTH AND INVESTMENT

The Township will make efforts to improve its investment-readiness, marketing, and economic development capacity to attract investment and growth.

WHAT WE HEARD

(Business and Stakeholder Input):

- Up-to-date and easily accessible information on investing in the Township can be improved
- Fresh marketing and branding needed to match the community’s “offerings”
- Current resources are limited for economic development programming

TACTICS

1

Develop a standalone Township economic development webpage

SUPPORTING ACTIONS

- Develop visual and user-friendly webpage that provides key information, such as;
 - Community profile and metric dashboard
 - Business listing
 - Development/investment opportunities
 - Township land disposition (as per Tactic 1.1.1)
 - Community job board
 - Business events / activities calendar
 - Other relevant information

Lead/Support: CDO

2

Update the 2015 Community Profile

- Update the profile with 2022 Census information
- Create online “dashboard” showing key information from the updated profile

Lead/Support: CDO

3

Research options to fund economic and tourism development activities

- Research comparative MAT programs, BIAs and impacts on economic and tourism development
- Develop an example MAT by-law and expenditure plan and engage local business community
- Develop example economic development budgets

Lead/Support: CDO, CAO

TACTICS

SUPPORTING ACTIONS

4

Update Township land use bylaws and development approvals materials

- Update the Township's Official Plan, Zoning Bylaw and development application forms
- Research zoning provisions that address short-term rentals, communal on-site servicing, and resort-to-condo conversion
- Create visual and user-friendly checklists and flow charts on Township development approvals processes (e.g. Development Manuals)

Lead/Support: Planner, Council

5

Create modern community branding and marketing materials

- Develop new community brand and value propositions for living and investing in the Township that includes a focus on:
 - Sioux Narrows-Nestor Falls as "One Community"
 - Quality of life elements of the community (e.g. recreation, arts, and culture)

Lead/Support: CDO, Cultural Coordinator

6

Hire interns and part-time positions to support the CDO

- Hire additional positions to support the CDO including:
 - Community Development Assistant position
 - Leverage NOHFC funding programs to hire economic and community development intern positions

Lead/Support: CAO, CDO





TOURISM, ARTS AND CULTURE DEVELOPMENT

Tourism has long been the foundation and key driver of the Sioux Narrows-Nestor Falls economy. The vast outdoor recreation opportunities available in the community have attracted national and international fishers, hunters, and nature enthusiasts, largely during the summer and fall seasons. Tourism is the basis for many of businesses in the community, including accommodations, food and hospitality, retail, and other businesses. In addition, the community is in the early stages of positioning itself as a premier trails destination for different trail users and cultural hub for creators and artists.

The Township recognizes the need to develop and market the community as robust four-season and trails destination. Future efforts will focus on bringing awareness to the community's four-season offerings and undertaking strategic efforts to enhance trail infrastructure, tourism programming and special events in the community.





**TO SUPPORT TOURISM, ARTS AND
CULTURE DEVELOPMENT, THE
TOWNSHIP'S GOALS ARE:**

Goal 3.1

Strengthen four-season tourism, arts, and culture marketing, events, and amenities

Goal 3.2

Develop Sioux Narrows-Nestor Falls into a premier multi-user trails destination

Goal 3.1:

STRENGTHEN FOUR-SEASON TOURISM MARKETING, EVENTS, AND AMENITIES

The Township will work with local artists, creators, tourism operators and supportive businesses to develop programming, activities, marketing, and dedicated strategies to transition Sioux Narrows-Nestor Falls to being a true four-season destination.

WHAT WE HEARD

(Business and Stakeholder Input):

- Tourism needs to shift to a four-season model that includes growth of the domestic local market
- Target American market for tourism is declining gradually over time
- Marketing or awareness of winter tourism opportunities in the Township currently limited
- Opportunities exist to expand winter programming and amenities
- Sioux Narrows – Nestor Falls’ rich arts and culture community is an economic and tourism driver
- Opportunities for bringing artists and creators exist by promoting the community as an arts and culture hub
- Potential for the Township to evolve as a year-round special events destination

TACTICS

1 Develop a Winter Tourism Strategy and winter-specific marketing

2 Establish special events targeted for the winter season

3 Develop amenities and infrastructure to support winter activities and tourism

4 Establish a summer market and programming at the Recreation Complex rink

SUPPORTING ACTIONS

- Compile inventory of existing winter tourism offerings
- Identify existing winter tourism offerings, opportunities, and special events
- Develop winter-specific marketing and branding
- Develop specific winter tourism webpage / online marketing
- Encourage local operators to develop winter and seasonal packages for fishing, snowmobiling and other winter activities (e.g. stay and play packages)

