



Kapuskasing STRATEGIC PLAN

A Vision for the Future
**Dynamic & Vibrant
Kapuskasing
2020-2024**



Elected Council 2018-2022



MAYOR
Dave Plourde



COUNCILLOR
Julien Boucher



COUNCILLOR
Martin Credger



COUNCILLOR
Sebastien Lessard



COUNCILLOR
Kenneth Munnoch



COUNCILLOR
Bruce Newton



COUNCILLOR
Guylaine Scherer

Purpose of the Plan

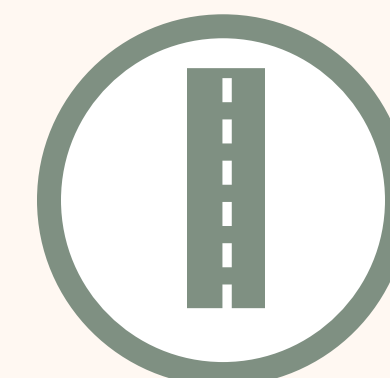
A Vision for The Future: Dynamic & Vibrant Kapuskasing 2020-2024 sets out priorities, goals and actions for the next four (4) years. This plan fits into a framework and context of a combined community and municipal plan. Council and municipal staff reflected on what citizens and stakeholders had to say in the Community Strategic Plan (2016 - 2020) and Municipal Strategic Plan (2015 -2018) and used this information to redefine the vision, mission and values, and decide on strategic priorities.

Kapuskasing faces changes that require a strategic response. The plan challenges Council and staff to decide what to focus on and where it can affect meaningful change on the most important issues that face the municipality and community. The plan was developed for the following reasons: to envision the future, to review the mission, to identify specific strategic priorities, goals and actions that will propel the town through the next 4 years.

This new strategic plan is a road map. It is an affirmation of where the municipality is going as a corporation. It will focus its efforts on the goals and priorities of the municipality and community as well as the municipal views and objectives of Council and staff. This guiding document will be backed by and integrate with other municipal plans and policies.

The following were identified as the top challenges and opportunities facing the community and the municipality over the next 4 years.

Top Challenges & Opportunities



Aging Infrastructure



Population Decline



Public Communication



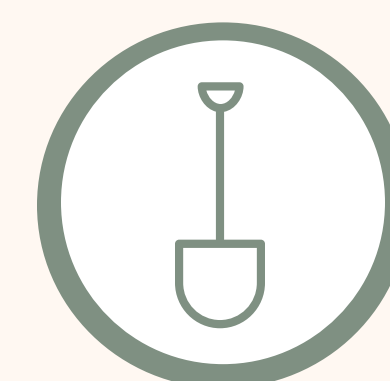
Constrained Financial Resources



Skilled Labour Shortage

The following 6 priorities were identified through the strategic planning review exercise. The priority areas are complex, inter-related, and will challenge Council, staff, citizens and community partners to work together to be creative, learn from others, think long term and ultimately find solutions that work for Kapuskasing. We know that making progress in these 6 areas will have a positive impact on the community.

Strategic Municipal Priorities



Investments in Infrastructure



People, Jobs & the Economy



Transparent & Relevant Communication



Responsible Government



Support Community Events & Activities

Strategic Review Process

The process to develop the plan has been a collaborative effort between Council and staff. The following activities were completed in the strategic review process:

- A Review of the Municipal Strategic Plan (2015 – 2018) and the Community Strategic Plan (2016 – 2020)
- Facilitation of a strategic review session with staff
- Administration of a survey that was completed by Council and staff
- Facilitation of 2 strategic review sessions with Council

These activities helped Council and staff to decide on strategic priorities and to determine how the municipality can play a role in addressing the identified top challenges and opportunities.

SWOT Analysis

S T R E N G T H S

- Bilingual residents & community
- Affordable
- Progressive council
- Small town charm
- Affordable recreation offerings
- Access to natural & recreational spaces
- Multi-cultural community
- Tight-knit & engaged community
- Regional centre; good relationships and shared services with neighbouring communities
- Excellent post-secondary institutions

W E A K N E S S E S

- Lack of retail diversity
- Limited senior housing
- Low population numbers
- Town needs facelift
- Absence of strategy to deal with youth attraction & retention
- Lack of brand identity
- Limited long-term facilities
- Far from everything (Distance to markets)
- Lack of skilled workers
- Perception of inadequate community information and participation in decision-making

O P P O R T U N I T I E S

- Broaden sports tourism
- Expand evacuation program
- Attract immigrants
- Access to untapped resources
- Market the town and its benefits
- Increase economic diversification
- Improve engagement with Indigenous communities
- Access to affordable land

T H R E A T S

- Stability of RYAM's local operations
- Aging infrastructure
- Decreasing tax base & rising costs
- Declining population & outmigration
- Rising costs
- Skilled labour shortage
- Communication
- Labor attraction & recruitment
- Stagnant housing market



Vision, Mission & Organizational Values

The vision statement reflects the desired future for Kapuskasing. It will help guide internal decision-making. The mission statement defines what will be done to achieve this future. The organizational values are the guiding principles and reflect the expectations community stakeholders have for the municipality. **Together, the values, mission and vision are the foundation of the Town of Kapuskasing.**

VISION STATEMENT

The Town of Kapuskasing's social well-being is supported by a vibrant and dynamic community and sustained by a growing and diverse economy.

