



Economic Development Strategic Plan

Dorion



Township of Dorion

2014 - 2018



Economic Development Strategic Plan

Ed Chambers, Reeve

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Help Plan Dorion's Future

DORION'S STRATEGIC PLAN TOWNHALL MEETING

**TUESDAY, SEPTEMBER 23, 2014
COMMUNITY CENTRE [SCHOOL] 7PM**

DROP IN AND HAVE SOME INPUT ON THIS VERY IMPORTANT PLAN. ENJOY REFRESHMENTS, CHAT WITH MEMBERS OF THE TEAM, CHECK OUT INTERESTING DISPLAYS, AND IF YOU WISH, YOU MAY TAKE PART IN TABLE TOP DISCUSSIONS, AND SHARE STORIES AND COMMENTS ABOUT WHY YOU "LUV" DORION.

Vision Statement

The committee has worked on a vision statement and we would like you to think about the wording or provide your own.

"DORION IS A SAFE, CARING, HEALTHY, RURAL & SUSTAINABLE COMMUNITY."



ANY QUESTIONS?
CALL A MEMBER OF THE
DORION PLAN ADVISORY
COMMITTEE

Bob Beatty - 857.1291
Marvin Broughton - 857.2314
Kim Brown - 857.2946
Ed Chambers - 857.2265
Kitty Dumonski - 857.2324
Dean Schaaf - 857.2419



**Superior North CFDC
SADC Supérieur Nord**

This project was made possible by a Superior North CFDC Local Initiatives Contribution. The Local Initiatives Contribution program is funded by FedNor.

Ce projet a été réalisé grâce à une Contribution aux Initiatives locales de la SADC Supérieur Nord. Le programme d'Initiatives locales est

financé par FedNor.



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Reeve's Message

In the spring of 2014 the Township of Dorion completed a Local Initiatives Contribution application and was awarded funding through Superior North CFDC [Community Futures Development Corporation] to complete a Community Strategic Plan. The Local Initiatives Contribution Program is funded by FedNor.

During the development of the Dorion Strategic Plan, the consultant, Superior Strategies, met with a cross section of the Community. Members of the Dorion Planning Action Committee [D-PAC] included Members of the Public - Kim Brown, Marvin Broughton, and Dean Schaaf. Members of Council - Kitty Dumonski, Bob Beatty, and Ed Chambers. Also, Ron Salo, Business and CED Officer with Superior North CFDC attended.

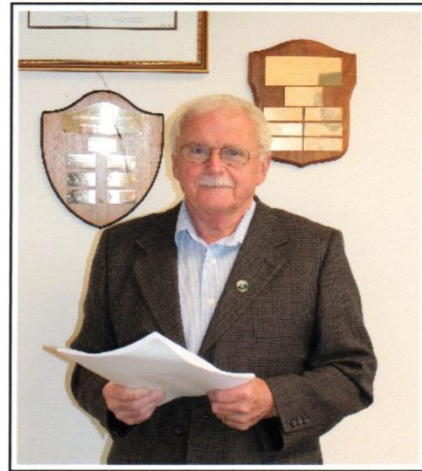
D-PAC met on four occasions with the consultant and a Town Hall meeting was held on September 23, 2014. Members of the public and students from the Dorion Public School were given an opportunity to provide their input.

This Strategic Plan will help guide Dorion forward. Council will monitor its progress on a regular basis and deal with it as a "living document". We now have a "Road Map" to assist Council in future planning. We also have direction in how to achieve key goals.

A special thanks to the Consultant, Superior Strategies, the Funder, Superior North CFDC - FedNor, The Dorion Planning Action Committee [D-PAC], the Dorion Public School, and the general public for their assistance.

Sincerely,

Ed Chambers Reeve
The Township of Dorion



"Dorion is a safe, caring, healthy, rural and sustainable community."