Lead/Support: CDO

- Plan and coordinate winter special events that can turn into regular/ongoing events, including;
 - Ice fishing derby
 - Shiny tournament (on lake or at Township rink)
 - Winter carnival – community bonfire
 - Partnerships with other regional winter festivals (e.g. High on Ice)
 - Snow and ice carving competition
 - Snowmobile festival – family ride/rally ride
- Create a task force with local operators and businesses to plan and coordinate events

Lead/Support: CDO

- Develop amenities to support winter tourism and related activities, such as:
 - Rentable ice fishing huts
 - Bonfire pits at Government Docks and winter road/snowmobile access points
 - Secure snowmobile parking and storage (at access point)
 - Cross-country ski loop and winter snowshoe trails with rentable equipment

Lead/Support: CDO

- Development ongoing farmers / flea / art market at the skating rink
- Consider other programming opportunities, such as Street hockey tournament, Special event rental venue, Summer concert series

Lead/Support: CDO

TACTICS

5 Leverage social media for tourism marketing and promotion

SUPPORTING ACTIONS

- Develop “photo hotspot” installations at scenic and key locations (e.g. gateway signage)
- Establish Tourism specific social media accounts (e.g. Visit Sioux Narrows-Nestor Falls)
- Develop “sponsored” social media content
- Enhance the Northern Ontario Sport Fishing Center Social Media presence to communicate with visitors
- Continue to grow and develop appropriate marketing partnerships locally, regionally and provincially, including; City of Kenora, Destination Northern Ontario (DNO), Travel Manitoba

Lead/Support: CDO

6 Support continued development of Provincial Park upgrades to promote tourism and visitor growth

- Engage Ontario on proposed capital upgrades, including;
 - Trails and trail infrastructure (e.g. signage, trailheads, seating, boardwalks)
 - Beach areas and lake access
 - Campground infrastructure
 - Winter programming
 - Public art and creative signage

Lead/Support: CDO

7 Complete a data-driven analysis of tourism and visitor travel trends to and through the community

- Acquire and analyze available data to determine tourism and visitor trends in the Township, such as; AirDNA (short-term rental accommodation), Vista by Near (mobile phone tracking data), Visitor surveys at special events and high-traffic areas
- Use analysis of information to inform directed marketing efforts
- Engage Ontario to conduct more frequent traffic counts on Highway 71

Lead/Support: CDO

TACTICS

8 Develop an Event Attraction Strategy

SUPPORTING ACTIONS

- Work with local operators to develop a strategy to position Sioux Narrows-Nestor Falls as a special event destination, including: Weddings, Conferences, Sport events and tourism, First Nation cultural gatherings

Lead/Support: CDO

9 Leverage the local arts and culture community to support tourism growth

- Provide marketing, logistical, and other supports to grow the Sioux Narrows Arts Festival
- Develop rotating exhibits and locate Moving Gallery in key tourism locations
- Implement a public art strategy to enhance public art in the community, including:
 - Murals, Historical and cultural displays, Interactive art/activity installations

Lead/Support: CDO, Cultural Coordinator

10 Plan and implement family-based programming at Township facilities and parks

- Develop seasonal family programming accessible to residents and visitors, including:
 - Spring programming (e.g. polar dive, slush cup, ice break up celebration)
 - Summer programming (e.g. community movie nights, family fishing day, outdoor concert series, food truck rally)
 - Fall programming (e.g. bonfire nights, community “shore lunch”)
 - Winter programming (e.g. ice fishing derby, community bonfires)

Lead/Support: CDO

Goal 3.2:

**DEVELOP SIOUX
NARROWS-NESTOR
FALLS INTO A PREMIER
MULTI-USER TRAILS
DESTINATION**

The Township will use available resources to develop a comprehensive trails system and promote the community as a premier trails destination for different trail users and seasons.



WHAT WE HEARD

(Business and Stakeholder Input):

- Existing foundation of trail infrastructure for different users exists
- The community's natural terrain and features are conducive to trail development
- Trail tourism is a growing trend nationally and present growth area for domestic tourism
- Paddling is a growing recreational activity nationally

TACTICS

1

Leverage Heart of Canada loop to draw visitors to the community

2

Develop and upgrade trail infrastructure, including trail phasing as proposed in the Trail Concept Plan (2020).

