

Sunrise Corner



2021 STRATEGIC PLANNING REPORT

February 11, 2021

Prepared by
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INTRODUCTION

Introduction

The 2020/21 Strategic Planning process for Sunrise Corner, the economic development organization for the Rural Municipalities of Piney and Stuartburn, began with a process for obtaining public input. Area residents were encouraged to provide feedback through an online survey. Three public meetings were also held during the summer of 2020; August 12 in Vassar, August 17 in Woodridge, and August 19 in Vita. At each of these public meetings, a representation of that area's community were invited to share views on various economic development topics.

The results of all the public input was collated into a single document and shared with the Board of Sunrise Corner.

The 2020/21 Strategic Planning Session for the Board of Directors of Sunrise Corner was held in Vita, Manitoba on September 14, 2020. It was facilitated by Ernie Epp of Way To Go Consulting Inc.

The following individuals participated in the session:

Konrad Narth, Board Chair

Jerry Lubiansky, Board Member

Monique Chenier, Economic Development & Tourism Manager

Lucie Maynard, Chief Administrative Officer, Stuartburn

Martin Van Osch, Chief Administrative Officer, Piney

To begin the strategic planning process, an introduction was made as to the merit of the process and value of the document that will result. Two graphics were used, the first to outline the cycle of strategic planning, and the second to show how interconnected it is to annual financial planning.

Strategic Planning Cycle



INTRODUCTION

Strategic Planning Connection to Financial Planning



Strategic Renewal – Developing a strategic vision which may involve public and staff input, setting of priorities.

Business Planning – action plans to attain priorities, aligning and prioritizing strategic goals & initiatives with vision.

Resource Allocation – investment of resources to action plans, aligning departmental business plans with the strategic plan.

Performance Measurement – review and report on attainment of strategies, measuring and reporting the results

Mission Statement

The Mission Statement describes the organization's reason for being. It is a short statement that captures the essence of what the organization's core purpose is.

The group worked on a list of key words that to them represented Sunrise Corner, then developed the Mission Statement using those words.

The Mission Statement of Sunrise Corner is:

To deliver forward-thinking economic development services and opportunities in Sunrise Corner so that:

BUSINESSES receive the support they need to thrive;

EMPLOYEES have satisfying work to provide for their families;

CONSUMERS find the quality products and services they need;

VISITORS appreciate and share their experiences; and

RESIDENTS live well, proud of their communities.

Vision Statement

The Vision Statement represents what Council believes the citizens want the community to be like in the future. It outlines where you are headed, where the Municipality will be 5 to 10 years from now.

Following a similar process as that for the Mission Statement, the wording of the Vision Statement was created.

The Vision Statement of Sunrise Corner

Sunrise Corner is an incredible place to live, work, play, visit, invest and explore, known for sustainable economic development balancing exceptional rural quality of life.

Corporate Values

The purpose of corporate values is to reflect the core ideology of an organization, the deeply held values that do not change over time. They provide the answer to the question “How do we carry out our mission?” Corporate values are what the organization lives and breathes.

A list of core values were determined by the Board subsequent to the strategic planning session and appear below.

Accountability: We are transparent in our use of public funds to create opportunities.

Collaboration: We build strong relationships with our diverse community stakeholders.

Integrity: We value all perspectives and treat everyone with honesty and respect.

Leadership: We are creative and innovative, thinking beyond today to deliver future value.

Sustainability: We measure success by balancing quality of life with stable growth.

PUBLIC CONSULTATION PROCESS

Public Consultation Process

The Board recognized the importance, and therefore also the value, of inviting residents and property owners to provide perspectives on how Sunrise Corner might best allocate resources to further economic development in the area. As mentioned earlier, residents were given opportunity to complete an online survey. As well, invitations were sent to groups of residents, intended to represent the broad demographics of the area. Individuals in these groups also completed a questionnaire, and then attended one of the three evening meetings to expand on and discuss their answers. The following is a compilation of responses received.

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> ✓ Sunrise corner covers a large area with a diverse demographic of businesses. ✓ Strong families ✓ Nature ✓ Land ✓ Unspoiled nature ✓ Inquiring about the Communities events ✓ Wilderness ✓ Communication ✓ Increasing visitors to the region ✓ the people ✓ Perfect get away for ATV and snowmobile riders ✓ outdoor space/ nature; create bike and walking trails. ✓ Low taxes for home ownership ✓ Quiet Rural Lifestyle ✓ Being close to Moose Lake & Lake of the Woods ✓ Smaller Communities ✓ Rural and local are trending to be popular. ✓ Natural environment ✓ Culture ✓ People ✓ Interesting people ✓ Keeping the RM up to date on the situations and things happening in our communities ✓ Rural setting ✓ Desire to grow 	<ul style="list-style-type: none"> ✓ Not enough Motivated Leaders with a passion for our region. ✓ Lack of communities working as a cohesive group ✓ Low income families ✓ Aging population ✓ Large area ✓ Roads are awful ✓ Trying to get people involved ✓ People don't know about the area ✓ Community involvement ✓ Increasing or creating business opportunities that will support tourism & economic development in the region ✓ we need a leader to take on projected choices ✓ Lack of employment ✓ Vita Arena; it seems to be an endless money pit. either we need to commit and invest money to renovate and have it run to it's full potential. Hire staff to run it and organize skating lessons, rec hockey etc. OR. get rid of it and make an outdoor rink for people to use at their leisure, and spend that money on something different. ✓ Jobs in the area ✓ Lack of vision (what moving forward looks like is different to different people) ✓ Attracting larger businesses ✓ Distance for Medical Care ✓ leadership plan ✓ Finding start up funding for new enterprises ✓ Lack of regional planning ✓ Lack of businesses/employment