MISSION STATEMENT

The Town of Kapuskasing is a community in which all residents can pursue a quality of life that is propelled by a safe, healthy, progressive and economically sound environment.

OUR VALUES

Leadership

We demonstrate professionalism, exemplify management and service excellence and inspire people to work together.

Inclusivity

We believe that communities are stronger when they welcome diversity and respect differences.

Engagement

We value the community's input and respect their right to be informed in a timely manner. We are committed to bilingual communication, transparency and ongoing opportunities to engage the community.

Collaboration

We seek out partnerships to increase the impact and effectiveness of our overall operations. We will promote this value internally and externally to better leverage all of Kapuskasing's resources.

Innovation

We are committed to building a forward-thinking future for Kapuskasing. We are not afraid of innovation – new ideas are welcome, explored and advanced.

The Town of Kapuskasing will know the vision is a reality through the following accomplishments:

- Maintain affordable taxes and sustaining a high level of public service
- Deliver municipal services that align with the municipality's strategic vision and long-term plans
- Ensure the implementation of all cost-saving opportunities, new revenue streams and operational efficiencies to maximize investments in infrastructure
- Attract newcomers, young families and youth, and retaining them by promoting the benefits of living in Kapuskasing
- Create conditions that encourage business retention and attraction, and increase the non-residential tax base
- Improve external and internal communication to increase collaboration and engagement
- Develop and strengthen relationships with Indigenous communities
- Recognize the community's redefined identity

Strategic Plan

A Vision for the Future: Dynamic & Vibrant Kapuskasing 2020-2024 is the guiding document for the Town of Kapuskasing. The plan connects as follows with other planning and policy documents.

Long-Term
Planning
Framework

A Vision for the Future:
Dynamic & Vibrant Kapuskasing
2020-2024

Medium-Term
Planning
Documents

Kapuskasing
Official
Plan

Related Plans

- Asset Management Plan
- Fire Master Plan
- Energy Plan
- Emergency Plan
- Economic Development Plan
- 10-year Capital Plan
- Accessibility Plan

Short-Term
Action
Plans

Department
Action Plans

Operational
Budget

Capital
Budget



Vision, Mission, Organizational Values

Here is how the vision and mission statements, organizational values and strategic municipal priorities come together to form the overall strategic plan - **A Vision for the Future: Dynamic & Vibrant Kapuskasing 2020-2024**

MISSION

The Town of Kapuskasing is a community in which all residents can pursue a quality of life that is propelled by a safe, healthy, progressive and economically sound environment.

VALUES

Leadership
Inclusivity
Engagement
Collaboration
Innovation

Investments in
Infrastructure

Responsible
Government

Transparent &
Relevant
Communication

Support
Community
Events &
Activities

People, Jobs &
The Economy

VISION

The Town of Kapuskasing's social well-being is supported by a vibrant and dynamic community and sustained by a growing and diverse economy.



Priority: People, Jobs & The Economy



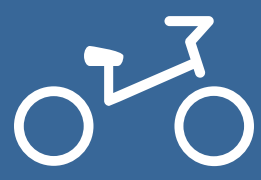
Goal: The Town of Kapuskasing will work to develop conditions conducive to business attraction, retention and expansion. We will also support efforts to address the skills gap and labour shortage.



Increase Resources to Grow and Diversify the Tax Base



Transition the Solar Program to an Operational Phase



Support Local and Regional Trail Connectivity Projects



Continue to Lead and Support Regional Economic Development Initiatives



Add Economic Development Projects in Strategic Review Process to KEDC Idea Bank



Develop a Strategy to Reduce the Community's Over-Reliance on the Primary Resource Industry



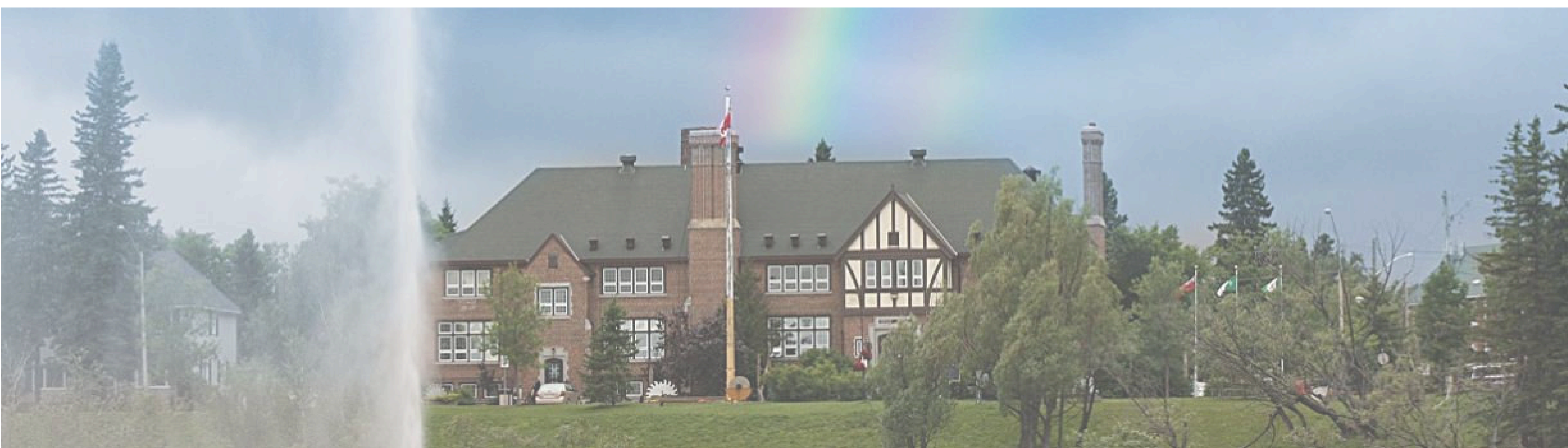
Undertake a Study to Determine the Best Use of Municipal Accommodation Tax (MAT)