3

Develop trails specific marketing and virtual trails mapping

SUPPORTING ACTIONS

- Continue working with the Steering committee, Destination Northern Ontario, Travel Manitoba, and other regional partners in the development of this loop
- Ensure that local itineraries are accurate and representative of the community
- Promote the Heart of Canada route as part of the Township efforts
- Be aware and responsive to the changing needs of the touring public, ensuring key infrastructure, including EV Charging Stations, is developed

Lead/Support: CDO

- Acquire funding and develop trails as per Trail Concept Plan
- Engage neighbouring First Nations on trail development
- Develop local trails construction and maintenance crew
- Engage Ontario on ATV and snowmobile trail maintenance and development

Lead/Support: CDO

- Develop trails specific marketing including;
 - Social media and video content
 - Outreach to trail user groups and businesses in regional urban centres
 - Enhanced trails website
 - Highway signage for trail heads and parking areas
- Create trail maps and ensure online maps (e.g. AllTrails) include local trails including:
 - Hiking and fatbiking
 - ATV and motorcycle
 - Hiking
 - Snowshoeing
 - Snowmobile
 - Nature viewing

Lead/Support: CDO

TACTICS

4

Promote opportunities for trails supportive business development

SUPPORTING ACTIONS

- Identify and promote opportunities to establish of trail-friendly businesses (e.g. bike shop, bike rentals, guiding services)
- Partner with retailers on promotional activities (e.g. bike and sled days)

Lead/Support: CDO

5

Position the Township as a paddling destination

- Transfer existing and future canoe route mapping onto mobile applications (e.g. Go Paddling)
- Develop paddling-focused events (e.g. Dragonboat race, community paddle challenge, paddle days festival)
- Continue to develop partnerships to expand and further develop paddling routes, including rustic camp and picnic sites and portage routes in the region
- Develop “paddling points” with canoe and kayak docking, launches and supporting infrastructure (e.g. storage, parking, etc.) at:
 - Government Docks
 - Bass Lake Park
 - Sioux Narrows Provincial Park
- Encourage local operators to offer paddling rentals, tours, and packages

Lead/Support: CDO





Goal 4.1:

PARTNER AND COLLABORATE WITH FIRST NATIONS ON MUTUAL TOURISM AND ECONOMIC DEVELOPMENT PRIORITIES

The Township recognizes the importance First Nations have in regional economic and tourism development and will work to identify joint priorities and establish necessary partnerships to achieve progress together.

WHAT WE HEARD

(Business and Stakeholder Input):

- Neighbouring First Nations have economic interests that align with the Township's
- Neighbouring First Nations have large labour pool that can fill local staffing needs
- Indigenous tourism and eco-tourism a growing industry across Canada
- Joint advocacy on regional economic issues can support improved response from government
- Township should prioritize relationship building with our First Nation neighbours

TACTICS

1

Host an economic roundtable forum with neighbouring First Nations

2

Establish Memorandums of Understanding to establish working relationships on joint economic interests

SUPPORTING ACTIONS

- Establish forum to establish common economic and tourism interests
- Promote potential development opportunities in Sioux Narrows-Nestor Falls
- Establish forum as an annual event

Lead/Support: CDO, Cultural Coordinator, Council

- Develop formal Memorandums of Understanding (MoUs) pertaining to tourism and economic development that establish;
 - Common economic interests and principles for collaboration
 - Advocacy for regional and joint-projects
 - Employment readiness and training interests
 - Other interests that can support mutual economic progress
- Seek opportunities to apply to the FCM First Nation-Municipal Community Economic Development Initiative during future program intakes

Lead/Support: CAO, Council

TACTICS

3

Engage First Nations on employment needs and opportunities in the community

SUPPORTING ACTIONS

- Engage First Nation communities on employment opportunities accessible to their members
- Work with tourism operators and other businesses to promote seasonal employment opportunities to First Nations
- Train and employ First Nations for Township trail building and maintenance

Lead/Support: CDO, Council

4

Support indigenous cultural and eco-tourism

- Supporting marketing of indigenous cultural and eco-tourism offerings in the region
- Promote the Township as a host community for indigenous cultural gatherings and celebrations

Lead/Support: CDO





MONITORING AND EVALUATION

The Township is recommended to monitor the outcomes of this Community Economic Development Strategy. This will ensure that the Township's resources are being effectively invested to support economic development and tourism in Sioux Narrows-Nestor Falls. The Township should also track available data and information related to economic and tourism growth, including provincial, federal, and third-party data. The Township should disseminate this information through an annual report presented to councillors, stakeholders, and the broader community.