PUBLIC CONSULTATION PROCESS

<ul style="list-style-type: none"> ✓ Increasing the profile & visibility of regional/local events, sights, places, and activities ✓ community spirit ✓ 3 beautiful lakes with different potentials ✓ we have several good sports clubs going for kids, such as soccer, baseball, rec hockey. ✓ access to healthy living-water, clean air, land ✓ Nature, wildlife and wild spaces ✓ Lower cost of living ✓ Nature - Lakes - Trails - Wildlife - Camping ✓ Lots of natural and clean resources. ✓ Unique communities ✓ Unique history ✓ Trying to get as much information as possible about the Communities ✓ Planning ✓ Supporting local businesses ✓ we all want to grow and keep our community alive ✓ Low cost of living ✓ farmers market area: it feels like the heart of town and it would be great to build onto that. Add things like a play structure, more picnic tables, or ramps for kids to bike and skateboard. maybe add more trees, bushes, a wildflower garden with benches and a pond etc. It would be great if we could extend it west and have level welding move their storage are to a different location. it is rather and eyesore, especially as this is the first thing someone sees as they drive into Vita from the west. ✓ access to US border-jobs ✓ The beautiful country setting and easy access to major centres ✓ Support of the RMs of Piney and Stuartburn ✓ Availably of land leaving room to expand 	<ul style="list-style-type: none"> ✓ Lack of support of local businesses from locals ✓ Not many places to camp or stay overnight ✓ Drainage is terrible ✓ People want things to happen but not sure where to start ✓ Not seen as a destination ✓ Location ✓ Balancing the needs and quality of life of permanent residents with those of tourists/visitors ✓ we need a lot of services for people to come and stay with families ✓ Lack of support for local businesses i.e. grocery ✓ no space, in Vita, to host a staff function, such as a Christmas banquet, for 70,80,90 people. The Vita hall is too big and the friendship centre too small. It is difficult to keep business in the community, when there is nothing to cater this size of gathering. ✓ lack of services in the area ✓ Trying to be like other communities (rather than embracing what makes us unique) ✓ Housing rental availability ✓ Not enough population to sustain new businesses to open ✓ Resources and funding ✓ Business planning for young people. ✓ Lack of long term goals and vision ✓ Rural crime and theft ✓ Poor advertising of area. Social media is not the only forum. ✓ Ignorance of locals ✓ Lack of business growth potential ✓ Money will more than likely come into play eventually ✓ Volunteers ✓ Securing permanent funding for staff and resources necessary for this initiative ✓ we need medical and local school facilities to keep us going. ✓ Little support for aging community members ✓ A big challenge in this area is that a lot of people move here to be left alone. they don't want to be involved in all the community events and volunteering. Another group that makes up a fairly substantial group are the Amish, which also don't contribute much to our community when it comes to attending or volunteering events and making use of sports clubs and facilities. others that do, don't have a lot of time to give, and it seems to be a lot of the same people
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PUBLIC CONSULTATION PROCESS

<ul style="list-style-type: none"> ✓ Business and residents' support of Sunrise Corner ✓ Being able to hope generate interest in Sunrise Corner ✓ Being close to recreational activities such as fishing, camping and snowmobiling ✓ Fresh air and clean water ✓ Small strong communities that have weathered the storms over the years ✓ Families/communities who care for each other and use/upkeep local facilities ✓ Natural resources – our woods, trails, drinking water, agriculture ✓ Promote eco tourism, development of community gardens, nutraceuticals, berry sales/products ✓ See information about tourism on Facebook ✓ Dedicated staff who are interested in their work and provision of periodic, steady updates ✓ Use of Facebook and website for events and information ✓ Agriculture ✓ Buffalo Point ✓ Grass roots/people on the ground ✓ Visibility at local events and in local publications e.g., newsletters, etc. by local for local ✓ A source of information for the community and the public at large: what to do, where to go, what to see, how to get started with a business idea ✓ Cost of purchasing land is reasonable/affordable considering other areas ✓ Diverse land conditions – open farmland, tall grass prairie, treed areas ✓ Lower living expenses than other areas ✓ Peace & quiet of country living 	<p>helping out with a lot of different events. I think that is something that won't change anytime soon.</p> <ul style="list-style-type: none"> ✓ youth/senior ratio ✓ Quiet, Nature, Lower living expenses (what most people are in the area for) may be threatened by economic development ✓ Wait times for out of town services (mts, electricians, plumbers, etc) ✓ Distance to have children involved in variety of sports activities, music, dance, soccer, football and so on. ✓ Programs to assist current residents The lack of internet, land and cell service is really a deterrent to companies and families moving here. Even with the most expensive packages your communication is not reliable ✓ Communication between towns is limited ✓ Convincing people that this area of the province is worth investigating ✓ Information for residents is not readily available ✓ The area's perceived remoteness ✓ Low population density resulting in less of a tax base ✓ 2-hour drive from Winnipeg – largest urban center ✓ Lack of adequate motel/hotels for tourists to rent ✓ Lack of employable community members ✓ Lack of volunteers ✓ Lack of jobs ✓ Limited funding for business starts/expansions ✓ No grant funding as of 2020, the future of grants unknown – killed attracting people to our area ✓ Non retention of youth due to lack of employment and business start opportunities ✓ Lack of senior housing ✓ Lack of infrastructure, roads, internet ✓ Informing people what Sunrise Corner really is; many insure (me included) ✓ Competing interests, economic development vs. keeping natural beauty and serenity ✓ Location too far from city, Hospital, limited housing ✓ Limiting size of agriculture ✓ US border closures ✓ Gravel roads ✓ Lots of small groups with individual goals working on small projects that might benefit from a more largescale approach to tourism e.g., joint brochure, advertising, events
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PUBLIC CONSULTATION PROCESS

