



# Economic Development Strategy

Appendix A to  
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# Executive Summary

This Economic Development Strategy uses the method of “back casting”. The strategy starts with a desired future vision for the community, “Callander in 2040 – A Snapshot”, and subsequently works backwards to identify initiatives supporting the vision. Four areas are in focus: “Tourism”, “Downtown and Waterfront”, “Sustainable Local Economy and Living Practices” and “Infrastructure”. The following highlights are included:

- Callander has a very good base of lifestyle-related attractions and assets, including trails, a beautiful waterfront, a walkable downtown and plenty of recreational opportunities. Residents and visitors especially appreciate the quaint, small-town atmosphere of the community. This Strategy stresses the importance of building on these strengths and attractions, by developing and implementing structured plans to ensure that assets are well maintained, well promoted and well utilized. The municipal dock and adjacent waterfront areas are considered key areas, along with Centennial Park and the Main Street/Lansdowne Street intersection. It is suggested that the “Callander Downtown Waterfront Revitalization Master Design Strategy” from 2012 be revived, and that selected initiatives from this strategy be implemented.
- The vision of Callander in 2040 features a lively, pedestrian and bicycle-friendly downtown with a viable mix of “boutique-style” artisan shops, cultural offerings spearheaded by the Museum and Library, businesses, restaurants and living accommodations. Collaborations and maximization of funding sources will be instrumental for achieving this vision. It is suggested that the Municipality spearhead the establishment of a local Business Association and pursue opportunities presented by regional business and educational ventures and partnerships with other communities.
- Callander’s limited sewage capacity considerably confines the community’s ability to pursue and fully take advantage of economic development opportunities. The Strategy suggests intensifying the exploration of long-term solutions and options for reducing sewage loads to the system.
- As part of the focus area for “Sustainable Local Economy and Living Practices”, the vision for the community is to work towards making Callander one of northern Ontario’s most sustainable communities. This objective will be supported by municipal policies and practices at different levels, and by residents’ “buy in” and environmental awareness. Education will play a big role in achieving this objective.
- The Strategy suggest that Callander build on the existing critical mass of life-sciences based offices, by pursuing additional professional establishments in the downtown core. Furthermore, the strategy suggests that the community’s rural areas be maximized to attract light industrial and agriculture-related businesses, while home-based businesses be supported by enhanced high-speed connectivity.
- Callander residents of all ages should be able to enjoy a high degree of mobility and accessibility in the community. They should find meaningful opportunities addressing their human needs, including the need for participation, identity, creativity and subsistence.

# Introduction

**Economic development is recognized by the Economic Development Association of Canada as an engine to build stronger, more resilient and inclusive communities.**

Since its incorporation in 1887, Callander has transitioned from a primarily forestry-based economy to a tourism-based economy. The Dionne Quintuplets and the establishment of a number of fishing lodges and camps along the shores of Lake Nipissing and Callander Bay were the main drivers for this transition. Callander’s beautiful natural setting is a big reason for the draw of visitors and seasonal homeowners, and more recently for those residents who live in Callander and work in North Bay.

Businesses, largely centred around the Main Street and Lansdowne Street intersection, have since incorporation provided residents and visitors with many of their goods and services. However, like most small communities’ downtowns, Callander struggles to compete with the economies of scale offered through the larger nearby regional centres, and more recently through the internet. Despite these general trends, Callander has seen longevity in its core businesses.

Today Callander’s economy continues to be based largely on tourism and businesses that cater to meeting local needs. There is also a growing number of local home-based businesses/offices benefiting from the digital economy.

Callander has continuously invested in initiatives to build a stronger, more resilient and inclusive community. Times are changing however, and new opportunities are emerging. Consequently, Council for the Municipality of Callander has identified economic development as a priority for the community.

The **purpose** of this Economic Development Strategy is to present a roadmap with actionable new and/or continued and/or enhanced economic development initiatives. The document will also provide an overview of economic development initiatives implemented to-date. The Strategy uses the method of “b

taking current

realities and opportunities into account.

The **process** of developing the Strategy involved reviewing relevant internal and external reference material, assessing current and past initiatives and undertaking a SWOT analysis (Appendix 1). The SWOT analysis identifies strengths (assets), weaknesses (gaps), opportunities and threats facing the community. Focus group meetings with local businesses were conducted on November 27, 2019, to receive input on strategies and action items (Appendix 2).

The Strategy organizes initiatives in four focus areas: “Tourism”, “Downtown and Waterfront”, “Sustainable Local Economy and Living Practices” and “Infrastructure”. Whereas the Strategy is based on a 2040 outlook, the actionable items have a three-year perspective. It is recommended that the strategy be reviewed yearly, for an updated viewpoint.

# SWOT

At the heart of this Economic Development Strategy is a desire to build on Callander's strengths and opportunities while overcoming some of its weaknesses and external threats.

For the purposes of this report, a SWOT is characterized in the following terms.

- **Strengths** (Positive, Internal): Positive attributes, assets or resources currently present in Callander that gives it advantage.
- **Weaknesses** (Negative, Internal): Critical disadvantages, local issues or characteristics that hinder Callander's ability to achieve its vision and goals.
- **Opportunities** (Positive, Internal and External): Areas where Callander and its partners can remedy or limit its weaknesses or capitalize on current trends, demographics, investment etc.
- **Threats** (Negative, External): Obstacles, trends and factors that hinder or threaten Callander's ability to achieve its vision.

A SWOT overview for Callander is summarized in Appendix 1, and includes the following highlights:

Callander's **strengths** include:

- The fact that it is a small, safe, walkable and picturesque community with an attractive location on Lake Nipissing.
- The community has easy access to major highways and all the amenities that the City of North Bay offers.
- The community boasts an abundance of recreational opportunities and cultural traditions, and it is affordable relative to North Bay.
- Council has a supportive attitude towards economic development and the business community.
- A growing life-sciences based critical mass, including the medical clinic, pharmacy, chiropractor, dentist.

**Weaknesses** include:

- The community's limited sewage capacity and the sewage system's high cost per capita.
- The restricted number and diversity of commercial offerings and employment opportunities.
- A somewhat tired and dated downtown.
- High-speed infrastructure gaps in some of the rural areas.
- An ageing municipal infrastructure.
- Residents' shopping habits don't regularly favour local establishments.