Establish a Community Improvement Plan (CIP) to Leverage Incentives to Attract and Retain Businesses



Identify a Community Champion to Implement the Key Recommendations of the Labour Investment Readiness Strategy



Priority: Responsible Government



Goal: The Town of Kapuskasing will operate efficiently, demonstrate fiscal responsibility, make well-informed decisions and produce results.

Improvements will be made to:

- Services to Residents
- Health & Safety of our Community
- Management of Municipal Funds
- Investments in our Employees



Priority: Transparent & Relevant Communication



Goal: The Town of Kapuskasing will provide timely and relevant communications to encourage community engagement, collaboration and participation.



Review Current Communication Tools and Methods



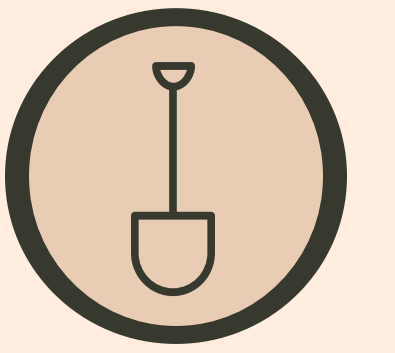
Identify Strategies and Action Steps to Improve Communications



Develop Communication Plan



Priority: Investments in Infrastructure



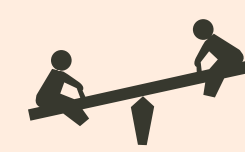
Goal: The Town of Kapuskasing will invest in municipal infrastructure assets and support initiatives that promote and enhance its amenities



Undertake Municipal Projects in Order of Priority in the Asset Management Plan (AMP)



Expand Use of Municipal Buildings and Spaces



Renew Key Recreational Infrastructure



Increase Tree Lined Paths, Streets and Public Spaces



Priority: Support Community Events & Activities



Goal: The Town of Kapuskasing will support community events and activities that enhance the quality of life of all residents and foster civic pride.



Plan and Execute the KAP100



Invest in Tourism and Community Events



Develop a New Community Events Calendar for Post KAP100 Events



Rebrand the Kapuskasing Summer Festival post KAP100



Revive the Kapuskasing Healthy Community Program

Measuring Performance & Reporting

The Town of Kapuskasing is committed to the successful implementation of the priorities, goals and actions identified in **A Vision for The Future: Dynamic & Vibrant Kapuskasing 2020-2024**. The plan is intended to be a reference tool that is actively used to execute the actions of each strategic priority. To achieve this, the Municipality will undertake the following activities to measure the progress of the Plan and keep the community informed of the progress and results.

Kapuskasing is committed to the following:

- Proudly communicating the strategic plan
- Make decisions that are consistent with the plan's vision, mission, values and strategic priorities
- Engage residents, businesses and community organizations to play a role in the realization of the plan
- Regular review and update of the strategic plan
- Consistent communication with staff, the community and stakeholders to inform them of progress.

Semi-Annual Updates

- Semi-annual updates on progress against the plan will be highlighted via the most effective communication tools as identified in the communication action plan
- Semi-annual updates will also be posted on the Municipality's website

Quarterly Updates

- Senior management will update on progress against their respective department action plans
- The updates will also be posted on the Municipal website

Municipal Website

- The Municipal website will have a page dedicated for the plan "A Vision for The Future: Dynamic & Vibrant Kapuskasing 2020-2024".
- www.kapuskasing.ca/strategic-plan-2020-2024
- The page will house the following information;
 - Strategic Plan, Quarterly and Semi-Annual Updates
 - Strategic Review Meeting Date & Meeting Update/Outcomes

Annual Strategic Plan Review Meeting

Special council meetings will be held to provide an update to Mayor and Council. Staff will report on progress for each ongoing project/initiative and provide an update on implementation timelines. These annual meetings will also provide staff with the opportunity to report on any changes to the Plan's priorities, goals and actions.



A Vision for the Future

Dynamic & Vibrant Kapuskasing 2020-2024