<ul style="list-style-type: none"> ✓ Opportunity for new business growth 	<ul style="list-style-type: none"> ✓ Not promoted internally to our own residents ✓ Keeping the website current
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> ✓ Young people are adaptable to new realities, new business ideas, etc. ✓ Parks and recreation ✓ I don't know ✓ Land ✓ Tourism ✓ Fix the roads ✓ Someone is actually out there trying to get things done ✓ Restaurant ✓ Vassar Pool and surrounding area ✓ More people exploring local and regional tourism and recreation opportunities ✓ making a local school to keep the children here to stay ✓ International travel is suspended ✓ Again, the space west of Access Credit Union. It can be utilised and turned into many different things, that can benefit the community. it's the perfect location for people passing through to see what this town has to offer. make it a more appealing sight. ✓ land sales ✓ Viability of small farming and direct to consumer food production (we have farms on almost every quarter section, VERY rare for other places in the province) ✓ To attract more businesses to the area ✓ Room for new business growth ✓ Land availability ✓ Pretty much a clean slate to start from. ✓ Water fresh and in ground ✓ Small business ✓ Improve drainage 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> ✓ Government cutbacks threaten available medical and senior services making the area less attractive to new families ✓ Lack of vision ✓ Flooding ✓ Poor mindset of locals to support local business ✓ Ignorance, need lots of publicity ✓ People not responding to what's out there ✓ No big attractions ✓ COVID-19 distancing requirements ✓ COVID19 pandemic ✓ paveing the rest of #210 to the grade already given that will start people coming in, the rest will follow ✓ Distance from suppliers ✓ low-income rentals. too many houses are being bought up by people not living in this area and then rent them out to people that don't contribute in a positive way. Nothing anyone can really do to stop that, but that is definitely a problem in Vita. ✓ lack of new business operations starting in the area ✓ Lack of community involvement and communication. All people need to be respected in the economic development conversation. Especially if their reason for being here (quiet, wildlife, nature, low cost, etc) might be at stake if development takes place. ✓ The distance between us and larger cities and conveniences ✓ Not enough population for people to take a chance on opening a new business ✓ The same as weaknesss ✓ Not the best training available to motivate entrepreneurs locally. ✓ Stronger community leadership ✓ Wildfires ✓ Councils and Econ Boards need to really think out of the box ✓ Lack of funding ✓ People giving up on our future ✓ Remote ✓ Less hours at the areas, Covid19 related

PUBLIC CONSULTATION PROCESS

<ul style="list-style-type: none"> ✓ It is out in the public on the web. ✓ Most people respond to this ✓ Rental ✓ Tall Grass Prairie ✓ Increased understanding and support for tourism and economic development for the region ✓ we need medical care facilities and 50 + to keep our families here ✓ Trails and outdoor activities ✓ tourism ✓ Home-based and niche business ✓ To have more tourists visit the area ✓ Land/property available for hunting, home building ✓ Online business ✓ Low tax base for business and manufacturing ✓ Natural resources ✓ Provide incentives for small business and farms ✓ Teamwork gets a job done ✓ Retreat area ✓ Gardenton Park & Museum ✓ More home-based businesses ✓ we have a great fire fighters brigade building up so great! ✓ Large cheap land for businesses ✓ Our rich natural environment brings opportunity to offer eco-tourism, nature workshops, walks, bird watching, etc.) ✓ Tourism - Recreational Area - trails, lakes, camping, nature ✓ The opportunity to offer an active, quiet peaceful lifestyle with access to major centres ✓ Being able to convince potential businesses the area is worth the investment ✓ Reasonable land prices and the availability of large quantities of land ✓ Convincing people that the area is not really remote ✓ The availability of many different areas to draw upon for manpower 	<ul style="list-style-type: none"> ✓ Lack of ongoing and permanent funding ✓ team leaders for projects moving forward ✓ No natural gas for large businesses ✓ declining population ✓ Destruction of natural resources, loss of wildlife and bird habitat. There has been a very concerning and sharp decline in wildlife and bird populations on the prairies in recent years. Because our area has not been developed at the speed other areas have, we still have many of our birds and wildlife and natural areas intact. Development traditionally takes advantage of natural resources. We will have to be careful to develop in such a way that we regenerate and care for our environment. ✓ Lack of housing (rentals) ✓ Distance and cost of travel for medical services ✓ Cell service is still marginal ✓ No long-term planning or big ideas ✓ Lack of business diversification ✓ Push back from locals ✓ Money ✓ People not travelling and visiting ✓ Limited resources ✓ give all the small business tax breaks just like big business that is a great threat to a small business ✓ Employees are aging, few younger ones are staying ✓ Border crossing hours & healthcare access limitation ✓ Lack of vision from leadership and inability to embrace who we really are. (Development can be done while appreciating and preserving our quiet lifestyle, our nature, and small businesses, we'll just have to be more creative.) ✓ Newer job opportunities as the options are pretty limited ✓ Network issues- people need to be able to connect with on a reliable internet platform ✓ Families also want a speedy reliable way to communicate ✓ Lack of cell coverage in the area ✓ The aversion to change (We always have done it this way) ✓ Helping people understand the perceived remoteness is not unsurmountable ✓ Apathy ✓ Elderly population ✓ Lack of infrastructure i.e., adequate cell coverage ✓ Distance from a major population base ✓ With limited funding, consultants should be avoided
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PUBLIC CONSULTATION PROCESS

<ul style="list-style-type: none"> ✓ Abundance of natural resources ✓ Development of our natural resources – build camp sites and more usable trails ✓ Water – utilizing drinkable water into job production ✓ School – our school has to be the best to attract families ✓ Our youth – their world is bigger than just our corner. They will have ideas that adults would ever even fathom ✓ Protecting and preserving our natural resources, input to amounts/areas of forest clear cutting ✓ Protecting and preserving our pristine water supply – no sand fracking should be allowed ✓ Draw people to area by promoting special sites/local attractions (sculpture/art) ✓ Retirement community ✓ Nature trails ✓ Tourism “special events” like fall suppers, festivals ✓ Opening up to agriculture ✓ Affordable lots ✓ Marketing natural beauty and creating trail maps ✓ Manufacturing ✓ Piggybacking on other local initiatives e.g., Cam-Am Corner Farmers market, canoe route along the Roseau, Snoman, etc. ✓ Making the TGP an easily accessible and highly desirable eco-tourism destination ✓ Local history – a lot could be done to highly local historic sites and help make them more readily available to the public ✓ Getting young people involved as they are in touch with technology and are more able to reach out and are more open to new ideas 	<ul style="list-style-type: none"> ✓ Young adults who move away – finding ways to keep our youth here or willing to get educated and come back ✓ A population who does not like change – people who are happy with the status quo. They like everything the way it is and don’t necessarily see a need for change. So how do you appease people who are leery of change but still make changes? ✓ Communities that battle over resources and volunteers instead of working together for what is best for everyone ✓ Money and incentives for businesses ✓ Lack of skilled labourers – many of our skilled labourers are retirees ✓ Recreational activities for youth and adults where travelling 1 to 1.5 hours several times a week is not required ✓ Covid ban.....and the future constrictions ✓ Difference in municipal objectives ✓ View on agriculture e.g., Limiting size ✓ Not knowing what to manufacture e.g., rafters, rubber molding, servicing of agriculture ✓ Lack of transparency pertaining to provincial/federal governments leasing of Crown lands ✓ Limited resources, lack of economic development of business startups/expansion of existing business and youth employment opportunities ✓ People abusing the area, leaving garbage, destroying nature. ✓ Anti-agriculture sentiments ✓ Feuding between communities ✓ Bureaucracy (too many regulations) ✓ Lack of home businesses, carpenters, electricians, mechanics, etc. ✓ Uninformed community, need to educate community what the role of Sunrise Corner is ✓ Loss of dedicated staff ✓ Funding appropriate to initiatives ✓ Dramatic increase in cost of gas (travel costs) ✓ Limited housing or rentals for workers resulting in people commuting. ✓ A general tendency to work against what we have instead of with it. ✓ Low quality restricted load roads
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PUBLIC CONSULTATION PROCESS