As to **opportunities** and **threats**, the following realities are among the most predominant:

**a) Casino**

North Bay's Cascades Casino on Pinewood Park Drive is expected to open in mid-July of 2020. The

Traffic: Visitors from the south may access the Casino via Callander Bay Drive, or they may access

Overnight visitors: Some Callander accommodations may see an increase in bookings, however

General recommendations: It is important to make Casino visitors aware of what Callander has to

Potential threats: The establishment of the Casino may be detrimental to Callander restaurants,

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<sup>1</sup> <https://www.gatewaycasinos.com/gateway-unveils-plans-to-invest-approximately-31-million-and-create-up-to-300-new-jobs/>

<https://www.sudbury.com/local-news/impact-of-casino-gambling-isnt-as-good-nor-as-bad-as-you-might-think-874588>

## **b) Internet and digital communication**

Internet, social media and an increasing offering of electronic devices have changed the way



- Modern technologies enable commercial transactions

- On-line shopping replaces brick-and-mortar

- Virtual workplaces offer flexibility and remove the need

- Existing assets and resources can be shared and optimized through communication platforms

In general, it is estimated that digitalization will present opportunities for Callander, in part

Among the perceived threats is the fact that buyers to a lesser degree will visit the community to

A prerequisite for Callander to take advantage of the opportunities presented by the digital

## **c) Demographics**

Callander's population trends follow those of the rest of the region, with the ageing population

## Callander – A Snapshot

Population	3,863
Residential tax rate (2019) – Municipal & Education (apply rate to assessed value)	0.01164701
Median age of the population	48.2
Total number of persons 0 to 14 years	610 (15.8%)
Total number of persons 15 to 64 years	2,465 (63.8%)
Total number of persons aged 65+	785 (20.3%)
Median total income of households (2015)	\$86,455
Average employment income in 2015 among recipients	\$48,874
Employment rate	61 %

Source: Statistic Canada Census 2016

### d) Sustainability

Callander like all communities worldwide, face uncertainty around what the future will hold and

The publication “Our Common Future” released by the United Nations’ Bruntland Commission in

***“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”***

The publication, known as “The Bruntland Report”, outlines the following three main concepts required to achieve sustainable development:

- environmental protection
- economic growth
- social equity

Appendix 3 contains a brief description of the sustainability challenge and its opportunities.



# Vision:

## Callander in 2040 – A Snapshot:

Downtown Callander and waterfront areas are **bustling with life and activity**.

Residents and tourists alike enjoy spending time and money in the **picturesque, clean and well-kept community**. A viable and attractive mix of “boutique-style” artisan shops, cultural offerings spearheaded by the Museum and Library, businesses, restaurants and living accommodations infuse Callander’s downtown with a **dynamic, yet intimate atmosphere**.

People appreciate the beauty of the surroundings, the well-maintained buildings, parks, waterfront and streetscape. They like how **pedestrian and bicycle-friendly** the community is; how it nurtures a **culture of sustainability**; and how community **partners collaborate** to make it feel as if there is “always something going on in Callander”.

Residents and visitors value the community’s efforts to meet their needs, including their need for participation, identity, creativity and subsistence.

Callander’s brand as a scenic, four-season tourism destination located on Callander Bay and bordering boreal forest is solid and reputed. The community, and the activities and lifestyle it offers, attract visitors from all over the region.

Callander residents find meaningful opportunities in the community, in part thanks to the Municipality’s purposeful approach to swiftly take advantage of emerging opportunities.

Callander is a thriving small community, with an engaged and diverse population that is proud of what their community has achieved in the last 20 years.

## TOURISM: CURRENT REALITY

The vision of Callander as “Village on the Bay”, a concept coined in the “Downtown Waterfront Revitalization Master Design Strategy” from 2012, is very much alive. Callander offers a safe and peaceful environment, along with attractions typical of any successful tourism destination. The Community boasts a beautiful lakefront setting, culture, amenities, parks and recreation, all within walking distance.

- Centennial Park provides a “people place” on the waterfront, thanks to improvements such as the splash pad and exercise equipment. Design elements rooted in the community’s nautical and logging heritage have been introduced, along with new change rooms, park walkways, enhanced washrooms, improved access points, site furniture and trees. Interpretative signage is present in the community. Welcome signs and flower beds greet visitors and enhance the feeling of arrival and community identity.
- Callander continues to attract thousands of residents and out-of-town visitors for its annual community events, including FunFest and Cranberry Day. Callander is also a popular location for public events organized by external organizations, such as the Nipissing Country Music Festival. Annual budget for municipal events: approximately \$25,000 plus 45 days of staff time.
- Callander’s cycling trails are connected to North Bay’s trails via Kate Pace Way. The community is part of four cycling routes, two of which have benefited from the installation of paved shoulders along Highway 654, and the addition of a paved connector along Cranberry Road. Recent initiatives have enhanced Callander’s profile as a bike-friendly destination, but there is room for improvement if Callander wants to raise its profile within the affluent bicycle tourism target audience.
- “The Village” that is created every winter as hundreds of ice-fishing enthusiasts locate their ice huts to Callander Bay for the season is renowned and provides income for local restaurants, convenience and grocery stores. Callander is also a popular destination for snowmobilers who take advantage of Callander’s connection to regional trail systems.
- The Callander Museum and Art Gallery have gained greater recognition and use over the past few years through active marketing and hosting of special events.
- The Municipality adopted an asset management plan in 2019, which will facilitate capital investment and maintenance plans for municipal facilities.
- The Municipality’s new website will improve communication and promotion of Callander.
- Council has designated a portion of its waterfront property and has endorsed the preparation of architectural design plans for a new Callander Public Library/Community Hub.

# TOURISM: GOALS & STRATEGIES

**Goal:** Callander’s tourism offering is diverse and optimizes existing assets while taking advantage of trends, partnerships and emerging opportunities. The tourism offering is rich in culture and considered “high quality”. Callander’s brand as a scenic, four-season tourism destination is solid and reputed.

**Strategy 1:** Ensure that Callander’s four-season recreational assets – parks, trails, facilities, lakefront – are well maintained, well promoted and well utilized.

**Reality:** Assets are currently looked after, but more structured plans, coordination and communication between departments need to be established.

- Initiatives:**
- a) Establish clear quality standards, expectations and measuring tools for the maintenance of parks and facilities, including procedures for flower beds & planters, play equipment, trails and beaches. Establish capital investment and general enhancement needs
  
  - b) Special efforts be dedicated to improving signage and surroundings of  
  
lake access areas. Make sure these are well maintained, well marked and well promoted. Add wayfinding signage and/or maps, including
  
  - c) Staff proactively explore grants and maximize funding opportunities that will
  
  - d) Explore new uses/client groups for facilities and other recreational assets, including the commercial-grade kitchen and a trail behind the Community Centre. Proactively approach target groups with customized programs and promotional material.
  
  - e) Work with the Library Committee to explore funding sources for a new facility.
  
  - f) Develop the Highway 94 lookout by adding a viewing tower and an interactive heritage component showcasing historic/cultural points of interest.
  
  - g) Continue to implement selected initiatives from the Active Transportation Plan from 2013, in an effort to improve connectivity between Callander’s trails and parks.
  
  - h) Develop a Park and Recreation Master Plan for the Municipality.

**Strategy 2: Show "the world" that tourism is a priority for the community.**

**Reality:** Although Callander's economy is strongly rooted in tourism, the way people vacation has changed. New tourism opportunities are emerging such as "staycations" where people vacation in their own communities or regions. The new website will be a very useful tool for promotion.