Dorion Plan Advisory Committee with Executive Coach

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Executive Summary



The Township of Dorion has undertaken a coach-approach to strategic planning. Although well crafted strategic plans have been developed in the past, their implementation has been not completely effective. Time was spent during this planning process in capturing the unique values of the township to assist in carrying forward a process for economic improvement. This coach-approach is based on developing a strategic planning document that is **community owned** and **community operated**. It encapsulates a **shared vision** based on common values of what the community wants to stand for in shaping a sustainable and prosperous future.

Dorion's Strategic Plan was developed by utilizing a unique, blended **research methodology** that combined Participatory Action Research (PAR) and Executive Coaching. PAR is a social process in which people, individually and collectively, try to understand how they are formed and reformed. It focuses on the real, the material,

and the concrete - particular practices of particular people in particular places. In the late 20th century PAR became a favoured methodology in community development. Executive Coaching is a collaborative partnership between a coach and willing individuals connecting deep personal levels of beliefs, values and visions. The role of the Coach is to listen and observe, to elicit solutions and strategies from the client by providing feedback and objective perspective. It is the clients' responsibility to take the steps needed to produce the action they desire.

Together the community can have exceptional outcomes and this plan offers guidance to manage the strategic and operational decisions for the next four years and beyond. The plan can be a living document that when kept evergreen by Council, allows a seamless baseline to choose attainable actions. Quarterly and yearly reviews can identify emergent external and internal trends that may need to be addressed.

The general population was asked to put their names forward to sit on a Dorion Planning Action Committee. D-PAC was selected by council to represent the residents. Four D-PAC sessions were held on: June 7th, June 21st, July 12th and August 16th. A town hall meeting was held on September 23rd. Residents and interested parties directly participated in the strategic planning process. A highlight of the town hall meeting was a youth presentation in which 28 students submitted posters answering "Why I LUV Dorion".

The overarching goal of this Strategic Plan is perhaps best explained by the idea "A Healthy Community". This plan carries forward a vision of "A Healthy Community" that will foster pride in the people who call Dorion Township home and for those who visit. A healthy Dorion can be described as a safe and welcoming rural environment in which interior agricultural and wilderness areas, Lake Superior to the east and other places are thoroughly connected by existing roads and by multimodal transportation corridors. A healthy Dorion responds to the mix of access, age and mobility needs of all community residents and visitors. It realizes the full worth – economic, environmental and social – of the natural and built assets. Ever conscious of this objective, D-PAC established Guiding Principles based on community values to direct strategic initiatives decisions.



The Guiding Principles

Economic Viability - create opportunities for new commercial, industrial and residential development

Healthy Communities - sustain a healthy and vibrant community for all ages

Collaboration - facilitate collaborative ventures

Community's Vision Statement

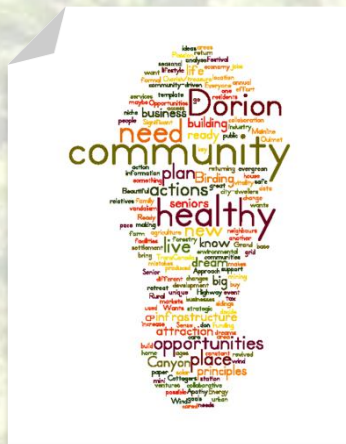
Dorion is a safe, caring, healthy, rural and sustainable community,

Township of Dorion's Mission

Maintain and enhance quality of life

Foster economic development

Be proactive in addressing local, regional and global issues



Strategic Themes

Economy ⇨ foster growth

Infrastructure ⇨ core services

Community ⇨ healthy region

Environment ⇨ balanced pristine

Residents ⇨ engaged

Aboriginal Peoples ⇨ partnerships

Methodology

Dorion's Strategic Plan was developed by utilizing a unique, blended research methodology that combined Participatory Action Research (PAR) and Executive Coaching. PAR is a social process in which people, individually and collectively, try to understand how they are formed and reformed. It focuses on the real, the material, and the concrete - particular practices of particular people in particular places. In the late 20th century PAR became a favoured methodology in community development. Executive Coaching is a collaborative partnership between a coach and willing individuals connecting deep personal levels of beliefs, values and visions. The role of the Coach is to listen and observe, to elicit solutions and strategies from the client by providing feedback and objective perspective. It is the clients' responsibility to take the steps needed to produce the action they desire.



