

# Township of Matachewan Community & Economic Development Strategic Plan



Prepared by:



April 2013

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Community & Economic Development  
Strategic Plan

For the Township of Matachewan

Prepared by:



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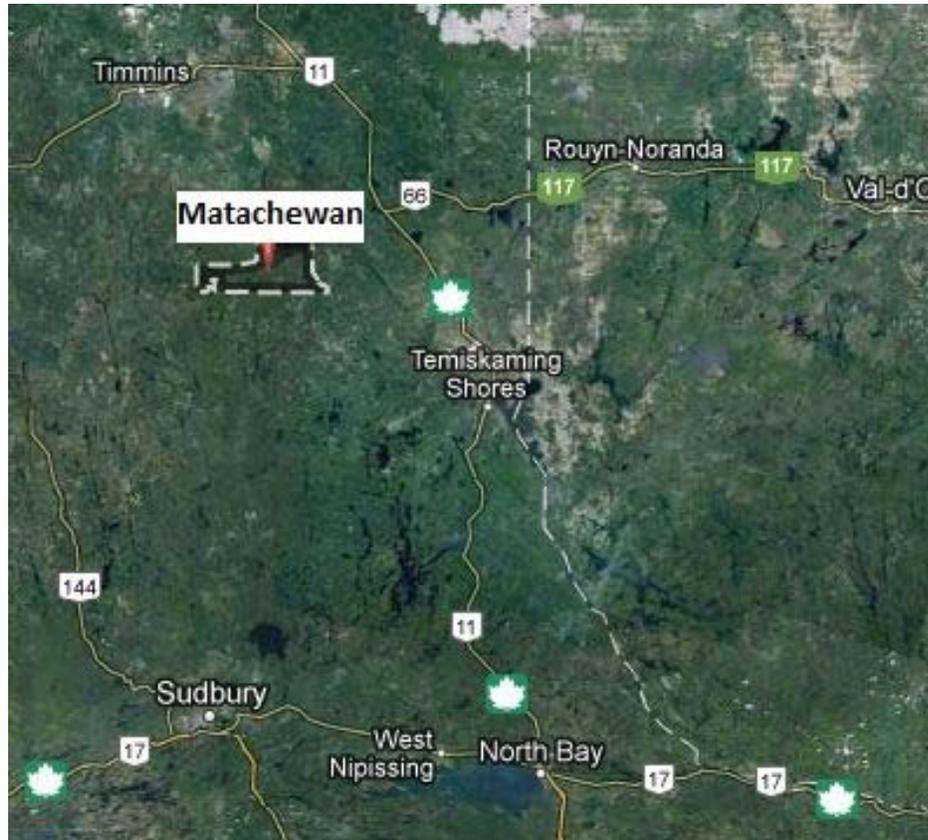
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# 1 The Background

## 1.1 Context

The community of Matachewan is a small rural township in Northeast Ontario. Located approximately 125kms south of Timmins on the shores of the Montreal River, this close knit community has a population of approximately 400 permanent residents. Situated in a region of Ontario that is rich in natural resources, the Township encompasses the Young-Davidson gold mine which is one of Ontario's active gold mines.



Established originally during the fur trade era, Matachewan has historically demonstrated its strengths in forestry, mineral exploration and mining. In more recent years, the community has become a focal point and a destination for exceptional fishing and hunting as well as a regional employment centre due to the increased mining activity at the Young-Davidson gold mine.



Matachewan strives to be an inclusive community working closely with its neighbours, the Township of James and the Matachewan First Nation. Matachewan and the Township of James work together on emergency planning and fire services support. The Township of Matachewan provides First Nation members with fire protection, recreational activities and cemetery services, and the First Nation has contributed towards the Matachewan Cemetery and the Fort Matachewan Boat Pull-Up. The two councils hold intergovernmental meetings and there is a large contingent of Matachewan First Nation members residing in the municipality.

Although Matachewan's economy had been in decline for several years following the closure of the Young-Davidson Gold Mine and the Asbestos Mines; the community is once again experiencing increased community and economic activity due to resurgence in the local mining sector. This new mining activity has brought new opportunities to Matachewan and, as such, community leaders are now seeking to implement a long term strategy to ensure the community continues to evolve as a destination for residential and economic activity for years to come.