- Initiatives:**
- a) Introduce a local Tourism Centre. Initially this could be located at the Museum and later at the new Library. Incorporate tourism office signage and produce adequate promotional material, (for example Callander map with points of interest) that will be available at the Centre. Provide training to staff and volunteers, as needed.
  - b) Optimize Callander's web and social media presence. Translate selected website information into foreign languages (inhouse resources). Increase the Municipality's social media presence (LinkedIn, Instagram, YouTube, etc), to facilitate promotion and "storytelling".
  - c) Work with provincial and regional tourism organizations to identify and benefit from special initiatives, including campaigns targeting specific customer groups with specialized interests (for example GTA ethnic communities with certain recreational interests, boat owners in North Bay). Tailor promotional material to these specific interest groups.
  - d) Continue to promote and enhance Callander's offering for day tourists; establish municipal dock as a destination starting point and allow long-term, overnight mooring at the municipal dock; improve the trail system; explore opportunities to incorporate board walk or trails along the water; add new playground equipment when needed.
  - e) Maximize the perception of Callander as a bike-friendly community; build on recent achievements and optimize Ontario by Bike resources and initiatives. Strive to continuously improve Callander's trails and bike itineraries. Apply for funding through the Trans Canada Trails Organization for trail upgrades, signage, maintenance, etc. Explore the feasibility and demand for an annual cycling event taking advantage of nearby cycling routes.
  - f) Explore ways to benefit from major events, organized by third parties and taking place in North Bay and area. Explore opportunities to develop specific tourism packages depending on the event. Consider having a Callander presence at these events, possibly in collaboration with neighbouring communities.
  - g) Maximize opportunities presented through local or nearby new business ventures.

h) Explore ways to get to know the existing tourists; what demographics do they represent, what experiences do they seek, what are their likes and dislikes, what improvements do they suggest in the existing tourism offering? Equally important: establish a profile for the “ideal Callander tourist”; disposable income, interests, preferences, habits, etc. Develop a plan to tailor offering and promotional material to this ideal tourist. Introduce a “Comments and Suggestions” box at a central location.

**Strategy 3: Partner with neighbouring communities to maximize the tourism offering.**

**Reality:** Callander shares many commonalities with neighbouring communities, such as the rural setting, popular community events, home-based companies. At the same time “packaging” (of attractions, itineraries, etc) is increasingly important in the tourism sector. This opens up for collaborations beyond municipal jurisdictions.

**Initiative:** a) Explore opportunities such as country-side art & studio tours, bicycle tours, hop-on-hop-off with the Chief Commanda, joint representation at major events in North Bay. Staff to meet with neighbouring communities on a regular basis and stay updated on grant opportunities.

**Strategy 4: Assist Callander's tourism suppliers to continuously raise their quality level. Facilitate partnerships and opportunities that will diversify the tourism offerings and increase the community's overall tourism appeal.**

**Reality:** There is more competition for tourists. Those communities that demonstrate high standards and an innovative tourism offering will attract high-quality tourists.

**Initiatives:** a) Expose Callander's tourism sector to training and certification opportunities, through Tourism Excellence North, YES! North Bay and others.

b) Work with suppliers to explore tourism packaging opportunities, such as ecotourism, "bike & sleep", "culture & cuisine" that will present win-win situations for all partners involved.

c) The Municipality to spearhead the creation of a Callander Business Association which will meet on a regular basis to explore opportunities, including grants, promotional activities, etc. This business association will include tourism suppliers. Make members of the business association also become “ambassadors” for the community.

d) Staff be knowledgeable and updated on grant opportunities for training and partnership opportunities. Staff to nourish a network of key contacts at Ministries, local and regional tourism organizations. Staff to assist Callander suppliers with grant applications, as needed.

e) Explore grant opportunities for physical and technical improvements at the Museum & Art Gallery and tourism outfitters.

**Strategy 5: Increased focus on culture and events as key tourism components.**

**Reality:** Culture is an important part of the tourism package and Callander offers a variety of cultural attractions. The Museum and Art Gallery are considered “hidden gems”.

**Initiatives:** a) Increased collaboration between the Municipality, Library and Museum on tourism-related initiatives.

b) Bring big name artist/exhibit to Callander that will receive regional/national attention. Continue efforts to present Museum contents in a current and/or glamorous context, for example “Hollywood comes to Callander”.

c) Explore the desirability of a municipal Public Arts policy.

d) Maximize the exposure that existing events provide, both events organized by a third party and events organized by the Municipality. Market Callander as the “Home of The Country Open Singing Contest” (compare with Powassan’s “Smoke ‘N’ Spurs Festival”). Strive to continuously raise the quality of Callander events. Explore opportunities for additional third-party events and municipal events, including an event focused on activities on ice.

**Strategy 6: Implement a comprehensive branding, communication, wayfinding and marketing action plan for Callander and for municipal communication. The objective is to establish and solidify Callander’s identity.**

**Reality:** Callander’s current branding was developed through a public process and brands Callander as a community with lots to offer throughout the four seasons of the year.

**Initiatives:** a) Review and implement the existing community branding policies, outlined in the “Corporate Brand Identity Signage Report” from 2005.

b) Develop and implement a plan for Callander signage, wayfinding and lighting, both along major transportation routes and within the community. Special attention be given to the downtown area. Research possible grants and/or allocate municipal funding.

c) Review and update the Municipality’s communication guidelines, including for social media.

d) Make municipal services more accessible through the use of the new municipal website.

# PERFORMANCE INDICATORS TO MEASURE SUCCESS:

Performance indicators relevant for the Tourism focus area include:

- Occupancy at tourism accommodations.
- Number and attendance at events, ROI.
- Tourism Information Centre statistics.
- Website and social media visits, traffic, referrals.
- Media coverage.
- Number and nature of enhancement projects.
- Rental statistics for recreational facilities.
- Usage of/visitors at municipal facilities, including parks and Community Centres.
- Grants obtained.
- Number of training opportunities shared with tourism suppliers.
- Number and nature of partnerships initiated and implemented.



# DOWNTOWN & WATERFRONT: CURRENT REALITY

The Callander Downtown Waterfront Revitalization Master Design Strategy (CDWRS) from 2012 stresses the importance of enhancing the municipal dock and waterfront areas so that these locations act as a gateway and vibrant public gathering place.

- The refurbished municipal dock and adjacent parcels of municipal land provide opportunities to further enhance this area in accordance with the DWRS. Council has designated a portion of the municipal land at the dock for Library purposes. The entire parcel, at nearly three acres, is larger than what will be needed for a Library and as such, the remaining land presents an **opportunity for development**. The property could be **developed by way of a request for proposals** from developers who would be required to abide by the use and design guidelines associated with the proposal call. A **gravel parking lot** is planned for a portion of municipal lakeshore road allowance immediately south of the municipal dock. It is proposed that this land be considered part of the development package. It is also proposed that the operation of a marina be considered as part of the development package offer.
- Past Strategic Plans have identified a need to diversity the offerings in the downtown waterfront areas and to provide more services, facilities and amenities.
- The Municipality's budget includes an annual allocation of money for beautifying the community. Recurrent initiatives include the community planters (partnership with Horticultural Society); banners; portable toilets at Cranberry Trail, the municipal dock and Sunbeam Beach; ongoing maintenance of parks and landscaping, including the Cemetery. Additional funding is allocated "as needed" when new initiatives are identified. In 2018, such project included enhancements to the Callander Cenotaph, built planter boxes at the Community Centre, planting of trees and installation of dog waste stations.
- The **community survey** "My Callander Cares" from 2018 identified a general desire for more commercial offerings in the downtown with the greatest demand for a hardware store and clothing stores.
- The **Municipal Official Plan** is currently being updated in accordance with the Planning Act of Ontario. This plan strongly advocates for mixed commercial and residential uses in the downtown.
- From 2012 – 2014, the municipality offered financial incentives under a 'Community Improvement Plan' intended to encourage new development, redevelopment or façade improvements for businesses in the downtown core. A small number of downtown businesses capitalized on the façade improvement program available through this Plan.