Dorion Profile

Dorion is a small rural community in Northwestern Ontario with a population of 338 people and a land mass of 212 square kilometers. It is located 70 kilometers northeast of Thunder Bay, Ontario on highway 11/17 on the top of Lake Superior. The Dorion area is rich in natural resources, rural opportunities and offers a high quality of life for residents and visitors. The Township is approximately a 60 minute drive to Thunder Bay's Regional Hospital and International Airport. As the economy continues to experience transition in the forest industry, mining, wind energy and agro-forestry show potential to replace much of the base sector employment. Dorion has a rich history and prides itself on the quality of life it offers. It is a great place to live, play and visit. Dorion provides: affordable housing; rural living with quick access to an urban centre; excellent in-town elementary education and approximately 30 minute access to the regional high school in the Township of Red Rock; untapped employment opportunities; resident and tourist access to Ouimet Canyon, numerous lakes, rivers and natural trails; weather that provides a four season active lifestyle; abundant birds and wildlife to satisfy trekkers and hunters alike; and, most of all Dorion is full of people dedicated to the success and quality of life in Dorion.

Dorion is experiencing population decline common to most rural communities. Recent census data sets its population at 338, representing a 10.8% reduction since 2006. Comparing most recent census data of ten regional communities, (see chart below), illuminates demographic changes. Percentage rankings (R= x) were developed to provide comparisons by census age groupings with the other regional communities. Dorion has: the lowest percentage of children age 0-14, R=10; the second highest percent of youth 15-24, R=2; the lowest percentage of young adults 25-44, R=10; the highest percentage of mature adults 25-64, R=1; a mid-range percentage of recent seniors age 65-74, R=5; and a lower percentage of golden agers age 75+, R=7.

Dorion Population Distribution by Age 2011 Ranked versus Regional Communities

Rank 1 - largest population / category	North Shore Communities Rated by % Population										Other Comparisons		
	Red Rock 942	Nipigon 1632	Schreiber 1126	Terrace Bay 1471	Marathon 3353	Manitouwadge 2105	Wawa 2975	Geraldton 1893	Longlac 1388	DORION 338	Atikokan 2787	Thunder Bay 108,359	Ontario 13,505,900
Age 0 - 14													
%	16.5%	16.9%	13.3%	12.9%	16.9%	14.5%	16.5%	16.7%	23.0%	11.8%	15.4%	14.8%	16.3%
Rank	5/6	2/3	8	9	2/3	7	5/6	4	1	10			
Age 15 - 24													
%	11.7%	10.7%	12.4%	11.2%	13.4%	10.9%	11.6%	13.5%	10.4%	17.7%	9.7%	9.7%	13.5%
Rank	5	8	4	7	2	9	6	3	10	2			
Age 25 - 44													
%	18.0%	19.0%	18.2%	17.3%	22.2%	20.0%	23.0%	22.5%	25.6%	13.2%	20.1%	24.3%	27.5%
Rank	8	6	7	9	4	5	2	3	1	10			
Age 45 - 64													
%	35.0%	32.5%	39.1%	42.1%	37.3%	37.5%	33.1%	32.1%	30.2%	42.7%	33.7%	30.2%	28.1%
Rank	6	8	3	2	5	4	7	9	10	1			
Age 65 - 74													
%	11.1%	11.0%	8.4%	9.8%	6.7%	10.9%	8.2%	8.1%	6.4%	8.8%	10.2%	8.7%	7.9%
Rank	1	2	6	4	9	3	7	8	10	5			
Age 75+													
%	9.0%	10.1%	8.8%	6.8%	3.7%	4.7%	7.9%	7.1%	5.0%	5.9%	10.7%	8.9%	6.7%
Rank	2	1	3	6	11	10	4	5	8	7			