- 1)** To enhance monitoring and evaluation, the following actions are recommended:
- 2)** Complete and disseminate an annual summary of progress made on the tactics outlined in this Strategy.
- 3)** Include regular updates to council on the implementation of the Strategy.
- 4)** Allocate funding for the purchase of third-party data (e.g. Environics Analytics, Uber Media).
- 5)** Develop performance indicators for each of the tactics outlined in the strategy, which could consist of:
 - a)** Outputs: key performance indicators that capture the timely roll-out of projects and reflect the day-to-day actions of the Township's internal project delivery team
 - b)** Results: intermediate benefits generated in the next five years which should be drawn from a menu of strategically important indicators with supporting data that is readily available to the Township
 - c)** Outcomes: which reflect the overall impacts Township efforts have on achieving tactics to assess the efficiency, efficacy, and effectiveness of the related efforts being undertaken

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2022 COMMUNITY ECONOMIC DEVELOPMENT STRATEGY

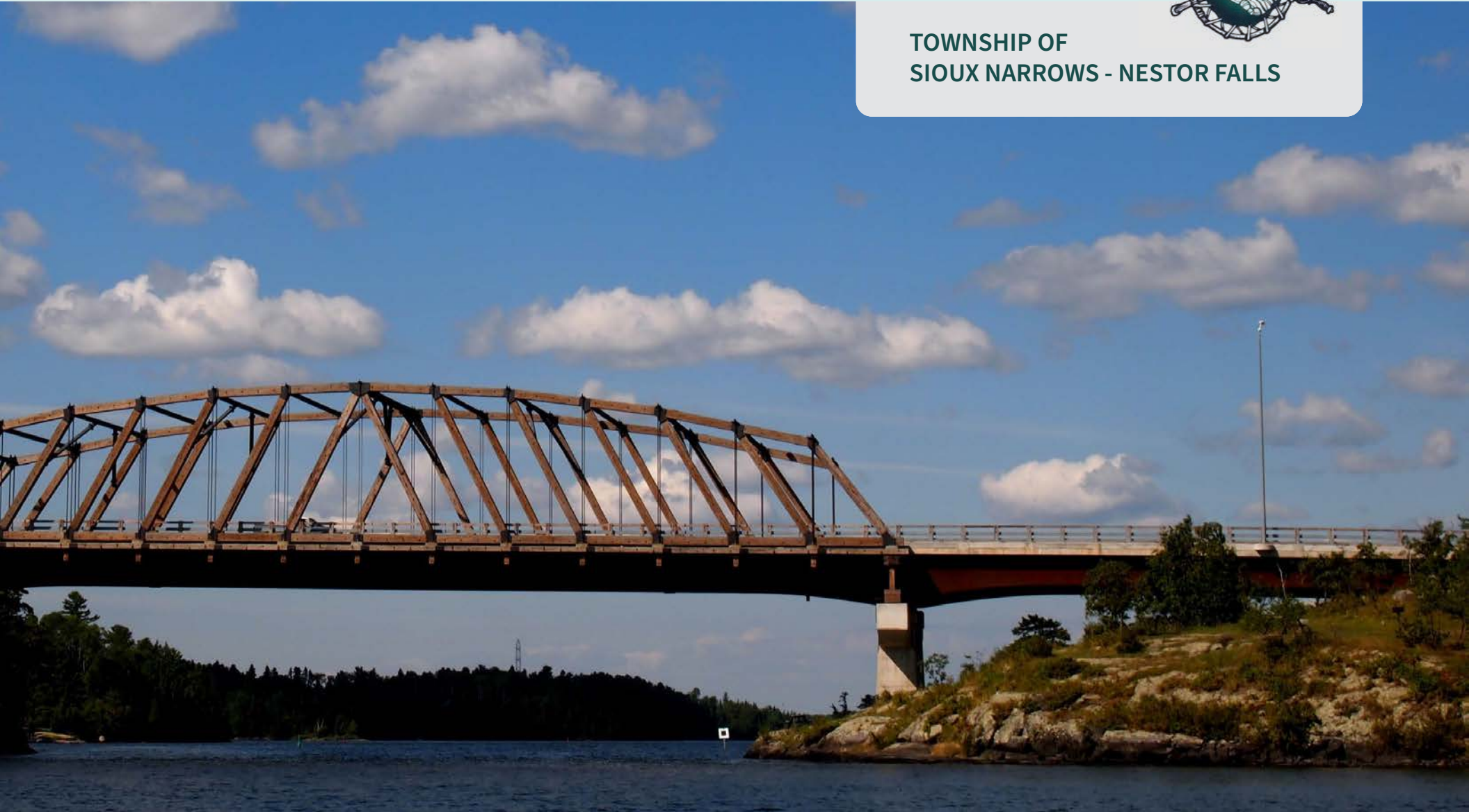


APPENDIX A

Business and Investor Survey Summary



TOWNSHIP OF
SIOUX NARROWS - NESTOR FALLS

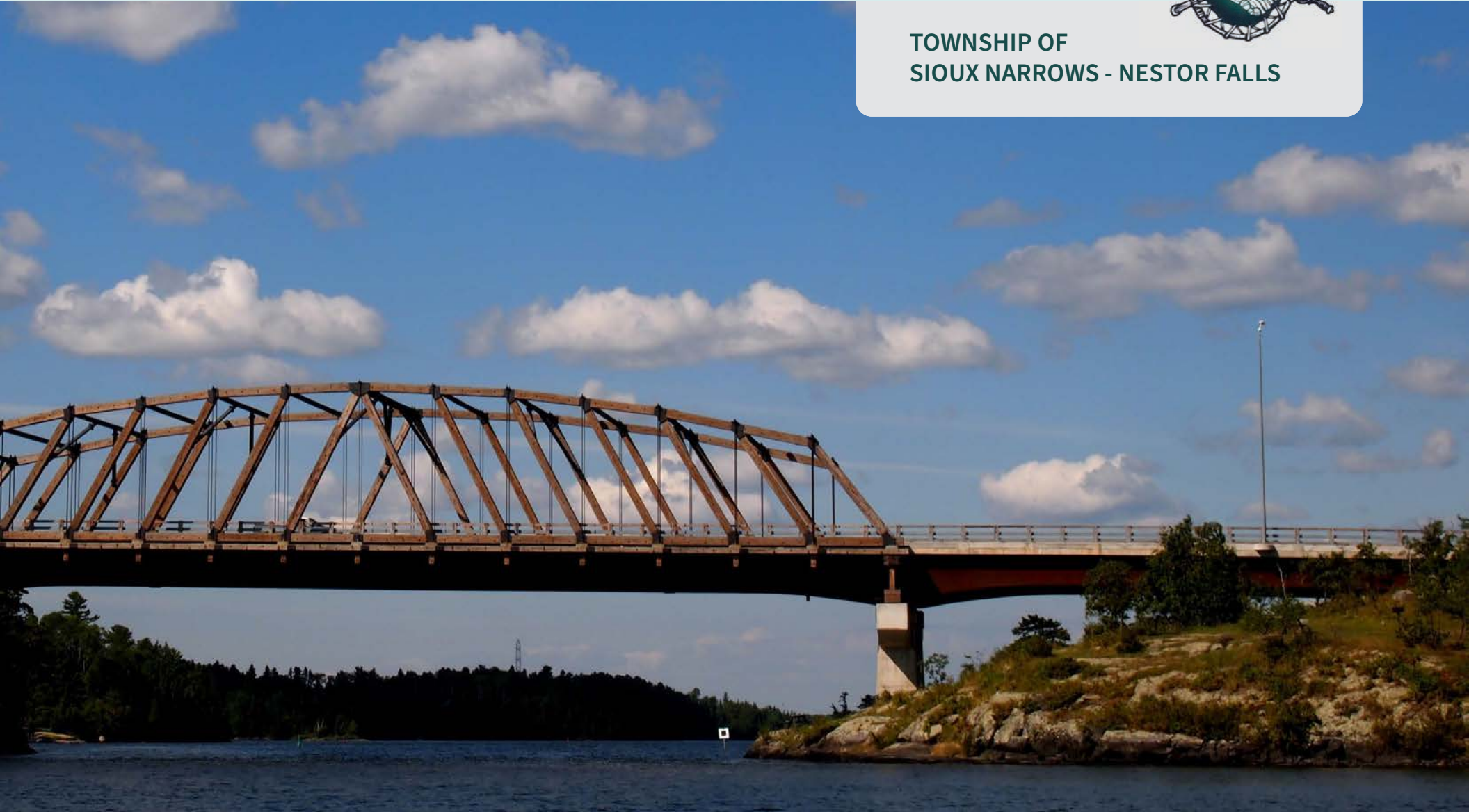


APPENDIX B

Lands Assessment



TOWNSHIP OF
SIOUX NARROWS - NESTOR FALLS



APPENDIX C

Strategic Planning Engagement Summary



TOWNSHIP OF
SIOUX NARROWS - NESTOR FALLS