Please provide your three priorities of what Sunrise Corner should focus on, and why.

- Promote what we have thereby promoting local business
- Parks and Rec (some of the greatest trails, lakes pools, golf courses
- Commercial/retail
- Tourism, with focus on rubber tire traffic
- Natural resources, they are here already
- Infrastructure
- Tourism/recreation
- Local businesses-keep sales up
- Facilitating the development of more retail development and home-based businesses. Increased tourism = increase demands for services
- local schools, vocation jobs will bring them back
- Advertising existing businesses, fairly inexpensive
- job creation, that can bring families to the area.
- commercial/retail development
- Agriculture - our small farms have a great opportunity to offer niche direct to consumer sales, thus increasing their viability.
- Bringing new jobs to the area
- New businesses to the area
- Land development
- Promote local benefits to young people before they move away.
- Manufacturing - create jobs that work with our resources, pulp, water, breweries, whiskey
- Value added ag
- Business creation /attraction with tax incentives for large employers
- Tourism, brings money
- Infrastructure
- Natural resources
- Food bank for area-many low-income families with children
- More publicize to promote local & regional events
- more choices for stores, grubs, outdoor and indoor local activities of all ranges
- Find factories or large businesses to locate here, need employment opportunity
- residential development
- Small, home-based and niche businesses are already in operation, and many in the very beginning stages, they can be awesome assets to our community and need more support!
- Encouraging tourism to the area
- Medical treatment in local area
- Promoting housing
- Promoting to far away markets the benefits of living and investing here. (Europe, Asia, etc.)
- Small businesses
- Tourism
- Value-added home-based business.
- Home- based business, makes money
- I dont enjoy exploring the area anymore due to huge rutts potholes wash outs that have been dry for months and are not repaired roads that only see a grader 3 weeks after it snows etc

PUBLIC CONSULTATION PROCESS

- Home based business
- Promote local venues-Vassar Pool, Gardenton Park and Museum, Tall Grass Prairie Reserve
- Increase staff resources and budget to implement strategic plan more effectively and efficiently.
- 50+ housing and homes that the people can afford. thats a start.
- Support for aging community members, creates jobs and fills a need
- natural resources
- Eco-tourism - We have a lot of beautiful nature to share with others
- Fixing the internet and cell phone issues and advertising this
- More advertising about our area
- A package that explains the benefits for residents
- Tourism – this area of the province has a lot of beautiful things to see
- Home-based business – lower cost of realty
- Commercial/retail development – the area could use more of these
- Tourism – host activities that will bring people to the area such as bicycle rides for charity, 3D archery shoots
- Develop a camping area where visitors can “boondock” during hunting, bird watching, family gatherings, etc.
- Have a “green team” maintain the camping area fiving employment to local youth
- Industry related to natural resources/agriculture – we have the raw material, let’s find industries that need these materials and get factories made
- Residential development – new people cannot live here if there are no houses to live in
- Business development (place-based and home based)
- Affordable residential development (targeting youth) and help (grants, low interest loans) to sustain /grow existing business
- Commercial/retail development – being able to shop local grows economy
- Home based business – provide services close to home
- Agriculture
- Natural resources

If you could look into the future and see the area serviced by Sunrise Corner (Stuartburn and Piney) in 2030, what would be different from how it looks today?

- At least one more Hutterite colony relocating to the area.
- A small amount of small business startups."
- I feel population growth, A manufacturing base that is strong but has strong ties to recreation. A well-balanced economy that has manufacturing as well as recreation. Seasonal and year-round businesses. Strong leadership that puts youth at the forefront while caring for our elderly. I feel it is important to expand programming in our schools as well as add to our personal care homes and senior living. For the RMs to be strong they must look at Both simultaneously and work to fill needs and share burdens together. Regional building and resources must not be duplicated but better utilized and prioritized. We must become appealing for youth and young families to want to come back to our area. Having jobs in manufacturing will help bring in both skilled and traditional labor making the population stronger. At the base of a strong RM with jobs must be great schools. If schools are strong and offer quality educational experiences, we will draw on great community members
- I don't know.