Sources: Statistics Canada, 2011 Census of Population

Note: Percentages in some categories have been rounded. Totals are accurate within 1% range

Education levels and employment opportunities for Dorion residents changed between 2001 and 2011. The overall level of education has significantly increased. Approximately 41% of Dorion residents hold a postsecondary certificate, diploma or degree. Of that 20% attained an apprenticeship or trades certificate or diploma. Employment has transitioned from the agricultural and forestry sectors. No longer concentrated into one industrial category, other employment categories, namely the health care/social assistance, public administration and educational services categories have experienced growth. While the number of Dorion-based businesses has declined, growth realized and potential, remains in alternative energy production, within mining and as a result of opportunities with Highway 11/17 twinning. Dorion residents' educational levels and employment histories position them to participate in a modern local and regional economy.



Strategies and Actions

Economy STRATEGY #1	ACTIONS
Improve capacity of township office to perform actions related to strategic plan	<ul style="list-style-type: none"> <input type="checkbox"/> Review hiring an Intern for 2 years for Economic Development <input type="checkbox"/> Initiate succession planning <input type="checkbox"/> Increase tax base to fund economic development
Economy STRATEGY #2	ACTIONS
Implement an investment strategy	<ul style="list-style-type: none"> <input type="checkbox"/> Update Community Profile <input type="checkbox"/> Inventory land available to public <input type="checkbox"/> Cottage lot development <input type="checkbox"/> Determine feasibility of marketing sub division that is currently available for development <input type="checkbox"/> Explore investment opportunities (listening)
Economy STRATEGY #3	ACTIONS
Business Retention and Expansion (BR&E) Plan	<ul style="list-style-type: none"> <input type="checkbox"/> Survey local business <input type="checkbox"/> Research feasibility of a regional BR&E project <input type="checkbox"/> Study better use or alternate crop for agricultural land
Economy STRATEGY #4	ACTIONS
Market Dorion's economic development opportunities	<ul style="list-style-type: none"> <input type="checkbox"/> Update township website <input type="checkbox"/> Brand Dorion to capture uniqueness <input type="checkbox"/> Take Dorion on the road and promote at events, i.e. in Thunder Bay
Economy STRATEGY #5	ACTIONS
<p>Capture impact of Wind Farm and other business resources on Dorion's economy.</p> 	<ul style="list-style-type: none"> <input type="checkbox"/> Review the economic impact of Greenwich Wind Farm to apply learning to attract potential companies to locate in Dorion <input type="checkbox"/> Research feasibility to leverage a financial return from infrastructure moving through Dorion <input type="checkbox"/> Develop document "Dorion: a great place to invest" <input type="checkbox"/> Develop strategy and outreach to leverage partnerships regionally to facilitate access to funding <input type="checkbox"/> Communicate Dorion's available and potential resources that can support Thunder Bay's Mining Readiness Strategy

Infrastructure STRATEGY #1	ACTIONS
Develop a transportation strategy to proactively address current assets and future potentials	<input type="checkbox"/> Document a plan; province twinning highway (PTH) and local roads <input type="checkbox"/> Review active transportation liabilities and potential <input type="checkbox"/> Review CP Siding reactivation <input type="checkbox"/> Explore King Horn Line potential
Infrastructure STRATEGY #2	ACTIONS
Develop a communication strategy, including website site update, cell phone and high speed internet	<input type="checkbox"/> Update and improve Dorion web site as a two way communication tool <input type="checkbox"/> Improve communication within the community starting with a Community Bulletin Board <input type="checkbox"/> Create a formal communication plan
Infrastructure STRATEGY #3	ACTION
Improve access to health care, including mobile medical service	<input type="checkbox"/> Maximize use of District Health Unit Services.
Infrastructure STRATEGY #4	ACTIONS
Ensure school with community access	<input checked="" type="checkbox"/> Update contract and addendum (Completed) <input type="checkbox"/> Monitor, promote and communicate access to facility
Infrastructure STRATEGY #5	ACTIONS
Focus on maintaining roads	<input type="checkbox"/> Monitor funding available and Township requirements <input type="checkbox"/> Complete current bridge replacement
Infrastructure STRATEGY #6	ACTION
Take a proactive approach to the twinning of the TransCanada highway	<input type="checkbox"/> Communicate with ministry during this pre-build stage
Infrastructure STRATEGY #7	ACTION
Maximize opportunity for Healthy Communities, Grow North and other funding sources.	<input type="checkbox"/> Explore funding sources applicable to Dorion's strategic plan