The Matachewan Community and Economic Development Strategic Plan is the product of an intensive community consultation process that focuses on building off of Matachewan's 2007 Community Strategic Plan, while proposing new actions and opportunities to strengthen the community.

## 1.2 What This Plan is About

Matachewan's new Community and Economic Development Strategic Plan will:

- Bring the residents of Matachewan closer together to work collectively on projects aimed at building an improved Matachewan;
- Identify Matachewan's needs, gaps and opportunities;
- Provide realistic strategic directions and actions for the community to undertake;
- Help the community of Matachewan become better positioned to attract investment and grow a sustainable economy; and
- Define a vision that Matachewan can strive to achieve.

## 1.3 Outline of Plan Development Process

As a part of the process to develop Matachewan's new Community and Economic Development Strategic Plan, several tools were used to engage and solicit input and feedback from the community.

These tools included:

- One-on-one interviews with local stakeholders;
- An online and hard copy mail-in survey;
- Focus group sessions and open house; and
- Contacting McSweeney & Associates directly with any comments.

## 1.4 How the Community of Matachewan Provided Input

### 1.4.1 1st Round of Consultations

Over 60 individuals participated or had direct input during the public consultation process. The summary of participation is as follows:

#### **Interviews**

- 8 individuals were interviewed representing a broad range of local interests

#### **Online Survey**

- 9 responses to the online survey

#### **Hard-Copy Survey**

- 8 responses in the form of a hard-copy survey

#### **Focus Group Sessions**

- Over 50 people attended 6 separate sessions covering themes of:
  - Social and Community Groups;
  - Matachewan Council and Planning Development Committee;
  - Government Agencies;
  - Matachewan Council and Senior Staff;
  - Mining Sector; and
  - Business Community.

#### **Open Houses**

- An Open House was held on November 27<sup>th</sup> at the Young-Davidson Multifunctional Complex

#### **Emails**

- No emails were received directly by the consultants

### 1.4.2 2nd Round of Public Consultations – Draft Strategy

Over 50 individuals participated or had direct input into the Draft Strategy. The summary of participation is as follows:

#### **Working Sessions**

- A working session was held with Matachewan Council and the Planning and Development Committee while a separate working session was held with Matachewan Council and Staff

#### **Online Survey**

- 38 responses to the online survey

#### **Open Houses**

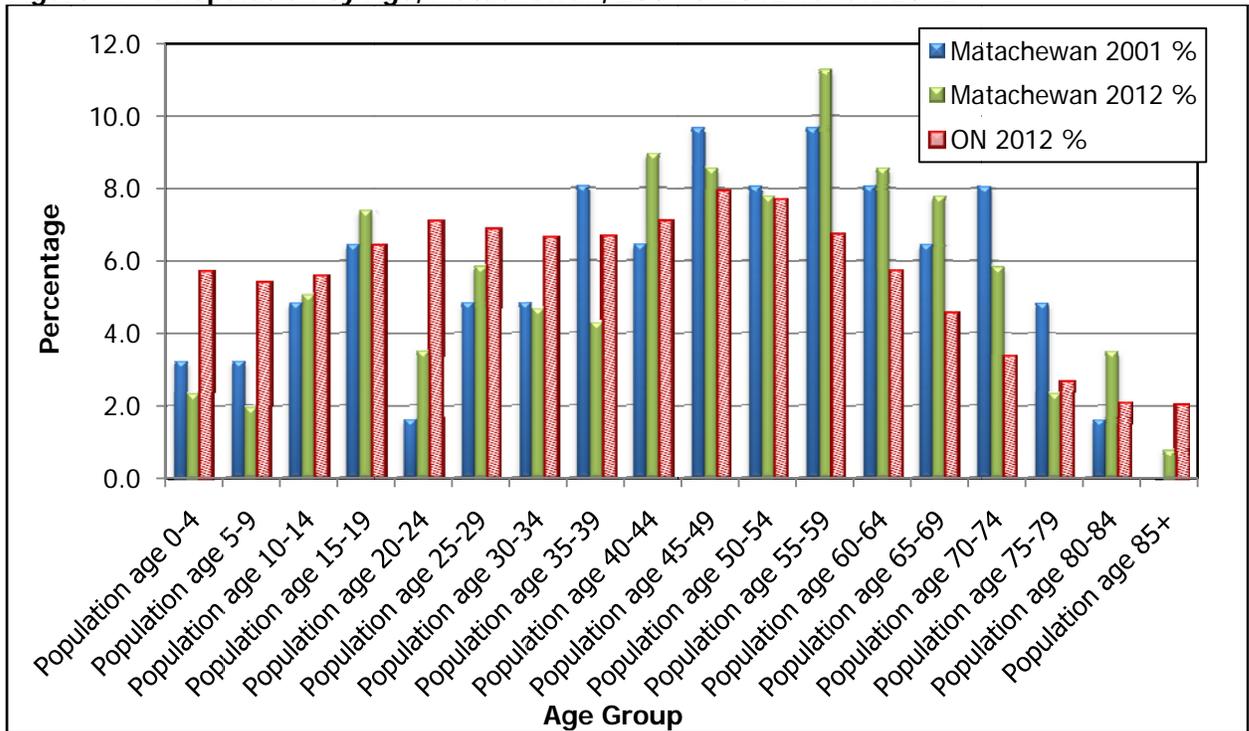
- An Open House held on April 3<sup>rd</sup>, 2013 at the Young-Davidson Multifunctional Complex which attracted 15 people