PUBLIC CONSULTATION PROCESS

- Younger population.
- Less agricultural development
- Hopefully we can get back to "Normal" and have more events going on. It is a challenge just to keep things going now. Hopefully some of the younger generation will step up to the plate and help out. It's their children's future as well.
- Need to set up larger cottage/cabin communities. But hard to do need season dining/active
- Day/weekend tours of the highlights of the Sunrise Corner. Start closest to 59 Hwy and head east to the farthest reaches of Sunrise Corner. Maybe with a camping facility in Sundown which is sort of halfway would help. There is a nice park facility that could be upgraded to a camp facility fairly easily.
- Tourism kiosks in every community
- More BB operations
- Every community has some sort of food/beverage outlet
- Communities have more beautification projects . . . particularly for main streets
- A campground site in every community
- Reduced speed zones (i.e., 30 kms/hour) on community side streets (to reduce speeding of all types of vehicles)
- More employment opportunities for local residents"
- "with the south #201 open that brings in Stuartburn here, Piney, Vassar, South Junction,(they are coming Now)
- Woodridge started the snowmobile club, Ken Ruta is a founding member. start with a new campground, co-op style, with spray pads. electric outlets, campers/trailers, make it your way. that will push the other one do more too over there too.
- that brings food trucks for the weekends. that brings kids. that brings homeowner buyers.
- business owners follow the people."
- Without employment opportunities for people, towns will shrink as people move for work
- It would have an increase in new business ventures, rural population would have expanded for all areas, which then increases the need for all the additional services that would have been started by young entrepreneurs, and more job opportunities would be available in the area that allow more to stay in the area.
- I'd love to see our natural spaces celebrated and preserved. That our community could be a real leader in rare species preservation and land stewardship. I'd also love to see our small businesses flourishing, niche creative home-based businesses successfully popping up, and I'd also love to see our small farms continuing to be viable and successful. I'd love to see our farms managed in a really regenerative environmentally sustainable way, that our nature, birds, and wildlife will be flourishing more in 2030 than they are today.
- More younger families in the area, more jobs, more tourist attractions (photo-op monuments like other small towns in MB).
- Population growth due to more employment opportunities. New business growth as to be local and not have to travel to larger Cities for everyday needs. Medical Facility where more services are available locally without having to travel to Steinbach, Winnipeg, Winkler and so on.
- Change in direction, land development and promoting business
- More industries and more residents
- Still have a ban on pig farms
- Better cell service and better internet data speeds

PUBLIC CONSULTATION PROCESS

- Increase in population that includes more young families
- Increase in commercial and retail businesses
- Increase in skilled labourers and the business
- Targets must be broken down into shorter time spans (1,3,5 years) in light of Covid bans and governments unpredictability with raping our natural resources and our water
- More vibrant community where people can work together to make the communities/area more appealing for younger families to stay
- Agriculture facilities could grow more businesses and housing
- Benefit of low prices on land
- Large Personal Care Home
- Maintain its natural features and relatively low population density but start bringing in people for the weekend who will spend money at local businesses, enjoy the local area, support local economy without changing the dynamics of what this place is; small, rural and safe

What are examples of economic development which you see as good potentials in Sunrise Corner, and why do you consider them to be so?

- "Atv rentals and trail development to promote our natural resources.
- Daycare space so families are free to have 2 incomes.
- Housing building and sales so people have places to buy or rent if they move here."
- Trails both 4wheel and snowmobile, campgrounds, parks and rec.
- We need more retail and commercial business, so people don't have to head to the city for every item they need to purchase, or for jobs. More economic development (good local businesses, local jobs) would increase the house values and be more of a deterrent to low-income families and drugs/crime, as those often gravitate to areas with cheap housing.
- Haven't seen much in the last few months, but we will chalk that up to covid.
- We need a provincial campground, so people can stay in the area for more than a day. It is a large area and people would stay and explore if they had a home base.
- During these Covid times it seems people are more likely to stick around home or not travel very far. Trying to keep them in the area and find something for them to do will be a challenge.
- I see the Vassar Pool as a huge benefit to the area. They are able to train children to swim, and also train lifeguards. Those lifeguards go on go work locally, spend locally, and foster the next generation. We need to teach our youth there are opportunities for them local or we lose them to the bigger cities
- "Bed and Breakfast/cottage rentals . . . tourists and visitors need somewhere to stay
- Diners/Cafes/Food trucks (home based . . . smaller operations than restaurant) . . . residents, tourists and visitors need somewhere to eat"
- "50 + housing, goods and services, are needed. if they are available, schools, that would be a major factor in all the avenues the young people are looking for. they then can build work, and vocations. for their young ones.
- the paved highway, Yes, is what opened up this area for people to come out here. then the activities poured in.
- look, around that was the key to all of this."
- Create an industrial development with natural gas and sewer and water, incentives to locate there
- Senior living is required in our area to allow our senior base to stay in the area. Health Care, we need to continue to offer this service in our area and to try to expand more from what is available.

PUBLIC CONSULTATION PROCESS

- On the agriculture side, we could use a local butcher shop and a local feed mill.
- I think there are many small home-based businesses that have great potential to be larger scale and more successful with some business training and support.
- I think we also have room for some quiet accommodations, Bed and Breakfasts-type or cabins in the area.
- Building on to the EBCH would also make more home care worker opportunities.
- More medical care offered in local area who be a benefit to the area. Traveling costs are expensive and hard for older population to access or those residents who have special needs such as cancer treatment, dialysis, physical therapy.
- Traveling costs are expensive Growth of new businesses within our area to keep/draw younger people to our Communities. Why? We have limited population and job resources to keep/draw younger people to our communities. New businesses struggle to survive with higher costs of goods due to our location and cost of transportation to our area.
- A Hotel/Motel in our area for people to stay at when enjoying all that our area has to offer in forms of tourism - yes, there is some campgrounds, Cabins at Buffalo Point and Moose Lake but not a lot of places for people who just want to rent a room for a day or two or for those who are traveling through the area and would like to stop for the night to rest or come out to attend a family wedding, graduation, funeral and so on. • 24 hour gas/convenience store - Hwy 12 is a main route for travels and truckers - what do you do traveling through our areas in the middle of the night and you need gas or something to eat to continue on your way or stop for a quick rest,
- Agriculture, affordable good housing
- Smaller factories and organic farms
- Small manufacturing businesses – lower overhead cost and availability of people looking for work
- Manufacture Diamond Willow furniture, crafts. There is an abundance in the area and it naturally reproduces
- We need a tourist brand that represents the area – there is an abundance of Sandhill Cranes in the RM of Piney. Have a contest to design a Crane statue and place it in a highly visible location that tourists can visit and take pictures, picnic, camp, etc. Have the school shops class to build the crane to cut costs
- Recreation – use of natural resources
- Jobs related to bottling or use of drinkable water i.e. distillery
- Processing of the agriculture we produce that is sent out of our area to be processed i.e. the peat moss plant
- Grant funding is crucial to promote our community growth, volunteerism, youth involvement
- Special events, local attractions i.e. sculpture/art give people a reason to visit our diverse area
- More middle-aged people living here, working from home
- Farming

What is your view on Sunrise Corner placing a greater priority on business growth, as well as providing short term incentives to see this development occur in order to secure long term tax revenue from this growth?