# DOWNTOWN & WATERFRONT: GOALS & STRATEGIES

**Goal:** The quaint and well-kept downtown and waterfront areas are a magnet for activity and interaction between people from around the region. Funding opportunities and collaborations to enhance and beautify the area are optimized. There is a rich and diverse mix of shops, cultural offerings, restaurants and living accommodations.



**Strategy 1:** Ensure that Callander’s current downtown and waterfront areas continue to be safe, and that assets are well maintained, well promoted and well used.

**Reality:** Assets are currently looked after, but more structured plans, coordination and communication between departments need to be established.

- Initiatives:**
- a) Establish clear quality standards, expectations and measuring tools for the maintenance of downtown and waterfront areas.
  - b) Ensure that Callander’s contract with the City of North Bay Police Service is customized to meet the community’s current and future needs.
  - c) Introduce a 4-way stop at the Main Street and Lansdowne Street intersection.
  - d) Undertake a parking-needs analysis.

**Strategy 2:** Bring together partners and stakeholders to create a Callander Business Association. The purpose of the business association is to strengthen relationships with/between existing businesses, to explore opportunities and strategies for handling challenges and change, and to promote a “shop locally” culture.

**Reality:** There is currently no established and regular ways of communicating and meeting with existing Callander businesses.

- Initiative:**
- a) The Municipality to spearhead the creation of Callander Business Association. See Tourism, Strategy 4, Incentive c).

**Strategy 3:** Develop, and get Council's approval for, a five-year action plan and budget to implement selected and still outstanding initiatives from the Callander Downtown Waterfront Revitalization Master Design Strategy (CDWRS). The Municipality's Beautification Committee to focus the majority of their efforts on these initiatives.

**Reality:** Some of the suggestions from the Downtown Waterfront Revitalization Master Design Strategy have been implemented, but a methodical review process needs to be in place to revive this plan.

**Initiatives:** a) The Economic Development Committee to assess status of CDWRS and develop a plan to be presented for the 2021 Budget deliberations. Staff explore grant opportunities, to be combined with municipal allocations, and determine year-by-year funding requirements.

b) As per the CDWRS, focus will be on the dock and adjacent waterfront areas, as the main gateway to downtown Callander, along with the Centennial Park beach and the Main/Lansdowne Street intersection. Explore enhancement initiatives including "parkette", benches, trash receptacles, assess streetlights, illuminated Christmas ornaments.

c) Explore options for developing the remaining portion of the municipal waterfront parcel.

d) Consider developing design guidelines and policies regarding architectural control. These will also be considered when implementing beautification efforts in the community. Work with downtown property owners to improve downtown aesthetics (especially strip mall).

e) Regular meetings and communication with property owners.

f) Explore collaborations with downtown businesses including RBC and LCBO regarding enhancement initiatives (some organizations have their own funding programs).

**Strategy 4:** Attract more residential and commercial uses to the downtown in order to create a critical mass for success and increased commercial tax base.

**Reality:** People are attracted to downtowns that provide a variety of offerings. Similarly, downtowns are able to provide a variety of offerings when there is a critical mass of residents to support such activity. Callander's downtown could benefit from more residential and commercial uses in order to make it a viable and thriving commercial core.

**Initiatives:** a) Consider developing a new Community Improvement Plan, providing design

guidelines and offering incentives for the development or redevelopment of residential and commercial uses in the downtown.

b) The Municipality take a proactive role in determining a desirable use or conceptual design for vacant downtown properties, and market this to developers.

c) Encourage the establishment of additional tourist accommodations in order to generate the critical mass of tourists necessary for a viable downtown.

## PERFORMANCE INDICATORS TO MEASURE SUCCESS:

Performance indicators relevant for the Downtown and Waterfront focus area include:

- Vacancies.
- Number and extent of façade improvements.
- New business establishments.
- Interest/Participation in Callander Business Association.
- Media coverage.
- Downtown property values.
- Grants obtained.
- Beautification initiatives.

Baselines that take previous years' numbers into account to be developed in order to measure performance.

# SUSTAINABLE LOCAL ECONOMY AND LIVING PRACTICES: CURRENT REALITY

Callander, like all communities worldwide, is facing a sustainability challenge and untapped opportunities - as outlined in Appendix 3 "The sustainability challenge... and opportunity".

Awareness around the sustainability challenges and opportunities in Callander is growing and the potential to capitalize on the opportunities is significant.

- In order to reduce costs and incorporate sustainability concepts into municipal processes and infrastructure, the Municipality has undertaken several energy-saving initiatives in the last few years. For example, the municipal streetlights were changed to LED, resulting in significant annual savings and an expected five to six-year simple payback. Furthermore, a lighting audit was undertaken on all municipal buildings and facilities, calculating sizeable returns on investment by changing LED lights. Based on this audit, the lights at the Bill Barber and Medical Clinic were changed to LED in 2019.
- Recommendations from the Source Water Protection Plan (SWPP) have been implemented over the past few years in partnership with the Conservation Authority and local Municipalities. As per the SWPP, the Conservation Authority is proposing ongoing research and monitoring of Callander Bay. The Mayor sits on the Source Water Protection Committee.
- Many North American communities have witnessed a loss of local retail businesses from the downtown in favour of "big box" retail at regional centres. Although Callander has been somewhat affected by this general trend, the community has seen longevity in its core businesses. Callander's current commercial/industrial/other tax base represents 6% of revenues.
- Economic development has traditionally focused on investment attraction. Due largely to a changing and more globalized economy, the focus has shifted to business retention and expansion. More recently however, the real sources of job creation and the real drivers of economic growth will be those firms that leverage and pursue opportunities in the "Green Economy". The United Nations notes that "An inclusive green economy is one that improves human well-being and builds social equity while reducing environmental risks and scarcities"
- Growing the local economy is becoming an increasingly important priority for Ontario municipalities as a means of sustaining local communities and supporting economic growth. It is estimated that buying local food has a multiplier effect of 1.4 – 2.6 throughout the wider local economy (Source:  

over \$2 million of local economic benefit could be realized if every household in Callander spent \$10 per week on locally produced goods.
- Callander, as a small northern Ontario community, is part of a larger fabric, and is greatly influenced by initiatives in neighbouring communities.