## 2 What the Numbers Say

### 2.1 A Brief Statistical Overview of Matachewan

The below compilation of data is a summary of detailed statistics and data gathered and analysed specifically for the Matachewan Community and Economic Development Strategic Plan. It should be noted several pieces of updated statistical information have been difficult to source as Matachewan has historically experienced some difficulty with the collection of **Stats Canada** data.

**Figure 1: % Population by Age, Matachewan, 2001 & 2012 vs. ON 2012**



Source: McSweeney & Associates from Statistics Canada Census data 2001 and Manifold Data Mining Inc. Superdemographics 2012

#### Demographics

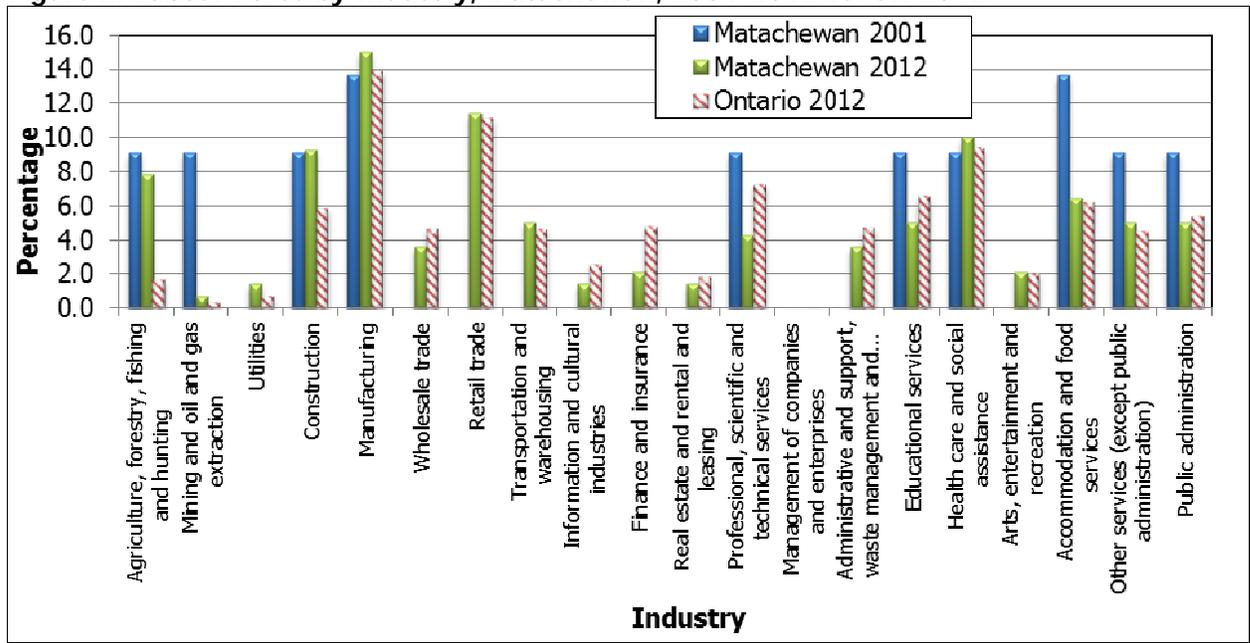
<b>Population: 2001 to 2012</b>	<ul style="list-style-type: none"> <li>• Currently at 400 residents - Matachewan's population is increasing.</li> <li>• The overall population is older than that of Ontario.</li> </ul>
<b>Incomes: 2000 to 2011</b>	<ul style="list-style-type: none"> <li>• Generally, average and median incomes (total, family, household) have increased since 2000, however they are still lower than those of the province.</li> <li>• The percentage of the population making more than \$60,000 has increased since 2000 and was the largest income segment in 2011. However, it was still a smaller percentage than the provincial level.</li> </ul>