- I'm unclear on the mandate of sunrise corner but SR corner or RMs, that is a good focus.
- I think that tax incentives are a priority. I feel long term incentives are even needed. We need to attract businesses, businesses spur people, people create revenue and community businesses become stronger.

PUBLIC CONSULTATION PROCESS

- I agree that a greater priority should be given to business growth and with the various incentives to encourage business. The RMs should be actively recruiting larger businesses and encouraging/helping smaller businesses.
- Attract our dual citizens back, as there are jobs in the Us. They would live here, pay taxes here etc. More people more businesses would be created.
- I think it would help save our natural resources and be a better long term plan than agriculture, which is detrimental to our area.
- Support the farmers.....
- "Should support local farms and business first before they move out.
- Prevent any further hog and poultry farms as the smell becomes very outputting."
- I am open for options on this one as I am always looking forward for job opportunities.
- I think it's a good idea. Let's revitalize this area and put it back on the map. As a person from Sundown, maybe a campground makes sense and helps provide people with a place to stay while. Touring the other areas out there
- Not sure.
- exactly, that's incentive for new business, but for those business already here. need breaks too. long term places, want to stay here too.
- Whatever it takes to create jobs
- Business growth is needed in our area. We are seeing a decline in this area and we need to work on getting businesses to stay open, and also for new ones to want to come to our locations.
- "I don't know...I don't have a great feeling about big corporate settling into the area. I think it goes against the quiet lifestyle we value so much. At the same time, if big business is done in a wise, environmentally friendly way, and it brings in sustainable kind of jobs, I'm not opposed either. I just think people and current residents need to be respected.
- Economic development and big business will bring higher housing and land prices, which is good on one hand for those wanting to retire, but bad for the viability of small farms and also our young people may not be able to afford housing or land in the area in the future. Something to think about.
- Bringing business growth to our area would hopefully bring employment growth to our area which in turn would bring population growth to our area. All would ensure long term revenue in our area.
- Has to assist all residents in the area or population and area won't grow for positive results.
- Most areas entice new businesses with tax breaks and amenities, we need to do the same
- Short term incentives are a good way to help business development to start
- Create a tax deferment for a new business opportunity if it brings in long term employment. The municipality must make these contacts with industry
- People need to be allowed to dream and dream big – the peat moss plant is a great addition to the industry in our area. What other resources do we have that can be processed in our RM and not be sent away? Are there enough employees available? Are there enough homes for new employees to settle down and make roots?
- Without business start ups/growth/expansion and providing incentives (grants, low cost, easy to access) and easier qualifications for business loans, youth retention incentives, extended care homes for our seniors, economic development is a moot point
- As a teacher in the community, everyone needs support whether a farmer or business owner. I think nothing can survive if you have one without the other. I see families that struggle to make ends meet and

PUBLIC CONSULTATION PROCESS

I see families that work hard to support their families. I am not sure how you balance the dollars so that needs are met for everyone

- I think you are dealing with the mindsets of people and you need to find a way to “hook” them in
- It seems as though Sunrise Corner may have a role to play in helping small businesses become established in the are. However, it seems like more of a municipal concern to encourage large business/industry which if they are to be encouraged must be done in agreement with a strong development plan that considers all the impacts; environmental, economic, social , etc.
- Short term incentives from Sunrise Corner or the RMs could be a useful tool but ONLY if a strong cost benefit analysis goes with them. Are taxpayers actually getting their money’s worth? Is this helping grow a local business or is it a take the money now and them move to Steinbach once established type of situation?

RESPONSES FROM PARTICIPANTS IN ADVANCE OF THE

Responses from Participants in Advance of the Session

One of the first steps in strategic planning is for participants to provide feedback on each person's perspective of the community. Rather than consume a significant portion of the time together to generate this information, participants were sent a series of questions in advance of the session. Questions asked of the participants differed from those asked of residents. The responses were compiled in to one document and forwarded back to the participants prior to the session. This compilation, together with the compiled responses from the participants of the public meetings as well as online surveys, provided significant insight for the group.

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> ✓ Location ✓ Rural environment ✓ Cheap land value ✓ Our natural spaces, Sandilands Provincial Forest, WMAs, greenspace, etc. ✓ Distance to Steinbach, Winnipeg and Capital Region ✓ The people that make things happen; employees (the team), volunteers and community ✓ Dedicated, progressive councils with the ability to see bigger ideas in long-term context ✓ Nature/wilderness in demand for recreational/therapeutic outdoor activities ✓ Dedicated volunteers ✓ Full time economic development manager with support of RM councils ✓ Passion for tourism & Economic Development – both RMs want to see the area grow with residents and visitors ✓ Connections with other organizations (Triple R, Eastman Tourism, Travel Manitoba, incl. the Manager's personal and professional connections ✓ Low taxes for those wishing to move here or start a business here ✓ Growing close proximity to a growing city ✓ All day-to-day services are provided within Sunrise corner ✓ Natural beauty and attraction that are admired and by many tourists around the world and can be further promoted 	<ul style="list-style-type: none"> ✓ Rural depopulation ✓ Lack of funding ✓ Community opinions, poor vision, stuck in the past mindset ✓ Inability to be innovative, creative and think outside of the box ✓ Lack of investment/investors, lack of community support for local businesses ✓ Lack of funding towards economic development, low appetite for risk ✓ Competition between communities ✓ Volunteer burnout/lack of appreciation/dictatorships ✓ Limited budgets to undertake larger initiatives ✓ Autonomy ✓ Board participation and guidance to Manager ✓ Time Management of the Manager to do Administrative/Financial responsibilities of position ✓ Parts of the region are far from services or industry for gainful employment ✓ Infrastructure limitations when looking to attract industry or even to expand the industrial or agricultural industry that currently exists. E.g. Unrestricted highway, natural gas, 3 phase electricity ✓ Little employment opportunity to help attract new residents to grow the region