# SUSTAINABLE LOCAL ECONOMY AND LIVING PRACTICES: GOALS & STRATEGIES

**Goal:** Callander is working towards becoming one of northern Ontario's most sustainable

This is reflected in the Municipality's investment & procurement, planning, transportation and maintenance practices, optimized sewage infrastructure, water treatment, waste management, residents' "buy in" and environmental awareness.

Business and community development opportunities and pilot projects are created by pursuing and leveraging funding and collaborations. Prioritized sectors include life sciences, light industrial, agricultural & home-based businesses.

**Strategy 1**      **Municipality of Callander will become a sustainability role model.**

**Reality:**      Although current municipal strategic priorities include supporting environmental-friendly initiatives and capitalizing on opportunities around renewable energy, Callander has a long way to go to become an environmental role model.

**Initiatives:**      a) Build organizational and community awareness around sustainability and foster the development of a local "green" economy where investors, entrepreneurs, and the community learn about and partner on new opportunities. Include a benchmark study to determine what is required in order to become one of Northern Ontario's most sustainable communities. Explore grants for benchmark study.

b) Shift from dependence on fossil fuels to renewable energy such as solar, wind, geothermal, micro hydro power. For example, installing solar panels to charge batteries that power lawn mowers or municipal vehicles.

c) Explore the establishment of a local community coop comprising producers, consumers and workers where local goods and services are offered.

d) Look into the feasibility of expanding the existing recycling program and exploring the establishment of a private composting program and facility.

b) For the Municipality to be an environmental role model, this intention needs to be reflected in all municipal policies, strategies and procedures, use of material, third-party requests, etc. It is suggested that all staff, as municipal representatives, be involved in the development of sustainability working principles and initiatives that will ensure staff buy-in. Provide sustainability training to staff.

f) Optimize funding opportunities for "green projects". Nourish key ministry and industry contacts. Staff be updated on grants and new technologies

g) Actively promote a healthy environment and sustainable living practices, through education, signage, recognition and dissemination of readily available information. Offer educational seminars about septic pumping, shoreline protection, sustainable building practices, source water protection, banned pesticides/herbicides. Participate in Restore Your Shore program. Consider introducing reduced taxes for certain environmental-friendly activities.

h) Continue to develop and implement initiatives to reduce the risk of blue green algae blooms in Callander Bay (Callander's source of drinking water). Initiatives need to address the problem at various levels; continue to work with the North Bay Mattawa Conservation Authority with a focus on controlling the blue-green algae blooms; provide educational opportunities to Callander residents regarding environmentally-friendly living practices; research best practices; explore opportunities to extend sewer and water services to un-serviced areas within the settlement area.

i) Municipal events attract thousands of visitors to Callander every year. These events provide excellent opportunities to showcase and model environmental behaviour. It is suggested that Council-approved environmental standards be enforced for municipal events, involving material use (i.e. no plastic/Styrofoam cups), recycling (density of recycling stations), waste (limited amount of packaging and waste allowed), water stations.

**Strategy 2: Revive and maintain an active business retention and expansion program.**

**Reality:** It's crucial to nourish good relationships with current businesses and to help them be successful. It's also of utmost importance to ensure that the existing variety of businesses and amenities in Callander, including bank, grocery store, LCBO and other "anchor" establishments, remains. The Municipality has not undertaken a structured approach to business retention in the last few years. Business attraction has been sporadic and ad hoc.

**Initiatives:** a) Develop a structure for communications, visitations and meetings with new and existing employers/investors. Staff be knowledgeable about business ventures in neighbouring communities and will proactively explore possible spin off effects for Callander.

b) Establish a municipal protocol for businesses' grand openings, promotion of local businesses through social media and how to communicate opportunities to local businesses. Optimize use of municipal website and social media channels.

c) Support entrepreneurs and home-based businesses with a variety of relevant information and assistance, including provincial and other funding opportunities,

services provided by the Business Centre, trends and opportunities. Staff to assist businesses with funding applications, when requested. The Municipality to maintain a collaborative approach to rezoning, taxation and building requests (accessory units) stemming from home-based businesses.

d) Facilitate the establishment of a year-round Community Market, run by a third party and selling locally-produced food, goods and services.

**Strategy 3: Show “the world” that Callander is "investment ready".**

**Reality:** Callander has not previously, proactively and broadly promoted itself as a place for companies to locate to and invest in. Although Callander’s sewage capacity is a constraint, there are opportunities for new development connected to private or communal sewer services.

**Initiatives:** a) Use off-the shelf resources from the Province to assess Callander's "Investment Readiness". Apply for Northern Development and Mines' "Northern Communities Investment Readiness" grant to become “investment ready”.

b) Create and promote Callander "Open for Business" document and other material promoting investment in Callander.

c) Establish contact with site selectors<sup>3</sup>. Explore opportunities to join forces with smaller, neighbouring communities when showcasing Callander’s offering, for increased impact.

d) Nourish rapports with the Invest North Bay Development Corp. Make sure Callander is represented and included in promotional campaigns, as appropriate.

**Strategy 4: Optimize opportunities presented through new local and regional initiatives.**

**Reality:** Callander, as a small northern Ontario community, is part of a larger fabric, and is greatly influenced by initiatives in neighbouring communities.

**Initiatives:** a) Explore opportunities presented through the development of the Casino and other new businesses initiatives.

b) Rethink the use of municipal facilities to accommodate emerging business and community needs; could the Community Centre kitchen be used as satellite facility to meet potential commercial food industry needs? Can the Yarlasky ballfield be

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<sup>3</sup> Site selectors: Consultants or firms that provide professional project locations services to companies

promoted as a parking/trailer park during big regional events? Is there an appetite for a recurrent community/farmers market or other community-based activity?

c) Promote filming in Callander by nourishing appropriate networks and making sure Callander is adequately represented in North Bay's on-line film portal. Create "Filming in Callander" document with guidelines for production companies and the public. Connect with location managers, City of North Bay and Canadore College's film coordinators on a regular basis. Continue to develop a professional image bank of Callander sites.

d) Explore potential opportunities of "the sharing economy", including car sharing, house renting, tool sharing, coworking, etc. The Municipality to introduce "Callander Connects", an on-line platform that will connect those who want to take advantage of shared services and products. Expand on the Library's fishing-rod borrowing program and bike-share program. Develop policies and objectives when it comes to the sharing economy.

e) Staff to nourish key contacts and be updated on developments at the North Bay Regional Hospital, Nipissing University, Canadore College ("the Village") and local and regional investments/business ventures in general.

**Strategy 5: Actively pursue opportunities in life sciences, light industrial, agricultural & home-based businesses.**

**Reality:** A small critical mass of life-science related organizations (medical, dental and chiropractic clinics, pharmacy) is present in Callander's downtown core and can be built upon. The community's vast rural areas have the potential to accommodate light industrial activities. Callander's lifestyle and affordability are attractive for home-based businesses.

**Initiatives:** a) Target additional life-science clinics/businesses to locate to Callander, using existing "success stories" (see Reality, above). Highlight sector in the "Callander Open for Business" document and the municipal website.

b) Maximize the potential of the 55 Main St. property. This would be an ideal location for professional offices, including architects, engineers and health-care related activities. The latter would benefit from the existence of the nearby pharmacy and Lakeside Medical Clinic (critical mass to build on).

c) Explore the business case of selling, as fertilizer, the stored composted sludge at the lagoons.

d) Explore the potential to control the location of certain establishments, such as Payday-Loan establishments and addiction clinics.