Community STRATEGY #1	ACTIONS
Address processing time for building and service permits	<input type="checkbox"/> Develop an information package online
Community STRATEGY #2	ACTION
Ensure access to areas designated for building lots	<input type="checkbox"/> Address actions in the Official Land Use Plan
Environment STRATEGY #1	ACTIONS
Maintain and convey quality of life to new residents and visitors	<input type="checkbox"/> Look for ways to communicate qualities of Dorion captured in vision statement <input type="checkbox"/> Maintain open dialogue and cooperation with OPP (contract) <input type="checkbox"/> Promote "Dorion's Lifestyle" at events locally and regionally
Environment STRATEGY #2	ACTIONS
Ensure access to environmental regulations and Township policies	<input type="checkbox"/> Add appropriate link to website and to Official Land Use Plan
Environment STRATEGY #3	ACTION
Improve LRCA and Hurkett Conservation Area road access	<input type="checkbox"/> Look for funding to upgrade access roads
Environment STRATEGY #4	ACTIONS
Be proactive about Lake Superior Marine Conservation Area	<input type="checkbox"/> Have regular reports to Council by representative <input type="checkbox"/> Facilitate a community meeting(s) to share information with residents
Environment STRATEGY #5	ACTIONS
Improve township signage	<input type="checkbox"/> Communicate and input Dorion's needs related to highway signage to MTO <input type="checkbox"/> Update current highway signs to better facilitate access to Dorion

Residents STRATEGY #1	ACTIONS
Orientate new residents to Dorion community	<input type="checkbox"/> Restart welcome to new residents practice <input type="checkbox"/> Plan to bring back people who have left
Residents STRATEGY #2	ACTIONS
Promote and build on museum and heritage projects	<input type="checkbox"/> Consider when support requested
Residents STRATEGY #3	ACTION
Encourage places for casual meeting, communication and resident activities	<input type="checkbox"/> Create a community Bulletin Board by mail boxes <input type="checkbox"/> Support and promote recreational activities
Residents STRATEGY #4	ACTIONS
Optimize seniors' interests with youth activities and other community groups	<input type="checkbox"/> Ongoing
Residents STRATEGY #5	ACTIONS
Ensure distance education opportunities	<input type="checkbox"/> Discuss with Contact North feasibility of an office at Dorion Community Centre
Residents STRATEGY #6	ACTION
Embrace Regional Ontario Healthy Communities Plan	<input type="checkbox"/> Research Healthy Communities applicable funding
Aboriginal Peoples STRATEGY #1	ACTIONS
Open communication to determine feasibility of sharing resources	<input type="checkbox"/> Look for ways to share resources i.e. transportation to regional hospital or other services
Aboriginal Peoples STRATEGY #2	ACTIONS
Partner on projects	<input type="checkbox"/> Keep informed; network and partner on common issues i.e. QUAD Council and trail project

Student's Validate Research "Why I Love Dorion"



A Dorion Township "Town Hall Meeting" was held at the Dorion Public School on the evening of Tuesday, September 23, 2014. Reeve Ed Chambers previously requested that Dorion Public School students be given an in-class writing assignment explaining "Why I Love Dorion"- a theme of the town hall meeting. Twenty-six students from JK to Grade 5 participated. Their written submissions were mounted on a portable, multi-paneled partition wall that was prominently displayed at the town hall meeting. The display was the highlight of the evening as the heartfelt, enthusiastic submissions were read by each of the twenty-eight adult participants. An inductive content analysis of the students' submissions was prepared and presented during the town hall meeting by Superior Strategies to honour students' efforts and to ensure their viewpoints were given equal consideration to ideas expressed by adult participants.