RESPONSES FROM PARTICIPANTS IN ADVANCE OF THE

<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> ✓ Business/industry development ✓ Natural resources, water, timber, wildlife, rare species, agricultural land ✓ Proximity to US markets ✓ An abundance of natural space ✓ Recreational opportunities ✓ Renewed focus on rural lifestyle to increase population ✓ Value-added production of raw natural resources to increase employment opportunities ✓ Tourism product development (developing assets we already have to make them desirable destinations) ✓ Abundance of Nature and Activities for people to see & do ✓ Many home-based businesses and products (natural products) ✓ Partnerships with other local groups e.g., Local Food Initiatives Group ✓ Seasonal campsites that help attract people to spend time enjoying the natural attractions we have to offer ✓ Housing development that will take advantage of people looking to our region for a bedroom community to our neighbouring city which may be giving employment, but our region will offer a cheaper and more enjoyable place to live for many people that value country living close enough to employment that can be easily travelled each day 	<ul style="list-style-type: none"> ✓ Rural depopulation ✓ Lack of jobs/industry ✓ Distance to major centers ✓ Crown lands and provincial red tape preventing development ✓ School closures, death of our community. It would be almost impossible to remain a viable community and RM without our schools. Can't be naive and think that it isn't possible, because it could be very likely! ✓ Unreliable internet/cell service ✓ Lack of investors to diversify the economy ✓ Small school with fewer options for students so difficult to attract families to move here ✓ Working with the provincial government to develop tourism products in provincial forests ✓ Economic crisis (e.g. Covid-19), limiting people's finances to tour areas or to develop projects/buildings ✓ RTAC roads – can't get businesses to locate in area with road restrictions that would affect the businesses ability to get or move products ✓ Border hours – travel to and from is hindered by shortened border hours for business and recreational purposes ✓ Being able to attract the developers that are willing to invest in residential development. Most of the western part of Sunrise corner has a housing shortage and more development will bring more families ✓ Government regulation. Specifically, the provincial limitations on development of certain type in certain areas. We can attract developers but if a camp site isn't a permitted use in a desirable spot it could create limitations ✓ Centralization of services. Right now having services in the communities is one of our greatest strengths but these aren't guaranteed. Examples are hospitals, agriculture offices, and schools. If these would be lost it could crush any momentum we have gained

RESPONSES FROM PARTICIPANTS IN ADVANCE OF THE

How do you visualize Sunrise Corner in the year 2030 in relation to:

a. Tourism?

- Same as now
- Sustainable.
- Measurable market growth. A destination point with and that highlights our unique features.
- Profitability for local businesses
- More tourist services like gas stations, restaurants, accommodations.
- In addition to a full complement of events and festivals year-round, other tourism products developed (e.g. multi-purpose trails) with effective wayfinding, trail markers, washroom facilities, picnic tables, parking
- Tourism booth/Centre built for visitors to stop and get information and souvenirs
- I foresee more private investment that will promote and retain tourists in the area. This could be things like river tour businesses taking advantage of the tubing and kayaking that is already happening on our rivers but not being catered to

b. Residential development (senior, single dwelling, rentals?)

- Hopefully more
- More young families through to seniors, opportunity for multi-generational families to live within the region.
- Senior complex
- Increased housing opportunities
- Recreational opportunities which help round out the reason people want to call Sunrise Corner home.
- Seniors assisted living community open and at capacity, freeing up space for others in independent living suites.
- More rental housing available.
- More short-term accommodations for workers and tourists.
- More local trades to make it more economical to build on site rather than RTMs.
- 1 or 2 more senior complexes,
- 2 to 3 apartment complexes or duplexes
- 50 to 75 new single-family dwellings
- Development of all vacant lots within towns
- I foresee more single dwelling development in the areas closest to Steinbach. I see more demand for senior housing in the eastern part of our region but limited without attracting the right developer

c. Commercial/retail development?

- As much as possible
- Moderate growth, supported by local residents
- More gas stations, restaurants, accommodations to service residents and tourists
- Thrift store to help lower-income residents
- Development of vacant “commercial” buildings within towns, with thrift store, hardware store, dentist, hairdresser, optometrist, lawyer, income tax offices/services
- I can see more home based commercial and retail businesses in the eastern part of the region as the push to work from home continues and connectivity continues to expand and improve. If infrastructure

RESPONSES FROM PARTICIPANTS IN ADVANCE OF THE

improves I foresee expansion of mainstream commercial development in Vita because of being closer to Steinbach and possibly having the best chance of supporting a consistent workforce

d. Industries related to agricultural and natural resources?

- Better than present
- New resource related opportunities established
- Increase jobs within the Peat Moss industry
- Value-added production of raw natural resources (e.g. peat moss processing and packaging) to create jobs
- Meat Store (similar to St-Malo Meat & Deli – they do process beef, pork and game, but on small/local level not huge abattoir setting)

e. Agriculture?

- Not much than present
- Moderate growth
- Increased farm diversification
- Development of niche markets
- Diversified production with specialty crops being grown (e.g. organic garlic, cannabis, wild rice, greenhouse vegetables)
- Buffalo Ranch

f. Home based business development/growth?

- No opinion
- Greatest potential for growth
- Low tax return, but highly rewarding for the quality of life
- Reliable internet/cell service so that people have the ability to work remotely as effectively as if they were in the city
- 15 to 20% growth in home bases businesses

g. Other?

- The development of a Community Development Corporation to help address economic needs where small business or investors have not addressed or invested. This would allow for the generation of funds which could be reinvested into economic development and more jobs within the region
- Green initiatives/off-grid living options/environmental initiatives/eco-tourism
- Development of 2 campgrounds/RV parks & Bed & Breakfast

What would you like Sunrise Corner to look like in the next 5 to 10 years?