<p><b>Highest Level of Education: 2012</b></p>	<ul style="list-style-type: none"> <li>• The largest post-secondary field of study is architecture, engineering and related technologies - this percentage is greater than that of Ontario.</li> <li>• The percentage of Matachewan residents who have a college, CEGEP or other non-university certificate or diploma is higher than the 2012 provincial percentage (24.2% vs. 22.0%).</li> <li>• The percentage of Matachewan residents who have a university certificate or diploma is significantly lower than that of Ontario in 2012 (14.4% vs. 30.9%).</li> </ul>
<p><b>Mobility: 2012</b></p>	<ul style="list-style-type: none"> <li>• In 2012, the percentage of Matachewan residents that had moved within the previous year (10.5% movers) was lower than the percentage of “movers” in Ontario (13.1%).</li> <li>• People moving to Matachewan were more likely to be relocating from other parts of Ontario, as opposed to moving from outside of the province.</li> </ul>
<p><b>Language: 2012</b></p>	<ul style="list-style-type: none"> <li>• Over 88% of residents only speak English.</li> <li>• Just over 10% of residents are bilingual (English and French), which is slightly lower than the provincial level (10.9% vs. 11.4%).</li> </ul>
<p><b>Dwellings: 2001 to 2011</b></p>	<ul style="list-style-type: none"> <li>• The average value of dwellings in Matachewan increased from \$47,010 in 2001 to \$88,849 in 2012; however, this is still significantly lower than the provincial average value (\$371,018).</li> </ul>

**Labour Force**

<p><b>Key Indicators: 2012</b></p>	<ul style="list-style-type: none"> <li>• Participation and employment rates in Matachewan are lower than those in Ontario.</li> <li>• The 2012 unemployment rate in Matachewan is slightly lower than that of Ontario (7.9% vs. 8.0%).</li> </ul>
<p><b>Labour Force by Occupation: 2012</b></p>	<ul style="list-style-type: none"> <li>• Compared to Ontario, a higher percentage of the labour force in Matachewan works in the following occupations:             <ul style="list-style-type: none"> <li>○ Health;</li> <li>○ Trades, transport and equipment operators and related;</li> <li>○ Unique to processing, manufacturing and utilities; and</li> <li>○ Unique to primary industry.</li> </ul> </li> </ul>
<p><b>Labour Force by Industry: 2012</b></p>	<ul style="list-style-type: none"> <li>• Compared to Ontario, a higher percentage of the labour force in Matachewan works in the following industries:             <ul style="list-style-type: none"> <li>○ Agriculture, forestry, fishing and hunting;</li> <li>○ Utilities;</li> <li>○ Mining and oil and gas extraction;</li> <li>○ Manufacturing;</li> <li>○ Public administration;</li> <li>○ Transportation and warehousing;</li> <li>○ Health care and social assistance;</li> <li>○ Construction;</li> <li>○ Accommodation and food services; and</li> <li>○ Other services (except public administration).</li> </ul> </li> </ul>

Figure 2: Labour Force by Industry, Matachewan, 2001-2012 vs. ON 2012



Source: McSweeney & Associates from Statistics Canada Census data 2001 and Manifold Data Mining Inc. Superdemographics 2012











## 4 A New Vision for Matachewan

The following statements were captured during the consultation process and highlightsome of the meanings behind Matachewan's new Community Vision:

- *Working together to continually build the best and most beautiful community*
- *Building a vibrant community that works together*
- *A community that celebrates together*
- *Building upon the natural environment to create a more beautiful community*
- *The best place to live, work and raise a family*
- *A proud Tight Knit community working together to make Matachewan the best place to call home*

This following Vision statement should be used as a guide to give Matachewan direction as they move forward with their community and economic development efforts:

***By working together, Matachewan will entice new businesses and residents to live and do business in their attractive and socially welcoming community.***

## 5 Matachewan's Community and Economic Development Strategic Plan

### 5.1 Ongoing Actions from Matachewan's 2007 Strategic Plan

Matachewan has spent a lot of time and effort creating their 2007 Strategic Plan and have spent even more time and effort ensuring the actions in the 2007 Plan were implemented. It is imperative that the 2007 strategic activities continue and are not lost with the implementation of the actions from Matachewan's new Community and Economic Development Strategy. As such, the following actions flowing out of the 2007 Strategic Plan need to continue:

#### *5.1.1 Developing Community Infrastructure*

***There are key pieces of Community Infrastructure that have been previously implemented and need to be continually supported and expanded. There are other key pieces of infrastructure that will need to be developed.***

#### ***Key Actions:***

- 1. Promoting, operating and growing the Get-Fit Centre.***
- 2. Growing and expanding the Matachewan Fire Department.***
- 3. Growing and expanding the services offered at the Matachewan Nursing Station.***
- 4. Pursuing a "Library" as a meeting place in Matachewan – this should not be viewed as a traditional library but instead as a social meeting and community gathering place. Look to other community examples such as Innisfil, Terrace Bay, and Schreiber.***
- 5. Supporting and expanding social clubs and activities such as the Early Learning Program, Pioneer Club, and the Legion.***
- 6. Developing and operating the municipal campground.***

### *5.1.2 Celebrating Matachewan*

***People that live in Matachewan have a very strong connection to their community. There needs to be opportunities for the residents of Matachewan to celebrate their community. In addition, community pride needs to be demonstrated through community beautification efforts.***

***Key Actions:***

- 7. Celebrating Matachewan through events such as Canada Day, Fishing Derbies (Dimestore Fisherman and Top 50 Pike Tournament).***
- 8. Establishing a celebration/festival that celebrates Matachewan (i.e. a fishing derby only for the Matachewan local residents).***
- 9. Enforcing the Clean & Clear Yards Bylaw.***
- 10. Improving the visual image and branding of Matachewan. Use the new community entrance signage as a starting point for a new visual image for the Township. This new image should be built into all marketing material, website and all Township signage.***

### *5.1.3 Preparing the Community for Sustainable Growth*

***Matachewan needs to continue preparing the community for the future. This includes proper planning, infrastructure development and marketing efforts.***

***Key Actions:***

- 11. Working towards regaining control of the residential land in Matachewan.***
- 12. Designating and developing new industrial land through the Matachewan's Official Plan process.***
- 13. Bringing the zoning bylaw into compliance with Matachewan's new Official Plan.***
- 14. Working with Stats Canada and MPAC to ensure the most accurate and up to date information is available for the Matachewan community.***
- 15. Extending the municipal water supply. New projects to include are a water tower and upgrades to the water distribution system.***

***16. Upgrading the municipal GIS mapping system.***

***17. Marketing the Township – new updated and improved marketing material along with consistent up to date statistics is required.***

***18. Ensure the Ontario building code is being enforced by requiring building permits for all new construction and renovations.***

***19. Provide excellent customer service and information to ensure Matachewan provides the most competitive environment to do business.***

#### ***5.1.4 Partnership Development***

***To be successful, Matachewan will need to rely on the local and regional partners to implement and deliver on community plans, ideas and initiatives.***

#### ***Key Actions:***

***20. Facilitating the Intergovernmental Committee with the Matachewan First Nation.***

***21. Communicating and working with AuRico Gold to ensure they are community partners in Matachewan.***

***22. Building strong working relationships with regional development and marketing agencies (MNDM, MTO, MNR, etc.).***

***23. Encouraging all citizens to become good-will ambassadors of Matachewan and spreading the message that Matachewan is an excellent place to live.***

## 5.2 Top 10 Community-wide Priorities

Based on a detailed statistical review and analysis as well as the input received from the community, the following themes and actions are being highlighted as the priority areas of focus for Matachewan's Community and Economic Development Strategy.