**Strategy 6: Promote immigrants to settle and start businesses in Callander.**

**Reality:** The attraction of new Canadians and "Landed Immigrants" can counteract the regional trends of youth outmigration and a declining and ageing population. The



North Bay & District Chamber of Commerce and partners were recently approved for Immigration Canada's (IRCC) pilot program, Rural and Northern Immigration Pilot program (RNIP). The program is

**Initiative:** a) Work with the North Bay and Chamber of Commerce regarding the Rural and Northern Immigration Pilot Program. Make sure Callander is represented in regional material distributed to immigrants and through the City of North Bay's Immigration Portal. Include information tailored to immigrants in Callander's "Open for Business" document.

## PERFORMANCE INDICATORS TO MEASURE SUCCESS:

Performance indicators relevant for the focus area Sustainable Local Economy and Living Practices include:

- Number of educational opportunities and initiatives related to sustainability.
- New businesses opened.
- Interest/participation in Callander Business Association.
- Jobs created.
- Inquiries received.
- New business investment.
- Building permits commercial.
- Building permits institutional.
- Funding granted.

# INFRASTRUCTURE: CURRENT REALITY

Callander's greatest barrier to economic development is the current limited capacity of the sewage lagoons. There is also a need to upgrade roads and internet connectivity in some parts of the community, both of which directly affect economic development.

- Callander's greatest barrier to economic development is the current limited capacity of the sewage lagoons. Inflow and infiltration of ground and rainwater into the sewage system reduce the capacity of the lagoons to accommodate future growth. An application was made to the Ontario Community Infrastructure Fund (OCIF) to remedy these issues, and thereby create opportunities for further residential development. This will in turn help create a critical mass to support further commercial development in the downtown. The funding program was cancelled and a new "Green Stream" infrastructure funding program is proposed for which Callander will apply to. The sewage system is further constrained by a few sections of pipe that will need to be replaced prior to seeing any further development for upstream properties. This impacts all lands in the urban service area. Economic development in the rural area is not constrained by the limited sewage capacity.
- Callander is exploring collaborations with neighbouring communities, including shared services, staff and equipment. The Municipality shares Chief Building Official with Nipissing Township.
- The water treatment plant has capacity to accommodate development well beyond a 20-year planning horizon. The water treatment system has capacity to double its service level but is currently restricted by the sewage system limitations.
- Municipal facilities such as the Bill Barber rink boards are deteriorating. A building condition assessment for municipal facilities, prepared in 2008, identified projects to be completed over several years. An application to the Trillium Foundation to replace the boards and surface to the Bill Barber rink was submitted in 2019 and not supported.
- The 2016 update to Callander's 2008 Road Needs Study revealed that Callander had over \$16,000,000 of road improvements needed that year and another \$5,000,000 over the next 5 years. Callander's ability to project manage and afford these improvements results in approximately \$800,000 - \$1,000,000 of road improvements annually. At this rate, Callander's roads are expected to increasingly deteriorate over time. King Street will be refurbished in 2019/2020.
- The Municipality has adopted the Provincial Minimum Maintenance Standards for municipal roads. Callander exceeds the minimum standards with respect to the timing of snow removal.

- The Municipality adopted an asset management plan in 2019, which will facilitate capital investment and maintenance plans for municipal facilities.
- The Municipality recently partnered with the Spectrum Group on enhancing internet service to an existing underserved portion of the community and is partnering with a group of local municipalities on a project intended to improve internet service to currently underserved areas within our region.

# INFRASTRUCTURE: GOALS & STRATEGIES



**Strategy 1: Optimize sewer treatment system.**  
**Reality:** This is the single largest obstacle to growth and economic development.

- Initiatives:**
- a) Seek infrastructure funding to fix inflow and infiltration issues with Callander’s sewage collection system.
  - b) Establish a committee made up of staff and external expertise to explore long-term sewage treatment alternatives.
  - c) Explore options for reducing sewage loads to the system, including low-flow toilets and rebate programs.

**Strategy 2: Optimize location and usage of Municipal facilities, i.e. firehall, public works, Council Chambers, etc.**  
**Reality:** Currently, municipal facilities are nearing capacity and are not optimally located.

- Initiatives:**
- a) Study and assess existing facilities from the perspective of suitability of use and reuse.
  - b) Take advantage of grant opportunities.
  - c) Continue to explore shared resources with nearby municipalities.
  - d) Secure MTO properties along Callander Bay Drive for potential future municipal uses.
  - e) Enhance the aesthetics of municipal facilities, such as the Community Centre and municipal offices.

**Strategy 3: Use Planning/Zoning to increase a mix of residential development to create critical mass to support additional commercial development.**  
**Reality:** Our current sewage system doesn’t allow the ideal level of new residential growth.

- Initiative:**
- a) Adapt Planning/Zoning policies in order to allow more residential development without putting strains on existing lagoon sewage treatment system.

**Strategy 4: Promote Callander as an “age-friendly” community.**

**Reality:** Accessibility has been improved in parks and recreational facilities, but with more stringent regulations and increased demands, more needs to be done.

- Initiatives:**
- a) Continue to improve accessibility in municipal buildings and new development projects. Explore grants.
  - b) Include additional, annual budget for projects involving improvements for the elderly (recreation, services, etc).
  - c) Create "Age-friendly Callander" document highlighting initiatives (existing and planned) that address the needs of the elderly.

**Strategy 5:** Pursue highspeed internet for all residents. This will also improve the growing home-based industries.

**Reality:** The Municipality recently partnered with the Spectrum Group on enhancing internet service to an existing underserved portion of the community. The Municipality is also partnering with other local municipalities and Blue Sky Net on a project intended to improve internet service to currently underserved areas within our region.

- Initiative:**
- a) Explore funding opportunities and partnerships to secure robust and vast high-speed Internet throughout Callander.

**Strategy 6:** Explore the potential for public transportation connecting Callander with North Bay.

**Reality:** Currently there is no public transportation. Callander Taxi cancelled their subsidized services to the Pinewood area in 2019.

- Initiative:**
- a) Explore different options.

## PERFORMANCE INDICATORS TO MEASURE SUCCESS:

Performance indicators relevant for the focus area addressing Infrastructure include:

- Identification of viable options for sewer treatment system.
- Funding granted.
- Number of infrastructure projects undertaken.
- Number of projects aimed at improving accessibility.
- Number of residencies with high-speed internet service.

## NEXT STEPS

It is suggested that the Economic Development Strategy be reviewed on an annual basis and that revised versions be developed as needed.

Further, it is suggested that Economic Development Roadmaps be established as separate documents on an annual basis. The Roadmaps will define priorities, time frame and budgetary implications for identified initiatives within each focus area. The Roadmaps will also support and serve as reference material for the development of the Municipality's annual budgets.