Coded Themes:

1. *Students love Dorion because it allows them to be active. It is a natural playground that allows them to explore and develop.*
2. *Students love Dorion's physical environment because it provides open land, lakes, rivers, canyons and abundant wildlife.*
3. *Students love Dorion because it provides a loving, stable, quiet, secure and connected multi-generational social environment.*

Path Forward for Implementation

D-PAC's focus was to capture the nature of Dorion's unique values and suggest opportunities in the form of strategies and actions for Council to take forward. Dorion Council now has an overview of the state of the township and potential ways to address strategies and actions. The township has limited resources and therefore capacity so it was felt that having a tool to start and maintain a proactive approach would be productive. It is about beginning to move forward



as a community. Little steps or successes can have transformational outcome. Already a number of the actions like a community bulletin board, hiring an economic development intern, updating township website, welcoming new residents and facilitating a higher level of two way communication between council and residents are great actions to build momentum for success. Other key strategies are included with no or limited actions right now i.e. "Optimize seniors' interests with youth activities and other community groups - Residents #4 Action -> Ongoing" to be ever vigilant they are important to the community.

Communicating the plan starts with every employee and council member becoming agents for Dorion's progress by sharing and utilizing this document. The Guiding Principles, Vision and Mission can be posted in the township office and shared to leave no doubt that Dorion is alive and well by being accountable for a well scripted future. Publishing portions of the plan in newsletters, and advertising, and marketing material can spread awareness. All policies, procedures and related committees should confirm how they meet the strategic plan. The plan is also a tool to share with funders, investors, government agencies, regional communities, businesses, potential residents, etc.

Required resources needed to achieve the actions in the strategic plan and what it will cost to obtain and use the resources can be incorporated into the decision for implementing actions within the plan. The plan has been formatted to help facilitate inclusion into current funding models particularly since the strategic themes closely resemble those strategic pillars found in the Growth Plan for Northern Ontario 2011.

As Council builds capacity to take on strategic actions, it takes the responsibility to monitor and evaluate success. An action registry / work plan can be created to capture the process of planning a strategic direction. Councilors can use this to select, define and assign responsibility for projects. A regular Council agenda item is suggested to monitor progress of the project and at least a yearly Council review of current and future strategic actions is required. The strategic plan has been set to coordinate with the election term of four years and can easily be adapted to follow the current fiscal year. As Council changes with elections there should be no doubt about what is being addressed while allowing any necessary carry over to a new term. Monitoring and evaluation is critical to the plan's success and credibility. They must be built into the projects. They are critical for continuous improvement.

Reference Documents (filed with the Township of Dorion)

- DPAC Notes Summary ALL Sessions
- Dorion Community Profile Update v2
- Memorandum re Community Profile Concerns
- Dorion EScanThemes June 21
- Strat Action Registry and WorkPlan
- Why I Love Dorion - Public School Students



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Superior Strategies is honoured to have been the firm to COACH the Township of Dorion through the process of creating an economic development strategic plan. The D-PAC gave freely of their time and should be recognized for their commitment to Dorion. They represented the residents and interested parties very well.

Superior Strategies Team

David G. Farrell	Executive Coach, Project Manager
John MacKenzie	Researcher, Editor
Thora Cartlidge	Professional Planner
Jason Thompson	Principal Consultant
Johnny Walker	Consultant



When the winds of change
blow, some people
build walls and
others build windmills.
-Chinese proverb



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