- Improvement
- Sustainable, new business development, including home based business. Set a goal, 5 new businesses over the next 10 years. Identifying regional areas of potential growth, investment in those areas to develop that potential and grow our region within “niche” markets
- Diversified economy with more local jobs giving young people opportunity to build a life here
- More families living in area to increase student numbers in school.
- More housing options

RESPONSES FROM PARTICIPANTS IN ADVANCE OF THE

- More volunteers to reduce the burden on current volunteers and create new events and recreational activities
- More services available locally to reduce travel costs and provide jobs
- More clarity around health care services available locally and what is covered in US
- Existing Tourism attractions/destinations set up/complete
- Vacant commercial buildings no longer vacant
- I would like to see sustainable business and residential growth. I would like to see our tourism potential develop and with it bring people who want the opportunity to live in the area they like to visit

If you could improve one thing about Sunrise Corner to make it a better place to live, or enhance its sustainable future, what would that be?

- More job opportunities to keep youth in the area
- More jobs and more employment opportunities for skilled labour, clerical and journeymen
- Reliable internet/cell service would make it easier to attract new businesses and residents
- Fix roads to allow for commercial/agricultural/industrial traffic
- Accommodations for visitors – B&B, campground, a few more motel rooms or cabin rentals
- Infrastructure improvements as listed earlier including roads, internet connectivity, natural gas, and commercial electrical supply

2020 ITEMS FOR CONSIDERATION

2020 Items for Consideration

Opportunity was provided to review the extensive compiled responses lists and allow those attending to present views and explanations regarding individual items within the list. This was done in a “CAP” format, where individuals were offered the opportunity to “Comment” on those items considered most significant, “Ask” about those items where further explanation would be appreciated, and finally “Prioritize” the top five items each person considered necessary.

Following the above process, each participant was asked to identify his or her top three items and place them on cards. These were then placed on the wall. The list consisted of the following responses.

- Advertise our region
- Business development and support
- Governance and structure
- Housing
- Infrastructure development
- Lodging re: B & B, campground RV
- Low cost of living
- Natural resources
- Promote business opportunities
- Recreation development
- RTAC highways
- Rural lifestyle
- Small business growth
- Tourism products
- Value added natural resources development

Items which had significant similarities were then grouped together, providing the following list of potential strategies.

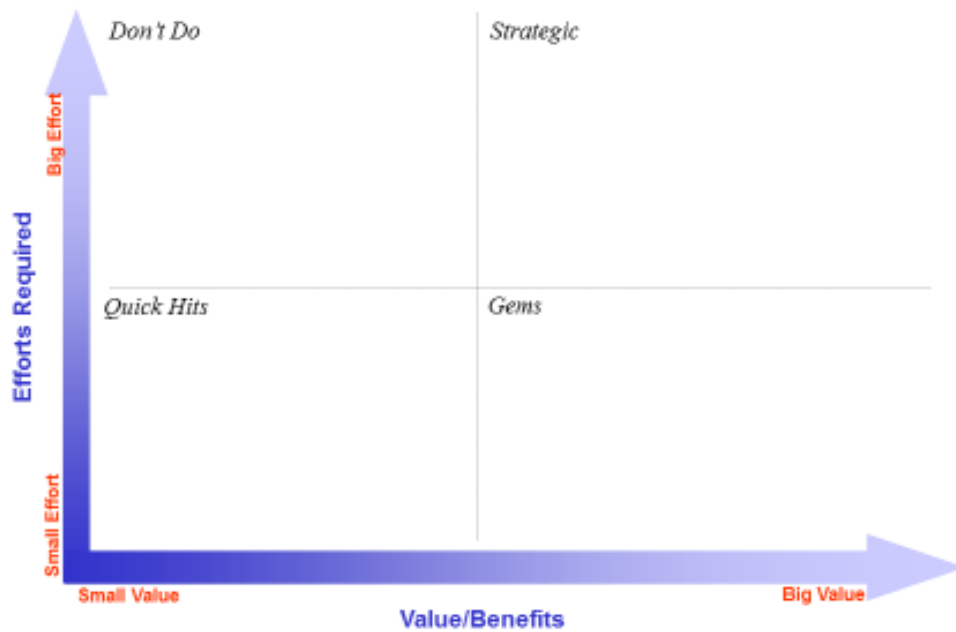
- **Advertising**
- **Business development**
- **Governance and structure**
- **Housing**
- **Tourism**

REVIEW AND DISCUSSION OF ITEMS

Review and Discussion of Items

In order to fully understand the items listed above, the group reviewed the submitted comments for each item. The writers were asked to expand on the submitted comments, which led to a discussion on each item. This helped to clarify what level of importance each item had as well as the amount of energy each would require. Items were then placed into the following value graph based on a combination of efforts required and value/benefit gained.

Value Graph



All items in the list of potential strategies were considered strategic and seen as important to include in the new strategic plan.

STRATEGIC DIRECTIONS

Strategic Directions

The strategic directions agreed upon, based on where the group saw the issues in the Values Graph, are outlined below.

1. Creation of the governance and structure for the organization so that it can better respond to economic development opportunities

There are a number of key parts to this strategy. Determining whether a CDC or some other format is most advantageous will need to be determined and set up. An agreement or agreements between Piney and Stuartburn will need to be entered into regarding development and funding to Sunrise Corner from development. Building a sound governance structure will round out this strategic direction.

2. Generate the different types of housing

Housing demand will be determined. Sunrise Corner will develop an outline of municipality vs. Sunrise Corner roles, with Sunrise Corner supporting both municipalities in a number of ways.

3. Enhance, promote and develop destination points to increase tourism by creating five new tourism products over the next five years

Products having the greatest merit will be identified. Feasibility studies will be considered for each to help facilitate.

4. Advertising to promote our region for business and residential opportunities

Work will be done to promote existing business as well as promote the region for development

5. Generate business development

The three areas which will be focused on are encouraging/supporting growth of existing businesses, supporting the start of home occupations, and filling in gaps/voids of businesses in the area.

A matrix for each strategic direction was initiated. These will be finalized and presented to the Board for approval and action.