## REFERENCE LIST

### **Municipal documents:**

Active Transportation Plan (2013)

<https://www.mycallander.ca/uploads/documents/Visiting%20Us/Active-Transportation-Plan.pdf>

2019 Strategic Plan

<https://www.mycallander.ca/uploads/2019%20Strategic%20Plan%20final.pdf>

The Downtown Waterfront Revitalization Master Design Strategy

<https://www.mycallander.ca/uploads/documents/Doing%20Business/Callander-Revitalization-Strategy-Report%202012.pdf>

Municipality of Callander Official Plan

<https://www.mycallander.ca/uploads/documents/Municipal%20Services/Official%20Plan.pdf>

Community Survey "My Callander Cares" (2018)

<https://www.mycallander.ca/uploads/documents/Visiting%20Us/My-Callander-Cares-Community-Survey-Results-2018.pdf>

### **Online articles:**

Impact of casino gambling isn't as good – nor as bad – as you might think.

<https://www.sudbury.com/local-news/impact-of-casino-gambling-isnt-as-good-nor-as-bad-as-you-might-think-874588>

Gateway Unveils Plans to Invest Approximately \$31 Million And Create Up To 300 New Jobs

<https://www.gatewaycasinos.com/gateway-unveils-plans-to-invest-approximately-31-million-and-create-up-to-300-new-jobs/>

Meter, K. 2008. "Local Food as Economic Development." Minneapolis, Minnesota, Crossroads

<https://www.crcworks.org/lfced.pdf>

The United Nations Environment Programme (UNEP) <https://www.unenvironment.org/explore-topics/green-economy/about-green-economy>

### **Other reports and references:**

Statistics Canada Census 2016 [https://www12.statcan.gc.ca/census-recensement/2016/dp-](https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Callander&SearchType=Begins&SearchPR=01&TABID=1&G=1&Geo1=CSD&Code1=3549066&Geo2=PR&Code2=35&type=0&B1=Population)

[pd/prof/details/page.cfm?Lang=E&SearchText=Callander&SearchType=Begins&SearchPR=01&TABID=1&G=1&Geo1=CSD&Code1=3549066&Geo2=PR&Code2=35&type=0&B1=Population](https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Callander&SearchType=Begins&SearchPR=01&TABID=1&G=1&Geo1=CSD&Code1=3549066&Geo2=PR&Code2=35&type=0&B1=Population)

EDAC Aileen Murray Best Practices in Performance Measures [http://edac.ca/wp-](http://edac.ca/wp-content/uploads/2018/09/EDAC-Aileen-Murray-Best-Practices-in-Performance-Measures.pdf)

[content/uploads/2018/09/EDAC-Aileen-Murray-Best-Practices-in-Performance-Measures.pdf](http://edac.ca/wp-content/uploads/2018/09/EDAC-Aileen-Murray-Best-Practices-in-Performance-Measures.pdf)

The 20 Ingredients of an Outstanding Downtown

<https://www.destinationdevelopment.org/cpages/the-20-ingredients-of-an-outstanding-downtown-tour>

## Appendix 1:

# SWOT Analysis for Callander

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Small community feel, big community pride;</li> <li>• Picturesque – great for film industry</li> <li>• Affordable- relative to North Bay</li> <li>• Access to recreation/leisure – lake, trails, snowmobiling, ATV'ing, cycle touring, paddling, ice fishing, Centennial Park.</li> <li>• Local medical clinic and other life-sciences establishments (pharmacy, chiropractor, dentist)</li> <li>• Proximity to North Bay – jobs, facilities, retail, hospital, College/University, specialized services.</li> <li>• Access to airport, rail, major highways, and high-speed internet.</li> <li>• Relatively healthy lake ecosystem</li> <li>• Walkable community</li> <li>• Cultural offerings, tradition</li> <li>• Safe</li> <li>• Great municipal facilities, including a commercial kitchen</li> <li>• Council has a supportive attitude towards economic development and the business community.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Limited number and diversity of commercial offerings</li> <li>• No commercial recycling</li> <li>• Somewhat tired and dated downtown</li> <li>• Limited sewage capacity</li> <li>• High speed infrastructure gaps in some rural areas</li> <li>• Limited employment opportunities</li> <li>• Limited tourist accommodation offerings</li> <li>• Aging municipal infrastructure</li> <li>• Infrastructure deficit – particularly roads</li> <li>• External communications with residents</li> <li>• Weak ratio of water/sewer ratepayers to cost of system.</li> <li>• Residents' shopping habits don't regularly favour local establishments</li> <li>• Shortcomings in the way the community receives and embraces new residents (lack of "sense of belonging" among newcomers).</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Partnerships with Canadore/Nipissing</li> <li>• Capitalize on North Bay's opportunities</li> <li>• Businesses and services geared to the aging population</li> <li>• Forested crown land</li> <li>• Casino</li> <li>• Sustainability opportunities</li> <li>• Website and social media</li> <li>• Migration of retiring baby boomers</li> <li>• Cycle tourism infrastructure</li> <li>• Home-based businesses</li> <li>• Tourism trends – "staycationing"</li> <li>• Partnerships with regional municipalities</li> <li>• Leadership and role modelling</li> <li>• Take advantage of the "landmark photo tourism trend" where people visit destinations that offer a unique landmark or unique photo opportunities</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Climate change and sustainability challenges</li> <li>• Aging population</li> <li>• Blue green algae – source drinking water</li> <li>• Casino</li> <li>• Social media</li> <li>• Global economic uncertainty</li> <li>• Dwindling volunteerism</li> <li>• Decreased government funding</li> <li>• Cyber crime</li> </ul>

## Appendix 2: Input from Callander businesses (Nov. 27, 2019)

<b>Tourism</b>	<b>Downtown and Waterfront</b>	<b>Sustainable Local Economy and Living Practices</b>	<b>Infrastructure</b>
Water quality is critical, proactively offer alternatives to water activities to tourists.	More garbage cans.	Community Improvement Plan.	Bed and Breakfast (Airbnb's)
Winter on ice - ice shacks, potentially do a festival, people love taking photos and putting them online.	Increase in commercial assessment and businesses.	Public Art.	Digital tower with Rogers/Bell.
Callander public docking and signage.	More hotels and short term accommodations.	Market Development Packages (B.G.A.)	Waterfront Overnight Boat Slips.
A map of all businesses in Callander.	Concerns regarding what Municipally-owned downtown property is being used for.	Natural filters on lakefront properties.	Clean Beaches/Blue-Green Algae Solutions.
Potentially include a "downtown passport" function with business map, include prize when passport full.	Potentially the green space off of King St.	Signage standards.	Water/Sewer plan.
Email calendar of events.	Focus on existing assets and buildings.	A Climate Change/ Environment Strategy.	Solve Lagoon issues.
Businesses should be informed about resulting actions from development meeting.	Have signage continuity throughout the Municipality.	Promote Residential/Commercial Units through architectural control	What is contingency plan if lagoons fail?
Organize business meetings on a regular basis, hosted by different businesses.	Have continuity in general throughout, ie. garbage cans and benches, banners.		Watch sump pumps leeching in & out.
Define what Callander wants and develop RFPs accordingly.	Have business licenses.		Bring proposals for Lansdowne property issue.
Focus on facades, architectural control, theme. Decide on what the look and theme should be.	Develop the "Lookout" with a viewing tower.		Look for Federal grants for infrastructure.