### Key Actions:

- 1. The Matachewan Community and Economic Development Strategy needs leadership from the community to be successfully guided and implemented.**  
*Action: Establish a community group (political leaders, municipal staff, business leaders and/or concerned residents) to continue moving the Matachewan Community and Economic Strategy forward*
  
- 2. Continue building on the success of Matachewan's 2007 Strategic Plan.**  
*Action: Continue to complete or operationalize activities that have already been started or are still relevant from Matachewan's 2007 Strategic Plan. This is covered in more detail in Section 5.2*
  
- 3. Matachewan is located in an area of Northern Ontario that is surrounded by pristine natural beauty. The community needs to build off this natural beauty and work together to improve its visual appeal and identity**  
*Actions:*
  - I. Establish a Matachewan horticultural society to lead the community's beautification efforts*
  - II. Develop a Matachewan community greenhouse and a community garden to foster a stronger sense of community pride and ownership while cultivating plants that can be trans-planted throughout the community*
  - III. Initiate a volunteer community planting program urging local residents and businesses to cultivate their own gardens. Plants grown in the community greenhouse and garden could be shared with residents and businesses participating in the community planting program*
  - IV. Work with a landscape or urban design school to undertake a new landscape/streetscape design plan for Matachewan's main street and priority areas, including recreational areas. The purpose is to demonstrate what the entrance way and main street of Matachewan could look like with a rejuvenated streetscape as well as how the community as a whole would look and feel with an improved visual appearance*

- V. Continue to improve Matachewan's community entrance features. Great start by erecting a new community sign at the entrance of Matachewan. Build off the new look to include new signs throughout the community as well as landscaping features at prominent locations throughout the community*
  - VI. Establish a property standards committee to enforce community standards*
4. Matachewan should continue to pursue the development of additional residential units in the community with an aim of adding a diversity of housing types to accommodate a variety of housing demands (i.e. For young families, retired individuals, senior citizens, etc.).
- Actions:*
- I. Continue to free up residential lots for development*
  - II. During the Official Plan process, undertake a housing demand/needs study to determine the types of housing needed to accommodate Matachewan's current and future housing needs*
  - III. Ensure that sufficient land is designated in Matachewan's new Official Plan to allow for a wide variety of housing types (i.e. single detached dwellings, semi-detached, townhouse style, low-rise/senior's style multi-unit developments, etc.)*
5. As Matachewan grows, the community needs to ensure fiscal sustainability.
- Actions:*
- I. Develop and maintain a municipal long-range financial plan*
  - II. Develop and maintain a municipal asset management plan*
6. Provide locations for new industrial and commercial opportunities.
- Actions:*
- I. In the Matachewan Official Plan, ensure to designate new strategic locations for commercial and industrial development*
  - II. In the Matachewan Official Plan create appropriate home-based business policies to allow for the start-up of small business in Matachewan*
  - III. Promote these new policies to Matachewan residents and ensure they are made available online for potential residents and investors*

7. Provide incentives to existing commercial property owners to improve the visual appearance of the property (buildings).

*Actions:*

- I. Permit Community Improvement Plans (CIP) in Matachewan's new Official Plan*
- II. Implement Matachewan's CIP by offering financial incentives permitted under the Planning Act.*

8. Continue building the necessary basic community infrastructure required to attract new and retain existing residents and commercial/industrial investment.

*Actions:*

- I. Ensure Matachewan has a safe, adequate water supply for residential/commercial/industrial consumption, as well as for fire suppression*
- II. Promote the availability of high-speed broadband (internet) within the community*
- III. Continue the expansion and availability of residential lots*
- IV. Establish a community meeting place where residents can regularly socialize. The Young-Davidson Multifunctional Complex should be used to its maximum potential to allow for themed events and additional social gatherings. This could also include creating a more leisurely social meeting place through coffee-clubs, book swaps, pot-lucks, hockey nights, etc.*
- V. Engage/survey Matachewan's youth to better understand what their needs are in terms of social, leisure and recreational activities.*

9. Matachewan's community leaders need to build better formal methods of 2-way communications with Matachewan's residents.

*Actions:*

- I. Create a new streamlined Matachewan website promoting both community and economic development activities*
- II. Ensure information on the new website is continually being updated*
- III. Survey Matachewan residents to get a better understanding of the best methods and approaches that should be used to communicate with them*

**10. Matachewan's young families and youth play a key role in the future of Matachewan.**

*Action: Annually survey Matachewan's youth and young families to determine their community needs and the best methods of fulfilling these needs. Try to incorporate their needs into development policies and strategies*