Farmers market.	Potentially rezone portions of property to improve their situation to grow and develop.		Water for Mountain/Terrace/Greenwood.
"Third spaces" - community gathering places.	Create a parking plan for the Municipality.		Potential grant opportunities to improve digital infrastructure. Callander must have a DIA to access the grant.
Shops, restaurants and events that encourage foot traffic.	Bring back façade funding.		The grant is called DIGITAL MAIN STREET.
Eco tourism.	Introduce architectural control for downtown.		Under-used space near proposed library.
Skating on the lake.	Introduce overnight mooring at docks overnight.		Skating path (need zamboni investment). Could be part of Kate Pace Way.
Electronic sign at Callander Bay Drive is too small. Great source of info though.	Destinations for people to boat to Callander, to eat and visit.		Make Callander quaint again.
Callander needs an identity.	Potentially use tours with the Chief Commanda to get people here.		Don't allow methadone clinics or cash advance places.
More destination retail will draw more tourists.	Connect parklands with trails, bring more flow to public spaces.		
Huntsville-style apartments on top of commercial spaces.	More trees.		
Re-envision DIA with common goals.	Potentially promote more winter activities to draw people to Callander.		
Dock area needs to become a hub with bistros and inns.	Join the ice hut village.		
Bus service because of casino	Bus routes from North Bay.		
Outdoor pool at Centennial.	Bus from Callander to get to new sports		

	complex on Lakeshore.		
Where to buy fire permits on weekends?	Nice night lighting/signage - continuity and consistency like a ski resort.		
More places like Terrace Suites.	Mandate no franchises, or follow community by-law and regulations.		
Develop more bike trails.	Shop where you live. Promote locals to support locals.		
Improve beach in Centennial Park.	Follow example of 250 Clark in Powassan. Bring community together.		
Promote fishing more with local operators, have a section on website, monitor the quality.	People want to know how to share information with community members, maybe township email/newsletter		
	Renovate Community Centre to be an inviting/happening place to go and engage the whole community		
	4-way stop at Main Street and Lansdowne.		

## Appendix 3:

### The sustainability challenge... and opportunity

The following provides an overview of the sustainable challenges and opportunities and has been

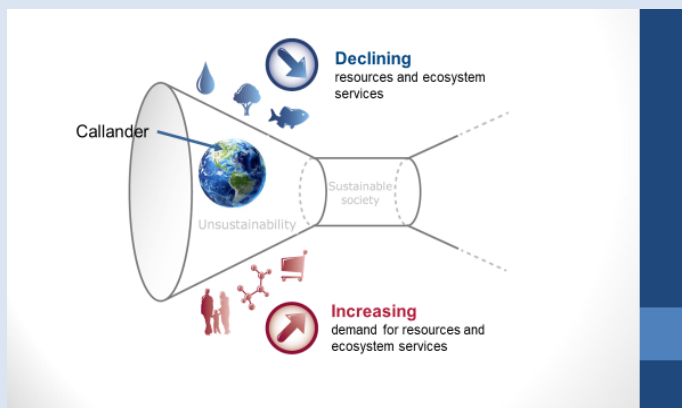
#### THE SUSTAINABILITY CHALLENGE...

The real problem isn't that we're losing trees. That's an environmental problem. **Being dependent on a system**

#### ...AND OPPORTUNITY

We will have the same fundamental human needs in the future as we have today, but how will those needs be

#### THE FUNNEL METAPHOR



Using the metaphor of a funnel (Source: The

The concept of the funnel – of things getting worse and worse and the options to do something about it

Below is a list of best practices, strategies, and initiatives other communities are taking to capitalize on the sustainability opportunities.

<p><b>Build organizational and community awareness</b> around sustainability. It is commonly known that changing the dominant mindset (or paradigm) provides the greatest leverage for change towards sustainability.</p>	<p>Shift from dependence on fossil fuels to <b>renewable energy</b> such as solar, wind, geothermal, micro hydro power.</p> <p>For example, installing solar panels to charge batteries that power lawn mowers or municipal vehicles.</p>
<p><b>Green buildings</b> requiring new public buildings conform to green building standards such as LEED (Leadership in Energy and Environmental Design).</p>	<p>Foster the development of a <b>local “green” economy</b> where investors, entrepreneurs, and the community learn about and partner on new opportunities.</p>
<p>Support the establishment of a <b>local community coop</b> comprising producers, consumers and workers where local goods and services are offered.</p>	<p>Develop an <b>Economic Development Strategy</b> utilizing a robust framework for strategic sustainable development.</p>
<p><b>Transportation</b> – shift towards alternative modes of transportation</p>	<p><b>Sustainable Food</b> – encourage and support a local agricultural movement.</p>
<p><b>Tool shed</b> – where tools, sports equipment etc. are loaned out.</p>	<p><b>District heating system</b> using renewable energy to heat and cool groups of buildings</p>
<p>Develop a <b>reuseit centre</b> – could be part of local community coop</p>	<p>Host jam/theatre etc. nights at <b>local community centre</b></p>
<p><b>Community forest</b> – where the local community manages a sustainable woodlot.</p>	<p>Develop <b>Asset management</b> and financial plan to ensure financial prudence.</p>
<p>Promote <b>water conservation</b></p>	<p>Recycle <b>Sewage waste</b> back to agriculture.</p>
<p><b>Lighting retrofits</b> to reduce energy use and cost.</p>	<p><b>Green fleet strategy</b> – shift away from fossil fuels and ensure right sizing of vehicles.</p>
<p><b>Partner</b> with others on sustainability initiatives.</p>	<p><b>Community gardens</b> where people grow food and strong community bonds</p>
<p>Support the development of <b>affordable housing</b>.</p>	<p>Support initiatives and services that contribute to <b>residents well being</b>.</p>
<p><b>Swapshop</b> – a place where community members can swap goods.</p>	<p><b>Naturescaping</b> that create habitat and require minimal to no watering, fertilizing and maintenance.</p>
<p>Sustainable <b>procurement</b>.</p>	<p>Improve energy efficiency of <b>municipal facilities</b>.</p>
<p>Encouraging programs that <b>bring people together</b>, interact with one another and build relationships through inclusive programs,</p>	<p><b>Waste management</b> – shift towards a zero-waste community and encourages a circular economy where raw materials are in constant cycles.</p>

services, events, and great public gathering places.	
Structure <b>fess and charges</b> to encourage sustainable alternatives	Develop <b>policies and programs</b> to support sustainability
<b>Create a local currency</b> – perhaps in conjunction with a community coop. Local currency keep money within a community and help build community spirit, support and trust. And it can enable people who would otherwise be marginalised or trapped in poverty to integrate and contribute to the local economy.	<b>Community sustainability investment fund</b> to help fund community sustainability projects benefitting current and future generations.